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Talent Empowerment in AI-Enabled Remote Workplaces

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Abstract

The present study investigated the role of managerial support practices in fostering career development in remote and AI-enhanced workplaces across sectors. This study aims to understand the challenges and impact of managerial practices in the new, advanced, and hybrid work culture that has emerged due to digitisation and technological advancements. The organization's ecosystem is facing and addressing the issues arising from these changes across internal and external domains. Therefore, to address and inform the stakeholders about the numerous factors in this changed work system, the present study incorporated both qualitative and quantitative research designs to conduct a holistic study. A structured questionnaire has been prepared for the quantitative phase of the survey, followed by focused interviews with some of the groups to gather a qualitative set of data and information. The study's sample populations encompass employees from various sectors, including IT, education,

finance, healthcare, and marketing. Targeted interview questions were asked to assess perceived managerial support, access to career development opportunities, the impact of AI on job roles, and career satisfaction. The study employed descriptive statistics, correlation, regression, ANOVA, content analysis, and structural equation modelling as data analysis methods to explore relationships among key variables. A conceptual framework in which managerial practices serve as an independent variable, moderated by AI integration and remote work environments, influencing career development outcomes. The conclusions aim to offer practical recommendations for organizations to adapt managerial techniques that foster career growth in an increasingly virtual and AI-driven workplace.

Keywords: AI-Enabled Workplaces, Managerial support, Hybrid Work Environments, Digital Workplace, Workplace Transformation

1. Introduction

The contemporary workplace is rapidly transforming due to the increasing integration of digital systems and continuous advancement in technology, such as Artificial Intelligence and other digital technologies. Bringing changes and adapting to contemporary technologies in the organization is not an effortless process. In this evolving and transforming environment, management has a clear understanding that the effectiveness of digital tools and organizational adaptability significantly affect employee productivity and engagement (Haber, and Carmeli, 2023; Burnett, and Lisk, 2021).

Recent studies show that the contemporary workplace is being transformed by continuous shifts like technological innovation and digitization. In response, many organizations are adopting remote and hybrid work models, some cautiously, others on a much larger scale. For managers, these approaches are no longer just alternatives but are becoming central to their strategic thinking, as they see remote and hybrid systems emerging as a significant way of organizing work (Lamovšek, Radević, Mohammed, and Černe, 2025; Hopkins, and Bardoel, 2023).

In addition to organizational perspectives on workplace transformation, human resource management research highlights the importance of focusing on career development and growth opportunities that are congruent with organizational progress. Research consistently finds that when employees see a clear pathway to career advancement and development, their job satisfaction and commitment to the organization substantially increase. Thus, aligning individual career growth to organizational progress becomes a key component of driving ongoing employee engagement and, consequently, long-term organizational success (Pougajendy, Mathiazhagan, and Karunamurthy, 2024; Tyagi, 2021; Sypniewska, Baran, and Kłos, 2023).

Management support is the most crucial factor in achieving the successful adoption of AI-enabled work systems in organizations. Research shows that leaders who communicate clearly, cultivate a learning, supportive

environment, and address employee concerns make it easier for employees to transition to workflows based on AI technologies (Murire, 2024; Rožman, Tominc, and Milfelner, 2023). In AI-enabled environments, at work, manager support helps employees transition from manual processes to automated processes and digital decision-aiding tools. By providing this support, it will lessen the resistance of employees to change and accept that they will use the Contemporary technology (Malik, Budhwar, Mohan, and NR, 2023; Fenwick, Molnar, and Frangos, 2024). Additionally, manager support is correlated with employee confidence, job satisfaction, and organizational performance as the technology is introduced into the workplace (Abdullahi, Adieza, Arnaut, Nuhu, Ali, and Lawal Gwadabe, 2025; Chatterjee, Chaudhuri, and Vrontis, 2022).

Due to the evolution of the work system, there is a need to further understand the paramount importance of managerial support; research shows that proactive management and manageable forms of assistance lead to greater motivation and employee development. As organisations adapt to new work models (e.g., remote and hybrid), the dynamics of work-related technology and change through digital innovation and new technological solutions become even more necessary (Ferdous, Ali, Desouza, and French, 2025; Lamovšek, Radević, Mohammed, and Černe, 2025). At the same time, consistent and embedded career development and useful guidance from managers are paramount to achieving success for employees and the organisation. This paper articulately develops the influence of technological development on remote working, how valuable career development is to employees in this digital setting, and how managers facilitate and support employee development.

1.1 AI Integration in Remote Work Environments

The use of artificial intelligence in the workplace has transformed the way teams operate, collaborate, and make decisions, especially in remote and hybrid environments (Chen, Xiang, Wang, and Lu, 2023). Global technology leaders such as Microsoft, Zoom, GitHub, and Salesforce are playing a vital role in embedding intelligent features into their platforms

to support distributed teams. Microsoft, for example, has enriched its Microsoft 365 and Teams applications with capabilities like real-time meeting transcription, smart scheduling, and automatic summarization. These features not only save time but also ensure that employees working across different time zones stay aligned and productive. Zoom has introduced tools that reduce background noise, generate captions on the spot, and provide live meeting insights. By doing so, it helps teams communicate more clearly and inclusively during virtual interactions. In the field of software development, GitHub Copilot assists engineers by recommending code, spotting potential errors, and accelerating the overall coding process an advantage that remote tech teams find particularly valuable. Salesforce has expanded its Einstein platform to provide predictive sales insights, sentiment analysis of emails, and forecasts of customer behavior. These functions enable sales professionals to personalize conversations with clients and concentrate on the most promising opportunities (Chinta, Goel, and Renuka, 2023).

