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having something to think about, may be so strong that men continue to work even when they are not pressed economically. If men only worked for money, there is no explanation why some men who have a lot of money continue to work.

Human resource management is concerned with human beings in an organization. Managing human beings therefore becomes one of the most important tasks for an organization or an employer because it becomes not only one of the assets but also one of the resources for the organization that activates other resources and assets. In today's complex and ever-evolving socio-economic world, no business and organization can exist or grow without the effective management of human resources. Human resource is essential for the success of any organization that can help it to achieve its objectives. Human resource is the total knowledge, ability, skill, talent and aptitude of the workforce of an organization and treated as one of the vital factor of production as comparison to other factor of production (Leon C. Megginson, 1977). The value, ethics and beliefs of the people working in an organization are also part of human resource, and the resourcefulness of different categories of people and others available to an organization can also be considered human resource. In today's complex and competitive world, no business or an organization can survive and grow without the appropriate human resource. Therefore, human resource has become one of the top priorities of every progressive organization in order to achieve the objectives of the organization.

The status of employees and their well being in any organization mostly or basically depends upon by the perceived organizational support. But in many cases due to non-organizational support, the position of employees in the organization remains poor as a result poor performance, high rate of absenteeism, low morale, low motivation and low productivity. But in today's Industry 2 era perceived organizational support plays very vital role in organizational culture and commitment and helps in achieving mission, vision and objectives of the organization. A majority of organization whether profit organization and not for profit organization in Private and Public sector arena in India are still unknown about the facts of perceived organizational support of their employees they are only concern about productivity and profits. Perceived organizational supports are the significant tool for various organizations at grass root level to understand the employees at work place.

### 1.2 OBJECTIVE OF THE STUDY

The objective of this study is to build a conceptual framework on the mediating role of Perceived Organizational Support on the relationship between Employee Wellbeing and Work Engagement.

### 1.2 METHODOLOGY OF THE STUDY:

The study is conceptual and exploratory type of research based on secondary information. The materials for secondary information have been collected from the journals, books, articles and internet etc.

## 2. LITERATURE REVIEW

### 2.1 Perceived Organizational Support

The concept of perceived organizational have been taken from Organization Support Theory (OST) given by Eisenberger and Rhodes respectively. The term **Perceived Organizational Support** (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being(Eisenberger,Huntington,Hutchison,&Sowa,1986;Rhoades&Eisenberger,2002). Perceived organizational support is one of the vital issues now a day in relation to work engagement and employees well-being in respect of development of any organization. The term perceived organizational support is first coined in the year 1986 by Eisenberger, Huntington, & Sowa. However, perceived organizational should not be confused with employee's attitudes to specific job factor or industrial morale. In the literature of industrial psychology, the term perceived organizational is quite frequently used for employee's attitudes towards the various aspects of the total work environment for employee engagement and well-being. The perceived organizational support used in a restricted sense and refers to a values and importance as well as well-being of workforce working in an organization and their expectation from the organization for their contribution towards the development of organization. The term perceived organizational support covers the facilities or expectation derived from being engaged in work.It assists authority to understand the psychology and work engagement of employees in the organization. Perceived organizational support have a direct/ positive correlation with job satisfaction, employee well-being, attitude, motivation of employees working in an organization. Now perceived organizational supports have become a global phenomenon and have a direct impact on socio-economic condition of the employees. In India too, perceived organizational supports by an organization making strong headway in its efforts to dealt with employees in the organization. Employees motivation

and morale boost up continues to remain one of the most important determinants in organizational psychology. Organization psychology with regard to employees in an organization is concern with mental upgradation and willingness of employees to think for the organization improvement. Understanding and managing people's behavior in the work organization are quite challenging jobs for managers because human behavior is a complex thing. We want to know why we act and react, why we feel and afraid, sad, happy, why do we differ from others in our likes, dislikes, interest, attitude etc. (Prasad L M, 2016)

