

The Influence Of Perceived Organizational Support On Task Performance Post-Transfer: A Systematic Review

Muhimatul Khoiroh^{1*}, Pantius Drahen Soeling¹

University of Indonesia, Indonesia

Email: muhiem.mk@gmail.com*

ABSTRACT

Public sector employee transfers often present challenges that can hinder individual performance and organizational effectiveness. This study conducts a systematic literature review to examine how perceived organizational support (POS) affects task performance following such transfers. Employing a structured search and thematic content analysis, 15 peer-reviewed studies from 2010 to 2025 were selected based on inclusion criteria emphasizing public sector relevance, POS, and task performance. The findings consistently show that POS positively influences task performance by fostering affective organizational commitment, psychological empowerment, adaptability, and motivation, which buffer the disruptive effects of relocation. The study reveals key mediators including job satisfaction, relational energy, and training transfer, as well as moderators such as perceived organizational competence (POC), employee adaptability, and the alignment between expected and received support. Unlike previous research that focused broadly on POS across sectors, this review offers a comparative perspective that highlights contextual variations across cultures, organizational structures, and transfer scenarios. The implications are twofold: for researchers, it identifies unexplored areas such as digital HR systems and longitudinal effects of POS in hybrid environments; for practitioners, it emphasizes the importance of strategic, tailored support systems to ensure smooth transitions and sustained performance. This review advances the organizational support literature by deepening understanding of the mechanisms and boundary conditions that shape the effectiveness of POS in public sector mobility.

Keywords: *perceive organizational support; employee transfer; task performance; public sector*

INTRODUCTION

Employee transfer is a prevalent managerial strategy within the public sector, frequently employed to enhance organizational effectiveness, address talent distribution, and promote career progression. Despite the intended benefits of transfers, they have the potential to introduce periods of uncertainty, disrupting established routines, team dynamics, and individual confidence. This uncertainty has the potential to exert a detrimental influence on task performance, particularly in circumstances where employees are confronted with novel environments that are characterized by inadequate preparation or ambiguous expectations. According to extant literature, perceived organizational support (POS) is a critical factor that influences how employees respond to organizational transitions. The term "POS" refers to employees' belief that the organizational values their contribution and well-being. The Organizational Support Theory (OST) developed by Eisenberger et al. (1986) asserts that elevated levels of POS have the potential to enhance emotional, motivational, and behavioral outcomes, particularly during periods of organizational transformation. The presence of POS has been demonstrated to foster the maintenance of high levels of engagement, adaptability, and performance among transferred employees, despite the challenges posed by relocation or role changes.

The notion of POS has been examined in variety of empirical studies. Kurtessis et al. (2017) conducted a comprehensive meta-analysis that confirmed the positive relationship between POS and task performance, commitment, and job satisfaction. In a similar vein, Eisenberger et al. (2020) underscore the pivotal role of POS in fostering employee engagement and mitigating adverse outcomes, such as turn over intention. However, there is a paucity of studies that have systematically synthesized findings related to transferred employees in the public sector, particularly concerning how POS influences their task performance post-transfer. Consequently, this review aims to address this knowledge gap. While prior studies (e.g., Kurtessis et al., 2017; Eisenberger et al., 2020; Maan et al., 2020) have extensively explored the general impact of perceived organizational support (POS) on task performance, satisfaction, and commitment, this research introduces a focused, systematic synthesis of

how POS influences task performance specifically in the context of public sector employee transfers an area previously underexplored. Unlike Eisenberger et al. (2020) who emphasized POS in broad organizational settings, or Simosi (2012) who examined training transfer and support sources, this study uniquely integrates cross-cultural and contextual moderating factors (e.g., perceived organizational competence, wellness programs, transfer stress) in transfer scenarios. Furthermore, by employing a structured content analysis of 15 peer-reviewed journals, it provides a nuanced, comparative insight across diverse organizational and national contexts, identifying mediators such as job satisfaction, psychological empowerment, and relational energy, and moderators like employee adaptability and POS consistency a granularity not comprehensively addressed in previous literature.

METHOD

This review employed a systematic and structured approach to select literature relevant to perceived organizational support (POS) and task performance post-transfer in the public sector. A comprehensive search was conducted using several academic databases, including Scopus, Web of Science, Google Scholar, and ScienceDirect. The selection criteria were established based on inclusion and exclusion parameters to ensure relevance and quality of evidence. The inclusion criteria for the articles were as follows: (1) the articles must have undergone peer review; (2) the articles must have been between 2010 and 2025; (3) the articles must have been written in English; (4) the articles must have focused on public or hybrid organizational context; and (5) the articles must have specially addressed variables related to POS and employee task performance. Studies that focused exclusively on private sector cases or lacked clear empirical data were excluded from the analysis.