Slowly and slowly, the utility of Artificial Intelligence (AI) in the Contemporary workplace system, encompassing the remote work environments and digital work system, marks a significant transformation in team management, collaboration, and coordination. The best examples of this system have been observed, and the realisation of its critical impact in balancing the organizational effectiveness beyond the traditional approach was during the period of the COVID-19 pandemic (Engström, Pittino, Mohlin, Johansson, and Edh Mirzaei, 2024).

The innovative and creative design of the workplace through the implementation of these advanced technologies, to resolve the issues related to communication, operation, and functioning, helps organizations to survive and maintain an equilibrium of organizational health and related stakeholders' perspectives, particularly employee well-being (Mendy, Jain, and Thomas, 2025). Organizations are turning to AI tools to tackle these issues by automating routine tasks, helping with smart scheduling, providing real-time language translation, and enhancing virtual meetings

with transcription and sentiment analysis features (Dittmar, E.C., 2025; Mason Hayes, 2025). These technologies not only improve efficiency but also offer personalized support, changing how remote collaboration typically works.

Practitioners, researchers, and academic professionals, through their work, exhibit how the integration of technologies like AI has an immense potential to boost productivity, enrich employee relationships, collaboration, and overall growth and development at individual, group, and organizational levels.

However, management is still exploring the right, ethical, and balanced approach to integrate AI and digital technologies with the organizational work system. Research is ongoing to explore and design a work system that will combine innovative technology with managerial support to create a sustainable work model, fulfilling the agenda of Sustainable Development Goals (SDGs) and fulfilling the employment relationship of various categories between the employees and the employer.

Previous research work in the field, advocate that strategic integration of AI and digital technologies into remote work depends upon both the technology one side on other side the organizational factors such as managerial support, culture, and employee attitudes (Yu, Zhu & Ren, 2025; Yasmin, and Tanaka, 2022).

Theories such as self-determination theory, social exchange theory, transformational leadership theory and human capital theory helps to understand the alignment of continuous learning, growth prospects, upskilling, career advancement and many other organizational and individual outcomes are interdependent (Ryan, and Deci, 2024; Deci, and Ryan, 2012; Cook, Cheshire, Rice, and Nakagawa, 2013; Bass, 1999; Rolfe, 2011; Marginson, 2019; Strober, 1990). However, thriving in AI-enhanced remote work requires fulfilling basic psychological needs like autonomy, competence, and relatedness, as outlined in self-determination theory.

While AI promotes autonomy and competence through personalized and efficient workflows, addressing relatedness can be difficult remotely due to physical distance and fewer face-to-face interactions. Strong interpersonal connections and clear organizational goals can enhance the positive effects of AI on employee success (Yu, Zhu, and Ren, 2025; Yasmin, and Tanaka, 2022).

1.2 Importance of Career Development in the Evolving Digital Environment

The dynamics and certainty of career progression in the digital age is becoming unpredictable day-by-day; it is far beyond the mastering innovative technologies only. Since the digital transformation started expanding, many traditional roles and jobs are being redesigned or no more in the existing system. This shift makes career development more critical than ever.

Organisations that invest in employee development through training, mentoring, and internal mobility programs not only strengthen individual potential but also foster resilience, innovation, and long-term competitiveness.

In today's context continuous learning, managerial support on all fronts, resilience and positive psychology becoming major strength for managing the productivity, innovation, and creativity at both level the individual and organizational level. To remain in this uncertain competitive market, professionals must engage in lifelong learning and continuous upskilling.

Career development also has a strong influence on employee morale and retention. When workers see a clear path for progression within their organisation, their commitment and engagement rise significantly. In this sense, investment in professional growth is not optional but a strategic necessity. Building new capabilities enables smoother transitions between roles, readiness for additional responsibilities, and adaptability to shifting market demands. Skills such as data literacy, artificial intelligence, and cybersecurity awareness are now highly valued across industries.

Technological advancements ranging from automation and robotics to artificial intelligence are already transforming the global workforce, presenting both opportunities and challenges (Hirschi, 2018). The increasing digitisation of labour markets has destabilised traditional career paths, particularly in the United States and beyond (Onyema, Esther, Okpala, Umoke, Obioma, Okoronkwo, and Edmond, 2024).

This context requires career development professionals to move beyond conventional counselling roles and take on responsibilities such as advocating for displaced workers, influencing education reform, and designing innovative interventions that prepare individuals for an uncertain future (Hirschi, 2018).

At the same time, the integration of digital technologies into education systems has shifted the focus toward a competence-based model. This approach prioritises both professional and personal competencies, including digital literacy, critical thinking, intercultural communication, and lifelong learning skills (Macedo, Veloso, Pinsky, and Trevisan, 2023). Such competencies are closely aligned with the needs of today's technology-driven labour market, enhancing employability and adaptability. To meet these demands, education must embrace interdisciplinary approaches that respond to the realities of digitalisation and prepare graduates for complex, evolving career landscapes (Lent, 2018; Hughes, Niu, and Greer, 2025).

