Perceived Organisational Support and Employee Engagement: A Literature Review

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Abstract

Relationship between perceived organisational supportand employee engagement has received growing interest ever since Eisenberger et. al., (1986) proposed organization support theory. Considering diverse theoretical aspects of these constructs and availability of different measurement tools, it has not been easy to define their correlation. This research paper aims to examine relationship between perceived organisational support and employee engagement. After thorough sifting of EBSCOHOST, J-GATE and Google Scholar databases, 27 research articles were short-listed for review. Inclusion criteria incorporated empirical articles in English, having keywords in the 'Title/Keywords' and their assessment tools based on respective frameworks. Literature review highlighted a direct/moderating relationship between two constructs, wholly or partially. Lastly, implications, limitations and future research have also been discussed. Inadequate interpretation of relationship between these two constructs has been due to limited cross-sectional research in this field and highlights need for integrated longitudinal research studies signifying practical effects of perceived organisational support and employee engagement.

Keywords: Employee engagement, Literature review, Peer reviewed, Perceived organisational support, Work engagement.

1. INTRODUCTION

The aim of this research article is to study theexistingrelationshipbetween the perceived organisational support (POS, hereinafter) and the employee engagement (EE, hereinafter) based on previously published literature. The loyalty and dedication of employees has always been appreciated and valued by their employers. A review of the literature on commitment reflects that committed employees of an organization always perform better, have lesser absence from dutyas well aslesser chances of resigning from their job (Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982). Compared to this, the organization's commitment to its employees, in terms of transparency in functioning; getting additional resources required for better performance;getting respect andgetting better pay & promotion etc, affects them more positively. This linkage between the employee and the employer has originated a norm of reciprocity (Gouldner, 1960). This standard reciprocity between employees and employers

gives them the flexibility to reconcile their differing perspectives. Employment as such has been considered as, 'a business of loyalty and effort for social rewards and real benefits', by some of the social theorists like, Bateman & Organ, 1983; Brief &Motowidlo, 1986; Organ &Konovsky, 1989; Steers, 1977; and the same has been cited by Rhoades & Eisenberger, (2002) also.Further, Eisenberger et al., (2001), whilecitingGouldner, (1960), stated that when a person receives nice treatment from another individual, he feels morally obliged to reciprocatewith the similar behaviour. This reciprocity behavioural norm is equally applicable to the employee and employer relationships in an organisation.In an organisation,employees' universal perception and belief that their organisation highly regards their role and welfare is termed as 'POS'. The concept, POS and its relationship with EE has fascinated researchers further, post its introduction by Eisenberger, Huntington, Hutchison, & Sowa, (1986) through organizational support theory (OST,

hereinafter). This theory, as such, is based on the assumption that the employees of an organization develop a universal perception and belief about the level up to which their own organisation appreciates the importance of their role as well asfeels concerned about their well-being.This belief of the employees always depends on the willingness with which their organization provides them with incentives for the extra work effort and also fulfil theirsocio-emotional needs.All those employees whose socio-emotional needs get fulfilled,are bound to be more committed to its organization in comparison to those whose needs are not fulfilled.This concept of POS has given new ideas and directions to the researchers as well as the organizations to work upon so as to further enhance the EE of their employees. The primary focus of this article is, discovering and unravelling of connection between employees' POS and EE.EEas a concept, has anextensive connection to the present-day management practices as well as to academic researchers and has been equally popularised by them. Its significance could be gauged from its appliance by various organizations to enhance their performance and gain competitive advantage (Cesário&Chambel, 2017; Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009).

Though for the past decade and a half, researchers have undertaken various academic studies and established a link between POS andEE, but inadequacy of related pertinent literature limited to cross-sectional studies only as well as absence of studies incorporating socio-demographic aspects, of the subject still remains a challenge for the researchers.Therefore, this research article explores the literature related to the relationship between POS and EE to meet the challenge and fill this academic gap by presenting a consolidated account of the studies, assessment tools and key findings of these studies on the two variables.

1.1   Perceived Organizational Support

Research onPOS started with the observation that if the employers are concerned about commitment of their employees to the assigned work in the organization, so are the employees about their employer'sresponsibility about their welfare and interests (Eisenberger, Huntington, Hutchinson, & Sowa, 1986) and all the research on POS finds its origin in organizational support. Perceived organization support is the main concept of organizational support theory which explains that "employee evidently believes that organization has an employee orientation whichinvolves both, acknowledgement of their contribution as well assense of responsibility towards their well-being" (Eisenberger et al.,2002, p. 565). Rhoades and Eisenberger (2002), further elaborated thatPOSimplies a shared belief among the employees of an organization that their organization values their contribution and is also concerned about their welfare.According to various studies undertaken by Eisenberger, Huntington, Hutchison and Sowa, (1986) and Eisenberger, Cummings, Armeli& Lynch (1997) etc.,employees' belief in the organizational support is directly proportional to the organization'scommitment towards them. This POS helps employees to engage with their organizations with the hope that their efforts to achieve organizational objectives will be rewarded.According to Kurtessis et al., (2015), POS not only provides socio-emotional benefits but also other economic benefitsfor the extra work efforts.A close connection of POS with certain other important outcomes like organizational commitment has also been observed by researchers such as Loi et al., (2006) whereas few others like Pazy and Ganzach, (2006) and Makanjee, Hartzer, Uys, (2006) observed a relationship between POS with job satisfaction, positive approach and commitment. Therefore, it could be said that POS leads to positive behaviour and attitude among employees and organization benefit from it. In a specific study carried out by Bell and Menguc (2002), among service industry employees, it was observed that the employees with higher levels of POS were more courteous, focused and involved more on the client's interest in comparison to other employees. Gyekye and Salminen, (2007) argued that those employees who receive organisational support tend to contribute with loyalty, efficiency and increased productivity for their organisation. POS therefore being a necessary prerequisite factor for getting from employees their required output beneficial for the organization in the long run. It helps in fostering an atmosphere of trust within an organization creating greater value for the organization.

