

The effect of organizational support on employee performance: A systematic literature review

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ABSTRACT

Employees are essential assets for a company's business operations, and the organization's role as an overarching institution is essential to support them. This support is essential for motivating workers and determining the progress or decline of an organization's achievements. Organizational support is also important for determining the progress or decline of an organization's achievements. The purpose of this Systematic Literature Review is to compile studies published between 2018 and 2023 that examine the connection between organizational assistance and worker productivity. The influence of organizational support on employee performance was the subject of this systematic review and meta-analysis, which was prepared using the Preferred Reporting Item. Population, Intervention, Comparison, and Outcome techniques are used to get information from Google Scholar and Digital Reference Garba (Garuda). A total of 79 data points were filtered using data inclusion criteria, yielding a final score of 79. The research found that a favorable and substantial relationship existed between organizational support and performance in 26 out of 50 individual cases. Four items have a detrimental impact on performance significantly because of the assistance they get from their company. This study implies that Organizational support is seen as very important for the behavior of workers/employees. With organizational support, employees feel valued and valued by the organization.

KEYWORDS

Systematic Literature Review;
Organizational Support;
Employee Performance

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Introduction

An organization is a group of individuals who have structured and systematic goals based on mutual cohesiveness and harmony (Adnjani, 2019). Employees as important assets in carrying out the company's business operations require special treatment (Kurnia et al., 2023). Basically, in achieving this goal the role of the organization as an overarching institution is very large to support the human resources in it. Because this organizational support is very important in supporting the motivation of its workers (Siregar & Pasaribu, 2022). Apart from that, the human resources in the organization are a determinant of the progress or decline of an organization's achievements (Marbun & Jufrizen, 2022). Based on Jaenab et al. (2023) explained that perceived organizational support is the level where employees believe the organization values the contribution of its workers and there is a sense of concern for their welfare. Organizational support can be measured through: 1) Awards 2) Superior support 3) Working conditions 4) Employee Welfare. The organizational support provided can be in the form of providing proper salaries and benefits, creating good relations between superiors and subordinates, and providing adequate facilities to create good working conditions. With that, the award given by the organization can be considered an advantage for workers/employees.

In order to make sense of their surroundings, people engage in a process called "organizational support," which was defined by Karlinda et al. (2022). Umihastanti & Frianto (2022) draw the conclusion from their study that workers' productivity increases when they get organizational assistance. Employees benefit from positive reinforcement from management, as the article demonstrates. Organizational backing is also important since it encourages employees to give their best to their jobs and the company as a whole. High-performing personnel are valuable to an organization's bottom line, so it's in everyone's best interest to keep them around (Mardikaningsih et al., 2023) if at all possible. As defined by Mulyadi & Pancasasti (2021), employee performance is the output of an individual's efforts in completing tasks that require knowledge, expertise, and dedication. Performance is both a work activity and the decided or determined outcome of that action. According to Karlinda et al. (2022), two key performance metrics are 1) the quality of work produced and 2) the amount of work completed. Thirdly, promptness Efficiency, Number Four autonomy, number five. Employee performance may benefit from organizational support for the reasons stated above, and the quality of employee performance is also influenced by organizational support. To that end, this study will conduct a systematic literature review on "the influence of organizational support on employee performance." The writer's goal here is to draw connections between several pieces of published research that relate to the topic at hand. Secondary sources based on prior research were used to compile this study's data.

Methods

Using the Preferred Reporting Item for Systematic evaluation and Meta-Analysis (PRISMA), a comprehensive literature evaluation was prepared on the impact of organizational support on worker productivity. The PICO framework is used to gather data on a study's population, its interventions, its comparisons, and its outcomes. Research Design for the Literature Both Google Scholar (at <https://scholar.google.com/>) and Garuda Digital Referral (at) were used to compile the information for this review.

