Journal of Economics and Administrative Sciences
esjournal.cumhuriyet.edu.tr | Founded: 2000 Available online, ISSN: 1303-1279 Publisher: Sivas Cumhuriyet Üniversitesi

Research Article

Article Submission Date: 27.10.2025
Article Acceptance Date: 25.02.2026

PERCEIVED ORGANIZATIONAL SUPPORT AND CAREER SUCCESS: THE MEDIATING EFFECT OF MEANINGFUL WORK

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Abstract: The present study focuses on the concepts of perceived organizational support, career success and meaningful work, which are frequently discussed in the organizational behavior literature. The study's main purpose is to examine reveal the effect of perceived organizational support on career success in the context of academics and to examine the mediating role of meaningful work in this effect. In accordance with this main purpose, data were collected from 282 academicians working at a state university in the Central Anatolia Region by survey method. Statistical analyses were conducted using IBM SPSS 25.0 and the PROCESS macro (v4.2) developed by Hayes (2018) to test the research model and hypotheses. The data obtained within the scope of the research have been evaluated using statistical methods such as reliability analysis, explanatory and confirmatory factor analysis, correlation and bootstrap regression analysis. As a result of the correlation analysis, positive and statistically significant relationships were determined between perceived organizational support, the meaningful work, and career success. The findings obtained from the bootstrap regression analyses, which were conducted to test the research hypotheses, show that perceived organizational support significantly affected career success and meaningful work, and meaningful work significantly affected career success. Finally, supporting evidence was obtained that meaningful work has mediating role in the effect of perceived organizational support on career success. In particular, the study's original contribution is the identification of the mediating role of meaningful work in the impact of perceived organizational support on career success. The important theoretical and practical contributions of the obtained results are discussed in the conclusion section.

Anahtar Kelimeler: Perceived Organizational Support, Meaningful Work, Career Success.

JEL Kodu: M10, M12, M19.

ALGILANAN ÖRGÜTSEL DESTEK VE KARİYER BAŞARISI: İŞİN ANLAMLILIĞININ ARACILIK ROLÜ

Özet: Mevcut çalışma, örgütsel davranış literatüründe sıklıkla tartışılan algılanan örgütsel destek, kariyer başarısı ve işin anlamlılığı kavramlarına odaklanmıştır. Çalışmanın temel amacı, akademisyenler bağlamında algılanan örgütsel desteğin kariyer başarısı üzerindeki etkisini ortaya koymak ve bu etkide işin anlamlılığının aracılık rolünü incelemektir. Bu temel amaç doğrultusunda, İç Anadolu Bölgesi'ndeki bir devlet üniversitesinde görev yapan 282 akademik personelden anket tekniği kullanılarak veri toplanmıştır. Araştırma modeli ve hipotezlerini test etmek amacıyla istatistiksel analiziler IBM SPSS 25.0 paket programı ve Hayes (2018) tarafından geliştirilen PROCESS makro (v4.2) ile yapılmıştır. Araştırma kapsamında elde edilen veriler, güvenirlilik analizi, açıklayıcı ve doğrulayıcı faktör analizi, korelasyon ve bootstrap regresyon analizi gibi istatistiksel yöntemler kullanılarak değerlendirilmiştir. Korelasyon analizi sonucunda, algılanan örgütsel destek, işin anlamlılığı ve kariyer başarısı arasında pozitif ve istatistiksel olarak anlamlı ilişkiler olduğu tespit edilmiştir. Araştırma hipotezlerini test etmek için gerçekleştirilen bootstrap regresyon analizleri sonucu elde edilen bulgular, algılanan örgütsel desteğin kariyer başarısı ve işin anlamlılığını; işin anlamlılığının da kariyer başarısını pozitif yönde anlamlı bir şekilde etkilediği göstermektedir. Son olarak, algılanan örgütsel desteğin kariyer başarısı üzerine etkisinde işin anlamlılığının aracılık rolüne sahip olduğuna dair destekleyici kanıtlar elde edilmiştir. Özellikle işin anlamlılığının, algılanan

örgütsel desteğin kariyer başarısı üzerine etkisinde aracılık rolünün bulunması çalışmanın orijinal katkısıdır. Elde edilen bulguların önemli teorik ve pratik katkıları sonuç kısmında tartışılmaktadır.

Keywords: Algılanan Örgütsel Destek, İşin Anlamlılığı, Kariyer Başarısı.

JEL Code: M10, M12, M19.

