

Perceived Organizational Support and Career Adaptability Towards Work Performance

A Literature Review

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Abstract. The COVID-19 outbreak has caused changes in human lifestyles. In order to maintain the survival of the organization, the management's main priority is to increase competitive advantage in the field of human resources. This situation requires researchers to focus more on organizational support and the ability of its workers to adapt in order to be able to improve their work performance. Summary and discussion of perceived organizational support and career adaptability toward work performance are the goals of this review. The technique employed is literature review, which presents literature reviews of both national and international journals published from 2015 to 2020 in up to 21 journal articles from prior study findings. According to the findings of a research review, an individual's capacity to carry out their responsibilities and meet organizational objectives can be impacted by perceptions of organizational support and career adaptability.

Keywords: perceived organizational support, career adaptability, work performance, organization.

1 Introduction

In the last three years, the COVID-19 outbreak has caused changes in human lifestyles. Many sectors are affected by it, ranging from the workplace, social life, education, politics and even the economy. The workplace is faced with conditions where workers are forced to adapt from previously working offline at the office changed to working online at home. The workers, many of them feel uncomfortable with this situation, experience a lot of obstacles when working online at home, where the workers find it difficult to adapt to current conditions causing their performance to decline, while the organizations, they have to think about how to provide the best support and assistance they can give to their workers in order to cope with the conditions they face in.

In order to maintain the survival of the organization during the pandemic, the management's main priority is to increase competitive advantage in the field of human resources. In this case, organizations engaged in service providers, they will be more likely to prioritize issues related to innovation, competence, commitment and engagement of their employees. The issues mentioned above are the main things in maintaining the continuity of the organization's activities when it is in an uncertain condition as it is today. This situation requires researchers to focus more on organizational support and the ability of its workers to adapt in order to be able to improve their work performance.

In addition, corporation must raise employee performance in order to build businesses in the fourth industrial revolution and capitalize on the potential of human resource utilization [1], hence, employees or human capital becomes very important for the company because apart from being able to generate added value, employees also have unique characteristics, namely competitive and comparative nature. These two unique traits are very difficult to imitate by competing companies, so that employee performance must always be ensured to be at its peak considering that the role and function of an employee is not only aimed at helping facilitate productivity and maximizing performance but also being able to use time effectively [2], consequently, if employees do not feel support from the company, the employee's ability to adapt to certain situations will be very low and ultimately affect the work performance of the employees, in the end its need more efforts to increase employee work performance, that why it is a big challenge for every company [3]. Therefore, perceived organizational support, career adaptability and work performance are becoming the most frequently discussed research topics in recent years.

The majority of research studies examining previous work performance used variables such as motivation, job satisfaction, organisation citizenship behaviour (OCB), and employee engagement, while those using perceived organizational support and career adaptation variables were still very limited. This is why the authors are very interested in knowing more about this subject through literature review research.

The scope of this study focuses on the type of relationship that exists between Perceived Organizational Support

(POS) and Career Adaptation to work performance based on a database of scientific journals published between 2015-2020, both national and international journals.

2 Literature review

This study has two primary purposes: examining the structural relationships between perceived organizational support, career adaptability, and work performance; and identifying a revolving relationship derived from these relationships. The research question we posed was how the relationship emerged between perceived organizational support and career adaptability to job performance. It is hoped that this research question will be achieved by conducting a literature review of several journals originating from scientific databases of national and international journals, which will produce new findings and contribute to the development of science.

Those are several studies which is used as an additional reference related to the problem under study about perceived Organizational support, career adaptability, and work performance [4]. Companies or organizations should focus on creating positive performance of their employee by understanding the concept of employee work performance and identifying the factors that can influence it in an organization, such as knowledge management, information and communication technology, employee's empowerment, innovation and creativity and organization culture. This has been proven in previous research by [5, 6] state that the determining factors that influencing employee performance have a significant impact on improving employee performance. while, their correlation has an important role in ensuring the level of work performance and the quality of employee attitudes. Other studies that have been conducted stated that employees tend to choose to work in a comfortable and attractive place, great salary and clear career path, if they do not feel the above conditions, the employees will choose to move and work in another company. Thus, great support from company in order to create ideal conditions for employees is very necessary [7]. Furthermore, Company support can also be in the form of how much the organization values each contribution, cares about welfare, and how the company provides assistance when its employees need it [8].