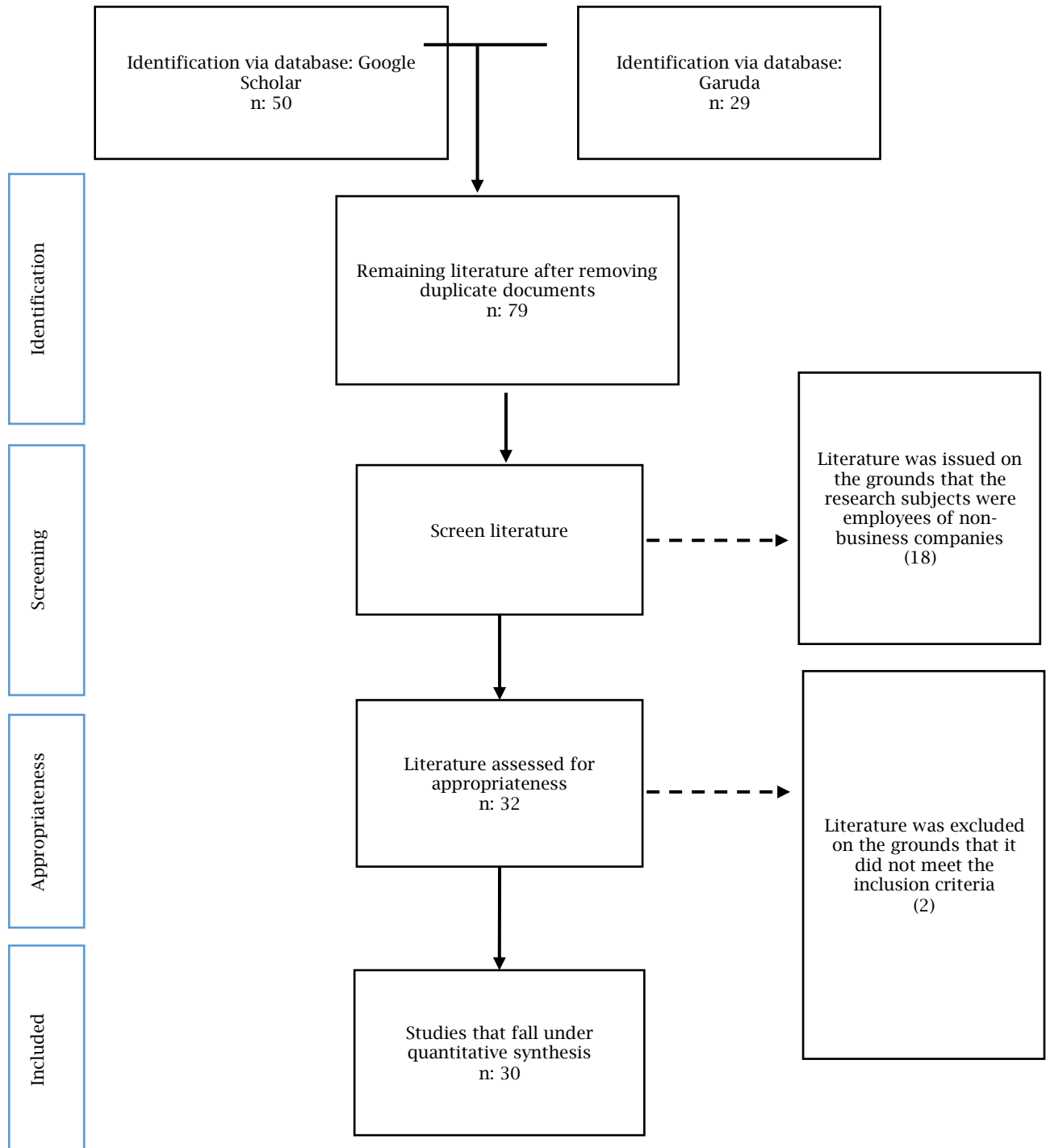


Figure 1. Prism Flowchart (Swartz, 2011)

The PICO approach will be used to identify relevant publications by the author. Garuda and Google Scholar searches utilize the following keywords and phrases: (influence/relationship) (organizational support) and improving/towards) and (employee productivity/performance). It is helpful for researchers to read up on the topic. To help researchers locate and gather relevant lit critique, the next step after using the PICO approach is to extract data/literature that has been acquired using inclusion criteria.

