A Bibliometric Analysis of Perceived Organizational Support and Performance using Vosviewer

Anisa Indigovera Wargoputri[1], Rr. Sri Handari Wahyuningsih[2], Arni Surwanti[3]
[1,2,3] Master of Management, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia.

ABSTRACT: The purpose of this research is to explore and analyze research trend on perceived organizational support and performance using the Scopus database. A literature review was used in this study by conducting a bibliometric analysis approach with VOSViewer software to visualize the bibliometric network in the last ten years. This research approach carried out bibliographical analysis by taking the Scopus database based on the keyword "perceived organizational support" and "performance". Then filtering research articles was carried out in the 2013 – 2023 period. Publications according to keywords initially amounted to 637 articles, after which 387 articles were filtered. Perceived organizational support and performance are interconnected topics. The development of perceived organizational support and performance has led to an increase in the number of publications by year with peak point in 2023. China is noted as the leading country in contributing publication. The most affiliate was from University of Houston. The most prominent author is Eisenberger with remarkable 8 publications and his publication have been cited in 961 documents. International Journal of Human Resource Management contributed regularly based on publication by source. These publications were published in the subject area Business, Management, and Accounting (35.3%). Analysis using VOSViewer produces network, overlay, and density visualization of co-occurrence by keyword revealed 78 items divided into 7 clusters marked with different color. The interrated factor include human resource management support, engagement, self efficacy, organization, etc. Thus, additional research could be interesting.

KEYWORDS: Bibliometric, Perceived Organizational Support, Performance, Scopus, VOSViewer

I. INTRODUCTION

Competitive world of work makes organizations strive to maximize the role of human resources. Proper human resource management is an advantage for companies to optimize performance, including in the health sector (1). One important factor that affects performance is Perceived Organizational Support (POS). Perceived organizational support can be considered to strategize the organization in stimulating human resources. A person with better job performance, lower absenteeism, and higher expectations regarding rewards for their performance perceives higher organizational support (2). Employees who feel supported by the organization are committed to organizational activities and do their best to achieve organizational goals. When employees receive organizational support, they tend to reciprocate it by showing higher levels of engagement in the workplace. Perceived organizational support will give rise to obligations and commitments to contribute to the growth, development, and general efficiency of the organization (3). Employees with greater perceived organizational support may become more attached to their jobs and organizations as part of the reciprocal norm of social exchange theory to assist the organization in achieving its goals (4). The psychological atmosphere felt by employees will have a positive impact on employee performance, they will work better to achieve organizational goals (5). Previous studies have shown that POS has a positive influence on performance (6,7).

Perceived organizational support must be owned by an organization, in order to foster an employee's trust towards their company (8). When employees perceive that the organization provides excellent support, it will create a sense of responsibility to provide the best performance so as to encourage employees to improve the quality and quantity of performance (1). Perceived organizational support works to increase employee job performance both directly and indirectly through affective organizational commitment (9). For an organization, perceived organizational support is a valuable asset. This is due to the fact that when employees perceive the job to be fully supported, it helps to boost the performance of positive behaviors and attitudes of employees. Employees inside the organization who feel valued will reciprocate favorably by contributing positive attitudinal and behavioral improvements to their work (Najeemdeen et al., 2018). Moreover, individuals with high levels of POS experienced both subjective well-being and improved work performance (6). This research shows the mapping of POS and performance by bibliometric analysis using VOSViewer.

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A. Perceived Organizational Support (POS)

Perceived organizational support can be understood as the degree to which employees feel that the organization values their contributions, agrees to exchange ideas with them, and looks after their well-being (11). Perceived organizational support is an individual employee's perception or belief about how much the organization values and cares about their well-being, the employee's contribution to the development of the company. On the basis of organizational support theory, three general forms of perceived favorable treatment received from the organization (i.e., fairness, supervisor support, and organizational rewards and job conditions) should increase perceived organizational support (12). The first dimension, procedural justice concerns the fairness of the ways used to determine the distribution of resources among employees. The second dimension, employees develop general views concern- ing the degree to which supervisors value their contributions and care about their well-being because supervisors act as agents of the organization, having responsibility for directing and evaluating subordinates' performance, employees view their supervisor's favorable or unfavorable orientation toward them as indicative of the organization's support. The third dimension, a variety of rewards and job conditions have been studied in relation to perceived organizational support for example, recognition, pay, promotions, job security, autonomy, role stressors, and training.

Employees, when thinking that the organization values their contributions and most likely feel that their well-being is more of a concern for them because it is to repay the organization by trying to fulfill their organization-related obligations by feeling bound to be better (13). Kurtessis et al. (2017) suggests perceived organizational support may serve to reduce the outcomes of stress and pressure on employee burnout and other well-being outcomes.

