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RESEARCH ARTICLE

Resource Translation Across Sectors: Contextual Contingencies in Women's Career Success

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ABSTRACT

While organisational behaviour scholarship recognises perceived organisational support (POS) and relational mentoring as vital resources for women's subjective career success (SCS), empirical research frequently presumes that resource-translation processes operate uniformly across occupational environments. This study investigates how industry sector conditions resource-translation pathways and shapes the career returns of developmental mentoring under domestic family responsibility (FR) among female professionals. A cross-sectional survey was administered to a stratified sample of N = 923 full-time employed women across four distinct sectors in Gujarat, India, comprising Higher Education (n = 382), Banking and Financial Services (n = 205), Information Technology (n = 180), and Healthcare (n = 156). Data were evaluated using Welch one-way ANOVA, Games-Howell post-hoc contrasts, saturated cross-sector OLS interaction models, and 5,000-resample bootstrap conditional indirect effect estimation. The empirical findings reveal that while reported domestic family responsibility did not differ significantly across sectors (Welch $F = 0.792$, $p = .498$), institutional resource baselines diverged substantially (Welch $F = 27.962$, $p < .001$). Furthermore, resource-translation pathways exhibited significant sectoral contingencies. Healthcare demonstrated a significantly weaker POS-to-mentoring translation relative to Higher Education (interaction $B = -0.2891$, $p < .001$), whereas Information Technology exhibited a significantly weaker mentoring-to-SCS relationship (interaction $B = -0.6891$, $p = .011$) alongside a significant three-way interaction with family responsibility ($B = 0.1496$, $p = .041$). Moderated mediation was confirmed in Banking and Higher Education. These findings demonstrate that career resource translation is fundamentally context-contingent, underscoring the necessity for sector-tailored talent management interventions rather than universalist diversity policies.

Keywords: *Subjective career success, Mentoring, Perceived organisational support, Family responsibility, Sectoral differences, Moderated mediation.*

INTRODUCTION

The advancement and retention of female professionals in emerging market economies represents a central imperative for organisational sustainability and economic growth (Budhwar et al., 2005). Although female representation in India's formal workforce has expanded substantially, women continue to encounter institutional, interpersonal, and domestic barriers to subjective career satisfaction (Valk & Srinivasan, 2011; Patel & Patel, 2026). Perceived Organisational Support (POS; Eisenberger et al., 1986) and relational mentoring (Ragins & Kram, 2007) are identified as primary resources enabling women to navigate professional barriers and achieve subjective career success (SCS; Greenhaus et al., 1990).

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Patel and Patel (2026) established the Resource Translation Under Constraint model (N = 923), demonstrating that organisational support operates through mentoring to foster career success, whilst domestic family responsibility (FR) attenuates, without eliminating, the positive returns of mentoring (the Attenuation Principle). A critical empirical question remained: does this resource-translation mechanism operate uniformly across occupational contexts, or does its form and strength depend upon the structural characteristics of the industry sector?

Macro-organisational scholars caution that psychological processes are embedded in sectoral and institutional contexts (Johns, 2006; Rousseau & Fried, 2001). Industry sectors vary substantially in work structuring, boundary permeability, operational pacing, and normative gender expectations (Clark, 2000; Kossek et al., 2011). In knowledge-intensive and structured sectors such as Higher Education, career milestones are formalized and institutional pacing may facilitate the conversion of developmental support (O'Laughlin & Bischoff, 2005). In contrast, the Banking and Financial Services sector is characterized by rigid operational schedules and persistent glass-ceiling dynamics (Cross & Linehan, 2006). Information Technology involves project-based deliverables and non-standard hours that create permeable yet demanding work-family borders (Valk & Srinivasan, 2011). Healthcare entails acute operational intensity, shift-based delivery, and high emotional labor that may strain the translation of organisational goodwill into relational capital (Dyrbye et al., 2017).