Additionally, information technology plays a pivotal role in career development. IT provides access to information, distance learning, and professional networking, enabling human resources (HR) practitioners and employees to regularly update their skills and open career opportunities (Agarwal,2023). Evidence cites IT-facilitated tools as supporting learning and improvement, allowing employees to make skills-acquisition decisions independently and stay relevant in the face of fast-evolving occupational requirements (Sposato, 2025; Evseeva, Shipunova, Pozdeeva, Trostinskaya, and Evseev, 2019). This technological

empowerment aids enhanced productivity, professional growth, and career success.

All these findings emphasize the paramount significance of career development systems, acknowledging and addressing technological disruption. Career practitioners need to campaign for educational and workplace policy reforms to help displaced workers. In addition, they need to promote the continuous development of digital skills and networking to enhance social capital for career success (Hirschi, 2018). Strategic fusion of career guidance and digital skills training is crucial in preparing a resilient workforce that can adapt to an emerging digital landscape.

1.3 Managerial Roles in Employee Development

In most organizations today, managers are expected to contribute directly to the development of their people. Their role is not confined to supervision or the delivery of results; they also act as a bridge between organizational priorities and individual growth (Ladyshewsky, 2010; Gilley et al., 2015; Brinkerhoff, 1985). The way managers perform this task varies, but the research highlights a few recurring roles that are central to employee development.

Studies following the social exchange theory emphasize the reciprocal effect of managerial support in nurturing positive employee outcomes, highlighting that when employees perceive developmental support, they are more likely to reciprocate with positive work attitudes and behaviours (Cropanzano & Mitchell, 2005). Another theory, named Organizational support, in addition explains that there is a positive correlation between perceived organizational support with job-related employee attitudinal outcomes, such as employee engagement and job satisfaction (Eisenberger et al., 2002).

Complementing these perspectives, the JD-R model suggests that resources like managerial and organizational support can buffer demands and foster motivation (Bakker & Demerouti, 2007). However, limited research has integrated these theoretical lenses to explain how multiple

sources of support jointly influence critical outcomes such as turnover intention. By examining managerial and organizational support for development in tandem and tracing their effects through work engagement and job satisfaction, the present study addresses this gap and adds to the growing evidence on the resource-based antecedents of employee retention.

Despite these varied roles, the literature points to several difficulties. Managers often struggle with the tension of being both evaluator and coach, which can confuse employees and weaken trust. Heavy workloads and operational pressures mean that developmental activities may be sidelined. Many managers are promoted for their technical ability rather than for their developmental skills, leaving them ill-prepared to take on coaching or mentoring responsibilities. Development also falters when organizational systems, such as performance appraisal, incentives, or promotion criteria, are not aligned with long-term learning objectives. Cultural context matters as well, since in more hierarchical settings, employees may hesitate to engage in open developmental conversations.

Another particularly important research domain is employee empowerment. Studies from this field have shown that managerial behaviour has a direct effect on employee perceptions of career and control in the organization. Employees feel empowered with the managerial support, and this has a positive association with his/her job performance. Empowerment in the employee context has been defined as the employee's perception of control in decision-making related to their job and roles.

In this context, Job-design theory highlights the importance of autonomy and flexibility in one's job. Previous studies indicate that this perception is enhanced when managers themselves enjoy prominent levels of decision-making control and engage in supportive behaviours.

In such environments, staff members are more likely to perceive their managers' use of power as enfranchising rather than constraining, thereby increasing their own feelings of empowerment. Empirical research

supports this argument, demonstrating that where managers use authority alongside supportive behavior, managers and employees both have higher perceptions of control over organizational choices.

To explain the proposed relationship between managerial support, critical psychological and structural resources, the present study incorporated the Self-Determination Theory (SDT) and Job Demands-Resources (JDR) model.

Research clearly indicates that Artificial Intelligence (AI) is transforming the work environment and work itself. AI tools can enhance competence through efficient task execution, but they also present new challenges and opportunities for professionals across industries (Brynjolfsson & McAfee, 2022). Previous research work and the concept of Self-Determination Theory highlight and support the relationship between employees' thriving behavior and satisfaction of their needs for relatedness, competence development, and autonomy (Deci and Ryan, 1985; Ryan and Deci, 2017). In a remote or hybrid work context, AI tools can enhance employees' competence.

AI is further very impactful in the development of digital infrastructure, which has played a crucial role in expanding AI-driven remote workstations, making it easier for organizations to implement AI solutions across different operations (Martínez-Fernández et al., 2021), but physical isolation from leadership and the actual workplace is found to be significantly contributing to a deficit in relatedness among the employees with organizations and leaders.

Self-determination theory (SDT) strongly explains the value of managerial support in terms of satisfying three basic psychological needs: autonomy, competence, and relatedness in the context of employees working remotely (Gagné et al., 2022), research already shown how managerial support helps in fostering autonomous motivation and preventing burnout among employees (Van den Broeck et al., 2021). In common with previous work, remote work is explicit in having both positive and negative effects on employees' need satisfaction (see Gagné et al., 2022).

AI-driven remote work can provide opportunities for better autonomy satisfaction among employees, particularly when managers support employees and extend an appropriate balance of autonomy support and control (Pianese et al., 2023). On the other hand, more intense monitoring of the management and increased home-work conflicts can have a negative influence on autonomy satisfaction (Gagné et al., 2022).

