

How Organizational Culture Shapes the Link Between Perceived Support, Supervisor Backing, and Employee Engagement

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The paper empirically examines the contextual intervening role of organizational culture (OC) in the perceived effects of POS and SS on work engagement (WE). Based on the theory of social exchange, it analyzes and interprets those supports as main resource inputs resulting in vigor, dedication, and absorption among employees. The empirical study becomes highly relevant to Pakistan, where hierarchical and collectivist cultural dimensions influence employees' perception towards support and very limited empirical studies explicitly position OC in such a contextual role. Structured survey questionnaires under positivist paradigms with quantitative designs were administered amongst healthcare employees working within healthcare organizations as well as other service-providing organizations. Perceived organizational support and supervisor support have significant positive effects on work engagement whereby these two forms of support can be validated as core antecedents responsible for generating energy among employees and sustaining their commitment. Organizational culture substantially moderates both relationships: the more supportive, constructive kinds of cultures increase the effects of support on engagement but do not have a significant direct effect themselves on engagement, hence a contingent rather than an absolute role. Theoretically, thus extending engagement research by specifying organizational culture as a boundary condition in the support–engagement linkage. Practically, it creates a prescription for Pakistani organizations to help build and foster more supportive cultures and enhance supervisors' relational competencies to raise engagement. A cross-sectional design and single-city sampling made generalizations impossible. Future research should involve longitudinal, multi-level, and cross-country designs as well. To summarize, emerging economy firms are advised to take support and culture as strategic levers for work engagement that would lead to employee performance plus well-being plus organizational resilience

1. Introduction

People are viewed as delivering sustainable success. Motivational and psychological aspects of employees are viewed as forming productivity, adaptability, and innovation apart from technical competencies, hence placing work engagement at the core of scholarship and practice over the last two decades (Bakker & Leiter, 2010). In their positive fulfilled work-related state defined by vigor, dedication, and absorption (Schaufeli et al., 2006), engaged workers have been related to job performance, absences from work proved to be significantly less frequent among them turnover reduced substantially when compared with unengaged workers.[3] Meta-analytic evidence further shows that engaged employees drive superior customer satisfaction and overall organizational outcomes. However, it is contextual and relational dynamics through which this happens; organizational systems place structures of leadership approaches that support or inhibit the possibility for employees to feel enabled, Organizational culture, perceived organizational support (POS), and perceived supervisor support (PSS) are emphasized as key antecedents directly or indirectly influencing engagement (Naidoo & Martins, 2014; Kundu & Lata, 2017; Xu et al., 2020). The present framework develops the idea that it is the interaction of the three different antecedents-the norms and values that culture inculcates, resource signals that POS transmits, and day-to-day relational signals transmitted by PSS at different levels across contexts-that organizations should invest in to build strong engagement capabilities.

Organizational culture is generally defined as the pattern of shared values, beliefs, and practices that guides behavior inside organizations. Culture is what acts as the “social glue” binding employees together while specifying which particular behaviors are welcomed and rewarded. Good culture builds up trust among people working there with their cooperation toward common goals plus allowing new ideas to be introduced; bad or mismatched culture breaks down support and interest in work. Studies made up to now affirm the positive link between corporate culture and employee engagement. Leadership, goal clarity, and management process dimensions of culture were found by Naidoo and Martins (2014) in a sample where higher engagement was recorded to have significant relationships. According to (2024), corporate culture in North Macedonian firms develops an emotional commitment among employees and directly associates with employee engagement. They have also defined culture as a mechanism through which individual and organizational goals can be harmonized. Their findings further explain the healthcare cultural context where supportive culture is found by Cortese et al., 2021 to reduce burnout but increase engagement hence buffer effect toward workplace stressors. This relationship has been validated by studies conducted in various industries globally. As discovered by Rogelberg et al., 2024 systematic review participative and adaptive cultures are strong determinants of engagement, another study carried out in South Korea(Lee & Shin ,2023) emphasized that organizational culture together with support structures enhances job satisfaction as well as engagement. These studies collectively support the view that organizational culture is a prime determinant of the environment for the emergence of engagement and its impact on individual attitudes as well as collective performance outcomes. Perceived organizational support is defined as the degree to which employees feel that their organization appreciates their efforts and takes an

interest in their welfare (Eisenberger et al., 1986; Lee & Shin, 2023). POS can be seen as a facilitator of the psychological contract between the employee and the organization by initiating reciprocity norms through which employees return any perceived support with corresponding amounts of loyalty, commitment, and engagement (Rhoades & Eisenberger, 2002; Lee & Shin, 2023).

Empirical literature strongly establishes Positive Organizational Support as a major determinant of work engagement. In the healthcare sector of Pakistan, it was observed that POS enables the strength of employees flourishing, thriving, and energizing engagement through encouraging feedback seeking (Kuo et al., 2022). The same was reported by Muisyo and Qin (2021) that environmental and work performance outcomes are reinforced by POS through support for employees for innovation. More recently, Cortez and Johnston (2020) found that POS directly influences the engagement of employees who are working on-site as well as those who are working remotely during a pandemic like COVID-19 among U.S. federal agency employees.

International evidence is accruing. In the perception of support, Bhatti et al. (2021) found that POS in Pakistan's oil and gas industry indirectly enhanced environmental performance through innovative behaviors. Xu et al. (2020), in a multi-industry sample from China, found that perceived organizational support facilitated psychological empowerment, which in turn enhanced thriving and engagement at work. Support, or POS – across varying cultural milieus as the quintessential antecedent – having fairness, recognition, and support apparent to employees themselves, injects vigor into their engagement.

While POS is interpreted as an organization-level signal, perceived supervisor support is by nature relational and proximal. Employees define perceived supervisor support as the extent to which their immediate supervisors are supportive, kind, and appreciative of their efforts. Since supervisors provide day-to-day feedback, recognition, scheduling, and resource allocation, perceived supervisor support develops a closer bond with commitment than any large organizational cue. Evidence also supports this mechanism: In the Indian context, perceived supervisor support has been found to be a very strong predictor of psychological empowerment and employee engagement (Kundu & Lata 2017), thus emphasizing the strength found within daily leadership interactions. University data from Malaysia explain that perceived supervisor support enhances academic staff's affective well-being which consequently raises engagement. Other studies report that PSS promotes thriving and psychological well-being-two paths that sustain engagement-and that PSS becomes even more valuable during crisis periods such as COVID-19. For example, organizational and supervisor support play a significant role in shaping the engagement of federal employees under uncertainty placing leaders at the heart of sense-making and resource provision (Cortez & Johnston, 2020). Comparable evidence from South Korea highlights that supervisor support satisfies institutional arrangements on satisfaction and involvement while simultaneously fulfilling psychological needs for competence, relatedness, and autonomy-in turn conditions strongly catalyzing engagement. Recognizing through recognition, coaching, or advocacy creates such a climate wherein energy is voluntarily invested by keeping

safe personal psychological safety; it also buffers with job demand strain against using up all personal reserves of energy thereby conserving them for sustained involvement.

