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PERCEIVED ORGANIZATIONAL SUPPORT AS A PREDICTOR OF JOB SATISFACTION AMONG EMPLOYEES: A SYSTEMATIC LITERATURE REVIEW

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Abstract

Purpose: *This study systematically examines the relationship between Perceived Organizational Support (POS) and employee job satisfaction across occupational sectors, organizational settings, and employee groups.* ***Method:*** *A Systematic Literature Review (SLR) followed PRISMA 2020 guidelines, identifying 12 eligible studies from 475 Scopus-indexed articles published between 2020 and 2026. Study quality was assessed using the Joanna Briggs Institute (JBI) checklist, followed by descriptive and narrative synthesis.* ***Findings:*** *POS is consistently and positively associated with job satisfaction across diverse sectors. Employee recognition, supportive supervision, organizational fairness, adequate resources, and employee well-being are key contributing factors, although relationships vary across organizational contexts.* ***Research Limitations/Implications:*** *The review was limited to Scopus-indexed studies published between 2020 and 2026. Methodological differences constrain generalizability and causal interpretation. Future research should explore broader databases, longitudinal designs, and mediating or moderating mechanisms.* ***Practical Implications:*** *Organizations should prioritize employee recognition, supportive leadership, fair policies, adequate resources, and flexible working arrangements to enhance job satisfaction.* ***Originality/Value:*** *This review integrates recent cross-sector evidence through Organizational Support Theory and Social Exchange Theory, highlighting consistent relationships, contextual variations, and future research directions.*

Keywords: *Employees, Job Satisfaction, Perceived Organizational Support, Systematic Literature Review.*

PUBLIC INTEREST STATEMENT

Employee job satisfaction contributes to individual well being and organizational performance. Nevertheless, empirical evidence connecting Perceived Organizational Support (POS) to job satisfaction exhibits notable variations across distinct workplace environments. To bridge this gap in the literature, the present systematic review synthesizes empirical studies published between 2020 and 2026, aiming to establish a comprehensive and holistic understanding of this complex relationship. This review's findings show that employees who

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sense greater backing from their organization typically report a greater degree of job satisfaction. These findings show how much supportive organizational settings matter, and they carry implications for managerial practice, as well as for further research.

INTRODUCTION

Competition between organizations continues to grow, while changes in the way work is organized and carried out are also taking place. These conditions have made employees' experiences in the workplace an important consideration for organizations. Employees' experiences of their daily work can influence their attitudes toward their jobs and their perceptions of the organization. Employees may respond to their jobs differently, depending on the work environment and how the organization manages its people. Strong organizational support, together with sound management of human resources, is proven to foster positive perceptions and opinions that employees have regarding the jobs they do (Djatmiko et al., 2020). Employee engagement and a positive work experience are also more easily cultivated when a company consistently prioritizes the well being of its members (Asan et al., 2020). The recognition, attention, and fulfillment of needs provided by an organization ultimately shape how staff perceive both the organization and their own professional roles (Eisenberger et al., 2020).

Job satisfaction covers how employees feel emotionally as well as how they cognitively appraise their work experience (Spector, 1997), representing a broader evaluative work attitude (Weiss, 2002). Enhanced levels of job satisfaction are consistently linked to superior job performance (Judge et al., 2001). Within this context, Perceived Organizational Support (POS) functions as a key force in boosting job satisfaction (Eisenberger et al., 1986). This constructive influence of POS is particularly magnified when reinforced by robust performance recognition systems, supportive supervision, and the adequate allocation of operational resources.

Although the interplay between POS and job satisfaction has been widely investigated across diverse industry sectors, empirical evidence reveals notable inconsistencies. Such discrepancies stem largely from variations in sample demographics, organizational contexts, research designs, measurement scales, and analytical methods. Furthermore, theoretical paradigms vary across studies, with several models integrating mediating or moderating constructs to elucidate the underlying mechanics of this relationship. Additionally, the tendency of existing literature to concentrate on isolated sectors or target populations constrains the broader applicability of their conclusions. These methodological and contextual variations underscore that empirical insights derived from one specific organizational ecosystem cannot be indiscriminately generalized to distinct work environments.

Conducting a systematic literature review is a good way to make sense of how POS ties in with employees' job satisfaction, because it pulls together what existing empirical studies have found and examines it critically. Take Knapp et al. (2017), for example. Their study showed that POS was linked to how satisfied people felt in their jobs, as well as to turnover intentions among employees working in nonprofit organizations. Thevanes and Saranraj (2018), on the other hand, found a strong positive link between the support an organization offers and the job satisfaction of academic staff. Each study looks at a different group, so the findings feel scattered. Bringing them together in one review helps show how organizational support affects the way employees feel about their work in different institutional settings.

