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

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This research evaluates the effects of perceived organizational support (POS) and supervisor support (SS) on work engagement (WE) with organizational culture (OC) as the intervening variable. The paper applies Social Exchange Theory to explain how organizational and supervisory support function as important resources in promoting employees' vigor, dedication, and absorption at work. While there is increasing global interest in engagement, empirical studies that explicitly position organizational culture in its contextual role have been scanty. This is more relevant in countries like Pakistan, where hierarchical and collectivist cultural tendencies dominate workplaces in forming employees' perception of support. Under the positivist paradigm, this study adopts a quantitative research design and uses structured surveys to collect data from employees of healthcare and service organizations. Smart PLS 4 was used for hypothesis testing and moderation analysis. Findings indicated that POS and SS are significant positive predictors of work engagement; hence, they are very relevant antecedent factors that could ignite employee commitment and energy. The organizational culture variable significantly moderates both the relationships between POS and WE, as well as SS and WE. Moreover, supportive and constructive cultures enhance the effect of support on engagement, which, interestingly, does not directly significantly influence engagement itself. Therefore, culture does not play an absolute role but rather a contingent one. In theory, this paper also adds to the literature on engagement by inserting organizational culture as a boundary condition in the support-engagement relationship for better contextual influences. In practice, it gives clues about creating a supportive culture and developing relational competencies among supervisors for making employees highly engaged in Pakistani organizations. The limitations are big because the study has been conducted cross-sectionally and from a single city; hence, generalization is not possible. Future studies should take inspiration from this study and make it even more intense through long-term, multi-level, and cross-country analyses. This study implores firms in emerging economies to see support and culture as strategic implements for eliciting engagement, which therefore enhances employee performance and well-being on one side, and organizational resilience on the other.

1. Introduction

In the new and highly competitive business environment of today, firms are increasingly coming to realize the central place the human resource occupies in driving sustainable success. Apart from technical abilities, motivational and psychological conditions of workers play a very critical role in productivity, capacity for adjustment, and innovation. This has placed the concept of work engagement at the top of academic and practical interest over the last two decades. Work engagement is defined as a positive, fulfilling work-related state that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2006; Gallup, 2023). In return, it brings enhanced job performance with reduced absenteeism and turnover, plus better organizational effectiveness (Bakker et al., 2007; Schaufeli & Bakker 2004; Rogelberg et al. 2024). Meta-analytic evidence further corroborates that, apart from better performance by engaged employees, higher customer satisfaction plus overall organizational performance result from engagement (Gallup, 2023). But engagement is not an automatic disposition; contextual and relational dynamics influence it. Organizational systems, leadership, and support structures go a long way in determining the degree to which employees feel encouraged and enabled to bring their whole selves to work. In this regard, organizational culture, perceived organizational support (POS), and supervisor support (PSS) have been identified as critical antecedents that directly or indirectly influence engagement (Naidoo & Martins, 2014; Kundu & Lata, 2017; Xu et al., 2020). The current framework advances the argument that these three antecedents interact to determine the level of employee work engagement across various contexts.

Organizational culture is broadly defined as the pattern of shared values, beliefs, and practices that guide behavior within organizations. Culture is what serves as the "social glue" binding together employees while indicating which specific behaviors are welcomed and rewarded. A good culture builds up trust between people working there, with their cooperation toward common goals plus allowing for new ideas to be introduced. A bad or mismatched culture breaks down support and interest in work. Studies that have been made up to now confirm the positive link between the corporate culture and employee engagement. Leadership, goal clarity, and management process dimensions of culture were found by Naidoo and Martins (2014) and Rogelberg et al. (2024) in a sample where higher engagement was recorded to have significant relationships. Das and Baruah (2018) and Rogelberg et al. (2024) indicated that in North Macedonian firms, corporate culture directly determines the emotional commitment of employees as well as their level of engagement. Besides, they characterized culture as a mechanism through which individual and organizational goals can be harmonized. Supportive cultural conditions are also found by Cortese et al. (2021) in healthcare services to reduce burnout but increase engagement; hence, culture has a buffering effect toward workplace stressors. Studies conducted in various industries globally validate this relationship. As discovered by Rogelberg et al. (2024) in a systematic review, participative and adaptive cultures are strong determinants of engagement. Another study carried out in South Korea by Lee and 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).

Several studies confirm the Positive Organizational Support as a strong predictor of work engagement. In the healthcare sector of Pakistan, it was revealed that POS supports the strength of employees flourishing, thriving, and energizing engagement through encouraging feedback seeking (Kuo et al., 2022). Similarly argued by Muisyo and Qin (2021), POS supports environmental and work performance outcomes 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 reflects the organizational-level dynamics, PSS is more immediate and relational. It refers to the degree to which employees perceive their direct supervisors as supportive, caring individuals who value their contributions. Since it is supervisors who are daily involved in providing feedback, recognition, and allocating resources, support from them will have a more proximal influence on commitment compared to broader organizational signals. Kundu and Lata (2017) conducted their study in India and found that perceived support from supervisors was a very strong predictor of psychological empowerment and employee engagement, thus emphasizing the role of day-to-day leadership interactions. A study carried out in Malaysia found that supervisor support increased academic staff's affective well-being, which in turn enhanced engagement. Further evidence has shown that supervisor support leads to thriving and psychological well-being, which are avenues through which sustained engagement can be fostered. PSS comes to play during a crisis, such as the one brought about by COVID-19. Cortez and Johnston (2020) found that organizational and supervisor support significantly influences the engagement of federal workers. This underscores the critical role of leadership at times of uncertainty. Support of supervisors complements institutional arrangements in determining the satisfaction and engagement of workers, as discovered by Lee and Shin (2023)

in South Korea. Supervisor support facilitates the fulfillment of psychological needs for competence, relatedness, and or autonomy, thereby fostering engagement. Support in the form of recognition, coaching, and advocacy creates conditions where employees feel secure to invest energy and creativity in their work roles. In addition, supervisors who support employees help to buffer the negative effects of job stressors on the employee's resources that are needed to sustain engagement.

Work engagement does not constitute an individual state alone but forms a critical organizational performance lever. Engaged employees work with high productivity, better output quality, stronger customer orientation, and low levels of counterproductive behaviors (Bakker et al., 2008). The Gallup global survey indicated that organizations with a high level of employee engagement outperform their peers on profitability, customer ratings, and turnover. Also, engagement relates to innovation behavior, adjustment, and strength, which are key in current climates of change (Naz et al., 2021). Firms face issues with digital shifts, global reach, and mixed staff, thus needing engagement to keep workers happy and the firm stable.

The dynamic of the organizational culture, POS, and PSS interplay provides a very good lens toward 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 works as a relational mechanism and influences day-to-day interactions. These three components work interdependently to state if employees would be active, committed, and engrossed in their duties. Although solid proof exists 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. Support also varies across cultures and industries as proposed effects advocate context-specific research (Rogelberg et al., 2024; Das & Baruah, 2018).