According to Rhoades & Eisenberger, (2002) and Makanjee et al., (2006) POS plays an

important role whiledealing with the stressful situations in the organisations and it is definitely significant to support the employees to perform in such conditions. Pazy and Ganzach (2006)have said that in employment relationships, the significant social exchange has alluded to the POS. Further on social exchange in organisations, Shanock& Eisenberger, (2006) cited an analysis carried out by Masterson (2001), and said that it focuses on the employee's ability to pay back favours they receive. Based on fundamentals of organisational support theory, Shanock& Eisenberger, (2006) havementioned that employees develop POS to fulfil their socio-emotional requirementsas well as because of their organisation'scommitment towards their welfare.Therefore, it could be said that POS has emerged as a distinct concept altogether.Its characteristics have no resemblance to the that of other concepts like commitment, job satisfaction etc. Numerous researchers have carried out studies aimed at its antecedents, consequences and measurement (Ahmed & Nawaz, 2015).

1.2   Employee Engagement

Employee engagement has become one of the important aspects and concern for the management of the organizations owing to its scale of utility and significance in the current business world (Welbourne, 2007), and also due to the fact that engaged employees are more job oriented and dedicated to their organization (Macey & Schneider,2008). Therefore, it could be said thatEE is as important and imperative for the growth of employeesas it is for the organizationsand it surely lends acompetitive advantage to the organizations. As a pioneer of the concept Kahn (1992) stated that engagement starts with the behavioural involvement of peoples psychical, cognitive and emotional energy into work activities.Further, EE has been described by Wellins and Concelman (2005) as "the illusive force that motivates employees to higher levels of performance" (p.1).Therefore, it could be said that in order to achieve the organisational objectives, this concept could be utilized to get the employees engaged to their work. Thus, Wellins and Concelman (2005) gave another definition to theEE which is "the feelings or attitudes employees have toward their jobs and organizations" (p. 2). According to Bhattacharya & Mukherjee, (2009) EE could

be defined as the degree of commitment andinvolvement of the employees towards its organisation and its principles. Therefore, it could be stated that all the employees of an organization who receive positive interpersonal support, personal meaning, and work effectively, will feel motivated and engaged. This engagement of employees could be explained by Social Exchange Theory (SET, hereinafter). According to SET, the relationship between employees and their organisations is reciprocatively interdependent on each other in such a manner that the economic and socio-emotional benefits of the former are reciprocated with EE leading to better work performance and the vice versa (Karatepe, 2013). Researchers like Schaufeli et. al., (2001) havedefinedengagement asa positive, rewarding & work-related state typified by vigour, dedication, and absorption. Bakker et. al. (2008) also brought out that engagement is a "positive, fulfilling, affective motivational state of work-related well-being that is characterizedby vigour,dedication, & absorption"(p. 187). Therefore, it can be stated that a work-related condition related to performance and emotional drive of employees described by vigour, dedication and absorption is termed as engagement.Law, Dollard, Tuckey & Dormann (2011), stated that engagement is a good indicator to know about employees' approach towards work, which could be grouped in threepossible ways which are,it is meaningful,inspiring and it attracts extra effort., dedication, absorption and vigour respectively. Therefore, the three facets of EEare: -

(a) **Vigour** –asdefined by Schaufeli et. al., (2002) is the self-inspired enthusiasm applied toone'swork, heightened mental resilience and energy during execution of work, and being persistence while facing difficult situations.

(b) **Dedication** –asdescribed by Schaufeli et. al., (2002) is a feeling of pridefulness, worth, challenge, passion and stimulation.

(c) **Absorption** –asreferred by Schaufeli et. al., (2002) is,"being fully focused and deeplyabsorbed in one's work, in which time passes without realization and one finds it difficult to detach oneself from work".

1.3   Perceived Organizational Support and Work Engagement

The fact that at any workplace, higher level of EE is displayed by all those employees who perceive support from their organization, has been well established by the literature on the subject.POShas already been described in section 1.1as a global belief concerning the level up to which their own organisation appreciates the importance of their role as well as feels concerned about them (Eisenberger, Huntington, Hutchnison& Sowa, 1986, p. 504) and it is also considered as very essential to understand the work-related attitude and behaviour of employees. Bakker et al., (2003) stated that at any work space the support from that close community group and work autonomy are certainly related to EE and the support from the organization as such definitely leads to higher organizational commitment and reduces the probability of leaving the organization. Therefore, it could be concluded that if the employees of an organization perceive that their efforts are being recognized and appreciated, they become more involved & committed towards their work and take more initiative to effectively complete it.Aktar and Pangil (2018), in their study on bank employees, observed that when employees were provided support in terms ofsuitable career training;well-defined goals and guidance, they do appreciate the organizationalsupport. As a result of it, they doget inspired and get more engaged in their work. Better engaged employees of an organization enjoy their work more, provided they have requisite skill and autonomy to complete tasks and also find theirwork interesting. Employees who perceive organizational support from their organizationtend to be veryinspired, more spirited and have positive attitude at the workplace.A close relationship between EEand employee motivation has also been established by Dulagil (2012). Gyekye and Salminen (2007) stated that POS helps employees in establishing strong relationship with their organizations and get more dedicated towards their work.Similarly, Truss et. al. (2013) in their study also opined that higher engagement levels level of the employees, more dedication, involvement andcommitment they will have towards theirorganization.Findings of another study undertaken by Otineo, Wangithi and Njeru (2015) suggested that all those employees who believed and trusted in the efforts of their organizations support in terms

ofenhancing job skills and access to additional job resources are fully engaged and committed to the organization, additionally, they also feel obliged to pay back and develop a sense of loyalty towards the organization.