A meta analysis by Yuwono (2021) also conducted a meta-analysis examining how organizational support is associated with job satisfaction, drawing on 19 articles containing 22

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research results. These findings provide an empirical and theoretical foundation for understanding the contribution that support from the organization makes to employees' satisfaction. Extending this body of research, the present study synthesizes empirical investigations published between 2020 and 2026 and indexed in Scopus. The review examines evidence from diverse occupational sectors, organizational environments, and employee populations to identify recurring patterns and assess whether reported findings remain consistent across different workplace contexts. Its principal contribution is to provide an updated synthesis of empirical research published during the specified period while comparing findings across occupational domains.

It addresses two questions: (1) What does research reveal about the influence of POS on job satisfaction from 2020 to 2026? and (2) How consistent is it across sectors, workplaces, and participant characteristics? The literature review will also trace the research developments and provide some management guidance to improve job satisfaction via contribution recognition, appropriate support, and attention to employee well-being. Such practices might contribute to a supportive organizational climate and foster more positive employee evaluations of their work.

LITERATURE REVIEW

This study builds on Organizational Support Theory (OST) in order to make sense of the way POS relates to job satisfaction among employees. Eisenberger et al. (1986) define POS as the overall sense employees have of whether the company that employs them recognizes their contributions and looks out for how they are doing. Such beliefs develop through workplace experiences, including equitable treatment, managerial assistance, acknowledgment of employee efforts, and the provision of favorable working conditions. Rhoades and Eisenberger (2002) found that POS goes together with a number of favorable results for employees, including job satisfaction. According to Spector (1997), job satisfaction is simply how positively or negatively people feel toward their jobs. Similarly, Aziri (2011) describes job satisfaction in terms of an attitude and emotional reaction toward one's occupation, reflecting how favorably or unfavorably employees judge what they go through at work.uals perceive their experiences at work. Although OST explains the way employees come to judge how far their organization supports them, Social Exchange Theory (SET) adds a complementary angle on how perceived support may contribute to positive workplace attitudes, including job satisfaction.

Drawing on Social Exchange Theory (Blau, 1964), the functional linkage connecting POS to job satisfaction is largely shaped by the principle of reciprocity. Employees perceiving substantial organizational support internalize an implicit obligation to reciprocate, converting this felt responsibility into heightened organizational commitment and highly favorable work attitudes. Furthermore, the satisfaction of socio-emotional needs, coupled with a reinforced sense of organizational belonging and professional recognition, serves as a pivotal mediating mechanism that ultimately drives elevated overall job satisfaction (Eisenberger et al., 2020).

A robust body of empirical literature consistently links Perceived Organizational Support (POS) to increased occupational satisfaction across a diverse range of operational settings. According to Kurtessis et al. (2017), POS promotes positive work outcomes by meeting employees' basic psychological needs, such as socio-emotional needs, and by acknowledging and validating the worth of the contributions they make to the company. Maan et al. (2020) provide further support for the association's dependability, because they showed

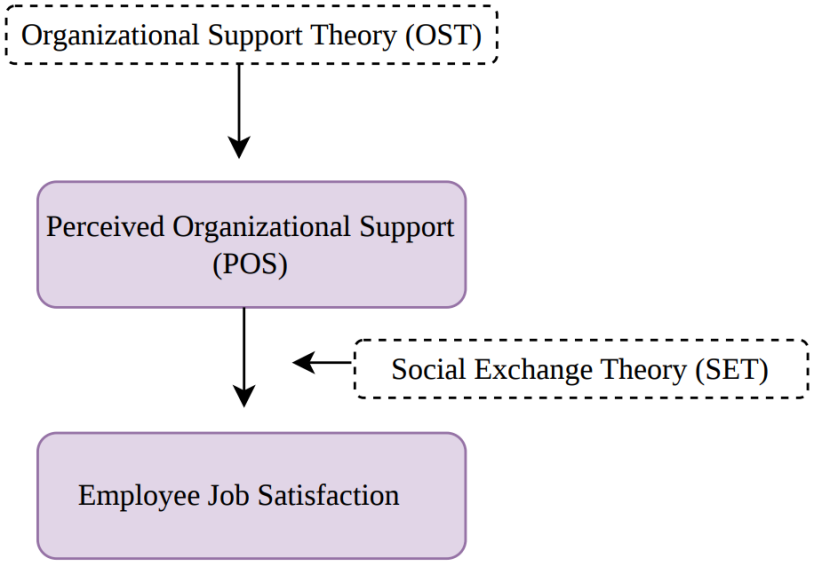
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that the connection linking POS to job satisfaction stays valid over the long term across different methodological frameworks and research contexts.

The combination of Social Exchange Theory (SET) and Organizational Support Theory (OST) provides a broad theoretical perspective for understanding the underlying mechanisms that link POS to job satisfaction. While OST illustrates how institutional practices shape perceptions of support, SET explains the reciprocal behavioral reactions reflected in employees' positive work attitudes. Together, these two theoretical perspectives strengthen the analysis of POS as a robust and reliable predictor of job satisfaction across a broad spectrum of professional fields and work environments.