Work engagement is by now widely recognized as a mediator of productivity and sustainability of organizations; however, work disengagement has remained a global problem. The degrees of work engagement reported in the series are generally low, even for major sectors like healthcare, where there exists strong organizational commitment. (Ashfaq et al., 2023) If perceived organizational support (POS) and perceived supervisory support (PSS) are acknowledged as strong predictors of engagement relationships globally, how valid is the claim that culture moderates these relationships? This gap is more profound in Pakistan when its organizations keep complaining about burnout problems and turnover, and weak performance precipitated by low employee engagement, particularly from high-pressure industries such as banking and healthcare (Kazi et al., 2023). Empirical evidence indicates that though POS does improve flourishing and thriving among employees (Imran et al., 2020) and supervisor support fosters engagement as well as commitment (Khan et al., 2022), studies in Pakistan have not taken into consideration the role of organizational culture in enhancing or diminishing these effects. If not treated right away, this gap will further propagate disengagement, reduce employee well-

being, and diminish organizational competitiveness. Therefore, this study raises a burning issue of how organizational culture moderates the impact of POS and supervisor support on employee work engagement in the organizational context 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 because Pakistan falls 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

RQ1: What is the impact of perceived organizational support (POS) and supervisor support (SP) on work engagement?

RQ2: Is there any strong support of organizational culture (OC) on perceived organization support (POS) and supervisor support (SP) on work engagement?

1.2 Research Objectives

- In our research, we clearly defined the connection between the employees of service sector organizations who deal with different issues with supervisory and the perspective of culture in work engagement. To know about how your organization recognized your work and how they perceived your work with different constraints of supervisory roles and under supervision.

- In an organization, the structural issues, how the working process is working smoothly, and an undefined hierarchy are needed to resolve the issues of employees, employee leaves, public holidays, and monitoring.

- Employee growth programs and organized seminars, team building activities, and entertainment (special days, holidays, and religious and cultural country social activities) to support and motivate employee participation feel comfortable.

- Employee emergency loans, accidental loans, life insurance, working amenities/supplies, well-maintained offices and pantries clean and tidy working environment people need to be recognition, project, task, incentives for their best performance, on hard yearly bonus, and on-time salaries to perform better to super performance.

- Supervisors connect with their subordinates, support their appreciations, highlight their work in front of the top management, and counsel them with different situations, empathize and sympathize with their employees, fill the communication gap with good listening quality, and a good decisions.

- Study the moderating effect of organizational culture to strengthen the relationship between the employee perceived organizational support and supervisor support on work engagement.

1.3 Scope of the Study

This study is scoped within a dynamic relationship between perceived organizational support (POS), supervisor support (SS), organizational culture (OC), and work engagement (WE). The study scopes how perceived support from the organization and immediate supervisor of employees energizes them toward work, and how much dedication and absorption at work they can develop. It also tries to assess whether these relationships are strengthened or weakened under the prevailing organizational culture. Placing this study in the context of Pakistani organizations enables one to infer how such support structures function best in an environment characterized by hierarchical decision-making and collectivist values.

It centers on workers from selected service-oriented sectors where planned hierarchies, supervision, and organizational rules strongly influence employee conduct and results. The study highlights how workers view the company's acknowledgment of their contributions, the justice of its rules, and the level of managerial support in inspiring, assisting, and easing their tasks. It

also looks into how cultural values in organizations—be they positive, cooperative, or structured—set a climate that can promote or block employee involvement. It also extends to analyzing motivational practices within the organization, which include recognition programs and performance appraisal, and training or motivation sessions that will instill employees to be committed all the more. Therefore, this study will unravel not only direct relationships between POS, SS, and WE but also contextual influence playing at organizational culture as a moderator. Such multi-dimensional entry points provide for an overall appreciation of how organizational resources and relational dynamics interplay in molding employee engagement.

This study, though set in Pakistan, transcends national boundaries because employee engagement is a global issue across industries. However, it will therefore be valuable to base the research in the Pakistani context so that it can reflect the relevant cultural and organizational realities of a developing economy where traditional hierarchical structures coexist with emerging modern management practices.

Essentially, this study covers the perception of organizational and supervisory support by employees, with a moderating role played by organizational culture in the resultant effect on their work engagement. This study has been conducted in selected industries of Pakistan, but it holds broader relevance as a contribution to the global discourse on engagement. The results that are going to be derived from this paper shall contribute toward enriching the existing body of literature theoretically and practically because these will unfold ways through which organizations can realign their support mechanisms and cultural practices for motivating employees to perform better.

2. Literature Review

2.1 Social Exchange Theory

SET may be followed back to "one of the earliest ideas of societal behavior"–every engagement between people is a resource interchange (Homans, 1958). The resources transferred might be physical, such as commodities or money, or emotional, such as cultural rewards or relationships. The primary premise of SET is that people establish and sustain relationships with the intention of getting something out of them (Blau, Peter M, 1968; Homans, 1958). Social trade has been discussed since Aristotle's Nicomachean Ethics (1162a34-11663a24), where social interaction is separated from economic transaction.

The Sociologists Blau, Peter M (1960); Emerson (1962); Homans, G. C. (1958) and societal psychologists (Thibaut and Kelley) conducted samples and associated factors that influenced the creation of SET. "Constructed the first comprehensive theories that focus on social conduct as...[exchange]," according to (Blau, Peter M 1968; Homans, G. C., 1958).

Blau, (1964) on the other hand, might have been the primary to use the phrase "theory of social exchange" to characterize his concept of "societal interaction as an exchange progression". Thibaut (1959) is also frequently considered an important pioneer to SET because

of their ideas of CL and CLalt, which are used to describe how partners in a social exchange assess the advantages of connection to decide their dedication to it. According to Emerson (1962), the study on the impacts of power and reliance on economic relations is the primary contribution to SET.