Afterwards, the research that has been done shows that management that shows genuine love and support not only related to work but also related to personal matters to their employees show a positive correlation with their career satisfaction [9]. Career adaptability is a condition of individual readiness to face difficulties and challenges in career transition [10]. Hereinafter, other research has also tested through organized psychological scale measurements has proven that there is a positive correlation between the perceived organizational support toward work performance [11].

Finally, it has been proven that organizational support greatly influences the adaptive performance of workers through work craftsmanship and work involvement [12]. Perceived Organizational Support is the perception felt by the individual due to the support from the organization, moreover, perceived organizational support discusses how much the organization cares about every contribution, pays attention to the welfare of life, and provides assistance when needed by its employees [13]. We can assess work performance by measuring how well individuals perform in their work, furthermore, it can also be defined as work performance in terms of the quality and quantity expected of each employee [14].

With this knowledge in mind, we suggest the following hypothesis:

- H1. Perceived organizational support (POS) has a significant positive relationship with work performance.
- H2. Perceived organizational support (POS) would be positively related to career adaptability.
- H3. Career adaptation ability has a positive relationship with work performance.
- H4. Career adaptation ability has a positive relationship with perceived organizational support (POS).

Figure 1. Illustrates our proposed research model, reflecting our research variables and their relationships.

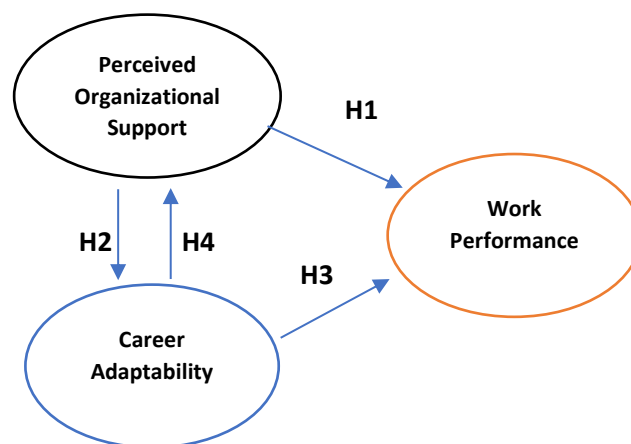


Fig. 1. Proposed research model, variables and their relationships

3 Methodology

As shown in previous research, this paper uses a systematic literature review as a methodology to conduct research in 21 scientific journals [15]. The journals used as reference materials are journals that come from a database of several scientific publications both published in Indonesia and abroad between 2015 and 2020 related to key phrases perceived organizational support, career adaptability and work performance [16]. Then the author analyses the accuracy of the table which includes writer's name, methods of study, samples, instruments, theories, and outcome, after which the author draws a conclusion [16].

4 Results and Discussion

The results of the journals which have been carefully researched and analysed with a primary focus on impact of perceived organizational support and career adaptation on job performance are summarized in table 1 as follows [16].

Table 1. The results of the analysis of the journals that have been researched.

Writer (Year)	Method of study	Sample	Instrument	Theory	Outcome
Elvina & Chao (2019)	Quantitative	100	Questionnaire	Correlation between motivation both intrinsic and extrinsic on employee performance.	The results of the study reveal that the provision of extrinsic motivation to workers in an organization can affect their performance significantly.
Ikon & Ogochukwu (2019)	Quantitative	308	Questionnaire	Perceived organizational support (POS) will increase sense of responsibility of employees to achieve organizational goals with their hope that performance improvement will be appreciated.	The results of the study conclude that management Support significantly and positively related with sense of responsibility of employees and Perceived Organizational Support had a significant positive relationship with employee performance.
Diana, Carissa, & Efendi (2019)	Quantitative	130	Questionnaire	Career adaptability and organizational support has an influence on career success.	The results showed that career adaptability can affect career success in both significantly and positively.
Kuswati (2020)	Quantitative	82	Questionnaire	The effect of motivation on employee performance.	From the results of the study, it was found that employees who were given motivation by management

