Research on the mechanisms by which employees feel their supervisors trust them has an impact on their career growth

Bingbing Chen[1*], Guang Xu[2]

[1,2]*International College, Krirk University, Thanon Ram Intra, Khwaeng Anusawari, Khet Bang Khen, Thailand.*

Corresponding author: Bingbing Chen (*Email: water602@163.com*)

Abstract

The objective of this study is to examine the subjective perception of employees about the level of trust exhibited by their superiors in relation to opportunities for career progression. To investigate the correlation between employees' impressions of their supervisors' trust and their career progression, a total of 190 out of 200 participants in the survey gave valid and usable replies. The findings of this study indicate the presence of a partial mediator role, which also exhibits a positive moderating influence on the indirect effect. The observed impact of supervisors' trust on employees' career advancement has been found to be advantageous. This relationship is somewhat mediated by factors such as job autonomy, self-efficacy, and relationship energy. The moderating variable sense of organizational justice strengthens the relationship between feeling trusted by supervisors and employee career growth and positively regulates their indirect effect through relationship energy. There is no discernible moderating effect of the inconsistent sense of organizational fairness on the mediating variable of job autonomy. The evaluation of each variable in the study involves the appraisal of employee evaluation and the use of cross-sectional data. The sample size of this study is limited to colleges and universities, and the sample size needs to be slightly reduced. Future research will encompass a broader range of organizations. Managers should pay attention to the sustainable use of talents. The lack of trust in subordinates can harm their morale and performance; therefore, it is imperative to establish transparent communication and empowerment to cultivate a sense of trust. This study elucidates how supervisory trust impacts career growth, contributing to the employee career growth theory from the trust perspective. This paper relies on the active motivation model of competence and relationships to analyze the impact of perceived trust from supervisors on employees' professional advancement.

Keywords: Career growth, Feeling trusted by the supervisor, Relationship energy, Self-efficacy, Sense of organizational justice, Work autonomy.

Authors' Contributions: Both authors contributed equally to the conception and design of the study. Both authors have read and agreed to the published version of the manuscript.
Competing Interests: The authors declare that they have no competing interests.
Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.
Institutional Review Board Statement: The Ethical Committee of the Krirk University, Thailand has granted approval for this study on 18 April 2022 (Ref. No. 2022-0418).

1. Introduction

The uncertainty in the global economic environment has brought more significant challenges to the development of enterprises. The global use of Internet technology and artificial intelligence has led to significant technological advancements, hence assuming an essential role across diverse industries, occupations, and individuals' daily routines. They provide an excellent technical support environment for the advancement of organizations while also presenting them with increasingly substantial technological obstacles that impact their survival and growth. Improving enterprises' survival and competitiveness has become a formidable task confronting enterprise managers, necessitating quick resolution [1]. With the development of data sharing, the input and output of various resources are becoming increasingly transparent. Nowadays, competition among enterprises has transformed into competition for human resources. Organizations at all levels have gradually adopted and recognized humanistic management theory as a result of its development and promotion. The competitive advantage of enterprises has changed from financial and technical resources to human resources [2]. However, due to the limitations of knowledge, ability, time, and resources among individuals, it is difficult for organizational leaders to predict all possible business risks and environmental changes alone [3]. Therefore, in addition to the leaders' wisdom, the organization's survival and development should create an environment of complete trust. Trust is established when an individual forms a positive assessment of others' intentions and actions and demonstrates a willingness to reveal their weaknesses to others without worrying about potential harm. [4]. Trust connections encompass the involvement of both parties and the perception of trust. The absence of unilateral knowledge might have an impact on the trust status of each party involved [5]. The superiors transmit trust to their subordinates by providing an environment that fosters flexibility, openness, and collaborative cooperation while also offering enough possibilities for personal and professional growth. They gradually delegate additional duties and challenges to employees, displaying their confidence in their talents. This helps to cultivate employees' leadership and problem-solving abilities. The establishment of a long-term and stable employment relationship with employees is contingent upon leaders' provision of enough resources and chances for employee career advancement [6]. Career growth refers to the opportunities individuals may gain in an organization that can help them grow, such as executing challenging tasks, taking on more responsibilities and work experience, and continuously enriching skills. From the perspective of opportunities, career growth is often depicted as the greater correlation between the possibility of acquiring opportunities and the level of maturity achieved [7]. In the context of a human resources market characterized by numerous job opportunities, the ability of employees to remain within an organization and pursue long-term career advancement has emerged as a focal point of interest for organizational leaders. The urgent issue for enterprises lies in finding effective strategies to enhance the perception of superior trust, foster employee career advancement, facilitate the establishment of a virtuous career cycle among employees, and ultimately produce a mutually beneficial outcome for both employees and the organization.

