

Impact Of Perceived Organizational Support For Employee: A Systematic Review

Hernandias Argo ^{1*}, Annisa Lestari Kadiyono ², Marina Sulastiana ³

Abstract

Perceived organizational support not only has a significant impact but also contributes positively to a company's overall performance. When employees are treated well by both the organization and their superiors, it fosters a reciprocal relationship that benefits both parties. Currently, in the realm of the workforce, 84% of Indonesian workers exhibit a tendency to change workplaces, with one of the reasons being the desire for a conducive environment for learning and personal growth. Hence, it becomes imperative for companies to provide effective support to their employees, fostering their development and, in turn, positively influencing the company's outcomes. Despite the critical role perceived organizational support plays, there is a dearth of studies examining its impact on employees. This review addresses this gap by utilizing databases such as Scopus, Sage journal, Emerald, and Springer, searching for terms related to perceived organizational support and employee-related terms. The articles considered for this review delve into variables influenced by perceived organizational support and elucidate its impact. In total, 21 papers meeting the inclusion criteria were included in this comprehensive review.

Keyword: *Perceived Organizational Support, Turnover Intention, Employee, Human Resource Management.*

1. INTRODUCTION

The primary resource of a company is the people who work in it, a good company is a company that can manage its human resources effectively. Human resources are the most important because they enable organizations to achieve a competitive advantage over their competitors (Chen, 2010). According to Aselage & Eisenberger (2003), when employees get favorable treatment from the company, it will naturally encourage employees to reciprocate the favorable treatment that the company has given.

However, there are many failures - company failures in managing human resources, companies also often restructuring employees, lack of internal promotions, and layoffs; this encourages workers to actively manage careers by changing workplaces (Lake et al., 2017). Based on the results of a survey conducted by Karnadi (2022), as many as 84% of workers in Indonesia plan to change workplaces, commonly called job hopping. Therefore, companies need to be able to minimize these cases because this can be detrimental to the company. According to Arnold and Dupré (2012), organizations must understand the importance and benefits of a supportive work environment. Supportive organizational policies are expected to make the workplace attractive to workers, increase their commitment, and reduce their intention to leave the organization (Perrier et al., 2010; Ahmed et al., 2014).

One of the reasons employees leave the organization is feeling uncomfortable at work (Ningsih, 2018). When employees are treated well by the company and superiors, it will result in reciprocity that benefits both parties (Gouldner, 1960). Employees having a

Faculty of Psychology, Padjajaran University, Indonesia

*Corresponding author: hernandias22001@mail.unpad.ac.id

positive experience with the company will lead to commitment. Employees who are emotionally committed to the organization show high performance, reduced absenteeism, and less likelihood of quitting their jobs (Meyer & Allen, 1997).

Eisenberger et al (1986) state that to determine the readiness of the organization to reward increased work effort and to meet socio-emotional needs, employees develop beliefs about the extent to which the organization values employee contributions, pays attention to employee welfare, hears complaints, is trusted to provide treatment to employees somewhat this is commonly referred to as perceived organizational support (POS). Perceived organizational support is also considered a guarantee that help will be available from the company when needed to carry out employee work effectively (George et al., 1992). According to Han et al. (2012), employee perceptions of the support provided by the organization (POS) are essential in shaping employee trust in the company, so companies are expected to provide support and care for their employees consistently.

It is important to shape employees' positive perceptions because it will create a sense of positive emotional attachment to the organization, so employees will feel obligated to repay it. When employees feel supported by their company, they will give back by giving more to their organization (Shore and Wayne, 1993). Perceived organizational support reflects the employee's relationship with the organization from the perspective of the employee's perception. This has been shown to have important benefits for employees and companies. There are several studies that examine the impact of POS, but as far as the search is concerned the researcher has not found a systematic literature review on the impact of POS. therefore this study will help outline some of the findings across studies that cover the impact of perceived organizational support on employees.

