Examining the Influence of Perceived Organizational Support on Career Success: An Analysis of the Mediating Role of Work Engagement

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Abstract: - This quantitative and descriptive study examines the relationship between perceived organizational support (POS), work engagement, and career success among healthcare employees in Jordan. That data has collected from a sample of 459 respondents using an online questionnaire. The author tested the hypothesized relationships using structural equation modeling analysis via Amos 26 software. The study results have demonstrated that POS positively impacts work engagement and both subjective and objective career success. Moreover, work engagement mediates the relationship between POS and subjective and objective career success. These findings highlight the importance of fostering a supportive organizational culture that enhances employees' engagement and career success. The study contributes to the body of knowledge on POS, work engagement, and career success in the Arab world and provides implications for HR practices in the healthcare sector.

1 Introduction

Career success is a multifaceted and complex phenomenon that has long been the subject of research and debate in organizational and psychological sciences. It refers to how individuals achieve their career-related goals, satisfy their needs and expectations, and experience a sense of fulfillment and well-being in their work lives, [1], [2]. The literature linked career success to various personal, social, and organizational factors, such as personality traits, cognitive abilities, social support, mentoring, training, job autonomy, and job satisfaction, [3], [4], [5], [6]. However, one crucial factor that has received increasing interest in recent years is perceived organizational support (POS).

Organizational support perception describes the employees' impressions regarding how much the organization respects their assistance and pays attention to their well-being, [7]. Prior research has shown that POS positively influences desired work-related consequences, like satisfaction regarding the job, commitment to the organization, turnover intention, and performance, [8], [9]. Moreover, recent studies have suggested that POS may also be an essential indicator of career success in terms of objective and subjective measures, [2], [10].

However, how POS impacts career success has yet to be fully understood. One possible explanation is engagement in work. The concept of work engagement describes the favorable, fulfilling, and persistent state of mind represented by vitality, devotion, and absorption in one's work, [11]. Work engagement is positively related to work-related outcomes, such as satisfaction regarding the job, commitment to the organization, and performance, [12]. Moreover, some studies have suggested that engagement in work may mediate the linkage between POS and career success, [13], [14].

Despite the increasing interest in the association between POS, engagement in work, and career success, there are still some gaps and inconsistencies in the literature. For example, some studies have focused on the direct connection between POS and career success and have yet to consider the role of work engagement as a mediator, [13]. Other studies have inspected the mediating role of engagement in work but with different measures and operationalization of POS and career success, [2]. Moreover, scholars conducted most of

their studies in Western, individualistic cultures, making the findings' generalizability to other cultural and organizational contexts difficult.

Therefore, the present study aims to test the influence of perceived organizational support on career subjective and objective success in the Arab cultural context, with a specific focus on the mediating role of work engagement. This study also tries to address the following research questions:

1. Does perceived organizational support positively influence career subjective and objective success in the Arab context?
2. Does perceived organizational support positively affect work engagement in the Arab context?
3. Does work engagement positively affect career subjective and objective success in the Arab context?
4. Does engagement in work mediate the linkage between perceived organizational support and career subjective and objective success in the Arab context?

In conclusion, this paper investigates the intricate relationship between perceived organizational support, career success, and work engagement by delving into the underlying mechanisms that drive this relationship. The second section will provide a comprehensive literature review of the constructs above and their associated constructs, highlighting previous research. In the third section, the research design and methods, including the sample and data collection procedures, will be presented. Section four will showcase the study's findings which will be discussed in section five. Lastly, section six will offer conclusions and implications for future research. This study strives to provide a holistic understanding of this significant phenomenon by adopting a cross-cultural perspective.

2 Literature Review and Hypotheses Development

2.1 Perceived Organizational Support

In 1986, [7], put forward the theory of perceived organizational support, which posits that staffs create a general expectation about the organization's valuation concerning their contributions and welfare. Accordingly, perceived organizational support describes how individuals perceive that the organization appreciates their efforts, contributions, and well-being.

This perception serves as an indication of the organization's dedication to its subordinates and also serves as a determinant of subordinates' commitment toward their organization. Therefore, the activities directed toward subordinates' well-being and the level of care shown towards them in the workplace are considered by subordinates to be evidence of the organization's concern for them, [15].

