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Supervisor Sponsorship, Soft Skills, Emotional Intelligence, and Growth Mindset: As an Effort to Predict Career Success in Work Experience

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Abstract
Predicting career success is a strategic effort to understand and direct an employee's professional journey. Supervisor sponsorship, soft skills, emotional intelligence, and growth mindset are used to predict employee success after 3 years of work experience in the same position and company, so that careers become more planned, measurable, and in line with potential and long-term goals. Supervisor sponsorship was chosen because it paves the way for employee careers. Soft skills and emotional intelligence were chosen because they can strengthen performance rather than success, while growth mindset was chosen because it can be a tool in maintaining the sustainability of individual development in thinking patterns. The method applied in this research was quantitative, involving a sample population of 150 coal employees in Banjarmasin, South Kalimantan has three years of employment experience in a similar role and organization. The methodology used in this study was purposive sampling. Data analysis was performed using Structural Equation Modeling (SEM) with the assistance of LISREL software. The results showed that supervisor support, soft skills, emotional intelligence, and a growth mindset were positively associated with career success for coal sector employees after three years of experience in the same role and company located in Banjarmasin, South Kalimantan. The four variables support in predicting the success of employees who have worked in the same position and company for 3 years in the same position and company in understanding and directing an employee's professional journey.

INTRODUCTION

Career success is an essential part of every individual's dreams. It's part of a long journey an employee embarks on, hoping to achieve it through extensive work experience. In companies, individuals generally aspire to achieve career success (Tucker, 2018). A successful career isn't just about length of service, but also the quality of interactions, learning, and accomplishments. The more experience, the greater the likelihood of self-understanding, building competencies, and achieving career success (Sri Muliati Abdullah, 2020).

Supervisor sponsorship is active support from superiors for employee career development. Dreher and Brez (1991) found that employees who receive optimal support typically receive career-related assistance and training from their supervisors. Support from superiors is a type of obligation in enhancing the application of

employee skills, including knowledge, skills, and behavior at work (Suhardoyo,2022). Supervisory support, including leader-member exchanges and mentoring, has been shown to significantly influence an employee's level of professional achievement. In Indonesian firms, supervisors encourage their team members or workers in a favorable manner by providing support throughout their tasks (Wayne et al., 1999). This responsibility provides strategic opportunities, mentoring, or advocacy in decision-making within the organization. This can accelerate career mobility and increase each employee's self-confidence. Therefore, supervisor sponsorship is crucial in predicting employee success due to its role and support in employee career development. Support from superiors is a significant predictor, because employees are encouraged to advance their careers through leader-member exchanges and mentorship and supervisor sponsorship have a positive correlation with employee success, (Anne Rumondang Malau: 2024).

The capacity to collaborate within a group and adjust is essential for personal achievement in a collaborative work environment, commonly referred to as soft skills. As stated by Vrom (1964), workers may be encouraged to respond or perform in specific manners driven by the expected results of their behaviors. If employees are able to build relationships, resolve conflicts, and lead teams effectively, they can be said to possess soft skills in a collaborative work environment. Furthermore, this is supported by demonstrating higher work readiness, especially in communication, teamwork, and problem-solving (Jesika et al., 2023). This can be a path to employee success because they have the capability to adjust to the workplace in which they are employed. The abilities for collaboration may not be overtly noticeable, yet they play a crucial role in shaping a person's interactions and emotional management. (Widhiarso,2009). Maulidiyah and Ubaidillah (2024) discovered that interpersonal abilities play a crucial role in job preparedness and professional competitiveness. Ratuela, Nelwan, and Lumintang (2022) found that soft skills are proven to be a dominant factor in work readiness and a predictor of career success. Therefore, the ability to recognize, understand, and manage one's own and others' emotions is essential for every employee. These skills are a crucial component in today's education and workplace (Ani Wahyu Rachmawati, 2024).

A crucial part of career success is the ability to recognize, understand, and manage the emotions of both employees and others (Winarto,2008). Emotional intelligence enables employees to cope with workplace pressure, maintain interpersonal relationships, and demonstrate empathy in leadership. The more frequently trained emotional intelligence is, the more likely it is to lead to career

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success (Mardika,2025). Triatmiasih and Indriayu (2023) note that emotional intelligence plays a crucial role in developing soft skills that support job readiness.

The notion that skills can be enhanced with dedication and education is an essential aspect of a growth mindset, as it provides a crucial foundation for facing career challenges. Employees with a growth mindset are more open to feedback, less afraid of failure, and highly motivated to continue developing (Yeager and Dweck, 2012). The key to life success can be measured validly in the Indonesian context (Rahmania,2022). This will impact employee success, especially the longer they remain in the workforce.