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Introduction

Career success, which reflects a general evaluation of an individual's career as a result of personal work experiences (Demirel, 2019), is seen as an important subject not only for employees but also for organizations. The main goal of almost all employees in their business life is to achieve success in their careers. Considering that people's jobs and careers occupy a large place in their lives, it is claimed that being successful in a career increases life satisfaction. In terms of organizations, it can be stated that the employees' career success ultimately contributes to the organization's success (Otluoğlu, 2014).

It is observed that the nature of the career concept has changed in the turbulent, uncertain, and dynamic environment of the globalizing business world (Denizli & Dündar, 2020). While objects such as wage, professional status, and promotion are accepted as indicators of career success in the traditional career understanding, psychological results such as career commitment, career satisfaction, and job satisfaction are increasingly seen as important indicators of career success (Ballout, 2007). In other words, in recent years, hierarchical structures within the organization have been getting flatter, and more horizontal mobility opportunities are offered to employees rather than vertical career mobility (Budak & Gürbüz, 2017). For this reason, the changing nature of work has changed many people's perspectives on success and the necessity of adding a subjective component to career success has come to the fore (Bekmezci et al., 2020).

Career success is influenced by a variety of factors at both the individual and organizational levels (Ng et al., 2005). The present study will examine perceived organizational support as one of the organizational factors determining career success. However, despite substantial empirical evidence indicating that perceived organizational support strongly influences both subjective and objective career success (Seema & Sujatha, 2017; Bekmezci et al., 2020), little is known about how this effect occurs and the underlying internal mechanism (Dose et al., 2019; Agrawal & Singh, 2022; Hamzah et al., 2022). In this context, meaningful work is considered an explanatory internal mechanism in the relationship between perceived organizational support and subjective career success (Lee & Lee, 2019). This study aims to examine the mediating role of meaningful work in the effect of perceived organizational support on career success in the context of academics, thereby explaining the underlying process of this relationship and filling this important gap in the literature. The study demonstrates that career success is shaped not only by structural organizational resources but also by the meaning individuals assign to their work. By highlighting how the level of support employees perceive from the organization shapes their career success through the extent to which they perceive their work as meaningful, this study makes a theoretical contribution to the organizational support theory literature and provides a scientific foundation for the development of policies that support employees' search for meaning in human resource management practices in higher education institution.

Theoretical Background and Hypothesis Development

Perceived Organizational Support

Organizational support, which has started to develop since the mid-1980s (Gürbüz et al., 2012), is a perception style that the values and principles of the organization increase the happiness of the employee, the contribution of the employee to the organization is seen as valuable by the organization and that the employee's own well-being is taken care of (Akgündüz & Çakıcı, 2015). According to Eisenberger et al. (1986), perceived organizational support can be expressed as the perception that the organization values the contribution of the employees and cares about their happiness and the feelings that the rules, policies, and actions that affect the employees are carried out voluntarily by the organization. More specifically, perceived organizational support represents the general beliefs of employees about how much the organization values their contributions to the organization and how much the organization cares about the welfare and happiness of its employees (Eisenberger et al., 2001). Perceived organizational support indicates that the organization is ready to reward if employees increase their efforts, and also tends to provide assistance when employees need to carry out their work effectively (Asalage & Eisenberger, 2003). According to Özdevecioglu (2003), employees who perceive organizational support feel safe and believe that their organizations will stand behind them in their decisions.

According to the organizational support theory, perceived organizational support can be explained as employees' perceptions or judgments about their positive attitudes and expectations of positive treatment from the organization in terms of work outcomes (Aselage & Eisenberger, 2003; Eder & Eisenberger, 2008). Perceived organizational support can be explained by social exchange theory (Blau, 1964) and reciprocity norm (Gouldner, 1960). Social exchange theory, which is generally used to describe the motivational process behind employees' positive attitudes and behaviors, also provides a possible conceptual basis for understanding the relationships between individuals and organizations (Settoon et al., 1996; Wayne et al., 1997). Social exchange theory is based on the norm of reciprocity, which means that individuals feel compelled to reciprocate when something is given to them (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). Based on the reciprocity concept in social exchange theory, positive and beneficial behaviors towards employees by the organization or its representatives create an obligation for employees to respond in similar ways, contributing to the development of trust-based and high-quality relations between the individual and the organization (Karatepe, 2012). Employees who believe that their organization values them and cares about their well-being are more likely to exert greater effort and strive for higher levels of performance and achievement for the organization (Akgunduz vd., 2018; Rusu-Mocănaşu, 2025).