Due to the vast majority of cases where resources are in the hands of leaders, the attitude and behavior of leaders are a significant influencing factor in perceiving trust from superiors. So, how does organizational fairness interfere with the relationship between perceived trust from superiors and professional growth? What is the specific mechanism of action? This article explores the relationship among employees' perceived superior trust and their work autonomy, self-efficacy, relationship energy, career growth, and the contingency effect of organizational fairness during the period.

This study adds to the body of theoretical research on the link between employees' perceptions of superior trust and their career growth. It also comes up with a model that shows how perceptions of superior trust, work autonomy, self-efficacy, relationship energy, and organizational fairness all affect employee career growth. In practical application, we have deepened our understanding of the contingency effect of organizational fairness, providing theoretical guidance and support for employees to correctly judge their tendency towards work autonomy, self-efficacy, and relationship energy. Additionally, it enables them to examine and comprehend their perception of superior trust within organizational contexts. This creates a favorable organizational and interpersonal environment for their career growth.

2. Literature Review

There is diversity in the career development of employees in enterprises with the increasing changes in big data technology and the intelligent economy. It is imperative for employees to consistently engage in self-enrichment activities, enhance their employability, sustain competitive advantages, and foster a greater sense of concern for their career progression. Career growth is divided into two categories: intra-organizational career growth and inter-organizational career growth. This paper studies intra-organizational career growth [8]. According to the leader-member exchange theory (LMX), leaders can meet employees' personal needs through their professional growth by improving their 'adherence to the organization, and stimulating employees to have better work attitudes and behavior. According to the contemporary available literature, the concept of career growth initially proposed that it pertains to the progressive acceleration of an individual's experiential pace within their professional endeavors [9].

2.1. Feeling Trusted by your Supervisor and Career Growth

Supervisors place faith in their subordinates, while subordinates perceive that leaders hold positive expectations for them and are willing to provide assistance in managing potential dangers [10]. The organization encompasses both upward and downward trust, which significantly influences employees' emotions, attitudes, and perceptions. The presence of trust in superiors is a crucial prerequisite for stimulating employees' perspectives and enhancing their enthusiasm for work. The recognition of superior advantages by employees contributes to the establishment of a long-term dependence and trust between employees and the organization. Consequently, employees exhibit a greater inclination to invest more in the enterprise, specifically by demonstrating a willingness to advance their professional growth within the organization [11]. Enterprises have the expectation that their employees will demonstrate long-term efficiency in their work, capitalize on

opportunities for career advancement, contribute to the progress of the enterprise, and proactively implement targeted measures to effectively adapt to external changes. This proactive approach is crucial to driving the transformation and development of the organization. Employees ' perception of being trusted by their superiors includes Feeling superior dependence and Feeling superior information disclosure [12]. The level of trust between superiors and subordinates is influenced by the hierarchical distance that exists between them. Individuals with better status tend to exhibit stronger levels of trust. A manifestation of the trust that their superiors have placed in them is the self-evaluation of their employees through the disclosure and reliance on their information. Consequently, these superiors categorize such employees as insiders and have more emotional input from their subordinates. When this feeling becomes more intense, employees experience a strong sense of responsibility to contribute to the organization and strive for professional and personal growth, thereby fostering the growth of the firm. Therefore, based on the leader-member exchange theory (LMX), this paper argues that feeling trusted by supervisors is an essential organizational factor for employees' career growth. Therefore, it is assumed that:

H₁: Feeling trusted by supervisors positively affects employees' career growth.

The influencing factors of career growth in the organization include not only the role of organizational factors but also the role of inter-employee relations and other factors. In order to effectively keep talented individuals within an organization, it is imperative to consider not only the provision of external material resources, humanized rules and regulations, and excellent leaders, but also the identification and cultivation of their professional value. [13]. However, managers send a signal of trust to employees, but employees do not play a role in career growth, which is not apparent. The reason is that employees do not feel the trust of their superiors, so they do not stimulate their subjective initiative. However, most of the existing body of literature focuses on examining employee behavior from the perspective of leaders, and the results come from various forms of leadership behavior [14]. Even if the leaders in the organization trust their subordinates and ignore whether the subordinates perceive this trust, it will also produce poor management results. In general, subordinates demonstrate conscious commitment to the organization and experience career growth only when they view the trust of their superiors as a form of reward. They believe that employees who effectively implement self-care management behaviors such as career exploration can get faster job promotions and salary increases than other employees [15]. Despite the importance of career growth following the establishment of trust between employees and their supervisors, there is a dearth of scholarly research on the specific mechanisms by which career success is influenced by employees' perceptions of trust in their supervisors. Therefore, based on the leader-member exchange theory (LMX) and self-determination theory, this paper focuses on the formation mechanism between perceptions of trust by supervisors and professional growth. Under normal circumstances, after knowing the trust of leaders, employees will firmly believe that the inclination of resources under this trust can promote their career growth.