Crucially, work engagement is not a personal attribute but something that can be managed within the performance settings of an organization. Engaged employees deliver higher productivity and better-quality outputs, display stronger customer orientation, and lower counterproductive behavior. High global engagement companies sustain better performance on profitability, customer ratings, and turnover compared to their less engaged counterparts. Bottom-line organizations benefit from work engagement through adaptability, satisfaction, and resilience in today's rapidly changing, digitally transforming, increasingly international composite workforce environment. Sustained bottom-line work engagement underwrites adaptability with satisfaction and resilience (Naz et al., 2021).

Extend these insights into a practical roadmap that places the supervisor at the heart of daily experience. First, institutionalize high-quality feedback routines (short weekly check-ins on goals, obstacles, and recognition) to ensure that perceived supervisor support remains visible and continuous. Second, upskill supervisors in coaching practices (active listening, strengths-based tasking, developmental dialogue) so that support is translated into competence building rather than mere reassurance. Third, formalize fair resource allocation (training slots, shift preferences, tool access) to signal procedural justice—a key antecedent of PSS. Fourth, embed micro-recognition rituals (public appreciation in stand-ups and peer-nominated shout-outs) to reinforce relatedness and belonging. Fifth, during volatility, At last, match POS with PSS: when high-level policies (benefits, development, well-being initiatives) are mirrored by supervisors' day-to-day behaviors, employees notice a support system of coherent signals and not mixed messages—maximizing the lift to work engagement and, ultimately, to performance and resilience.

The dynamics between organizational culture, POS, and PSS are highly insightful towards understanding engagement. Organizational culture dynamics provide macro contexts for signals to values and priorities. POS conveys care and fairness structurally from the side of the organization. PSS acts as a relational mechanism through day-to-day interactions with other colleagues at work. The three components dynamically declare whether employees will be active, committed, and engrossed in their duties. While there is strong evidence on individual links between each factor and engagement, weaker studies have evidenced their combined effects. Integrated frameworks can help determine whether support is more influenced by culture or by supervisor support that enhances organizational signals. As proposed effects advocate context-specific research, support also varies across cultures and industries (Rogelberg et al., 2024; Das & Baruah, 2018).

Work engagement is commonly acknowledged as a pathway to organizational productivity and sustainability, yet the world remains plagued by disengagement. The degrees of work engagement reported are generally low, even in core sectors like healthcare where an impression of strong commitment exists. (Ashfaq et al., 2023) If perceived organizational support (POS) and perceived supervisory support (PSS) are recognized as prime predictors of engaged relationships

across cultures, then how true is the claim that culture moderates these relationships? Particularly in Pakistan, where organizations continuously complain about burnout and turnover issues that have been triggered by weak performance due to low employee engagement coming particularly from high-pressure industries such as banking and healthcare, Even though the POS enhances flourishing and thriving (Imran et al., 2020) and supervisor support fosters engagement and commitment (Khan et al., 2022), scant literature has taken into consideration the role of organizational culture in enhancing or diminishing these effects particularly in the context of Pakistan. If not treated right away, this gap will further propagate disengagement, reduce employee well-being, and diminish organizational competitiveness. Therefore, burning inquisition of this study is how organizational culture moderates the impact of POS and supervisor support on employee work engagement in the organizations of Pakistan.

Perceived organizational support and supervisor support have been established as major antecedents of employee engagement by scholars globally. Mediating or moderating mechanisms, such as thriving, resilience, and psychological empowerment, have been somewhat elaborated on in some studies (Karim et al., 2025; Ashfaq et al., 2023) but not exhaustively. The organizational culture, which shares beliefs and values regarding how support is interpreted, has not yet adequately intervened to moderate such relationships, particularly in non-Western, less developed contexts, to the effect that this promises a theoretical deficit where organizational culture could fundamentally strengthen or weaken the POS engagement and PSS-engagement relationships.

In Pakistan, empirical work about the investigation of POS and PSS with engagement has, like most other countries in the world, happily neglected the cultural dimension. For example, Ashfaq et al. (2023) found that POS does not predict engagement in health sectors in Pakistan, whereas Imran et al. (2020) discovered thriving and flourishing could mediate the link between POS and engagement in service organizations. Khan et al. (2022) found supervisor support to be an antecedent of salesperson engagement and performance; Kazi, Rind & Kazi (2023) related supervisory support to commitment through engagement in banking sector employees. Support was another determinant under study by Saeed and Hussain (2021) for teacher engagement. These works validate the claims on the relevance of POS and PSS within Pakistani contextual frames without unveiling the degree of intervention embedded in organizational culture as a moderator.

The omission is critical since Pakistan comes under the hierarchical, collectivist, and compliance-driven organizational culture, which can possibly change the effects and mechanism of support on employees by the organization or supervisor support. Without considering this cultural context, previous research risks providing a partial explanation of engagement from which managers cannot draw adequate strategies to improve employees' energy, commitment, and concentration. This study answers a clear literature gap by bringing in organizational culture as a moderator in the relationship between POS and PSS on the work engagement framework that has not been empirically tested in Pakistan.

1.1 Research Question

This study will deeply analyze the perceived organizational support (POS), supervisor support (SP), and work engagement (WE) relationship among service sector employees. The perception of organizational and supervisor support on employee work engagement will be analyzed in the first research question, through which fairness and helpful perceptions by employees regarding both their organization and supervisors will be explored, any aspects inspiring them to be committed and enthusiastic toward their job. In other words, this paper seeks to find out whether organizational culture significantly enhances the relationship between perceived organizational support, supervisor support, and work engagement.

This research aims to explicitly determine the way workers in service-oriented organizations perceive and interpret supervisory behavior, recognition by the organization, and cultural influences in molding engagement levels. It will further show how clarity in hierarchy and smooth flow of work processes satisfy employees, enable communication, and facilitate role performance. The research will also bring out the acts through which organizational practices inculcate motivation, belongingness, and engagement among employees-development programs for staff, team-building efforts, or even social/cultural events.

It also highlights the most basic forms of support to workers: emergency loans, life insurance, and clean workplaces with adequate equipment. Raising recognition programs, performance-based incentives, annual bonuses, and timely releases of salaries as components to be installed in raising the level of morale and engaging employees shall be highlighted. Another key outcome is the supervisor as prime movers of engagement. If an employee feels that his/her supervisor recognizes and appreciates his/her efforts constructively informs him/her about his/her performance, understands and empathizes with his/her difficulties connection is built eventually leading to trust. The study found that the appreciation of supervisors and acknowledgment from organizations work together to enhance employee motivation which results in better performance. The final objective will be to test culture's moderating effect on the strength of relationship between perceived organizational support, supervisor support, and work engagement so as to understand cultural values, norms, and practices influences. Support avenues for firms in building such inclusive high-performing workplace settings.

1.3 Scope of the Study

It therefore places to test how organization and immediate supervisor support can energize workers and eventually translate into vigor, dedication, and absorption at work; checking whether such effects are heightened or dampened under different cultural conditions. Perceived organizational support, supervisor support, and work engagement are thus investigated with a test for the moderating effect of organizational culture. This paper fits aptly in service-oriented industries of Pakistan where behavior is strongly shaped by hierarchical decision-making, close supervision, and formalized policies to judge how employees perceive organizational recognition and fairness and managerial support in facilitating their task. It therefore reviews motivational practices that can make employees go an extra mile in deepening their commitment through

recognition programs backed up with appraisal-linked development leader-led inspiration while further assessing climates created by colliding values—collaborative and empowering or highly structured—that enable or inhibit engagement.