					have a good performance, in other words motivation has a positive effect on employee performance.
Park, Lim, Kim & Kang (2020)	Quantitative	250	Questionnaire	Identify the indirect effects of job creation and adaptive performance in relationships between organizational support and work engagement.	The study findings suggest that there is a reciprocal relationship between organizational support, and craft work and job involvement. Both can influence and mediate each other.
Chen, et al (2020)	Bibliometric	Articles selected for data analysis related to the theme of "career adaptability" originated from the Web of Science.	Articles originated from the Web of Science published between 2010 and 2020.	Career adaptation helps make it easier for individuals to adapt to any changes that occur in carrying out their career roles, and maintains their ability to balance their career roles.	The results of this study indicate that there is a direct or indirect effect between the scale of career adaptation, career construction, and positive personality.
Bagus (2021)	Literature review	15 journal articles from previous research	Articles originated from both international and national scientific journals between 2013-2020	Employee engagement as an effort factor in improving work performance within the organization.	The results of this study show that employee engagement influences individual work performance so that organizational goals can be achieved.
Turrahmi & Rakhmawati (2020)	Hierarchical Linear Model	297 employees	Questionnaire	Perceived organizational career management and career adaptability to have influence to career satisfaction.	Career adaptability is one of the individual's readiness to confront obstacles in career transition Conditions.
Tuffaha (2020)	Literature review	Article in ISI (Web	Article in ISI (Web	a contextual understandin	the correlation between knowledge

		of Knowledge)	of Knowledge) from 2015 until 2019	g of employee performance' s concept by identifying factors affecting employee performance in the organization.	management, information and communication technology, employee's empowerment, innovation and creativity and organization culture have a vital role in maintaining employee's performance and attitude.
Kharimah.L & Frianto. A (2019)	Quality research and Quantitative approach	46 respondents	Questionnaire	Leader Member Exchange (LMX) have influence on employee performance and Perceived Organizational Support.	Perceived Organizational Support has a positive and significant effect on employee performance.
Einsenberger. R, Shanock. R.L & Wen. X (2020)	Review empirical	Article regarding OST and POS	Article regarding OST and POS including new findings	Employees develop a general perception concerning the extent to which their work organization values their contribution and cares about their well-being	The average level of POS has modestly increased over creativity and innovation, positive emotional outcomes, and well-being.
Konstam. V, et. Al (2015)	Quantitative	184 unemployed	Questionnaire	Career adaptability is relevant to understanding how emerging adults survive and thrive in today's challenging work environment.	Emerging adults with higher levels of control and confidence had higher life satisfaction.
Sun. L (2019)	Review meta-analysis	Article regarding POS concept and variables related POS	Article regarding POS concept and variables related POS	Perceived organizational support (POS), which reflects the organization's	Perceived organizational support emphasizes organizational commitment to

				value on employees' contributions and concern for employee benefits	employees and is a unilateral relationship
Rasyidi, S.N.A, et al (2021)	Review literature	47 articles	Article from 17 journals with research that has been conducted in various countries	Career adaptability is an individual's readiness for a career in accordance with the effort to complete career-related development al tasks	The adaptability possessed in adulthood is included in the high or mature category.
Kusyadi, Y. (2020)	Literature review	Theories related to career adaptability	Journal related to career adaptability	Benefits in providing descriptions of how career adaptability in several theories to gain a deeper understanding of the concept	Career adaptability concepts can be synthesized as the ability to make self-adjustment in the career scene in the form of capacity, will, and commitment for self-control to cope tasks, transitions, or trauma as well as to anticipate all possibilities in the vocational future
Bashir. A et al. (2020)	Survey-based study	Full time employees in telecommunication sector of Lahore and Karachi	Questionnaire	Workplace conditions aid the employee to raise their satisfaction level and efficiency	That work conditions contribute positively to efficiency of employees recommends that firm can reap benefits by adopting such measure
Saraswati. K.D.H & Pratiwi. M.S.N.D (2020)	Quantitative non-experimental research	140 nurses	Questionnaire	Work performance, undoubtedly, is the key of organizational success	Work engagement played a significant role towards work performance
Prastiwi. I.E, Pardawanati. S.L & Kuniawan. D (2022)	Quantitative research	40 employees	Questionnaire	Employees who have high performance are those who have the ability, and are highly motivated and willing to	Work ability does not have a significant effect on employee performance, while work motivation has a significant positive effect on employee performance