2.2. The Parallel Mediating Effect of Work Autonomy, Self-Efficacy, and Relationship Energy

Trust refers to the psychological state that individuals are willing to expose to others without fear of being hurt, and it is based on their positive judgment of others' intentions and behaviors. A trust relationship includes both sides' trust and feelings. The lack of unilateral information will affect each other's trust state. From the perspective of management practice, it is also worth studying whether career growth occurs after subordinates perceive the trust of superiors. The current literature review results show that, besides positive effects, subordinates convert superior trust into workload [16] or psychological stress, anxiety, and even emotional exhaustion [17]. In order to stimulate employees' career growth and positively guide the positive effect of trust, managers need to dig deep into the fundamental psychological needs of their employees. Basic psychological needs can be the driving factor of employee behavior and the influencing factor for leaders to stimulate employee career growth [18]. Numerous scholars have studied the fact that an active personality affects responsible behavior [19]. Additionally, it has been seen that a prospective personality fosters a sense of active responsibility. Furthermore, it has been noted that stressors might have an impact on subjective professional success [20]. The process of self-monitoring plays a crucial role in regulating the relationship between new employees' feelings of identity status and active responsibility; it further demonstrates that self-efficacy affects turnover intention behavior. Moreover, work values have an influential mechanism on leadership loyalty behavior [21]. According to the self-determination theory, the fulfillment of fundamental psychological needs leads to increased levels of work autonomy, perception of work as meaningful [22,] and greater commitment to career development among employees. In the existing body of literature, both domestic and international, a majority of studies have focused on examining the individual psychological urge to explore employees' career advancement. However, there is a notable dearth of comprehensive and methodical research in this area. Based on this, this paper relies on the active motivation model [23,] which is based on the systematic motivation framework and integrates the core theory of self-determination - basic psychological needs theory, that is people must meet three basic psychological needs, namely autonomy, competence, and relationship. The analysis of these things focuses on the impact of supervisors' trust on employees' career growth. Therefore, based on the self-determination theory, this paper takes the basic psychological needs as mediator variables and tries to conduct an in-depth study on the relationship between feeling trusted by supervisors and employees' career growth. Therefore, the following assumptions are put forward:

H2: Job autonomy plays a mediating role between feeling trusted by supervisors and employee career growth.

H3: Self efficacy plays a mediating role between feeling trusted by supervisors and employee career growth.

Relationship energy mediates between feeling trusted by supervisors and employee career growth.

2.3. The Moderating Effect of a Sense of Organizational Justice

Organizational climate is employees' perception of expectations, support, procedures, and behaviors within the organization [24]. In the process of literature collation, it is found that after scholars pay attention to specific behaviors such

as advice and innovation and specific phenomena such as fairness and service [25], the organizational atmosphere encompasses various directions, such as the advice atmosphere and the organizational fairness atmosphere [26]. The sense of organizational justice refers to whether managers treat employees fairly when implementing decisions [27]. When evaluating organizational justice, employees often make horizontal comparisons among colleagues and vertical comparisons within the organization [28]. Perceptions of organizational justice are also reflected in managers' respect for employees and communication transparency, affecting employees' work status. It can be seen that a sense of organizational justice has a particular impact on employees' behavior after acquiring the trust of their superiors.

Based on the theory of Feeling fairness, this study examines the impact of the three dimensions of leadership on the growth process of employees. It uses the theory of feeling fairness as an intermediary. Therefore, the following assumptions are put forward:

H_{5a}: A sense of organizational justice plays a moderating role between feeling trusted by supervisors and work autonomy.
H_{5b}: A sense of organizational justice plays a regulatory role in feeling trusted by supervisors and self-efficacy.
H_{5c}: A sense of organizational justice plays a regulatory role in feeling trusted by supervisors and relationship energy.