Integrating evidence drawn from varied organizational settings aims to deepen the scholarly understanding of this relational dynamic. OST and SET collectively serve as the analytical foundation for unpacking how personnel process support and react to organizational treatment. In this conceptual framework, POS is examined as a predictor variable affecting job satisfaction, which is defined as how a person feels about the time they have spent in their job and is shaped in large part by the organizational policies they perceive. Specifically, this inquiry investigates the stability of the positive pattern linking POS and job satisfaction across different industrial sectors, working conditions, and participant demographics.

Figure 1
Conceptual Framework



This conceptual framework presents a general view of the relationships examined in this research, with POS as a predictor and employees' job satisfaction acting as the outcome. Within this framework, Organizational Support Theory explains the way employees develop perceptions regarding the value and care demonstrated by their organization, while Social Exchange Theory helps explain how such support may lead employees to react through positive attitudes toward their work. These two theories complement each other by giving a framework that explains the way perceived organizational support ties in with employees' job satisfaction levels across various workplace contexts.

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METHOD

This study employed a Systematic Literature Review (SLR) approach to explore how POS connects with employees' job satisfaction by drawing on the existing empirical literature. This approach allows for the collection, critical evaluation, and synthesis of findings from earlier studies, and hence contributes to a clearer understanding of the way POS relates to satisfaction at work. To keep the review methodologically sound and transparent, every step taken in conducting the review, starting from identifying relevant literature and screening, to assessing study eligibility, to finalizing the studies included, followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines (Page et al., 2021).

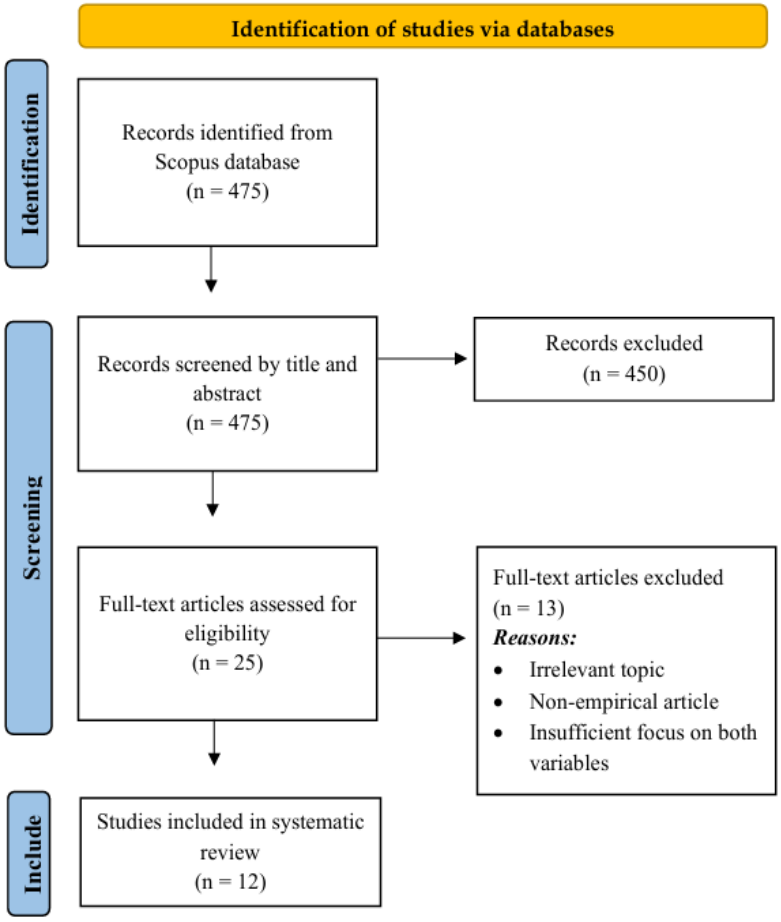
The search for literature relied on the Scopus database as its primary source of relevant publications. The Scopus search itself took place on June 5, 2026. The strategy for searching covered only empirical studies that appeared from 2020 to 2026 and combined the keywords (Perceived Organizational Support) AND (Job Satisfaction) AND (employee OR employees OR worker OR workers). First, articles from Scopus were filtered according to their titles and abstracts. At this stage, possibly relevant articles were kept for additional evaluation, while those that were clearly unrelated to POS and job satisfaction were eliminated.

The review relied on inclusion and exclusion criteria, which were drawn up to determine which studies would stay in the review. A study was included if it (1) empirically investigated how Perceived Organizational Support is linked to job satisfaction, (2) involved employees or workers as participants, (3) appeared in a peer-reviewed journal, and (4) were accessible in full-text format. A study was left out if it (1) did not cover the variables this review focuses on, (2) involved participants outside the context of employees or the workers, (3) were conceptual or theoretical articles without empirical findings, or (4) were not available in full text. These criteria directed the article selection process so that the chosen articles would stay in line with the focus and objectives of the review.