2. MATERIALS AND METHODS

This systematic review used PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) criteria, and the PRISMA flowchart was used to summarize Sierra-Correa and Cantera Kintz's (2015) search procedure. PRISMA is an updated version of the QUAROM guidelines, consisting of a checklist and flowchart with 44 components. According to Sierra-Correa and Cantera Kintz (2015), PRISMA has three distinct advantages: defining the right research questions to conduct systematic highlighting, selecting inclusive and exclusive criteria, and reviewing large databases promptly. PRISMA was used to find previous research on perceived organizational support in this systematic review. Scopus, Sage Journal, Emerald, and Springer were the four databases used in our search. There are three steps involved in the systematic review process. The first step is identification. Next is screening, and the last part is the inclusion process.

The first stage involved identifying keywords that would be used for the search strategy process. Similar keywords and related to perceived organizational support were identified depending on previous research. The keyword list was reviewed and corrected, for example, the addition of different spelling variations. Table 1 presents the final version of the keyword search list. The main focus of this systematic review was to identify empirical quantitative studies that explore the impact of perceived organizational support. Several criteria were considered as a means of finding criteria, and we have presented these criteria in Table 2. In this study, we looked for publication dates restricted to 2014 and 2023 (articles published in the last ten years) so that the review could be based on the most recent literature on information search and synthesis in the digital age.

Table 1. Keyword Search List

Term	Keyword That Was Used for Searching Process
Perceived organizational support	("Perceived Organizational Support" OR "Support Organizational" OR "POS")

Table 2. Article-Finding Criteria

Criteria	Inclusive	Exclusive
Year duration	2014 – 2023	No exclusion
Language	English	Not English
Country	All countries	No exclusion
Article	Type of journal (empirical data)	Not a research article

Scopus, Sage journal, Emerald, and Springer databases were searched from March 22, 2023 to April 8, 2023. Figure 1 shows the total number of articles found, the number of articles remaining after removing duplicates, the number of articles that did not meet the inclusion requirements, and the articles selected for further study. Initially, 475 papers were obtained, at the next stage duplicates were removed on 6 papers, resulting in 469 papers. Of the 469 papers, an abstract review was carried out and 51 papers were selected, from the 51 papers the researcher read the paper thoroughly and finally the researcher only selected 21 papers in this systematic literature review.