Perceived Organizational Support and Career Success

A career is a concept that encompasses an individual's evolving work experiences over time (Seibert et al., 2024). From this perspective, a career is a set of separate but related positions or job roles that an individual encounters throughout his/her life (Haar & Brougham, 2013). A set of positive psychological and work-related outcomes accumulated by the individual through work experiences are defined as career success (Seibert & Kraimer, 2001). Career success, as described by Judge et al. (1999), refers to the real or perceived achievements that result from an individual's professional experiences. Generally, while making a conceptual distinction between objective and subjective criteria of career success, both empirical and theoretical studies focused only on objective career success for many years and subjective career success was neglected (Agrawal & Singh, 2022; Otluoğlu, 2014). But, with the career ladders being more horizontal rather than vertical in today's modern organizations and especially the unlimited career phenomenon gaining importance, it is seen that employees have begun to evaluate their careers according to the standards they have determined subjectively (Budak & Gürbüz, 2017). Besides that, it is accepted that career success is a highly subjective

phenomenon in terms of being related to individual perceptions of people's work experiences (Eroğluer et al., 2020).

Objective career success is directly related to the verifiable and observable outcomes of one's career. Objective career success reflects an external point of view, which is formed to evaluate the current career status of the individual according to socially acceptable success criteria (Demirel, 2019). Career success represents a social understanding that is understood and accepted in the same way by other people about an individual's career status (Arthur et al., 2005). In this sense, some criteria that allow it to be measured by others, such as wage, status, and promotion, are indicators of objective career success (Elmas-atay, 2021). While subjective career success, which is a more complex concept than objective career success, is related to the value that people attribute to different factors such as income, job security, status, advancement in different jobs, learning environment, and free time (Arthur et al., 2005). According to Ng and Feldman (2014), subjective career success reflects the individual's cognitive evaluation and affective reaction to their careers. Therefore, subjective career success can be expressed as the individual's internal evaluation and perception of the aspects of his/her career that are valuable to him/her (Bekmezci et al., 2020). Subjective career success is generally evaluated in terms of psychological outcomes such as career commitment, career satisfaction, and job satisfaction (Ballout, 2007).

In addition to the distinction between objective and subjective career success, researchers often consider the factors that determine career success as personal and organizational factors. While organizational factors are listed as training and development opportunities provided by the organization, organizational support, and mentoring, individual factors are explained as education level, knowledge, experience, social capital, and socio-demographic characteristics (Otluoğlu, 2014). Accordingly, how perceived organizational support affects career success emerges as a subject worth investigating (Seema & Sujatha, 2017). Perceived organizational support refers to an employee's judgment of how much support the organization provides to him (Aksoy & Sökmen, 2018). Employees developing a positive impression of the support they receive from their organizations will lead to positive results for both employees and the organization (Cullen et al., 2014). Many studies have shown that perceived organizational support is positively correlated with highly desirable employee behaviors and attitudes in the workplace (e.g., Rhoades & Eisenberger, 2002; Akgündüz et al., 2018). Specifically, it has been claimed that the results of perceived organizational support can be grouped into three basic categories: beneficial behavioral outcomes (e.g., high performance), positive attitudes towards the organization and work (e.g., work engagement and emotional commitment), and employees' subjective well-being (e.g., job satisfaction and health) (Caesens et al., 2017).

Research results suggests that organizational support has a significant effect on career success (Liu & Liu, 2016; Eroğluer et al., 2020). For instance, Ng et al. (2005) reported that when employees have organizational support, they receive more resources, opportunities, and feedback on career development, thus making more progress in their careers. According to Ballout (2007), organizational support is an important antecedent of career success. Human resources policies and practices, which are accepted as organizational support, affect the career success of employees as they are closely related to performance evaluation, awards, and personal development. Seema and Sujatha (2017) demonstrated that there is a significant relationship between organizational support perception and career success. Liu and Liu (2016) identified a positive relationship between perceived organizational support, intention to stay, and career success. Furthermore, it has been revealed that career success has a mediating role in the relationship between perceived organizational support and intention to stay. Dose et al. (2019) stated that perceived organizational support has an indirect effect on subjective career success by meeting individuals' autonomy and competence needs. Bekmezci et al. (2020) found

that organizational support has a full mediating role in the relationship between psychological capital and subjective career success. Based on this theoretical and empirical evidence, the following hypothesis has been formed.

H_1: Perceived organizational support has a positive and significant effect on career success.