Despite these evident structural contrasts, contemporary career scholarship rarely tests whether the mechanisms connecting organisational support, mentoring, family constraints, and subjective success operate with equivalent efficacy across sectors. Addressing this theoretical and empirical gap, this study investigates: (1) whether baseline levels of POS, Mentoring, and Family Responsibility differ systematically across Higher Education, Banking, IT, and Healthcare; (2) whether the first-stage translation of POS into Mentoring is conditioned by sectoral context; (3) whether the second-stage relationship between Mentoring and Subjective Career Success differs across sectors; and (4) whether the moderating impact of family responsibility on mentoring efficacy is itself context-contingent across sectors. By subjecting the Resource Translation Under Constraint model to rigorous cross-sector comparative analysis with formal interaction testing, this inquiry advances contextual career theory and delivers sector-specific strategic human resource implications.

LITERATURE REVIEW AND CONCEPTUAL GROUNDING

Women's Subjective Career Success in Emerging Economies

Subjective career success (SCS) is defined as an individual's internal evaluation and psychological satisfaction with career progress, skill development, and advancement (Greenhaus et al., 1990; Ng et al., 2005). In emerging economies such as India, subjective metrics are often more salient than objective markers because women navigate socio-cultural trade-offs between professional aspirations and normative domestic roles (Budhwar et al., 2005).

Perceived Organisational Support

Rooted in Organisational Support Theory and Social Exchange Theory (Eisenberger et al., 1986; Blau, 1964), POS reflects employees' global beliefs about the extent to which their organisation values their contributions and cares about their well-being. POS may be associated with women investing more actively in proactive career development (Kurtessis et al., 2017).

Mentoring as a Relational Resource Bridge

Relational Mentoring Theory (Ragins & Kram, 2007) conceptualises mentorship as a reciprocal developmental relationship providing vocational sponsorship and psychosocial support. Mentoring serves as a mechanism through which organisational goodwill may be converted into career navigation capital (Dreher & Ash, 1990). The extent to which this conversion occurs may reflect sector-specific contextual conditions, although the precise mechanisms were not directly measured in this study.

Family Responsibility and Domestic Resource Constraints

Conservation of Resources (COR) theory (Hobfoll, 1989; Hobfoll et al., 2018) posits that individuals possess finite psychological, emotional, and physical resource pools. In the Indian cultural context, domestic responsibilities fall disproportionately on women (Netemeyer et al., 1996; Valk & Srinivasan, 2011). Heavy domestic resource expenditure may constrain the capacity to capitalise on developmental opportunities (Patel & Patel, 2026).

Sectoral Context in Career Research

Contextual Organisational Theory (Johns, 2006) positions industry sector as an omnibus contextual variable defining situational opportunities and constraints. Work-Family Border Theory (Clark, 2000) proposes that occupational domains differ in boundary flexibility and

permeability. These frameworks offer plausible interpretations for why resource-translation associations may differ across sectors, though specific mechanisms were not directly operationalised here.

THEORETICAL FRAMEWORK AND HYPOTHESES

This study integrates COR theory with Contextual Organisational Theory and Work-Family Border Theory into a unified sectoral contingency model (see Figure 1). POS serves as the primary resource supply; Mentoring serves as the relational conversion mechanism; Family Responsibility acts as the domestic boundary constraint; and Industry Sector represents the structural context conditioning the strength of these pathways.

Sectoral Baseline Differences (H1a and RQ1)

H1a: Perceived Organisational Support (POS) and Mentoring engagement differ significantly across industry sectors.

RQ1: Does reported domestic Family Responsibility (FR) differ significantly across industry sectors, or does it reflect a comparable cross-sector baseline?

First-Stage Resource Translation Contingency (H2)

H2: The positive relationship between POS and Mentoring is significantly moderated by sector, such that the association is significantly weaker in Healthcare than in Higher Education.

Second-Stage Relationship Contingency (H3)

H3: The relationship between Mentoring and Subjective Career Success is significantly moderated by sector, such that the association is significantly weaker in Information Technology relative to Higher Education.

Three-Way Contextual Moderation (H4)

H4: The moderating effect of Family Responsibility on the Mentoring-Subjective Career Success relationship differs significantly in Information Technology relative to Higher Education.