Broadly speaking, perceived organizational support is one of the vital aspects in organizational behavior for influencing human behavior at work. This denotes the study and application of knowledge about human behavior in organizations as it relates to other system elements, such as structure, technology and the external social system centering round formal and informal groups of people and individual at work place. In order to understand the importance of perceived organizational support in an organization, it is necessary to understand the intrinsic and extrinsic motivation of an employee. Intrinsic motivation refers to a motivation pattern that result from an employee's need to be competent and self-determining. Job enrichment and challenging tasks which are enjoyable and not necessarily related to external reward are called intrinsic motivation. When employee's perceived locus of causality is related to only external rewards for their task behavior their motivation will be of extrinsic type. (Banarjee R N, 2008)

It has been pointed out that the most of the successful organization appear to be those which have projected the perceived organizational support concept into their organization and treated one of the major tools for influencing human behavior or human psychology at work place. Because of perceived organizational supports employees put their best effort for the organization ignoring personal interest and works for the betterment of organization and organizational interest for its growth and development. It will be seen that there are many variables or parameters which have direct or indirect influence on the work culture and work environment of any organization but the perceived organizational supports is one which cannot be ignored or which cannot be keep aside because it is directly related with human psychology and human behavior. Poor performance, low productivity, job dissatisfaction, low morale and motivation is the result of a mismatch between a person and his/her work culture and work environment and the perceived organizational support of an organization. If perceived organizational support of an organization is good then the result will be good if there no perceived organizational support by an organization for their employees the result will be negative.

As Perceived organizational support is related with human behavior so it is the concern of the organization to understand the behavior of individual working in an organization because appropriate human behavior helps for positive and efficient human resource management in terms of employee satisfaction, fair treatment of employees, training and continuous learning, performance management , employee counseling mentoring, building teams, congenial superior- subordinate relations as well as relations, sound salary and benefits. Thus, appropriate behavior brings about efficient management of human resources. So, for developing appropriate human behavior in the minds of employees working in an organization there is a need of various perceived organizational support from the ends of organization which helps not only efficient human resource management but also envisages strategic management which ultimately leads to achieving high level of organizational performance. (Rao P Subba &Vikkraman P, 2014)
Every organization whether profit and non- profit organization must take into consideration 6M's of the organization namely Men, Money Material, Machine, Method and Market. But it is only the Men (Human Resource) which mobilizes others M's of the organization for smooth functioning and running of the organization. So, their values must be given thrust and importance and in first priority list in relation to organizational support so they can put their best to accomplish organizational goal.

Perceived organization support can be fairness, supervisor support, and organizational reward and favorable job conditions (Rhoades and Eisenberger, 2002). All these factors are very much reflected or associated with employees' upliftment and motivation. The concept of perceived organizational support implies support to employees for their development and betterment for their contribution towards organization leaving behind all their personal and individual interest.

Employees are the major stakeholder in any organization, their development in every aspect is of paramount importance. In order to enhance the productivity of the organization, the organization must take care of the perceived organizational support. Perceived organizational support should be visualized as one of the most important weapons

for upliftment of employees by the policy maker of the organization. Without perceived organizational support the development of the organization cannot be developed in its true sense. For overall development of the organization the perceived organizational support should be first in the priority list in respect of their overall development as they comprise major population of the organization. Number of studies found that Perceived Organizational Support plays a vital role in determining level of performance of employees working in an organization. If the level of skill is sufficient for the job, the presence or absence of perceived organizational can make a world of difference in employee's performance. If perceived organizational support is absence employee's performance will suffer as much as it is. The most important task of management therefore is to facilitate perceived organizational to their employees so that they direct their energies for the accomplishment of organizational goals. It may however, be pointed out at the outset that perceived organizational support is not a simple concept. Even the best of psychologists has not been to describe the wants, needs, urge behind the human behavior. It is now well known that man's behavior in the organization is generally influenced by perceived organizational support to attain some goals.

