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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

A LINK BETWEEN POS AND HR PRACTICES: A REVIEW OF LITERATURE

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ABSTRACT

People are the soul of any organization. The integrity of organizations, its drive towards effectively achieving its goal and even its continued existence, all depend entirely on the people that comprise it. Managing and retaining the talented human resource has become the need of the hour. This calls for support, commitment and loyalty from the part of the organization. The concept of POS, thus, is very vital for the success of any organization. Perceived organizational support (POS) refers to "a general perception concerning the extent to which the organization values employees' general contributions and cares for their well-being" (Eisenberger et al., 1990). POS implies the organization's "commitment" to its employees (Johlke et al., 2002; Settoon et al., 1996). Many researchers have studied the link between and POS and various HR concepts. This study tries to ascertain the relation between POS and the three HR concepts, namely, Organizational Commitment, Employee Engagement and Work Family Conflict. Employer's or organization's treatment has a great impact on employee perception and it leads employee to treat the organization well in return (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This give rise to the feelings of commitment and engagement as well as to keep work-family conflict under control. The focus of this study is to link POS and the three concepts through extensive review of the available literature.

KEYWORDS

employee engagement, organizational commitment, perceived organizational support, work family conflict.

PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Employees are one of the most valuable resources that an organization possess. Organizations expect loyalty, commitment and engagement from the employees that will help in building a successful organization. It is found that employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982). The support given by the organization to the employees' is the factor that determines the level of commitment and engagement of the employees. the feeling of being supported and valued by the organization gives rise to benefits such as approval and respect, pay and promotion, and access to information and other resources needed to better carry out his/her job efficiently. It is from this feeling that the concept of POS arose and it is an important concept for the organizations. According to Golparvar, Nayeri and Mahdad (2009, the theory of Perceived organizational support was derived from theories related to the relationships between employers and employees, which was based on mutual expectations and obligations. Eisenberger et.al (2002), perceived organizational support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socio-emotional needs. This theory states that when the organization values employee's cooperation and efforts and pays attention to their welfare employees feel they are supported by the organization (Eisenberger, and Eder, 2008).

According to Allen and Meyer (1996) organization should show its commitment to the employee to form basis for POS and increase employee pledge, as well as employee belief that his greater effort will be rewarded. This will help build trust in the minds of the employees that the organization will reward them for the hard work they have put in. Organizational support helps to keep employees in the organization. It is a key factor in increasing job satisfaction and the organizational commitment of employees. POS is expressed as a perception of what degree of importance to contribute to employees by the organization. Employees feel that they are supported by the organization because they are valuable to the organization and this will help them to remain attached with the organization.

According to organizational support theory, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). Because of this, the employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them. Another important aspect that have an impact on POS is the support given by the supervisor. This is because supervisors act as organizational agents. If the employee receives favorable treatment from a supervisor, it will undoubtedly contribute to POS. The organizational support theory identifies three forms of perceived favorable treatment received from the organization by the employee. These include: - fairness, supervisor support and organizational rewards and job conditions. These factors are supposed to increase POS. These three factors are considered to be the antecedents of POS. According to Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001), POS should create a felt obligation to care about the organization's welfare. There are several desirable consequences, as well, of POS. These include:- organizational commitment, job involvement, improved performance, reduced stress level, proper balance between work and family and desire to remain with the organization. All these outcomes of POS helps an organization to improve its overall performance, value and to remain competent. The current literature review tries to focus on the relationship between POS and its three outcomes namely, organizational commitment, employee engagement and reduced work-family conflict.

FIG. 1: THE OUTCOMES OF PERCEIVED ORGANIZATIONAL SUPPORT
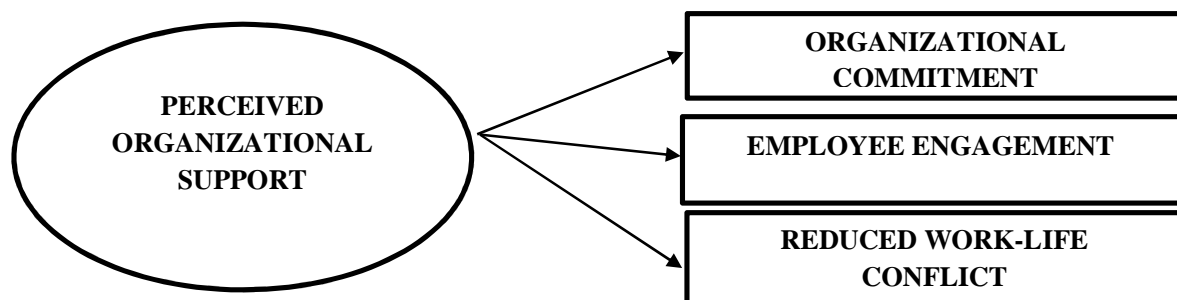
ORGANIZATIONAL COMMITMENT