work together
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work

In the results of table 1, it is found that organizational support and career adaptability affects individual work performance of various respondents. It is explained that the organizational support provided by the company to its employees not only impact on increased work performance but also can have a positive impact on their career adaptability. This can happen, of course, taking into account physiological needs such as providing incentives or transportation costs and adequate food allowances, and so on. Correspondingly, increasing work performance also improves the quality of the work that has been done to a very satisfactory level, in line with that providing extrinsic motivation to workers can affect worker performance, while on the other hand employers are required to create policies and procedures for wages that favour their employees. The extrinsic motivation given by management to its employees has a significant effect on improving the performance of these employees. Furthermore, in order to maintain the improvement in work performance, the management is required to formulate a payment policy and procedure that satisfies its employees [17].

As stated in the results of the analysis of the journals that have been researched in the table 1, most of the findings show that organizational support and career adaptability have a direct impact on individual work performance, as stated in the results of research by [9,17, 18]. Correspondingly, it is said that between the scale of career adaptability, career construction, and positive personality, among the three it has a direct and indirect relationship. [19]. As previously mentioned, to maintain the work performance of workers in an organization, an organization must focus on increasing work motivation by paying attention to elements of physiological needs such as providing incentives in the form of transportation costs, meal allowances and so on [20], so that with high individual work performance all goals and targets of the organization can be achieved without any significant obstacles [16].

Turrahmi state that Career adaptation is an individual's ability to face obstacles in career transition conditions where in this situation the role and support from the organization that is felt by the individual is crucial [10]. In line with, contextual understanding of the concept of employee performance by identifying factors that affect employee performance in the organization are seen as very necessary to do. Among the factors that affect individual performance in an organization are: knowledge management, information and communication technology, employee empowerment, innovation and creativity and organizational culture [5].

No less important than the factors mentioned above, employees are able to develop a general perception of the extent to which the organization values their work, their contributions, and cares about their well-being. The higher the perceived value perceived by employees of the support from the organization where they work, the higher their creativity and innovation, positive emotional outcomes, and well-being [21], that is why management also has an important role and influence on employee performance and Perceived Organizational Support [1].

The existence of a mutually influencing relationship between POS and career adaptability can be seen from the statements of these two authors, they state that career adaptability is relevant to understanding how individuals are able to survive and thrive in today's challenging work environment [22], while the organizational support (POS) that individuals feel reflects the value of the organization in their eyes [23].

Career adaptation is an individual's readiness for a career in accordance with the conditions in which he works and what the company demands in completing career-related tasks [24]. The concept of career adaptation can be concluded as the ability to make adjustments in the career world in the form of capacity, willingness, and commitment to self-control to complete tasks, overcome transitions, or traumas and anticipate all possibilities that will arise in the working world in the future [25].

Comfortable working conditions, humane treatment from office colleagues and management, help employees to increase their level of performance, satisfaction and efficiency. This is in accordance with the results of research by experts who state that working conditions are proven to contribute positively to employee efficiency, he also recommends to companies in order to reap the benefits by implementing policies that support the creation of a comfortable and safe workplace for its employees [26].

Other researchers also conducted research on individual work performance, she stated that work performance is the key to the success of an organization [27]. The same thing was also found in the research conducted by some researchers, they concluded that employees who have high performance are individuals who have the ability, high motivation and are able to work together in teams so that they will get their own efficiency and satisfaction at work [28].

5 Conclusions

From the discussion above, it can be concluded that there is a very important influence between organizational support and career adaptability on the individual work performance's quality of the organization. This conclusion justifies the first and fourth hypotheses that the authors propose, namely: perceived organization has a significant positive relationship with work performance and career adaptability has a positive relationship with work performance. Then on the second hypothesis: Perceived organizational support (POS) would be positively related to career adaptability and third: Career adaptation ability has a positive relationship with perceived organizational support (POS). which the researcher proposes there is a mutually influencing relationship between the two. At the same time, POS does not only have an important relationship to work performance but also to career adaptation, where the individual's ability to face obstacles in career transition conditions is highly dependent on perceived organizational support.