According to, [16], organizational support is sustained and constant patterns of policies, practices, and tools available to help employees perform their work-related tasks and achieve objectives. Ultimately, these policies and practices are fundamental to shaping a culture that provides employees with the support they need and opportunities for the learning and development they desire to remain committed to organizational goals.

Based on, [8], perceived organizational support also means how much employees think the organization realizes their contribution and rewards their efforts, has a fair behavior policy with them, and looks into their welfare and personal stakes. On the other hand, [7], considers it a framework or set of policies, procedures, and standards that represent an employee-oriented organization and positive reinforcement for their contributions.

The literature extensively researched the term perceived organizational support in different settings and demonstrated its vital role in motivating and satisfying employees and increasing organizations' performance, [15].

Organization members need sufficient support and help to grow their skills and talents, enhance their motivation, and fully comply with the organizational rules, policies, and practices related to direction and control, [17]. The concept of organizational support is designed to serve this purpose and is rooted in the social exchange theory. This theory posits that persons who contribute to an organization's goals anticipate receiving mutual support and assistance in return, [18].

In essence, organizational support is fundamental to employee development and motivation, significantly contributing to achieving organizational objectives. Through essential tools and assistance, organizations can foster a supportive environment that enhances employee performance and effectively supports the attainment of organizational goals, [19].

2.2 Work Engagement

The notion of engagement in work has garnered substantial attention within the domain of positive organizational behavior.

[20], define work engagement as the intentional attachment to organizational tasks, goals, or

activities that drive by positive thoughts, feelings, and behaviors, and this involves a voluntary investment of effort and energy to achieve work-related tasks and a positive mindset that enhances effectiveness and well-being.

[21], conceptualizes work engagement as a motivation-oriented construct emphasizing the bright sides of the connection between the person and the job. This construct characterizes passion, commitment, dedication, energy, and a sense of fun.

[22], define work engagement as a construct representing a helpful way of thought related to adherence, dedication, enthusiasm, and energy. Similarly, [23], describe work engagement as a work-related state characterized by dynamism, faith, and involvement.

In general, work engagement reflects a positive work-related state that shows the extent of the psychological bond between an individual and their job and the employee's strong affection for it. As a result, engaged employees feel energized, dedicated, and absorbed in their work, [24].

Previous studies have suggested that work engagement comprises three dimensions: vitality, dedication, and absorption, [25], [26]. Vitality, or vigor, refers to a person's capability to perform when faced with a problem, including the strength of perseverance, the development of alternative solutions, the expectation of success, and the persistent pursuit of purpose, [27]. Dedication describes persistence in the face of adversity and the willingness to perform suitable work beyond the tasks specified in the job description. It also involves emotional attachment to work, through which employees view their work as meaningful and essential. Finally, positive feelings of potency and self-efficacy stem from the evaluations made in the work environment, which expand the resources available to the employee and enhance critical and creative thinking processes, [28]. Absorption expresses the cognitive aspect of engagement, as employees experience their work as passionate and rewarding and find it difficult to separate themselves from work. It also reflects an active and intentional focus on one's tasks, goals, or activities, which is characterized by voluntarily attracting the individual's attention, the presence of positive thoughts about the individual's work, and the purpose of improving individual effectiveness in following tasks, goals, or activities, [20].

As such, vitality, dedication, and absorption can regard as work engagement's physical and emotional components, [29]. Individuals who experience mental and physical vitality report increased enthusiasm, energy, activity, and perseverance toward achieving their work goals. On the other hand, they may feel as though time passes quickly and struggle to separate themselves from their work, [25], [30].

Work engagement had measured through various approaches and dimensions; however, the "Utrecht Work Engagement Scale (UWES)" is widely used in work-related studies, as confirmed by several studies, [31], [32], [23].

2.3 Career Success

The concept of career success has garnered significant research attention owing to its crucial significance at both individual and organizational levels. First, it represents a highly valued objective in an individual's life due to its potential to yield positive outcomes, including enhanced well-being and functional and social status, [33]. It impacts shaping the individual's attitudes and behavior toward career and developmental activities within the organization. Moreover, an individual's success in their role is intricately linked to organizational performance, as evidenced by studies such as that of, [34].