**2.2 Well Being**

The World Health Organization defined 'wellbeing' as a "resource for healthy living" and "positive state of health" that is "more than the absence of an illness" According to Sarah Stewart-Brown wellbeing can take many forms but a useful description is "feeling good and functioning well and feeling happy is a part of well being but far from the whole". Employee wellbeing could be defined as the condition of the employee's physical and mental health, including both life and work experiences (Danna & Griffin, 1999). Employee well- being is the overall quality of the way an employee experiences work and various functions at work (Marin &Bonavia, 2021).

***The Various Dimension of well being***

**2.2.1 Economic Well-being: -** The concept of economic well being in an organization implies quality of life of an employee, standard of living, economic opportunity, improvement of employment status, pay and promotion etc. Economic well being of an individual includes payment of minimum wage rate so that they can acquire the basic requirement of life. It also includes economic and social security of life after superannuation or in case of some untoward happenings.

**2.2.2 Social Well-Being: -** The conception of social well-being basically concern with education and health of the employees working in an organization. It also put thrust on social relationship among peer groups as well as various section of the society apart from formal relationship.

**2.2.3 Psychological and Mental Well-Being: -** The concept of psychological and mental well-being is very much important in modern organization to understand the behavior of individual at work place. It put thrust on tension and stress-free life. It also concerns with love, joy and happiness of an employee at work environment and in the social life.

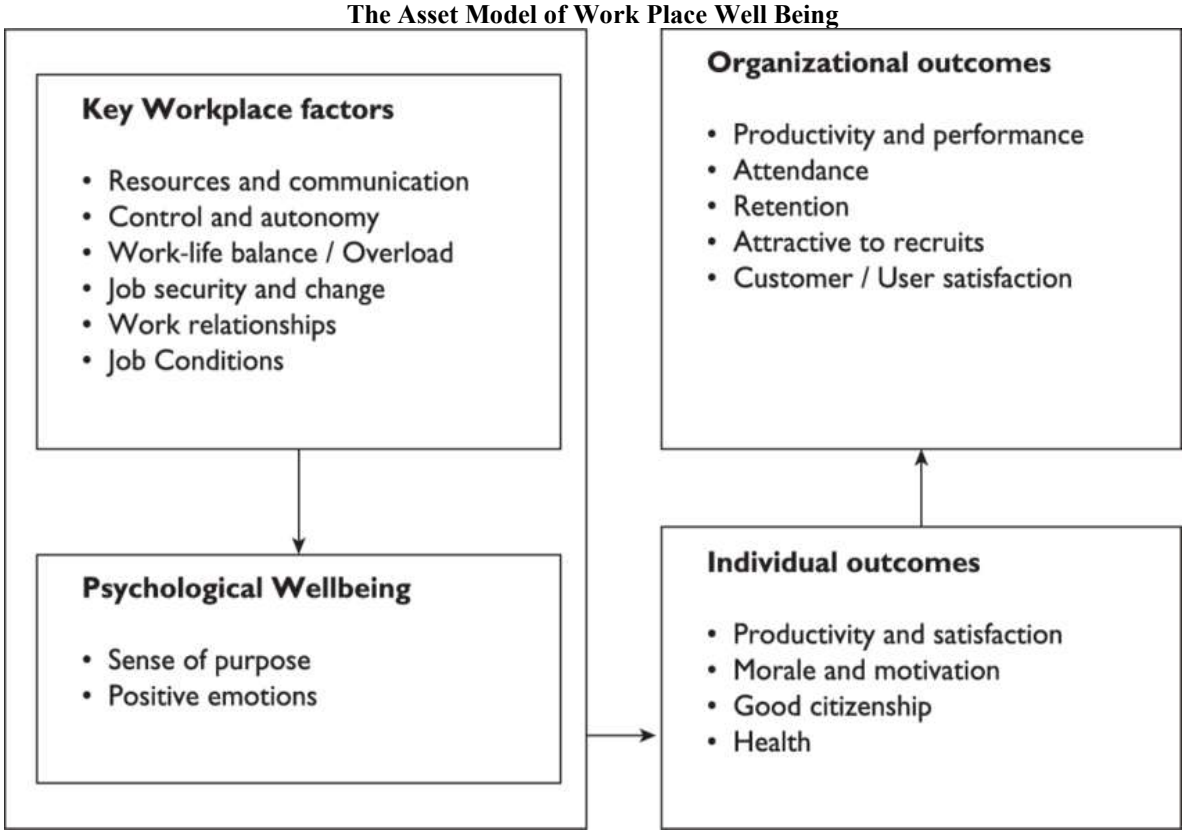
**2.2.4 Physical Well-Being: -**physical well implies physical fitness and absence of disease in the body of employees working in an organization. It also includes anxiety and depression free life. One can improve his or her physical well-being by way of yoga and meditation as well as by good and healthy food habits. Physical well-being is very much important for any establishment to increase and to get better performance from their employees in terms of efficiency and effectiveness.