The selection of candidate literature strictly observed predefined eligibility criteria designed to ensure theoretical and methodological alignment. Studies were deemed eligible if they provided empirical insights into the interaction between POS and job satisfaction, drew upon employee-centered sampling frameworks, were published in peer-reviewed scholarly journals, and contained fully accessible text. On the other hand, studies were systematically filtered out if they addressed mismatched constructs, examined populations outside occupational settings, lacked empirical foundations, or faced full-text retrieval limitation

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Figure 2
PRISMA Flow Diagram



The data collection process involved the identification and extraction of data from all studies which met the inclusion criteria. The information extracted and documented in a table for each study covered the authors, year of publication, number of subjects, research design, analysis tools or methods, and main findings. The table describes what each of the selected studies looks like, maps the methods and contexts behind the selected literature, and serves as the foundation for synthesizing findings about how POS is linked to employee job satisfaction.

If an article did not state its research design outright, we worked it out ourselves by looking at how the data were collected and analyzed, and whether the study involved an intervention, follow-up over time, or a comparison group. Consequently, the research design categorization in this review reflects the outcome of analytical deductions made independently by the evaluation team, rather than merely adopting the explicit methodological labels provided in the source documents. This deduction-based approach to categorization is applied systematically to minimize classification ambiguity and ensure consistency in methodological assessment across all the literature reviewed.

The methodological quality of the 12 included studies was assessed using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist for Analytical Cross-Sectional Studies

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(Barker et al., 2026). The checklist is made up of eight questions that were used to evaluate the methodological quality of every study assessed.: (1) Were the criteria for inclusion in the sample clearly defined? (2) Were objective, standard criteria used for measurement of the condition? (3) Was the exposure measured in a valid and reliable way? (4) Were the outcomes measured in a valid and reliable way? (5) Were confounding factors identified? (6) Were strategies to deal with confounding factors stated? (7) Was appropriate statistical analysis used? and (8) Were the study subjects and the setting described in detail? Each question was assessed based on the information provided in each article and given one of four ratings: "Yes" (Y), "No" (N), "Unclear" (U), or "Not Applicable" (NA). Appraisal results summarized study quality and limitations affecting interpretation. All eligible studies were retained regardless of quality scores, which were not used for exclusion. Table 1 reports the JBI appraisal findings.

Table 1
JBI Critical Appraisal Results of the Included Studies

Authors	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Total
Viseu et al. (2020)	U	Y	Y	Y	N	N	Y	Y	5/8
Polat and Terzi (2020)	Y	Y	Y	Y	Y	Y	Y	U	7/8
Biedma-Ferrer et al. (2025)	U	U	Y	Y	Y	Y	Y	U	5/8
Prasetio et al. (2020)	U	Y	Y	Y	U	N	Y	Y	5/8
Climent-Rodríguez et al. (2025)	Y	Y	Y	Y	Y	N	Y	U	6/8
Ipsen et al. (2022)	Y	Y	Y	U	Y	Y	Y	Y	7/8
Yousuf et al. (2022)	Y	Y	Y	Y	N	N	Y	Y	6/8
Mascarenhas et al. (2022)	U	Y	Y	Y	Y	U	N	U	4/8
Côté et al. (2021)	U	Y	U	Y	U	N	Y	Y	4/8
Pungnirund et al. (2020)	U	Y	Y	Y	U	N	U	N	3/8
Pinnington et al. (2024)	U	Y	Y	U	Y	Y	N	Y	5/8
Su and Jiang (2023)	U	Y	Y	Y	Y	Y	Y	Y	7/8

The data were analyzed descriptively and synthesized narratively by comparing the findings across all included studies. The findings were examined based on how POS and job satisfaction are related, and also variations in results based on sample characteristics and research settings. A narrative synthesis was chosen because the review aimed to identify patterns across studies with varying characteristics, not to statistically pool their results. The approach was meant to give a broad picture of how POS relates to job satisfaction, to show how consistent the existing findings are, and to point out where more research is needed.

RESULT

PRISMA Study Selection

The search of the Scopus database yielded 475 articles in total. Of the 25 articles that received full-text assessment once the title and abstract stage was complete, 13 were removed

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since they fell short of the eligibility requirements. As a result, this systematic literature review included 12 empirical studies. The included studies looked at the connection of POS with job satisfaction across a variety of occupational settings and employee groups. The steps through which studies were selected are laid out in the PRISMA flow diagram (Figure 2).

Characteristics of Included Studies

In Table 2, the authors present a thorough synthesis of the fundamental characteristics as well as key empirical findings extracted from 12 primary studies. The body of literature analyzed encompasses a broad sectoral scope, ranging from healthcare, hospitality, tourism, telecommunications, and the pharmaceutical industry to higher education and corporate management units. In terms of demographics, the target populations in these studies represent a highly diverse range of demographic and occupational profiles. The samples include specific professional groups such as nursing staff, female academic and administrative personnel, and managers working remotely. Regarding methodology and sample size, the number of participants across the 12 studies varies significantly, ranging from 39 to 1,016. This variation in scale reflects a heterogeneous methodological approach, spanning from in-depth qualitative studies with small sample sizes to large-scale quantitative surveys.