3. RESULTS

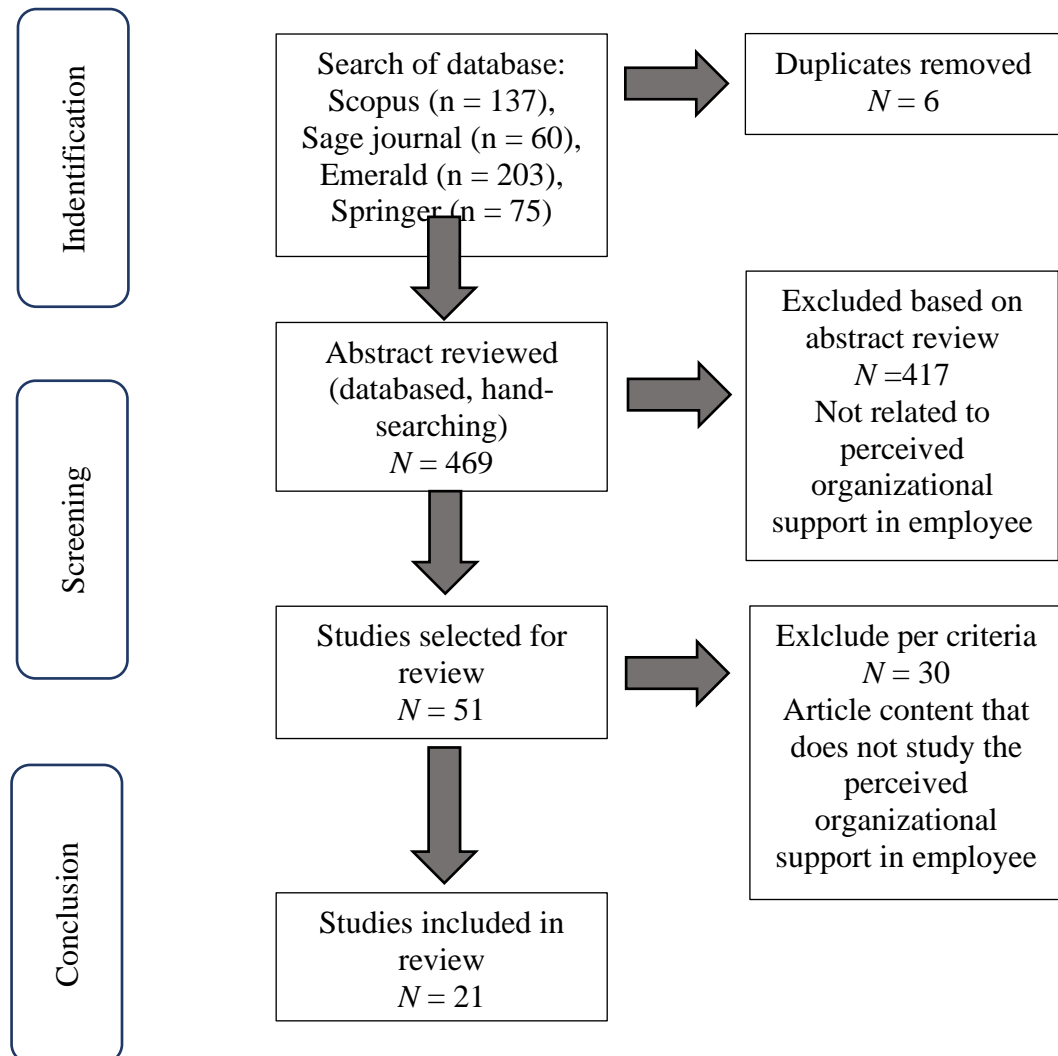


Figure 1. Flowchart of article identification, filtering, and inclusion.

3.1 Synthesized Findings

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finally the researcher only selected 21 papers in this systematic literature review. All papers reviewed produce various types of impacts of perceived organizational support. The overall impact of this POS occurs in a company or organization (note. Exposure of each paper can be seen in table 3). In this systematic literature review, researchers grouped the impact of POS into 2 groups, namely the impact on individuals and the impact on organizations and companies.

The impact on individuals includes improving connections and relationships between individuals (Salehzadeh et al, 2014), job satisfaction (Zumrah & Boyle, 2015), job performance (Hur et al, 2015), individual learning processes (Salehzadeh et al, 2014; Zumrah, 2015; Lancaster & Di Milia, 2014), improving individual skills (Lancaster & Di Milia, 2014), reducing fatigue (Tang et al, 2023), individual career advancement (Jia-jun & Hua-ming, 2022), reducing the severity of PTSD in frontline nurses (Cockerham et al, 2022), improving subjective well-being of nurses in hospitals (Yu et al, 2019), improving employee well-being (Wang & Wang, 2020), reducing work stress levels (Hoak, 2021).

The impact on the organization is teamwork (Salehzadeh et al, 2014), turnover intention (Madden et al, 2015; Wong & Wong, 2017; Wang & Wang, 2020; Fattah et al, 2022), increasing employee creativity (Tang et al, 2017), increasing organizational commitment (Wong & Wong, 2017; Jaiswal, D & R. L. D, 2016; Boaten, 2014; Naotunna & Arachchige, 2016; Pattnaik et al, 2020), increasing the role and involvement of employees in the company (Rubet et al, 2023), improving employee performance (Wang & Wang, 2020; Boaten, 2014), reducing deviant behavior from employees (Rubel et al, 2023).

Table 3. General Description.