It is correspondingly with the findings from the literature that the authors analysed where the experts concluded that individual performance is influenced by organizational support and career adaptability from both internal and external aspects. Thanks to both, work performance, especially in terms of achieving productivity and job satisfaction that employees generate in an organization has better quality, this can happen because individuals feel they can work consistently, psychologically and physically more competitive.

With this, the research questions that the author discussed earlier have been answered, namely: how the relationship emerged between perceived organizational support and career adaptability to job performance. There is an important and positive relationship between these three variables: perceived organisational support (1), career adaptability (2), and work performance (3), where variable perceived organizational support (1), it not only has a positive influence on variable work performance (3) but also on variable career adaptability (2). It is the same with variable career adaptability (2), it has positive relationship for both variable work performance (3) and variable perceived organizational support (1).

The purpose of writing this article has also been answered as shown in the following image:

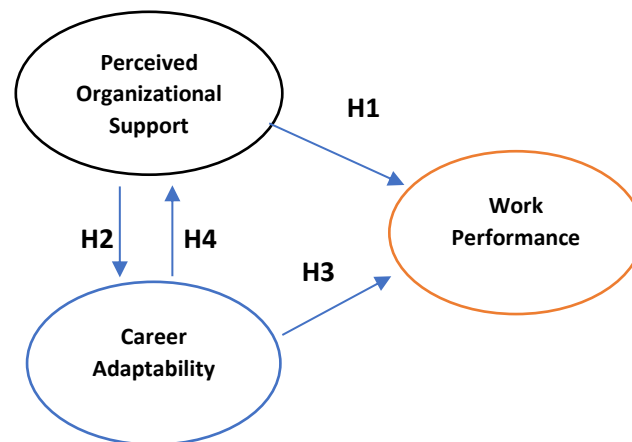


Fig. 2. Research model, variables and their relationships based on the research finding.

The main limitations of this research are the fact of being conducted only in scientific database within a limited period, between 2015 and 2020, which influence the accuracy of information. The objects studied are also very varied as shown in table 2 below:

Table 2. The Object of the analysis of the journals that have been researched.

Writer (Year)	Method of study	Sample	Instrument	Object of Study
Elvina & Chao (2019)	Quantitative	100	Questionnaire	Financial Institution.
Ikon & Ogochukwu (2019)	Quantitative	308	Questionnaire	Financial Institution.
Diana, Carissa, & Efendi (2019)	Quantitative	130	Questionnaire	Education Institution
Kuswati (2020)	Quantitative	82	Questionnaire	Government Institution
Park, Lim, Kim & Kang (2020)	Quantitative	250	Questionnaire	Business Institution
Chen, et al (2020)	Bibliometric	Selected articles to the theme of "career adaptability"	Articles	Web Science data base
Bagus (2021)	Literature review	15 journal articles from previous research	Articles	Web Science data base
Turrahmi & Rakhmawati (2020)	Hierarchical Linear Model	297 employees	Questionnaire	Government Institution
Tuffaha (2020)	Literature review	Article in ISI (Web of Knowledge)	Article	Web Science data base
Kharimah.L & Frianto. A (2019)	Quantitative	46 respondents	Questionnaire	Electrical Institution
Einsenberger. R, Shanock. R.L & Wen. X (2020)	Review empirical	Article regarding OST and POS	Article	Web Science data base
Konstam. V, et. Al (2015)	Quantitative	184 unemployed	Questionnaire	Unemployed adults
Sun. L (2019)	Review meta-analysis	Article regarding POS concept and variables related POS	Article	Web Science data base
Rasyidi, S.N.A, et al (2021)	Review literature	47 articles from 17 journals with research that has been conducted in various countries	Article	Web Science data base
Kusyadi, Y. (2020)	Literature review	Articles related to career adaptability	Article	Web Science data base
Bashir. A et al. (2020)	Survey-based study	Full time employees	Questionnaire	Telecommunication Institution

Saraswati. K.D.H & Pratiwi. M.S.N.D (2020)	Quantitative non-experimental research	140 nurses	Questionnaire	Health institution
Prastiwi. I.E, Pardanawati. S.L & Kuniawan. D (2022)	Quantitative research	40 employees	Questionnaire	Financial Institution.

Future research should limit the object of study to one type of organisation and increase the sample size to collect more data regarding the factors affecting work performance.

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