Various scholars have defined the notion of career success. For instance, [1], defined it as the attainment of positive accomplishments and outcomes that are work-related and accrue as a result of experiences gained throughout an individual's working life. On the other hand, [3], described it as realizing desired outcomes related to an individual's job. They achieve this throughout their employment tenure due to the experiences they accumulate. [35], defined career success as accomplishing an individual's goals and aspirations through work. [33], in turn, conceptualized it as the attainment of career advancement and personal development by an employee. [36], offer a definition that includes objective and subjective positive outcomes and desirable psychological achievements associated with one's job. Furthermore, career success involves achieving personal advancement within the organizational context. Similarly, [37], state that career success is a series of workplace accomplishments attained through accumulated experience and skills developed over time.

Within the existing body of literature, two prominent dimensions of career success had identified as objective and subjective. Objective career success refers to tangible markers of achievement that are publicly visible, such as promotions, bonuses, and job status, [1], [6], [14], [38]. In contrast, self-perceived career success characterizes by an individual's assessment of their

professional accomplishments, shaped by criteria of personal significance, including job satisfaction and positive relationships with colleagues, [38].

Objective career success had viewed through a multi-dimensional lens, including various sub-dimensions, [1]. These sub-dimensions explain how an individual progresses and excels in their career and it includes, [39]:

Firstly, objective career success is determined by the total number of job advancements and promotions achieved by organization members over their career pathways. Promotion is achieved when the employee moves from a low to a higher work level, and it usually includes extra financial and non-financial incentives such as employee bonuses and expanded responsibilities, [1], [6], [14], [38].

The second sub-dimension of objective job career success is a salary increase. It includes various financial facets, from bonus payments to salary increases awarded based on task performance, [14].

Independent of his career status per se, functional status represents the third major sub-dimension of objective career success as the specific occupational rank or job level that an individual has attained. This sub-domain represents the level of authority and power that the employees have, which is usually higher than their prior organizational position, [1], [6], [38].

[38], [40], have proposed that subjective career success comprises "authenticity, growth and development, meaningful work, quality of work, recognition, and satisfaction." Being authentic is defined as growing in one's working life with one's personal needs and what pleases oneself, whereas growth concerns the possession of new knowledge and skills, [38]. Moreover, adhering to a position of emotional or social worth makes the work important and has meaning, [40]. The quality of work means performing a high-quality level of output, be it a product or a service, [1]. Receiving recognition is the formal or informal confirmation by others of a person's work, [6]. On the other hand, satisfaction is a psychological state reflecting an individual's esteem of their career life (e.g., happiness, financial well-being), [1]. These dimensions describe the subjective, self-reported aspects of career success and are widely perceived by themselves as such but not by others nor necessarily appreciated in terms of objective criterion measures of career success (e.g., salary; job level), [38].

2.4 Hypotheses Development

Perceived organizational support is a concept that has received a substantial concentration in the literature as an indicator of employee outputs, particularly in the domain of career success. For example, [4], [14], [41], [42], [43], have all reported a positive association between perceived organizational support and career subjective and objective success.

Based on these studies, it is plausible to hypothesize that the perception of organizational support positively influences both subjective and objective career success. Specifically, individuals with an increased perception of organizational support are more potential to go through success in their careers. This hypothesis is grounded in the notion that perceived organizational support serves as a resource that helps personnel navigate career-related challenges and opportunities more effectively, thereby facilitating their career advancement. Thus the first sub-hypotheses are:

H1-1: Perceived organizational support significantly and positively impacts subjective career success.
H1-2: Perceived organizational support significantly and positively impacts objective career success.
The literature has extensive research on the factors contributing to employee work engagement. One key finding from previous studies is the importance of perceived organizational support in fostering work engagement.

The studies conducted by [15], [18], [19], [44], [45], provide robust empirical evidence for the positive relationship between perceived organizational support and work engagement. Furthermore, these studies demonstrate that organizations prioritizing creating a supportive work environment can foster increased employee engagement. In other words, when employees sense that their organization invests in their well-being and success, they are likelier to feel engaged in their work. Therefore, the second hypothesis is:

H2: Perceived organizational support significantly and positively impacts work engagement.