Because most of the research on business-to-business exchange interactions uses social exchange theory either expressly or impliedly, there is an absence of a clear and detailed definition of social exchange theory underlying ideas. To put it another way, social exchange theory, "exception to abstractions," which are intended to "understand and anticipate" exchange occurrences, has not been well described (Rudner 1954). Most marketing researchers who use social exchange theory to explain business-to-business exchange do so in a roundabout way, giving an overview of the concept rather than a detailed explanation. Because of paper length limits, these academics must probably and properly limit their explanation of social exchange theory. These researchers, however, outline the major founders of social exchange theory while offering an understanding of the study (Anderson and Narus 1984), for example, state:

Thibaut and Kelley proposed a theory of interpersonal connections and group functioning in 1959, with a focus on connections. This paper, along with a few other comparable studies from the time (Homans, 1958), is known as social exchange theory (Carman, 1980; Kelley, & Thibaut, 1978). Kelley and Thibaut've recently suggested a new version of this thesis (Kelley, 1983). While these and other examples do not give the theory's core principles, they do refer to an amount of research that has objects in a system. As (Chadwick-Jones, 1976) points out, SET is:

Figure No 1: Conceptual Framework

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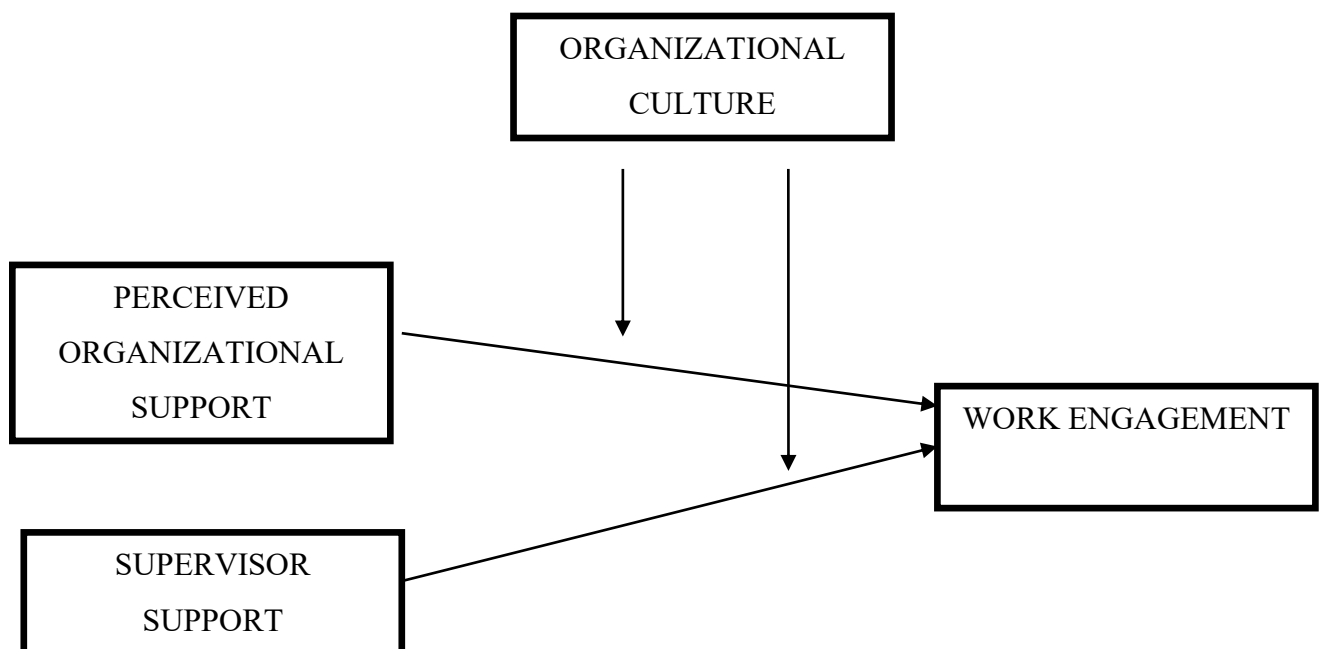
In actuality, a set of arguments, statements, and theories containing certain huge claims about social behavior... What are the elements that these approaches to social exchange theory have in common? They all have a strong interest in the interconnection of interpersonal connections as well as the practical role of social behavior. Because the interconnection of people is both a research topic and a study unit, the theory is essentially social-emotional. We have abstracted the basic assumptions of SET that encompass both the common and distinctive elements of this study using the key collection of research on SET:

"According to SET, exchanging connections results in economic and/or social results. Each person in the exchange connection evaluates the social and economic implications of these interactions that occur to those possible from the exchange alternative, indicating their reliance on the exchange connection. Affirmative socio-economic consequences improve the persons' belief in one another over time, as well as their dedication to sustaining the exchange partnership. Positive exchanging connections over time result in social exchange norms that control the interactions of the participants."

The basic assumptions of Collection were derived by attempting to select a set of independently limited and observed and measured "exceptions to assumptions" (Rudner 1954) that are both internally consistent and individually essential (Popper, 1959). We'll take a closer look at these facilities immediately. We present the reader with a survey of the writing that was crucial in the creation of SET while explaining its underlying concepts. The following are the four assumptions: (1) Exchange positive effect on cognitive economic and/or societal outcomes, (2) these results are especially in contrast over time to other exchange alternative solutions to evaluate reliance on the social exchange, (3) positive and effective growth organizations believe in their trading partner(s) and dedication to the social exchange, and (4) optimistic exchange relationships over period generate social exchange standards that regulate the interaction.

2.2 Linking Perceived Organizational Support with Work Engagement

POS, according to (Hakkak & Ghodsi, 2013), is a form of assistance or collaboration that is required to complete a task correctly. Work engagement, on the other hand, is a comprehensive term that is defined as a pleasant, satisfying, and job mental state made of three components: energy (physical element), commitment (emotional element), and engagement (mental element) (cognitive element). When employees sense more strength of mind and energy at work, this is referred to as vigor. Significance, motivation, pride, challenge, passion, and engagement in the task are all aspects of dedication. Absorption happens while employees have a higher degree of focus and are completely immersed in their jobs; time passes quickly, and they are unable to disconnect themselves from their task. (Schaufeli et al., 2002a) In this study, we claimed that job resource has a positive POS influence on employee engagement at work. Employees' emotional and cognitive

assessments of their organization and job are reinforced when they have POS, Byrne and Hochwarter (2008) according to a prior study. As part of the belongingness of the theoretical framework, individuals with higher POS will become even more involved in their job and organization, supporting the organization in attaining organizational objectives.

This suggests that employees who believe their company values their assistance and thinks their well-being is more important as an end result of it are more likely to pay back their organization by attempting to satisfy their organizational-related tasks by being more involved. Employee job engagement is positively impacted by POS because it supports their inherent interest in their obligations and activities. The perspective of the company will inspire workers' intrinsic motivation in their responsibilities for four key reasons. For example, POS promotes employees to believe that if they are in need, their company will give emotional or material help. Second, POS satisfies workers' socio-emotional requirements, including connection and esteem. Third, POS may provide staff with large rewards for good performance. Fourth, it may increase employees' intrinsic motivation for their jobs by increasing their self-efficacy (Eisenberger and Stinglhamber 2011). Workplace POS is a major driver of employee engagement (Saks, 2019) Employees were strongly involved in their job when they believed their organization supported them, according to another study by (Ali et al., 2018) Work involvement was validated by POS, according to the researcher Murthy, R.K. (2017) Employees in highly supportive firms were judged to be more engaged in their job.