Relationship between facets of POS with other variables, for instance organisational commitment, job satisfaction and other HR practices have been examined by various studies (Mills et al., 2013) and conclusive evidence has emerged confirming that higherengagement of employees, will help both the organisation as well as individuals to get better results. However, Parker & Griffin, (2011) observed that the research on the subject is only at the early stages to decode the extent and the strength of its impact on this relationship.Whereas Rich, Lepine, & Crawford, (2010) opined that most of the research on this subject matter has merely focused on the direct outcomes of POS, such as, employee attitudes and behaviours and not on the comprehensive effects.POS has also been found to beassociated to the conceptslike justice and fairness, rewards and resources, as well as perceived leadership support. Chen et al., 2009 supported the argument that employees with highersense of POS view their work as well as organization more positively. Therefore, it could be concluded that there exists a significant and positive relationship between POS and EE.

2.   METHODS

2.1.   Literature Search

We carried out a comprehensive literature search to identify the relevant published research articles establishing the relationship between work engagement or EE and POS. The database websites were searched rigorously from 01 Feb– 07 Feb, 2022, which includesEBSCOHOST, J-GATE, and Google Scholar. Keywords used in our research were work engagement, EE andPOS, which were looked for either in the title or keywords of the article. The common British Commonwealth spelling 'organisational' was also used. Our search identified research articles published in the English language only from the year 1986, when the concept'POS'as such was first introduced by Eisenberger and his fellow authors, up to 2021. In addition, we also

carried out manual searches which further supplemented and refined our database of articles. The research articles collected include various key source articles on POSlike Eisenberger et al., (1986) &(1997) and Rhoades & Eisenberger, (2002).

2.2. Inclusion And Exclusion Criteria for Research Articles

Our literature review covered only those research articles which conformed to the laid down inclusion criteria.First condition was that the research article must be based on empirical data and not merely based on conceptual papers or critical analyses except the ones specified in theprevious section. The second prerequisite was that the articles must have work engagement or EE and POSas related variables. Acknowledging the wide array of concepts identified with the term'sEE and POS, we chose to exclude the articles dedicated to organizational engagement, job engagement, superior support, organizational support or commitment. The third prerequisite for incorporating the articles in our literature review was that the keywords identified and specified in the above section must figure either in the title or the keywords of the article. The penultimate prerequisite was that assessment tools of the constructs, EE and POSmust be based on their respective frameworks. This conditiondirected us to take inonly those studies that evaluated the three dimensions of EE viz vigour, dedication and absorption based on The Utrecht Work Engagement Scale (UWES). It alsoled us to use only those studies that evaluated POS based onits definition given byEisenberger et al. (1986). Therefore, we excluded articles that (a) appliedPOS to a particular form of organizational support i.e. POS for creativeness; (Zhou & George, 2001), (b) which are diversefrom all-inclusive POS construct (Eisenberger &Stinglhamber, 2011) and (c) POS grouping with other constructs likesupervisor support and engagement; (Ward, 2006). Lastly, we omitted foreign-language articles for which English translation was inaccessible.
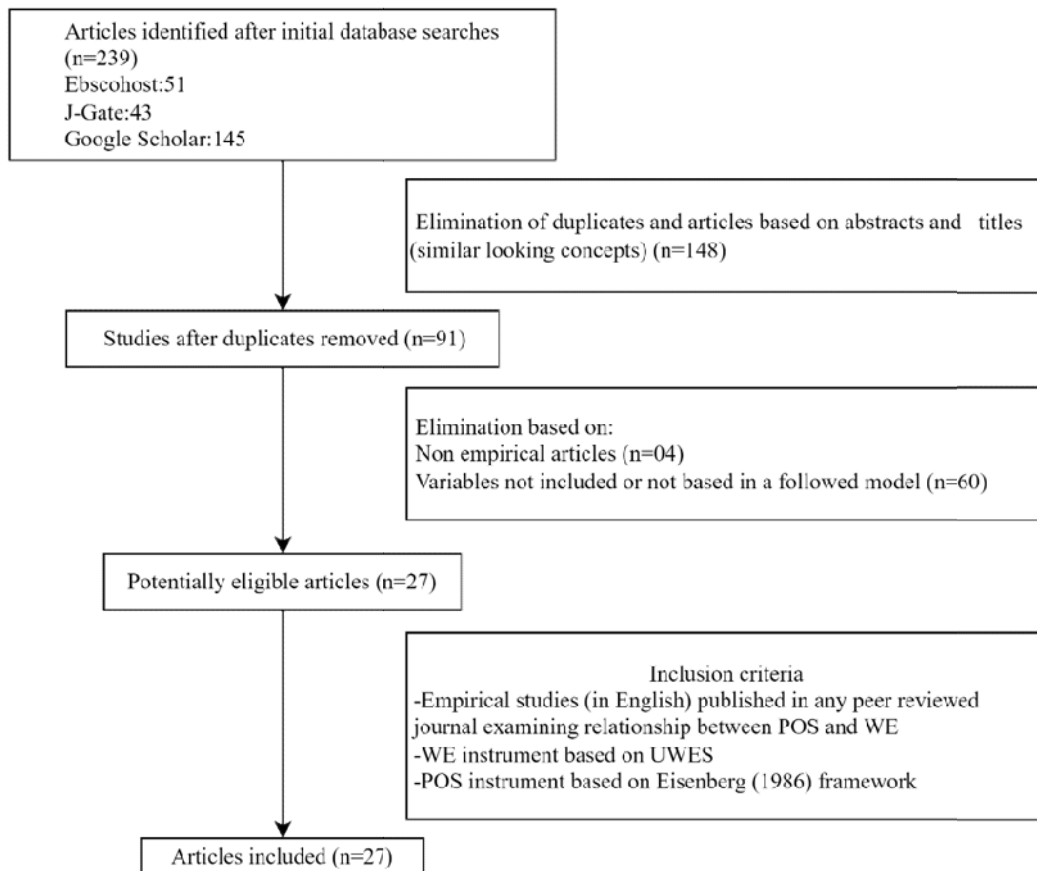