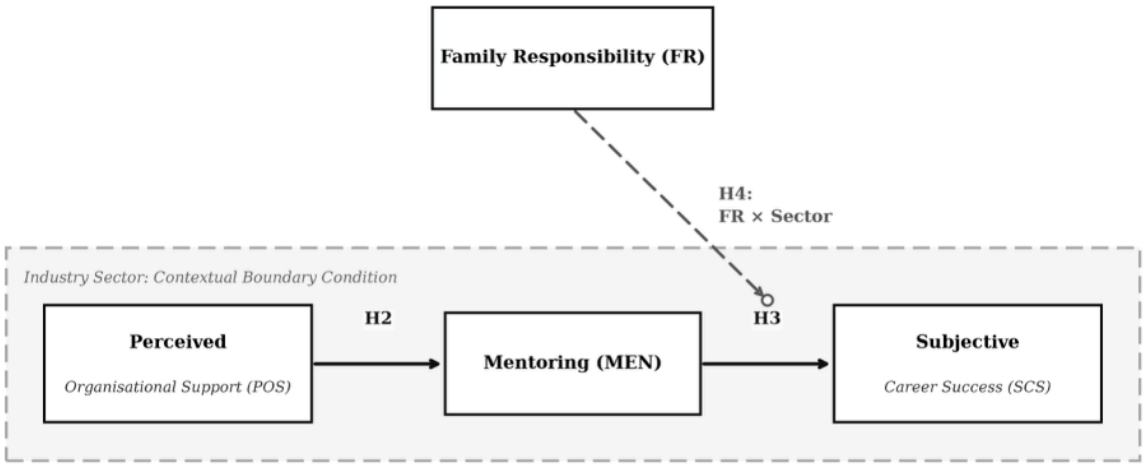


Figure 1. Contextual Resource-Translation Model of Women's Career Success

Note. Rectangular boxes denote latent constructs. Solid arrows represent hypothesised directional paths. Family Responsibility moderates the Mentoring to SCS relationship (H4: FR x Sector). Industry Sector is a contextual boundary condition for the POS to Mentoring (H2) and Mentoring to SCS (H3) pathways. Sector is not modelled as a direct cause of SCS. The mechanisms through which sector conditions these pathways were not directly measured; the sector panel represents a theoretical boundary condition.

Theoretical Interpretation of the Conceptual Model (Figure 1)

Figure 1 delineates the hypothesised contextual resource-translation model governing women's subjective career success across divergent industry sectors. The conceptual framework integrates four interlocking operational components: upstream resource provision, relational conversion, domestic boundary constraints, and sectoral contextual boundaries.

First, Perceived Organisational Support (POS) functions as the upstream organisational resource supply, reflecting the extent to which an employer values female employees' contributions and actively invests in their professional well-being (Eisenberger et al., 1986). Second, Relational Mentoring serves as the crucial transmission conduit, translating macro-level organisational goodwill into actionable psychological resources, career sponsorship, and developmental capabilities (Path H2; Ragins & Kram, 2007). Third, domestic

Family Responsibility (FR) operates as a proximal boundary constraint that moderates the second-stage conversion of mentoring capital into Subjective Career Success (Paths H3 and H4). Grounded in Conservation of Resources theory (Hobfoll, 1989), heavy caregiving obligations deplete personal energy and cognitive bandwidth, attenuating, without completely extinguishing, the capacity of female professionals to capitalise on developmental relationships.

Finally, Industry Sector is conceptualised as an omnibus contextual boundary condition that encompasses the core resource-translation process (Johns, 2006). Rather than acting as an unmediated direct cause of career satisfaction, sectoral environments establish distinct operational structures, performance baselines, and boundary permeability that condition the magnitude of resource conversion. In sectors characterized by structured academic pathways (Higher Education) or rigid institutional baselines (Banking), resource mobilization operates with distinct efficacy compared to project-centric, high-mobility domains (IT) or acute operational caregiving environments (Healthcare). Consequently, Figure 1 illustrates that women's career advancement is not a simple additive outcome of individual ambition and organisational policies, but a context-contingent process governed simultaneously by institutional support, relational transmission, domestic constraints, and sectoral operating conditions.