Though contextualized in Pakistan—a collectivist society laden with evolving managerial practices—the study voices a universal concern on how to sustain employee engagement within service environs. By positioning OC as a contextual moderator and POS/SS as salient resources, this research helps explain from different perspectives the influence of organizational systems and relational dynamics on engagement. The expected contribution is also twofold: filling in more theoretical gaps concerning direct and moderated effects and pointing out practical 'levers' that can be used by organizations to shift support mechanisms and cultural practices to foster work engagement.

2. Literature Review

2.1 Social Exchange Theory

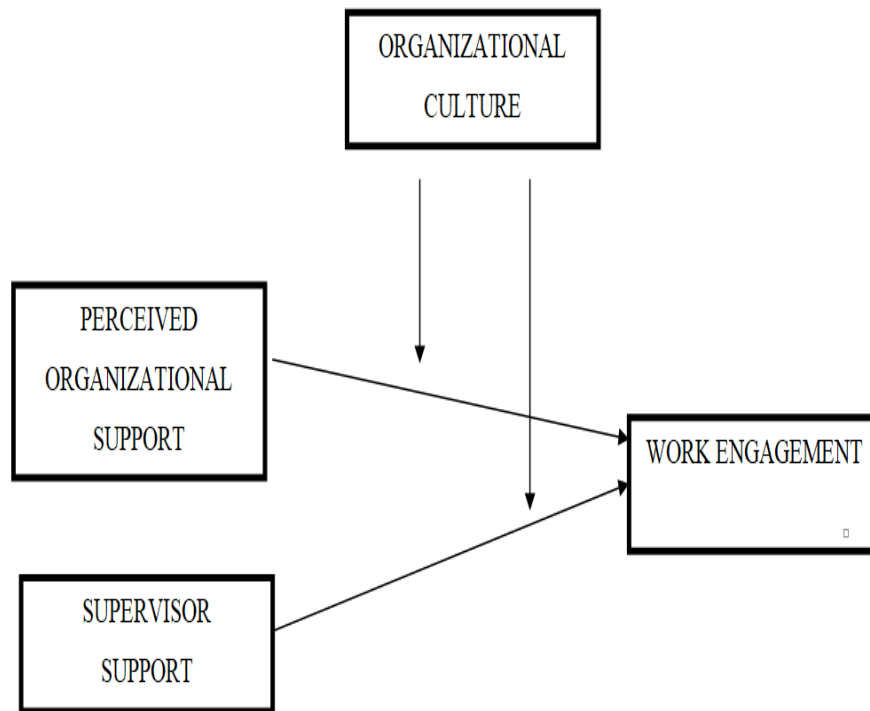
Social exchange theorists thus relate it to one of the most ancient forms or modes of understanding human social behavior: in every interaction between two or more persons something is being exchanged. The 'resources' being exchanged may be actual goods or money, but just as easily they may be symbolic rewards—friendly approval, moral support. In SET, therefore, human relations begin and continue based on the perceived benefit that 'something' will be given in return. Later writers found roots for the notion of social exchange far back into philosophy.

Developing from these basic concepts, it was the sociologists Blau (1960), Emerson (1962), and Homans (1958)—to include also the work of Thibaut and Kelley among the social psychologists—who actually built today's theory of social exchange. All frameworks explicitly articulate an explanation of human behavior in terms of exchange; for example, Thibaut and Kelley posit that people enter into relationships because they anticipate positive net rewards from those associations (Blau, 1968; Homans, 1958). Their own label for their approach was "outcome-satisfaction theory," owing much to economic doctrines regarding man as a rational calculator transplanted into the domain of,

Blau was one of the first to formalize Social Exchange Theory. Blau described it as an exchange process, which is aimed at gaining rewards and at the same time minimizing costs. Building on this logic, Thibaut and Kelley introduced Comparison Level (CL) and Comparison level for Alternatives (CL_{alt}) to show how commitment results from a perception of outcomes in relation to expectations and choices. Emerson extended SET by elaborating on the concepts of power and dependence within larger economic and social structures. However strong this theoretical lineage is, much B2B research invokes SET at a rather abstract level; as Rudner had warned earlier, abstraction without very concrete "exceptions" or applications cannot be very explanatory or predictive. Meanwhile, Thibaut and Kelley (1959) proposed a somewhat more systematic version of interpersonal and group relationships—how actors assess outcomes and

satisfactions in interaction—later explicitly labeled as SET (Carman, 1980; Kelley & Thibaut, 1978). The details of social and relational exchange at the individual and group levels were further specified by Kelley's subsequent revision in 1983.

Figure No 1: Conceptual Framework



The Social Exchange Theory (SET) is based on a bundle of propositions and assumptions that make very general postulations regarding human conduct in relationships. Despite the differences among these approaches, all of them are concerned with the manner in which individuals associate with one another; an actual working association of social behavior. Since the theory deals with both human associations and their behaviors, it is considered to be both social and behavioral in nature.

Simply put, SET proposes that outcomes of any interpersonal exchange can be both economic and social. Each participant in the exchange weighs the rewards and costs of the relationship, comparison with possible alternatives. An outcome over a period when interactions are beneficial, the individuals involved to trust and depend on each other more. This resultant trust nurtures the relationship and develops social norms that direct future interactions.

SET has its roots in research that deals with explicit, logical assumptions—assumptions which are visible, testable, and significant in their own right (Rudner, 1954; Popper, 1959). On this foundation, SET is summarized by four major assumptions: Positive exchanges result in economic, social, and psychological positivity. Over a period of time, people evaluate their exchanges comparing them with alternate possible relationships or opportunities. Trust and commitment develop between the parties as long as the exchanges remain positive. Shared norms and expectations that guide future interactions between individuals are formed by constant positive exchanges over time. In brief, SET articulates the reason humans develop relationships as an expectation of mutual benefits; these benefits—when sustained—lead to trust, commitment, and the eventual persistence of social bonds.

2.2 Linking Perceived Organizational Support with Work Engagement

According to Hakkak & Ghodsi (2013), perceived organizational support is a form of help or cooperation needed in doing an activity correctly. Work engagement can be defined as a pleasant, satisfying state of job mental energy made up of vigor, dedication, and absorption; or physical, emotional, and cognitive components respectively. Vigor explains when workers feel more determined and powerful while performing their duties. Dedication contains significance, motivation, pride, challenge, passion for the work itself besides being interesting. Absorption happens at a higher level of concentration where an employee is fully engaged; time passes quickly hence difficult to detach oneself from the job (Schaufeli et al., 2002a). In this paper it has been assumed that job resource perceived organizational support has a positive effect on employee engagement. High perceived organizational support (POS) makes the employees develop positive affective and cognitive evaluations toward their organization and job. As a result of belongingness as postulated in the theoretical framework, workers with high POS get strongly attached to their job and organization, thereby assisting the organization in realizing its objectives.

If employees feel that the organization is satisfied with their work and cares about them, they will have the motivation to return the favor by performing better and engaging in their work. In other words, perceived organizational support (POS) activates work engagement because of appreciation and trust toward the employer.