Perceived Organizational Support and Career Success

The meaningful work can be defined as the degree to which the individual finds the job meaningful, valuable, and worth spending time on as a result of the experiences he/she has in his/her job (Hackman & Oldham, 1976). The meaningful work is that the individual reveals the value of a specific business goal or purpose according to his/her own ideals or standards (Acaray, 2020). It is related to the fact that the job serves a greater purpose beyond individual interests and is more important than just financial gains (Alparslan et al., 2022; Rurkkhum & Detnakarin, 2024). The meaningful work is the individual's characterizing his/her work as compatible with his/her existential values, seeing it as important and valuable, or perceiving it as a tool for the individual to reach his/her goals, which he/she sees as worthy of realization (Akar & Bekar, 2022). Positive psychological experiences at work are based on the internal and external factors of the job and the subjective meanings that individuals assign to these elements. In addition, when employees see that their work benefits themselves and others, they find it meaningful (Oruç, 2019). According to Steger et al. (2012) the fact that employees find their meaningful work not only makes them feel good psychologically but also reveals an employee profile that is desired by organizations. It is stated that people who find their meaningful work see their work as more important, value their work more, and are more satisfied with their work.

While the main factor that determines the meaningfulness of the work is individual factors (e.g., the individual's purpose in life, dreams, and values), it is stated that the main factors that make the meaningful work for the individual are the factors related to the organizational environment (Seçkin, 2018). In other words, although an individual's perception determines the meaningful work, it is also influenced by social constructs. For example, organizations and managers can affect how their employees experience their jobs (Lee & Lee, 2019). According to Akgündüz et al. (2018), employees will be empowered with opportunities such as information, support, resources, and informal and formal power provided by the organization. Empowered employees will also find their jobs more meaningful and this will open them to high internal motivation. In other words, employees who have sufficient supportive resources to get their jobs done are more likely to find their jobs more meaningful and deal with challenges better. However, the research results reveal that the relationship between perceived organizational support and the meaningful work is significant and positive (Rusu-Mocănaşu, 2025). For example, Akgündüz et al. (2018) found that the meaningful work fully mediated the relationship between proactive personality and employee creativity, and the meaningful work partially mediated the relationship between perceived organizational support and employee creativity. Nair (2020) found that perceived organizational support plays a mediating role in the relationship between core self-assessment, the meaningful work, and altruism. Canboy et al., (2021) found that perceived organizational support was the strongest moderator in the relationship between meaningful work and work engagement. Wahyudi et al. (2022) found that perceived organizational support and proactive personality had a significant effect on meaningful work and employee creativity, and they also found that meaningful work also partially mediated the effect of perceived organizational support and proactive personality on employee creativity. Based on this theoretical and empirical evidence, the following hypothesis has been formed.

H_2: Perceived organizational support has a positive and significant effect on meaningful work.

The meaningful work is a personal perception of the existential purpose or importance of the work (Bhatnagar & Aggarwal, 2020). The meaningful work may also be related to the individual's need for development and growth. While the primary meaning of work can be seen as a source of income for an individual who has just started working life, as experience and self-confidence increase, the individual's expectation from work will turn towards self-realization (Kanyılmaz Polat, 2022). The results of the research reveal that the meaningful work, in general, has an effect on important organizational outcomes such as work motivation, absenteeism, work behavior, engagement, empowerment, stress, job satisfaction, career development, organizational identification, individual performance, and self-actualization (Rosso et al., 2010).

Besides that, based on the theories of organizational support and job characteristics, Lee and Lee (2019) found that the meaningful work mediates the relationship between human resource policies and practices, managerial support, and subjective career success. Organizational support theory is accepted as a modern social exchange theory, which argues that employees make positive contributions to work in return for the valuable resources provided by the organization (e.g., wages, education, and socio-emotional support) (Çoşkun et al., 2022). The job characteristics theory, first proposed by Hackman and Oldham (1976), assumes that job characteristics such as skill variety, task identity, and task importance influence job outcomes through psychological states such as meaningfulness, responsibility, and knowledge. This theory clarifies the mediating role of the meaningful work in the relationship between perceived organizational support and subjective career success (Lee & Lee, 2019). Based on this theoretical and empirical evidence, the following hypothesis has been formed.

H_3: The meaningful work has a positive and significant effect on career success.

H_4: The meaningful work has a mediating role in the relationship between perceived organizational support and career success.

Method

Purpose and Model of the Study

This study aims to examine whether the meaningful work, which expresses the degree of an employee's experience of his/her job as important and meaningful, has a mediating role in the relationship between perceived organizational support and career success. For this general purpose, perceived organizational support (X) is considered as the independent variable, career success (Y) is the dependent variable, and the meaningful work (M) is the mediator variable. The research model formed according to the research design is presented in Figure 1.