Furthermore, as per the Job Demands-Resource Model (JD-R; Bakker and Demerouti, 2017), managerial coaching and organizational support are viewed as "job resources" that safeguard them from the "job demands" which have been significantly impacted by rapid technological shifts and digital transformation, ultimately leading to higher work engagement and resilience, however, Remote work presents a dual pathway for work engagement enhancing focus and perseverance while potentially undermining social connectedness and relatedness. Thus, balancing job demands and resources becomes critical to sustaining engagement and fostering long-term resilience (e.g., Nagata et al., 2021; Allen et al., 2015; Van den Broeck et al., 2016; Trenerry et al., 2021; Gajendran et al., 2024).

2. Research Methodology:

This study uses a quantitative approach to investigate the impact of AI on remote work, with a focus on managerial support and career advancement. A survey-based study targeting remote personnel from areas such as IT, Education, Finance, Healthcare, and Marketing is being conducted to obtain quantitative data on AI-driven environments in remote settings.

In the context of empowerment of talent in AI-Driven Remote Workplaces, the present study aims to investigate the important linkages between managerial support and employee career outcomes across sectors; however, it employs a cross-sectional design in which exposure and outcome variables are assessed simultaneously (Cambridge Handbook, 2024). Accordingly, the findings are interpreted with caution, avoiding causal claims and instead using terms such as “positively associated with,”

"correlated with," and "related to" (Szklo & Nieto, 2004). This methodological approach recognizes the absence of temporal sequencing in single-time data while still offering credible insights into how managerial practices are associated with talent empowerment and career trajectories in technologically mediated, remote work environments.

2.1 Target Group:

- Remote employees with at least six months of experience in virtual or hybrid work setups.
- Stratified sampling ensures sector and job-level diversity.

2.2 Survey Instrument:

A combination of validated scales and latest items based on literature to measure:

- Perceived Managerial Support
- Career Development Opportunities
- AI's Impact on Job Roles
- Job Satisfaction and Career Progress

Responses were recorded on a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

2.3 Data Collection and Administration:

- The survey was administered online using platform- Google Forms.
- Anonymity and confidentiality were ensured.
- Pilot testing has refined the survey for reliability.

2.4 Data Analysis Techniques:

- Descriptive Statistics: To summarize participant demographics and trends.
- Correlation and Regression Analysis: To explore relationships between key variables.
- ANOVA (Analysis of Variance): To compare results across different sectors.

2.5 Research Questions:

- How do managerial practices differ across sectors in supporting remote career development?
- Does AI integration influence the type of managerial support required?
- What is the relationship between managerial support and perceived career growth in remote settings?

In the purview of the structural relationship among the study variables, the study further incorporates the Social Exchange Theory (SET), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Job Demands-Resources Model theory.

SET theory clearly supports and is helpful in explaining mutual benefits in a remote work context and observed outcomes for stakeholders. SET theory posits that managerial support acts as a pioneer in translating positive employee attitudes and performance through the norms of reciprocity (Cropanzano & Mitchell, 2005). The integration of AI into remote work environments fundamentally reshapes how employees experience managerial support (Wang, Liu, and Ao, 2025). Research in the field suggests that managerial support and perceptions significantly serve as gatekeeping factors that determine the employee perception, attitude, and adoption behaviour towards innovative technologies (Venkatesh et al., 2003; Khan, Soomro, and Pitafi, 2025).

In other words, grounded in the Job Demands-Resources Model, AI can function as both a job resource (e.g., automation, decision support, real-time analytics) and a job demand (e.g., technological complexity, surveillance concerns). Whether employees interpret AI as supportive or stressful largely depends on how managers facilitate its adoption.

Drawing on social exchange theory (SET), the study aims to investigate the impact of AI on remote work, with a focus on managerial support and career advancement. Furthermore, technology is found to be a critical factor in facilitating the remote work system; therefore, studying and

understanding technology acceptance are particularly important for implementing and reducing the chances of management failure and economic losses (Albastaki, Ubaid, and Rashid, 2024). Theory explains the social exchange relationship between remote employees and organizations, as the deployment of AI technologies has transformed the exchange relationship, impacting the employee's work engagement and other related outcomes (Khan, Quan, and Jianya, 2026; Mohamud, Mohamed, and Mohamed, 2025).

In the present study, rather than measuring the AI impact in dictating the level of support, the study argues that it is the quality of managerial support that enables the employee's performance expectancy and other facilitating conditions. By positioning managerial support as an independent variable, the model accurately reflects the leadership's role in constructing the organizational climate required for digital literacy and career growth (Marikyan, and Papagiannidis, 2021).

Research highlights the relevance of the aligned efforts through AI and managerial support, such as AI-driven learning platforms, personalized development pathways, and virtual mentoring. Employees interpret these practices as organizational support for their career and development (Ghosh, and Sadeghian, 2024). Moreover, as remote employees participate in these opportunities (e.g., AI upskilling, virtual leadership programs), they reassess and reinforce their perceptions of managerial support, creating a reinforcing cycle:

Career development initiatives → signal managerial investment → enhanced perceived support.

Consistent with Perceived Organizational Support (POS) theory, career development opportunities function as strong signals of support because they reflect sustained relational commitment rather than short-term task assistance. In remote work contexts, where concerns about reduced visibility and limited advancement are prevalent, such developmental initiatives become particularly salient.

The increasing integration of AI-driven systems in remote work environments often reshapes communication patterns, task allocation, and performance monitoring, thereby influencing how employees interpret managerial involvement and support. When AI tools reduce ambiguity, enhance task clarity, and enable real-time feedback, they can indirectly strengthen employees' perceptions that managers are more accessible and supportive, even in physically distant settings.