RESEARCH METHODOLOGY

Sample and Sampling Design

A cross-sectional survey was administered across five major cities in Gujarat, India (Ahmedabad, Gandhinagar, Surat, Vadodara, and Anand). The final validated sample comprised N = 923 full-time employed female professionals: Higher Education (n = 382, 41.4%), Banking and Financial Services (n = 205, 22.2%), Information Technology (n = 180, 19.5%), and Healthcare (n = 156, 16.9%). All participants had a minimum of one year of organisational tenure.

Measurement Scales and Psychometric Evaluation

Constructs were measured using established five-point Likert scales (1 = Strongly Disagree to 5 = Strongly Agree). POS was assessed using ten items adapted from Eisenberger et al. (1986); Mentoring using ten items from Dreher and Ash (1990); Family Responsibility using six items adapted from Netemeyer et al. (1996); and Subjective Career Success using five items from Greenhaus et al. (1990). Reliability and validity statistics are reported in Table 2. Confirmatory Factor Analysis (CFA) yielded $\chi^2(428) = 4234.190$, CMIN/df = 9.893, CFI = .863, TLI = .852, RMSEA = .098. Whilst global incremental fit indices fall below conventional ideal benchmarks (CFI ≥ .90), convergent and discriminant validity metrics were satisfactory (HTMT ≤ .689).

Analytical Protocol

Statistical analysis was conducted using Python (statsmodels; scipy). Levene's test indicated significant heteroscedasticity across sectors for all constructs (all $p < .001$); accordingly, Welch one-way ANOVA and Games-Howell post-hoc contrasts were deployed. Fully saturated pooled OLS regression models containing dummy-coded sector interaction terms (reference: Higher Education) were estimated. Sector-specific conditional indirect effects and the Index of Moderated Mediation (IMM) were estimated via 5,000 bootstrap resamples. Where cross-sector differences did not reach statistical significance, results are reported as 'no statistically significant difference detected'.

EMPIRICAL RESULTS

Sample Characteristics and Descriptive Statistics

Table 1 presents descriptive statistics and Welch ANOVA results. No statistically significant difference was detected in reported mean family responsibility across sectors (Welch F = 0.792, p = .498), addressing RQ1. This finding does not constitute evidence that domestic burden is objectively equal; it reflects the absence of a statistically significant difference in self-reported FR in this sample. POS (F = 27.962, $p < .001$) and Mentoring (F = 9.090, $p < .001$) differed significantly, supporting H1a. Games-Howell contrasts confirmed Banking professionals reported significantly lower POS and Mentoring than Higher Education ($p < .001$); IT reported significantly lower Mentoring than Higher Education (p = .003.

Table 1. Descriptive Statistics and Welch ANOVA Across Sectors

Construct	Higher Ed. (n = 382)	Banking (n = 205)	Healthcare (n = 156)	IT (n = 180)	Overall (N = 923)	Welch F	df	p
POS	3.94 (.52)	3.47 (.67)	3.75 (.64)	3.81 (.59)	3.77 (.63)	27.962	3, 412.3	< .001
MEN	3.75 (.57)	3.46 (.72)	3.66 (.71)	3.49 (.73)	3.62 (.68)	9.09	3, 416.7	< .001

FR	3.37 (.67)	3.45 (.68)	3.41 (.76)	3.44 (.70)	3.41 (.70)	0.792	3, 421.1	0.498
SCS	3.77 (.54)	3.70 (.64)	3.77 (.65)	3.64 (.65)	3.73 (.61)	1.921	3, 420.5	0.125

Note. Values are Mean (Standard Deviation). POS = Perceived Organisational Support; MEN = Mentoring; FR = Family Responsibility; SCS = Subjective Career Success. Welch F robust to heteroscedasticity.

Measurement Model and Construct Quality

Table 2 reports reliability and validity indices. All constructs demonstrated composite reliability exceeding .87 and average variance extracted exceeding .54. Heterotrait-monotrait ratios remained below .689, confirming discriminant validity across all sectoral sub-samples.