From a methodological perspective, the majority of the reviewed studies employ a quantitative, survey based design with a cross sectional approach. These studies utilize a range of sophisticated analytical techniques, including bivariate correlation, multiple regression analysis, and partial least squares (PLS SEM) bootstrapping procedures, and the use of the PROCESS macro for testing mediation and moderation effects. Despite the variation in empirical specifications, the synthesized evidence consistently reveals a significant and favorable association linking POS to employees' job satisfaction. Nevertheless, this methodological diversity necessitates great caution when comparing and synthesizing conclusions across different research settings.

Table 2
Article Characteristics and Main Findings

xdd	Field of Work	Design/ Analysis	Sample	Statistical Parameters	Main Findings
Viseu et al. (2020)	Hospitality	Cross-sectional; SEM	504 hotel employees	POS → JS: standardized coefficient = .153, Z = 2.317, $p < .05$; total effect = .528; r = .487 ($p < .05$); R^2 (JS) = .494	POS has a positive effect on job satisfaction
Polat and Terzi (2020)	Healthcare	Cross-sectional; Spearman, regression	655 nurses	POS - JS: r = 0.262, p = .001; regression F = 24.625, p = .001; R^2adj = 0.156	Organizational support increases job satisfaction
Biedma-Ferrer et al. (2025)	Tourism	Online survey; PLS-SEM	568 tourism employees	Organisational Support → Satisfaction: β =	POS enhances well being and job satisfaction

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xdd	Field of Work	Design/ Analysis	Sample	Statistical Parameters	Main Findings
				0.356, p < .001, 95% CI (0.274; 0.438)	
Prasetio et al. (2020)	Telecommunications	Cross-sectional; correlation, bootstrapping	102 employees	POS → JS: b = 0.753, SE = 0.059, p < .001; POS-JS: r = .799, p < .01	POS increases job satisfaction and helps reduce the impact of work stress
Climent-Rodríguez et al. (2025)	Various fields	Cross-sectional pilot; Spearman's Rho	39 workers with severe mental disorders	POS - JS: Spearman's rho = 0.423, p < .001, n = 39	POS is positively correlated with job satisfaction
Ipsen et al. (2022)	Management	Online survey; PLS-SEM	1,016 distance managers	POS → JS: β = 0.326, p < .001; R^2 = 0.106; f^2 = 0.118	POS increases job satisfaction during the pandemic
Yousuf et al. (2022)	Various organizations	Cross-sectional; PLS-SEM	261 transgender employees	POS → JS: β = 0.435, SE = 0.0303, t = 14.3, p < .001; R^2 (JS) = 0.7629	POS increases job satisfaction
Mascarenhas et al. (2022)	Various fields	Questionnaire; PLS-SEM	171 employees	POS → JS: B = 0.319, p < .001; R^2 (JS) = 0.500	POS increases job satisfaction through organizational identification and work engagement
Côté et al. (2021)	Various fields	Cross-sectional; PROCESS (bootstrapping)	289 employees	POS → JS: β = .31, p < .001; POS-JS: r = .53, p < .01	POS helps maintain job satisfaction under presenteeism conditions
Pungnirund et al. (2020)	Pharmacy	Questionnaire; PLS-SEM	HR managers and employees; N not reported	Indirect via POS: RSP β = 0.117 (p = 0.001); TDP β = 0.128 (p = 0.002); RCP β = 0.173 (p = 0.001)	POS contributes to increased job satisfaction
Pinnington et al. (2024)	Various fields	Cross-sectional; PROCESS macro (model 4)	247 female workers	Indirect via POS: B = 0.072, SE = 0.024, 95% CI [0.031, 0.125]	POS mediates the relationship between work networks and job satisfaction
Su and Jiang (2023)	Education	Cross-sectional;	527 female university	Moderated mediation index	POS helps maintain job

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xdd	Field of Work	Design/ Analysis	Sample	Statistical Parameters	Main Findings
		PROCESS macro	teachers	via POS: WFC = 0.015, SE = 0.005, 95% CI [0.005, 0.025]; FWC = 0.010, SE = 0.004, 95% CI [0.002, 0.018]	satisfaction despite work–family conflict

Notes: POS = Perceived Organizational Support; JS = Job Satisfaction; RSP = Recruitment and Selection Procedure; TDP = Training and Development Procedure; RCP = Reward and Compensation Process; WFC = Work–Family Conflict; FWC = Family–Work Conflict.