To sum up, this study intends to take the feeling trusted by supervisors as an independent variable and explore the formation mechanism of employees' career growth in combination with work autonomy, self-efficacy, relationship energy, and a sense of organizational justice in order to expand the theoretical framework on the influencing factors of career growth and provide feasible suggestions for managers to effectively guide employees' career growth within the organization. By enhancing the stability of the talent pool and organizational performance, these suggestions can lead to overall improvement within the organization.

This article is based on Self Determination Theory (SDT) Leader Member Exchange (LMX), and combined with relevant literature on the relationship between perceived superior trust, work autonomy, self-efficacy, relationship energy, organizational fairness, and career growth. The research framework of this article is presented in Figure 1. Figure 1 illustrates that perceived superior trust can directly affect employees' career growth. At the same time, the mediating effect of work autonomy, self-efficacy, and relationship energy has strengthened the relationship between feeling trusted by supervisors and employee career growth. At the same time, organizational fairness has a moderating effect on perceived superior trust, work autonomy, self-efficacy, and relationship energy. The specific relationship is shown in Figure 1.
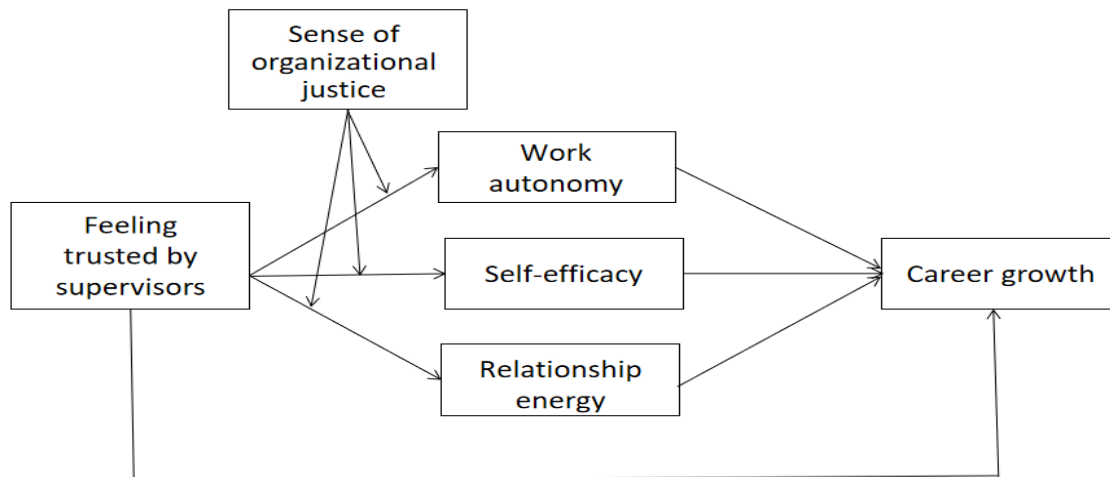

Figure 1.
Proposed theoretical mode.

3. Method
3.1. Research Object
The research focuses on the education sector and examines 37 teaching teams within a university context. A survey was conducted by distributing 200 questionnaires, resulting in the retrieval of 190 valid responses. Out of the total respondents, 66 respondents identified as male employees, representing 34.74% of the sample, while 124 were identified as female employees, constituting 65.26% of the sample.

3.2. Measuring
Six variables were measured in this study, including feeling trusted by supervisors, work autonomy, self-efficacy, relationship energy, a sense of organizational justice, and career growth. The mature five-level Likert scale is adopted for all the items in the questionnaire; that is, 5 points are very consistent, 3 points are uncertain, and 1 point is very inconsistent.

3.2.1. Measurement of Feeling Trusted by Supervisors
The present study adopts the Feeling Trusted by Supervisors scale compiled by Lau, et al. [29], which consists of items such as "my direct supervisor will not closely monitor my every move," etc.

3.2.2. Measurement of Working Autonomy

This study adopts the work autonomy scale proposed by Kirschenbaum [30], which consists of three dimensions: work methods, work procedures, and work standards. For instance, "I can decide how to complete my work," etc.

3.2.3. Measurement of Self-Efficacy

This study adopts the self-efficacy scale compiled by Zhang and Schwarzer [31], with ten items, including "if I try my best, I can always solve problems," etc.

3.2.4. Measurement of Relational Energy

This study adopts the relational energy scale developed by Owens, et al. [32], which contains five items, such as "when interacting with my leader, I feel more energetic," etc.

3.2.5. Measurement of Sense of Organizational Justice

This study adopts the sense of organizational justice scale, mainly based on the opinions of Liu, et al. [33] including "my reward is fair," etc.