Table 2. Measurement Model: Reliability and Convergent Validity

Construct	Items	α	CR	AVE
Perceived Organisational Support (POS)	10	.969	.970	.762
Mentoring (MEN)	10	.945	.947	.642
Family Responsibility (FR)	6	.876	.877	.545
Subjective Career Success (SCS)	5	.933	.934	.740

Note. α = Cronbach's alpha; CR = Composite Reliability; AVE = Average Variance Extracted.

First-Stage Resource Translation: POS to Mentoring (H2)

Table 3 presents sector-specific slopes and formal interaction tests. The POS to Mentoring association was significantly positive in all four sectors. In Healthcare, the association (B = .3942) was significantly weaker than in Higher Education (B = .6833; interaction B = -0.2891, SE = .0816, t = -3.543, p < .001), supporting H2. In Banking, the difference was not statistically significant (interaction B = -0.0727, p = .319); in IT, interaction B = -0.0768, p = .322.

Table 3. First-Stage Resource Translation by Sector (Outcome: Mentoring)

Sector	n	B	SE	t	p	R^2	Diff. vs Higher Ed. (B, p)
Higher Education (ref.)	382	.6833	.0364	18.793	< .001	.482	Ref.
Banking	205	.6106	.0574	10.638	< .001	.358	B = -0.0727, p = .319
Healthcare	156	.3942	.0731	5.393	< .001	.159	B = -0.2891, p < .001***
Information Technology	180	.6065	.0693	8.752	< .001	.301	B = -0.0768, p = .322

Note. Saturated OLS model: $F(7, 915) = 64.92$, $R^2 = .332$, p < .001. *** p < .001.

Sector-Specific Predictors of Subjective Career Success

Table 4 reports sector-specific regression models. The model accounted for $R^2 = .682$ of SCS variance in Banking and $R^2 = .481$ in Higher Education, but substantially less in Healthcare ($R^2 = .238$) and IT ($R^2 = .158$). The MEN coefficient was statistically non-significant in IT (B = .0842, p = .283), in contrast to Higher Education (B = .2925, p < .001) and Banking (B = .3264, p < .001).

Table 4. Sector-Specific Regression Models for Subjective Career Success

Predictor	Higher Ed. (n = 382)	Banking (n = 205)	Healthcare (n = 156)	IT (n = 180)
POS	.3795*** (.045)	.4526*** (.048)	.2974** (.091)	.2226* (.093)
MEN	.2925*** (.043)	.3264*** (.049)	.2185* (.087)	.0842 (.078)
FR	.0842* (.034)	.0798 (.045)	.0763 (.061)	-.1142* (.056)
MEN × FR	-.0931*** (.020)	-.0825* (.035)	-.0584 (.048)	.0565 (.067)
R^2	.481	.682	.238	.158
F	87.42***	107.16***	11.79***	8.20***

Note. Standard errors in parentheses. * p < .05, ** p < .01, *** p < .001.

Formal Tests of Cross-Sector Slope Differences (H3 and H4)

Table 5 presents formal cross-sector interaction tests in two panels. Panel A reports tests of the Mentoring-SCS slope difference relative to Higher Education (H3). The MEN x IT interaction was statistically significant (B = -0.6891, SE = .2715, t = -2.538, p = .011), supporting H3. Panel B reports tests of three-way moderation (H4). The MEN x FR x IT interaction was statistically significant (B = .1496, SE = .0730, t = 2.050, p = .041), supporting H4.

