The relationship between organizational support and employee competence: a systematic review of the literature

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Abstract: This review examines the theoretical framework of organizational support and the significance of employee competence in the workplace. It explores the relationship between organizational support and employee competency, as well as empirical research on this connection. The review also discusses the implications for organizational support and how managers can use it to empower employees. Additionally, it covers best practices for designing and implementing support programs and the challenges organizations face in coordinating support and capacity development. The analysis of existing literature provides insights into the importance of both organizational support and employee competence in achieving organizational goals and maintaining a competitive advantage.

Keywords: Organizational Support; Employee Competence; Literature Review

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Foreword

Organizational support and employee competence are two important concepts in the field of organizational management. Organizational support is defined as the extent to which an organization values its employees and their well-being , while employee competency refers to the knowledge, skills, and abilities that employees possess and use in the workplace (Reeves, 2023). The relationship between these two concepts has been the subject of much research in recent years. The aim of this review is to explore the theoretical framework of organizational support, the importance of employee competence in the workplace, the link between organisational support and employee competency, empirical research on the relationship between organisational support and competency, and the implications for organisational support. By analyzing the existing literature, this article will delve into how managers can leverage organizational support to empower employees, best practices for designing and implementing support programs, and the challenges organizations face in coordinating support and capacity development.

1. Theoretical framework for organizational support

1.1. The concept of organizational support

Perceived Organizational Support (POS) is an influential concept that aims to understand the dynamic relationship between employees and their work environment, and it reflects the degree to which employees perceive the organization to care about their value and well-being (Eisenberger et al., 1986). This perception is influenced not only by the immediate work environment, but also by a variety of factors such as a sense of fairness, support from management, rewards given by the organization, and working conditions (Rhoades & Eisenberger, 2002). Equity or procedural justice plays a crucial role in shaping this perception because it convinces employees that the process of assigning rewards and responsibilities is fair – a sentiment that can persist, even though substantial rewards may vary depending on the employee's status.

In addition, perceived organizational support (POS) goes beyond the simple perception of support to meet employees' social-emotional needs and motivates employee behavior by elevating commitment to organizational goals and enhancing a sense of obligation to return(Rhoades & Eisenberger, 2002). Therefore, when employees internalize perceived support, they not only experience an increase in performance within their role, but also actively participate in out-of-role activities that benefit the organization, such as making constructive suggestions or helping colleagues, thereby improving the overall effectiveness of the organization (Maan et al., 2020). The idea of organizational support emphasizes that employees perceive the workplace as supportive when they feel that their contributions are valued and their well-being is a priority for the organization (Eisenberger et al., 1990). Building on the Theory of Organizational Support (OST), employees are more likely to improve their in- and out-of-role performance if they feel that the organization is investing resources to promote their success, including meeting responsibilities and engaging in activities that go beyond formal responsibilities (Ortiz, 2023).

This reciprocal mechanism is based on the theory of social exchange, where when an organization treats employees positively, employees respond with a strong work ethic and loyalty, creating a positive dynamic of interaction(Eisenberger et al., 1990)。 And, POS is not only about emotional well-being, but it also encompasses the organizational aspects of meeting social-emotional needs, including basic human needs for respect, recognition, and belonging(Rhoades & Eisenberger, 2002). In this way, the organization inspires employees to internalize the company's goals as personal goals, building a team of employees who are not only skilled and productive, but also emotionally contribute to the organization's success.

1.2. Evolution of Organizational Support Theory

The evolution of organizational support theory marks a major shift in the way the employee-employer relationship is conceptualized, moving from a transactional model to one that recognizes the multifaceted nature of work-life integration. This shift is reflected in an increased emphasis on supportive leadership and the creation of nurturing work environments, which are now considered critical to employee satisfaction and overall well-being(Baran et al., 2012)。 As the theory has matured, it has expanded to encompass a wider range of employee experiences, emphasizing the importance of factors such as work-life balance, which are critical to job satisfaction as well as the success of an organization. The core structure of perceived organizational support (POS) has become more nuanced, reflecting the extent to which employees trust the organization to value their contributions and genuinely care about their well-being. This is especially important in the contemporary work environment, where job security is no longer the sole focus; instead, there is a greater awareness of employees' individual needs and well-being, and the recognition that these elements are integral to developing a productive and committed workforce (Baran et al., 2012). The expansion of this theory to include emotional support and recognition further illustrates a shift in understanding the intangible aspects of organizational support, which are equally important in shaping employees' perceptions and attitudes towards the workplace (Ming-Chu & Meng-Hsiu, 2015).