B. Performance

Performance as a pattern of behavior and actions relevant to organizational goals carried out by employees. The dimensions of performance include task performance, contextual performance, counterproductive work behavior (15). The first dimension, task performance, traditionally has received most attention, and can be defined as "the proficiency with which individuals perform the core substantive or technical tasks central to his or her job". The second dimension, contextual performance, defined as "behaviors that support the organizational, social and psychological environment in which the technical core must function". The third dimension, counterproductive work behavior, defined as "behavior that harms the well-being of the organization". Performance is defined as behavior or actions that are relevant to organizational goals based on the responsibilities assigned by the organization (16). Performance is about what is done and how to do it. So performance is a function of motivation and ability. To complete a task or job a person should have a certain degree of willingness and level of ability (17).

C. Bibliometric Analysis

The bibliometric method in this research is used to map the development of research topics and determine the level of research collaboration and productivity. Bibliometric methods allow researchers to base their findings on aggregated bibliographic data produced by other scientists working in the field who express their opinions through citation, collaboration, and writing. The use of bibliometric analysis is growing rapidly (18). Bibliometric mapping will benefit both the scientific community and the general public because it can help turn publication metadata into maps or visualizations, which are more manageable for processing to gain useful insights (19).

D. VOSViewer

VOSViewer is a software tool for creating maps based on network data and for visualizing and exploring these maps (20). Although VOSviewer is intended primarily for analyzing bibliometric networks, it can in fact be used to create, visualize, and explore maps based on any type of network data. Moreover, there are three visualizations such as network visualization, overlay visualization, and density visualization. In the network visualization, items are represented by their label and by default also by a circle. The size of the label and the circle of an item is determined by the weight of the item. The higher the weight of an item, the larger the label and the circle of the item. The overlay visualization is identical to the network visualization except that items are colored differently. If items have scores, the color of an item is determined by the score of the item, where by default colors range from blue (lowest score) to green to yellow (highest score). In the item density visualization, items are represented by their label in a similar way as in the network visualization and the overlay visualization. Each point in the item density visualization has a color that indicates the density of items at that point. By default, colors range from blue to green to yellow. The larger the number of items in the neighborhood of a point and the higher the weights of the neighboring items, the closer the color of the point is to yellow. The other way around, the smaller the number of items in the neighborhood of a point and the lower the weights of the neighboring items, the closer the color of the point is to blue.

II. MATERIAL AND METHOD

This study selected publications in the Scopus database with keyword "perceived organizational support" and "performance". According to keywords, there was 637 publications. The publications filtered with restrictions in the form of year (2013-2023 period), subject area, document type (by articles), publication stage (by final), keywords, affiliation, and language. Final results of

screening was 387 articles. The data exported into comma-separated values (CSV format and analyzed search results on Scopus. The screen display showed these formula: (TITLE-ABS-KEY ("perceived organizational support") AND TITLE-ABS-KEY ("performance")) AND PUBYEAR > 2012 AND PUBYEAR < 2024 AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "ENVI") OR LIMIT-TO (SUBJAREA , "ARTS") OR LIMIT-TO (SUBJAREA , "HEAL"))

The data collected was then carried out by importing process, and then the relationships were mapped through the visualization of the similarity of methods using VosViewer for bibliometric mapping. Futhermore, the files analyzed using VOSViewer software version 1.6.20 which released on October 31, 2023 as tool to construct bibliometric analysis. VOSViewer is a product of the Center for Science and Technology Studies (CWTS) of Leiden University, Netherlands. VOSViewer focuses on the graphical representation of bibliometric maps and present graphical views. Final process was made analysis conclusions. Research methods can be seen in Figure 1 below.
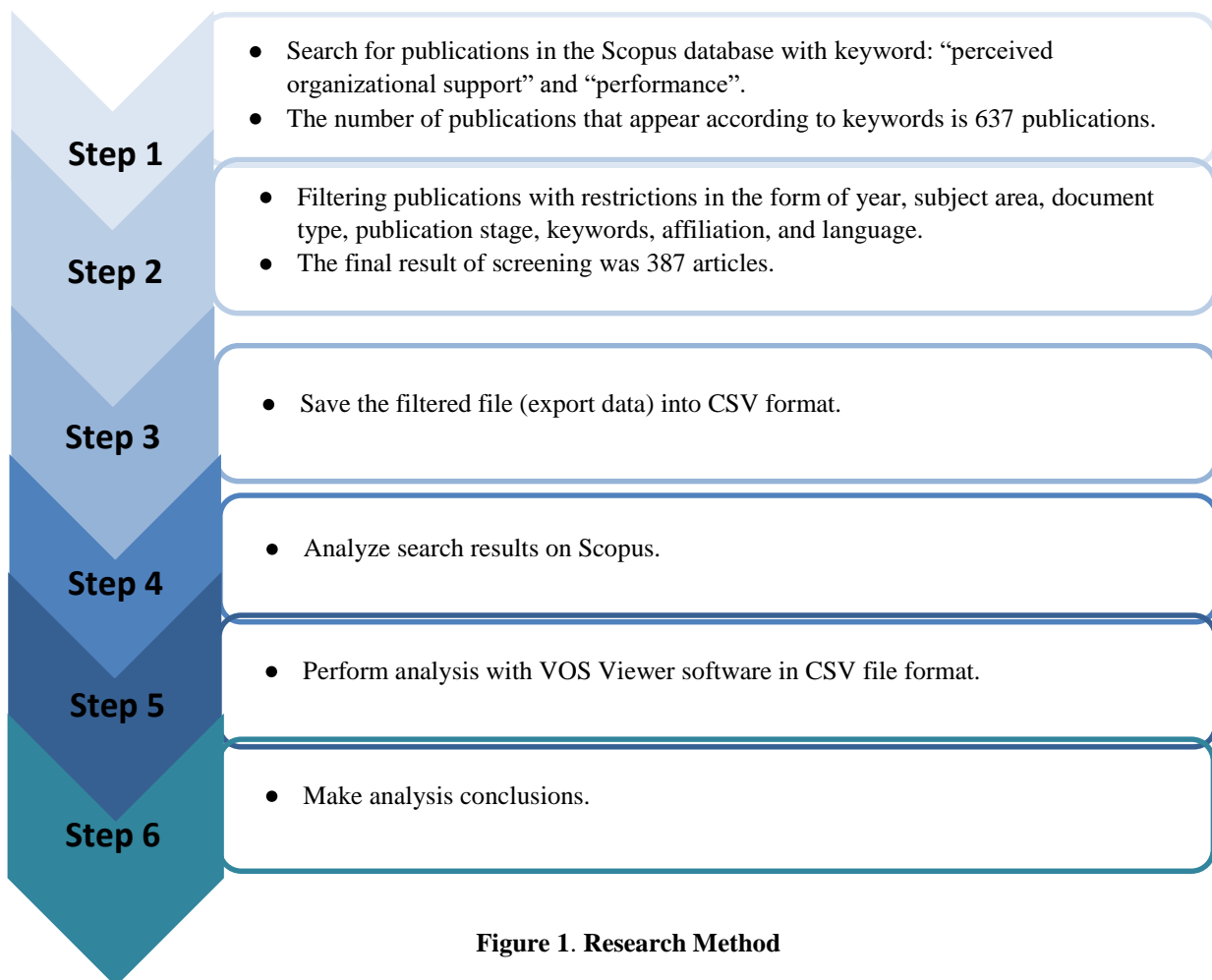
Step 1
- Search for publications in the Scopus database with keyword: "perceived organizational support" and "performance".
- The number of publications that appear according to keywords is 637 publications.