The linkage between work engagement and career subjective and objective success had studied extensively. For example, [46], performed a study in the hospitality sector and revealed that engagement in work is positively related to success in the career. The study suggests that more engaged employees are more likely to be motivated and perform well, leading to higher career success. Also, [17], found that employees who are more engaged in their work experience have higher levels of career success. Similarly, [47], found that work engagement positively relates to job performance and career success.

Furthermore, [48], conducted a study in the healthcare sector and found that work engagement positively impacts career success. The study

suggests that when employees are more engaged in their work, they are more likely to provide better patient care, leading to higher career success.

In addition, [49], found that work engagement positively predicts job satisfaction and career success. The study suggests that employees more engaged in their work are more satisfied with their jobs and experience higher career success.

Based on the findings of these studies, it can be supposed that when employees are more engaged in their work, they are more likely to perform well, be motivated, serve the customer better, and experience increased levels of job satisfaction, which all lead to higher levels of career success. Therefore, the third sub hypotheses are:

H3-1: Work engagement significantly and positively impacts subjective career success.

H3-2: Work engagement significantly and positively impacts objective career success.

Perceived organizational support had considered a critical factor in promoting career success, both subjectively and objectively. Therefore, it is reasonable to assume that employees who feel supported by their organization are likelier to have tremendous career success. Similarly, research has found that work engagement is positively associated with career success because employees who are more engaged in their work tend to perform better, are more motivated, and provide better customer service, leading to higher job satisfaction and career success. Therefore, it is plausible that work engagement mediates the relationship between perceived organizational support and subjective and objective career success. Consequently, the fourth sub hypotheses are:

H4-1: Work engagement significantly and positively mediates the relationship between perceived organizational support and subjective career success.

H4-2: Work engagement significantly and positively mediates the relationship between perceived organizational support and objective career success.

3 Research Methodology

To thoroughly investigate the impact of perceived organizational support on the career success of healthcare sector employees in Jordan, mediated by work engagement, a deductive approach was employed with a descriptive and quantitative research design. A conceptual model was formulated to depict the complex interplay between perceived organizational support, work engagement, and subjective and objective career success, as illustrated in Figure 1.
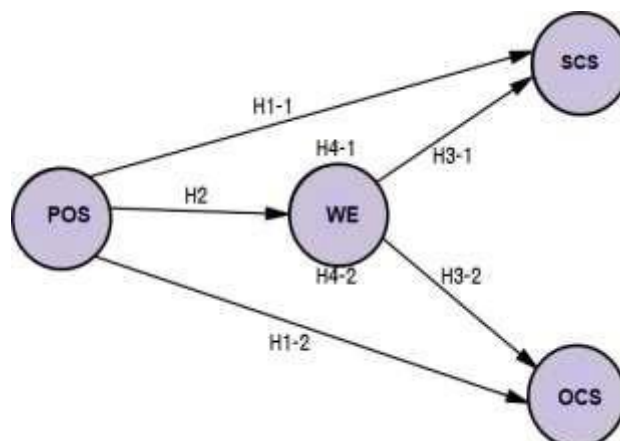

Fig. 1: Conceptual Model

A questionnaire strategy was utilized and distributed to 459 employees within Jordan's healthcare sector to collect data for the study. Respondents were assured anonymity during survey completion to minimize potential distortions that may arise from handwritten questionnaires, as suggested by previous studies, [50]. Additionally, the common method variance was tested using the Harman single-factor test in the same room after data collection, as recommended by the literature, [51]. Results indicated that only one factor accounted for more than 50% of the variance, indicating that the common method variance was not a significant issue in this study.

Also, to address the issue of nonresponse bias, a follow-up survey was conducted with individuals who initially declined to participate, as mentioned in previous studies, [52]. Table 1 provides a summary of the sample characteristics. These measures were taken to ensure the validity and reliability of the data collected for this study.