Organizational support theory is based on the concept of perceived organizational support (POS), which is significantly influenced by leadership roles within an organization. Leaders are often seen as agents of the organization, and their behaviors and attitudes can greatly influence how employees perceive the organization's support for them (Li et al., 2022). This is especially important in the context of leader-member communication, where a strong and positive relationship between a leader and his or her subordinates can enhance the perception of organizational support (Li et al., 2022). Leaders not only influence day-to-day decision-making, but they also play a vital role in establishing reciprocal norms that support social exchange relationships in the workplace. As a result, the support that employees feel from their supervisors—an integral part of the POS—is not only a reflection of personal relationships, but also a symbol of broader organizational culture and trust. When supervisory support is perceived to be high, it may lead to an increase in overall perception of organizational support, which is associated with improved employee performance outcomes (Li et al., 2022). This intricate relationship between leadership, perceived supervisory support, and perceived organizational support underscores the evolving nature of organizational support theory, reflecting a shift in a more holistic understanding of the factors that contribute to employee well-being and organizational effectiveness.

1.3. Key models and frameworks supported by the organization

When discussing perceived organizational support, it is important to recognize that effective organizational support mechanisms need to be based on structural and systemic models. Organizational theorists have proposed that the concept of structure is a key model for resolving the hierarchy of power and decision-making within a firm (McCoy, 2023). This view is often visualized through organizational charts, which not only reveal roles and responsibilities, but also map the operational structure of the organization. The structure diagram is not only a symbol of hierarchy, but also a diagnostic tool that ensures that business functions are aligned with the overall strategy, optimizing the organizational design to achieve goals. This consistency is especially important as the organizational model shifts from the hierarchical structure of the industrial age to the flatterer, more agile system of the second half of the 20th century (McCoy, 2023). For example, new frameworks, such as the Transformation Model developed by the Center for Organizational Design, provide leaders with a blueprint for analyzing internal dynamics, guiding them through successful redesign and adaptation in response to ongoing changes in the business environment.

An understanding of these frameworks is not just historical, it helps to choose the right tools to strengthen modern organizational functions. The traditional organizational model, which originated in the 70s and 80s, serves as a foundational tool to help companies diagnose and adjust their operating models. These models evolved during the shift from hierarchies to flatter, flexible configurations, and are still used today as diagnostic tools to identify and correct imbalances within organizations (McCoy, 2023). Key frameworks such as the Transformation Model emphasize the importance of organizational development and the need to adapt to internal and external changes. Other models, such as Edgar Schein's framework, emphasize the importance of understanding and addressing the three dimensions of organizational culture, providing strategic guidance for organizations to identify and address cultural challenges to maintain a positive work environment and resist potentially toxic cultural influences (Abdullah, 2019). The Change Management Standards of the Association of Change Management Professionals (ACMP) provide a modern framework that is widely recognized and applied for its relevance to support organizational change processes (Smith, 2021). Overall, these models and frameworks are not just theoretical constructs, but also practical tools that guide and shape the way organizational design and its structure and culture adapt to meet evolving business strategies.

2. Employee competence in the workplace

2.1. The importance of employee competence

The comprehensive competencies of employees, including a range of skills, knowledge, and behaviors, are essential for the survival and development of an organization (Reeves, 2023). These capabilities are closely aligned with the organization's strategy and plans, not only driving the company's success, but also ensuring that employees understand expectations (Chellappa, 2019; Reeves, 2023）。This alignment provides a direction for employees to develop behaviors and skills that are valued within the company, creating an environment where everyone knows how to be rewarded and recognized (Chellappa, 2019). The development of competencies is critical to improving performance, as employees who are able to use their competencies effectively tend to excel in tasks and responsibilities (Reeves, 2023). Therefore, employee competencies are not only the foundation of personal development, but also a key catalyst for organizations to remain successful and competitive in the modern marketplace (Admin, 2023; Reeves, 2023）。