Step 2
- Filtering publications with restrictions in the form of year, subject area, document type, publication stage, keywords, affiliation, and language.
- The final result of screening was 387 articles.

Step 3
- Save the filtered file (export data) into CSV format.

Step 4
- Analyze search results on Scopus.

Step 5
- Perform analysis with VOS Viewer software in CSV file format.

Step 6
- Make analysis conclusions.

Figure 1. **Research Method**

III. RESULTS

The results in this research are divided into several points, such as publication by year, country, affiliation, author, source, and subject area based on Scopus database. Additionally, the visualization results such as network visualization, overlay visualization, and density visualization are using VOSViewer.

A. *Publication by Year*

Based on the data processing with the VOSViewer program, as shown in Figure 2, the frequency of annual publication developments regarding perceived organization support and performance can be shown. The development of publications over pass the 10 years as depicted in Figure 2 is of great interest. Figure 2 illustrates a continous upward trend from 2013 until it reached its peak in 2023. The lowest point was in 2013 and 2015 with 15 documents each others. Meanwhile, the highest point is in 2023 with 68 documents. This shows that the trend increase every year for one decade. There was a decrease in publications only occured from 2014 to 2015, it is not affected by the COVID-19 pandemic.
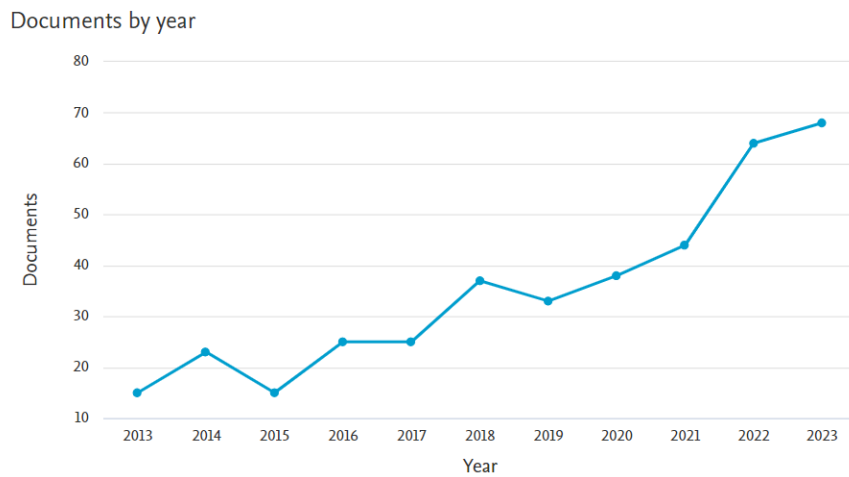
Figure 2. Publication by Year. Source*: Scopus Database.*