Table 1. Demographic characteristics of the study sample

Variable	N	%
Gender		
Male	254	55.0
Female	205	45.0
Age		
Less than 25 years	53	11.5
25- to less than 30 years	57	12.4
30- to less than 35 years	72	15.7
35- to less than 40 years	78	17.0
41 years and older	199	43.4
Education		
Diploma degree or less	25	5.4
Bachelor's degree	205	44.7
Master's degree	124	27.0
Doctorate degree	105	22.9
Tenure		
Less than 1 year	35	7.6
From 1 to less than 5 year	138	30.0
From 5 to less than 10 years	163	35.6
More than 10 years	123	26.8
TOTAL	**459**	**100**

3.1 Measures

Three self-report questionnaires had used to assess the study variables. In addition, demographic variables on respondents' gender, age, education, and work tenure had included in the questionnaire.

Perceived Organizational Support Scale (POS)
The POS, developed by, [7], was used to measure individuals' perceptions of organizational support. The scale consists of 8 items, each rated on "a 7-point Likert scale, with responses ranging from 1 (strongly disagree) to 7 (strongly agree)."

Work Engagement Scale (WES)
The WES, developed by, [53], was used to measure individuals' levels of work engagement. The scale consists of 9 items rated on "a 7-point Likert scale, with responses ranging from 0 (never) to 6 (always)."

Career Success Scale (CSS)
The CSS, developed by, [5], was used to measure individuals' perceived career success. The scale consists of 5 items that measure subjective career success, "each rated on a 5-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree)". Regarding the objective career success scale, seven items adopted from the previous literature, [1], [6], [14], [38], each rated on

"a 5-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree)."

4 Data Analysis

Before applying structural equation modeling (SEM), this study conducted an exploratory analysis to examine the factor validity and reliability of the latent variables. First, descriptive statistics and correlations had used to explore the data characteristics of the variables. To this end, SPSS 28.0 had employed as a statistical program. Next, the structural relationship between study variables had investigated through SEM, which enables the simultaneous examination of direct, indirect, and total effects.

While this method allows the examination of the direct and indirect effects of the mediating model, it does not permit a literature review, [54]. As such, a confirmatory measurement model of latent variables was first applied in the SEM process to determine the goodness of fit indices, namely χ^2, TLI, CFI, and RMSEA.

While χ^2 traditionally served as a means of judging the goodness of fit of structural equations, it is too strict in rejecting the null hypothesis and highly sensitive to sample size issues. Thus, this study utilized relative goodness-of-fit indices such as TLI and CFI and the absolute goodness-of-fit index RMSEA to assess the match between the fit index and the research model, [55].

Since no ideal goodness-of-fit index and different indices possess desirable characteristics, this study examined various fitness indices. Next, a structural model was applied to review the theoretical model and determine its adequacy. To this end, the same goodness-of-fit indices had employed to assess the hypothesis and compare competing models. A change in the lower degree of freedom had used to test whether the difference in the value was significant. After selecting the optimal model, factor loadings of observed variables constituting path coefficients and latent variables were determined, and the relationship between latent variables had explored. The statistical program used for the structural equation analysis was AMOS 26.

4.1 Descriptive Statistics and Correlation Analysis

Before applying the structural equation, this study conducted the descriptive statistical analysis and correlation analysis to identify the data characteristics of the variables, as shown in Table 2.

The descriptive statistics analysis revealed that the mean value of the independent variable, perception of organizational support, was 3.94, and that of work engagement was 3.88. In addition, the mean values of subjective and objective career success were 3.68 and 3.43, respectively.

Pearson's correlation analysis had performed to examine the relationship between the variables. Moreover, the issue of multicollinearity had examined. The correlation coefficient had found to be less than 0.60. As demonstrated in Table 2, the correlation analysis showed a significant positive correlation, with all correlation coefficients indicating values less than 0.60.

4.2 Measurement Model Verification

This study conducted a confirmatory factor analysis to verify the measurement model, as presented in Table 3. The goodness-of-fit indices of the model were as follows: Chi-square (χ^2) = 140.513, Degrees of freedom (df) = 58, p= 0.00, TLI = 0.934, CFI = 0.950, RMSEA = 0.079.

The analysis results revealed that all of the latent variables, namely perceived organizational support (POS), work engagement (WE), subjective career success (SCS), and objective career success (OCS), had loading factors of over 0.70, with composite reliability ranging from 0.85 to 0.92. Furthermore, all of them exhibited values greater than 0.70. Therefore, we can conclude that all latent variables in this study have convergent validity. In the case of convergent validity, factor loadings of at least 0.95 or less had considered good, while factors greater than or equal to 0.70 are desirable, with a

satisfactory level of 0.70 for AVE or higher, [56], [57].