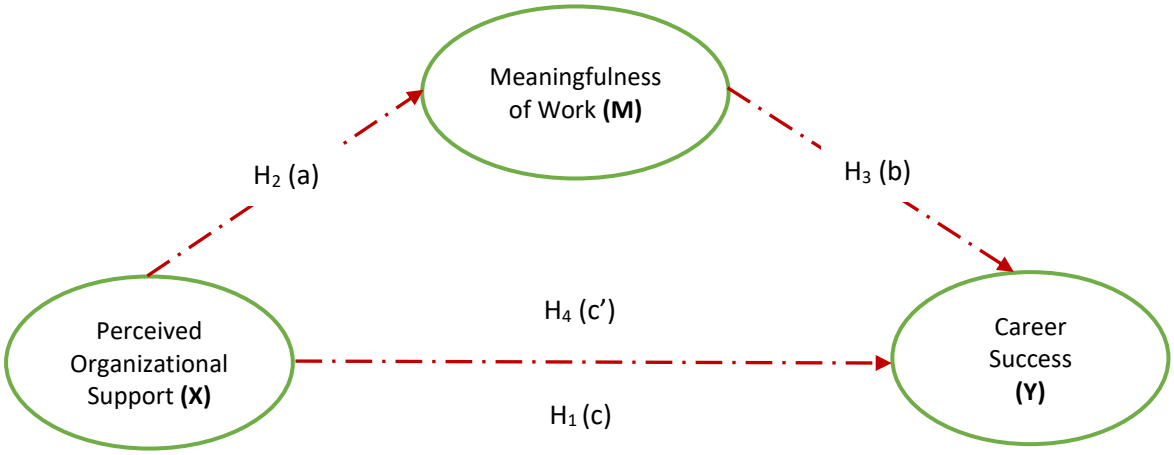


Figure 1. Research Model

Population and Sample

Academicians working at a state university in the Central Anatolia Region consisted of the target population of this research. According to the information obtained from the Personnel Department of University, a total of 934 academicians were working within the university in 2025. In this context, the sample size of the study was calculated as 273 participants, with a 95% confidence level and a 5% margin of error (Yazıcıoğlu & Erdoğan, 2004; Altunışık et al., 2004). It was decided to collect data from participants who could be reached through convenience sampling on a voluntary basis. Following the approval of the Social and Human Sciences Ethics Committee of Gaziantep University, a survey was distributed to 350 academics working in various faculties of university. However, due to reasons such as workload, time constraints, forgetfulness, and lack of interest, 309 completed questionnaires were returned. Among these, 27 survey were excluded from the evaluation because they were either incomplete or filled out incorrectly, and thus the analyses were carried out on 282 valid questionnaires.

It has been detected that 70.6% of the participants forming the sample are male and 29.4% are female, 79.4% of these participants are married, and 20.6% are single. In terms of academic titles, it has been determined that 14.2% of the participants are Prof. Dr., 17% are Assoc. Prof. Dr., 35% are Assist. Prof. Dr., 20.6% are Lecturers, and 12.4% are Research Assistants. Besides that, 11.3% of the participants were between the ages of 23-28, 24.1% were between the ages of 29-34, 34% were between the ages of 35-40, and 30.5% were aged 41 and over.

Measures

Within the scope of this research, the survey technique, which is frequently used in collecting primary data in the social sciences, has been preferred. In addition to the questions to determine the socio-demographic characteristics of the participants, this questionnaire consists of three basic scales designed as a 5-point Likert scale: perceived organizational support, career success, and the meaningfulness of the work. The "Perceived Organizational Support Scale", which was developed by Eisenberger et al. (1986), and a short form of 10-item and one dimension, created by Armstrong-Stassen and Ursel (2009) was used to measure the participants' perceptions of organizational support. The "Career Success Scale" developed by Rothwell and Arnold (2007) was used to measure the subjective perceptions of career success of the participants. This 8-item measurement tool consists of one dimension. The "Work and Meaning Inventory" developed by Steger et al. (2012) was used to measure the meaningful work done by the participants. This 10-item measurement tool consists of three dimensions.

Data Analysis

IBM SPSS 25 program was used to analyse the data obtained from the participants by the survey method, and the PROCESS macro (v4.2) developed by Hayes (2018) was also used to determine the mediation effect. Within the scope of the research, validity, and reliability analyses were applied to the scales, and then tests regarding the determined hypotheses were performed. In this direction, first of all, reliability analysis was carried out for the scales used for the research, and explanatory and confirmatory factor analyses were applied to measure their validity. Correlation analysis was used to evaluate the relationships between variables, and regression analyses based on the bootstrap method were used to test the developed hypotheses.

Data Analysis and Results

Reliability and Validity Test

To examine the structural validity of the scales, exploratory factor analysis (EFA) was first conducted, followed by confirmatory factor analysis (CFA). While to test the reliability of the scales, Cronbach α coefficients were calculated.