Reference	Country	Design	Sample Size	Impact
Salehzadeh et al. (2014)	Iran	Quantitative, Empirical research	950 employees	<ul style="list-style-type: none"> • Teamwork • Relationship between individuals • Leadership learning process.
Tang et al. (2017)	China	Quantitative, empirical research	268 employees	<ul style="list-style-type: none"> • Employee creativity
Madden et al. (2015)	USA	Quantitative, empirical research	200 healthcare employees	<ul style="list-style-type: none"> • Turnover intention
Wong & Wong (2017)	China	Quantitative, empirical research	410 employees	<ul style="list-style-type: none"> • Affective commitment • turnover intention
Zumrah (2015)	Malaysia	Quantitative, empirical research	222 employees	<ul style="list-style-type: none"> • Learning process
Jaiswal, D. & R. L. D. (2016)	India	Quantitative, empirical research	436 employees	<ul style="list-style-type: none"> • Organizational commitment
Zumrah & Boyle (2015)	Malaysia	Quantitative, empirical research	222 employees	<ul style="list-style-type: none"> • Job satisfaction
Hur et al. (2015)	South Korea	Quantitative, empirical research	550 sales employees (age 20 – 57)	<ul style="list-style-type: none"> • Job Performance
Lancaster & Di Milia (2014)	Australia	Quantitative, exploratory study	24 graduates from four leadership	<ul style="list-style-type: none"> • Improving employee skills and employee learning process..

			development programmes	
Rubel et al. (2023)	India, Bangladesh	Quantitative, empirical research	430 supervisor from ready-made garment organizations	<ul style="list-style-type: none"> • Increase the role and involvement of employees in the company • Reduce employee deviant behaviour.
Tang et al. (2023)	China, Shandong	Quantitative, empirical research	916 psychiatric nurse	<ul style="list-style-type: none"> • Reduces fatigue.
Jia-jun & Hua-ming (2022)	China	Quantitative, empirical research	467 questionnaires was sent, 396 were received	<ul style="list-style-type: none"> • advancement of employee career goals
Cockerham et al. (2022)	USA	Quantitative, empirical research	277 frontline nurses working on COVID 19	<ul style="list-style-type: none"> • POS can reduce the severity of PTSD
Yu et al. (2019)	China	Quantitative, empirical research	606 sample	<ul style="list-style-type: none"> • POS has an impact to improve SWB
Giorgi et al. (2016)	Italia	Quantitative, empirical research	6000 italian bankers	<ul style="list-style-type: none"> • Improving Employee welfare
Wang & Wang (2020)	China	Quantitative, empirical research	499 questionnaires were returned, 421 valid (245 men, 176 women) frontlines employees (gas station attendants, bookkeepers, sales oil)	<ul style="list-style-type: none"> • Job performance • Burnout. • turnover intention
Fattah et al. (2022)	Iraq	Quantitative, empirical research	323 employees of communication company	<ul style="list-style-type: none"> • Turnover intention
Pattnaik et al. (2020)	India	Quantitative, empirical research	430 employees (male 371, female 59)	<ul style="list-style-type: none"> • Organizational commitment
Hoak (2021)	USA	Quantitative, empirical research	222 participants	<ul style="list-style-type: none"> • High POS can reduce work stress levels
Boaten (2014)	Ghana	Quantitative, empirical research	145 police officers, from five district in Accra	<ul style="list-style-type: none"> • Job performance • Organizational commitment
Naotunna & Arachchige (2016)	Sri lanka	Quantitative, empirical research	500 questionnaires were sent, 163 useable	<ul style="list-style-type: none"> • Affective commitment • Normative commitment

4. DISCUSSION

The purpose of this systematic literature review is to review the impact of POS on employees. Therefore, researchers systematically evaluated various studies on the impact of POS on employees and organizations. Based on the search conducted by the researcher, the researcher identified 21 papers that met the criteria determined by the researcher.