Commitment, whether it be from the part of the employer or employee, is very important as far as any organization is concerned. It is one of the most important ingredients to success. It is considered to be a very important and valuable concept for every organization. The concept has been vastly studied and researched upon over years and has been found to be one of the most crucial elements of human resource management that ensures the successful performance of an organization. In the simplest of terms, an employee's affiliation with the organization is considered as organizational commitment. It is the individual's psychological attachment and dedication to the organization for which he/she works. It is the intention to stay with the organization for a long period of time, demonstrating the feeling of dedication, the eagerness and enthusiasm to go the extra mile, all of which are an imperative for the realization of organizational

goals.). Jalonen, et al. (2006) and Wagner (2007) states that Organizational Commitment is concerned with the extent to which an employee identifies with the organization. It is an individual's willingness to dedicate efforts and loyalty to an organization. It is a very desirable behavior in employees that is beneficial for an organization and hence organizations must try to inculcate the feeling of belongingness and provide all support for the employees, which will help them identify with the organization.

Quite a lot of literature is available in the domain of Organizational Commitment. Many researchers have defined the concept of organizational commitment touching upon the various facets of this concept. Brewer (1996) states that Organizational commitment is the loyalty and intention to stay with the organization, besides personal interest towards the employment. It is the degree to which an employee portrays the feeling of loyalty to a particular organization (Mueller et al., 1992; Price, 1997). According to Porter (1974), organizational commitment is the extent to which employees accept the goals and values of the organization and are desirous to remain in the organization. The concept has been further described by Porter et al (1974) as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf." The most popular and acceptable definition of OC was given by Mowday, Steers and Porter (1979) as OC is "the relative strength of an individual's identification with and involvement in a particular organisation". The studies of Porter, Steers, Mowday and Boulian (1974), looks into the three factors that characterizes commitment. They are, (1) a credence in and acceptance of goals and values, (2) a willingness to put in additional effort, and (3) a yearning to retain membership. Not only does organizational commitment boost the intention of the employees to exert extra effort for the benefit of the organization, but also ensures that the human resource, the most vital asset, is retained within the organization.

Having a highly committed workforce is an essential requirement for an organization as it gives them a competitive edge over the others. According to Sezgin (2009), a committed employee is said to be one who remain with the organization through all its different phases, attends work regularly, does every day's work dutifully, and shares the vision and goals of the company and so on. It tests the relations, behaviors and performance of employees at the workplace. Committed employees ensure their employer's success at any cost and hence such employees are highly desired by the organizations. They also adhere to their employer for a long period. Studies conducted by Hunt and Morgan (1994), Robbins and Coulter (2003), Mowday, Steers, & Porter (1982) points to the fact that, committed employees show strong intentions to serve their organizations and are low at intentions to leave. Committed employees exhibit strong intentions to work for their employer and very rarely think about leaving the organization. (Hunt and Morgan, 1994; Robbins and Coulter, 2003; Mowday, Steers, & Porter, 1982). The reason behind this is, they strongly identify with the organization for which they work and share its values and tenets and are also keen to take up responsibilities that are beyond their job duties. They exhibit greater organizational citizenship behavior giving organizations their much needed competitive advantage.

The idea of commitment is now widely applied in organizations to build a strong bond between the employees and the organization which, by all means, will benefit both the parties. Organizational commitment plays an elementary role in building and maintaining the relationship between individuals and organizations. It is widely seen to be strengthening the bond between the individual and organization. Sharma and Bajpai (2010) opines that organizational commitment is widely described as a key factor in the relationship between individuals and organizations. Organizational commitment also has a link with the behavioral aspects of the employees which determines their performance, attitude, interest and so on. Joiner and Bakalis (2006) considers organizational commitment as a very important factor that is linked with absenteeism, work effort and turnover. A number of research studies have been focus on this area as it shows an unfailing relationship with the behavior of the employees mainly performance, turnover and absenteeism (Angel and Perry , 1981; Bluedorn, 1982 ; Porter and Steers, 1973). Organizational commitment has a very prominent in the study of organizational behavior. This can be equated to the large number of studies that have found relationships among organizational commitment, attitudes, and behaviors in the workplace (Porter et al., 1974; Angle and Perry, 1981).