B. Publication by Country

Figure 3 demostrates the publications related to research topics are categorized based on the countries that made significant contributions. China is noted as the leading country with 71 documents which marked in black, followed by the United States with 69 documents which marked in red and South Korea in the third position with 31 documents which marked in blue. In addition, Australia with 29 documents which marked in brown, followed by the United Kingdom with 28 documents which marked in orange. Therefore, exploring research in other countries would be intriguing for future investigations.
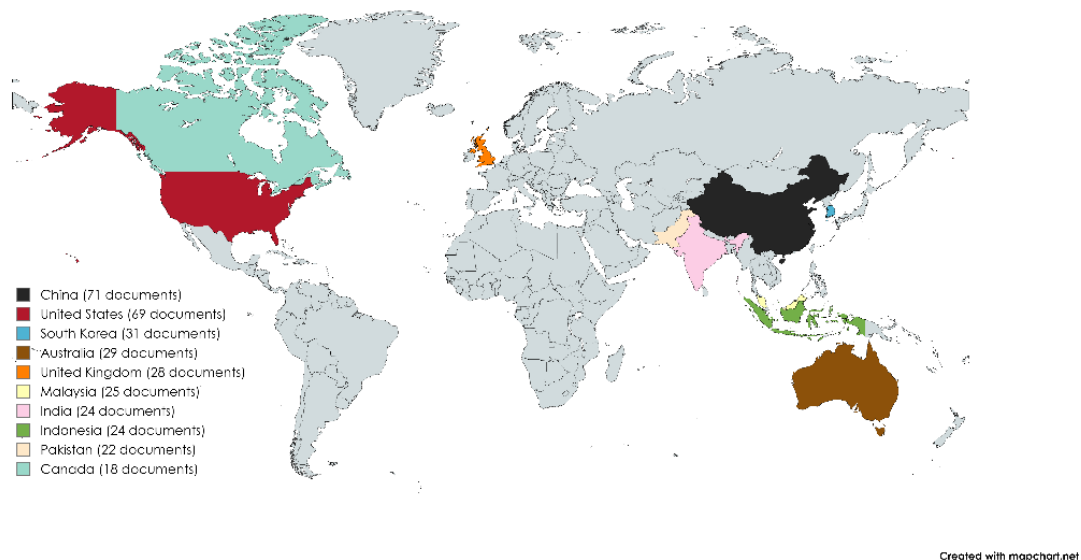
Figure 3. Publication by Country. Source: Scopus Database.

C. Publication by Affiliation

Based on Figure 4, the results of ten years of affiliation which was most common at University of Houston with 12 documents, followed by Renmin University of China with 6 documents. Besides that, Universiti Sains Malaysia, HEC Montréal, and Uluslararası Kıbrıs Üniversitesi had same amount of 5 documents. Meanwhile, Université Catholique de Louvain, State University of New York Albany, Southern Cross University, Hongik University, and Deakin University each had 4 documents.
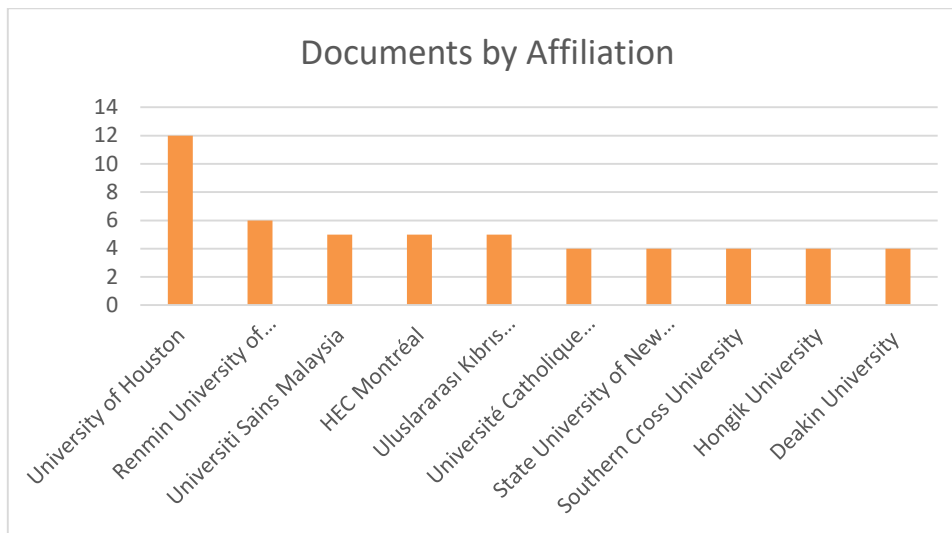
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Figure 4. Publication by Affiliation. Source: Scopus Database.

D. Publication by Author

Table 1 shows the top 10 authors with the highest number of publications on the topic are presented. According to the Scopus database, the most prominent author is Eisenberger with remarkable 8 publications. His publication has been cited in 961 documents. Following him is Ahmed, he has contributed 4 publications which have been cited in 32 documents. In third position is Ford with 4 publications and cited in 71 documents. The fourth until tenth ranked other authors contributed to perceived organizational support and performance topics below.

