

Fueling Employees Work Engagement through Work Place Support: Evidence from Ethiopian Public University

Dereje Belay,

PhD Scholar,
University School of Applied Management
Punjabi University, Patiala, India.

Dr. Ritu Lehal,

Professor,
University School of Applied Management,
Punjabi University, Patiala, India.

ABSTRACT

Employee work engagement is positively and significantly correlated to employees' productivity, commitment, creativity, willingness, innovativeness, and customer service and in-role and extra-role behaviors. Providing support at work place is one of the strategies to enhance employee's level of work engagement. The purpose of this study is to examine whether perceptions of perceived organization support, perceived supervisor support and perceived co-worker support are related to employee work engagement. Multiple regression analysis was used to test the proposed hypothesis on sample of 302 employees of public university in Ethiopia. The result indicates that all the three dimensions of support are positively and significant predictors of employee work engagement. The study finally states that support at workplace can play an extrinsic motivational role in enhancing employee work engagement in Ethiopian public university academicians. Implications and directions for future research were also highlighted.

Keywords: Perceived Organization Support, Perceived Supervisor Support, Perceived Co-worker Support, Employee Engagement.

INTRODUCTION:

One of the most important factors that cultivate work engagement in organization is employees' perception of support available at work (work place support). That is, when employees feel they are supported in their work place, they are likely to develop a sense of engagement. Now days to any type of organization, being competitiveness, securing and retaining their competitive advantage over other organizations are essential for the success of the organization. One of the most important sources of such competitive advantage is the human capital; (Cunningham & Sagas, 2004). Since service organizations are closely related with customer's satisfaction they need to have more quality human capital (Reichheld & Sasser, 1990). As Lings, (2004) noted, "the attitudes and behaviors of customer contact employees influence customers' perceptions of the service they provide" In sum employees who are in contact with the customers play a key role in recruiting and retaining the customers and, thus, in the success of the organization. Thus one of crucial way to develop the attitude and behavior of employee toward positive perception is providing different type of support in work place.

Therefore, the types of support we included in this study are coworker support, supervisor support, and organizational support. Coworker support and supervisor support (i.e. social support) refer to emotional, instrumental, and/or informational support that comes from co-workers and supervisors respectively (Greenglass, Burke, & Konarski, 1997). Organizational support refers to individuals' perceptions about how much the organization values the employees' contributions and care about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Coworker support and supervisor support are a social support and also referred to as emotional, instrumental, and/or informational support that comes from coworkers and supervisors respectively.

Organizational Support:

In the literature, perceived organizational support has been defined in different ways for instance Organizational support refers to individuals' perceptions about how much the organization values the employees' contributions and care about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Similarly perceived organizational support is defined by (Reid, Riemenschneider, Allen, & Armstrong, 2008) as the extent of employee contribution acknowledged by the organization and care about them.

According to (Fuller, Barnett, Hester, & Relyea, 2003), "when workers feel that their organization values and appreciates them, it is an indication of organizational respect for them or of their high status within the organization". This feeling of high status raises employees' social identity which, in turn, strengthens their commitment to the organization (Tyler, 1999).

Perceived Organizational Support and Work Engagement:

According to (Leiter & Bakker, 2010) modern organizations need employees who are frequently engaged at work and are also energetic and committed. These employees can increase profitability through higher output, customer satisfaction, boosted sales, and employee maintenance. Thus organizational support is playing an important role to increase the employee's engagement, as well as commitment to achieve organizational goals. Organizational support significantly affects employee engagement. (Murthy, 2017). Indicate that management and organizations should go beyond the existing formal contractual relationship that exists between the employee and the organization and provide employees with adequate financial and psychological backing and support in order to develop in them the feeling that the organization cares for their effort and has a concern for their well-being.