This study also verified the discriminant validity of the four latent variables by comparing the AVE of the latent variable and the correlation coefficient between the latent variables. Thus, the discriminant validity is supported, as shown in Table 2, based on, [47], [57], who states that "discriminant validity is confirmed when the value of the square root of the AVE for each latent variable exceeds its correlations with other variables in the same row."

Table 2. Descriptive statistics and correlation analysis

Variable	Mean	SD	POS	WE	SCS	OCS
Perceived Organization Support (POS)	3.94	.804	**(.883)**			
Work Engagement (WE)	3.88	.752	.459**	**(.848)**		
Subjective Career Success (SCS)	3.68	.791	.556**	.448**	**(.877)**	
Objective Career Success (OCS)	3.43	.853	.552**	.274**	.511**	**(.806)**

*** p<.001

Table 3. Results of Confirmatory Factor Analysis

Measures	Items	Loadings	Cronbach's α	AVE	CR
Organizational Perceived Support	1. "My organization really cares about my well-being."	0.73	0.91	0.78	0.90
	2. "My organization values my contribution to its well-being."	0.76			
	3. "My organization would go out of its way to help me if I needed it."	0.71			
	4. "My organization pays great attention to my goals and values.''	0.82			
	5. "My organization is truly interested in my opinions."	0.88			
	6. "My organization is committed to offering the resources essential to make me successful in performing my tasks."	0.77			
	7. "My organization applies fair treatment."	0.75			
	8. "My organization pays attention to my best interests."	0.79			
Work Engagement	9. "I am enthusiastic about my work."	0.80	0.88	0.72	0.87
	10. "I feel strong and vigorous at work."	0.82			
	11. "I am immersed in my work."	0.81			
	12. "I am proud of the work I do."	0.85			
	13. "I can continue working for very long periods of time."	0.87			
	14. "My job inspires me."	0.83			
	15. "Time flies when I am working."	0.88			
	16. "I find the work that I do full of meaning and purpose."	0.79			
	17. "I am completely absorbed in my work."	0.81			
Subjective Career Success	18. "I have accomplished most of my predetermined career-related goals."	0.85	0.93	0.77	0.92
	19. "So far, my career achievements are great."	0.78			
	20. "Overall, my reached career success level satisfies me."	0.79			
	21. "My career achievements make me so proud."	0.77			
	22. "Compared to others, I am a successful one."	0.80			
Objective Career Success	23. "Increases in my income level have reflected my career success level."	0.84	0.86	0.65	0.85
	24. "My career success has been embodied in my job title."	0.88			
	25. "I have received one or more promotions in my career."	0.82			
	26. "I have job security."	0.79			
	27. "I have received special recognition or awards for my work."	0.77			
	28. "My career has progressed at a pace that I consider to be successful."	0.75			
	29. "I have achieved a good balance between work and personal life."	0.83			

Goodness-of-Fit

Chi-square (χ^2)= 140.513, Degrees of freedom (df)= 58, p= 0.00, TLI= 0.934, CFI= 0.950, RMSEA= 0.079

4.3 Final Model Selection and Hypothesis Verification

This investigation examines the structural relationship between perceived organizational support, work engagement, and career success. To achieve this goal, a research model had developed to encompass the proposed hypotheses. However, additional exploration is necessary to determine whether work engagement entirely or partially mediates the relationship between organizational support perception and success in the career.

The first model (Model 1) postulates that work engagement (parameter) completely mediates career success (dependent variable) (i.e., perceived organizational support → work engagement →, subjective career success/objective career success). In other words, it is a fully mediated model that assumes that the perception of the organizational support variable explains career success solely through the work engagement variable. Model 2, conversely, is a partial mediation model that includes the direct relationship between perceived

organizational support and career success and the mediation of work engagement.

Therefore, possible competing models were compared and analyzed. Comparative analysis is beneficial in determining the optimal model in the structural relationship among variables. Thus, this study established the final model by comparing the two models.