Eisenberger and Stinglhamber (2011) observed that POS fuels the natural motivation of workers for a number of reasons. The first reason is that it convinces workers that the organization shall reciprocate with any form of assistance, either emotional or practical, whenever the worker requires such help. Second, it fulfills social and emotional needs, such as feeling attached and respected. In their view, good performance is rewarded which in turn reinforces positive behavior and increased confidence that eventually leads to higher motivation and better job performance.

Saks (2019) determined that POS is a key antecedent of employee engagement and explains his finding through the fact that employees feel more engaged when they believe they are supported by their organization. Similar findings were made by Ali et al. (2018) and

Murthy (2017). Lepine & Crawford (2010) established a very strong positive relationship between perceived organizational support and job engagement; which means, in general, employees who perceive that their organization supports them are highly involved and enthusiastic about their work. Jin & McDonald (2016) found the same to confirm the higher levels of perceived support, the greater the level of engagement. Though weak, Nusantria (2012) still found a positive relationship between POS and engagement among the employees of PT Telekomunikasi Indonesia Semarang.

Perceived organizational support or POS has been defined as the employees' perception that their organization values their contribution and cares about their well-being (Shantz et al., 2016; Cullen et al., 2014; Wen et al., 2019). OST can also be interpreted from the angle that when employees develop a strong feeling of support, they inculcate responsibility and loyalty to the organization by helping it achieve its set objectives (Rhoades et al., 2001). POS caters to emotional needs such as making someone feel wanted or respected for an individual to enhance motivation through recognition resulting in increased efforts (Dai & Qin, 2016; Meriç, 2019). Therefore, higher levels of positive attitudes among employees towards being satisfied with staying accompanied by reduced intentions toward quitting are realized (Asgari et al., 2020; Hurt, 2017).

Another aspect from which POS can be considered is as an organizational resource that satisfies the social and emotional needs of employees—such as recognition, self-esteem, and belongingness (Armeli et al., 1998; Sluss et al., 2008). In a team-based environment like healthcare settings, employees rely on supportive relationships with co-workers to execute their functions effectively (Gellatly et al., 2014). The feeling of being appreciated enhances an employee's status in the team and provides meaningful feedback that further solidifies work relationships (Kurtessis et al., 2017).

Perceived organizational support becomes a powerful resource that drives work engagement. When organizations empower employees—trust, resources, and autonomy of job control and motivation—such as nurses feel supported and trusted to make decisions, they become more confident, efficient, and engaged in their work.

H₁: There is a positive impact of perceived organizational support on work engagement

2.3 Linking Supervisor Support with Work Engagement

Supervisor support refers to the extent of perception among employees that supervisors care, encourage, and provide necessary help for them (Babin & Boles, 1996; Burke et al., 1992). Supervisors support employees in carrying out their tasks and responsibilities effectively (Susskind et al., 2007). According to Bhanthumnavin (2003), supervisor support at the workplace can be mainly categorized into three forms: emotional support (showing understanding, recognition, and care); informational support (providing feedback and guidance); and instrumental support (resources such as funds, facilities or manpower). This

support helps in reducing work-related stress among employees so that they can concentrate more on organizational goals which will ultimately result in increased work engagement.

Edmondson and Boyer (2013) provide Karatepe's (2011) and Kim et al.'s (2009) two main reasons that make supervisor support specifically important to customer-contact employees such as those in the hotel industry. First, most of the hotels' staff are always subjected to emotionally demanding situations and varied interactions with different customers on a daily basis. Under such a condition, emotional support from supervisors reduces anxiety and stress (Beehr et al., 1990), hence making them more enthusiastic and committed to their work. Second, they perform multitasking activities with heavy workloads (Hayes & Ninemeier, 2007; Karatepe et al., 2007; Kim et al., 2009). Guidance and assistance from supervisors help them manage these demands which increases their ability to stay focused and engaged (Elias & Mittal, 2011).

Customer-contact employees are most of the time dealing with unpredictable requests from customers—for example, guests asking for late checkouts even when it disrupts cleaning schedules (Raubal & Rinner, 2004). A supervisor who continuously supports such situations will have motivated staff performing better because they feel that their concerns are being addressed and understood (Menguc et al., 2013). Other studies have found that supervisor's and co-worker's support strongly predict employee engagement, especially in the service sector (Bakker et al., 2007; Hakanen et al., 2006; Othman & Nasurdin, 2013). Hakanen et al. (2006) found a positive relationship between supervisor support and work engagement among 2,038 teachers in Finland. Bakker et al. (2007) found similar results among 805 teachers in various schools in Finland. Othman and Nasurdin (2013) also reported finding a positive effect of supervisor support on engagement among 402 nurses from public health institutions in Malaysia.

The workers in a firm are generally better motivated to persevere and sustain their efforts when they feel the support of their supervisors. In this study, supervisor support has been associated with the prime three components of work engagement—energy, dedication, and absorption. However, Saks (2019) found an insignificant relationship between supervisor support and engagement; most of the research findings suggest it remains a key resource for employee motivation (Hakanen et al., 2016).

For example, in Finland, Bakker et al. (2007) found a strong relationship between supervisor support and superviand teachers' energy and commitment. Schaufeli et al. (2008) reported similar findings among senior managers of a Dutch telecommunication company. They emphasized that work-related reinforcements—such as supervisor feedback and assistance from coworkers—play a vital role in fostering engagement (Bakker & Demerouti, 2008).

Supervisor support is an important aspect of contact centers operating with small work teams under close supervision (Schalk & Van Rijckevorsel, 2007). Supervisors give fast guidance

to their employees on how to handle difficult customers. Thus, enabling supervisors to support employees will ensure them responding better to client needs. Based on the social exchange theory (Cropanzano & Mitchell, 2005), when the employee feels support from the supervisor, a feeling develops inside him/her to reciprocate by working hard and being committed; hence,

There are studies which report significant differences in the strength of this relationship. For instance, Idris and Dollard (2011) and Suan and Nasuridin (2016) found significant positive effects of supervisor support on engagement in Malaysia, but Menguc et al. (2013) argued that the relationship is complex and may vary across different job types and contexts.

H₂: There is a positive impact of supervisor support on work engagement

2.4 Moderating Effect Of Organizational Culture on Work Engagement

Organizational Culture (OC) can be defined as “the way things are done around here” (Deal & Kennedy, 1982). The works of Coyle-Shapiro (2002), Coyle-Shapiro and Kessler (2000), Coyle-Shapiro and Morrow (2006), Shore et al. (2009), and Shore and Tetrick (1991) all highlight the importance of a strong sense of identification with an organization’s unique culture for its long-term success. In today’s highly global and rapidly changing environment, the human factor—including the connection between employees and their perception of the organization as a determining element of overall performance and competitiveness—remains substantial. Those who see the organization as their own are normally positive towards its goals.

Culture pervades all aspects of work life, including hiring and firing, decision-making, dress codes, communication styles—both explicit and implied—and employee conduct (Deal & Kennedy, 1982; Schein, 2004). Schein (2004) further added that culture is created as groups address challenges over time and formulate collective responses to ensure survival, because “the strength of a culture has to do with the stability of group membership” (p. 13). Kreitner and Kinicki (2007) have also defined organizational culture as shared perceptions and attitudes—behavior both apparent and hidden—that provide a unique identity to an organization.