According to Table 2, the majority of the included studies reported that POS is positively linked with job satisfaction. However, the outcomes diverged based on the analytical models and research objectives. Some studies examined the direct connection from POS to job satisfaction, whereas others focused on how POS operates in indirect relationships through mediation models or its associations with work-related and organizational factors. Overall, these results show that diverse analytical approaches and work settings have been used to investigate the connection between POS and job satisfaction.

Methodological Quality of Included Studies

Methodological quality scores across the 12 evaluated studies ranged from 3/8 to 7/8 based on the JBI Critical Appraisal Checklist for Analytical Cross-Sectional Studies. The ratings demonstrated notable variation across the tool's eight assessment criteria, reflecting differing degrees of methodological compliance and rigor among the included primary studies. Statistical analysis (Q7) received nine “Yes,” one “Unclear,” and two “No” ratings. Identification of confounders (Q5) received seven “Yes,” three “Unclear,” and two “No” ratings, while strategies to address confounding (Q6) received five “Yes,” one “Unclear,” and six “No” ratings. “Unclear” indicated insufficient reporting to assess the criterion. Table 1 provides the detailed appraisal results.

Thematic Synthesis

There are two main themes in this thematic synthesis: (1) the effect of POS on job satisfaction, and (2) the consistency of the influence of POS across various sectors and employee groups (Table 3). Some studies fall into both categories because they investigate how POS is linked to job satisfaction and simultaneously provide data relevant to different employee groups and work environments.

Table 3
Thematic Mapping of Synthesis Results

Theme	Articles
The Effect of Perceived Organizational Support on Job Satisfaction	Viseu et al. (2020); Polat and Terzi (2020); Biedma-Ferrer et al. (2025); Prasetio et al. (2020); Climent-Rodríguez et al. (2025); Ipsen et al. (2022); Yousuf et al. (2022); Pungnirund et al. (2020)
The Consistency of the Influence of Perceived Organizational Support on Job Satisfaction	Polat and Terzi (2020); Climent-Rodríguez et al. (2025); Ipsen et al. (2022); Yousuf et al. (2022); Su and Jiang

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The Effect of Perceived Organizational Support on Job Satisfaction

A synthesis of studies indicates that Perceived Organizational Support (POS) has a positive impact on job satisfaction across various sectors such as hospitality (Viseu et al., 2020), healthcare (Polat & Terzi, 2020), telecommunications (Prasetio et al., 2020), and tourism (Biedma-Ferrer et al., 2025) as well as among specific groups of workers, including individuals with severe mental disorders (Climent-Rodríguez et al., 2025), remote managers during the pandemic (Ipsen et al., 2022), and transgender employees (Yousuf et al., 2022). Moving beyond a direct-relationship approach, Pungnirund et al. (2020) examined POS within an indirect path model in the pharmaceutical industry. These findings point to the fact that a relationship of POS with job satisfaction exists across diverse organizational environments. This is driven by employees' perceptions that their contributions and well-being are prioritized, even though the ways in which organizational support is defined and measured vary from study to study.

The Consistency of the Influence of Perceived Organizational Support on Job Satisfaction Across Various Fields and Employee Groups

The influence that employees' perceived organizational support (POS) has on job satisfaction has been investigated across various professional backgrounds and demographic groups. Positive outcomes have been observed among nurses (Polat & Terzi, 2020), individuals with severe mental health conditions (Climent-Rodríguez et al., 2025), remote managers during the pandemic (Ipsen et al., 2022), and transgender employees (Yousuf et al., 2022). Other studies have situated POS within broader frameworks, incorporating variables such as presenteeism (Côté et al., 2021), work–family conflict among female academics (Su & Jiang, 2023), as well as organizational identification and work engagement (Mascarenhas et al., 2022). Pinnington et al. (2024) also investigated the mediating role of POS in linking women's social networks at work to their job satisfaction. These findings confirm the link between POS and job satisfaction across diverse contexts. Nevertheless, the existence of such a positive relationship does not guarantee a uniform magnitude of influence across all groups, so factors such as variations in working conditions, sample characteristics, and analytical design need to be given attention.

DISCUSS

Principal Findings

Findings from this systematic literature review indicate a generally positive influence of POS on employees' job satisfaction in various occupational sectors and among employee groups. This pattern has been reported in studies in the hospitality sector (Viseu et al., 2020), healthcare (Polat & Terzi, 2020), telecommunications (Prasetio et al., 2020), the pharmaceutical industry (Pungnirund et al., 2020), and tourism (Biedma-Ferrer et al., 2025). Similar findings were reported among employees with different characteristics and working arrangements, such as employees with severe mental disorders (Climent-Rodríguez et al., 2025), remote-working managers during the COVID-19 pandemic (Ipsen et al., 2022), and transgender employees (Yousuf et al., 2022). That these findings point in the same direction suggests the link of POS with job satisfaction does not stay confined to a single occupational sector or employee group,

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and has been seen across a wide range of work settings.