Job success is every employee's dream, and a person's long work experience contributes to a deeper understanding of work processes and the real challenges they face. Becker (1975) discovered that logical choices made by workers to enhance their skills through extended hours or by seeking further education, training, and experience can lead to achievements in their careers. Therefore, supervisor sponsorship, soft skills, emotional intelligence, and a growth mindset were used as predictors of career success and a solid foundation for long-term career success, with a three-year tenure in the same position and company.

These four factors are expected to predict career success based on the three years of work experience gained by coal employees in Banjarmasin, South Kalimantan. An increased comprehension of these factors is anticipated to contribute to the progress of methods for managing talent and improving the caliber of human resources in the coal industry.

METHODS

The research employed a numerical strategy through the use of a questionnaire technique the objective is to assess how the support from supervisors, interpersonal abilities, emotional awareness, and a mindset focused on growth affect the ability to forecast professional achievement based on job history. The study was conducted on coal-fired employees in Banjarmasin, South Kalimantan, with three years of experience in the same position or company. The reason for selecting coal-fired employees was because they work in a clear hierarchy, a work environment that demands high interpersonal and adaptability skills, and the opportunity to measure the impact of sponsorship and mindset on careers.

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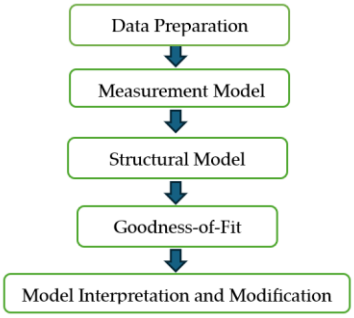


Figure 1. SEM Analysis Stages with LISREL

Data Collection Procedure

1. The questionnaire was distributed online via Google Forms;
2. Respondents were given an explanation of the research objectives.

Research Ethics

1. Confidentiality of respondent data was maintained;
2. Participation was voluntary;
3. No financial incentives were provided.

FINDINGS AND DISCUSSION

Table 1. Test for Normality in Univariate Data

Asymmetry			Kurtosis		Asymmetry and Kurtosis	
Variable	**Z-Score**	**P-Value**	**Z-Score**	**P-Value**	**Chi-Square**	**P-Value**
Supervisor Sponsorship	0.031	0.979	0.083	0.930	0.006	0.994
Soft Skills	-0.007	0.996	0.074	0.937	0.004	0.995
Emotional Intelligence	-0.039	0.968	0.034	0.969	0.002	0.995
Sponsorship						
Growth Mindset	-0.006	0.995	0.097	0.918	0.007	0.994
Kesuksesan Kerja	-0.004	0.997	0.075	0.924	0.008	0.992

Source: processed data 2025

The findings from the univariate normality assessment show that the data follows a normal distribution, demonstrated by P-values for skewness and kurtosis exceeding 0.05. As a result, the factors of supervisor support, interpersonal abilities, emotional awareness, development-oriented mindset, and job achievement can undergo additional testing.

Table 2. Test for Normality in Multivariate Data

	Skewness			Kurtosis		Skewness and Kurtosis	
Value	**Z-Score**	**P-Value**	**Value**	**Z-Score**	**P-Value**	**Z-Score**	**P-Value**
0.360	-1.235	0.214	24.925	1.190	0.230	2.950	0.225

Source: processed data 2025

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A multivariate data normality test was conducted to measure supervisor sponsorship, soft skills, emotional intelligence, growth mindset, and work success to determine whether the results were normal. This study allowed for the validity and reliability of each indicator.

Table 3. Evaluation of Measurement Model

Variable	Standardized Factor Loading Values	Goodness-of-Fit Test	Conclusion
Supervisor Sponsorship	1 of 6 measurement items that meet the standard factor loading value (≥0.50)	GFI stated criteria fit/marginal fit: • GFI (0.77) • NFI (0.81) • CFI (0.83) AIC and CAIC	The measurement items for sponsorship supervisors were assessed using 6 items showing valid, reliable, and appropriate results.
Soft Skills	1 of 8 measurement items meets the standard factor loading factor value (≥0.50)	GFI stated criteria fit/marginal fit: • GFI (0.85) • NFI (0.76) • CFI (0.78) AIC and CAIC	The soft skills variable was assessed using 8 statement items showing valid and reliable results.
Emotional Intelligence	1 of 5 measurement items meets the standard factor loading factor value (≥0.50)	GFI stated criteria Fit/marginal fit: • GFI (0.82) • NFI (0.86) • CFI (0.88) • AIC and CAIC	The emotional intelligence variable was measured using 5 items showing valid and reliable results.
Growth Mindset	1 of 4 measurement items meets the standard factor loading factor value (≥0.50)	GFI stated criteria Fit/marginal fit: • GFI (0.79) • NFI (0.74) • CFI (0.71) • AIC and CAIC	The growth mindset variable was measured using four statement items, demonstrating valid, reliable, and appropriate results.
Job Success	1 of 7 measurement items that meet the standard loading factor Factor value (≥0.50)	GFI stated criteria Fit/marginal fit: • GFI (0.74) • NFI (0.69) • CFI (0.66) AIC and CAIC	The work success variable was measured using 7 statement items, demonstrating valid, reliable, and appropriate results.