Table 1. Document Most Cited by Author

Title	Author	Year	Cited (highest)
Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory.	Kurtessis, J.N., Eisenberger, R., Ford, M.T., Stewart, K.A., Adis, C.S.	2017	961
A social exchange perspective of the individual guanxi network: Evidence from Malaysian-Chinese employees.	Ahmed, I., Ismail, W.K.W., Amin, S.M., Nawaz, M.M.	2013	32
Chronic and episodic anger and gratitude toward the organization: Relationships with organizational and supervisor supportiveness and extrarole behavior.	Ford, M.T., Wang, Y., Jin, J., Eisenberger, R.	2018	71
Is all support equal? The moderating effects of supervisor, coworker, and organizational support on the link between emotional labor and job performance.	Kim, H.J., Hur, W.-M, Moon, T.-W., Jun, J.-K.	2017	87
The role of perceived organizational support on emotional labor in the airline industry.	Moon, T.W., Hur, W.-M., Jun, J.-K.	2013	97
Role of perceived organizational support in teachers' responsiveness and students' outcomes: Evidence from a public sector University of Pakistan.	Ahmed, I., Ismail, W.K.W., Amin, S.M., Islam, T.	2014	18
Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model.	Teo, S.T.T., Bentley, T., Nguyen, D.	2020	75
Managing emotional labour: the importance of organisational support for managing police officers in England and Italy.	Brunetto, Y., Farr-Wharton, B., Wankhade, P., Saccon, C., Xerri, M.	2023	15
The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes.	Caesens, G., Stinglhamber, F.	2014	109
Linking perceived organizational support for strengths use to task performance.	Ding, H., Yu, E., Li, Y.	2020	8

Source: Scopus Database

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E. Publication by Source

Figure 5 reveals that over the course of ten years, the majority of publications on various topics originated from several sources. Frontiers Psychology had 18 documents within 2019-2023 which marked in blue line, followed by Sustainability Switzerland stands out with 14 publications for 2018-2023 which marked in red line. Then, International Journal of Human Resource Management contributed 10 documents during 2013-2023 period which marked in green line and International Journal of Environmental Research and Public Health had 7 publications for 2018-2022 which marked in purple line.
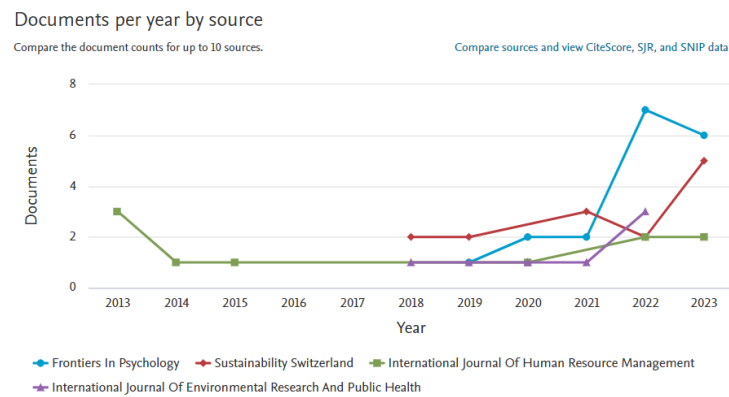
Figure 5 Publication by Source. Source: Scopus Database.

F. Publication by Subject Area

Figure 6 shows that the percentage of research documents on perceived organizational support and performance by field area in the 2013-2023 election that are most published in Scopus are Business, Management, and Accounting with 243 documents (35.3%), followed by Psychology with 112 documents (16.3%). Furthermore, Social Science with 111 documents (16.1%) and the other topics are below 15%. Table 2 shows the detail of publication by subject area below.

Table 2. Publication by Subject Area

| Colour	Field	Documents	Percentage (%)
Dark blue	Business, Management and Accounting	243	35.3
Red	Psychology	112	16.3
Light green	Social Sciences	111	16.1
Purple	Economics, Econometrics, and Finance	39	5.7
Orange	Environmental Science	36	5.2
Turqoise	Medicine	31	4.5
Maroon	Arts and Humanities	23	3.3
Yellow	Decision Sciences	21	3.1
Cream	Energy	16	2.3
Brown	Computer Science	15	2.2
Dark green	Other	41	6.0

Source: Scopus Database.
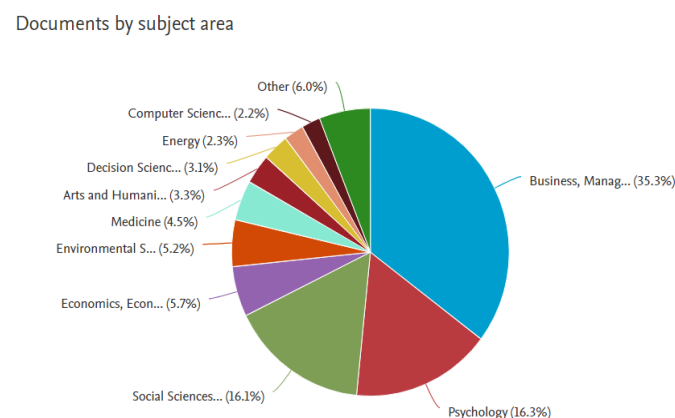
Figure 6. Publication by Subject Area. Source: Scopus Database.