Becker (1960) and Alluto, Hrebiniak and Alonso (1973) have viewed the concept of organisational commitment from another persperctive, that is, the "side-bet" theory. This theory states that individuals strive to hold on to their employer so as to hold on to good positions. The stress and strain that they experience during the period doesn't matter to them. Nevertheless if they are given an alternative, which they find to be more beneficial, they will be ready to leave the organization. Mowday, Porter and Steers (1982, p 26) support this theory by describing organisational commitment as a behavior. According to them, "OC is a process by which individuals become locked in a certain organisation and the way in which they deal with this problem".

THREE COMPONENTS OF ORGANIZATIONAL COMMITMENT

Allen and Meyer, in the 90's, have proposed a three-component model of organizational commitment namely, affective commitment, continuance commitment and normative commitment. The definition of affective commitment as given by Allen and Mayer (1990) is "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization".

Affective commitment shows the degree a person is united with the organization. Continuous commitment describes needs of the individual to continue working for the organization based on perceived expenses related to turnover. Normative commitment describes the degree that an employee believes he/she must be committed to the organization and might be affected by social norms.

(a) affective commitment exists when employees stay with the organization because they want to, (b) continuance commitment exists when employees stay with the organization because they need to, and (c) normative commitment exists when employees stay with the organization because they feel they ought to (Meyer & Allen, 1997). Affective commitment results in better performance and more meaningful contributions, followed by normative commitment, followed by continuance commitment

POS AND ORGANIZATIONAL COMMITMENT

The competitiveness of a firm depends on the competence of its human resource. For this, support from the part of the organization is very essential. The feeling of being valued and rewarded in the organization will make them more relaxed and satisfied and this will make them more emotionally committed towards their organization. Organizational commitment is identified as a factor which support the attachment of an employee with the organization (Mowday, 1998). POS has been assumed to influence employees' general reactions to their job, including job satisfaction (Çakar and Yıldız, 2009), job involvement (George and Brief, 1992) organizational commitment (Eisenberger, Fasolo and Lamastro-Davis, 1990) and intention to leave (Guzzo, Noonan, and Elron, 1994).

Organizational commitment is viewed as a social exchange between employers and employees in which employees draw inferences concerning their organizations' commitment towards them (perceived organizational support), which in turn will contribute to their commitment towards the organization (Eisenberger, Armeli, Rexwinkel, Lynn and Rhaodes , 2001). Previous studies conducted on POS and OC have found that there is a positive and statistically significant relationship between perceived organizational support (POS) and organizational commitment (OC) (Eisenberger et. Al, 1990; Eisenberger et al, 2001; Rhoades et al., 2001; Waynes et al 1997; Whitener, 2001; Allen, 2001; Bishop, Scott and Burroughs, 2002; Setton, Benett and Liden, 1996; Loi,Hang-yue and Foley, 2006). Organizational commitment is one of the important consequences of POS. High perceived organizational support creates an obligation for employees. Employees with high perceived organizational support feel indebtedness to respond favorably to the organization in the form of positive job attitudes and organizational behaviors and also support organizational goals (Loi, Hang-Yue and Foley, 2006).

Reciprocity and social exchange theory explains the relationship between perceived organizational support and organizational commitment. From the social exchange theory perspective, beliefs underlie employees' inferences concerning their organizations' commitment to them in turn contribute to the employees' commitment to their organizations. Employees contribute to the organization through affective commitment and show greater efforts at work (Eisenberger, Huntington, Hutchinson, and Sowa, 1986; Mowday, Porter and Steers, 1982; Rousseau, 1989). Perceived organizational support increases affective commitment by contributing to the satisfaction of the employees' socio-emotional needs such as esteem, approval and affiliation (Eisenberger, Huntington, Hutchinson, and Sowa, 1986; Fuller, Barnett, Hester and Relyea, 2003). Employees with higher levels of POS are likely to be more committed and possibly more willing to engage in extra role or "organizational citizenship" behaviors (Organ, 1988). Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001) found that POS was positively and directly related to AC, which they attributed to social identification with the organization.