The following keywords were utilized in the search: The following terms are to be defined: “perceived organizational support”, “employee transfer”, “task performance”, and “public sector”. The initial step in the selection process involved the screening of titles and abstracts to identify relevant documents, which were then subjected to full-text reviews. The resultant 15 articles, all of which met the established inclusion criteria, were then subjected to a synthesis through thematic content analysis. This analysis was conducted with objective of identifying converging themes, theoretical perspectives, and practical implications. This systematic review employs a structured literature review approach, sourcing empirical studies from reputable academic databases. The selected articles were then methodically analyzed through content analysis, which allowed for the identification of key findings related to POS its mechanism, and outcomes related to task performance.

RESULTS AND DISCUSSION

To bolster the analytical findings of this review, a comparative table is provided, which summarizes the 15 journals. The following table presents a compendium of salient information from each study including the authors, the year of publication, the title, the methodology, the country of focus, and the core findings related to perceived organizational support (POS), and its documented impact on task performance. The summarize table facilitates a more lucid synthesis of diverse research perspectives, underscoring common themes and delineating the disparities across the extant literature. This section’s subsequent narrative analysis is predicted on the findings outlined here.

Table 1. Comparative of Key Findings

No	Author (s)	Title	Country	Method	Key Findings on POS	Impact on Task Performance
1	Bidwell & Keller (2024)	Stepping Sideways to Step Up: Lateral Mobility & Career Advancement Inside Organizations	USA	Quantitative	Mobility enhances career outcomes	Organizational support implied in internal mobility improve performance
2	Abdullahi et al. (2024)	Antecedents of Employee Performance Through POS: A Moderating Role of Job Satisfaction Among Employee of SMEs in an Emerging Economy	Nigeria	Quantitative	POS directly influences performance via job satisfaction	Moderated by satisfaction, POS improve outcomes
3	Peña et al., (2024)	Wellness Program, POS, & Their Influence on Organizational Performance: An	Spain	Quantitative	Wellness and POS improve job	Higher commitment

No	Author (s)	Title	Country	Method	Key Findings on POS	Impact on Task Performance
		Analysis Within the Framework of Sustainable Human Resource Management			satisfaction and commitment	enhances task performance
4	Perdhana et al. (2021)	Phenomenal Study Regarding the Consequences of Job Relocations	Indonesia	Quantitative	POS reduces stress and adaptation barriers in transfers	Support mitigates negative impacts on performance
5	Maan et al. (2020)	POS & Job Satisfaction: A Moderated Mediation Model of Proactive Personality & Psychological Empowerment	Pakistan	Quantitative	POS increases job satisfaction via psychological and empowerment	Empowering employees perform better
6	Eisenberger et al., (2020)	POS: Why Caring About Employees Counts	USA	Literature Review	POS lead to creativity, commitment, and performance	Affirms the necessity of POS for task performance
7	Sungu et al. (2019)	When Organizational Support Yields Both Performance & Satisfaction: The Role of Performance Ability in The Lens of Social Exchange Today	Kenya	Quantitative	POS leads to AOC which improve performance	Performance ability moderates this relationship
8	Amah & Sese (2018)	Relational Energy & Relational Energy Employee Engagement: Role of Employee Voice & Organisational Support	Nigeria	Quantitative	POS enhance relational energy	Improve engagement positively affect task performance
9	Rolfö et al. (2018)	Perception of Performance & Satisfaction After Relocation to an Activity-based Office	Sweden	Mixed-Method	Support needed in transition to maintain performance	Without POS, relocation negatively affects performance
10	Kurtessis et al. (2017)	POS: A Meta-Analytic Evaluation of OST	Various	Meta-analysis	POS relates positively to performance, satisfaction, and commitment	Confirms broad positive impact on task performance
11	Wu & Wang (2017)	The Effect Analysis od Perceived - Expected Organizational Support Consistency on Employee Performance	China	Quantitative	Performance rises with POS-perception alignment	Mismatch between expected and perceived POS reduces performance
12	Napitupulu et al. (2017)	The Impact of Career Development on Employee Performance: An Empirical Study of The Public Sector in Indonesia	Indonesia	Quantitative	Career development indirectly influences performance through POS and motivation	POS mediates motivation, leading to better task performance
13	Kim et al. (2016)	POS & Affective Organizational Commitment: Moderating Influenced of POC	South Korea	Quantitative	POS effect is stronger with high perceived organizational competence	Leads to increased commitment and performance
14	Cullen et al. (2014)	Employees' Adaptability and Perceptions of Change-	USA	Quantitative	Adaptability and reduce uncertainty improve POS	Higher POS leads to better