This pattern can be understood by considering how employees interpret the way their organization treats them. When employees sense that the work they put in is recognized and that their welfare is taken into account, they tend to view their jobs in a more favorable light. However, the reviewed studies vary across their work settings, employee characteristics, and research models. Therefore, how POS is linked to job satisfaction needs to be understood in light of those working conditions examined in each study. These differences also suggest that the strength of the relationship may not be the same from one occupational setting to another. All in all, this review highlights the relevance of POS as a predictor of how satisfied employees are in their jobs, while also recognizing the diversity of employees' working conditions along with needs.

Contribution to Organizational Support Theory

Grounded in Organizational Support Theory (OST), developed by Eisenberger et al. (1986), this review proposes that employees build up beliefs regarding the extent to which their organization genuinely appreciates them while looking out for their well-being. Employees who feel this kind of care are likely to show better attitudes towards their jobs, which includes job satisfaction. These findings support this view because POS has been found to be positively related to job satisfaction, and this was consistent in various occupational sectors and among different categories of employees. By synthesizing evidence from different workplaces, the review reinforces the foundational propositions of OST. The reviewed studies also placed POS alongside other workplace factors, which suggests its influence on job satisfaction goes beyond a direct association. Overall, these results support OST, while also showing that what counts as meaningful support varies with employees' working conditions and the circumstances they face at work.

Contribution to Social Exchange Theory

Social Exchange Theory (SET), developed by Blau (1964), proposes that people generally return the care and recognition they receive from others, and in the workplace this may lead to more positive work attitudes and behaviors, especially higher job satisfaction. If employees feel their organization sees them as valuable and pays attention to them, they may respond by being more satisfied with their jobs. Some of the reviewed studies looked at POS together with other workplace factors. That matters because it shows the link of POS to job satisfaction is just one piece of the larger connection linking employees and their organization. The findings of this review fit with SET. But the exchange is not the same for everyone. How a person responds seems to depend on their own experiences and on what their workplace is like.

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Mechanisms Linking POS and Job Satisfaction

Supervisory support, performance contingent rewards, equitable policies, adequate functional infrastructure, and a positive work climate collectively serve as profound signals of organizational care. Drawing upon a synthesis of Organizational Support Theory (OST) and Social Exchange Theory (SET), these contextual cues are taken by the workforce as proof that their employer values them and is investing in their well-being, which encourages them to respond in kind. This interpretive process directly triggers positive affective responses and fosters favorable job attitudes, which, in turn, enhance job satisfaction. This operational dynamic elucidates the underlying psychological and contextual mechanisms that link POS with employees' job satisfaction. Furthermore, this core mechanism has proven to be robust and empirically consistent, notwithstanding methodological variations in how individual studies operationalize and measure these dimensions of support.

Beyond its role as a standalone predictor variable, POS occupies a multifaceted structural position within various empirical frameworks. For instance, Pinnington et al. (2024) conceptualize POS less as something that acts directly on outcomes, and more as a mediator that links the perceptions of female employees social networks with their job satisfaction. Consequently, POS can function flexibly as an antecedent, a mediator, or a moderator. This functional variability requires researchers to carefully position and contextualize the empirical contributions of POS, in alignment with the boundaries and architecture of the specific research model employed.

Boundary Conditions and Contextual Variation

The second theme's synthesis demonstrates that perceived organizational support (POS) tends to go hand in hand with higher job satisfaction in a variety of work environments and among different employee groups. This implies that employees tend to see their jobs more favorably once they sense that the company they work for appreciates their efforts and genuinely looks out for their well-being. Those who receive organizational support may feel valued, receive enough attention, and be helped in carrying out their work responsibilities. These perceptions may be associated with greater satisfaction with their jobs and work environments. This positive pattern has been reported in studies on healthcare professionals (Polat & Terzi, 2020), remote-working managers (Ipsen et al., 2022), employees with severe mental disorders (Climent-Rodríguez et al., 2025), transgender employees (Yousuf et al., 2022), and female educators experiencing work–family conflict (Su & Jiang, 2023).

The connection linking POS to the satisfaction levels of employees should likewise be understood by taking into account the conditions that employees face in the workplace. Several research works have examined organizational support alongside presenteeism (Côté et al., 2021), work–family conflict (Su & Jiang, 2023), and shifts in working arrangements during the COVID-19 pandemic (Ipsen et al., 2022). In circumstances of this kind, organizational support may be relevant to how employees cope with the demands of their work and how they judge their experiences on the job. For example, communication and supervisory support may be

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important for remote workers, while employees experiencing work-family conflict may need support in coping with the demands of their job and family responsibilities at the same time. If employees feel that the support they receive is appropriate to their needs, they may evaluate their jobs more positively. Thus, the relationship linking job satisfaction to POS should be considered in light of the forms of support available and the working conditions that employees experience.