Fig. 1. Flowchart of Research Article selection procedure [Source: Authors' own]

2.3. Data extraction

The preliminary examinations of research articles facilitated us to identify 239 potentially eligible studies: 51 in EBSCOHOST, 43 in J-GATEand 145 in Google Scholar. Exclusion of duplicates as well as the articles dedicated to similar looking concepts but with different meaning like organizational engagement, job engagement, superior support, organizational support or commitment etc provided us with 91 relevant articles. At this point, we vetted the titles and abstracts of the articles as per the laid down criteria of inclusion and exclusion as specified in the previous section. This vetting led to further elimination of certain research papers that (1) did not have the keywords identified and specified by us for this article either in the title or the keywords of the article. (2) were not evaluated based on Utrecht work engagement scale (UWES) for EE and Eisenberger et al.'s (1986) scale for POS. (3) applied POS to a particular form of support i.e., POS for creativeness; (Zhou & George, 2001), (4) are diverse from all-inclusive POS construct (Eisenberger &Stinglhamber, 2011) and (5) used grouping of POS with other constructs like supervisor support and engagement; (Ward, 2006). Foreign-language articles for which English translation was inaccessible were also not included. Towards the completion of this short-listing procedure (Fig. 1), a total of 27 peer reviewed research papers conforming to the inclusion criteria were selected for the literature review and 212 were excluded. All these short-listed empirical research papers were read meticulously and analysed to establish the relationship between POS and EE.

3. RESULTS

All the twenty-seven articles included in our review have been taken from various fields of study,which includes hospitals, banks, educational institutes, tele-communication& IT companies and defence establishments, of both private as well as government sectors. All these studieshave been further classified into three categories i.e. (a) articles indicating a positive or negative relationship between POS and WE, (b) articles revealing thatonly some dimensions of the two variables are related and (c) lastly, articles testifying that POS has moderating effect on EE through some other variable.The

scale used to assess POS, in these articles, is the shorter version of SPOS,i.e., scale established by Eisenberger et. al. (1986) or any one of its refinedversions. The authors like Wan &Saidin(2018) used all the 24 items, Thirapatsakun, T., Kuntonbutr&Mechinda (2014) used 20 items, and Myung & McDonald (2017) used only 5 items of the original scale, in their respective research articles. Similarly, shorter versions of UWES i.e., Utrecht Work Engagement Scale developed by Schaufeli et al (2006) have been used to assess the EE, wherein, Arora&Dhiman (2018), Köse (2016), Dar & Siddique, (2020), and Thirapatsakun, Kuntonbutr&Mechinda, (2014) used UWES-17; Lan, Chen, Zeng, X. & Liu, T. (2020) used UWES-15 versions of the scale in their respective research articles. Myung H. Jin. & Bruce McDonald (2017) measured only two dimensions of EE viz vigour & dedication by using only 4-items of UWES and only one dimension of POS by using 5-items of SPOS scales. Adetailed account of the studies and assessment tools of POS & EE along with key findings are presented in Table 1 given below.

3.1. Results With Positive or Negative Relationship Between POS and EE

This study of twenty-sevenresearch papershas established a positive association between POS and EE. The findingsobtained from these research articles, not only revealed adirectrelationship between POS and EE but also established the association of these variables with other constructs, details of which have been given in Table 1, given below. Furthermore, they also established link between vigour, dedication and absorption, the three dimensions of EE withPOS.

A number of recent studies by different researchers like Imran, Elahi, Abid, Ashfaq& Ilyas 2020); Tan, Wang, Qian, & Lu (2020); Vermeulen & Scheepers (2020); Dar&Siddique, (2020); Yang, Huang, Qiu, Tian, Gu, Gao& Wu (2020); Isa & Ibrahim (2020), and Wibawa, Takahashi, &Riantoputra(2021), though used different statistical tools like correlation, regression analysis, AMOS, factor analysis and PLS-SEM but concluded with empirical data (as shown in the table) that POS is significantly related to EE.All the studies, which used either correlation or regression as statistical tool, clearly established a positive relationship

between POS and EE. The authors of these studies, also found that both these variables are also related to other variables like Perceived supervisor support (PSS); Organizational citizen behaviour (OCB); Authentic Leadership (AL); Psychological Capital (PsyCap); Turnover intention (TI); Talent development (TD) etc.and the same has been shown intable 1.

Table 1: Description of Articles, Scales Used and Their Results Included in Study