Rich, Lepine, and Crawford (2010) Research's found that perceived organizational support has a positive, substantial effect on job engagement, implying that if an employee perceives organizational support to be strong, he or she would feel engaged in their work. Burns (2016) found comparable results in his study, where perceived organizational support is both an independent variable and a predictor of job engagement. (Jin and McDonald 2016) showed that there is a positive association between felt 19 organizational support and work engagement in their study. (Nusantria, 2012) In contrast to the previous study found that perceived organizational support has a positive, albeit little, impact on work engagement. He discovered that the variable perceived organizational support has a beneficial impact on the employees of PT Telekomünikasyon Indonesia Semarang's work engagement.

According to Cullen et al. (2014), Shantz et al. (2016), and Wen et al. (2019), organizational support theory (POS represents how much workers feel their employer values their involvement and is concerned with their well-being. POS can create a sense of commitment to concern about the organization's well-being and to assist it in achieving its objectives (Rhoades et al. 2001). Meanwhile, POS should meet employees' emotional needs by introducing organizational participation and role status into their social identities and enhancing their belief that the organization rewards higher performance (Dai & Qin,

2016; Meriç et al., 2019; Rhoades et al, 2001). Employers seek workers who are committed to their jobs and loyal to their employers. Employees are more likely to emotionally commit to their organizations with a low likelihood of profitability and an increased performance of the employee if organizations offer support and encouragement to their people based on the mutual obligations (Asgari at el. 2020; Hurt at el., 2017).

POS can be thought of as organizational resources that meet an employee's socio-emotional requirement, such as positive self-esteem, acceptance, and connecting (Armeli et al., 1998; Sluss at el., 2008). employee who works in a healthcare team and execute interdependent tasks rely on the quality of their relationships with other members of the unit (Gellatly at el., 2014). The feeling of being valued also strengthens employees' informal status in the organization and gives them crucial information about their work relationships (Kurtessis et al., 2017)**.**

Employee can gain divine support when executing their jobs, and perceived organizational support is a significant job resource. If a company offers employees considerable work engagement and job rights, for example, nurses will be able to better manage the progress and quality of their work, and employees will have a strong sense of job control.

H$_1$: There is a positive impact of perceived organizational support on work engagement

2.3 Linking Supervisor Support with Work Engagement

According to (Babin & Boles 1996; Burke et al., 1992), Supervisor support has been defined as the extent to which workers believe their bosses provide them with support, encouragement, and care. Supervisors' providing of work-related assistance to their workers in the performance of their duties (Susskind, Kacmar, and Borchgrevink 2007). According to (Bhanthumnavin 2003) supervisor support in the place of work can take three form: emotional support (having understanding, recognition, and concern), informative support (giving response or assistance in the organization), and providing funding (planning funds, facilitates, manpower, and practical support connected to try to progress the subordinate motivation, achieving, and efficiency). Supervisor support is thought to be a significant work-related factor in the workplace since it supports an individual in accomplishing his or her organizational goal while also reducing the strain and stress of job expectations, leading to increased work engagement (Bakker, Demerouti, and Verbeke 2004).

According to Edmondson and Boyer (2013), Karatepe (2011), and Kim et al. (2009), superior assistance is important to customer-contact employees' work engagement in hotels for two reasons. First, customer-service professionals in hotels have difficult jobs because they must communicate with customers who have a lot of emotions and attitudes. As a result, emotional support from supervisors, such as understanding and observing sensitively, is critical in reducing work-related anxiety (Beehr et al., 1990). Customer-

contact personnel are expected to be enthusiastic, committed, and involved in their work when work stress is reduced.

Second, customer-service representatives do numerous tasks and have a significant burden (Hayes & Ninemeier, 2007; Karatepe et al., 2007; Kim et al., 2009). Supervisory assistance and advice are beneficial in assisting customer-contact personnel manage their job responsibilities, allowing them to fully invest in their work responsibilities, which is a hallmark of work engagement (Elias & Mittal 2011). Customer-contact employees' jobs require frequent encounters with clients who have a wide range of requirements and perceptions (Karatepe et al. 2007; Kim et al. 2009). Customer-contact personnel, according to (Menguc et al. 2013), must meet both organizational and individual needs. For example, hotel customers usually request that their checkout time be extended, ignoring the fact that they are reminded of the space departure time to support cleaning operations (Raubal & Rinner, 2004).

Bakker et al. (2007); Hakanen et al. (2006); Othman and Nasurdin (2013) found that supervisor support is a strong predictor of employee work engagement in the service business. For example, (Hakanen et al. 2006) found supervisor support to be associated with employment engagement in a sample of 2,038 instructors in Finland. Bakker et al. (2007) made a similar discovery in a survey of 805 instructors from Finland's primary, higher schools, and trade schools. In Malaysia, Othman and Nasurdin (2013) found that supervisor assistance had a beneficial effect on work engagement, based on data acquired from (402) practical nurse operational in three public health service.

According to this debate, customer-contact workers who feel an increased level of supervisor support are more expected to have a pleasant, work-related attitude, demonstrate persistence, be committed, and be interested in their work, all of which suggest that they are motivated to work. In our research, supervisor support is connected to the three qualities of job engagement: energy, dedication, and engagement. Montgomery et al. (2003); Saks (2019). The researchers have revealed no strong association between the two dimensions. The scientific consensus shows that supervisor support is an essential employment resource that affects work engagement. Motivation factors (feedback, incentives, job involvement, involvement, job stability, and supervisor support, for example) were found to be major drivers of motivation. Hakanen et al. (2006) find that Finnish instructors with employment resources, including work involvement, supervisory support, and organizational innovation, were involved in the work.

Bakker et al. (2007) eventually found that supervisor support is substantially and completely connected to Finnish employees' energy, commitment, and engagement in an educational context. Schaufeli, Taris, and van Rhenen (2008) found substantial positive associations among supervisor support and 3 characteristics of employee engagement, along with upper corporate executives of a Dutch telecommunications business. (Bakker et

al. 2008; Bakker and Demerouti 2008) Work reinforcements such as supervisor support, response, and peer assistance, as highlighted by promoting employment engagement.

Supervisor support also improves the work engagement of contact centre staff. Because these individuals work in tiny groups and are strictly supervised by their supervisor, in this case, Schalk and van Rijckevorsel (2007). Furthermore, every individual can promptly get functional instructions from the bosses and manage complex customer service situations. This emphasizes the necessity of creating an atmosphere where customer care employees may succeed in a campaign help of supervisors in responding to client demands and dealing with challenging service interactions. Employees who believe they can obtain enough assistance from their managers, according to social exchange theory, feel pressured to reward the firm by increasing work engagement. Employees at call centers who have a strong vision of supervisor support think they are important to the company (Cropanzano & Mitchell 2005). As a result, they strive to fulfill their responsibilities to the organization by working with high levels of energy, being deeply committed to their job, and being totally absorbed in their professional activities (Saks, 2006).