"Social exchange theory" and "reciprocity principle" have consistently used as the theoretical basis of research on organizational support and employee work engagement (Dai & Qin, 2016). If organizational support was perceived by the employees, then they will believe that the organization will fulfill its obligations of exchange in the future and think that they are obligated to repay the organization, so they will work hard in order to obtain the material and spiritual rewards, thus realize social exchange. Thus, organizational support has to be emphasized and need to be considered by managers and business owners as one of the important factor for achievement of the organization goal through giving care about employees well - being. According to (Murthy, 2017) finding perceived organizational support has a significantly positive effect on work engagement. In other words, employees will feel more attached to the organization if they receive support from organizations. Based on the above analysis, the following assumptions are put forward:

H₁: *Perceived Organizational Support is positively related to Employee Engagement.*

Supervisor Support:

Supervisor support is a form of workplace social support originating from the General Social Support Theory. Supervisory support is defined as "the positive work interaction between a supervisor and his or her subordinates" (Bhanthumnavin, 2003). According to him the supervisors support in the organization can come by tangible assistance (i.e. instrumental support) or general expressions of concern by the supervisor (i.e. emotional and informational support) that is intended to enhance the well-being of the subordinate. Similarly (Swanberg, McKechnie, Ojha, & James, 2011) stated that Support from supervisor is viewed as characteristic of the work environment that provides a social, psychological and tangible resource that influences the psychological state of engagement. From this perspective, the relationship between the employee and the supervisor is essential to energizing and motivating workers to achieve the pre determined goal.

Perceived Supervisor Support and Work Engagement :

To influence employees' work attitudes and behaviors Supervisors plays first-class role. Supervisory position are visible and proximally more closer with their subordinates (Becker & Kernan, 2003; Chen & Francesco, 2000). Several empirical studies (e.g. Saks, 2006; Fairlie, 2011; Zacher & Winter, 2011); Wefald, Reichard, & Serrano, 2011; Rurkkhum & Bartlett, 2012); (Biswas & Bhatnagar, 2013; Alfes, Shantz, Truss, & Soane, 2013) have supported the positive association between PSS and work engagement studies. PSS has also been considered as an important predictor of employee engagement as lack of support from supervisors leads to burnout (Maslach, Schaufeli, & Leiter, 2001). Researchers like (Bates, 2004) and (Frank, Finnegan, & Taylor, 2004) have argued that first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement. As supervisors have responsibility for directing and evaluating subordinates' performance and implementing organizational policies and procedures, they could motivate

employees to be more engaged in their jobs by providing timely and constructive feedback and by adopting fair rewards and promotion (Sze & Angeline, 2011). An important aspect of engagement, namely psychological safety (Kahn, 1990) may arise from care and support provided to employees by their immediate supervisors. Empirical evidence of the previous researchers on the effect of supervisory support on employees attitudes and behavior. For instance (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007) found that supervisors support is positively related to work engagement. Supervisory support in terms of emotion, information and materials may act as a buffering mechanism in reducing their stress level this is especially works for the underpaid and for those typically work long hours and heavy work load. At the same time supervisory support serves to motivate employees to perform better. For instance a proper feedback from ones supervisor would increase the likelihood of being successful in achieving future work goals leading in higher engagement. Therefore, when customer contact employees perceived themselves to be recipients of their supervisors support, they are more likely to develop a favorable work attitude by displaying resilience, dedication and becoming engrossed in their work all of which are bound to enhance service performance. Hence on the basis of the above discussion the researchers proposed that:

H₂: Perceived supervisors Support is positively related to Employee Engagement.

Co-worker support:

According to many researchers social support can have a direct impact on psychological well-being. e.g. (Billings & Moos, 1984); (Holahan & Moos, 1981). As (Hodson, 1997) convincingly argued, the social relations of the workplace may make a basic contribution to employees' work engagement, job satisfaction, productivity and well-being. (Beehr & McGrath, 1992) define co-worker's support as willingness to help one another (e.g., caring, friendly, warm relation, empathy, cooperation, no back biting and gossiping, appreciation, respect and support) in performing day to day tasks and managing of disappointing as well as threatening situations to create healthy and cohesive work environments in the workplace (Frone, Russell, & Cooper, 1997) ; (Taap Manshor, Fontaine, & Siong Choy, 2003). The current study emphasis on the role of co-worker support or the sharing of knowledge and expertise as well as providing encouragement and supports one another on the employee work engagement. In an environment where co-worker support is high, employees are able to discuss ideas more openly and honestly which is very important for positive job satisfaction and work engagement (Bateman, 2009).

However, there are conflicting views regarding to the positive effects of co-worker support on employees, where, co-workers behaviors may be viewed as political or self-enhancing and therefore it may not always be associated with constructive work attitudes. Accepting support from co-workers may also suggest incompetence or lack of ability on behalf of the person accepting the support (Bateman, 2009). According to (Ng & Sorensen, 2008) the negative views regarding co-worker support stems from the perception that, because peers are usually regarded as equal, support from co-workers may suggest a lack of ability or dependence.