Furthermore, the goodness of fit between Model 1 and Model 2 was compared and presented in Table 4. The results of the comparison had discussed.

The present study employed various goodness-of-fit indices to evaluate the model's validity. While significant probability values indicate a good model, it is imperative to exercise caution when assessing the goodness of fit in models with small sample sizes or a large number of measurement variables. In such cases, it is advisable to consider other indices in conjunction with the goodness-of-fit index. Generally, a CFI, TLI, and GFI of 0.90 and an RMSEA of 0.10 or lower are deemed acceptable, [58], [59].

Based on the findings, the second type of model had selected as the final model. As such, work engagement partially mediated the relationship between perceived organizational support, subjective career success, and objective career success.

Table 4. Comparisons of Goodness-of-Fit Indices for Competing Models

Model	χ^2	Df	χ^2/df	TLI	CFI	RMSEA
1	243.115	67	3.628	.851	.883	.173
2	154.771	65	2.381	.944	.951	.093

4.4 Hypotheses Testing

The present study's findings had summarized in Table 5 through path analysis. The results indicate that perceived organizational support has a significant and positive effect on subjective career

success ($\beta = 0.504$, P = 0.000) and objective career success ($\beta = 0.483$, P = 0.001), thereby supporting H1-1 and H1-2. Additionally, the analysis shows that perceived organizational support has a significant and positive effect on work engagement ($\beta = 0.551$, P = 0.000), which supports H2.

Further analysis reveals that work engagement significantly and positively affects subjective career success ($\beta = 0.488$, P = 0.002) and objective career success ($\beta = 0.398$, P = 0.001), thereby supporting H3-1 and H3-2. The study also employed bootstrapping in the AMOS program to calculate the significance of the indirect effects. This method had widely used to verify the significance of mediating results, even when the normality assumption of the Z distribution may not hold. Moreover, bootstrapping is a more appropriate inferential method since it infers population parameters based on sample data instead of making assumptions about the population distribution, [58].

The present study found that the indirect effect of perceived organizational support on subjective career success and objective career success through work engagement was statistically significant (subjective career success: $\beta = 0.228$, P = 0.001, objective career success: $\beta = 0.139$, P = 0.003), thereby supporting the mediating effects of work engagement. Therefore, we can conclude that work engagement partially mediates the relationship between perceived organizational support and subjective and objective career success. As a result, hypotheses 4-1 and 4-2 had partially accepted.

Table 5. Summary of hypotheses testing

Hypotheses	Predictions	Direct effect		Indirect effect		Results
		B	P value	B	P value	
"H1-1"	POS → SCS	0.504	0.000			"Accepted"
"H1-2"	POS → OCS	0.483	0.001			"Accepted"
"H2"	POS → WE	0.551	0.000			"Accepted"
"H3-1"	WE → SCS	0.488	0.002			"Accepted"
"H3-2"	WE → OCS	0.398	0.001			"Accepted"
"H4-1"	POS → WE → SCS			0.228	0.001	"Accepted"
"H4-2"	POS → WE → OCS			0.139	0.003	"Accepted"

"**Notes:** $N = 459$, POS: Perceived organizational support; WE: Work Engagement; SCS: Subjective career success; OCS: Objective career success"

5 Discussion

The present study hypothesized that perceived organizational support (POS) would positively impact both objective and subjective career success via work engagement. The results showed that POS is significantly and positively related to subjective and objective career success. This finding was in line with several prior studies, [4], [14], [41], [42], [43].

Previous studies have shown that POS is positively associated with job satisfaction, commitment and motivation of employees, [14], [41]. Additionally, perceived organizational support influences the way employees perceive their career paths, [8].

Moreover, research has already shown that POS is positively related to objective career success through organizational citizenship behavior (OCB), which then could possibly result in better performance evaluations, promotions, and other signs of career advancement, [8], [42], [43].

In addition, studies in this area have discovered that perceived organizational support (POS) significantly and positively contributes to work engagement. This result was compatible with previous research carried out by [15], [18], [19], [44], [45]. Other studies have found that work engagement is positively associated with job satisfaction, organizational commitment, and performance, [15], [18], [19], [60]. Also, the POS variable appeared in other research positively correlated with job resources such as autonomy, [44], support, and feedback, [45]. These resources are predictors of work engagement, [12]. Employees who feel they have the materials to do their job well and who get supervisor feedback/best-practice coaching through their organization are more likely to be engaged in their work, [61].