Table 1. PICO

PICO	INFORMATION
Population	Employee
intervention	Organizational Support
Outcomes	Employee performance

Data inclusion criteria

Systematic literature review takes a variety of study designs reviewed based on the following inclusion criteria:

Table 2. Data Inclusion Criteria

TYPE	INCLUSION
Literature Type	Research articles
Publication Year	2018-2023
Origin Literature	National literature
Language	Indonesian language literature
Literature Standard	Literature indexed Sinta 1 to Sinta 6
Sample	business company employees
Research methods	Correlational

Results

The author has examined the accumulated literature and drawn conclusions from it. Following literature collection, the authors apply PICO and data inclusion criteria to the literature to get material that may be evaluated as relevant for study purposes. As such, the following is a preview of the findings from the literature review that followed these findings.

General characteristics of literature reviews

The following are some broad aspects of the literature that will be examined, along with their respective levels of validity. Summary and key elements from the relevant literature are included under general characteristics. The review's broad features are defined by the criteria used to select the included studies. In carrying out this research, the classification of publication of article publications starts from 2020 with 6 articles, 2021 with 8 articles, 2022 with 12 articles, and 2023 with 4 articles. Apart from that, the data in this study is in the form of literature which has a correlational research design with two (2) variables which are the focus points, which are related to organizational support and employee performance. The author collects data to do a literature review and found several 30 Indonesian-language national literatures with eligibility screening according to data inclusion criteria.

Literature analysis reviews

Thirty pieces of literature have been examined. More than one independent variable, such as intrinsic motivation, organizational context, job satisfaction, and so on, is used in as many as thirty-two (29) studies. The authors categorize the thirty (30) works they reviewed into two (2) groups: those with substantial positive findings and those with significant negative impacts. According to the study's summary, using the two categories the researcher established, 26 items boost organizational support and 4 articles lower employee performance. The literature review findings show that there is a favorable correlation between organizational support and employee output. This is shown by the fact that, out of the 30 articles included for the analysis in this work, 26 had a favorable impact.

*Literature with a significant negative effect***Table 3.** Results of Article Analysis of Significant Positive Influence