**2.2.5 Environmental Well-Being:-**The concept Environmental well-being implies the clean and hygienic environment. It put thrust on pollution and noise free environment of the organization. Pollution and noise free environment have direct impact of quality of life of an individual working in an organization as well as well being of the employees at work place.

**2.2.6 Spiritual Well-Being: -** Spiritual well-being visualized as the source of life which can help us in performing our actions. It is basically concern with beliefs, values and principles of individual or human beings. These principles are act as a driving force for individual to think for the society, how they can help others during the time of need and doing so they get mental peace and satisfaction in life which keeps our body and mind healthy.

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**The Asset Model of Work Place Well Being**




**Source: Robertson & Copper (2011).**

**2.3 Employee Well-Being**

Employee Well-being is one of the core issues for the development of any organizational set up now a day and has been concerned for the last few decades. The idea of employee well being as work place wellness was first used during the 17th century by Italian Physician Bernardini Ramazzini. It was Johnson and Johnson's who became pioneer in 1979 to introduce wellness programme in the corporate worksite. However, it was early 1980 the term subjective well-being was coined in 1984 by the psychologist Ed. Diener through his tripartite model. A great challenge before every type of modern organization whether profit or not for profit in recent years is employee's well-being for ensuring a happy and healthy life physically, mentally, socially, financially to their employees and managing development in a way that shows consideration for employees' place in the organization. In the most of the organization employee'swell-being plays a very crucial role in organizational effectiveness. Employees well-being is the key determinants for overall success of any organization. Employees well-being is recognized as one of the most important driving forces behind employee's motivation and efficiency. The burden of employees' poor performance, high absenteeism turnover, poor job performance are the resultant factor of lack of employee well-being. The field of employees'well-being in human resource management/industrial psychology is undergoing rapid changes, both in terms of conceptualization, as well as operationalization. A large volume of work has now accumulated in the realm of employees'well-being. Some of it is in the nature of academic discussion, while some insights from overall organizational developmental practice have also been documented. Some organizations have understood the importance of employeeswell-being in the organization and trying to dealing with the various aspects of employees well-being in the organization so that employees can have healthy and happy life in the organization and put their best effort for the organization in this competitive world. In thiscompetitive business world employeeswell-being emerged as the one of the essential elements in industrial psychology for the sound organization structure.

**2.4 Work Engagement**

Human Resource Management has a very important role to play in the overall success of every organization whether profit or not for profit organization. The knowledge and proper understanding of the Human Resource Management is extremely necessary for appropriate handling of the man and getting best out of them. It is only the Men which

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mobilize all other M's of the organization namely Material, Machine, Money, Method and Market. It is only the living factors which center on all other factor of production and convert the various resources into the productive resources. Growth and development of an organization in respect of performance and efficiency not only in the hands of human resource of an organization but in terms of every functional level mainly depends on the quality of its manpower and its performance in every field. Therefore, to get maximum result from the employees working in an establishment or organization of any kind, work engagement emerged as a one of the new dimensions in the arena of human resource management to achieve the mission, vision and objectives of the organization efficiently and effectively. But in this competitive and technological era it is very difficult task for the employer or organization to retain the existing and potential human resource with huge pool of skills, abilities, innovation and competency. So work engagement becomes inevitable and integral component of human resource management for attracting and retaining human resource in the organization. There is a need for effective manpower deployment what we called as a work engagement in the organization to cope with the changing or dynamic environment of modern cut throat competition.