Perceived Coworkers Support and Work Engagement:

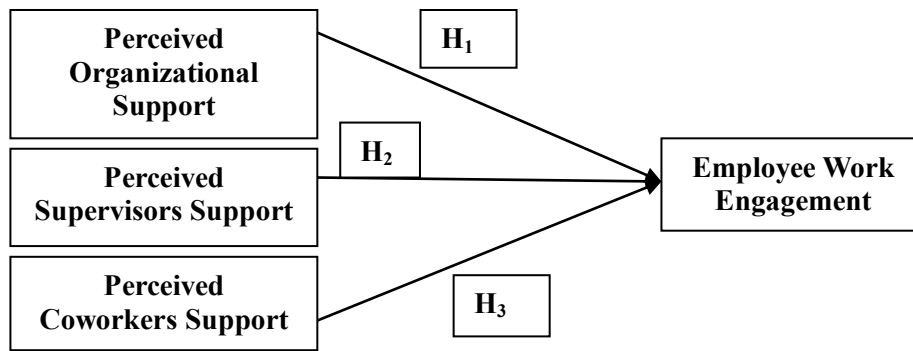
Social support is an essential instrument for developing and enhancing employees' proper functioning in organizations (Ng & Sorensen, 2008). In the organization, supervisor support and coworker support are the most relevant form of social support for employees. (Karatepe, Keshavarz, & Nejati, 2010) In their study concluded that in a working environment if employees get adequate support from their coworkers, they may feel energetic and dedicated and may often be fully immersed in their work. Thus there is a strong relationship between coworkers support and work engagement. If the supervisor is abusive, then coworkers support becomes a more salient and important source of social support. Coworker support refers to employees' beliefs regarding the area to which coworkers provide desirable resources in the form of emotional support (e.g., showing concern) and instrumental assistance (e.g., helping with work tasks) to them.

Coworkers support is defined as a support/assistance given by colleagues' in a work setting. In organization social support can be given in four areas: emotional support (caring, empathy, trust), instrumental support (providing tangible aid or goods), informational support (assisting in problem solving), and appraisal support (affirmation or communicating self evaluation) (Langford, Bowsher, Maloney, & Lillis, 1997).

H₃: Perceived Co-worker Support is positively related to Employee Engagement

Based on the preceding discussion, and in relation to the COR theory, our proposed research framework is depicted in Figure 1 whereby three forms of job resources (organizational support, supervisory support, and coworkers support) are posited to predict work engagement.

Conceptual Model of the Study:



Source: Developed by the researchers

METHOD:

A survey were conducted a total of 355 questionnaires from 4 public universities in Ethiopia. All respondents were formal professional academic staff of the universities. These professional academic staffs mainly worked in different departments of the universities. They were also asked to provide their demographic information (i.e., age, gender and marital status) in the first section of the questionnaire. The results showed that most of respondents were males, accounted for 193 participants (63.9%). Female respondents were (109) participants (36.1%). The respondents with ages less than 35 years old were accounted for 192 participants (63.6%) whereas those with ages above 35 years old were accounted for 110 participants (36.4%). Moreover, most of respondents were single, accounted for 191 participants (63.2%), and the other 111 participants (36.8%) were classified into married status.

Measurement:

Work engagement was measured by the short form of 9-item scale adapted from (Schaufeli, Bakker, & Salanova, 2006). A sample item is “at my work, I feel that I am full with energy” ($\alpha=0.943$). respondents using seven-Point Likert-type scale with anchors (1= never to 7= always) Perceived Organizational Support was measured by the short-form of 8-item Scale adapted from (Eisenberger, Cummings, Armeli, & Lynch, 1997). A sample item is “the organization shows very great concern for me” ($\alpha=0.744$). Participants using five-Point Likert-type scale with anchors (1= strongly disagree to 5= strongly agree). Perceived Supervisor Support was measured by the 4-item Supervisory Support Scale adapted from (Saks, 2006).