Table 1. EFA results

Scale		Question	Cronbach α	Skewness	Kurtosis	Factor Loads	Explained Variance	K-M-O	Bartlett Test of Sphericity	Sig.
POS		10	.927	-.674	-.306	.697-.834	60.629	.936	1756.281	.000
CS		8	.893	-.897	-1.053	.693-.842	57.502	.902	1109.529	.000
WAMI	**Positive meaning**	4	.832	-.753	1.240	.769-.822	69.288	.824	1105.571	.000
	Meaning making througt work	3	.779	-.823	1.375	.747-.818				
	Gearter good motivations	3	.778	-1.062	1.908	.783-.833				

POS = Perceived Organizational Support; CS = Career Success; WAMI = Work and Meaning Inventory

As can be seen in Table 1, it was found that the factor loadings of the scales are above .40. The KMO values were determined as .936 for the Perceived Organizational Support Scale, .902 for Career Success Scale, and .824 for the Work and Meaning Inventory. The analysis revealed that the scales had significant results in Bartlett's test of sphericity. It was observed that the Perceived Organizational Support Scale explains 60.629% of the total variance, the Career Success Scale explains 57.502% of the total variance, and the Work and Meaning Inventory explains 69.288% of the total variance. The Cronbach's Alpha value of each scale is above .70. Besides that, when the skewness and kurtosis values of the variables were examined, it was seen that all of them varied between -2 and +2, and the data provided a normal distribution (George & Mallery, 2010).

After EFA, first-level CFA was applied to confirm the three-factor structure of Work and Meaning Inventory, and the single-factor structure of Perceived Organizational Support and Career Success Scales, while the second-level CFA analysis was conducted for the overall Work and Meaning Inventory. The fit indices obtained according to the CFA result are given in Table 2.

Table 2. CFA goodness of fit values

Variables	Model	$\Delta\chi^2$	df	$\Delta\chi^2$/ df ≤3	RMSEA ≤0.08	AGFI ≥0.90	GFI ≥0.90	CFI ≥0.95	NFI ≥0.90
POS	First-level	77.126	29	2.660	0.077	0.903	0.949	0.972	0.957
CS	First-level	42.718	17	2.513	0.073	0.925	0.964	0.977	0.962
WAMI	First-level	80.372	31	2.593	0.075	0.905	0.947	0.954	0.928
WAMI	Second-level	56.192	51	1.813	0.056	0.927	0.959	0.973	0.943

As can be seen in Table 2, it has been concluded that the model fit indexes of Perceived Organizational Support Scale, Career Success Scale, and Work and Meaning Inventory are within good/acceptable limits in terms of model fit index values obtained as a result of CFA. According to these results, it is possible to say that the tested constructs of each scale used for the research were confirmed (Meydan & ŞeŞen, 2011).

Hypothesis Testing

Within the scope of the research, the results of the correlation analysis performed to determine the direction and severity of the relations between the variables before testing the hypotheses are given in Table 3.

Table 3. Correlation coefficients

Variables	Mean	Sd.	Perceived Organizational Support	Career Success	Meaningful Work
Perceived Organizational Support	3.09	.793	1		
Career Success	3.81	.712	0.242**	1	
Meaningful Work	4.17	.523	0.156**	0.453**	1

**p<0.01

As shown in Table 3, it was observed that the mean of both the meaningful work variable (4.17±0.523) and the career success variable (3.81±0.712) was higher than the mean of the perceived organizational support variable (3.09±0.793). Accordingly, it can be said that participants' perceptions of meaningful work and career success were higher than their perceived level of organizational support. In addition, perceived organizational support exhibits a positive but low-level correlation with career success ($r = 0.242$, $p < 0.01$) and meaningful work ($r = 0.156$, $p < 0.01$), whereas meaningful work demonstrates a positive moderate correlation with career success ($r = 0.453$, $p < 0.01$).

To evaluate the mediating effect of meaningful work in the effect of perceived organizational support on career success, regression analysis based on the Bootstrap method that minimizes Type I error the most, taking into account the causal steps approach (a, b, c, and c' paths) introduced by Baron and Kenny (1986) has been applied (Preacher & Hayes, 2008; Zhao et al., 2010). The Process Macro application (www.processmacro.org) developed by Hayes (2018) was used for intermediary effect analyses made with the bootstrap technique. In order to evaluate the mediating effect, model number 4 was chosen in accordance with the conceptual model of the research. In this model, the meaningful work represents the mediator variable (M), the perceived organizational support (X) represents the independent variable and the career success represents the dependent variable (Y). Confidence intervals with deviation correction have been determined at the level of 95% significance (Bootstrap 95%CI) by choosing 5000 resampling options with the Bootstrap technique for the analyses. It is decided that the indirect effect is significant if the lower and upper limits of the confidence interval as

a result of the analysis made with this method do not contain zero values (Preacher & Hayes, 2004).