S.No	Study	Sample (N)	POS Scale EE Scale	Examined variables	Statistical analyses	Principal results	Statistics
1	Wang, X., Liu, L., Zou, F., Hao, J. & Wu, H. (2017)	1,016 Female nurses; Average age-33.6 years, & average service-12.6years.	Survey of Perceived Organizational Support (SPOS). UWES (9-item scale)	-SPOS -WE - PsyCap	ANOVA Pearson's Correlation Hierarchical linear regression	-Positive relationship among the constructs, POS and WE and PsyCap -Positive relationship between POS and PsyCap	POS-Vigour--r=0.433, r^2=0.23 POS-Dedication--r=0.447, r^2=0.36 POS-Absorption-r=0.344, r^2=0.16
2	Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F. & Ilyas, S. (2020)	638- Bank employees Male-431, Female-207,	8-item scale of Eisenberger et al. for POS UWES (9-item version) for WE	-POS -WE -Thriving at work. -Flourishing	Correlation analysis Exploratory factor analysis.	-POS is positively related to WE as well as thriving at work&flourishing -Thriving is positively related to WE -POS indirectly influences WE through thriving as well as flourishing as mediator.	r=0.38, p<0.01 Factor Loading Range for POS from 0.690 to 0.798. Factor Loading Range for WE from 0.513 to 0.789. POS-WE-β = 0.27, t = 5.62, p < 0.001
3	Wan, P. &Saidin, K. B. (2018)	426-Admn staff of newly established Univ.	POS scale 24 items UWES 9 items	POS WE	Correlation analysis Regression analysis	-Positive relationship between POS & WE -POS is a predictor of WE	r=0.646 r^2=0.417 p=.000 and f=304.467
4	Ali, F. H., Rizavi, S. S., Ahmed, I. & Rasheed, M. (2018)	273 service workers	Schaufeli & Bakker (2006)-UWES Eisenberger et al.,	POS WE OCB, Well-being	Correlation analysis Regression analysis	-POS positively predicts WE, OCB as well as well being -Well-being	r=0.58 r^2=0.34 POS-WE-β=.248, SE=.035, p=.000

			(1986)- 7 item			positively predicts WE as well as OCB -WE positively predict OCB -Well-being & WE create a chain in relationship of POS & OCB	
5	Chung-Jen Wang &Kuan-Ju Tseng (2019)	520 frontline employees of 5-star hotels. Group 1-320 & group 2-200 pers.	POS-SPOS- 6 item adopted WE_UWES	POS WE Emotional Labour Self-efficacy Self-Quality	ANOVA SEM AMOS 24.0 CFA	-POS positively influences WE -Self-efficacy positively influences WE -WE positively influence service quality -WE mediate the effects of deep acting, POS & self-efficacy on service quality	p-value 0.68 POS-WE-path coefficient = −0.13
6	Al-Doghan, M. A. (2019)	289 employees of telecom companies. Male- 201 Female- 88	WE-Schaufeli and Bakker (2004)- 9 item POS-Eisenberger et al. (1986).	POS WE Training & Development A fair rewards system Information Sharing	Multiple Regression analysis	-POS positively influences the EE -Training and Development positively influence EE -A fair reward system positively influences EE -Information sharing positively influences EE	r=0.94 r²=0.89

7	Al-Omar, H. A., Arafah, A. M., Barakat, J. M., Almutairi, R. D., Khurshid, F. &Alsultan, M. S. (2019)	81-Pharmacists Mean age-30.7 ± 6.1 years & Mean work experience-8.4 ± 5.6 years	WE-UWES (9) POS- POS (8) scale-Eisenberger et al., (1986)	WE POS Brief Resilience	ANOVA Multiple regression	-There is a significant relationship between POS & EE -POS is a significant predictor of EE -Resilience is a significant predictor of EE	β=0.31, F = 7.07 p=0.010
8	Wibawa, W. M. S., Takahashi, Y., &Riantoput ra, C. D. (2021)	155-Awardees of scholarship. All less than 40 years of age	WE-UWES (9) POS-Eisenberger et al., (1986)-9 items	WE POS Perceived emotional demands	PLS-SEM	-POS has a positive correlation with WE -Employee voice has a positive correlation with WE -POS & emotional demands is positively correlated & significant as predictors of WE -POS for private sector employees showed a significant positive relationship with WE while for public sector employees, there was no significant correlation.	r^2=0 .42 Q^2=0.0.28 β = .42, p < .001 β=0.42 SE=0.11
9	Tan, L., Wang, Y., Qian, W. & Lu, H. (2020)	Study 1-210-Univ employees-(45.2% male, 76.2% married) Study 2-406-	UWES Eisenberger et al., (1986)-9 items	WE POS Job Crafting Intention Leader Humour	Correlatio n	-POS is positively associated with WE -POS is positively associated with Leader humour	b = 0.76, SE = 0.07, CI = 0.00, 0.63 r=0.78 r=0.76

		consulting company employees- 250, males & 156 females				-POS & WE mediates the relationship between leader humour & job crafting in terms of seeking resources, challenges & reducing demands	
10	Vermeulen, T., & Scheepers, C.B. (2020)	202 IT employees 120 male & 82 female employees'	UWES Eisenberger et al., (2002)-8 items	WE POS AL	AMOS Hierarchic al regression	-POS is significantly related to WE -POS has a mediating effect on the impact of AL on WE. -AL is significantly related to WE & POS	POS-WE with a coefficient of 0.52825. b = 0.40616
11	Rara, P. G. (2019)	100 employees of Y- generation, age range 23-32 years. Males 55 & females 45	UWES-17 Eisenberger et al., (1986)-9 items	WE POS Psycap	Pearson Correlatio n Regressio n	-POS has a strong &positive relationship with WE -PsyCap has a strong &positive relationship with WE as well as POS	r=0.594 r²=0.445
12	Najeemdee n, I. S., Abidemi, B. T., Rahmat, F. D. &Bulus, B. D. (2018)	203-Staffs of College of Business	Schaufeli and Bakker (2003) with 9 items. Eisenberger et al., (1986)-8 items	WE POS Perceived org culture	Pearson Correlatio n Multiple Regressio n	-POS has significant influence on WE -Perceived organization al culture has significant influence on WE	(r = 0.595; p ≤ 0.05) r²= 0.354 (β=0.159, p≤0.05)
13	Mathumbu, D., & Dodd, N. (2013)	106 Nurses- Male-23, Female-83	UWES SPOS	WE POS	Pearson Correlatio n	-There is a relationship between POS & WE; POS & OCB and WE &	r=0.31, p<0.01