Previous studies also used the same scale and found it reliable (Khan, Mahmood, Kanwal, & Latif, 2015; Krongboonying & Lin, 2015). A sample item is “my supervisor shows great concern for me” ($\alpha=0.912$). Using seven-Point Likert-type scale with anchors (1= never to 7= always) and the 10-item Coworker Support Scale were adapted from (Wright, 2009). A sample item is “my coworkers assume my responsibilities when I am absent” ($\alpha=0.855$). Respondents using (1= strongly disagree to 5= strongly agree).

FINDINGS AND DISCUSSIONS:

Perceived Organizational Support significantly correlated with work engagement $r=.336$ [.231,.440], with Supervisor Support $r=.287$ [.173 ,.397] and also with Coworker Support $r=.381$ [.273,.481] (all $p^s < 0.001$)

Table 1: Mean, SDs, Cronbach’s alpha and Correlations of study variables

		Correlations					
		Mean	SD	Wet	OSt	SSt	CSt
Wet	Pearson Correlation	5.205	1.180	($\alpha=0.943$)			
OSt	Pearson Correlation	3.281	0.383	.336** [.231,.440]	($\alpha=0.744$)		
SSt	Pearson Correlation	3.984	1.275	.287** [.173,.397]	.399** [.281,.504]	($\alpha=0.912$)	

CSt	Pearson Correlation	3.581	0.710	.381** [.273,.481]	.497** [.391,.587]	400** [.290,.503]	($\alpha=0.855$)
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							
c. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples							

WE =Work Engagement OS = Organizational Support SS = supervisors Support

CS = coworkers Support

Regression Results:

Hierarchical regression analysis was conducted to test the three hypotheses of this study. To explain in short, our results shows that all the three work related supports (perceived organizational support, perceived supervisor support and perceived coworker support) are able to foster work engagement. Demographic variables such as age, gender, and marital status, were statistically controlled. To be more precise, perceived organizational support has a higher influence on work engagement ($\beta=0.156$, $p<0.009$) than perceived coworker support ($\beta=0.116$, $p<0.000$) and perceived supervisor support ($\beta=0.215$, $p<0.040$) Overall, these findings thus provided evidence for (Ng & Sorensen, 2008) recommendations suggesting that different sources of social support have different effects and vary in terms of strength of the associations with employees' outcomes. The result of the analysis is summarized as follows:

Table 2: Regression result of the study

Work engagement									
Model		Unstd. Coeff.		Std. Coeff.	t	Sig.	R	Adj. R	R ²
		B	S.E	Beta					
1	(Constant)	3.216	.316		10.166	.000	.350	.114	.123
	Gender	.500	.133	.204	3.752	.000			
	Age	.546	.133	.223	4.111	.000			
	marital status	.412	.133	.169	3.102	.002			
2	(Constant)	.279	.561		.498	.619	.518	.254	.269
	Gender	.348	.124	.142	2.804	.005			
	Age	.506	.122	.207	4.139	.000			
	marital status	.354	.122	.145	2.901	.004			
	OSt	.479	.183	.156	2.612	.009			
	SSSt	.107	.052	.116	2.058	.040			
	CSt	.357	.099	.215	3.591	.000			

Source: Researchers' survey, 2018

The main purpose of this study was to investigate the effects of support at workplace (organizational support, supervisor support and co-worker support) on engagement among employees public university of Ethiopia. Findings revealed that all these dimensions of support are significant predictors of work engagement. This finding is consistent with those of previous researchers (Ghosh, Rai, & Singh, 2016; Vera, Martínez, Lorente, & Chambel, 2016). Hence this study has contributed to enriching the body of knowledge on engagement literature within the higher education of Ethiopia. Furthermore, the study results are also consistent with the Job Demands-Resources model which assumes support at workplace as a job resource that enhances employee engagement.

A meta-analysis by (Kurtessis et al., 2017) on organizational support theory relying upon social exchange, attribution, and self-enhancement noted that the general perception of employees concerning how much the organization values their contributions and cares about their well-being was successful predict their engagement. Similarly, perceived organizational support and its antecedents such as leadership, employee-organization context, human resource practices, and working conditions) significantly predict employee's orientation toward the organization and work, employee performance, and well-being. Thus, the suggestion of organizational support theory was also supported by the findings of this study whereby employees' feeling of attachment, organizational sense of identity and engagement may emanate from three sources of supports in the workplace. One can conclude that support at workplace may play an extrinsic motivational role as a component of job resources and drive an individual's willingness to contribute their efforts and abilities to the work task. The findings also empirically support (Blau, 1964) social exchange theory; we may hence state that if work

environment is supportive employees will feel obliged to reciprocate by displaying favorable attitude in the form of work engagement.