According to the study conducted by Rhoades and Eisenberger's (2002), there is a weak negative relationship between continuance commitment and perceived organizational support. When individuals perceive high level of organizational support, the costs associated with leaving the job will be perceived as less important

than if they thought that they had given a great deal to the organization without having received anything in return (Aube, Rousseau and Morin, 2007). Also, O'Driscoll and Randall (1999) stated that, continuance commitment is more likely to be influenced by perceptions of being poorly treated rather than perceptions of support from the organization.

Several studies were conducted in this area by many researchers. A study conducted by Tansky and Cohen (2001) on POS and OC concludes that employee development activities were positively related to both POS and organizational commitment. In a study conducted by Driscoll and Randall (1999) on employees from dairy cooperatives, it was found that the belief that organization supports and values their contribution increased their attachment to their organization. Eisenberger and Rhoades (2002) examined the effect of the perceived organizational support on the organizational commitment and confirmed the positive relationship between these two variables. Their study concluded that increase in the organizational support causes the individuals to feel more belongingness to the organization. Also, their satisfaction towards their jobs would be more and consequently, they are more inclined to stay in the organization. POS and OC are very closely related to each other and the outcome of a positive relationship between these two is, indeed, very beneficial for the organization.

EMPLOYEE ENGAGEMENT

Building a good relationship between the employees and the organization is an essential attribute to the success of any organization. Employees should have the feeling of belongingness to the organization and they should be completely involved in the activities of the organization. The concept of 'employee engagement' seems to be a relatively recent concept and is gaining due importance in recent times. The term first appeared in an academic journal in 1990. Prior to that the focus was completely on employee satisfaction. But satisfaction was more about the employee and had hardly any connection with the performance of the employee, as well as the relationship between the employee and the organization. But the concept of employee engagement covered all the aspects relating to the employee performance as well as the employee's affiliation towards his/her organization. Bezuijen et. al., (2010) pints out that, in today's rapidly changing workplace, employee engagement is becoming progressively important for employee success and organizational effectiveness. Employee engagement can be said to be the result of the relationship between an organization and its employees. It is considered to be a workplace approach which ensures that employees are committed to the goals and values of their organization and are motivated to contribute to organizational success, and are at the same time able to enhance their own sense of well-being.

Many researchers have defined the concept of employee engagement. According to Kahn (1990), 'in engagement, people express and engage themselves bodily, emotionally and cognitively during job performance'. . Maslach et al. (2001) described it as, "Engagement is characterized by energy, involvement, and efficacy". Harter et al. (2002) defined employee engagement as "the individuals' involvement and satisfaction with as well as enthusiasm for work". Bakker et al. (2008) defined employee engagement (EE) as an affirmative, satisfying and work-related state of mind, which is considered by vigor, dedication and absorption.

(a) Vigor refers to high levels of energy, lack of fatigue, mental resilience during working and the willingness to vest in individual's particular work and also the persistent optimistic attitude even in face of adversity and challenges (Schaufeli & Bakker, 2001).

(b) Dedication is defined as the strong involvement in personal work and gaining possession of a sense of significance, inspiration, pride, challenge and enthusiasm (Schaufeli et al., 2001). This occurs when a specific employee is totally and happily occupied in his or her work and it is difficult for him or her to detach him or herself from it.

(c) Absorption occurs when the employee fully concentrates and is happily engrossed in his/her work. Absorbed employees are fully immersed in their work that they forget everything else around them while working (Schaufeli et al., 2001).

An "engaged employee" is one who is fully engrossed in and also passionate about their work and thus helps in the progress and building the reputation of the organization. According to Seijts and Crim, (2006), an engaged employee is a person who is fully involved in and eager about his or her work also care about the future of the organization. An engaged employee may also exhibit extra role behaviors. He or she work with passion and feel a deep connection with the organization. It can also be said to be one of the determining factor in the failure and success that affect the mindset of the people in any organization. Since engaged employees have a positive attitude and activity level, they create their own positive feedback, in terms of appreciation, recognition, and success. Even though engaged employees feel tired after a long day of hard work, they describe their tiredness as a rather pleasant state because it is associated with positive accomplishments. Unlike workaholics, they enjoy other things outside work. According to Gorgievski, Bakker and Schaufeli, 2010, engaged employees do not work hard because of a strong and irresistible inner drive, but because for them working is fun.