The results of research conducted by (Wong & Wong, 2017) explain that POS has an impact on employee affective commitment. This can be explained when employees feel more support from the organization, they will be able to increase their positive mood where they work which in turn can lead to a positive emotional connection with the organization, therefore this can increase their affective commitment (Lee et al., 2010). Affective commitment is an important determinant of employees' dedication and loyalty to their organization and makes employees' desire to remain in their organization stronger (Rhoades et al., 2001). By increasing affective commitment as a result of the post, affective commitment can also indirectly reduce turnover (Perryer et al., 2010; Lee et al., 2010).

In addition to affective commitment, POS can also increase organizational commitment in employees (Jaiswal, 2016; Pattnaik et al., 2020; Naotunna & Arachchige, 2016; Boaten, 2014). Employees with high levels of POS are more committed to the organizations they work for and are more satisfied with the work they do (Rhoades & Eisenberger, 2002). Employees who have high commitment tend to perform tasks beyond their assigned responsibilities (George & Brief, 1992) and show higher performance and effort for their organization (Armeli et al., 1998). Organizations that can foster POS in employees have a competitive advantage over organizations that do not (Pfeffer, 2005).

Another positive impact of POS is that it can reduce the level of employee turnover intention (Wong & Wong, 2017; Wang & Wang, 2020; Fattah et al., 2022; Madden et al., 2015). Support provided by the organization can help employees' emotional bonds which are determinants of employee dedication to the organization, therefore POS can reduce or prevent turnover intention in employees (Tian et al., 2014). Employees who have a stronger sense of organizational support will be more optimistic about their organization and reduce turnover intention (Kerdpitak & Jermstittiparsert, 2020). In addition, employees will be loyal to the organization when there is a high POS felt by employees from the organization (Afzal et al., 2019).

Human resource management that emphasizes investing in employees and providing opportunities for growth makes employees feel supported by their organization and consider themselves part of the organization (Allen et al., 2003). Directly organizational support felt by employees can increase employee creativity (Tang et al., 2017). According to Noe & Wilk (1993) organizations can motivate employees and support employees in providing appropriate working conditions so that employees can learn according to the state of the organization. So that POS can have an impact on employee learning (Lancaster & Di Milia, 2014; Salehzadeh et al., 2014; Zumrah, 2015). Perceived organizational support through organizational commitment can affect employee learning of the organization organizational support is also positively associated with knowledge sharing behavior (Delio & Manuel, 2013). In line with according to Bartol et al. (2009) that POS perceived by employees will affect knowledge sharing behavior among employees in an organization. When employees feel high POS employees will implement. The knowledge, skills, and attitudes they learn in their learning process at work (Zumrah et al., 2012). Employees who perceive high levels of organizational support are likely to have better skills and abilities and will benefit their colleagues (Wayne et al., 1997).

Employees' work attitudes and behaviour can be influenced by their perceptions of the key factors that characterize their organization, one of these characteristics is POS (Armstrong & Stassen, 1998). In the results of research conducted by Zumrah & Boyle. (2015) POS has an impact on employee job satisfaction. Reinforced by previous research - high POS also has an impact on employee job satisfaction (Filipova, 2011; Stamper & Johlke, 2003; Cropanzano et al., 1997). When employees are satisfied with the organizational support provided, it can have a positive impact on their work performance for the organization (Hur et al, 2015; Wang & Wang, 2020, 2020; Boaten, 2014).

In a company when employees experience lower levels of well-being it can worsen the reciprocal process when they do not feel supported by the organization and emotionally for example when employees experience stress at work therefore POS has an impact on employee stress levels (Baran et al., 2012). In this case, POS plays an important role in developing a healthy employee-employer relationship and can reduce employee stress and employee burnout at work (Byrne & Hochwarter, 2006; Wang & Wang, 2020). Indirectly, when POS can reduce stress in employees, it also has an impact on improving employee well-being (Giorgi et al., 2016; Hoak, 2021).