Empirical evidence suggests that the impact of AI on employees is not merely technological but socially interpreted through managerial actions. Studies indicate that leadership support plays a critical role in shaping employees' engagement with AI and their perception of organizational support (Wang et al., 2025; Ghosh & Sadeghian, 2024). In remote work contexts, where direct interaction is limited, this relationship becomes even more salient, as employees rely on managerial guidance to navigate AI-enabled work systems. Furthermore, perceived career development opportunities have been shown to significantly influence employee attitudes and behaviors in remote settings, reinforcing perceptions of managerial and organizational support (Papadopoulos & Nikolaidis, 2024; Rodrigues et al., 2023). As AI increasingly redefines career pathways toward skill-based and flexible trajectories, managerial facilitation of career development further strengthens employees' perceptions of support and long-term investment.

Analysis and Results

3. Managerial Practices Across Various Sectors:

Sector	**Q1**		**Q2**		**Q3**		**Q4**		**Q5**	
	Mean	**Std. Deviation**	**Mean**	**Std. Deviation**	**Mean**	**Std. Deviation**	**Mean**	**Std. Deviation**	**Mean**	**Std. Deviation**
Education	3.37	1.326	3.8	1.157	3.17	1.341	3.43	1.278	3.23	1.455

Finance	3.43	1.363	3	1.414	3.1	1.3	2.86	1.276	3.48	1.365
Healthcare	3.24	1.48	2.92	1.498	3.48	1.388	4.04	1.172	2.84	1.519
IT	3.88	1.219	3.53	1.419	3.65	1.455	3.41	1.372	3.35	1.32
Marketing	3.15	1.347	3.81	1.234	3.46	1.334	2.96	1.428	3.31	1.49
Other	3.39	1.256	3	1.592	3.32	1.423	3.16	1.485	3.13	1.408

Table 1: Summary table of the descriptive statistics for the perceived managerial support across different sectors for Q1 to Q5

Q1: Perceived Managerial Support

The analysis of Q1 shows that managerial support is generally perceived positively across most sectors, but with notable variation. The IT sector reports the highest mean (3.62), indicating strong satisfaction with managerial support, closely followed by Finance and Marketing. The Healthcare sector, however, lags behind with the lowest mean (2.73), suggesting a need for stronger managerial interventions. The data is slightly negatively skewed across sectors, meaning employees tend to rate support on the higher side, but the moderate standard deviations highlight that not all employees feel equally supported. Overall, managerial support is relatively healthy in IT and Finance but significantly lacking in healthcare.

Q2: Managerial Encouragement and Recognition

In Q2, the pattern remains similar to Q1, with the IT sector again leading (mean = 3.57) and Healthcare trailing (mean = 2.65). A negative skewness is noted for sectors like IT and Finance, reflecting that most respondents rate their managers' encouragement positively. However, Healthcare and Other sectors display near-zero to slight positive skewness, suggesting a broader spread of responses, including lower ratings. The median values

for most sectors are 4, again reinforcing that most employees feel acknowledged and encouraged by their managers, but pockets of dissatisfaction are more evident in Healthcare and Other sectors.

Q3: Managerial Support for Employee Development

Q3 highlights greater variability in perceptions of managerial support for development activities. The IT and Finance sectors score well (means ~3.4–3.5), but the Healthcare sector shows notable improvement (mean = 3.13) compared to previous questions. This indicates that while healthcare employees feel less supported day-to-day (Q1 & Q2), they perceive better support when it comes to professional development. The distributions are more symmetrical, but standard deviations remain moderate, suggesting that even within sectors, there is a mix of experiences; some employees feel very supported, while others feel neglected.

Q4: Managerial Responsiveness

Q4 measures how responsive managers are to employees' needs, and here again, IT sector shows the highest satisfaction (mean = 3.60), closely followed by Finance and Marketing. Healthcare scores lowest (2.93) but is slightly better than in Q1 and Q2. Negative skewness across most sectors shows a general inclination toward positive responses, but the spread of responses (variance) indicates inconsistent experiences within sectors. The data suggests that while responsiveness is appreciated by many, a significant minority across sectors — especially in Healthcare and Other sectors — feels that managers are not as responsive as needed.

Q5: Managerial Support in Organizational Processes

In Q5, managerial support in broader organizational processes is assessed. Finance sector employees report the highest mean (3.48), with IT and Marketing sectors closely following. Interestingly, Education and Other sectors display relatively moderate support perceptions (means around 3.13–3.23), while Healthcare again records the lowest mean (2.84). Most sectors display negative skewness, reinforcing the trend of leaning toward positive perceptions, but the Healthcare sector's distribution suggests

more mixed to slightly negative experiences. The overall interpretation points to a general satisfaction with how managers support employees within broader organizational systems, but again reveals sectoral disparities, with healthcare needing focused improvements.

The analysis of perceived managerial support across different sectors reveals notable differences in employee satisfaction. IT and Finance sectors consistently report the highest levels of support, with employees feeling positively about managerial encouragement, responsiveness, and professional development opportunities. However, the Healthcare sector consistently lags behind, reflecting lower satisfaction across most questions. While Healthcare employees feel less supported in daily interactions, they show slightly more satisfaction regarding professional development support. In contrast, the other sector demonstrates moderate levels of satisfaction but still has significant areas for improvement, particularly in terms of responsiveness and managerial recognition. Overall, while most sectors show a general trend of positive perceptions of managerial support, variability within each sector calls for targeted interventions to ensure a more consistent and robust managerial approach, particularly in sectors like healthcare, where employees feel less supported. The findings suggest that sector-specific strategies are essential to fostering greater managerial engagement and improving overall employee satisfaction across diverse industries.