Maslowski (2006) and Pang (1996) reported cultural traits that strongly define effective organizations, such as teamwork, communication, innovation, participation, and autonomy. Under the Job Demands-Resources (JD-R) Model, job resources—which include autonomy, supervisor and coworker support, learning opportunities, and a culture of fairness and integrity—lead to employee engagement (Albrecht, 2012; Bakker et al., 2007; Chaudhary et al., 2012; Crawford et al., 2010). A supportive fair culture enhances motivation in balancing demands and also enhances growth accompanied by satisfaction with the job.

Albrecht (2011) and Rama Devi (2009) have found high work engagement in collaborative and flexible organizational cultures—with open communication, supportive management, and opportunities for development. However, they propose an extension to the

JD-R model by suggesting that the features of a workplace environment comprising transparency, accountability, and support of top management be included to indicate the bigger impact of culture on work engagement.

Many models explain the effect that organizational culture has on behavior and performance. A framework was developed by Martins (1987) describing the interaction between organizational structure, cultural values, and preservation functions in molding workplace culture. The model was later fine-tuned by Martins et al. (2004) to depict factors of cultural influences on employee engagement and overall effectiveness of the organization.

Ostroff et al. (2013) maintained that both quantitative methods-such as surveys-and qualitative methods-such as interviews-are important because they provide different perspectives on culture within organizations. However, the current study permits larger samples for reasons of efficiency in data collection and costs associated with administering the survey instrument (Martins et al., 2006).

Ostroff et al. (2013) also noted the deeply rooted values and norms which the organizational culture represents and provides a comparison between organizational culture and climate in shared perceptions of employees about their work environment. Tagiuri, Litwin, and Barnes (1968) defined climate as the composite or total atmosphere in an organization that forms attitudes and behaviors. Denison (1996) further explained that though cultural and climatic experiences are different, they complement each other to provide an understanding of how people experience their organizations.

In management, psychological, and human resource studies, employee engagement is frequently examined with respect to culture (Bakker et al., 2008; Christian et al., 2011; Crawford et al., 2010; Shuck et al., 2011; Sonnentag, 2011). Kahn (1990) was among the first to explain personal engagement as the extent to which people involve physical, emotional, and cognitive aspects at work. Maslach and Leiter (1997) later developed a definition for engagement from the reverse side of burnout: high energy, commitment, and effectiveness replacing fatigue, cynicism, and inefficacy. This definition was further expanded by Schaufeli et al. (2002b), who described work engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.”

Bakker et al. (2008) and Schaufeli et al. (2002b) underline engagement as an emotional-motivational state with positive outcomes for both the employee and the organization and high levels of engagement are associated with such outcomes as stronger commitment (Halbesleben, 2010; Saks, 2006), better financial performance (Harter et al., 2002), productivity (Bakker & Bal, 2010), improved attitudes (Saks, 2006), and managerial effectiveness (Salanova & Schaufeli, 2008).

In summary, organizational culture is the key determinant of employee engagement. Supportive, fair, and value-based culture enhances motivation and welfare of employees added benefits to performance, innovation, and sustainability of the organization..

H₃: there is a moderating effect of organizational culture strengthen the relationship between the perceived organizational supports on work engagement

H₄: there is a moderating effect of organizational culture strengthen the relationship between the supervisor support on work engagement

3. Methodology

The last chapter highlighted major concepts of organizational culture, perceived organizational support, supervisor support, and work engagement. Based on those concepts discussed in the earlier section, this part presents the overall methodological framework adopted to empirically examine the relationship between those variables. The study is based on a logical and structured framework that connects theoretical perspectives with empirical testing to validate the hypotheses presented earlier.

The research is based on the positivist philosophy. Positivism maintains that something exists and can be observed in reality; through empirical observation, one can reach confirmed, unbiased conclusions. In this case, social phenomena are explained through objective and measurable evidence of observation. Therefore, to maintain objectivity, consistency, and fairness in the analysis, quantitative and observable data will be used in this study. The arguments that relate organizational variables benefit from scientific discipline added by the positivist approach and minimal researcher subjectivity.

The research design is defined as the plan that logically links the research objectives to the data to be collected and the methods of analysis to be adopted. There are basically two research designs widely adopted in social sciences: quantitative and qualitative. The quantitative design, which is also adopted by this study, deals with testing already existing theories through numerical data and statistical methods. On the other hand, qualitative research is exploratory in nature since it deals with forming new theories rather than testing already existing ones. Therefore, owing to the nature of this study, which deals with examining predefined hypotheses and measuring relationships among variables, a quantitative and descriptive design is most appropriate.

Research approaches, according to Saunders et al. (2019), define the relationship between theory and the actual process of research. Inductive and deductive are the two main approaches. New theories may be formulated by generalizing findings from data collected through observation-in-method while firmly placing it within already existing theories in hypothetical reasoning. The current study takes a deductive approach since it seeks to test theoretical relationships identified in previous studies concerning work engagement, perceived organizational support, supervisor support, and organizational culture. With

deduction, the researcher is able to make a judgment based on existing knowledge and check theoretical assumptions against quantitative data.

This study conceptualizes from previous literature and theoretical bases, particularly Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Model. Therefore, it develops hypotheses on the effects of perceived organizational support and supervisor support on work engagement, with organizational culture as a moderator in the relationship. The study adopts a structured questionnaire in data collection that reflects employees' perceptions and experiences within these variables.

The type of survey research adopted is suitable for quick, economical, and objective standardized data collection from a big sample that would enable statistical analysis and facilitate cross-group comparison to highlight clear measures of perception among employees. Respondents were picked from a service-oriented organization where close supervision, a strong organizational culture, and frequent interpersonal interactions prevail-situational conditions appropriate to the constructs being examined in this study. The ages of the respondents range between 20-69 years with educational qualifications ranging between intermediate to postgraduate levels. For those respondents coming from lower educational backgrounds assistance was provided both in comprehending as well as completing the questionnaire so that no one is left out or misinterprets any question due to lack/low level(s) of education.

The study is cross-sectional. Single time data collection from a defined population. This allows the researcher to determine and analyze any relationships among the variables with no need for consideration of change over time. While changes in perception or behavior could possibly be elucidated through an explicitly longitudinal study, the practical conveniences applicable to a cross-sectional design strongly warranted its selection-in terms of elapsed time as well as appropriateness for testing hypotheses within a restricted timeframe.