Bakker, Schaufeli et al., (2003) demonstrated that employees in some parts of the organization may be more engaged than those in the other parts, and hence, engagement also refers to sets of employees that may be different in their levels of engagement as well. The concept of employee engagement is related to an employee's well-being and work behavior. Several reasons are being pointed out for this. The first, according to Schaufeli et al., (2002) is that, work engagement is a positive experience in itself and secondly, it is linked to positive work effect and good health. Majority of the definitions of engagement include cognitive, emotional, and behavioral component. Cognitive component is about the employees' beliefs about the management, organization and working conditions. The emotional component refers to employees' positive attitude, company's values, leaders, working condition and how they feel about their employer (Kahn, 1990; Towers Perrin, 2003; Robinson et al. 2004). Behavioral component denotes the level of willingness to act in certain ways and the skills that employees offer (Towers Perrin, 2003).

POS AND EMPLOYEE ENGAGEMENT

Employee engagement is a constructive concept as far as any organization is concerned. Engagement of the employees in the activities of the organization leads to the progress of both the employees as well as the organization. According to Seijts and Crim, 2006, it is essential for leaders and executives to be concerned about the level of engagement in the work place. The environment and culture in the organization gets better as all employees are engaged and there will be no room for hostility. Bakker & Demerouti, 2008, points out a few reasons why engaged employees perform better. They include: - positive emotions, good health and ability to mobilize resources. Employee engagement promotes and fosters a supportive organizational climate and culture that helps to build employee loyalty, versatility and involvement. It also helps the organization to become more profitable, more customer-focused, safer and more productive. Engaged employees are less likely to leave the organizations.

Eisenberger (2009) states that the combination of worker's organization identification and professional identification impacts performance behaviors and engagement. When employees strongly identify with the organization, perceived organizational support has the most positive impact on professional employees' engagement and work performance (Eisenberger, 2009). POS is considered to be the most vital source that affects the level of engagement of the employees (Rhoades and Eisenberger, 2002). The improved support from the part of the organization leads to better employee stability and engagement.

According to Eisenberger et al., (1986), rewards and incentives play a substantial role in maintaining employees' engagement, vigor, absorption, dedication and faithfulness. The employees have a tendency to assign human-like characteristics to the organization and it's this tendency that, according to them, have given rise to the concept of POS. If employees perceive that their organization is supportive, they tend to be more engaged and committed to the organization.

Perceived organizational support predicts and determines many antecedents such as job performance, job commitment, job satisfaction, job dedication, and task performance (Muse and Stamper, 2007) and employee engagement (Saks and Rotman, 2006). When the organization values employee's cooperation and efforts and pays attention to their welfare, employees feel they are supported by the organization (Eisenberger and Eder, 2008). Several approaches can be used by the organization to show that they care for its staff. These include: - job security, training, promotion, pay, autonomy, and recognition and role stressors (Shore and Shore, 1995). POS ensures employees that the organization will be with them to support them in any kind of situation - when they face a problem, execute their job and handle stressful situations (David, Martha, Neil, 2007). This builds the feeling of belongingness and involvement in the employees towards their organization and will lead to improved levels of employee engagement.

Several researches that have been carried out based perceived organizational support and employee engagement have validated the fact that perceived organizational support is positively related to employee engagement. Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001, states that, employer's or organization's treatment has a great impact on employee perception and it leads employee to treat the organization well in return. This psychological contract

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increases employee commitment and engagement. If the employees feel that the organization is ready to reward his efforts to achieve organizational goals, will increase employees' trust in their organization (Eisenberger et al., 1990). This feeling of trust well establishes the concept of engagement in the organization.

WORK-FAMILY CONFLICT (WFC)

The success of an employed person lies in his/her abilities to balance the demands of the work as well as his/her personal life. Some people may either prefer work more than the family and some others may prefer family over work. Both these states are an indication of an imbalance that might lead the employee to be more stressed and this will adversely affect his/her family as well as work relationship. Erdogmus (2004) states that, work is related to material needs and family is related to emotional needs and if one of these needs interfere with another, it becomes the source of problem in the lives of the employees'. According to Greenhaus, J. H., and Beutell, N. J. (1985), work–family conflict occurs when there are incompatible demands between the work and family roles of an individual that makes participation in both roles more difficult. This can lead to negative consequences. In recent times, it is found that work-family conflict (work interfering with family) is more prevalent than family-work conflict (family interfering with work), even though there are chances for both to occur.