3.2.6. Measurement of Career Growth

Weng and Xi [8], two well-known domestic experts on career growth research, revised the career growth scale for this study. The career growth scale encompasses factors such as the extent to which one's current work facilitates the ongoing development and enhancement of their career capabilities.

4. Results

4.1. Descriptive Statistics and Correlation Analysis

Within this investigation, Table 1 displays the mean, standard deviation, and correlation coefficient for each variable. An examination of Table 1 reveals significant correlations between career growth and several factors: Feeling trusted by supervisors ($r = 0.605$, $P < 0.01$), work autonomy ($r = 0.576$, $P < 0.01$), self-efficacy ($r = 0.553$, $P < 0.01$), relationship energy ($r = 0.658$, $P < 0.01$), and sense of fairness ($r = 0.773$, $P < 0.01$). These findings lay the groundwork for the hypothesis testing conducted in this study.

Table 1.
Descriptive statistics and correlation analysis.

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Gender	1.653	0.477									
2. Education	2.732	0.468	0.291**								
3. Age	2.521	0.551	-0.032	-0.009							
4. Working years	2.868	1.649	0.036	-0.156*	0.408**						
5. Feeling trusted by supervisors	3.487	0.663	-0.003	0.048	0.045	0.104					
6. Work autonomy	3.894	0.650	0.040	-0.026	-0.014	0.002	0.540**				
7. Self-efficacy	3.620	0.656	-0.045	-0.067	-0.017	0.097	0.433**	0.696**			
8. Relationship energy	3.728	0.799	-0.079	0.056	-0.073	-0.104	0.546**	0.617**	0.614**		
9. Sense of organizational justice	3.716	0.682	0.021	0.073	-0.056	-0.167*	0.612**	0.572**	0.449**	0.618**	
10. Career growth	3.616	0.637	0.047	0.125	-0.010	-0.087	0.605**	0.576**	0.553**	0.658**	0.773**

Note: n = 190* $P < 0.05$, * * $P < 0.01$, two tailed test.

4.2. Hypothesis Test

This study uses the hierarchical regression analysis method to test the main assumptions. The results of hierarchical linear regression are shown in Table 2. It can be seen from Model 2 that Feeling trusted by supervisors is positively correlated with career growth ($r = 0.617$, $P < 0.001$). The hypothesis H1 is verified. In the third model, Self-efficacy is positively correlated with career growth ($r = 0.187$, $P < 0.05$), confirming H3 hypothesis. Additionally, there is a positive correlation between energy and career growth ($r = 0.311$, $P < 0.001$), confirming hypothesis H4. In the model 4, there is a significant positive correlation between the sense of fairness and career growth ($r = 0.508$, $P < 0.001$), while verifying the H5c hypothesis. This study examines mediating effects using the Monte Carlo method to assess the proposed hypotheses. The outcomes of parameter bootstrapping are presented in detail in Table 3. The direct influence of Feeling trusted by supervisors on career growth registers at 0.300, encompassing a 95% confidence interval of 0.172-0.478, effectively excluding 0. This result substantiates H1. Likewise, the impact of Feeling trusted by supervisors on career growth through the conduit of relationship energy is quantified at 0.170, indicating a 95% confidence interval spanning 0.072-0.278 and excluding 0. This

outcome supports the validity of H4. It is noteworthy that the relevance of the mediating effect remains noticeable even before moderating variables are included, since the third mediating pathway continues to exhibit significance.

Table 2.
Results of hierarchical regression analysis.

Variable	Career growth				
	Model1	Model2	Model3	Model4	Model5
Intercept	-0.666	-0.340	-0.674	-0.690*	-0.664*
Control variable					
Gender	0.041	0.078	0.132	0.086	0.092
Education	0.229	0.130	0.151	0.148	0.143
Age	0.046	0.050	0.100	0.073	0.068
Working years	-0.050	-0.094*	-0.073*	-0.014	-0.008
Variable					
Feeling trusted by supervisors		0.617***	0.316***	0.127*	0.119*
Intermediary variable					
Work autonomy			0.084	-0.018	-0.015
Self-efficacy			0.187*	0.187**	0.206**
Relationship energy			0.311***	0.170**	0.166**
Adjustment variable					
sense of organizational justice				0.508***	0.492***
Interactive item					
Feeling trusted by supervisors*sense of organizational justice					-0.045
Adjust R2	0.000	0.380***	0.55***	0.671***	0.673
F	1.001	24.158***	29.886***	43.876***	39.909***

Note: n = 190* P < 0.05, * * P < 0.01, * * * P < 0.001.