Organization should not treat human beings as a machine or tool of production. Human resources of an organization are the real assets for an organization which needs care and protection from employee to get things done in an efficient and effective manner. To understand human resource at work place one need to realize the sentiments, ego, feeling and emotion of an employee working in an organization so that optimum efficiency can be achieved just comparing of output versus input is not enough it will go in vain as the individual being highly complex and interpersonal relationship still more complex besides the group dynamics and organization ideology. Therefore, to exaggerate the need and aspiration of people at work to bring out potentialities of their men at work it is the need of an hour to comprehend the dynamic and interpersonal relationship of an individual with peer group, with management with supervisor or superior carrying out in an establishment(Ahuja K K, 1998).

The core element in an organization for employee attraction and retention is work engagement which is basically concern with job involvement of workforce. To deal with work engagement in an organizational establishment the human resource managers must take into the consideration the various factors which have direct and indirect impact on employee turnover, job dissatisfaction, low productivity, boredom which ultimately add to overall cost of the entity. Work engagement is an attempt to create a match between employee positive attitude towards his or her work and work satisfaction, work relationship and personal professional growth. The positive behavior of a worker or workforce towards their work in an organization for the achievement of organizational objectives in an efficient and effective manner is the result of work engagement. Apart from this there are many factors which affect the work engagement of employees in an organization. So organization must take into consideration all these factors for smooth running of the organization and creating congenial work environment in an organization.

According to Schaufeli and Bakker (2004) work engagement basically concern with employee positive state of mind in relation to his or her work which includes vigor, dedication and absorptions. By Vigor we mean that zeal and energy level of employees at workplace of an organization in relation to the work assigned to him or her. As per Cambridge Dictionary, Dedication means "The willingness to give lot of time and energy to something because it is important" but in organizational behavior and in human resource management the dedication of individual at workplace means the commitment towards his or her job whole heartedly so that they can do something for the betterment of the organization as the organization providing bread and butter to them for their livelihood. Absorption as state of being busy with the work in such a way that no other external and internal factors can become obstacle from detaching concentration of employee from that particular job because employees are highly engrossed with the work at work place. When employees perform any task with full concentration and occupation, time flies very quickly and employees get motivated towards his work.

**The Three Personas of Engagement**

| Engaged | Not Engaged | Actively Disengaged |
|---|---|---|
| Engaged employees work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward | Not Engaged employees are essentially "Checked-out". They are sleepwalking through their workday, putting time –but not energy or passion –into their work | Actively Disengaged employees are not just unhappy at work, they are bust acting out their unhappiness. Everyday these workers undermine what their engaged coworkers accomplish. |

**Source: - Gallup (2006)**

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## 3. CONCEPTUAL FRAMEWORK

### 3.1 Relationship between Well Being and Work Engagement

Well-being is nothing but a sense of happiness. It is one of the core issues of every single industry for their growth and success as it is directly connected with employees working in an organization having impact on productivity and performance. Therefore, sound mind and body are much more influential in performing various activities in positive way rather than unsound mind and body. Well-being is an integral part of human psychology or industrial psychology for managing human beings in an organization for the purpose of performing various technical and non-technical jobs at work site which we called as a work engagement. The relationship between well-being of an employee working in an organization and their work engagement is a matter of concern for all kind of organization operating in an arena of private and public sector. It is found that employee well-being is higher in case of highly engaged workers (Sharma &Kumra 2020). In this hi-tech and competitive business world, no business can achieve its fullest potential of human resource at work place without taking into consideration the well-being of an employee. Moreover, employee well-being and employee mind set for a particular work assigned by the authority is directly related with behavior of an individual at work place as happy worker is free from stress, tension and anxiety can concentrate much more than the person having this psychological problem. Well-being act as a lubricant for employee for performing work with full devotion and concentration living behind personal interest and goal. No business organization or corporate houses can survive and exist without taking into consideration the relationship between well-being and work engagement in their organization because most of the employee of this era are from Generation-Y having full of potential in each and every field and want to perform the task with full zeal and energy which can only be possible when they have tension, stress and anxiety free life which we called as a well-being and happiness.