Employees with better POS realization tend to have high performance, both within and outside their work tasks (Casimir et al., 2014). Employees will certainly tend to reciprocate organizational support by increasing their attachment to the organization (Chiang & Hsieh, 2012). It encourages employees to increase their role and involvement in the organization, and indirectly also POS can reduce deviant behaviour from employees (Rubel et al., 2023). With increased employee involvement in the organization, according to Salehzadeh (2014) another good impact of POS is that it can increase connections between individuals and can indirectly strengthen cooperation between employees in an organization. According to Jia-jun & Hua-Ming (2022) POS also has an impact on employee career growth. When organizations provide support and opportunities for employees to improve their abilities, employees will reciprocate with high engagement (Rothman & Joubert, 2007).

In the world of nursing POS has a considerable impact that can be felt by nurses, in a study conducted by Tang et al. (2023) POS can reduce the level of fatigue in nurses. The higher the organizational support felt by the nurse, the lower the level of burnout felt by the nurse (Wu et al., 2018). When nurses realize their value in the hospital and feel support from where they work, the psychological or physical stress of where they work is reduced. So that it can reduce their fatigue (Lowe et al., 2020). This positive psychological state can increase nurses' ability to overcome difficulties and challenges that arise during their work and strengthen their desire to achieve their goals (Qiu et al., 2019). Still in the world of nursing, during the COVID-19 pandemic crisis, frontline nurses are the most vulnerable group to experience PTSD (Kisely et al., 2020). For nurses, the most worrying mental health related to the COVID-19 pandemic is PTSD (Schuster & Dwyer, 2020). POS can reduce the severity of PTSD in frontline nurses who served during the COVID-19 pandemic, nurses who felt support from their organizations reported fewer PTSD symptoms. It was also found that organizational support can moderate the relationship between adaptability and PTSD symptoms (Cockerham et al., 2022). In other studies, POS can also increase the SWB of working nurses. SWB plays an important role in maintaining mental and physical health and can reduce symptoms of depression and relieve stress (Baiden et al., 2016). Reported by Dai et al. (2019) in recent years the mental health status of nurses in China has become an important concern. Due to heavy workload and high work pressure nurses are prone to negative emotions and depressive symptoms. As an important psychological factor, POS is beneficial for nurses' SWB (Pahlevan sharif et al., 2018). For nurses, POS can also be an important factor in overcoming nurses' fatigue levels (Cao et al., 2016).

LIMITATIONS AND FUTURE DIRECTIONS

Despite the many positive effects of this systematic literature review. This systematic literature review has several shortcomings that can be overcome to advance research related to POS. In the papers discussed in this systematic literature review, the organizations discussed in the context are all profit organizations (companies), there are no papers that discuss non-profit organizations. Further research is expected to discuss the impact of POS on non-profit organizations to gain an understanding of whether POS is useful for non-profit organizations or not. In addition, there may be other papers that use languages other than English that are not reviewed in this systematic literature review. The findings of this systematic literature review explain some of the impacts of POS for employees so that this

systematic literature review is expected to be used to develop further research related to POS.

CONCLUSIONS

Based on the results of this systematic literature review, there is much evidence from the last 10 years of research between 2014-2023 about the impact of POS. Researchers divided it into two impacts: the impact on individuals and the impact on organizations. The impact of POS for individuals includes improving relationships between individuals, job satisfaction, job performance, learning processes, and skills, reducing job burnout and career advancement, reducing the severity of PTSD, increasing SWB, improving employee well-being, and reducing work stress levels. Furthermore, the impact of POS on organizations is to improve teamwork, reduce turnover intention, increase employee creativity, increase organizational commitment, increase employee roles and involvement in the organization, improve employee performance, and reduce deviant behaviour from employees. The results of this systematic literature review illustrate how many impacts of POS are beneficial to companies and employees. Therefore, companies must pay attention and develop this POS in their organizations.

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