						OCB -POS has a positive moderate relationship with WE	
14	Arora, N., & Dhiman, N. (2018)	246 Teachers in private senior sec school	UWES-17 Eisenberger et al., (1986)-8 items	WE POS Perceived Organizational Justice OCB Job Satisfaction	AMOS Correlations Regression	-POS is positively related to WE -There is significant relationship between WE & OCB -WE have significant relationship with job satisfaction	Correlations, POS-0.73 WE-0.69 Std Coefficient-0.39 CR-3.69 $\beta = 0.39$, p<0.01
15	Meintjes, A., & Hofmeyr, K. (2018).	125 Sales representatives of Pharmacy	UWES-9 Eisenberger et al., (1986)-8 items	EE POS Resilience	Factor analysis, multiple Regression Analysis of variance	-POS has a significant relationship with EE -There is no significant relationship between resilience & EE	$(\beta = 0.44, p < 0.05)$ $(F = 27.20, p < 0.05)$
16	Dogru, Çağlar (2018)	203 employees of two separate Techno parks of Defence sector. Males=126; Females-77	Schaufeli, et al., (2002)-6 Eisenberger, et al., (1997)-8 items	WE POS PSS, PPS Innovative Behaviour	Regression	-POS has a positive relationship with WE -POS has a positive relationship with innovative behaviour --PSS has a positive relationship with innovative behaviour -WE have a mediating effect the relationship between POS & innovative	r=0.27 r^2=0.341

						behaviour and POS & PSS	
17	Köse, A. (2016)	433-Teachers of primary & secondary schools	UWES-17 Eisenberger et al., (1986)- 8 items	WE POS Organizational Climate	Correlation Factor Analysis	-There is a significant & positive relationship between WE & POS -There is a significant & positive relationship between WE & organizational climate --There is a significant relationship between POS & organizational climate	r=0.27, p<0.01
18	Dar, M. A., Siddique, M. A. (2020)	166-Bank Employees 480- Bank Customers	WE-UWES-17 item POS-Eisenberger et al. (1986)-7 item	WE POS PSS Organizational performance Customer satisfaction	Correlation Exploratory factor analysis	-Contact employee support positively influences WE -WE positively influence organizational performance -Contact employee support positively influences organizational performance -POS is more influential antecedent of the contact employees WE	r=0.21 r²=0.33
19	Thirapatsakun, T.,	890 Nurses from 44	UWES-17 Eisenberger	WE POS	CFA SEM	-POS has influence on	SEM-Results of

	Kuntonbutr, C. &Mechinda, P. (2014)	private Hospitals. Most of them were female i.e., 875	et al.'s (1986)-20 items	JD TI		TI through WE -JD has influence on TI through WE -High & low levels of POS are not moderators between JD & WE -WE could be a strong predictor of TI	adaptabilit y- χ2 = 392.845, df = 170, χ2 /df = 2.848, RMSEA =.038, NFI = .976, SRMR = .081, and CFI = .960.
20	Yang, S., Huang, H., Qiu, T., Tian, F., Gu, Z., Gao, X. & Wu, H. (2020)	836 Doctors, Males-285; female-551	UWES SPOS	WE POS PsyCap	Hierarchic al multiple regression	-POS is positively associated with WE -PsyCap is positively associated with WE -PsyCap mediates the relationship between POS & WE	Vigour (β = 0.402, P < 0.01), Dedication (β = 0.413, P < 0.01), and Absorptio n (β = 0.373, P < 0.01).
21	Isa, A. B., & Ibrahim, H. I. B. (2020)	164 employees of Govt linked companies	UWES-9 Eisenberger et al.'s (1986)	EE POS TD	PLS-SEM	-POS have a positive relationship with vigour, dedication & absorption, with the strongest effect on dedication. -There is a significant & positive relationship between TD & POS	POS → Vigour β- 0.501, t- value- 6.116 POS → Dedication - β -0.560, t-value- 8.024 POS → Absorptio n- β - 0.521, t-value- 7.605
22	Myung H. Jin. & Bruce McDonald (2017)	1251 employees from state & local Govt agencies	Schaufeli et al., (2002)- WE measured by index of 4- items only. POS measured	WE POS PSS	Ordinary least squares (OLS, hereinafter) regression -based path	-POS is positively related to WE -PSS is positively related to WE -PSS is	r=0.26

					coefficient s	positively related to POS	
23	Gadi, P. D. & Hung-Kee, D. M. (2020)	400 Academicia ns Males-283, Females-77	UWES-Schaufeli, Bakker, &Salanova, (2006) Eisenberger et al.'s (1990)	WE POS PSS TI	PLS-SEM bootstrapp ing procedure	-POS did not moderate the link between WE & TI -There is a relation linking engagement & TI & that PSS offsets for low degrees of engagement - Relationship between WE & TI is moderated by PSS	POS-WE-TI- (β = -0.037, t=0.833, p > 0.05). WE-TI- (β = -0.190, t=2.848, p < 0.01)
24	Lan, T., Chen, M., Zeng, X. & Liu, T. (2020)	744 Police Officers; 609 males and 135 females	UWES-15 Eisenberger et al., (1986)-9 items	WE POS Job Satisfactio n Emotional Self-Efficacy	Pearson Correlatio n AMOS	-POS significantly & positively predicted job satisfaction -The direct prediction effect of POS on WE is not significant -POS can indirectly & significantly predict WE through job satisfaction (β = 0.67, t = 17.95, p < 0.001). -Regulatory emotional self-efficacy moderates' relationship between POS & job satisfaction as well as between job satisfaction & WE	r=0.69 r²=0.48 POS-JS-(β = 0.38, t = 12.91, p < 0.001) POS-WE-(β = 0.04, t = 0.58, p > 0.05).