Table 3.
Bootstrapping test results of mediating effect (Before adding moderating variables).

Route	Effect value	Standard error	Confidence interval	
			95%II	95%UI
Feeling trusted by supervisors → Career growth	0.300	0.079	0.172	0.478
Feeling trusted by supervisors → Work autonomy → Career growth	0.049	0.057	-0.047	0.174
Feeling trusted by supervisors → Self-efficacy → Career growth	0.081	0.051	-0.002	0.199
Feeling trusted by supervisors→ Relationship energy → Career growth	0.170	0.053	0.072	0.278

Note: n = 190; Bootstrapping=5000.

After adding moderating variables, the mediating effect is significant, but the three mediating pathways are insignificant in the process presented in Table 4. The direct influence of feeling trusted by supervisors on career growth registers at 0.317, encompassing a 95% confidence interval of 0.193-0.440, effectively excluding 0. After adding the adjusting variables, the mediating effect is significant, but during the process, the three mediating lines are not significant.

Table 4.
Bootstrapping test results of mediating effect (After adding moderating variables).

Route	Effect value	Standard error	Confidence interval	
			95%II	95%UI
Feeling trusted by supervisors → Career growth	0.317	0.063	**0.193**	**0.440**
Feeling trusted by supervisors → Work autonomy → Career growth	0.008	0.012	-0.025	0.025
Feeling trusted by supervisors → Self-efficacy → Career growth	0.032	0.022	-0.012	0.072
Feeling trusted by supervisors → Relationship energy → Career growth	0.017	0.020	-0.025	0.052

Note: n = 190; Bootstrapping=5000.

5. Discussion

This study reveals the impact of feeling trusted by supervisors on career growth from the perspective of trusted people. Further, it explores the mediating effect of the three dimensions of individual demand theory (work autonomy, self-efficacy, and relationship energy) between feeling trusted by supervisors and career growth. The results show that: (1) feeling trusted by supervisors has a positive impact on employees' career growth; (2) job autonomy, self-efficacy, and relationship energy

play a partial mediator role between the perception of superior trust and employees' career growth; (3) the moderating variable sense of organizational justice strengthens the relationship between feeling trusted by supervisors and employees career growth and positively regulates the indirect effect of feeling trusted by supervisors on employees career growth through relationship energy. (4) There is no discernible moderating influence of the moderating variable feeling of organizational justice on the mediating variable work autonomy. There are three reasons: first, the research model is relatively complex, and the number of selected samples is small, which belongs to small-N. Secondly, the samples selected in this study are from the private education industry, which may have deviations in the result analysis of the data. Thirdly, the existing literature on this research shows that all mediators can be regarded as partial mediators. It is observed that the independent variable mainly affects the dependent variable through an intermediary variable [34]. The results of this research show that the two hypotheses of this study are well supported.

5.1. Theoretical Implications

The main theoretical contributions of this study are as follows: (1) The previous studies on career growth focused on the influencing factors such as personal psychological factors and organizational resources [13], but they seldom started from the leader-member theory, and lacked the research on the perspective of trust between leaders and subordinates. That is why this study explains the mechanism of feeling trusted by supervisors for career growth. It enriches the theoretical system of employee career growth from a trusted perspective. (2) Previous studies mostly started with a single psychological demand [15] and studied employees' career growth, but there was a lack of systematic research. Based on this, this paper utilizes the active motivation model [23] based on the systematic motivation framework combined with the core theory of self-determination - basic psychological needs theory. This theory posits that individuals must satisfy three fundamental psychological needs, namely autonomy, competence, and relationship, in order to analyze the impact of supervisors' trust on employees 'career advancement.

5.2. Practical Implications

The management practice enlightenment of this study mainly lies in the fact that (1) Managers should pay attention to the sustainable use of talents and provide fertile land for employees' career growth from material and psychological perspectives; (2) managers in subordinates directly affect their sense of belonging and value. The transmission of trust to subordinates is essential and can be achieved by various means, such as authorization and other forms, in order to instill a sense of trust among subordinates.

5.3. Limitations and Future Research Directions

This study also has some limitations: (1) the evaluation of each variable in the study is conducted through employee evaluation and the use of cross-sectional data. Next research will collect more data from more than one time period, include relevant variables in the follow-up study, focus on evaluating leader-member pairings, and help us understand the leader-member exchange theory (LMX) better. (2) The sample size of this study is limited to colleges and universities, and the sample size is slightly undersized. The follow-up research will be extended to other types of organizations. (3) Some scholars divide career growth into four dimensions [8]:

Career goal progress, career ability development, promotion speed, and reward growth. In the follow-up research and practice, we can explore the aspirations of different industries, occupations, and positions at different levels of career growth to adopt corresponding incentive measures for managers when motivating different subordinates.