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G. Clustering Network Visualization

Figure 7 presents the network visualization of co-occurance based on keyword as analyzed using VOSViewer. The results showcase 78 items which are divided into 7 clusters, each denoted by different colors. Cluster 1 comprises 17 items which marked in red nets. Cluster 2 encompasses 17 items which marked in green nets. Cluster 3 contains 16 items which marked in dark blue nets. Cluster 4 comprises 15 items which marked in yellow nets. Cluster 5 encompasses 8 items which marked in purple nets. Cluster 6 contains 3 items which marked in light blue nets. Cluster 7 comprises 2 items which marked in orange nets.
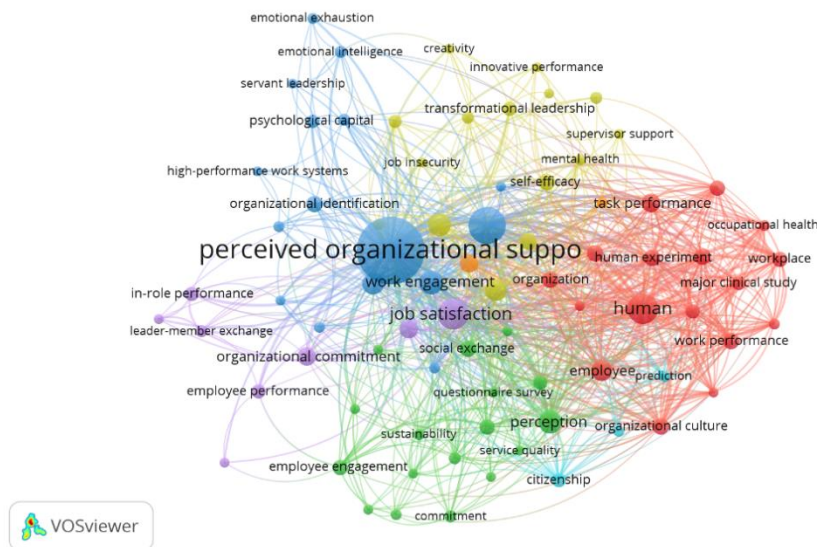

Figure 7. Network Visualization of Co-occurance based on Author Keyword. Source: VOSViewer.

Table 3 explains the clustering network visualization by each cluster, topic, and item. Total topics were 78 items which classified based on the cluster. There were 7 clusters as mentioned above.

Table 3. Clustering Network Visualization.

Cluster	Colour	Items	Total items	Percentage
1	Red	employee, human, human experiment, major clinical study, motivation, occupational health, organization, organizational culture, personel management, psychology, social behavior, social support, task performance, work environment, work performance, working conditions, workplace.	17	21.79%
2	Green	commitment, employee engagement, employment, engagement, human resource management, innovation, leadership, organizational framework, perceived supervisor support, perception, questionnaire survey, resource management, service quality, social exchange, social exchange theory, sustainability, sustainable development.	17	21.79%
3	Dark blue	affective commitment, corporate social responsibility, emotional exhaustion, emotional intelligence, high-performance work systems, job performance, organizational identification, organizational trust, perceived organizational support, performance assessment, proactive personality, psychological capital, servant leadership, supervisory support, well-being, work engagement.	16	20.51%
4	Yellow	affective organizational commitment, covid-19, creativity, expatriate performance, innovative performance, job insecurity, knowledge sharing, mental health, organizational justice, organizational support, performance, self-efficacy, sme, supervisor support, transformational leadership.	15	19.23%
5	Purple	employee performance, high-performance work system, in-role performance, job involvement, job satisfaction, leader-member	8	10.26%

		exchange, organizational citizenship behavior, organizational commitment.		
6	Light blue	citizenship, prediction, stress.	3	3.85%
7	Orange	job stress, turnover intention.	2	2.56%

Source: VOSViewer.

H. Co-occurrence Based on Keyword: Perceived Organizational Support.

Based on the analysis results obtained with VOSViewer, the network visualization of co-occurrence by keyword "perceived organizational support" reveals several relationship which shown in Figure 8. It is included a division of 7 clusters which are marked in different colors and are interrelated. It is observed that the keyword are associated with various items. The color of an item is determined by the cluster to which the item belongs. Lines between items represent links. Perceived organizational support is marked with a bold blue circle.
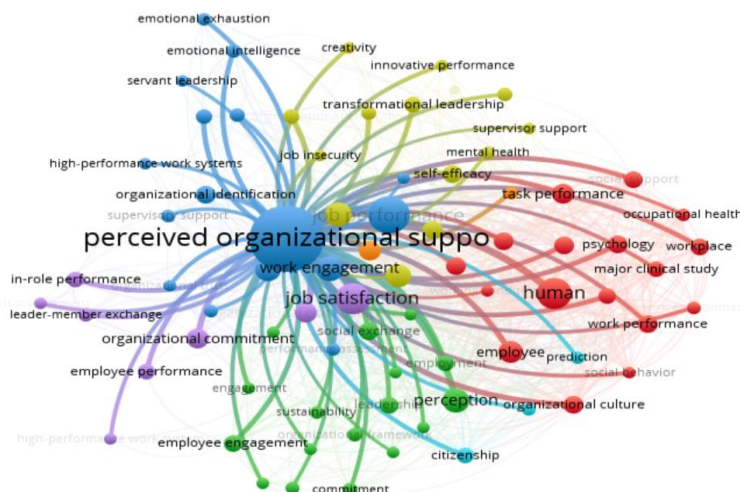

Figure 8. Network Visualization of Co-occurrence based on Keyword: Perceived Organizational Support. Source: VOSViewer.