### 3.2 Perceived Organizational Support and Well Being

Perceived organizational support is an essential employment resource that aids workers in meeting the increasing needs of their ever-demanding workplace, for the well-being in respect of physical, mental, psychological, economic, social etc. so that they can put their best efforts in terms of physical and mental for the success of organization in this competitive business environment. Perceived Organizational Supports are now a day is one of the vital issues for every organization as it is directly connected with the employees' well-being at work place which drives the inner urge and motivates employees at work place to perform best for the organization. So many studies pointed out that Perceived Organizational Support is concern with organizational endorsement, faith, regard, and status to the employees (Fuller, Hester, Barnett, & Relyea, 2006). Therefore, it can be said that higher levels of Perceived Organizational Support is directly or indirectly connected with employees to explore their optimum knowledge, abilities, skill, talents in the work place without any threat to their self-esteem, social standing, or occupation. Workers who exhibit a high degree of perceived organizational support feel that they possess the mental, physical, and emotional stamina needed to carry out their duties. They are perfectly content with almost every element of their working environment. These Perceived Organizational Support act as a lubricant for organization to galvanized employee mind set in various angles or periphery of their physical, social, economic, psychological and mental as well as spiritual well-being in their personal life so that they can develop sense of commitment from their core of heart for the organization to achieves organization Mission, vision and objectives in respect of market share, goodwill, productivity, profit, turnover etc. These Perceived Organizational Supports not only act as lubricant but also helps the employees to relax and sustain tension, stress and anxiety free Personal and social life and to maintain work-life balance. No one can deny the fact that there is a positive co-relation between Perceived Organizational Support and the Well-being of employees working in an organization of employees because all kind of support provided by the employer to their employee have a positive impact on the working scenario of the organization at work place so that they can give their best to their assigned roles and responsibilities in connection with their organization. Perceived Organizational Supports are basically the financial and non-financial incentive which fulfills the various mental and psychological, physical, financial requirement of individual working in an organization which in turn leads to the well-being of individual working in an organization.

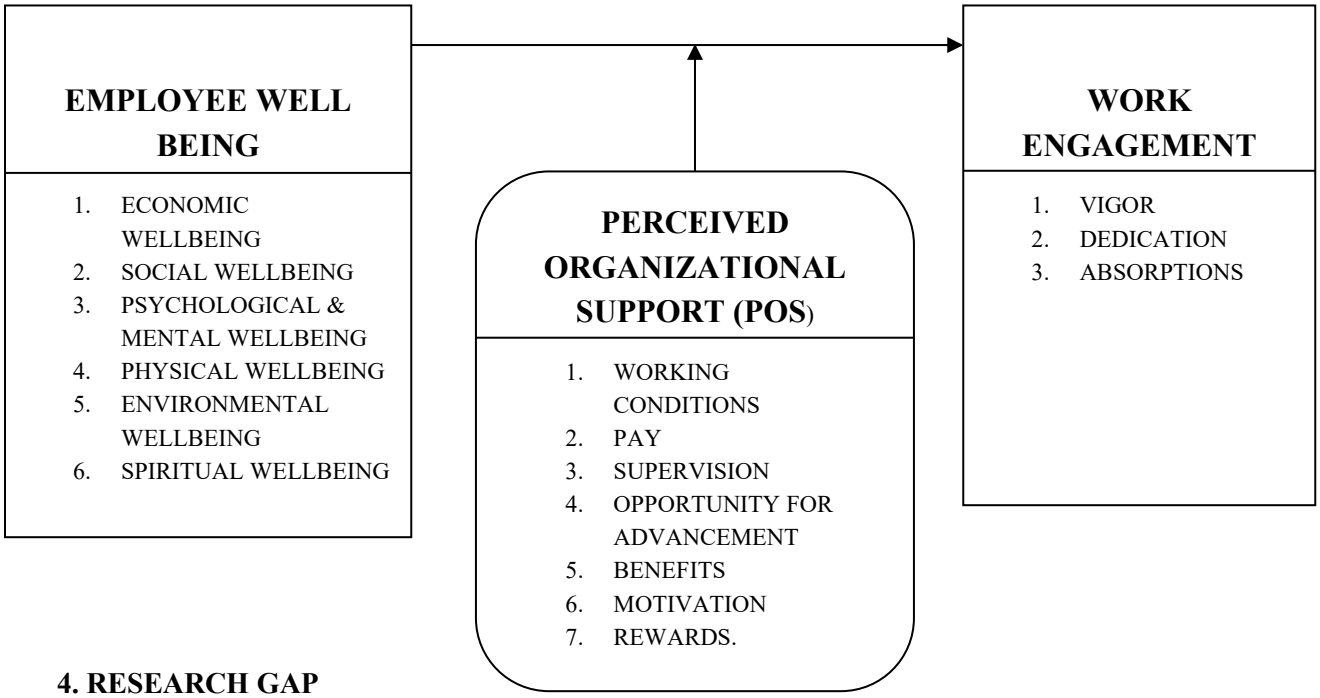
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### 3.3 Mediating Role of Perceived Organizational Support