4. Finding and Results

Table No 1: Construct Reliability And Valididity

Validity and reliability for constructs.					
Construct	Items	Loadings	Rho-A	CR	AVE
Work engagement	WE2	0.742	0.958	0.960	0.686
	WE4	0.865			
	WE7	0.847			
	WE8	0.808			
	WE9	0.803			
	WE10	0.9			
	WE11	0.922			
	WE12	0.783			
	WE13	0.845			
	WE16	0.755			
	WE17	0.818			
Percieved organizational support	POS1	0.800	0.930	0.938	0.657
	POS2	0.903			
	POS3	0.809			
	POS4	0.832			
	POS5	0.820			
	POS6	0.723			
	POS7	0.842			
	POS8	0.742			
Supervisor support	SS2	0.856	0.877	0.924	0.803
	SS3	0.915			
	SS4	0.916			

Item were removed below 0.7

All item loading > 0.7 indicate reliability

All AVE > 0.5 indicate convergent validity

All composite reliability (CR) > 0.7 indicate internal consistency

All RHOA > 0.7 indicate

Table No 2: Discriminant Validity (Fornell-Larcker Criterion)

	POS	SS	WE
POS	0.811		
SS	0.526	0.866	
WE	0.866	0.608	0.817

Table No 3: Hetrotrait-Monotrait Ratio (HTMT)

CONSTRUCT	POS	SS	WE
POS			
SS	0.75		
WE	0.839	0.841	

4.1 Structural Model**Table No 4: Hypothesis Testing**

Hypothesis	Beta - Value	T- Value	P- Value	Decision
OC -> WE	0.108	1.038	0.299	Not Supported
POS -> WE	0.626	8.572	0	Supported
SS -> WE	0.29	3.495	0	Supported
OC x POS -> WE	-0.214	3.106	0.002	Supported
OC x SS -> WE	0.266	3.771	0	Supported

Table No 5: R² and Q² Values

Variables	R ²	Q ²
Work engagement	0.781	0.434

Figure No 2 Outer Model

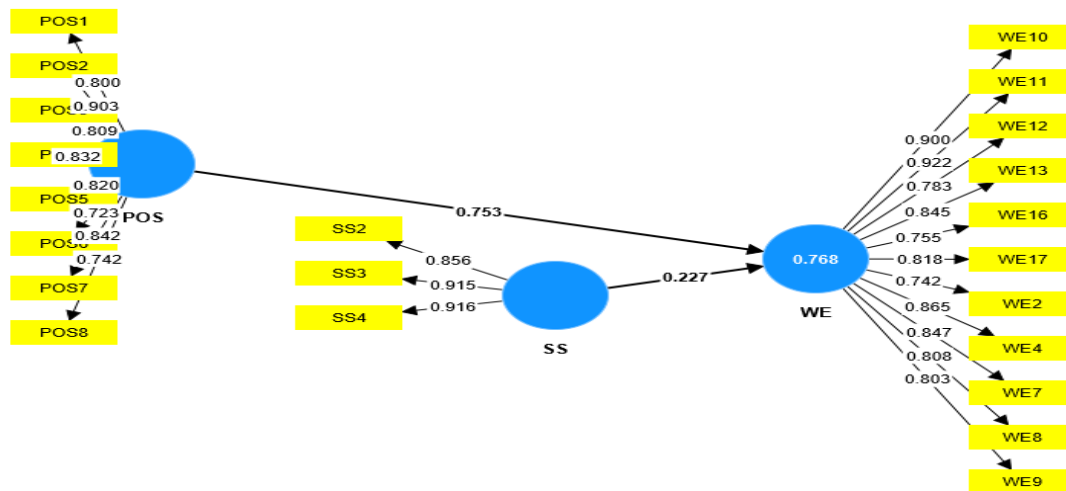


Figure No 2: Pls Algorithm test has been shown in the figure 2.