The finding of this study goes in line with (Ghosh, Rai, & Singh, 2016b) approved that when employee believe that their organization is care about their well being, in return they likely respond by becoming more engaged in their work meaning social (co-workers' and supervisors) and organizational support predicts employee engagement. For instance social support involves positive or helpful social interaction available from superiors, management, and co-workers in the organization which is an important resource for enhancing employees' motivation to function properly in organizations.

A study conducted by Vera and friends (2015) showed that job resources at the team level specifically coworkers and supervisor support, have a direct positive relationship with individual work engagement in nurses via providing needed help, necessary information and constructive feedback to the workers of his organization, and employee believe that facilitates them for further development. Hence, the this study's finding also supported their results, such that academicians who get support from their peers while they are in need of help, like covering their class while they are absent and so on significantly make them engage in their tasks of teaching.

Orgambídez-Ramos & de Almeida, (2017) findings also showed that social support among co-workers and supervisors have a positive effect on job satisfaction, improving quality care and reducing turnover intention of employees. The result of Abed & Elewa (2016) reveals highly significant correlation between perception of organizational support, work engagement and citizenship behavior This was supported and go in line with (Zacher & Winter, 2011, and Rubel & Kee, 2013) who found significant correlation between perceived organizational support and work engagement. this in disagreement with (Thirapatsakun, Kuntonbutr, & Mechinda, 2014) who demonstrated that an employee's with high level of perceived organizational support not assure better work engagement.

Chairuddin, Riadi, & Hariyadi, (2015) on their study indicated that Perceived supervisor support had a significant influence on Samarinda employees work engagement. It meant the better perceived supervisor support made work engagement would be better, in the other hand if the perceived supervisor was low so the work engagement would be low too. Based on the theory and the research before showed that the subordinates' perception on their supervisor would have an influence on employees work engagement; if the perception which was shown was positive and high, employees work engagement would be positive too. Thus supervisor support was very important to determine the attitude and the work of subordinates in completing a given task. This showed that positive perception was able to increase the involvement of subordinates in the organization, so that subordinates had a responsibility and concern for the progress of the organization. However, the same study indicates that perceived organization support had an insignificant influence on Samarinda employees work engagement. Organization support lack a positive effect on employees work engagement, because there were many employees who did not understand well the department of cleanliness and horticultural program associated with the increasing of employees welfare. Disconnection of communication and information made employees had a different perception of the actual condition. Due to this organizational support insignificantly relate with employee work engagement

Practical implication of the study:

This study primarily aimed to test theoretically-derived hypotheses; the findings of this study do have practical implications for higher educational institutions, particularly the academic staffs. Hence the study suggested that at least three aspects should be addressed to increase the work engagement of academicians of higher education institutions, namely organizational support, supervisors support, and coworkers support. Firstly, interventions should be implemented by the organization management to ensure organizational support, including role clarity, good relationships with supervisors, communication, information and participation in decision-making. Such interventions contribute to feelings of psychological safety of staff members (Kahn, 1990). Second the management bodies in different hierarchical level could play a significant role in ensuring high level work engagement on their subordinates, thus supervisors can support employees by being fair to staff members, by coaching them fairly, and by interviewing them on a regular basis about their personal functioning, professional development, and career development. Third coworkers also should participate to the enhancement of work engagement by creating cohesive, integrative, work environment and supportive corporate culture where all employees and the firm as a whole can work in trust, respect, cooperation, and committed to a common professional goal.

Limitations and Directions for Future Research:

The study is limited on three predictor variables (organizational support, supervisor support and co-worker support)

were examined, but other job resources such as organizational justice, performance feedback, job characteristics, rewards and recognitions, career advancement and job control may play an important role in predicting work engagement in higher educational institutions. As work engagement is a complex concept, further research is needed with these and other variables. In addition, this study is limited to academic staff working on some public universities in Ethiopia. The same research could be expanded and replicated among other in healthcare organizations, and possibly extend the analysis to other high reliability public organization. Additionally a larger sample size in the same industry would improve the generalization of the findings. In addition to these the current study is limited by cross-sectional survey of data collection, that is, it is not possible to determine the order of causality. In spite of these limitations, the present study suggests a new avenue of research in the work engagement literature. Thus Future research may include longitudinal survey that illustrates how engagement may be built over time. And also future research should explore other potential driving variables, such as the team dynamics, organizational justice, organizational citizenship behavior (OCB) in relation to work engagement and team performance.