However, previous studies have yielded mixed results when it comes to the direct impact of supervisor assistance on work engagement. According to Idris and Dollard (2011), Suan and Nasurdin (2016) in Malaysia, for example, research has found a relationship between supervisor support and work engagement. Supervisor assistance, on the other hand, was shown to not affect work engagement in trials. In summary, in any employment, the link between the two conceptions is not easy.(Menguc et al. 2013; Saks 2006).

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

2.4 Moderating Effect Of Organizational Culture on Work Engagement

Organizational culture is defined by Deal and Kennedy (1982) as "the way things are done inside an organization." Coyle-Shapiro (2002); Coyle-Shapiro and Kessler (2000); Coyle-Shapiro and Morrow (2006); Shore et al. (2009); Shore and Tetrick (1991) believe that tough detection with an organization's unique culture is critical for organizational sensation. In today's world, with progressively global markets and swiftly growing technology, the human element reflects an organization's on the whole superiority and becomes a determinant of achievement, strongly linked to how each employee perceives the organization as his or her possess and the sense of being in the right place within it.

Culture also affects how employees are recruited, how decisions are made, how employees dress, and what activities they participate in; therefore, culture has a significant impact on the success of any company. Deal and Kennedy (1982); Schein, E. H (2004). Work accordingly, and external adaptation is also defined by Schein as a unified response

of team members who have stayed together for a long period of time and have suffered survival crises.

Kreitner and Kinicki (2007) Organizational culture may be described as the uniformity in perception, viewpoint, goal, and conduct that all people of the organization believe, study, apply, and grow at the same time, resulting in an organizational identity Format, logic, accomplishment focus, involvement and cooperation, interaction, development have been identified, and teacher autonomy are all part of organizational culture in institutions studied in this study (adapted from (Maslowski 2006; Pang 1996)). Job resources from the JD-R Model, such as freedom, performance appraisal, peer assistance, and supervisory support, organizational directed capital (a way of life of honesty and assistance), panel working resources (staff environment), and employee quality capital (development opportunities, individual freedom, supervisor support, and role clarity) from analysis with the JD-R, demonstrates that a way of life of honesty and support, organizational paying attention resources (a culture of fair (HRD) environment Perceived work compatibility, job diversity, incentives and rewards, recuperation, and incentives for advancement were identified as valid indicators of engagement in a meta-analysis.(Albrecht 2012; Bakker et al. 2007; Chaudhary et al., 2012; Crawford et al., 2010)

Albrecht 2011; Rama Devi (2009) Work engagement may be enhanced by an organizational culture characterized by cooperation, comfortable employment conditions, employee engagement, opportunities for growth, flexible hours and processes, and effective management and organizational techniques. On the other hand, advised that the JD-R framework be expanded by identifying and adding more "lateral" core competencies, such as senior management support, accountability function transparency, organizational environment, organizational support, and helpful HRM policies.

Here also appears to be a plethora of OC models attempting to clarify the connections among OC and associated constructions. Martins, N (1987) established a model to define Organizational Culture relying on work. The concept is built on how three important factors interact: the organization's components, preservation duties, and cultural characteristics. It is a complete model in that it includes all areas of an organization on which OC may have an impact (Martins et al., 2004), as well as simultaneously, but it is employed in this study to establish which characteristics of OC may influence work engagement in companies.

In concepts of culture evaluation, Ostroff et al. (2013) suggested that discussing the advantages of using survey results (quantitative measurement) versus research papers (qualitative measurement) is pointless because each method has too much variation for a general contrast to be correct, and both provide important input into OC. The current study used a quantitative technique to explore OC since it has advantages such as being able to manage sample sizes quickly, being usable even if there are time limits, and having a

reduced cost. (Martins et al., 2006) than the quantitative technique, strong belief in the reasoning by for most research done and validated with quantitative methods

Ostroff et al. (2013) Research has concentrated on whether organizational climate is distinct or similar, as well as how and why these two categories might be connected to provide a more full and rational description of an organization's higher order social constructs "The relatively stable organizational culture (a) observed by the residents, (b) factors that influence their attitudes, and (c) can be characterized in conditions of the objectives or a different group of qualities of the environment" is the most generally accepted definition of climate. (Tagiuri, R., Litwin, G. H., & Barnes, L. B. 1968) Environment emerges from the fundamental base of civilization, according to Denison (1996); Schneider, B. (2000) argued that culture and environment are alternative categories that can provide unique but complementary perceptions of the complexities in the emotional life of organizations.

In the fields of personal management, personality studies, management, and health care, but within the wider approach of employee engagement (Bakker et al., 2008; Christian et al., 2011; Crawford et al., 2010; Shuck et al., 2011; Sonnentag, 2011)

Personal engagement, defined by Kahn (1990) as the simultaneous appearance and face of an individual's self-esteem in motivation and engagement to motivate a relationship to employment as well as others, a relation to personal availability (physical, cognitive, and emotional), and an ability to connect to dynamic, full role achievement, was the first to be designed and implemented.

Maslach and Leiter (1997) proposed that engagement is a continuous state that is the total opposite of the three stress qualities of fatigue, disillusionment, and lack of effectiveness. Exhaustion and Engagement are mutually unique; individuals experiencing low fatigue might not be experiencing strong commitment, and inversely, which leads to implementing the new work engagement as distinct from exhaustion. According to Schaufeli et al. (2002b), work engagement is "a pleasant, gratifying, employment mode of thinking marked by energy, devotion, and concentration." Engagement is a more consistent and comprehensive affective reaction that is not focused on any single item, situation, personality, or interaction, but rather a transient and specific state.

The researchers agree with (Bakker et al., 2008) that a comprehensive description of work engagement, one that encompasses workers' perception of task performed, is preferable for said domain of employee engagement. As a result, the study follows (Schaufeli et al., 2002b) concepts of work engagement. The popularity and validity of employment engagement can be related to the numerous study that show a link between high levels of employee engagement and the succeeding results: dedication (Halbesleben, J. R. 2010; Saks 2006), financial profit (Harter et al., 2002), increased efficiency (Bakker & Bal, 2010) conditions of enhanced multi and additional performance and attitude (Saks,

2006), increased work engagement (Luthans & Peterson 2002) managerial effectiveness (Salanova & Schaufeli, 2008).

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

A variety of concerns about organizational culture, perceived organizational support, supervisor support, and their influence on job engagement were raised in the last chapter. The logical perspective connected to this research will be emphasized in order to address such problems with the assistance of an established conceptual framework based on assumptions. The research methodology, research strategy, and research design that will be applied to test the hypothesis proposed in Chapter Two will be demonstrated in this chapter.