Table 5. Formal Cross-Sector Interaction Tests (Reference: Higher Education)

Panel A: Two-Way Interactions: Sector Moderation of Mentoring → SCS (H3)

Comparison	Interaction Term	B	SE	t	p	Interpretation
IT vs. Higher Education	MEN × IT	-0.6891	.2715	-2.538	.011	Significant: weaker in IT (H3 supported)
Banking vs. Higher Education	MEN × Banking	.0339	.1387	0.244	.807	No significant difference detected
Healthcare vs. Higher Education	MEN × Healthcare	-.0740	.1961	-0.377	.706	No significant difference detected

Panel B: Three-Way Interactions: Sector Moderation of (MEN × FR) → SCS (H4)

Comparison	Interaction Term	B	SE	t	p	95% CI	Interpretation
IT vs. Higher Education	MEN×FR×IT	.1496	.0730	2.050	.041	[.006, .293]	Significant: H4 supported
Banking vs. Higher Education	MEN×FR×Banking	.0106	.0403	0.263	.793	[-.068, .090]	No significant difference detected
Healthcare vs. Higher Education	MEN×FR×Healthcare	.0347	.0523	0.663	.507	[-.068, .137]	No significant difference detected

Note. Saturated OLS model: $F(15, 907) = 36.41$, $R^2 = .376$, $p < .001$. All tests reference Higher Education.

Conditional Indirect Effects and Index of Moderated Mediation

Table 6 reports sector-specific conditional indirect effects of POS on SCS through Mentoring across FR levels (Panel A) and the Index of Moderated Mediation (Panel B). These estimates are analytically distinct from the cross-sector slope comparisons in Table 5.

Table 6. Conditional Indirect Effects and Index of Moderated Mediation by Sector

Panel A: Conditional Indirect Effects of POS on SCS via Mentoring at Levels of FR

Sector	FR Level	Indirect Effect	BootLLCI	BootULCI
Higher Education	Low FR (Mean - 1SD)	.2395	.1585	.3262
	Mean FR	.1999	.1285	.2767
	High FR (Mean + 1SD)	.1602	.0947	.2342
Banking	Low FR (Mean - 1SD)	.2337	.1273	.3573
	Mean FR	.1993	.1124	.3029
	High FR (Mean + 1SD)	.1649	.0838	.2608
Healthcare	Low FR (Mean - 1SD)	.1036	.0190	.2145
	Mean FR	.0861	.0162	.1763
	High FR (Mean + 1SD)	.0686	.0058	.1561
Information Technology	Low FR (Mean - 1SD)	.0277	-.0705	.1268
	Mean FR	.0511	-.0386	.1465
	High FR (Mean + 1SD)	.0745	-.0199	.1813

Panel B: Index of Moderated Mediation (IMM) by Sector

Sector	IMM	BootLLCI	BootULCI	Interpretation
Higher Education	-0.0377	-0.0740	-0.0008	Significant (CI excludes zero)
Banking	-0.0504	-0.1030	-0.0057	Significant (CI excludes zero)
Healthcare	-0.0229	-0.0658	.0117	Not significant (CI includes zero)
Information Technology	.0343	-.0483	.1224	Not significant (CI includes zero)

Note. 5,000 bootstrap resamples. 95% bias-corrected bootstrap confidence intervals.

Summary of Hypothesis and Research Question Tests

Table 7 consolidates the hypothesis decisions. H1a, H2, H3, and H4 were supported.

Table 7. Summary of Hypothesis Decisions

Hyp./RQ	Statement	Statistical Test	Key Result	Decision
H1a	POS and MEN differ across sectors	Welch ANOVA	POS: F = 27.962***; MEN: F = 9.090***	Supported
RQ1	FR differs across sectors	Welch ANOVA	F = 0.792, p = .498 (no significant difference detected)	Baseline equal
H2	POS to MEN weaker in Healthcare vs. Higher Ed.	OLS interaction	Interaction B = -0.2891, t = -3.543, p < .001***	Supported
H3	MEN to SCS weaker in IT vs. Higher Ed.	OLS interaction	Interaction B = -0.6891, t = -2.538, p = .011*	Supported
H4	Three-way FR moderation differs in IT vs. Higher Ed.	OLS interaction	Three-way B = .1496, t = 2.050, p = .041*	Supported

Note. Reference sector for all interaction tests is Higher Education. * p < .05, *** p < .001.