References

[1]   Z. L. Hu and M. G. Zheng, "Differences in corporate strategy, environmental uncertainty, and fluctuations in business performance," *East China Economic Management,* vol. 8, pp. 103-115, 2021.   https://doi.org/10.19629/j.cnki.34-1014/f.210112003

[2]   T. Y. Kim, Z. Liu, and J. M. Diefendorff, "Leader–member exchange and job performance: The effects of taking charge and organizational tenure," *Journal of Organizational Behavior,* vol. 36, no. 2, pp. 216-231, 2015. https://doi.org/10.1002/job.1971

[3]   C. Peterson and M. E. P. Seligman, *Character strengths and virtues: A handbook and classification.* Washington, DC: American Psychological Association, 2004.

[4]   H. L. Li, X. Wang, L. J. Dong, and L. Yang, "Does employee innovative behavior originate from emotional trust in leaders? Moderating effects of risk and organizational empowerment behavior," *Psychological and Behavioral Research,* vol. 16, no. 5, pp. 701-712, 2018.

[5]   Y. L. Ding and Z. Z. Liang, "From motivation to action: An integrated framework for the formation and utility of employee perception and trust," *Human Resource Development in China,* vol. 36, no. 2, pp. 134-143, 2019. https://doi.org/10.16471/j.cnki.11-2822/c.2019.02.011

[6]   D. T. Hall and J. E. Moss, "The new protean career contract: Helping organizations and employees adapt," *Organizational Dynamics,* vol. 26, no. 3, pp. 22-37, 1998. https://doi.org/10.1016/s0090-2616(98)90012-2

[7]   C. H. Weer, "The impact of non-work role commitment on employees' career growth," Drexel University ProQuest Dissertations Publishing, 2006.

[8]   Q. Weng and Y. Xi, "Research on career growth of enterprise employees: Scale preparation and validity test," *Management Review,* vol. 23, no. 10, pp. 132-143, 2011.

[9]   G. B. Graen, H. Chun, R. Dharwadkar, R. Grewal, and M. Wakabayashi, "Predicting speed of managerial advancement over 23 years using a parametric duration analysis: A test of early leader-member exchange, early job performance, early career success, and university prestige," in *Best Papers Proceedings: Making Global Partnerships Work. Association of Japanese Business Studies, Washington DC,* 1997.

[10]   D. C. Lau, J. Liu, and P. P. Fu, "Feeling trusted by business leaders in China: Antecedents and the mediating role of value congruence," *Asia Pacific Journal of Management,* vol. 24, no. 3, pp. 321-340, 2007. https://doi.org/10.1007/s10490-006-9026-z

[11]   E. O. Ike and E. Ogbodo, "The contributions of self-efficacy and Feeling organisational support when taking charge at work," *SA Journal of Industrial Psychology,* vol. 38, no. 1, pp. 1-11, 2012. https://doi.org/10.4102/sajip.v38i1.979

[12]   N. Gillespie, *Measuring trust in working relationships: The behavioral trust inventory*. Carlton, Victoria: Melbourne Business School, 2003.

[13]   B. R. Ragins and E. Sundstrom, "Gender and power in organizations: A longitudinal perspective," *Psychological Bulletin,* vol. 105, no. 1, pp. 51-88, 1989. https://doi.org/10.1037/0033-2909.105.1.51

[14]   L. A. Bettencourt, "Change-oriented organizational citizenship behaviors: The direct and moderating influence of goal orientation," *Journal of Retailing,* vol. 80, no. 3, pp. 165-180, 2004. https://doi.org/10.1016/j.jretai.2003.12.001

[15]   P. Tharenou, "Is there a link between family structures and women's and men's managerial career advancement?," *Journal of Organizational Behavior,* vol. 20, no. 6, pp. 837-863, 1999. https://doi.org/10.1002/(sici)1099-1379(199911)20:6%3C837::aid-job978%3E3.0.co;2-w

[16]   M. Wang and S. Li, "The impact of workload on individuals' perceived intra-team conflict—the moderating role of locus of control and emotional trust," *Management Review,* vol. 29, no. 4, pp. 122-123, 2017. https://doi.org/10.14120/j.cnki.cn11-5057/f.2017.04.012