At the heart of an employee's competency is the ability to understand that the ability is not limited to the employee's technical skills or knowledge, but also includes the application of that knowledge in a variety of situations and the personal behaviors that drive successful outcomes (Emeritus, 2022）。For example, strategic planning and analytical skills, etc., combine the organization's strategy with the capabilities of employees to ensure that employees have the ability to achieve the company's goals. By clearly defining these competencies, organizations give employees a clear understanding of performance expectations and the behaviors they should develop, which is essential for gaining value and rewards (Chellappa, 2019). This clarity not only helps improve performance, but also helps develop a skilled and adaptable workforce that is able to make quick, informed decisions that will maintain a competitive edge in a rapidly changing market (Admin, 2023).

2.2. Assessment and development of capacity

Within the framework of organizational support theory, recognition of employee benefits translates into improved performance and commitment. Skills assessment plays an important role as a key means of measuring and developing personal and organizational growth (Peoplelogic, 2023). Multifaceted assessment methods, such as self-assessment, 360-degree retrospective, and performance evaluation, can effectively assess and develop key behavioral competencies that affect employee performance (Peoplelogic, 2023; Roberts, 2023）。These assessments, combined with performance management, not only provide valuable feedback to employees, but also enable them to precisely monitor their own career development, fostering a culture of continuous improvement (Peoplelogic, 2023; Roberts, 2023）。Given that employees are constantly acquiring new skills and experiences through their participation in projects and interactions with colleagues and leaders, regular assessments become especially important as they recognize employee progress (Zavvy, 2023). By incorporating skills assessment into the performance management process, organizations can ensure that not only the competencies of employees are measured, but also that a clear plan is laid out for each employee's growth path, which is critical for talent development within the organization (Roberts, 2023; Benny, 2023）。

Based on the idea of perceived organizational support, in order for employees to truly feel valued and understood by the organization, they must make a real investment in their career development. Competency, as a key behavior that affects performance, is an effective indicator to measure and develop employee capabilities (Peoplelogic, 2023). Regular skills and competency assessments are not only a one-time measure, but part of an ongoing process to ensure that employee competencies align with organizational goals (Zavvy, 2023). These assessments can be conducted in the form of self-assessments or 360-degree reviews, providing valuable feedback that employees can use to precisely chart their career growth path. Doing so enables employees to respond to challenges in a more mature and calm manner, an ability that grows over time and is critical to individual and organizational success (Peoplelogic, 2023). By integrating these evaluations into the performance management process, organizations establish a virtuous cycle that fosters continuous improvement and adaptability, ultimately resulting in a culture that not only values but actively nurtures employee growth and competency development (Roberts, 2023).

2.3. The important role of competence

Core competencies are essential for employee performance and career development, and they form the basis for personal and organizational achievement (Verduyn, 2023). In organizations, identifying and prioritizing these competencies is key, as they provide employees with a clear framework to help them develop the key skills and attributes required for the role and ensure that individual career aspirations are aligned with the organization's strategic goals (Verduyn, 2023). This alignment ensures that employee development is not an isolated process, but rather helps to enhance the organization's competitive advantage and overall success. The ability to be clearly defined and communicated establishes a common language and guides workplace behavior, creating an environment where high-quality performance is the norm.

Incorporating core competencies into all aspects of human resource management, such as recruitment, training, and performance management, can improve an organization's operational consistency and efficiency (Verduyn, 2023). This process not only clarifies the requirements for career development, but also addresses skills gaps and develops existing strengths, promoting employee mobility and adaptability within the organizational culture. Core competencies play an important role in the employee lifecycle, influencing key HR management functions such as recruitment, development, performance management, and succession planning (Verduyn, 2023).

Focusing on the development of core competencies not only improves individual employee performance, but also fosters overall productivity and innovation, driving an organization's competitive advantage (Reeves, 2023). This systematic approach to competency development creates a positive work environment as it builds a common language and understanding of expectations, which leads to increased job satisfaction and retention. By prioritizing the ability to align with the company's strategic goals, employees can gain the visibility and clarity they need to understand how their role contributes to the larger mission of the organization, which enhances their sense of purpose and motivation. This symbiotic relationship between individual capabilities and organizational needs is essential for adapting to a rapidly evolving workplace, ensuring the long-term success and adaptability of employees and organizations (Reeves, 2023).