25	Ortiz-Isabeles, C. J. & Garcia-Avitia, C. A. (2021)	292 Mexican workers of the tertiary sector. 130 female & 162 males Average age-38.71 years.	SPOS UWES	POS WE	-Regression analysis -Spearman correlation	-Significant relationship between one dimension of POS (satisfaction of socio-affective needs) & two dimensions of WE (vigour & Dedication), but it is a weak one	Vigour (ρ = 0.33) & Dedication (ρ = 0.28)
26	Yongxing, G. Hongfei, D. Baoguo, X. & Lei, M. (2017)	1094 Customer Service employees of telecom; 340- males, 754- females. Mean age-28.69	SPOS UWES	POS WE Objective task performance.	Correlation analysis Regression analysis	-WE is positively related to job performance - POS is a key moderator of WE & job performance	$\chi 2$ (1094) = 1423.47, $\chi 2/df$=1.30, RMSEA =.04, CFI= .92, GFI=0.90, TLI = .91. r=0.48
27	Gupta, V., Agarwal, U. A. & Khatri, N. (2016)	475 Nurses in 9 big hospitals. 11% males & 89% females. 36% graduate's & 64% PG. Average age 26.5 years	SPOS UWES	POS WE Commitment	Correlation Regression analysis	-Affective commitment mediates the relationship between POS &WE and POS & OCB in a positive way -Psychological contract breach moderates' relationship between POS & WE and POS & OCB via affective commitment.	r=0.42 r^2=0.20 POS-WE- (b = 0.39, P < 0<01).

Isa& Ibrahim(2020) used PLS-SEM statistical tool to explore the relationship between POS, EE and TD and observed that POS have a positive relationship with vigour (β= 0.501, t-value= 6.116); dedication (β =0.560, t-value= 8.024) & absorption (β =0.521, t-value= 7.605), with the strongest effect on dedication. They also stated that there is a significant & positive relationship between TD & POS. However, Lan, Chen, Zeng& Liu (2020) in

their study found that the direct prediction effect of POS on EE is not significant, it could be predicted because of job satisfaction (β = 0.67, t = 17.95, p < 0.001). The author further stated that POS significantly & positively predicted job satisfaction and that therelationship between them as well as between job satisfaction & EE could be moderated through emotional self-efficacy.

Briefly, it could be stated that the studies referred in this literature review followed the cross-sectional design while studying the relationship between POS and EE.Self-reporting method has been used to measure the constructs POS& EE and the scales used are SPOS scale developed by Eisenberger et. al., (1986) and Utrecht work engagement scale (UWES) developed by Schaufeli et al., (2006). All these studies very clearly concluded a significant,direct and moderating relationship between POS and EE. Table 1 given below describes various research articles along with the measuring scales used and the results showing relationship between POS and EE.

3.2. Results Wherein Only Some Dimensions of The Two Variables are Related

During our research we found that the study undertaken by Myung & McDonald (2017), usedSchaufeli et al., (2002) scale to measure two dimensions of EE by index of 4- items only; measured POS by using 5 items only, concludedthat POS is positively related to EE (r=0.26) and that PSS has a positive linkage to EE as well as POS. In another study, Ortiz-Isabeles& Garcia-Avitia. (2021) observed animportantrelationship between one dimension of POS (i.e., satisfaction of socio-affective needs) and two dimensions of EE viz Vigour (ρ = 0.33) & Dedication (ρ = 0.28), but found it weak.

3.3. Results Wherein POS Has Moderating Effect on EE Through Some Other Variable

Our research identified three articles analysing moderating effect of POS on the relationship of EE with some other variable like PSS, OCB, job performance etc. In the study undertaken by Yongxing, Hongfei, Baoguo, & Lei (2017), the author observed that EE is positively related to job performance. However, POS is a key moderator of EE & job performance with

the values of $\chi 2$ (1094) = 1423.47, $\chi 2/df$=1.30, RMSEA=.04, CFI= .92, GFI=0.90, TLI = .91, r=0.48. Gupta, V., Agarwal, U. A. & Khatri, N. (2016) in their research found that affective commitment has a moderating effect on the relationship between POS &WE as well as between POS & OCB. Another variable, 'psychological contract breach' moderates' the relationship between POS & EE and POS & OCB via affective commitment with values of r=0.42 and r^2=0.20. POS and EE relationship have values of b = 0.39, P <0<01.However, Gadi& Hung-Kee (2020) in their study found that POS did not moderate the link between EE & TI. They further observed that there is a relation linking engagement & TI & that PSSdoescompensate lower engagement levels with values of β = -0.037, t=0.833, p > 0.05. They also found that the relationship between EE & TI is moderated by PSS with values of β = -0.190, t=2.848, p < 0.01.

3.4. Other Studies Included in The Review

In addition to the shortlisted articles through the inclusion criteria explained above, we came across three articles analysing POS and EE through literature review or meta-analysis. The meta-analysis byRhoades and Eisenberger (2002) based on 70 studies identified the basic antecedents and consequences of POS. Thebasic antecedents of POS include job conditions, supervisor support, impartial organizational procedures, favourable rewards and the consequences include increased performance & affective commitment and reduced withdrawal behaviour. Another meta-analysis based on 558 studies by Kurtessis, J, N., Eisenberger, Ford, Buffardi, Stewart &Adis(2015) established the fact that the role of POS in the employee-employer relationshipis important and it favourably orients them towards each other.

Further, it could be inferred from the pioneering research article written by Eisenberger, Huntington, Hutchison, & Sowa (1986), that POS is not only positively related to the EE but it also predicts the strength of the relationship.The results suggest that POS has a significant linkage between employees' optimistic orientation toward the organization and severalkinds of encouraging actions by the organization, demonstrative welfare, and performance on behalf of the organization.