The positivist method is applied as a philosophy of research in this study. According to, researchers who apply the positivist research methodology in their research must gather data that is both quantitative and observable. This philosophical approach relies on reliable actual facts that are based on measurements and observations. With the use of quantitative and visible data, this study will apply a positivist method to achieve fairness.

A research design is a plan for connecting actual research with a research purpose in order to arrive at a conclusion (Kelly & Yin, 2007). There are two methods to research design: quantitative and qualitative. The quantitative technique is most commonly adopted in deductive reasoning and is built on testing theories using a large amount of data (Greener, 2008). In contrast to the qualitative technique, it focuses on developing theories rather than evaluating existing ones (Greener, 2008). This thesis's research design is quantitative and descriptive in character (Saunders & Bezzina, 2015).

The author has a variety of research methodologies to choose from. Which methodologies are applicable for a certain study topic depends on the research topic (Saunders et al., 2019). The research methodologies will validate the relationship between theory and research (Bryman & Cramer, 2012). Inductive and deductive research procedures are the two most common types of research approaches utilized in studies (Saunders et al., 2019). Aside from these two generally used procedures, there is a third way known as adductive, which combines the inductive and deductive approaches (Saunders et al., 2019). Previous literature is referred to based on observation in an inductive technique, which leads to theory creation and conclusion, but is not empirically verified. This method is based on facts and does not rely on or consider any prior theory or hypothesis (Kline, 2015).

Previous literature is cited based on inductive observation, which leads to the formulation of a theory and conclusion but is not empirically validated. This technique is

fact-based and does not evaluate or depend on any prior theory or hypothesis (Kline, 2015). When it refers to the deductive method, however, it is dependent on existing theories and literature. The researcher generates hypotheses based on previous studies, which are then empirically evaluated through data collection through a survey. As a result, it may be concluded that the deductive method is based on the development of conclusions based on evidence or propositions (Goddard, R. D., Hoy, W. K., & Hoy, A. W., 2004). As a result, inductive research focuses on the development of new hypotheses, whereas deductive research focuses on the testing of theories. Furthermore, previous studies state that qualitative research is used in inductive research, whereas quantitative research is used in deductive research.

On the basis of theories and prior literature, a conceptual framework has been constructed in this study. On the basis of previous literature and ideas, new hypotheses have been developed, which will be investigated in the future. A survey was performed in order to obtain data for testing. As a result, it is determined that this study employed a deductive technique. The gathered or observed data is statistically endorsed in quantitative research in order to characterize the phenomena of the obtained data. This form of research is focused on conducting a survey and then evaluating the findings, whereas survey research is a gathering of data from various groups of individuals (Leedy and Ormrod, 2010). There are two types of studies: cross-sectional and longitudinal research. In a cross-sectional study design, data are collected from the entire population or a subset of it over a certain time period (Bryman, A., Teevan, J., & Bell, E., 2005). On the other hand, in a longitudinal study, data must be collected many times from the same population over a period of time in order to notice changes (Bryman, A., Teevan, J., & Bell, E., 2005). This study will use a quantitative methodology and a survey to examine and measure the importance of perceived organizational support, supervisor support, and the moderating influence of organizational culture on work engagement.

Data is collected from service sector workers who have been employed in the past in order to achieve the study's goals. Questionnaires were distributed to people ranging in age from 20 to 69 years old, with degrees ranging from intermediate to postgraduate, with a vision of the true findings of the studies; on the other hand, people with lower qualifications were properly guided in order to have their true representation when responding to the questionnaire. The main goal in choosing this audience is to find young individuals who are employed in and perceived of what is being culture and who is supervised it, so they can quickly retain information and reply appropriately to the questions. Another important aspect of this group is that they are targeted prospective of the organization.

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 organizationalsupport	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: R^2 and Q^2 Values

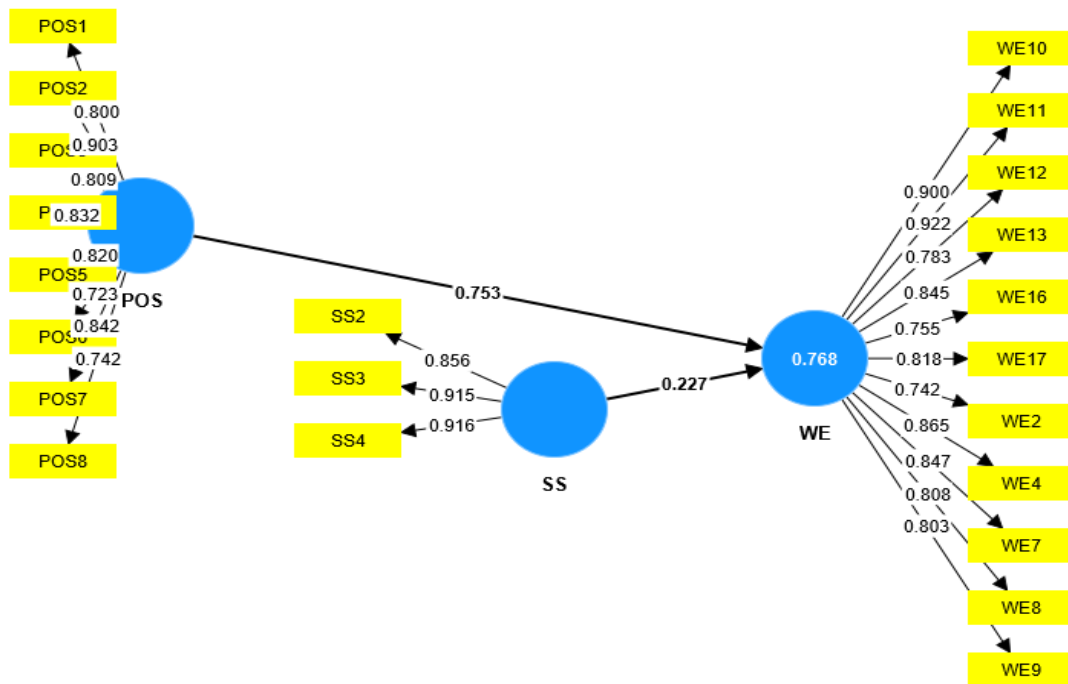| Variables	R^2	Q^2
Work engagement	0.781	0.434