Figure 3: Inner Model

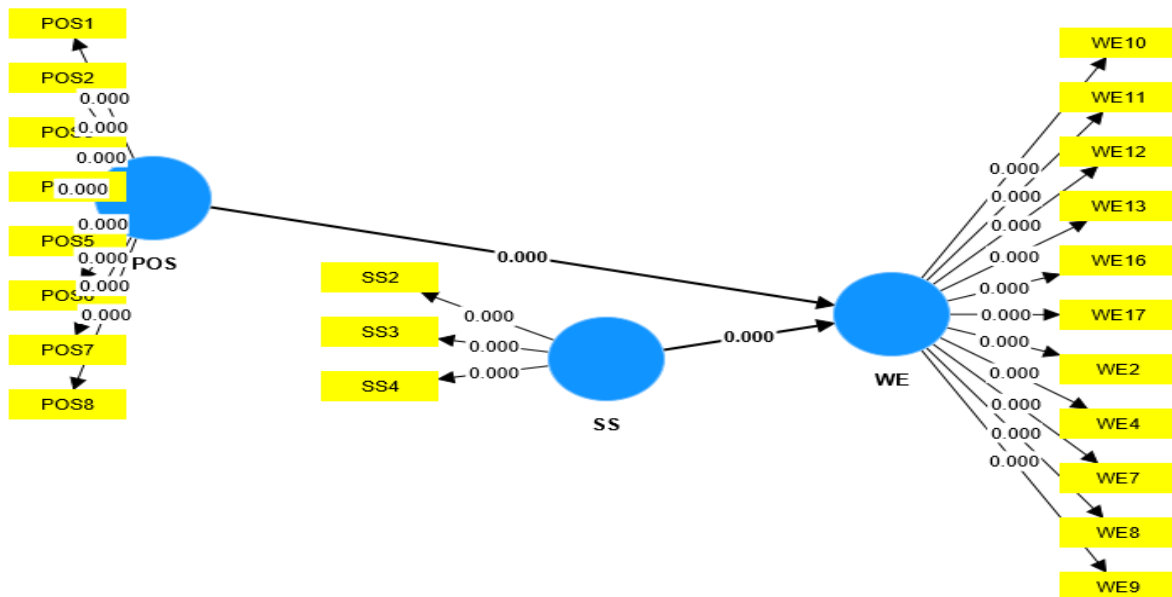


Figure No 4: Moderation Analysis

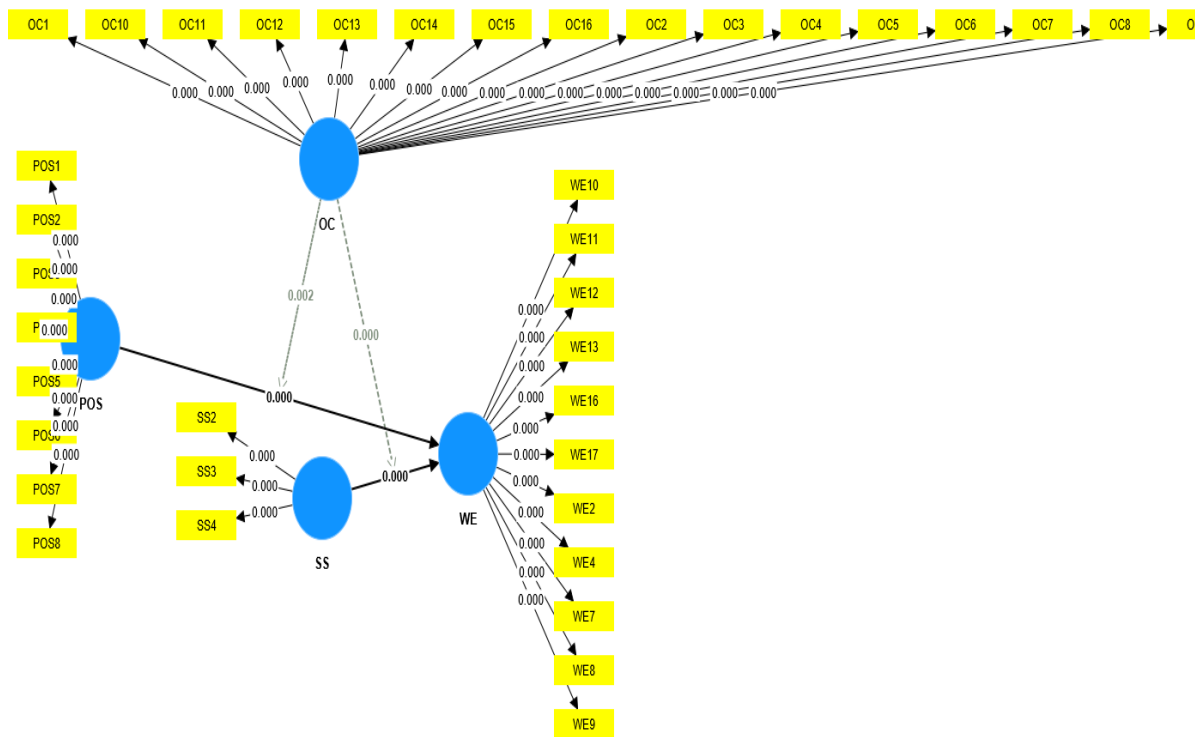


Figure No 4: Moderating Impact has been shown in the figure 4

4.1 Measurement Model

The reliability and validity of the constructs utilized in this study were first confirmed through an assessment of the measurement model. Factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE) were used for convergent validity. All values obtained surpassed the minimum required thresholds—0.7 for CR and 0.5 for AVE—to demonstrate more than adequate convergent validity as explained by Hair, Ringle, and Sarstedt (2013). According to them, composite reliability is “the degree to which the observed indicators represent their respective latent constructs.” A few items were dropped to improve the goodness of fit of the model during analysis: SS1, SS5, and SS6 from Supervisor Support; WE1, WE3, WE5, WE6, WE14, and WE15 from Work Engagement.

Discriminant validity was tested next to ensure how different each construct is from the other. Discriminant validity indicates that the correlation between measures of different constructs is low. As per the criterion given by Fornell and Larcker (1981), discriminant validity can be assessed if the square root of AVE for each construct is more than its correlation with other constructs. The results complied with this requirement hence

indicating discriminant validity to be satisfactory. However, owing to recent criticisms of the Fornell-Larcker criterion, another test as suggested by Henseler et al. (2015) using Heterotrait-Monotrait Ratio of Correlations (HTMT) was also performed..

4.2 Structural Model

After the validation of the measurement model, the structural model was tested to check the hypothesized relationships among the variables. As suggested by Hair et al. (2013), R^2 values, path coefficients (β) and their t-values were obtained through a bootstrapping procedure with 5,000 subsamples to evaluate the model and also checked for predictive relevance (Q^2) to test the model's prediction accuracy.

The results revealed that Perceived Organizational Support (POS) had a positive and significant effect on Work Engagement ($\beta = 0.775$, $p < 0.001$), and Supervisor Support (SS) also had a positive and significant impact on Work Engagement ($\beta = 0.210$, $p < 0.001$). These findings confirm hypotheses H1 and H2. Together, these predictors explained 78.1% ($R^2 = 0.781$) of the variance in Work Engagement, indicating strong explanatory power.

To better understand the strength of these relationships, effect sizes (f^2) were calculated following Cohen's (1988) guidelines: values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. The results showed that all relationships had medium effect sizes, reinforcing the meaningful influence of the independent variables. Moreover, Q^2 values, obtained using the blindfolding procedure, were greater than zero, confirming the model's predictive relevance (Chin, Peterson, & Brown, 2008). This suggests that the model has strong predictive ability, as it can reconstruct empirical data with sufficient accuracy..

4.3 Moderation Analysis

In the final stage of the analysis, Organizational Culture (OC) as a moderator variable on the relationship between Perceived Organizational Support, Supervisor Support and Work Engagement was tested. Moderation analysis was conducted based on a product-indicator approach in SmartPLS 4 suggested by Chin, Marcolin and Newsted (2003) which allows more accurate estimation of interaction effects taking into account measurement errors thus making valid theoretical testing (Henseler & Fassott, 2010). An interaction term was computed by multiplying Work Engagement (the predictor) with Organizational Culture (the moderator). Both relationships were significantly moderated by Organizational Culture. It negatively moderated the relationship between Work Engagement and Perceived Organizational Support (-0.214 , $p=0.02$) and positively moderated the relationship between Work Engagement and Supervisor Support (0.266 , $p<.001$). The results showed that Organizational Culture affects the manner in which Work Engagement interacts with both forms of support hence strengthening one relationship while weakening another therefore supporting hypotheses H3 and H4..

5. Discussion and Conclusion

The study sought to find out perceived organizational support (POS) and supervisor support (SS) in their effects on work engagement (WE), together with the moderating influence of organizational culture (OC). The tested hypotheses provide helpful information regarding direct and moderation links, where most were supported except for the direct effect of organizational culture on work engagement.

Proof confirmed that POS highly raises work engagement. This perfectly matches the Social Exchange Theory, which states that if employees feel heightened support from their organization, they will return the favor with better engagement (Eisenberger et al., 2020). Modern research highlights this condition by showing perceived organizational support invigorates energy, dedication, and absorption among employees (Saks, 2019; Demiroz & Nisar, 2022). Results from Pakistan's service and education sectors also report comparable results in which POS predicts better health and engagement of workers.

Supervisor support is significantly and positively correlated with work engagement. Therefore, improved supervisor support of recognizing and providing feedback and resources will inspire employees' energy and commitment levels. Supervisor support provides both emotional and instrumental resource avenues to reduce strain meanwhile setting a precondition for engagement which requires energy (Bhathumnavin, 2003; Bakker & Demerouti, 2017). Other empirical evidence from the banking and pharmaceutical sectors of Pakistan has also supported this fact that enhanced supervisor support provision results in enhanced engagement as well as organizational commitment (Kazi et al., 2023; Khan et al., 2022).

Organizational culture was additionally found to moderate the relationship between POS and WE. More specifically, constructive cultures enhance positive effects of WE on engagement. This finding supports Cooke and Szumal's (1993) distinction of constructive versus defensive cultures, and is joined by newer evidence that where innovation, trust and openness are emphasized stronger POS-engagement links happen (Albrecht et al., 2021). Organizational cultures in Pakistan are largely hierarchical and bureaucratic; thus, the fullness of the potential effect that POS can have, fully translating into engagement, is likely to be dampened (Shahzad et al., 2020).

The moderating role of culture in the SS–WE relationship was also significant. In a supportive culture, the impact of supervisors' encouragement on engagement is more potent because it offers an environment where recognition and feedback can be provided and appreciated. Similar results were obtained by Idris & Dollard (2011), who indicated that positive psychosocial climates enhance the effect of supervisory practices on engagement. According to Imran et al. (2020) open, participatory cultural managerial systems at firms in Pakistan support supervisory support intervention better than a closed, authoritarian managerial system.



There is no surprise in finding that organizational culture does not have any direct significant effect on work engagement. Unless channeled through POS and SS, the culture is unlikely to throw up direct stimuli of engagement. This has been a subject of mixed findings in prior studies; while some establish strong direct effects (Martins & Terblanche, 2004), others opine that culture influences engagement indirectly through mediators like leadership or HR practices (Albrecht, 2011; Nazir & Islam, 2020). The reason lies in the Pakistani workplace, wherein rigid power distance and the nonexistence of participatory structures intervene to preclude culture from directly predicting engagement.