3. The relationship between organizational support and employee capabilities

3.1. Organizational support promotes the development of employees' capabilities

Organizational support is a key factor in fostering a workplace culture that is conducive to employee competency development, and this is emphasized in the essence of organizational culture. A strong organizational culture characterized by shared values and goals not only unites employees, but also creates an environment where employees are more engaged and improve their performance (). Kim & Jung, 2022a）。 This shared cultural framework enables employees to understand what is expected of them and align their personal development goals with those of the organization, promoting a sense of direction and purpose. Organizational support goes beyond providing training programs, it encompasses aspects such as compensation, rewards, management support, and growth opportunities that collectively improve employee performance (Kim & Jung, 2022a). When employees realize that their organization is invested in their growth and values their contributions, this not only makes them happier, but also encourages productivity, as they are more likely to take the initiative to develop new capabilities and aspire to higher roles within the company (Kim & Jung, 2022a; Usanmaz, 2023）。 Therefore, the role of organizational support is multifaceted and crucial, as it not only provides the resources needed for capacity development, but also creates the building blocks of a culture that inspires and sustains continuous learning and growth (Usanmaz, 2023).

A culture that emphasizes continuous learning, as seen in organizations that provide a strong culture, inherently promotes the development of new skills and competencies, which are essential for personal growth and organizational success (Usanmaz, 2023). This supportive culture is often manifested through the development of positive corporate practices, including comprehensive training programs, rewards, and growth opportunities that not only encourage but also reward the pursuit of learning and skill acquisition (Kim & Jung, 2022). In addition, such an environment enables HR and L&D teams to effectively assist employees with competency development, ensuring that employees are equipped with the necessary tools and knowledge to perform at their best (Boatman, 2023). This organizational support is crucial because it shows employees that the company values their development, and as employees recognize their progress toward common goals and values, this in turn can lead to improved job performance and satisfaction (Kim & Jung, 2022).

3.2. Explore the most effective types of organizational support

Effective organizational support has a significant impact in meeting the demands of the job, especially when employees use sophisticated modern technology tools, and they may encounter challenges that lead to doubt and anxiety (Peng et al., 2023）。 Recognizing this, organizations provide guidance and support to help employees overcome these obstacles, thereby increasing their engagement at work. This engagement is not only a physical presence, but also a mental and emotional investment that allows for a more profound and successful completion of the task (Peng et al., 2023). Perceptual Organizational Support (POS) plays a vital role in fostering an employee's ability to innovate. By providing the necessary learning resources and absorbing relevant knowledge, employees are better equipped to solve complex work problems, which is becoming increasingly necessary in today's fast-paced and ever-changing work environment (Peng et al., 2023).

Service organizations in particular need to focus on innovation and problem-solving capabilities, as operational execution can serve as a competitive advantage (Ahmad et al., 2022). As a result, a service strategy that effectively aligns operational support with competing business objectives can be the key to success. This strategy requires HR to shift from a traditional administrative role to a more dynamic one, including promoting employee problem-solving and innovation (Ahmad et al., 2022). This shift highlights the importance of POS as a direct source of support, not only to help manage tasks, but more importantly, to enable employees to develop and apply their innovative skills to improve organizational performance.

POS manifests itself in multiple dimensions, including emotion, tools, information, and evaluation support, each tailored to different employee needs (Peng et al., 2023). Emotional support plays a key role in creating a trusting environment where employees feel valued and understood. Instrumental support provides employees with the necessary tools and resources, such as those needed to learn and solve problems in their roles. This not only helps to complete the task

at hand immediately, but also increases employee engagement for more successful completion of tasks (Peng et al., 2023). In addition, support that inspires employees to innovate is a game-changer for organizations that remain competitive in a rapidly evolving market. The ability to innovate is essential for continuous growth and adaptation, and POS directly contributes to the development of employees in this regard. Clearly, POS, as the most direct and effective source of support, plays a fundamental role in the overall career development of employees within an organization (Peng et al., 2023).