Figure No 2 Outer Model

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

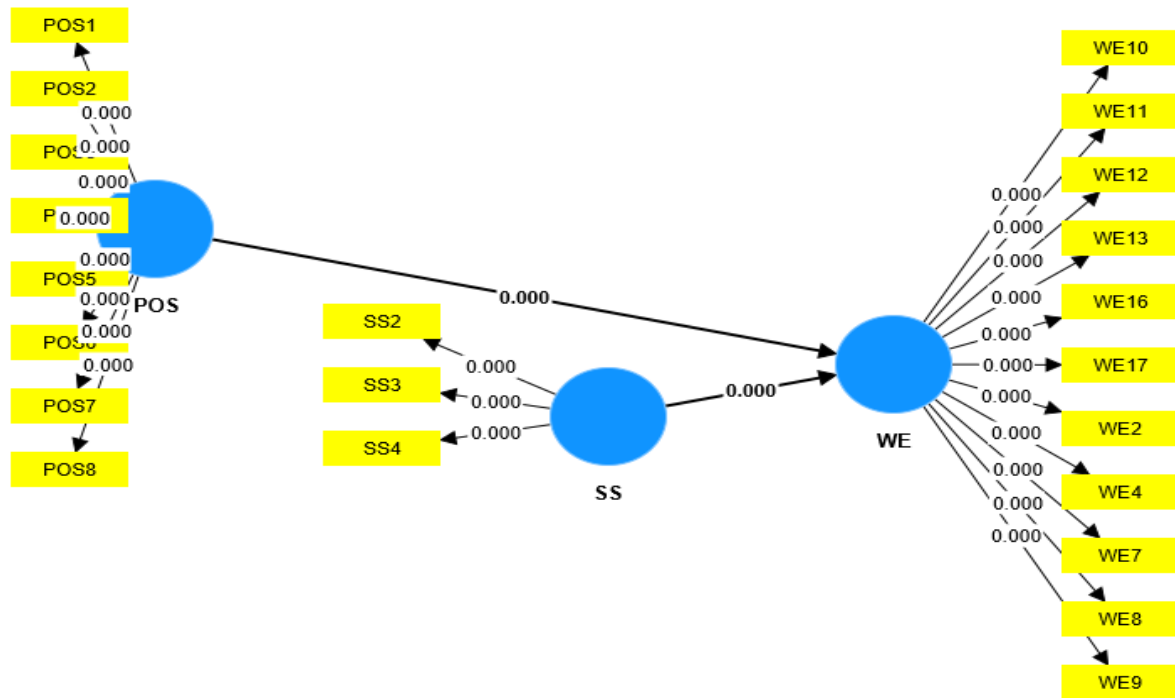**Figure 3: Inner Model**

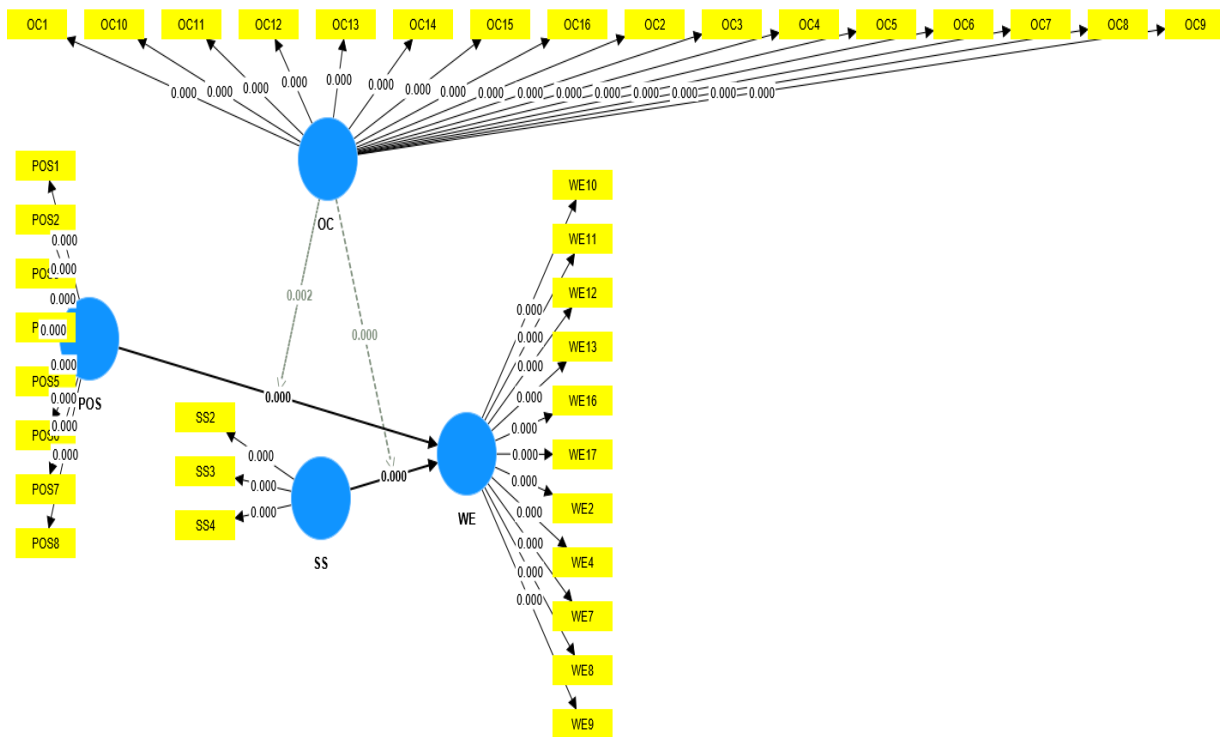**Figure No 4: Moderation Analysis**

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

4.1 Measurement Model

The measurement model was first put to the test for convergent validity. Factor loadings, Composite Reliability (CR), and Average Variance Extracted were used to analyze this (AVE). Average variance extracted, which reflects the overall amount of variance in the indicators accounted for by the latent construct, exceeded the recommended value of 0.5, while composite reliability values, which depict the degree to which the construct indicators indicate the latent construct, exceeded the recommended value of 0.7 (Hair, Ringle, and Sarstedt 2013).in the analysis here we mentioned the item deleted from Supervisor Supports, SS1,SS5,SS6. The other variable items of Work Engagement, WE1, WE3, WE5, WE6,WE14, WE15. The second stage was to test discriminant validity, which refers to the extent to which the measurements are not a reflection of other variables; low correlations between the measure of interest and the measures of other constructs suggest this. Fornell and larcker (1981) reveal that the square root of each construct's AVE (diagonal values) is greater than the associated correlation coefficients, indicating that discriminant validity is

satisfactory. Fornell and larcker (1981). According to some recent criticism, the criteria do not reliably detect lack of discriminant validity in frequent study scenarios. Henseler, Ringle, and Sarstedt (2015) proposed an additional technique for assessing discriminant validity based on the multitrait-multimethod matrix: the heterotrait-monotrait (HTMT) ratio of correlations.