No	Author (s)	Title	Country	Method	Key Findings on POS	Impact on Task Performance
		Related Uncertainty: Implications for POS, Jos Satisfaction & Performance				satisfaction and performance
15	Simosi (2012)	Disentangling Organizational Support Construct: The Role of Different Source of Support to Newcomer's Training Transfer & Organizational Support Construct	Greece	Quantitative	POS moderate effects of supervisor and peer support	Enhanced training transfer and affective commitment

Source: review result

Antecedents and Moderatos of POS

The adoption of POS technology is influenced by a multitude of organizational and individual-level factors. As indicated by Kurtessis et al. (2017) and Kim et al. (2016), leadership behavior continues to be a prevailing antecedent. These researchers emphasize that supportive and structured leadership improves POS, which, in turn, indirectly enhances perceived organizational competence. Similarly, Cullen et al. (2014) underscore the pivotal role of employee adaptability and the migration of uncertainty in fortifying POS, this perspective is corroborated by Maan et al. (2020), who accentuate psychological empowerment as a pivotal mediator. Bidwell & Keller (2024) demonstrate that internal mobility and skill development exhibit a subtle correlation with organizational support. In contrast, Wu & Wang (2017) illustrate that the alignment between expected and perceived support strengthens the relationship with performance. Career development also emerged as an important antecedent. Napitupulu et al. (2017) show that investing in career development initiatives significantly increases employee's POS, which in turn enhances motivation and positively impacts task performance. This finding suggests that proactive organizational efforts in employee development contribute to higher loyalty and performance.

Impact on Task Performance Post-Transfer

The comprehensive analysis of the fifteen reviewed studies illuminates numerous pathways through which POS influences employee performance in transfer contexts. For instance, Abdullahi et al. (2024) emphasize that job satisfaction acts as a critical mediator, suggesting that when transferred employees feel recognized and supported, their satisfaction translates into more effective task execution. This assertion is further substantiated the alignment between perceived and expected support and performance consistency. Concurrently, Peña et al., (2024) investigated the role of wellness programs as instruments of organizational support, indicating that even indirect POS strategies can positively influence commitment and output. Furthermore, the extant studies demonstrate sectoral and cultural variation in the effectiveness of POS for instance, Amah & Sese (2018) in Nigeria emphasize relational energy as mediating mechanism, while Simosi (2012) in Greece underscore the significance of newcomer training and the quality of peer support. Perdhana et al. (2021) and Rolfö et al. (2018) offer qualitative insights, illustrating how the emotional strain of relocation can be mitigating by timely institutional support.

Napitupulu et al. (2017) extend this view by confirming that career development opportunities, when paired with a strong POS, increase employee motivation, an important internal driver that sustains performance during and after transfer periods. These findings suggest that, while POS consistently correlates with performance improvements, the underlying mechanism can differ based on contextual factors such as employee adaptability, perceived fairness, organizational design, and national work cultures. The practice of POS transcends mere symbolism, representing a deliberate and strategic element that must be meticulously aligned with the distinct requirements of employees and their respective environments to ensure optimal performance enhancement. A comprehensive review of the extent literature reveals a consistent effect of POS on task performance, particularly through affective organizational commitment, motivation, and reduced stress. Eisenberger et al., (2020) and Kurtessis et al. (2017) have confirmed the broad influence of the phenomenon on discretionary behavior, satisfaction, and retention. Amah & Sese (2018) research demonstrates that the implementation of POS

significantly enhance relational energy, thereby promoting heightened engagement and enhanced performance. Simosi (2012) study indicates that the implementation of POS training methodologies is associated with enhanced training transfer, particularly when augmented with support from supervisors and peers. Concurrently, Sungu et al. (2019) emphasize that an individual's capacity moderates the POS-performance relationship, proposing that support alone is inadequate without consideration of capacity.

Furthermore, Maan et al. (2020) discovered that proactive personality and psychological empowerment augment the impact of POS on job satisfaction, which in turn enhances performance. In their 2017 study, Wu and Wang introduced the concept of POS consistency, positing that a congruence between perceived and expected support is pivotal to maintaining elevated task performance. Likewise, Peña et al., (2024) demonstrated that wellness initiatives, when aligned with perceived support, can foster commitment and productive outcomes. Transfers frequently entail a multitude of stressors, including but not limited to relocation, alterations in the work environment, and the necessity of adapting to new teams. These factors have the potential to disrupt productivity, Perdhana et al. (2021) and Rolfö et al. (2018) emphasize the importance of organizational support in these transitions, where inadequate support has been shown to reduce satisfaction and task output. Cullen et al. (2014) posit that in environments characterized by uncertainty, the buffering role of POS becomes even more pronounced. Furthermore, Abdullahi et al. (2024) demonstrated that job satisfaction mediates the relationship between POS and performance, reinforcing the need for supportive climates during and after employee transfers.