4.   DISCUSSION

A number of research papers have been published, in the recent years,analysing the relationship betweenPOSand EE among employees in the organizational context. In this article we analysedtwenty-sevenresearch papers published between 1986 and 2021examining the connection between POS and WE. Exploring the keyresultsshallpermit us to develop a stronger picture of the relationship and future areas of research.

4.1.   Processes Encompassed in The Relationship Between POS and EE

The aim of this research paper was to explore the relationship between POS and work engagement. The results clearly show that: (1) the POS is positively related to WE; (2) the POS has moderating effect onWE.

All the research articles selected for the review except one, provided data supporting that POS is either positively related to or has a moderating effect on the EE. The onlyexception is the study undertaken by Gadi&Hung-Kee   (2020)involving academicians of three universities of north central Nigeria, which examined, EE and Turnover intensions: The Moderating Role of Perceived Supervisory Support and POS'. The results of this study proclaimed that PSS moderated the relationship between EE and turnover intention but in case of POS it was not so. However, the authors also specified in the article that in order to validate it, a longitudinal study is required. Rest of the studies reviewed, have unequivocally established a relationship between POS and EE in organizational context. Imran, Elahi, Abid, Ashfaq, & Ilyas, S. (2020) in their study found that, POS is positively related to EE, thriving at work & flourishing. They further established that thriving is positively related to EE and that POS indirectly influences EE through thriving as well as flourishing as mediators. The results of their study confirm the positive and moderating relationship of these variables. Similarly, Ali, Rizavi, Ahmed, &Rasheed (2018) also observed that POSpositively predicts WE, OCB & well-being and that Well-being positively predicts EE & OCB and further EE positively predict OCB. They further claimed that Well-being & EE create a chain in

relationship of POS & OCB. However, Ortiz-Isabeles& Garcia-Avitia (2021) in their study claimed that there is an important relationship between one dimension of POS (satisfaction of socio-affective needs) and two dimensions of EE (vigour & Dedication) but it is weak.

Another study, reviewed by us, of Yongxing, Hongfei, Baoguo, & Lei, M. (2017) observed that EE is positively related to job performance and that POS is a key moderator of EE & job performance. Further Gupta, V., Agarwal, U. A. & Khatri, N. (2016) in their study observed that affective commitment mediates the positive relationship between POS &WE and POS & OCB. They further observed that psychological contract breach moderates' relationship between POS & EE and POS & OCB via affective commitment.

Positive influence ofPOS on WE, Self-efficacy on EE and EE on service quality has been the result of study undertaken by Chung-Jen Wang &Kuan-Ju Tseng (2019) who further added that POS & self-efficacy mediate service quality.Consistent with this positive association of POS with EE and the mediator approach, (Al-Doghan2019; Tan, Wang, Qian & Lu 2020; Mathumbu& Dodd 2013; Arora & Dhiman 2018; Köse2016), several studies have explored and confirmed the relationship with data. These studies further ascertained with empirical data that (a) training and development, a fair reward system, information sharing positively influence engagement (Al-Doghan, 2019); (b)POS is positively associated with Leader humour but both POS & EE mediated the relationship betweenleader humour and job craftingamong employees in terms of seeking resourcesmeeting challengesand also in reducing demands (Tan, Wang, Qian, & Lu, 2020); (c) POS is positively related to EE & OCB and EE is positively related to OCB (Mathumbu& Dodd 2013); (d) there is significant relationship between EE & OCB&WE have significant relationship with job satisfaction (Arora & Dhiman2018); (e) there is a significant & positive relationship between EE & organizational climate and POS & organizational climate (Köse, A. 2016); (f) POS significantly & positively predicted job satisfaction, however, the direct prediction effect of POS on EE is not significant but it could do so indirectly through job satisfaction (β = 0.67, t = 17.95, p < 0.001). Also,

emotional self-efficacy has a moderating effect on the relationship between POS & job satisfaction as well as between job satisfaction & EE (Lan, T., Chen, M., Zeng, X. & Liu, T. 2020). Therefore, it is evident from the review of all these research articles that undoubtedly there is a positive relationship between POS and EE and that both these variables have moderating effects which requires to be further explored in future researches.

4.2. Limitations of the Studies Reviewedand Recommendations forFuture Research

During the literature review of this research article, we noticed various limitations. To start with, a limited number of studies were available for the analysis and itwas a constraint in the interpretation of relationship between variables. Further the limited research in this area has been a constraint for us to interpret the relationships between variables. Secondly, the available studieswere based on cross-sectional design only. Thirdly, studies included in our review have not taken into account the socio-demographic aspects or personality traitsin the relationship between POS and WE.

Our study highlighted certain research gaps for future studies sothat the existing interpretationof the relationship between these two variables could be further explored. There is a need to undertake longitudinal studies with improved research designs, signifyingthe practical effects of POS and WE. Future research is required to further explore the influence of POS on coping strategies and self-improvement outcomes so as to deal with demanding situations.

5.   CONCLUSIONS

From the literature review carried out so far it has become evident that the foundation of POS is governed by OST which is further based on SET. Both OST and SET concepts postulate that POS of the employees is primarily governed by the inference drawn by them about accreditation given to their efforts, and care about their welfare by their organizations. POS, therefore, is reciprocated by the employees with increased loyalty, commitment and enhanced performance. These assumptions make the basis for the role of the reciprocity norm in employer employee relationship. Our

review of 27 studies brings out that POS is positively related to the EE and it happens due to supervisor support, impartial organizational procedures, encouraging rewards &work conditions and that it results into improved performance, affective commitment to the organization, and reduced turnover. Comprehensiveevaluation of the results on the whole helps us to conclude that POS helps employees in developing a positive outlook toward their organization, in improving their well-being and therefore, has a central role to play in their mutual relationship.

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