4.2 Structural Model

Hair et al. (2013) recommended testing the structural model by looking at the R2, beta, and matching t-values using a bootstrapping technique with a resample of 5000. They recommended that, in addition to these basic metrics, researchers give predictive relevance (Q2). We began by examining the correlations between the variables. The perceived organizational support had a favorable and substantial impact on work engagement (= β0.775; p0.000). The supervisor support had a favorable and substantial impact on work engagement (β 0.210; p0.000). As a result, H1 and H2 were all shown to be true (See Table 6). Furthermore, the work engagement accounts for 0.781 percent of the variation. The R2 values of 0.781 are greater than the 0.26 value suggested by Cohen 1988) as a significant model.

Then we looked at the effect sizes (f2). The significance of the connections is shown by the p-value in the findings, but not by the magnitude of the impact. As a result, data and conclusions are difficult to interpret for readers. As a result, substantive (f2) as well as statistical (p) significance must be assigned. According to Hair et al. (2013), changes in the R2 value should also be evaluated. To evaluate effect size, we used (Cohen, 1988) guidelines: 0.02 for tiny effects, 0.15 for medium effects, and 0.35 for large effects.

Table 6 shows that all of the correlations had a medium effect. In addition to the power of R2 and f2, the predictive sample reuse strategy (Q2) may effectively display predictive relevance (Chin, Peterson, and Brown 2008). Q2 shows how well data can be empirically reproduced using the model and PLS parameters using the blindfolding technique. In this study, Q2 was computed using cross-validated redundancy approaches. A Q2 greater than zero implies that the model is predicatively meaningful. Whereas a Q2 less than zero shows that it is not. As seen in Fig. 2, Q2 for both endogenous variables suggests sufficient predictive relevance.

4.3 Moderation Analysis

The researchers predicted that national identity would mitigate the link between the physical environment of an airport and passenger happiness and satisfaction. The moderation analysis is evaluated using the smart PLS 4 product-indicator approach. According to Chin, Marcolin, and Newsted (2003), by correcting for error, PLS 4 can offer more accurate estimates of moderator effects, weakening reported correlations and improving theory validation (Henseler and Fassott 2010).

Work engagement (predictor) and organizational culture (moderator) were multiplied to generate an interaction construct (work engagement, organizational culture) to predict perceived organizational support and supervisor support to investigate the plausibility of the

moderating impact. The calculated standardized path coefficients for the moderator's influence on perceived organizational support (β -0.214; p 0.02) and supervisor support (β 0.266; p 0.00) were significant, as shown in Table 6. This suggests that in work engagement, expressing organizational culture modifies the links between the perceived organizational support and supervisor support. As a result, H3and H4 were approved as well.

5. Discussion and Conclusion

This study was designed to evaluate 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 offer valuable information concerning the direct and moderated links, whereby most were upheld except for the direct impact of organizational culture on work engagement.

Evidence verified that POS significantly raises work engagement. This goes hand in glove with the Social Exchange Theory that says if employees feel more support from their organization, they would reciprocate with better engagement (Eisenberger et al., 2020). Contemporary research validates this situation by indicating that perceived organizational support increases vigor, dedication, and absorption of employees (Saks, 2019; Demiroz & Nisar, 2022). Results from the service and education sectors of Pakistan also establish similar findings, whereby POS forecasts better wellness and engagement of employees.

There was a significant positive relationship between supervisor support and work engagement. This means that the provision of support by supervisors through recognition, feedback, as well as resources will increase employees' energy and commitment. Prior studies discovered that supervisor support provides emotional and instrumental resource avenues to reduce strain while still creating a condition for engagement, which requires energy (Bhanthumnavin, 2003; Bakker & Demerouti, 2017). Other empirical studies conducted in Pakistan from the banking and pharmaceutical sectors have also supported the fact that supervisor support does enhance engagement as well as organizational commitment (Kazi et al., 2023; Khan et al., 2022).

It was also established that the organizational culture moderates the POS–WE relationship. In more specific terms, constructive cultures heighten the positive effects of POS on engagement. This finding supports Cooke and Szumal's (1993) distinction of constructive vs 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 for the SS–WE relationship was also significant. In supportive cultures, the impact of supervisors' encouragement on engagement is more potent because it offers an environment where recognition and feedback can be provided and

appreciated. A rather related finding was made by Idris & Dollard (2011), who indicated that positive psychosocial climates enhance the effect of supervisory practices on engagement. Firms in Pakistan have been found to operate better under open and participatory cultural managerial systems than support supervisory support intervention under closed, authoritarian managerial systems (Imran et al., 2020).

It is not surprising 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

This work reciprocates in a twofold way to organizational behavior and human resource management literature. First, it helps further extend the Social Exchange Theory by empirically validating the fact that perceived organizational support and supervisor support do heighten employee work engagement when inculcated in supportive cultural contexts. Previous works mostly treated POS and SS as isolated determinants of engagement (Eisenberger et al., 2020; Saks, 2019). This study advances the literature by bringing into explicit consideration a boundary condition of organizational culture that can play a strengthening or weakening role in 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 perspective, the study implies that organizations should conceptualize perceived organizational support as a strategic resource. Fair policies,

recognition, and avenues for growth added by management can inject energy and commitment into focused lines of action from employees. In Pakistan, since there is an environment of job insecurity and high levels of stress among workers, consistent support from the organization will keep the morale and engagement of workers upbeat.

Supervisor support comes next as a very important promoter of engagement. Supportive leadership behavior should be inculcated in the training of managers and supervisors, which would include providing constructive as well as emotional support and facilitation of resources. This is particularly prevalent in Pakistani organizations, where the practice of certain aspects of a hierarchical style of leadership tends to suppress the confidence and openness of employees. Training for participative and supportive supervisory practices will make engagement better and performance stronger.

This proves the need for a positive organizational culture, accomplished by leaders managing cultural norms to support innovation, trust, collaboration, and recognition. Without the right culture, organizational support, and supervisory support will never be fully attainable. This says to organizations in Pakistan that getting rid of bureaucratic rigidity on psychological safety and employee voice has engagement potential bottled up inside, waiting to be unleashed. At the policy level, these findings 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 helps reduce the turnover, absenteeism, and general disengagement that negatively impact employee well-being, at the same time reducing organizational competitiveness.

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 can be directed by employing a longitudinal or experimental design to

establish causality and dynamic interplay between support mechanisms, culture, and the engagement process. Such a study can also include more than one city and industry in Pakistan, therefore making cross-national comparisons for generalizability an important cultural contingency within the POS–SSengagement nexus. Multi-source data—supervisor ratings and performance records—can overcome self-reporting limitations and provide a more objective assessment of employee engagement, as recommended for future studies. The multilevel research designs proposed herein would evaluate culture as a truly collective construct, separating individual perception, the team climate, and organization-level effects. Emergent constructs that appear appropriate to extend the model are leadership styles, psychological safety, and digital workplace factors based on recent organizational dynamics noticed particularly in hybrid/remote working scenarios post-pandemic.

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