I. Co-occurrence Based on Keyword: Performance.

Based on the analysis results using VOSViewer, the network visualization of co-occurence by keyword "performance" reveals that performance is interconnected with various relationships in Figure 9. It is included a division of 5 clusters marked in different color each others. It is observed that the keyword are associated with several items.
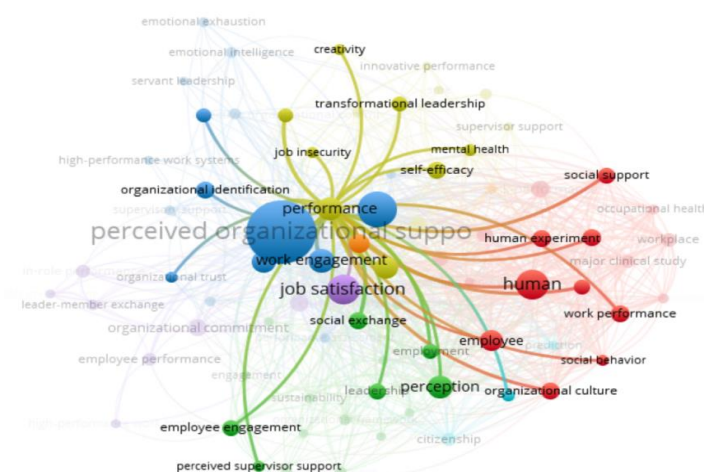

Figure 9. Network Visualization of Co-occurrence based on Keyword: Performance. Source: VOSViewer.

J. Clustering Overlay Visualization

An overlay visualization depicts the historical progression of previous researh pertaining to the keyword "perceived organizational support" and "performance" over the one decade in Figure 10. It is evident that a considerable number of publications

were conducted during this timeframe within 2013-2023 period. The darkness of the color signifies publications from earlier years, while the lighter shades represent more recent ones. These publications encompass various topics such as organizational culture, organizational identification, leader-member exchange, and transformational leadership in 2018. Furthermore, there are several topics in 2019 such as job satisfaction, work engagement, task performance, and occupational health. Besides that, there are other topics in 2020 like employee engagement, self efficacy, and psychological capital. The most recent ones like employee performance, mental health, and high-performance work systems in 2021.
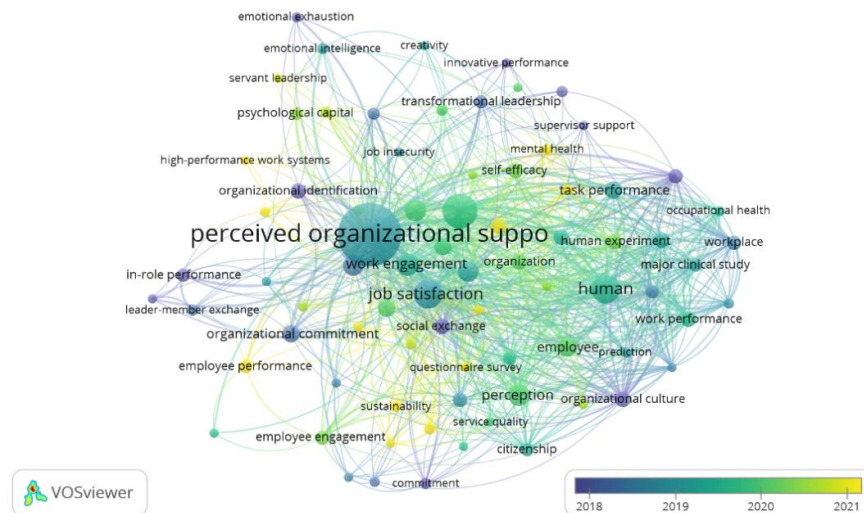

Figure 10. Overlay Visualization in 2013-2023. Source: VOSViewer.