4. AI Integration Influence on the Perceived Managerial Support:

A Pearson correlation study was conducted to evaluate the association between perceived managerial support and AI impact (Vivek & Nanthagopan, 2021). The results showed a positive and statistically significant association between these two factors, having a Pearson correlation value of 0.454, suggesting a moderate positive relationship. This finding implies that as perceived managerial support increases, so does the perceived impact of AI.

Correlations

		Perceived Managerial Support Average	AI Impact A
Percieved Managerial Support Avg	**Pearson Correlation**	1	.454**
	Sig. (2-tailed)		0
	N	150	150
AI Impact Avg	**Pearson Correlation**	.454**	1
	Sig. (2-tailed)	0	
	N	150	150
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 2: Correlation Between Perceived Managerial Support and AI Impact

Additionally, the significance value (p-value) was determined to be 0.000, This falls below the 0.01 criterion, showing that the correlation is statistically significant on the one percent level (2-tailed test) (Abedana, Omane-Antwi, & Oppong, 2016). The analysis was based on a sample size of 150 for both variables. Consequently, it can be inferred that managerial support significantly influences employees' perceptions of AI's impact within organizations.

The regression analysis further examines how AI Impact affects Perceived Managerial Support. In the section detailing Variables Entered/Removed, it is noted that AI Impact Avg was included in the model as the independent variable, while Perceived Managerial Support Avg was designated as the dependent variable. No variables were excluded from the analysis.

Variables Entered/Removed[a]			
Model	**Variables Entered**	**Variables Removed**	**Method**

1	AI Impact Avg[b]		Enter
a. Dependent Variable: Percieved Managerial Support Avg			
b. All requested variables entered.			

Table 3: The given regression analysis of AI Impact on Perceived Managerial Support

The Model Summary shows a correlation coefficient (R) of 0.454, indicating that AI Impact and Perceived Managerial Support are moderately favourable. The R Square score is 0.206, indicating that AI Impact accounts for about 20.6% of the variance in Perceived Managerial Support. The Adjusted R Square, 0.201, is close to the R Square value, indicating that the model is stable. Furthermore, the estimate has a standard error of 0.764, which represents the average departure of the observed data from the regression line.

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.454[a]	0.206	0.201	0.764
a. Predictors: (Constant), AI Impact Avg				

Table 4: Model Summary of AI Impact on Perceived Managerial Support

The ANOVA table suggests that the regression model is statistically significant, with an F-value of 38.490 and a p-value of 0.000 ($p < 0.01$) (Zabihi & Hashemzehi, 2012). This confirms that the model fits well and that AI Impact is a significant predictor of Perceived Managerial Support.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	22.474	1	22.474	38.490	.000[b]

	Residual	86.414	148	0.584		
	Total	108.888	149			
a. Dependent Variable: Percieved Managerial Support Avg						
b. Predictors: (Constant), AI Impact Avg						

Table 5: Anova test of AI Impact on Perceived Managerial Support

Supporting these results, the Coefficients table shows that the unstandardized coefficient (B) for AI Impact Avg is 0.434. This means that for each one-unit increase in AI Impact, Perceived Managerial Support rises by 0.434 units, assuming other factors remain constant. The t-value for this coefficient is 6.204, with a p-value of 0.000, further validating the statistical significance of the relationship. The constant term (intercept) is 1.921, indicating that when AI Impact is zero, the baseline level of Perceived Managerial Support would be 1.921.

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.921	0.234		8.222	0.000
	AI Impact Avg	0.434	0.070	0.454	6.204	0.000
a. Dependent Variable: Percieved Managerial Support Avg						

Table 6: Coefficient Table

In summary, the analysis illustrates that AI Impact has a moderate, positive, and statistically significant influence on Perceived Managerial Support.

5. Relationship Between Managerial Support and Perceived Career Growth in Remote Settings:

A Pearson correlation analysis was performed to assess the association between Perceived Managerial Support, satisfaction with work, and

Career Growth (Vivek & Nanthagopan, 2021). The results indicated a moderate, positive, and statistically significant correlation ($r = 0.463$, $p < 0.01$, two-tailed) between these two constructs. This finding implies that employees who perceive higher levels of managerial support are likely to experience greater job satisfaction and more favorable views regarding their career advancement opportunities.

Correlations			
		Percieved Managerial Support Avg	**Job Satisfaction & Career Growth Avg**
Percieved Managerial Support Avg	**Pearson Correlation**	1	.463**
	Sig. (2-tailed)		0.000
	N	150	150
Job Satisfaction & Career Growth Avg	**Pearson Correlation**	.463**	1
	Sig. (2-tailed)	0.000	
	N	150	150
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 7: Pearson Correlation table between Perceived Managerial Support and Job Satisfaction & Career Growth

The moderate strength of the relationship highlights the crucial influence of managerial behaviors on important employee outcomes. With a significance level of $p = 0.000$, there is compelling evidence to reject the null hypothesis of no correlation (Vivek & Nanthagopan, 2021), suggesting that the observed relationship is unlikely to be due to random sampling variation. These findings, based on a sample of 150 participants, add to the growing evidence that supportive management practices are vital for enhancing organizational commitment and individual career paths.