DISCUSSION

Empirical Findings: Context-Contingent Resource Translation

Empirically, this study demonstrates that the resource-translation mechanism established by Patel and Patel (2026) is subject to meaningful sectoral boundary conditions. In Higher Education and Banking, the model demonstrated comparatively high explanatory power (R^2 = .481 and .682, respectively), and bootstrap analysis confirmed statistically significant within-sector moderated mediation in both sectors. In Healthcare, the POS to Mentoring association was statistically significantly weaker than in Higher Education (interaction B = -0.2891, p < .001). In IT, the Mentoring to SCS association was significantly weaker (interaction B = -0.6891, p = .011), and the formal three-way interaction confirmed a significant difference in the moderating effect of Family Responsibility between IT and Higher Education (B = 0.1496, p = .041).

Theoretically, these patterns are consistent with Contextual Organisational Theory (Johns, 2006) and Work-Family Border Theory (Clark, 2000). The weaker POS to Mentoring association in Healthcare offers one possible explanation consistent with the acute operational demands documented in healthcare settings (Dyrbye et al., 2017), although the specific mechanisms were not directly measured. Similarly, the weaker Mentoring to SCS association in IT may reflect the technical and project-centric nature of IT career systems (Valk & Srinivasan, 2011), though this too remains a plausible rather than measured mechanism. The central empirical contribution is that resource-translation pathways are context-contingent across organisational sectors.

Family Responsibility as a Cross-Sector Boundary Condition

RQ1 indicated no statistically significant sectoral difference in reported family responsibility (Welch F = 0.792, p = .498). This does not constitute evidence that domestic burden is objectively equal. Nonetheless, the finding is informative: relationships involving FR differed considerably across sectors despite the absence of mean-level FR differences. This pattern is consistent with the theoretical proposition that the association between domestic responsibility and career outcomes may depend partly on the structural operating environment.

Theoretical Contributions

This study makes three theoretical contributions. First, it extends Patel and Patel (2026) beyond an aggregate model to establish sector-specific

contingency boundaries. Second, it provides formal cross-sector interaction evidence that the Attenuation Principle operates with contextually differentiated strength. Third, through formal three-way interaction modelling, H4 is supported specifically for the IT sectoral context.

Practical Implications

In Banking, building institutional support alongside flexible working may be impactful given significantly lower baselines. In Higher Education, sustaining mentoring networks aligns with strong model fit. In Healthcare, protected development time may address the first-stage translation bottleneck. In IT, the non-significant Mentoring coefficient and significant FR penalty suggest that conventional mentoring frameworks may warrant adaptation, though underlying mechanisms require further investigation.

LIMITATIONS AND FUTURE RESEARCH

The cross-sectional design prevents causal conclusions; future research should employ multiwave longitudinal designs. Data were collected in urban Gujarat; cross-regional replication would enhance external validity. Sector-specific mechanisms proposed as theoretical interpretations were not directly measured; future studies should operationalise these variables explicitly. Dyadic data and objective career metrics would complement the self-report design. CFA global fit warrants replication with independent samples.

CONCLUSION

This study demonstrates that resource-translation pathways in women's career success are context-contingent across organisational sectors. Although no statistically significant sectoral difference was detected in reported family responsibility, the associations involving POS, Mentoring, Family Responsibility, and Subjective Career Success differed substantially across Healthcare, IT, Banking, and Higher Education. Formal cross-sector interaction modelling confirmed that both first-stage resource translation (POS to Mentoring) and second-stage career conversion (Mentoring to SCS) are subject to significant sectoral boundary conditions. Recognising these contingencies is essential for designing targeted, evidence-informed HR interventions that foster sustainable career advancement for female professionals in emerging economies.

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Author Contributions

Kirti Patel: Conceptualization, Methodology, Formal analysis, Investigation, Data curation, Writing – original draft, Project administration. Dr. Binit Patel: Supervision, Conceptualization, Methodology, Validation, Writing – review & editing.

Data Availability Statement

The datasets generated and analysed during the current study are available from the corresponding author on reasonable request.

Ethical Compliance

Informed consent was obtained from all individual participants included in the study. All procedures performed were in accordance with institutional ethical research standards.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this research. Mr. Kirti Patel and Dr. Binit Patel both authors of this research work together with equal involvement in the study. The research has no academic conflicts.

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