K. Item Density on Density Visualization

An item density on density visualization depicts the emphasis and distribution of research within the group can be observed in Figure 11. These visualizations enable the identification of less explored research areas. Lighter nodules indicate extensively researched topics, such as perceived organizational support, work engagement, human, perception, and job satisfaction. Moreover, darker nodules indicate less explored areas, including leader-member exchange, organizational culture, transformational leadership, psychological capital, and organizational commitment.
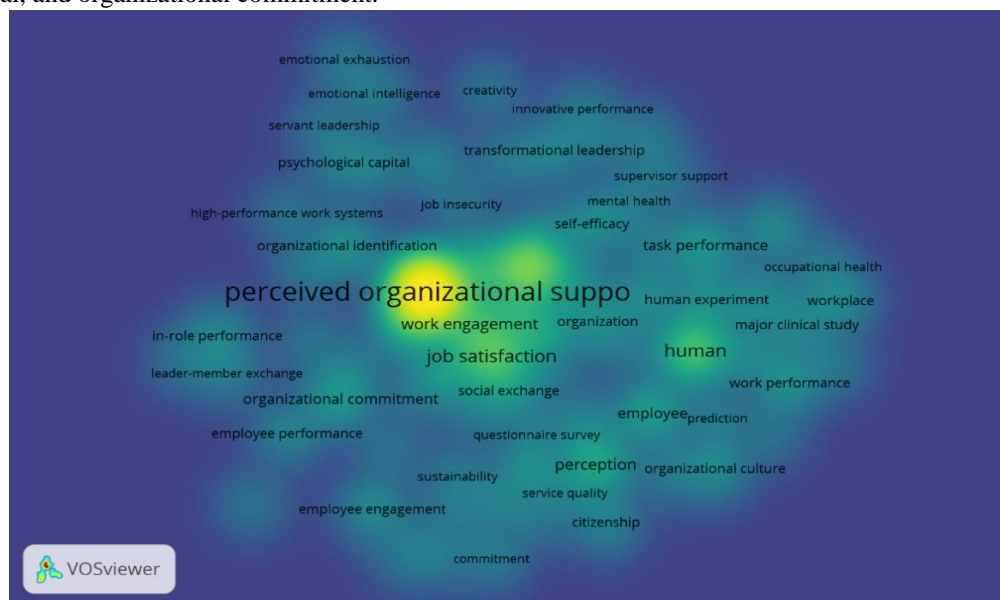

Figure 11. Item Density on Density Visualization. Source: VOSViewer.

L. Cluster Density on Density Visualization

A cluster density on density visualization illustrates the division of research groups and it is marked with different colors which can be observed in Figure 12. There are red, green, dark blue, yellow, purple, light blue, and orange color for each cluster with various topics inside.

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Figure 12. Cluster Density on Density Visualization. Source: VOSViewer.

IV. DISCUSSION

According the purpose of this research, trend on perceived organizational support and performance depicts an increasing publication over the last decade. A literature review was used in this research by conducting a bibliometric analysis approach with VOSViewer software to visualize the bibliometric network. This research approach carried out bibliographical analysis by taking the Scopus database based on the keyword "perceived organizational support" and "performance". Then, filtering research articles in the 2013 – 2023 period. Publications based on keywords initially amounted to 637 articles after which 387 articles were filtered. Perceived organizational support and performance are interconnected topics. Bibliometric analysis technique was carried out through publication by year, country, affiliation, author, source, and subject area.

The strength of this research is bibliometric analysis using VOSViewer which can produce network, overlay, and density visualization of co-occurrence by keyword, so we can see the interrelated factor between perceived organizational support and performance include human resource management, supervisor support, engagement, self efficacy, organization, and others mutually forming a network and also bright and dark nodes. The visualization revealed that 78 items divided into 7 clusters marked with different color which can be seen in Table 3.

More generally, in line with Jimoh (2022), perceived organizational support and job performance are linked positively. Kurtessis et al. (2017) revealed that meta-analysis reported various forms of supportive leadership perceptions,such as leader-member exchange (LMX), perceived supervisor support, and transformational leadership, were positively related to POS. Moreover, perceived organizational support was positively related to in-role performance, organizational citizenship behaviors directed toward the organization and toward individuals, and was negatively related to withdrawal behaviors (e.g., absenteeism and turnover intentions) and to counterproductive work behaviors. Perceived organizational support is also related to increased employee well-being, including overall job satisfaction and work-family balance. In the most recent perceived organizational support meta-analysis, procedural justice has then strongest fairness association with POS, followed by distributive justice and interactional justice, respectively. The most recent perceived organizational support meta-analysis reported significant associations between POS and the perceived favorableness of a variety of human resource practices including developmental opportunities and family supportive organizational practices as well as job conditions including job enrichment conditions, role stressors, and benefit use.

V. CONCLUSION

This research contains two elements between perceived organizational support and performance are still an interesting topic to be studied in more depth. This can be seen from the trend of publications over the last 10 years with an ever-increasing number. The limitation of this research is that the analysis was carried out using only bibliometric analysis from one database, namely Scopus. Additionally, there are other citation and abstract indexing databases, such as Web of Science, PubMed, Microsoft Academic, Dimensions, Crossref, Europe PMC, and etc. Each of these databases has advantages and disadvantages so that it will be more interesting and add to the results of a more comprehensive analysis in the form of addition or comparison between several databases when conducting bibliometric analysis. The practical implication is optimizing job performance of organizations and companies to be more effective and efficient through perceived organizational support such as improving fairness, supervisor support, and organization reward. The academic implication is future research can examine with other topics like job satisfaction, work engagement, turnover intention, leader-member exchange, transformational leadership which has been mentioned in Table 3.

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