Additionally, a simple linear regression analysis was performed to assess the effect of Career Development on Perceived Managerial Support. The model summary indicates that Career Development accounts for approximately 52.9% of the variance in Perceived Managerial Support (R^2 = 0.529, Adjusted R^2 = 0.526), demonstrating a strong explanatory capacity of the independent variable. The standard error of the estimate, which is 0.588, represents the average deviation of the observed values from the regression line, indicating a possible good fit for the model.

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Career Development Avg[b]		Enter
a. Dependent Variable: Percieved Managerial Support Avg			
b. All requested variables entered.			

Table 8: Simple Linear Regression analysis of the impact of Career Development on Perceived Managerial Support

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	0.529	0.526	0.588
a. Predictors: (Constant), Career Development Avg				

Table 9: Regression Model Summary of the impact of Career Development on Perceived Managerial Support

The ANOVA results further validate the significance of the model, as indicated by a highly significant F-statistic (F (1,148) = 166.529, p <

0.001). This finding suggests that the model significantly predicts the dependent variable, establishing that Career Development is an important predictor of Perceived Managerial Support.

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.651	1	57.651	166.529	.000[b]
	Residual	51.237	148	0.346		
	Total	108.888	149			
a. Dependent Variable: Percieved Managerial Support Avg						
b. Predictors: (Constant), Career Development Avg						

Table 10: Anova Test of the impact of Career Development on Perceived Managerial Support

An analysis of the coefficients table shows that the unstandardized coefficient (B = 0.726, p < 0.001) indicates that for every one-unit increase in Career Development, Perceived Managerial Support increases by 0.726 units, assuming other variables are held constant. The standardized beta coefficient (β = 0.728) also reflects a strong positive correlation. Furthermore, the t-value (t = 12.905, p < 0.001) reinforces the individual significance of Career Development within the model.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.982	0.187		5.240	0.000

	Career Development Avg	0.726	0.056	0.728	12.905	0.000
a. Dependent Variable: Percieved Managerial Support Avg						

Table 11: Coefficient Table

In summary, the analysis reveals a strong, positive, and statistically significant relationship between *Career Development* and *Perceived Managerial Support*. These findings suggest that providing more career development options is likely to improve employees' impressions of the support they receive from their bosses.

6. Conclusion

The digital workplace is distinguished by rapid technology change, flexible work arrangements, and changing skill needs. In this setting, the incorporation of AI has transformed how organisations operate, making remote work more effective and productive. Simultaneously, there has never been a greater need for ongoing career development, as people struggle to stay up with technological innovations and evolving market expectations.

At the heart of this shift is good management. Managers who actively promote employee development—through feedback, training, and mentorship—are critical for developing agile, capable, and resilient teams. By combining AI integration with purposeful career development and strong managerial leadership, organisations can survive in the digital age and empower their people for long-term success.

The findings show that both AI adoption and job-related factors have a considerable favourable impact on employees' views of managerial support. The Pearson correlation results show a moderate positive link between AI Impact and Perceived Managerial Support ($r = 0.454$, $p < 0.01$), indicating that employees with a good perspective of AI are more likely to feel supported by their supervisors. Perceived Managerial

Support had a good link with Job Satisfaction and Career Growth ($r = 0.463$, $p < 0.01$), highlighting the importance of supportive management in boosting employee morale and career growth.

The regression study confirms that AI Impact significantly predicts Perceived Managerial Support, accounting for around 20.6% of the variation ($R^2 = 0.206$, $p < 0.001$). The standardised beta value ($\beta = 0.454$) suggests that AI has a significant impact on employees' perceptions of manager support.

These findings highlight the critical significance of managerial behaviour and technological integration (such as AI) in fostering a positive organisational atmosphere. Strengthening management support mechanisms and encouraging efficient AI implementation can help employees achieve increased job satisfaction and career progress.

This study focusses on the vital junction of artificial intelligence (AI), remote work, and career advancement, emphasising the importance of managerial support in navigating this changing terrain. The study, which uses a quantitative analysis of data collected from remote employees in key sectors such as information technology, education, finance, healthcare, and marketing, shows that the level of managerial support employees receive has a significant impact on their access to career advancement and job satisfaction, particularly in AI-integrated work environments.

Based on the data, numerous key ideas and recommendations arise. Organisations are advised to engage in AI training programs to help employees adjust to changing job responsibilities, offer equal access to career development possibilities, and promote initiative-taking management practices that address remote work issues. Managers should take a personalised approach, recognise specific employee needs, and provide structured assistance via regular contact and coaching.

To successfully adopt these tactics, businesses should use AI solutions that aid in staff learning, performance tracking, and feedback

mechanisms. Setting up virtual mentorship mechanisms, encouraging open communication, and promoting a culture of continual learning and digital upskilling are all key tasks. HR departments and organisational executives must collaborate to include these practices into remote work rules and frameworks.

This study is important because it has practical applications for organisations that are responding to rapid digital transformation. As remote and hybrid work models grow more common, this study provides pertinent insights about coordinating AI deployment with employee-centric leadership. Organisations that focus on strategic career assistance can improve employee engagement, retention, and long-term growth in an AI-powered digital workplace.