3.3. The role of individual differences in the relationship between perceived organizational support and work outcomes

The study explores the nuances of perceived organizational support (POS), particularly in the area of individual differences, and in particular how proactive personalities alter the dynamic relationship between POS and work outcomes such as psychological empowerment and job satisfaction. Motivated people are characterized by self-initiating and change-oriented behaviors, and they tend to shape the work environment according to their preferences and goals. This inherent trait may diminish the need for organizational support, as these individuals feel psychologically strong and tend to create a conducive work environment independently, without relying heavily on the organization's cues or help (Maan et al., 2020). This view is supported by the finding that the relationship between POS and psychological empowerment is moderated by the employee's active personality level (Maan et al., 2020). This association is strengthened when employees exhibit a lower level of proactive personality, suggesting that those who are less willing to self-initiate change rely more on organizational support to feel empowered (Maan et al., 2020).

This is confirmed by the findings that motivated individuals negatively affect the association between POS and psychological empowerment, in which their proactivity may actually reduce the perceived benefits of POS on a sense of job empowerment (Maan et al., 2020). Thus, the moderating role of active personality becomes the focus of understanding the complex relationship between organizational support and its outcomes, a dynamic that is critical to both the theory and practice of organizational behavior management.

4. Research on organizational support and capacity

## 4.1. Theoretical and empirical research

To understand the complex relationship between organizational support and employee capabilities, scholars employ a variety of methodologies, including the development of theoretical frameworks and empirical validation. For example, researchers constructed a framework to assess perceived organizational support (POS) and its impact on employee performance, with a particular focus on the mediating role of intrinsic motivation (Li et al., 2022).

Figure 1
Theoretical framework (Li et al., 2022)
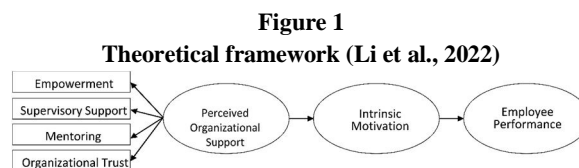
Based on the literature, the framework argues that high levels of organizational support not only foster positive work attitudes, but also enhance employees' ability to access the necessary resources to solve problems effectively (Peng et al., 2023; Li et al., 2022）。

Figure 2
Research framework （**Peng et al., 2023**）
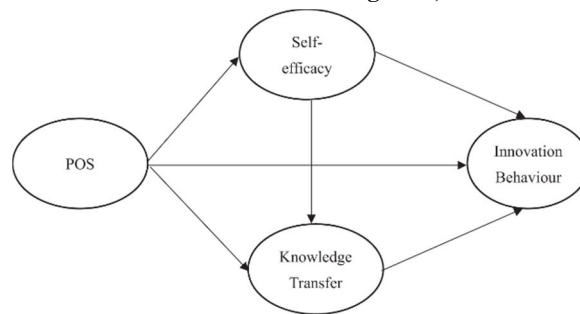
The figure represents the interrelationships between four key constructs: POS (perceived organizational support), self-efficacy, knowledge transfer, and innovative behavior. The arrows indicate the direction and flow of influence between these constructs (Peng et al., 2023).

The dimensions of perceived organizational support are divided into a dual structure in the model, including support from supervisors and colleagues and broader organizational support, as described by the scale developed by De Vos et al. This structure has shown strong reliability and is widely used in the study of organizational behavior (Peng et al., 2023).

The research is not limited to theoretical assumptions, but also applies complex structural models and moderating analyses that reveal how organizational support can subtly enhance the effectiveness of HR professionals in multiple roles (Ahmad et al., 2022; Peng et al., 2023）。 These methodological tools provide a comprehensive perspective through which to observe, measure, and understand the intricate relationship between the support provided by the organization and the resulting employee capabilities.

The relationship between perceived organizational support and its impact on employee capabilities is multifaceted and dynamic. The nurturing aspect of organizational support satisfies employees' intrinsic need for belonging, which can translate into a deeper sense of belonging to the company (Li et al., 2022). Employees tend to show greater commitment to their roles when they realize that their input is appreciated and well-being is a top priority for the organization (Li et al., 2022). These employees are more likely to engage in beneficial actions that align their performance with the organization's goals and values (Maan et al., 2020). In addition, the positive correlation between perceived organizational support and various desirable workplace outcomes, such as organizational commitment and performance improvement, underscores the importance of this support in fostering an environment where employees can thrive (Li et al., 2022).