CONCLUSIONS :

This study has shown that employees perception on organizational, supervisory and coworker support significantly influence their work engagement in higher education institutions. Organizational support significantly affects employee work engagement. when the employee perceived the support from the organization that help them to develop the employees' sense of identity and belongingness to the organization and similarly that enhance them to work hard and being committed for the work provided which is engagement. Perceived supervisors support significantly affects employee work engagement. The higher positive perception of employee of the supervisors support , the stronger sense of belonging they have to the organization and they are more willing to show support to the organization, thus reflecting a higher level of work engagement. Perceived coworker support significantly affects employee work engagement. When employees perceive support from their coworkers, they develop confidence and felling that they have someone hence that will be strengthened and makes them work hard to achieve the organization's goals, showing a higher degree of work engagement.

REFERENCE :

- Abed, F.& Elewa, A.H (2016). The Relationship between Organizational Support, Work Engagement and Organizational Citizenship Behavior as Perceived by Staff Nurses at Different Hospitals. *IOSR Journal of Nursing and Health Science (IOSR-JNHS) e-ISSN: 2320-1959.p- ISSN: 2320-1940 Volume 5(4). PP 113-123*
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330-351.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274.
- Bates, S. (2004). Getting engaged. *HR Magazine*, 49(2), 44-51.
- Becker, T. E., & Kernan, M. C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16(4), 327-348.
- Bhanthumnavin, D. (2003). Perceived social support from supervisor and group members' psychological and situational characteristics as predictors of subordinate performance in Thai work units. *Human Resource Development Quarterly*, 14(1), 79-97.
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: role of perceived organizational support, PO fit, organizational commitment and job satisfaction. *Vikalpa*, 38(1), 27-40.
- Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34(2), 193-206.
- Chairuddin, S., Riadi, S. S., & Hariyadi, D. S. (2015). Antecedent Work Engagement and Organizational Commitment to Increase the Outsourcing Employees Performance in Department of Cleanliness and Horticultural. *European Journal of Business and Management*, 14.
- Chen, Z. X., & Francesco, A. M. (2000). Employee demography, organizational commitment, and turnover intentions in China: do cultural differences matter? *Human Relations*, 53(6), 869-887.
- Cunningham, G. B., & Sagas, M. (2004). People make the difference: The influence of the coaching staff's human capital and diversity on team performance. *European Sport Management Quarterly*, 4(1), 3-21.
- Dai, K., & Qin, X. (2016). Perceived Organizational Support and Employee Engagement: Based on the Research of Organizational Identification and Organizational Justice. *Open Journal of Social Sciences*, 04(12), 46-57. <https://doi.org/10.4236/jss.2016.412005>

- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82(5), 812.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986a). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986b). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.
- Fairlie, P. (2011). Meaningful work, employee engagement, and other key employee outcomes: Implications for human resource development. *Advances in Developing Human Resources*, 13(4), 508–525.
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The race for talent: Retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3).
- Fuller, J. B., Barnett, T., Hester, K., & Relyea, C. (2003). A social identity perspective on the relationship between perceived organizational support and organizational commitment. *The Journal of Social Psychology*, 143(6), 789–791.
- Ghosh, P., Rai, A., & Singh, A. (2016a). Support at Work to Fuel Engagement: A Study of Employees of Indian Banking Sector. *Review of Integrative Business and Economics Research*, 5(2), 1.
- Ghosh, P., Rai, A., & Singh, A. (2016b). Support at Work to Fuel Engagement: A Study of Employees of Indian Banking Sector, 5(2), 10.
- Greenglass, E. R., Burke, R. J., & Konarski, R. (1997). The impact of social support on the development of burnout in teachers: Examination of a model. *Work & Stress*, 11(3), 267–278.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Karatepe, O. M., Keshavarz, S., & Nejati, S. (2010). Do Core Self-Evaluations Mediate the Effect of Coworker Support on Work Engagement? A Study of Hotel Employees in Iran. *Journal of Hospitality and Tourism Management*, 17(1), 62–71. <https://doi.org/10.1375/jhtm.17.1.62>
- Khan, S. I., Mahmood, A., Kanwal, S., & Latif, Y. (2015). How Perceived Supervisor Support Effects Workplace Deviance? Mediating Role of Perceived Organizational Support. *Pakistan Journal of Commerce & Social Sciences*, 9(3).
- Krongboonying, W., & Lin, Y.-C. (2015). The Moderating Effect of Perceived Supervisor Support on the Relationship between Organizational Politics and Job Satisfaction in Aviation Industry in Thailand. *International Proceedings of Economics Development and Research*, 84, 99.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884.
- Langford, C. P. H., Bowsher, J., Maloney, J. P., & Lillis, P. P. (1997). Social support: a conceptual analysis. *Journal of Advanced Nursing*, 25(1), 95–100.
- Leiter, M. P., & Bakker, A. B. (2010). *Work engagement: A handbook of essential theory and research*. Psychology press.
- Lings, I. N. (2004). Internal market orientation: Construct and consequences. *Journal of Business Research*, 57(4), 405–413.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422.
- Murthy, D. R. K. (n.d.). Perceived organizational support and work engagement, 3.
- Ng, T. W. H., & Sorensen, K. L. (2008). Toward a Further Understanding of the Relationships Between Perceptions of Support and Work Attitudes: A Meta-Analysis. *Group & Organization Management*, 33(3), 243–268. <https://doi.org/10.1177/1059601107313307>
- Orgambidez-Ramos, A., & de Almeida, H. (2017). Work engagement, social support, and job satisfaction in Portuguese nursing staff: A winning combination. *Applied Nursing Research*, 36, 37–41.
- Reichheld, F. F., & Sasser, J. W. (1990). Zero defections: Quality comes to services. *Harvard Business Review*, 68(5), 105–111.
- Reid, M. F., Riemenschneider, C. K., Allen, M. W., & Armstrong, D. J. (2008). Information technology employees in state government: A study of affective organizational commitment, job involvement, and job satisfaction. *The American Review of Public Administration*, 38(1), 41–61.
- Rubel, M. R. B., & Kee, D. M. H. (2013). Perceived support and employee performance: The mediating role of employee engagement. *Life Science Journal*, 10(4), 2557–2567.
- Rurkkhum, S., & Bartlett, K. R. (2012). The relationship between employee engagement and organizational citizenship behaviour in Thailand. *Human Resource Development International*, 15(2), 157–174.

- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716.
- Sze, C. C., & Angeline, T. (2011). Engaging employees to their jobs: Role of exchange ideology as a moderator. *African Journal of Business Management*, 5(10), 3986–3994.
- Thirapatsakun, T., Kuntontbut, C., & Mechinda, P. (2014). The relationships among job demands, work engagement, and turnover intentions in the multiple groups of different levels of perceived organizational supports. *Universal Journal of Management*, 2(7), 272–285.
- Tyler, T. R. (1999). Why people cooperate with organizations: An identity-based perspective.
- Vera, M., Martínez, I. M., Lorente, L., & Chambel, M. J. (2016). The Role of Co-worker and Supervisor Support in the Relationship Between Job Autonomy and Work Engagement Among Portuguese Nurses: A Multilevel Study. *Social Indicators Research*, 126(3), 1143–1156. <https://doi.org/10.1007/s11205-015-0931-8>
- Wefald, A. J., Reichard, R. J., & Serrano, S. A. (2011). Fitting engagement into a nomological network: The relationship of engagement to leadership and personality. *Journal of Leadership & Organizational Studies*, 18(4), 522–537.
- Wright, J. (2009). Role stressors, coworker support, and work engagement: a longitudinal study.
- Zacher, H., & Winter, G. (2011a). Eldercare demands, strain, and work engagement: The moderating role of perceived organizational support. *Journal of Vocational Behavior*, 79(3), 667–680.
- Zacher, H., & Winter, G. (2011b). Eldercare demands, strain, and work engagement: The moderating role of perceived organizational support. *Journal of Vocational Behavior*, 79(3), 667–680.

Figures used to test assumptions of correlations and regressions