Table 4. Bootstrap regression analysis results

Prediction Variables	Result Variables	β	SE	t	p	R^2	Model F	Model p
Perceived Organizational Support	Constant	3.095	0.175	17.641	0.000	0.059	17.489	0.000
	Career Success	0.230	0.055	4.182	0.000			
		(X) → (Y) %95 CI [BootLLCI=0.122—BootULCI=0.339]						

Table 4 shows that the effect of perceived organizational support on career success is positive and statistically significant (95%CI [0.122—0.339]; b = 0.230; t = 4.182; p < 0.001) and 5.9% of the variation in career success can be explained by perceived organizational support (R^2 = 0.059; F = 17.489; p < 0.001). This indicates that the H_1 hypothesis defined by the c path is supported in this model.

Table 5. Bootstrap regression analysis results

Prediction Variables	Result Variables	β	SE	t	p	R^2	Model F	Model p
Perceived Organizational Support	Constant	3.856	0.123	31.302	0.000	0.024	6.947	0.000
	Meaningful Work	0.102	0.039	2.636	0.000			
		(X) → (M) %95 CI [BootLLCI=0.026—BootULCI=0.178]						

Table 5 shows that the effect of perceived organizational support on meaningful work is positive and statistically significant (95%CI [0.026—0.178]; b = 0.102; t = 2.636; p<0.001) and 2.4% of the variation in meaningful work can be explained by perceived organizational support (R^2 = 0.024; F = 6.947; p < 0.001). This indicates that the H_2 hypothesis defined by a path is supported in this model.

Table 6. Bootstrap regression analysis results

Prediction Variables	Result Variables	β	SE	t	p	R^2	Model F	Model p
Perceived Organizational Support Meaningful Work	Constant	0.714	0.336	2,124	0.000	0.236	43.040	0.000
	Career Success	0.167	0.050	3.326	0.001			
		0.618	0.077	8.038	0.000			
		(X) → (Y) %95CI [BootLLCI=0.068—BootULCI=0.266]						
		(X) → (M) %95CI [BootLLCI=0.466—BootULCI=0.769]						

Table 6 shows that the positive and statistically significant effect of meaningful work on career success (95%CI [0.068—0.266]; b = 0.167; t = 3.326; p < 0.01), and with the inclusion of meaningful work in the model, although it is decreased, the positive and statistically significant effect of perceived organizational support on career success (95%CI [0.466—0.769]; b = 0.618; t = 8.038; p < 0.001), indicating the presence of a mediation effect of the meaningful work. Besides that, 23.6% of the variation in career success is explained together by the perceived organizational support and the meaningful work (R^2 = 0.236; F = 43.040; p <

0.001). This indicates that the H_4 hypothesis defined by the c' path and also the H_3 hypothesis defined by the b path are supported in this model.

Table 7. Total, direct, and indirect effects

					BootCI	
	Effect	**BootSE**	**t**	**p**	**BootLLCI**	**BootLLCI**
The total effect of perceived organizational support (X) on career success (Y)	0.230	0.055	4.182	0.000	0.122	0.339
The direct effect of perceived organizational support (X) on career success (Y)	0.167	0.050	3.326	0.000	0.068	0.266
Indirect effect(s) of perceived organizational support (X) on career success (Y)	0.063	0.027			0.011	0.118
Completely standardized indirect effect(s) of perceived organizational support (X) on career success (Y)	0.066	0.028			0.011	0.120

Table 7 shows that the difference between the total effect of perceived organizational support on career success (path c) and its direct effect (path c') shows that the indirect effect through meaningful work is 6.3% (0.063). A completely standardized effect size close to $K^2 = 0.01$ can be interpreted as low, close to $K^2 = 0.09$ as a medium, and close to $K^2 = 0.25$ can be interpreted as a high mediation effect (Akçakanat et al., 2019). In this context, it can be said that the meaningful work has a low mediation effect ($K^2 = 0.066$) in the effect of perceived organizational support on career success.

Conclusion and Discussion

There is more than one factor affecting the career success of individuals in business life. This study aims to examine the effect of perceived organizational support, one of the relevant factors, on career success and especially the mediating role of meaningful work in this level of influence in the context of academics. Based on the research, it has been determined that the meaningful work has a mediating role in the relationship between perceived organizational support and career success, in line with the proposed theoretical model. The important theoretical and practical contributions of this research are discussed below.