It is found that there are internal and external explanations for work-family conflict. This is linked to the attribution theory. An internal explanation for the conflict is the desire to be successful in multiple roles, both at home and at work. The work that needs to be accomplished interferes with the personal life. External explanation for work-family conflict may occur when the work assignment takes more time to complete. When this happens, the time meant to be spend with the family will be cut down. Because of this, the family members may become unwilling to support the employee. Conflict is also likely to occur when the control employees have on their job is limited and when flexibility is minimal. In order to avoid conflict, Friedman and Greenhaus (2000) suggest that individuals should clarify what is important in life and continually experiment with achieving goals. The key lies in understanding and becoming aware of the surroundings. The incompatibility between the work domain and the family domain can be reduced to a great extend through self-awareness.

Many researchers have defined the concept of work-family conflict. According to Aycan and Eskin, 2005; Voydanoff (2005), 'WFC refers to the intervention of work in the family life'. Greenhaus and Beutell (1985) have defined WFC as, 'a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect'. They point out that WFC arises when the demands in one domain (i.e., work) make it difficult to meet the expectations and demands of the other domain (i.e., family). WFC creates several undesirable outcomes for the organization. Eby et.al. (2005) states that, the experience of work–family conflict can result in critical organizational outcomes such as lowered job satisfaction (Bruck, Allen, and Spector, 2002) and increased turnover intentions (Greenhaus, Parasuraman, and Collins, 2001; Kelloway, Gottlieb, and Barham, 1999). As per the studies of Korkmaz (2008), 'people experience these conflicts because of the burden of both family roles and work roles'. Work–family conflict can manifest itself in three forms: time, strain, and behavior (Carlson, Kacmar, & Williams, 2000). Dissatisfaction and stress are the major outcomes of WFC. WFC also results in lower job satisfaction and life satisfaction (Kossek and Ozeki, 1998), and heightened psychological distress (Burke and Greenglass, 1999).

WFC is considered to be an important antecedent of job and life effectiveness. Many researchers have shown that it is associated with a wide range of positive and negative work, family, and stress-related outcomes (Allen, Herst, Bruck, and Sutton, 2000; Eby, Casper, Lockwood, Bordeaux, and Brinley, 2005; Kossek and Ozeki, 1998). Since it affects both the work life and family life of an individual, it has to be handled effectively.

POS AND WFC

The degree of support given by the organizations can to an extent resolve the problem of work-family conflict. As POS is about the overall beliefs regarding the degree to which an employer values, cares and supports the employees', this is vital in overcoming the problem of WFC. According to Allen (2001), perceived organizational support can also be content specific to a domain such as employees' family-supportive organizational perceptions (FSOP), the degree to which an organization is seen as family-supportive. An organization is considered work-family supportive if it cares and supports the employee that enables him/her to effectively perform work and family roles and facilitates a cooperative environment by providing direct and indirect work-family resources.

The most important element of organizational support is Managerial support (Aycan and Eskin, 2005) as it is very important in order to balance work and family responsibilities and avoid possible conflicts (Foley et al., 2005; Goff et al., 1990) and this will lead to decreased level of stress. If the employees don't receive support from the part of the organization, it can give rise to a lot of undesirable outcomes like stress, demotivation and dissatisfaction that can deter both the work life and the family life.

WFC also negatively affects their work performances and this negativity can also spread into their family life. This situation may create unhappy individuals who are not interested in anything. Their energy and brains remain underutilized. Several studies have shown an inverse relationship between POS and WFC, i.e., as POS increases, WFC is found to decrease and vice versa. So it is important to increase the organizational support provided to the employees by the organization. If the organization follow a culture of supporting the employees and if the employees are able to perceive the support given by the organization, then the issue of WFC can be curbed very effectively.

CONCLUSION

The concept of POS has gained a very significant position in the organizations. It decides the degree of employee loyalty, commitment and engagement towards the organization. POS has a link between almost all the HR concepts, which makes it an unavoidable aspect for any organization. It spells out the importance of good employee-employer relationship and will also increase the felt obligation of the employees towards the organization. A look into the concept of POS is the deciding factor of the extent to which the organization can be successful, not just in terms of money, but also in terms of the most important asset of an organization – the human resource.

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