However, the impact of personal characteristics cannot be ignored, as they play a crucial role in how organizational support is perceived and how employees respond to organizational support. For example, personality influences the perception of organizational support and the actions taken by individuals, suggesting that the effect of organizational support is not uniform across all employees, but is moderated by individual differences (Maan et al., 2020). This means that while organizational support can be a powerful tool for improving employee capabilities and performance, its effectiveness depends on the interaction between organizational initiatives and the unique personality of each employee.

4.2. Findings

Empirical research in conflict-affected settings highlights the importance of a holistic approach to knowledge production and application. The study found that stakeholders are more likely to contribute positively to the implementation process when they are engaged and feel supported, similar to the situation of employees in an organizational setting (Leresche et al., 2023). Researchers recognize that tailoring research findings to the specific needs of implementers and cultivating long-term relationships through collective action can significantly improve the efficiency of service delivery. However, there is a gap in the literature to translate empirical findings into revised practices, suggesting that more comprehensive research is needed to explicitly address this issue (Leresche et al., 2023). The use of tools such as "Saving Humanitarian Lives" and "Assimilating Guidance" can facilitate the decision-making process, suggesting that the development and dissemination of such tools may be critical to bridging the gap between research and practice (Leresche et al., 2023).

4.3. Consistency of results across different industries and cultural contexts

The exploration of organizational support theory in a non-Western context remains relatively uncharted territory. With the increasing number of studies on perceptual organizational support (POS), the geographical imbalance in the data is becoming more and more apparent (Aboramadan et al., 2020). Most of the studies were conducted in Western settings, raising questions about the generalizability of the findings. This Western-centric focus may not accurately reflect the different cultural differences and business practices in other parts of the world.

Specifically, the Middle East is a region where the applicability of POS can be assessed and has the potential to provide a new dimension to HRM and organizational behavior research (Aboramadan et al., 2020). The lack of empirical data in these regions indicates significant knowledge gaps, making the need for more research in different non-Western contexts to validate the coherence of organizational support theories across different cultural landscapes. By broadening the scope of research to encompass a variety of industries and cultures, scholars can better understand the complexities of POS and its impact on employee outcomes in a global context.

5. Enlightenment for organizational management

5.1. The key role of organizational support in the empowerment of employees

Managers play a vital role in empowering employees, and organizational support is a key element in this process. By providing a supportive environment, managers are able to positively influence employees' perception of organizational support, which in turn increases employee motivation (Peng et al., 2023). This motivation acts as a mediator that reinforces the link between perceived organizational support and employee performance, meaning that employees are more willing to engage and work productively when they feel supported. At the practical level, managers' behaviors, such as recognizing and rewarding employees' contributions, and ensuring a sense of belonging and care within the organization, not only create a positive work atmosphere, but also enhance employees' self-efficacy, i.e., their confidence in completing work tasks (Peng et al., 2023). By valuing their employees' input and genuinely caring about their well-being, managers can inspire more positive responses from their employees, which is a key motivator for improved task performance.

In addition, organizational support is not just about providing encouragement, it involves giving employees more autonomy in their roles, giving them the space to grow and excel (Faham, 2022). When employees feel that their manager has the right skills and resources to support them (thanks to the support of the organization), they may experience an increase in self-efficacy (Connolly, 2023). This high level of belief in one's own abilities can motivate employees to tackle challenges with greater confidence and contribute more effectively to organizational goals (Peng et al., 2023a). Thus, by using organizational support strategically, managers can create a virtuous cycle of empowerment in which supported employees become more empowered, and competent employees contribute to the thriving of the organization (Connolly, 2023). Through these strategies, managers can leverage organizational support as a tool to bridge employee capability gaps, ultimately driving better performance and commitment to the organization.