Other results showed that work engagement significantly predicts subjective and objective career success positively. This is in agreement with previous research by, [17], [46], [48], [49], [62].

As previous studies have indicated, work engagement is positively related to job performance, [48], [60], [62], and subjective outcomes such as job satisfaction and organizational commitment, [17], [27], [49]. Also, work engagement predicts objective career success (e.g., salary, job level), [60].

Lastly, the results of this study revealed that the association between POS and dimensions of career success, objective and subjective, was partially mediated by work engagement.

This is well in line with the "social exchange theory (SET), [63]" and the "Job Demands-Resources (JD-R) model, [61]." According to the social exchange theory (SET), employees perceiving organizational support are expected to reciprocate through higher effort and dedication in their work, which translates into higher job satisfaction and job fulfillment believed to increase the psychological meaningfulness of work, hence leading to work engagement. In contrast, the Job Demands-Resources (JD-R) model, [61], suggested that job resources such as autonomy, feedback, and social support can positively impact work engagement, which can result in increased job and personal satisfaction and fulfillment and contribute to subjective as well as objective career success. Hence, work engagement is an essential element that helps in connecting organization support and career success.

6 Conclusion

The existing research contributes valuable information on the complex relationships between perceived organizational support, work engagement, and career success of healthcare employees in Jordan. This study found that concerning any category of career success (subjective or objective), employees who perceived higher concentrations of organizational support will be more likely to engage and achieve, i.e., being actively involved in their work or careers. Results of this study also showed that work engagement mediates the relationship between perceived organizational support and career success. The current work significantly contributes to the limited understanding of the interrelationships between perceived organizational support, work engagement, and career success by examining all these relationships in a unique socio-cultural context: that of the Arab world. Thus, it contributes significantly to organizational psychology and human resource management. Besides that, the findings of this study have important practical implications, especially concerning HR practices within the health sector in Jordan and the Arab world.

6.1 Practical Implication

The results of the present study offer useful implications for creating career success in the modern workplace. The study shows that organizations seeking to facilitate their employees' career success would benefit more if they demonstrated high levels of perceived organizational support (POS) toward their employees. Therefore, the study has suggested that organizations should try to give genuine organizational support to employees by providing high

process training and job security and minimal uncertainty, autonomy at work, decision authority / responsibility, and enough resources / career growth opportunities, respectively.

Additionally, the importance of work engagement is underscored in the present study as it relates to career success. Consequently, the study suggests that managers and organizations should work towards fostering an engaged workforce by adopting a supportive leadership style that is conducive to employee engagement, creating a positive working environment, supporting employee autonomy, providing challenging roles for employees, rewarding and recognizing employee contribution and effort; offering purposeful work in the target organization with a clear direction; building solid relationships between the employees and their managers as well as among each other and promoting work-life balance.

Finally, the study underscores the importance of considering the interaction between POS and work engagement in promoting career success. Organizations must create conditions that simultaneously promote both POS and work engagement to achieve the greatest gains in employee career success.

In conclusion, the findings of this study have significant implications for organizational practice and policy. Organizations can create a work environment that fosters employee career success and well-being by prioritizing the provision of POS and promoting work engagement. This study offers an innovative perspective on the factors that drive employee career success. Hopefully, these findings will encourage organizations to adopt proactive strategies to enhance employee support, development, and engagement.

6.2 Limitations and Future Research

This study has several limitations that need to be acknowledged. First, the study's cross-sectional design means we cannot draw causal inferences about the relationships among the variables. Thus, the findings only show associations between variables, and future research should use experimental designs to establish causality. Second, the data collected were self-reported by the participants, which could lead to common method bias. Therefore, future studies should use multiple data sources or objective measures to overcome this limitation. Third, the study only focused on healthcare employees in Jordan, and the findings may not generalize to other contexts or cultures.

Thus, future studies should explore the relationships among the variables in different settings and cultures to enhance the generalizability of the findings.

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The author has no conflicts of interest to declare.