Variations in work environments and employee characteristics demonstrate the relevance of POS for understanding job satisfaction across different occupational fields. One reason POS goes hand in hand with job satisfaction is that employees see that their organization acknowledges their contributions and cares about their well-being. These perceptions are connected to how employees evaluate their work and their experience in the organization. Nonetheless, the kind of support employees need may differ based on their individual situation, their work setting, and the demands of their jobs. For this reason, organizations should consider employees' needs when they create support practices, for example fair recognition, adequate work resources, and supportive communication and supervision.

Beyond its association with job satisfaction, POS has also been studied in conjunction with a range of other psychological and workplace variables. The study by Pinnington et al. (2024) investigated whether POS, the support employees perceive for the contributions they make, acts as a mediator in how women's views of workplace networks are linked to how satisfied they are in their jobs. Meanwhile, Mascarenhas et al. (2022) looked into POS in conjunction with organizational identification and work engagement. These findings illustrate that POS has also been studied in relation to the way employees view their relationships with the organizations they work for and their involvement in work. Organizational identification, work engagement, and job satisfaction each capture something different, but they offer complementary perspectives for understanding employees' experiences in the workplace. While the other aspects demonstrate how POS has also been investigated within broader organizational interactions, job satisfaction continues to be the main focus of this discussion.

Practical Implications

The results indicate that organizations need to consider employees' perceptions about how much backing they get from the place where they work. Acknowledging individual contributions is one way to show employees they are appreciated. So is making sure they have what they need to do their jobs, keeping policies fair, and having leaders who actually support them. Steps like these may make employees feel more valued, and they may raise job satisfaction too. But they won't work the same way everywhere. What suits one organization, or one group of employees, may not suit another.

The findings also suggest that organizational support initiatives should reflect differences in employees' working arrangements and personal circumstances. Remote employees, for instance, may require consistent communication, accessible supervisors, and clear expectations regarding their responsibilities. Employees facing work–family conflict may benefit from flexible arrangements and organizational assistance that help them balance professional obligations with family commitments. Accordingly, organizations should

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combine broadly applicable support mechanisms with approaches tailored to the challenges encountered by different employee groups.

Overall, the findings of this review point to how much weight perceived organizational support (POS) carries when serving as a predictor of how satisfied employees are across diverse workplace environments. Organizations may use these insights to assess the adequacy of their existing support systems, determine whether employee contributions receive appropriate recognition, and identify unmet workplace needs. Such evaluations can inform how organizations design their rules and supervisory practices that prioritize employee welfare and foster greater satisfaction at work.

CONCLUSION

The findings from the studies reviewed here support the part that perceived organizational support (POS) plays as a predictor of employees' job satisfaction levels. Employees tend to feel greater job satisfaction if they sense that their organization appreciates their contributions, looks out for their welfare, helps them carry out their responsibilities, and gives them the resources they need to do their work. This pattern was observed across various occupational sectors and employee groups, suggesting that POS is relevant to understanding job satisfaction in different work settings. These findings fit with Organizational Support Theory (OST), which sheds light on why employees' perceptions of being looked after and appreciated by the company may shape their work attitudes. These results also fit with Social Exchange Theory (SET), an account suggesting that employees may respond when their organization treats them well by forming a more positive outlook on their work. Overall, this review addresses its research objectives by synthesizing empirical evidence on POS in its role as a predictor of employees' job satisfaction levels, along with examining how consistent the findings are across occupational fields, organizational settings, and employee groups.

The current study provides an understanding of how POS relates to job satisfaction and also has implications for practice in organizations. Organizations can enhance the perception of support from employees by acknowledging their efforts, giving them proper resources, promoting supportive supervision, maintaining effective communication, and caring for their well-being. Such practices may contribute to a workplace where people feel supported and foster employee job satisfaction. That said, there are some limitations of this study. Only empirical articles indexed in the Scopus database published in the period 2020 and 2026 are included in this review. Studies available in other databases or outside this time frame were therefore not included. Moreover, differences in findings from one study to the next could be due to variations in research design, who the participants were, the industry sectors involved, the measurement instruments used, and the analytical methods applied in the reviewed articles. As a result, future studies could incorporate a wider organizational context, draw from more databases, and broaden the publication dates covered. Future studies may also examine mediating and moderating variables, which would help to gain a wider understanding about the mechanisms and circumstances underlying the link connecting POS with how satisfied employees are in their jobs.

Author Contributions

Conceptualisation, R.A.G. and O.P.M.; methodology, R.A.G. and O.P.M.; formal analysis, R.A.G.; investigation, R.A.G.; data curation, R.A.G.; writing original draft, R.A.G.; writing—review and editing, R.A.G.; supervision, O.P.M. All authors have read and approved the

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Declaration of Generative AI
The authors used ChatGPT (OpenAI) to refine the manuscript's language, grammar, and academic style. They subsequently reviewed and edited the text and assume full responsibility for the accuracy and integrity of the published content.

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Conflicts of Interest
The authors declare no conflicts of interest.

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