NO	NAME	YEAR	RESULTS
1	(Erlina & Kamariah, 2022)	2022	Organizational support partially has a positive and significant influence on employee performance at PT. Bhandha Ghara Reksa (Persero) Palembang Branch.
2	(Nugroho & Ruswidiono, 2021)	2021	Organizational Support Affects Effectyee Performance Variables in Company XYZ
3	(Ferdiansyah & Suryani, 2022)	2022	Organizational support has a positive and significant effect on employee performance of 0.537.
4	(Sari & Darmastuti, 2022)	2022	Organizational support has a positive and significant effect on employee performance.
5	(Almaida Agustyna & Arif Partono Prasetio, 2020)	2020	Organizational support has a positive and significant effect on employee performance based on the results of the path analysis test obtained at 0.152 or 15.2%.
6	(Ambarsari et al., 2021)	2021	The results of the path analysis test show that organizational support has a positive and significant effect on employee performance.
7	(Diah & Nugraheni, 2021)	2021	There is a positive and significant influence of Organizational Support variables on Employee Performance at Hotel Chanti Semarang.
8	(Novrilisma Perdana & Mustafa EQ, 2023)	2023	Organizational support has an indirect effect on employee performance through achievement motivation with a total indirect effect value of 0.430 > 0.018, where 0.018 is the value of the direct influence of organizational support on employee performance.
9	(Umihastanti & Frianto, 2022)	2022	Organizational support has a positive and significant effect on employee performance.
10	(Jesi & Sentoso, 2023)	2023	The results of the research test state that organizational support has a significant positive effect on employee performance
11	(Fitriani et al., 2022)	2022	Organizational support has a positive and significant influence on the performance of BPBAT employees.
12	(Widya Ningrum & Wisnu Agung, 2021)	2021	Organizational support has a significant effect on employee performance at CV. Metro, this is evident from the t count > t table (2.594 > 2.004) and the p-value <0.05 (0.012 <0.05).
13	(Qonita & Rojuaniah, 2022)	2022	Employee productivity rises when they feel they have the backing of their organization. For the simple reason that monetary compensation is just one aspect of organizational support.
14	(Amin et al., 2022)	2022	Employee performance improves, but not by a statistically meaningful amount, when the organization backs them up.
15	(Wiyono, 2022)	2022	Employees' self-efficacy is a medium via which organizational support influences their performance.
16	(Arifin & Darmawan, 2021)	2021	Organizational support is proven to have a significant influence on employee performance.
17	(YUNI & Wahyu Pratiwi, 2020)	2020	organizational support has a significant positive effect on employee performance
18	(Untari et al., 2021)	2021	Organizational support (X3) has a positive and significant (significant) effect on employee performance (Y) at Perumda Tirta Amertha Buana, Tabanan Regency.
19	(EY & Arini, 2023)	2023	The results of the study prove that there is a positive and significant influence between Organizational Support (X2) on employee performance (Y) at PT. Sinar Mitra Sepadan Finance Bengkulu City Branch
20	(Nabila & Ratnawati, 2020)	2020	Organizational support has a positive influence on employee performance received. This means that the more employees feel the real support from PT KAI (Persero) Daop IV Semarang, the more motivated employees will be to provide better performance.
21	(Ilmaniar, H., Djastuti, 2018)	2018	Organizational support proved to have a positive and significant effect on employee performance
22	(Pertwi & Kasmiruddin, 2019)	2019	Organizational support has a positive and significant effect on employee performance.
23	(Sajdah & Lukiyana, 2018)	2018	Organizational support has a significant effect on employee performance.
24	(Siwi et al., 2018)	2018	Organizational support (X2) has a positive effect on employee performance (Y).
25	(Sajdah & Lukiyana, 2018)	2018	Organizational support has a significant effect on employee performance.
26	(Welem, 2018)	2018	Partially, the organizational support variable (X2) has a significant influence on employee performance variables.

According to the data in the table above, five publications were published in 2018 that demonstrated a positive correlation between organizational commitment and worker output. Whereas in the year 2020, there were only five (5) articles, in the year 2022, there were only three (3) articles, and in the year 2023, there were only two (2) articles.

Literature with a significant positive effect

According to the parameters of the data used in the literature search Four out of four studies found that reporting had a substantial and unfavorable impact on employee performance. See the coronation table down below for further information.

Table 4. Results of Article Analysis with Negative and Significant Influence

NO	NAME	YEAR	RESULTS
1	(Yerisman & Jamil, 2022)	2022	There is no significant effect between Organizational Support on Employee Performance.
2	(Ariyanti & Rijanti, 2022)	2022	The results of the study show that the organizational support variable has a negative and insignificant effect on employee performance
3	(Fitriani et al., 2022)	2022	Organizational support has a negative and insignificant effect on the performance of BPBATSG employees.
4	(Amali Rivai et al., 2019)	2019	Organizational support has a negative but not significant effect on the performance of Pekanbaru Customs employees.

Discussion

According to the previous investigation, there are positive and negative impacts of organizational support for employees on productivity. From the 30 articles included in the analysis, 26 had a positive influence, while 4 had a negative one. The support of the firm is the single most important factor in an employee's output. Organizational support, if made available to workers, may encourage them to work more. The extent to which a business supports its employees is believed to have a substantial impact on the behavior of those employees (Yerisman & Jamil, 2022). Employee performance is crucial to the success or failure of any company or organization, as mentioned by Mardikaningsih et al. (2023). The author elaborates on the link between organizational support and performance based on the results of the study.