Source: processed data 2025

The findings from the assessment of the measurement model concerning supervisor sponsorship, interpersonal abilities, emotional awareness, growth mentality, and career achievement show that the conclusions are suitable, accurate, and dependable. Following this, the structural model will be assessed by incorporating the validated measurement model. The evaluation of model fit is performed during this analysis, employing the same standards set for the suitability testing of the measurement model.

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Table 4. Outcomes of the Structural Model Fit Examination

Compliance Standards	Threshold Value	Findings	Final Assessment
X^{2-} Chi-Square	Lower (P> 0.05)	252.47 (P = 0.0001)	appropriate
GFI	≥ 0.90	0.90	appropriate
RMSEA	≤ 0.08	0.040	appropriate
AGFI	≥ 0.90	0.71	appropriate
NFI	≥ 0.90	0.90	appropriate
NNFI	≥ 0.90	0.94	appropriate
CFI	≥ 0.90	0.94	appropriate
IFI	≥ 0.90	0.94	appropriate
AIC	≥ 0.90	0.92	appropriate
CAIC	≥ 0.90	0.93	appropriate

Source: processed data 2025

The outcomes of the evaluation for the structural model's fit suggest that every criterion satisfies the minimum thresholds. This implies that the findings from the model's fitting test are suitable. Once it has been confirmed that the proposed structural model complies with the fitting test standards, the subsequent phase involves analyzing the relationships within the structural model. The equations for the structural model were formulated utilizing LISREL 8.8, as outlined below:

Table 5. Structural Equations

CS = -18 HC + 0.17M0 + 0.099SS, Errorvar = 0,46, R^2=0.067 (0,19) (0.13) (0.041) (0.041) -0,95 1.41 2.50 4.53

The findings from the structural equation revealed that the t-value of the calculated coefficient was at least 1.92, which suggests it is statistically significant. An analysis of the coefficient values was conducted to assess the nature of the relationship and to evaluate the determination coefficient (R^2), verifies the variability of the variables. Based on the structural equation, the variables supervisor sponsorship, soft skills, emotional intelligence, and growth mindset explained 6.7% of work success (R^2 = 0.067).

Table 6. Overview of Results from Hypothesis Testing Analysis

Hypothesis	Connection Among Variables	Data
H^1	supervisor support is a favorable indicator of achieving professional success through practical experience	Supported
H^2	interpersonal skills are an advantageous predictor of attaining career success with hands-on experience	Supported

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H^3	emotional awareness is a beneficial predictor of reaching career success with practical work experience	Supported
H^4	growth mindset positively predicts career success with work experience	Supported

Source: processed data 2025

Based on the summary of the findings from the hypothesis testing evaluation indicated that support from supervisors and interpersonal skills, emotional intelligence, and growth mindset positively predict career success, especially in conjunction with employee work experience. This can be used as a measuring tool to predict career success based on work experience gained over three years in the same position and company for coal employees.

CONCLUSIONS

Predicting career success in employee work experience in Banjarmasin, South Kalimantan in the same position and company in coal employees using supervisor sponsorship, soft skills, emotional intelligence, growth mindset shows positive results. Supervisor sponsorship on indicators of open and effective communication, recognition and appreciation, assistance in completing tasks, attention to employee welfare, fairness and consistency in treatment, empowerment and career development shows good results but on indicators of attention to employee welfare need to pay attention to the workload so as not to be excessive so that a balance between work and rest time. Soft skills for indicators of empathy and emotional intelligence need to be improved especially in managing personal emotions well because it will impact teamwork abilities. Emotional intelligence on the empathy indicator needs to be improved in understanding the emotions and perspectives of others although building and maintaining healthy relationships shows good results because it is related to teamwork. Growth mindset needs to be increased flexibility in learning strategies especially in trying new approaches if the old way does not work because this has an impact on the mindset in facing challenges in a career.

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