Theoretical Implications

Career success is accepted as an important and beneficial issue not only for employees but also for organizations (Seema & Sujatha, 2017). This study provides three important theoretical contributions to the literature on career success. First, it has been found that perceived organizational support has a positive and statistically significant effect on career success (H_1 supported). This result is consistent with the results of previous studies showing that individuals' career success is affected by the perception of organizational support (e.g., Ballout, 2007; Seema & Sujatha, 2017; Dose et al., 2019). According to that, it can be said that perceived organizational support could be a tool for employees' career success. Therefore, organizations should help their employees to be successful in their careers. According to Yu (2011), in today's modern business world, it is likely that many employees also need organizational support in managing their careers. Perceived organizational support is an

indication that the organization is concerned with the health, well-being, and happiness of its employees. An organization's support for its employees will make them feel more valued. This situation will also create a sense of success in employees (Eroğluer et al., 2020). Organizations must share the responsibility of managing and controlling the challenging nature of their employees' career success.

Secondly, it has been found that perceived organizational support has a positive and statistically significant effect on the meaningful work (H_2 supported). This result is also consistent with the results of previous studies showing that employees with a perception of organizational support attach more importance and meaning to their work (e.g., Nair, 2020; Canboy et al., 2021; Wahyudi et al., 2022). It is thought that the organizational support to be given to the employees by the organization and its managers is important in characterizing the work done by the employee as meaningful, valuable, important, and purposeful. Therefore, it is possible to say that the importance of employees by the organization and the perception that the organization strives for their welfare and well-being will contribute to the meaningfulness of their work.

Thirdly, with the inclusion of the meaningful work in the model, the effect of the meaningful work on the career success has been found to be positive and statistically significant, and at the same time, although the effect of the perceived organizational support on the career success decreased, it has been found to be positive and statistically significant. This result indicates that there is mediation effect of the meaningful work in the effect of perceived organizational support on career success (H_3 and H_4 supported). The current research indicates that, in addition to the direct effect of perceived organizational support on career success, perceived organizational support through the meaningful work also has an indirect effect on career success. Specifically, perceived organizational support has been found to increase academics' career success through the meaningful work. These findings confirm the research results of Lee and Lee (2019), which show the importance of human resources policies and practices, managerial support, and the meaningful work in the career success of female employees by combining the organizational support theory (Eisenberger et al., 1986) with the job characteristics theory (Hackman & Oldham, 1976). In addition, these findings provide strong support for the argument that there should be other mediating mechanisms in the relationship between perceived organizational support and career success (Agrawal & Singh, 2022).

Practical Implications

In addition to these theoretical contributions, this study has important implications for higher education institutions. As the results based on a state university sample show, academics' career success is related to their perceptions of organizational support and the level of meaningful work to academics. The academics, who are described as the intellectuals of society, carry out many academic and administrative activities in order to increase their career success. While performing these duties, academicians want to know and feel that they are valuable and that their work is appreciated by both the university administration and their colleagues. Academicians (Eroğluer et al., 2020) also need support in difficult and stressful times to save themselves from this negative situation (Bekmezci et al., 2020). From this point of view, the university administration has a great responsibility to support an academician and increase the perception of support. The university administration should reconsider its current policies and approaches that will help academics both professionally and personally (Seema & Sujatha, 2017). Considering the requests and needs of academicians, solving possible obstacles and problems related to the work, or at least making efforts in this direction, will increase the idea

that their work is beneficial serves society, and have a great purpose. Hereby, academics will persevere in their careers and develop positive attitudes to achieve new successes.

Limitations and Future Research Recommendations

This study contributes to the literature by revealing the mediating role of meaningful work in the relationship between perceived organizational support and career success. However, as in any research, it's important to note that this study also has its limitations. The most important limitation of this study is the research design. This study is a cross-sectional study, meaning that data was collected from a single source at a single point in time. The research results are relational and no cause-effect relationship can be established. It is suggested that mixed method design, which includes quantitative and qualitative research, should be considered in future research. On the other hand, the research is limited to academicians working at a state university only. Repeating this study on larger samples, including academics working in private and public universities, may make it possible to reach results that are more generalizable.

Author Contributions

All processes of this study (design, data collection, analysis, writing, and editing) were carried out equally by B. Dilek Özbezek, Tayfur Ege and Subhi Kord Arabo.

Ethical Approval

Ethical approval for this study was obtained from the Social and Human Sciences Ethics Committee of Gaziantep University dated 04.01.2023 and numbered E-87841438-604.01.01-283076.

Conflict of Interest Statement

This study contains no conflicts of interest with any individual or organization.

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