Significant positive effect of organizational support on employee performance

The extent to which a corporation cares about its workers and rewards them for making a positive impact on the company's success is an example of organizational support (Untari et al., 2021). This research examined thirty papers on the topic of organizational support and found that twenty-six of them demonstrated a favorable relationship between support from management and performance. Nabila & Ratnawati (2020) study found that employees' productivity increased when they felt supported by their company. The article goes on to discuss how the fifth hypothesis may be accepted because the Organizational Support Variable has a greater impact on Employee Performance at Hotel Chanti Semarang than the Work Motivation Variable and the Knowledge Management Variable. Employees will be more invested in their work and inspired to do their best if they believe they have the full backing of PT KAI (Persero) Daop IV Semarang. Employee productivity is impacted by this kind of organizational backing, according to research by (EY & Arini, 2023).

Problem here Employees' perceptions of organizational support, as described by Nabila & Ratnawati (2020), have a significant effect in their output. Perceived organizational support is another way in which a company shows its dedication to its employees (Welem, 2018). The findings of Ningrum & Agung (2021) study corroborating the importance of organizational support to CV employees' productivity are more proof of this. Metro, this can be seen from the fact that the t-value is less than 0.05 and the t-count is more than the t-table ($2.594 > 2.004$). Because workers see management's backing as evidence of the company's dedication to them. Care, well-being, company aims and values, employee goals and values, help, and honesty are all markers of how much workers feel supported by the business (Amali Rivai et al., 2019). Incentives, focus, praise, acceptance, and familiarity with Kraimer in Delviyandri and Aziz (2010) in Lansart et al. (2019) are all part of this organizational support.

Significant negative effect of organizational support on employee performance

Previous research has shown a negative correlation between organizational support and performance in the workplace. The fact that four of the 30 papers utilized to produce this study found statistically significant negative results lends credence to this theory. Ariyanti & Rijanti (2022) found that the organizational support variable has a negative and negligible effect on production. This study suggests that attempts to improve worker output via institutionalized forms of assistance have fallen flat. Consistent with the findings of Fitriani et al. (2022), who found that Organizational Support negatively impacted BPBATSG workers' performance, albeit not significantly. According to the publication, BPBAT Sungai Gelam Organizational support is not the sole factor that affects employee performance. The level of employee involvement may be greatly influenced by the level of backing from management. Employee engagement is a direct result of the level of support provided by the company. However, if employees don't feel valued by the company, they won't be invested in its success. Engaged workers are more productive, and for good reason. This suggests that a high level of employee engagement correlates with excellent business results. However, if workers aren't invested in the company's success, that success will be hampered. Through employee motivation, organizational backing has a significant and beneficial influence on output.

Organizational support uses the following indicators: a) paying attention to employee goals and b) involving employees in decision-making; c) appreciating the work of employees; d) listening to the input of employees; e) caring

about the welfare of employees; and g) being proud of the work of employees; h) providing benefits to employees; i) assisting employees with difficulties; j) paying employees in accordance with regulations; and k) paying employees according to regulations. Altering the circumstances under which workers toil (Ariyanti & Rijanti, 2022).

Conclusion

Based on the previous explanation, the influence of organizational support on employee performance has positive and negative influences. Based on the thirty (30) articles studied, twenty-six (26) articles had a significant positive effect and 4 (four) articles had a significant negative effect. The results of this significant positive influence explain that organizational support is the most important aspect in improving the performance of an employee. With the existence of organizational support provided to employees, it can improve the work ethic of employees. Organizational support is seen as very important for the behavior of workers/employees. With organizational support, employees feel valued and valued by the organization. In addition, there were four (4) articles showing significant negative results. Because organizational support has not been able to improve employee performance so that performance is still low. Furthermore, the 4 articles also explain that employee performance is not fully influenced by organizational support. Because employee performance can also be influenced by work engagement. For this reason, if organizational support is high, employee engagement will also be high. But if organizational support is low, employee engagement is low too.

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