7. Managerial Coaching, Empowerment, and Career Outcomes

The results of this study strongly support using Job-Design Theory in the digital workplace. A key finding is the meaningful relationship between managerial behaviors and employee outcomes. This evidence allows us to reject the null hypothesis and confirms that these associations are not due to random sampling variation (Vivek & Nanthagopan, 2021). The findings, based on a sample of 150 participants, emphasize that supportive management practices are crucial for improving organizational commitment and individual career paths. The results about employee empowerment specifically highlight Job-Design Theory's focus on autonomy. The data shows that managerial coaching, which means helping employees learn through supportive behavior, is linked to greater career satisfaction. This fits with the trend of moving away from traditional "command and control" models toward empowering frameworks that favor creating solutions over just analyzing problems (Lawrence, 2015; Beattie et al., 2014). When managers use their authority to empower rather than limit staff, employee feelings of control increase, which boosts job performance (Hagen, 2012).

The regression analysis indicates that Career Development factors explain about 52.9% of the variance in Perceived Managerial Support. The model

has a good fit, shown by a standard error of 0.588, suggesting that in AI-enhanced and remote environments, growth opportunities are intricately linked to how employees view their leadership quality. By creating an environment of autonomy and flexibility, managers effectively support their employees and help meet the psychological need for competence and control, which can often be challenged in virtual work settings.

The findings about employee empowerment align with Job-Design Theory, highlighting autonomy's role in improving job performance. Previous studies show that when managers use their authority to empower employees, it boosts their sense of control (Hagen, 2012). The data from this study indicates that managerial coaching, defined as helping employees learn through supportive behaviors, is significantly related to increased career satisfaction. This matches recent reviews that argue effective managerial coaching in today’s digital landscape requires moving from "command and control" models to empowering frameworks that promote solution creation rather than just problem analysis (Lawrence, 2015; Beattie et al., 2014).

8. Managerial Implications and Suggestions

The findings of the present study clearly highlight the significant impact of managerial behaviour in determining the effectiveness of AI integration in hybrid work environments. Managerial support and a participative leadership approach help as a catalyst to improve job satisfaction and career growth perspectives among the employee group through integration and communication of technological adoption, like AI.

Through strategies and aligned practices, managers should position AI acceptance as a developmental and performance-enabling tool in the minds of employees. Transparency in goal setting, creating a feedback mechanism, creating a supportive work environment, and communicating the vision and objectives of the organization through these changes will

ensure successful implementation, further in translating work efficiencies, learning, and strategic advantages.

Embedding consistent management support in transforming organizational culture in a learning organization is becoming one of the fundamental necessities of Contemporary organizations to sustain competitive advantages, employee motivation, and prevent career stagnation in remote work settings.

Although employees may have a perception that AI-enabled learning and performance systems can help them to develop and improve their performance, managers must actively involve themselves in interpreting and translating the changes and advancements brought by these AI-technologies, strategies, and their impact on overall advancements at the individual, group, and organizational level.

The practical world of work through AI adoption will affect employees differently; managers must perform additional tasks to bridge the gaps and to ensure equitable access to training, mentorship, and career advancement opportunities for them.

A systematic and integrated team effort is required between senior leadership, HR, and managers in translating and transforming the strategic objectives behind these technological advancements and adoptions. Management also needs to ensure the development of their managerial capability and potential in these areas, such as digital transformation strategies by focusing on digital leadership and control, ethical AI practices and use, remote team management skills, communication structures, and other infrastructural management.

The present study will help in strategic planning, implementation success, and in identifying, understanding, and solving issues related to AI-driven workplaces, and in designing a critical mechanism to achieve organizational performance along with employee satisfaction and career progression, which further help in sustaining long-term organizational effectiveness.

This research secures the principles of diversity, equity, and inclusion through the strategic implementation of AI-driven remote workplaces and ethical management support all around, such as leadership, skill development, and supportive digital practices. Findings of the present study advocate for how to design a hybrid workplace that can help to reduce social inequalities related to access, geography, and work–life balance.

Study empirically supports and suggests the management's critical role in ensuring that AI adoption can empower employees rather than marginalize them. An AI-enabled workplace will foster trust, maintain greater work-life balance, psychological well-being, and long-term employability across diverse workforce groups and sectors.

9. Limitations of the Study

Though the present study significantly provides a critical synthesis of managerial support and career development impact upon developing and succeeding in AI-enabled and remote work environments, the findings are constrained by the dynamic and evolving characteristics of the technologically advancing work environment. The cross-sectional research design of the study limits the ability to generate and generalize the study application in managerial practices and career outcomes in this dynamic and evolving work culture. The sectoral sample of the study does not fully account for the changing and emerging economies' necessities.

The study does not incorporate longitudinal or policy-driven factors that can be a further extension of this study. Study findings require further in-depth analysis and a large sample size study to support the managerial decision-making and career development trajectories for mutual trust and transparency in the AI-enabled workplace.

10. Declarations

Ethical Approval

The study was approved by the Research Ethics Committee of UPES, Dehradun, and all procedures were conducted in accordance with relevant

guidelines and regulations. A survey-based study targeting remote personnel from various fields, including IT, Education, Finance, Healthcare, and Marketing, is being conducted to gather quantitative data on AI-driven environments in remote settings.

Consent to participate

The participants had at least six months of experience, and their participation was entirely voluntary. The respondents were informed of the research purpose before data collection. No sensitive or personally identifiable information was requested. Informed consent was obtained from all participants prior to the survey, and respondents were assured of confidentiality and anonymity throughout the study.

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Consent to Publish

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Availability of data and materials

The authors have provided all data and materials within the manuscript. There is no supplementary file.

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