## 4. RESEARCH GAP

Nowadays, in this competitive world various organizations, institutions and people working in different institution are very keen to know about different Perceived Organizational Support provided by different organization operating in the country in the private and public sector and their influence over employees well-being and work engagement so that they can compare these organizational support with one entity to another and can raises their requirement in front of the management to fulfill their needs and desires so that they can put their best effort for the greater interest of the organization . Researchers are also trying to study the concept of Perceived Organizational Support from different perspective and angle to fulfill the requirement Organization in respect of retention, less absenteeism, high morale, and high turnover, maximum productivity, minimum wastage, so that they can give their best to the organization that are nowadays treated as major stakeholder of the any establishment. A lot of research is going on to find out the various Perceived Organizational Support which can influence the young generation who comprises the major segment in Indian population in modern era and help organisation to keep potential existing manpower of the orgainsation. From the above literature of review, it is seen that maximum studies were conducted in the field of POS are in the corporate sector but the mediating role of POS in relation to employee well-being and work engagement in the field of educational institution in private or public sector is not taken into consideration for the in-depth study for effective organizational performance. Not only this majority of studies were conducted outside the geographical territory of the country having their own organizational culture, customs, tradition, norms etc. but India is one of the largest populated countries with one of the largest education systems in the world having rich in diversity to be studied for find out the relationship between Perceived Organisational support, employee well-being and work engagement.

## CONCLUSION

To sum up the above discussion we can say that there is a positive and direct correlation between perceived organizational support (POS) with employee well-being and work engagement in attaining orgainsational goal with optimum use of men (Human Resource) which mobilizes money, material, machine, method, market of an establishment and not possible to achieve the target of the entity without fulfilling the needs and desires of the employee which have direct impact on employees well-being and works engagement, so the concern have to think for the various perceived orgaisational support to employees in this modern competitive world to achieve the various objectives of the enterprise and their impact on pool of skilled, talented human resource which are mostly young and

energetic. The emergence and importance of terms perceived organizational support, employee well-being and works engagement in current scenario is very much important to meet demand and supply of skilled man power resources in the various private and public sector organization not only in these organization these variables have direct impact on not for profit organization also. Creation ofcongenial organizational culture can again possible through application of various perceived organizational support measure in the orgainisation which act as a lubricant for employee well being and work engagement. It is clear from the above discussion that, the performance and functioning of the organisation whether profit or not for profit organization in the public and private sector arena perceived organizational support, employee well being and work engagement gaining very much importance in this high-tech competitive era. Every business house, Government enterprises is trying to provide every facility to their employee so that best of best pool of human resource can be retain in the organization.

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