5.1 Theoretical Implications

There are two principal contributions that this paper makes to the knowledge of organizational behavior and human resource management. First, it develops Social Exchange Theory by providing empirical evidence of the fact that perceived organizational support and supervisor support-these two factors-considerably enhance employee work engagement within a supportive organizational culture. Earlier research works mostly focused on studying these two factors separately as individual antecedents of engagement (Eisenberger et al., 2020; Saks, 2019). The present study posits beyond this to show that an organizational culture is a contextual factor that may either potentiate or attenuate these relationships.

This study is filling a very important gap in the Pakistani context. Earlier studies have already dwelled on POS and SS towards engagement (Ashfaq et al., 2023; Kazi et al., 2023), but they never brought organizational culture into the discussion as a strong moderator. With the infusion of culture, this study presents a relatively contextualized model to reflect more explicitly on how collectivist, hierarchical, or bureaucratic cultural orientations impinge upon employee engagement.

Third, the findings inform the debate about the direct and indirect effects of culture. While some studies posit that organizational culture has a direct influence on engagement (Martins & Terblanche, 2004), this study supports the argument that, as with most cultures, it cannot operate in isolation and works best when there are accompanying relevant support practices. This is, therefore, another theoretical contribution that should render the effect of culture highly contingent and thus encourage future scholars to conceptualize culture interactively rather than unidimensionally.

5.2 Practical Implications

From a managerial point of view, the implication for this study is that perceived organizational support should be conceptualized by fair policies as a strategic resource added by management in recognizing and creating avenues for growth. Such energy and commitment injected into focused lines of action from employees would make the organization achieve its objectives through intelligent means. Support will keep workers' morale and engagement up in an environment of job insecurity and high levels of stress among workers prevalent in Pakistan.

Supervisor support usually comes next in line as a very strong encourager of engagement. Workshops for managers and supervisors should inculcate the habit of practicing supportive leadership behavior-both constructive and emotional plus resource facilitation support. Organizations in Pakistan apply bits and pieces of the hierarchical style of leadership through which employees' confidence and openness are suppressed.

Training participative and supportive supervisory practices will increase engagement and make performance better.

It requires leaders managing cultural norms to support innovation, trust, and collaboration as well as recognition in creating a positive organizational culture through leaders manage achieving a positive organizational culture. The two forms of support are not attainable without the right culture. It translates for Pakistani organizations that as long as they maintain bureaucratic rigidity on psychological safety and employee voice, the potential for engagement is bottled up inside waiting to be unleashed. At the policy level, this finding should be incorporated by HR Departments into their Talent Management and Retention strategies. Embedding support mechanisms in organizational systems as part of cultural transformation initiatives reduces disengagement manifested through turnover and absenteeism that negatively impacts employee well-being.

5.3 Limitations

Like any empirical inquiry, this study falls victim to several limitations. Firstly, since the research was carried out in one city with not such a relatively small sample size, results cannot be generalized to a wider population. External validity is restricted by not fully capturing the heterogeneity of work practices and cultural orientations across different industries and regions in Pakistan. Secondly, this study used cross-sectional data, thereby limiting causality between perceived organizational support (POS), supervisor support (SS), organizational culture, and work engagement. Thirdly, since self-reported data have been used, there exists the possibility of common method variance, no matter what steps are taken to minimize it. Fourth, access restrictions in institutions due to confidentiality concerns limited the scope regarding organizational diversity in the analysis. At the end of it all, even though the study imposed organizational culture as a moderator, it was captured at the level of individual perception and not at that of the collective. This may not be a true reflection of shared cultural norms within organizations.

5.4 Future Research Directions

Future research should prioritize causal identification and temporal dynamics by utilizing longitudinal or experimental designs, observing how POS and SS are converted into WE under various OC conditions. A three-wave panel (for instance, T1 = supports; T2 = culture/climate signals; T3 = engagement) allows cross-lagged panel models or random-intercept CLPM to separate between-person stability from within-person change. As a complementary component, a few field experiments might manipulate low-cost support practices (for example, structured weekly check-ins at the team level, recognition scripts, resource-access nudges) to test short-run increases in WE. Do effects remain when amplified(or suppressed)by existing OC features?

To make results generalizable across Pakistan, future research should include samples from different major cities (Karachi, Lahore, Islamabad/Rawalpindi, Faisalabad, Peshawar) and a cross-section of industries (healthcare, education, financial services, IT/BPO, retail/hospitality), so that a multi-group comparison of urban versus secondary cities can be made. Public versus private sector workplaces; unionized versus non-unionized workplaces. It will also explicitly test for configural/metric/scalar invariance to check if the interpretation of POS, SS OC WE is the same across these groups. Outside Pakistan, in countries culturally similar to Pakistan-such as Bangladesh Sri Lanka Malaysia-a cross-national comparison can model how power distance and collectivism at national cultural levels moderate the POSWE SSWE links with OC as a boundary condition accelerating or dampening reciprocity dynamics.

In future research, methodologically multi-source data should be emphasized to overcome the current mono-method bias: parallel employee surveys with supervisor ratings on discretionary effort and customer handling and collaboration as WE-relevant behaviors plus some objective indicators (attendance, defect rates against service-level adherence). Experience sampling(e.g., daily or weekly pulses) can capture knowledge about micro-processes of short-term fluctuations in SS within a day or specific days whereby a single moment of recognition has an effect. MLM/ multilevel SEM to partition individual-, team-, organization-level variance thus formally treating OC as a collective construct justified by aggregation using ICC1/ICC2 & rwg. In longer horizons latent growth models where trajectories are estimated for WE while organizations roll out support initiatives.

Theoretically, the model can be extended with adjacent mechanisms and contingencies increasingly salient in Pakistani organizations. Obvious candidate mediators comprise psychological safety (connecting SS to voice and learning), psychological meaningfulness (linking POS to vigor and dedication), and resource recovery (rest/fatigue cycles). Interesting moderators comprise job demands (workload, role ambiguity) from the JD-R perspective, HR system strength (distinctiveness, consistency, consensus), and leadership styles (supportive, servant, empowering). Since hybrid/remote work is here to stay for a while, digital workplace factors-communication clarity, tech support, responsiveness SLAs-must determine whether they amplify the benefits of POS and SS or create bottlenecks that OC must buffer.

Future researchers can also flip explanation to intervention science. Pre-register field trials in which SS micro-behaviors bundles (structured feedback, fair resource allocation, micro-recognition) with POS signals (well-being benefits, learning budgets)and then test cost-effectiveness and persistence. Behavioral implementation supports(nudges,prompts,dashboards)towards supervisors to reduce intention-behavior gaps. A stepped-wedge design(staggered roll-out across units)permits causal inference while ensuring equitable access to interventions.To enhance transparency and reuse: open

materials, anonymized datasets and syntax (consistently respecting organizational privacy norms).

Some of the designer guardrails include (1) pre-analysis plans as a prompt to discipline researcher's freedom, (2) power analysis at both individual and cluster levels, (3) robustness checks for common-method variance by temporal separation, marker variables, and latent CMV factors, and (4) analyses on equifinality through comparison of several plausible models such as serial mediation from POS to WE via SS as parallel paths moderated by OC. Which together help move the literature from correlational toward causal scalable playbooks that help Pakistani organizations or comparable emerging market firms catalyze POS and SS under the right OC into durable WE and downstream performance.

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