The Moderating Role of Perceived Organizational Competence (POC)

Kim et al. (2016) and Sungu et al. (2019) identify POC as crucial in moderating the effectiveness of POS, demonstrating that organizational competence perceptions amplify the positive effects of POS on employee performance and commitment. Thus, enhancing perceptions of organizational competence through effective management practices significantly strengthens POS outcomes.

CONCLUSION

This systematic literature review highlights perceived organizational support (POS) as a key driver of task performance during public sector employee relocation, fostering outcomes such as commitment, empowerment, adaptability, and motivation that help mitigate disruption. Analyzing 15 peer-reviewed studies, the review reveals that while POS consistently influences performance, its mechanisms vary based on organizational context, employee traits, and cultural factors, with elements like wellness programs, training transfer, and support alignment acting as mediators and moderators. The review recommends future research to examine these moderating conditions further and assess the impact of technology, digital HR systems, and leadership commitment. Additionally, it suggests exploring the long-term effects of POS on retention and performance in hybrid or digital workplaces through comparative and mixed-methods studies to deepen understanding of POS in diverse and evolving organizational settings.

REFERENCES

- Abdullahi, M. S., Adieza, A., Arnaut, M., Nuhu, M. S., Ali, W., & Lawal Gwadabe, Z. (2024). Antecedents of employee performance through perceived organizational support: a moderating role of job satisfaction among employees of SMEs in an emerging economy. *Journal of Organizational Effectiveness*. <https://doi.org/10.1108/JOEPP-01-2023-0014>
- Amah, O. E., & Sese, E. (2018). Relational Energy & Employee Engagement: Role of Employee Voice & Organisational Support. *The Indian Journal of Industrial Relations*, 53(3), 475–488.
- Bidwell, M., & Keller, J. R. (2024). Stepping Sideways to Step up: Lateral Mobility and Career Advancement Inside Organizations. *Management Science*, April. <https://doi.org/10.1287/mnsc.2021.03746>
- Cullen, K. L., Edwards, B. D., Casper, Wm. C., & Gue, K. R. (2014). Employees' Adaptability and Perceptions of Change-Related Uncertainty: Implications for Perceived Organizational Support, Job Satisfaction, and Performance. *Journal of Business and Psychology*, 29(2), 269–280. <https://doi.org/10.1007/s10869-013-9312-y>
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived Organizational Support: Why Caring about Employees Counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 101–124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, 37(4), 558–583. <https://doi.org/https://doi.org/10.1002/job.2081>

- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, 43(6), 1854–1884. <https://doi.org/10.1177/0149206315575554>
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6(1), 1–10. <https://doi.org/10.1186/s43093-020-00027-8>
- Napitupulu, S., Haryono, T., Laksmi Riani, A., Sawitri, H. S. R., & Harsono, M. (2017). The impact of career development on employee performance: an empirical study of the public sector in Indonesia. *International Review of Public Administration*, 22(3), 276–299. <https://doi.org/10.1080/12294659.2017.1368003>
- Peña, I., Andrade, S. M., María Muñoz, R., & Barba-Sánchez, V. (2024). Wellness Programs, Perceived Organizational Support, and Their Influence on Organizational Performance: An Analysis Within the Framework of Sustainable Human Resource Management. *SAGE Open*, 14(1), 1–14. <https://doi.org/10.1177/21582440241229358>
- Perdhana, M. S., Sawitri, D. R., & Permana, D. E. S. (2021). Phenomenological Study Regarding the Consequences of Job Relocations. *Proceedings of the International Conference on Psychological Studies (ICPSYCHE 2020)*, 530(Icpsyche 2020), 353–358. <https://doi.org/10.2991/assehr.k.210423.052>
- Rolfö, L., Eklund, J., & Jahncke, H. (2018). Perceptions of performance and satisfaction after relocation to an activity-based office. *Ergonomics*, 61(5), 644–657. <https://doi.org/10.1080/00140139.2017.1398844>
- Simosi, M. (2012). Disentangling organizational support construct: The role of different sources of support to newcomers' training transfer and organizational commitment. *Personnel Review*, 41(3), 301–320. <https://doi.org/10.1108/00483481211212959>
- Sungu, L. J., Weng, Q. (Derek), & Kitule, J. A. (2019). When organizational support yields both performance and satisfaction: The role of performance ability in the lens of social exchange theory. *Personnel Review*, 48(6), 1410–1428. <https://doi.org/10.1108/PR-10-2018-0402>
- Wu, H., & Wang, Y. (2017). The effect analysis of perceived - Expected organizational support consistency on employee performance. *MATEC Web of Conferences*, 100, 1–7. <https://doi.org/10.1051/mateconf/201710005050>