5.2. Customized organizational support plan

Based on the ability of perceived organizational support (POS) to enhance employees' awareness of their contribution in the workplace, it is essential to design an effective and sustainable support program. Ensuring that these interventions are culturally sensitive and appropriately adapted to the specific circumstances of the organization is critical to its success (von Thiele Schwarz et al., 2021). Customization involves not only adapting the content, but also adopting a participatory approach that allows employees to participate in the design and implementation process. This engagement increases the likelihood of acceptance and commitment to the intervention and ensures the relevance of the program to meet the actual needs of the workforce. The active participation of stakeholders in the design phase can significantly improve the appropriateness of an intervention because it is shaped by the insights and experiences of the people it aims to support (von Thiele Schwarz et al., 2021). By engaging stakeholders early on, interventions can be integrated into existing work practices, foster a sense of ownership, and bring about more sustainable change. Adequate training and support for individuals

responsible for implementing the program can improve the effectiveness and resilience of interventions, ensuring that the supportive behaviors encouraged by the POS are not only initiated but also sustained over the long term (von Thiele Schwarz et al., 2021).

At the same time, align guidelines and protocols with the inherent logic and care processes within the organization, ensuring that they are perceived as natural and beneficial, rather than disrupting established practices。 Involving key stakeholders, especially clinicians, in the design phase was critical, and their agreement to adopt the new guidelines demonstrated the relevance of the program and their commitment to change (America, 2001). To seamlessly embed these guidelines, care processes may require a deliberate redesign that not only facilitates integration but also signals to employees that their organizational environment is adjusting in a supportive way (America, 2001). This redesign should be based on a clear definition of the desired organizational outcomes, which are determined through a thorough needs assessment, ensuring that the intervention targets key factors and focuses on improvement. In doing so, support programs become an integral part of clinicians' daily routines, promoting sustainability and mitigating the risk of new structures being abandoned after the project (von Thiele Schwarz et al., 2021). This strategic approach to developing a support plan ultimately enhances employees' perception of organizational support, which is critical to their engagement and performance.

5.3. Challenges faced by organizations in coordinating support and capacity development

The organization recognizes the importance of oversight support and is working to coordinate support and capacity development to improve overall performance. Frontline managers play an integral role in this process, and they need immediate attention and address the obstacles they encounter on a daily basis (Rehman et al., 2019). To effectively address these challenges, organizations must provide managers with the necessary tools and resources to foster an environment that supports their teams and fosters their personal development. This support includes more than just the provision of resources, but also targeted leadership to adapt to the needs and barriers faced by managers, ensuring that they are aware of and fully engaged with the expected benefits and opportunities of the new competencies (Rehman et al., 2019).

Strategic support is essential to build the confidence and competence managers need to impart new capabilities to their teams, resulting in a cohesive and high-performing workforce (Rehman et al., 2019）。 The complexity of coordinating support and capacity development within an organization is multifaceted, and it significantly affects the effectiveness of the organization in achieving its intended goals (Rehman et al., 2019). For example, the ongoing challenge for managers is to select the right people to execute projects, which requires a strong understanding of the available skill sets and the ability to match these capabilities to the needs of the project (Saghafian et al., 2021). In addition, it is critical to integrate user knowledge into the development process, as users have a wealth of insights into product improvements, however, the challenge is how to effectively articulate this knowledge and pass it on to developers. Developers need to discern which feedback is most relevant and actionable, a decision that can greatly impact the timing and resources of the investment, and ultimately the alignment with the established business model and investment plan (Saghafian et al., 2021). Given these challenges, organizational performance becomes an important indicator of success or failure, so effective coordination of support and capacity development is essential for organizations to achieve their goals and maintain a competitive advantage (Rehman et al., 2019).

6. Conclusion

This paper provides a systematic review of the literature and highlights the importance of perceived organizational support (POS) in improving employee competence. The study highlights the importance of supportive leadership and nurturing the work environment, which are now considered essential for employee satisfaction and overall well-being. In addition, research shows that when employees internalize the support they feel, their in-role performance improves and engages in out-of-role activities that benefit the organization, leading to an overall effectiveness of the organization. The importance of integrating competencies into all aspects of the HR framework, including recruitment, training and performance management, was also emphasized to improve the consistency and efficiency of organizational operations. The study shows that competency is both an essential element of employee development and a catalyst for continued organizational success and competitiveness in the modern market. The article concludes by emphasizing the need for

organizations to equip managers with the necessary tools and resources to foster an environment where management can positively influence employees' perceived organizational support, thereby increasing employee motivation and commitment to organizational goals. Overall, this paper contributes to the continuous advancement of knowledge in the field of organizational behavior and emphasizes the importance of perceived organizational support in improving employee capabilities.

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