[17]   H. H. Chen, Y. Wen, Y. Y. Hu, L. J. Wu, D. D. Liu, and M. L. Ye, "Pride or anxiety? A study on the double-edged sword effect of perceived superior trust," *China Human Resource Development,* vol. 38, no. 1, pp. 63-74, 2021. https://doi.org/10.16471/j.cnki.11-2822/c.2021.1.005

[18]   R. Fehr, K. C. Yam, W. He, J. T.-J. Chiang, and W. Wei, "Polluted work: A self-control perspective on air pollution appraisals, organizational citizenship, and counterproductive work behavior," *Organizational Behavior and Human Decision Processes,* vol. 143, pp. 98-110, 2017. https://doi.org/10.1016/j.obhdp.2017.02.002

[19]   N. Li, J. Liang, and J. M. Crant, "The role of proactive personality in job satisfaction and organizational citizenship behavior: A relational perspective," *Journal of Applied Psychology,* vol. 95, no. 2, pp. 395-404, 2010. https://doi.org/10.1037/a0018079

[20]   S. J. Motowidlo, D. J. S. Packa, and M. R. Manning, "Occupational stress, its causes and consequences for job performance," *Journal of Applied Psychology,* vol. 71, no. 4, pp. 618-629, 1986. https://doi.org/10.1037/0021-9010.71.4.618

[21]   S. Tangirala, D. Kamdar, V. Venkataramani, and M. Parke, "Doing right versus getting ahead: The effects of duty and achievement orientations on employees' voice," *Journal of Applied Psychology,* vol. 98, no. 6, pp. 1040-1050, 2013. https://doi.org/10.1037/a0033855

[22]   R. M. Ryan and E. L. Deci, "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being," *American Psychologist,* vol. 55, no. 1, pp. 68-78, 2000. https://doi.org/10.1037/0003-066x.55.1.68

[23]   S. K. Parker, U. K. Bindl, and K. Strauss, "Making things happen: A model of proactive motivation," *Journal of Management,* vol. 36, no. 4, pp. 827-856, 2010. https://doi.org/10.1177/0149206310363732

[24]   B. Schneider, "Organizational climate and culture." San Francisco: Jossey-Bass, 1990, pp. 16-64.

[25]   N. M. Ashkanasy, C. P. Wilderom, and M. F. Peterson, *Handbook of organizational culture and climate*. Thousand Oaks: Sage Publications, 2006.

[26]   A. E. Reichers and B. Schneider, "Climate and culture: An evolution of constructs. In B. Schneider (ed.), Organisational Climate and Culture." San Francisco: Jossey-Bass, 1990, pp. 5-39.

[27]   J. J. Haynie, K. L. Cullen, H. F. Lester, J. Winter, and D. J. Svyantek, "Differentiated leader–member exchange, justice climate, and performance: Main and interactive effects," *The Leadership Quarterly,* vol. 25, no. 5, pp. 912-922, 2014. https://doi.org/10.1016/j.leaqua.2014.06.007

[28]   E. D. Rupp, "An employee-centered model of organizational justice and social responsibility," *Organizational Psychology Review,* vol. 1, no. 1, pp. 72-94, 2011. https://doi.org/10.1177/2041386610376255

[29]   D. C. Lau, L. W. Lam, and S. D. Salamon, "The impact of relational demographics on perceived managerial trustworthiness: Similarity or norms?," *The Journal of Social Psychology,* vol. 148, no. 2, pp. 187-209, 2008. https://doi.org/10.3200/socp.148.2.187-209

[30]   D. Kirschenbaum, *Adjustment and competence*. New York: West Publishing Company, 1986.

[31]   J. X. Zhang and R. Schwarzer, "Measuring optimistic self-beliefs: A Chinese adaptation of the general self-efficacy scale," *Psychologia,* vol. 38, no. 3, pp. 174-181, 1995.

[32]   B. P. Owens, W. E. Baker, and M. D. Sumpter, "Relational energy at work: Implications for job engagement and job performance," *Journal of Applied Psychology,* vol. 101, no. 1, pp. 35–49, 2016.

[33]   Y. Liu, L. R. Long, and Y. Li, "The effect of organizational justice perception on organizational effect variables," *Governance World,* vol. 20, no. 3, pp. 126–132, 2003. https://doi.org/10.19744/j.cnki.11-1235/f.2003.03.017

[34]   K. J. Preacher and A. F. Hayes, "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models," *Behavior Research Methods,* vol. 40, no. 3, pp. 879-891, 2008. https://doi.org/10.3758/brm.40.3.879