

## อิทธิพลของการรับรู้การสนับสนุนจากองค์การต่อความผูกพันของพนักงาน ผ่านทุนทางจิตวิทยาเชิงบวก: กรณีศึกษาบริษัท ABC ในประเทศจีน

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### บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาการรับรู้การสนับสนุนจากองค์การที่มีอิทธิพลต่อความผูกพันของพนักงานบริษัท ABC ในประเทศจีน และเพื่อศึกษาอิทธิพลส่งผ่านของทุนทางจิตวิทยาเชิงบวกที่มีอิทธิพลระหว่างการรับรู้การสนับสนุนจากองค์การและความผูกพันของพนักงานบริษัท ABC ในประเทศจีน ประชากรที่ใช้ในการวิจัยนี้ คือ พนักงานบริษัท ABC ในประเทศจีน โดยใช้แบบสอบถามเก็บข้อมูลจากกลุ่มตัวอย่างจำนวน 220 คน ซึ่งใช้วิธีการสุ่มแบบไม่อาศัยความน่าจะเป็นแบบตามสะดวก วิเคราะห์ข้อมูลด้วยค่าความถี่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน และทดสอบสมมติฐานด้วยแบบจำลองโครงสร้างกำลังสองน้อยที่สุดบางส่วน ผลการวิจัยพบว่าการรับรู้การสนับสนุนจากองค์การไม่ได้มีอิทธิพลโดยตรงต่อความผูกพันของพนักงานบริษัท อย่างไรก็ตามการรับรู้การสนับสนุนจากองค์การมีอิทธิพลทางอ้อมต่อความผูกพันของพนักงานบริษัทผ่านทุนทางจิตวิทยาเชิงบวกอย่างมีนัยสำคัญทางสถิติที่ระดับ .000 ซึ่งมีอำนาจในการพยากรณ์ร้อยละ 84.5 จึงยืนยันได้ว่าทุนทางจิตวิทยาเชิงบวกเป็นตัวแปรคั่นกลางอย่างเต็มรูปแบบ ดังนั้นผู้จัดการควรให้ความสำคัญกับความเป็นอยู่ที่ดีของพนักงานผ่านนโยบายต่าง ๆ เช่น ค่าตอบแทนและการฝึกอบรมที่แข่งขันได้ การปลูกฝังทุนทางจิตวิทยาเชิงบวกและแนวทางการจัดการที่สอดคล้องกับคุณค่าทางวัฒนธรรมจีนเป็นกุญแจสำคัญในการเลี้ยงดูพนักงานที่มีความผูกพัน

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# INFLUENCES OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT THROUGH POSITIVE PSYCHOLOGICAL CAPITAL: A CASE OF ABC COMPANY IN CHINA

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## Abstract

The purpose of this study was to investigate the influence of perceived organizational support on employee engagement in ABC company in China and to examine the mediating effect of positive psychological capital on the relationship between perceived organizational support and employee engagement in ABC company in China. The study population consists of employees of ABC company in China, and the data is collected through a questionnaire survey of 220 respondents with a non-probability sampling, convenience sampling method. Data analysis involves the use of frequency distributions, percentages, means, standard deviations and hypothesis testing using a Partial Least Squares Structural Equation Model. The study found that perceived organizational support has no direct influence on employee engagement. However, it exerts an indirect influence on employee engagement through positive psychological capital, with statistical significance at the .000 level, which has a predictive power of 84.5 percent, confirming that positive psychological capital is a full mediating variable. Therefore, managers should prioritize employee well-being through measures such as competitive compensation and training. Promoting positive psychological capital and aligning management practices with Chinese cultural values are key to fostering an engaged workforce.

**Keywords:** Perceived Organizational Support, Employee Engagement, Positive Psychological Capital

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## Introduction

Employee engagement is an important concept in organizational behavior research. It can be used to measure the level of employees' emotional capital and their work behavior. It reflects the philosophy of compassionate management (Rayton & Yalabik, 2014). Therefore, it has become a focus of organizational management research. Organizational behavior scientists have found that a group of employees who are enthusiastic, committed, and autonomous within the organization significantly impacts productivity and performance outcomes (Gupta & Sharma, 2016).

Furthermore, employee engagement is a key indicator that can be used to measure whether a company can achieve long-term development and good performance. In many Fortune 500 companies, employee engagement surveys are conducted regularly and are of great interest to senior executives. With efforts to improve, research has shown that among the factors that affect a company's performance indicators, such as safety, sales, profit, and performance, employee engagement is the most important (Korzynski, 2015).

perceived organizational support (POS) is considered a significant predictor of employee engagement. According to the theory of social exchange and the principle of reciprocity, members of organizations with high POS levels will perceive more opportunities and benefits that the organization has to offer (Eisenberger et al., 2016). As a result, employees feel more responsible to reciprocate the organization. They will align their goals with the organization's objectives and work hard to achieve them. By having high employee engagement, it will lead to higher organizational performance. In companies with high-engaged employees, they appreciate the organization immensely, know its values, support the organization's methods, processes, and structures to achieve the organization's goals, and are willing to fully dedicate themselves to the process (Alvi et al., 2014).

The employee's reaction after receiving support from the organization is to express their commitment to their work. This is a significant confirmation between the feeling of organizational support and employee engagement (Saks, 2019). Therefore, the interaction between organizations and employees in terms of improving employee work performance is always a significant topic of research, including organizational behavior and human resources management. Therefore, research on employee engagement from the perspective of the organization not only enhances and develops knowledge and theory in the above fields, but also plays an important theoretical guiding role in the organization's human resources management.

However, most knowledge workers have high professional standards and hope that the organization will recognize their abilities. The engagement of this group of people can be easily changed by the attitude of the organization towards them. If the organization is difficult to meet their expectations for growth, or they feel that the organization's support for their work is not high, it will result in negative emotions, emotional stability and organizational engagement may decrease, leading to bad working moods and may consider resigning (Pandita & Ray, 2018). Organizations may face the cost of employee turnover as a consequence. Positive psychological capital plays an important role in the base of the transmission variable or is a variable used to explain the theoretical working mechanism that is valuable from the fact that employees receive organizational support, making them have a positive perception of self-efficacy, hope, optimism, and emotional flexibility for working for the organization. Many studies point in the same direction that positive psychological capital is a significant variable for many aspects of employee outcomes, including employee engagement as well (Luthans & Youssef-Morgan, 2017).

Therefore, this study is beneficial for organizations to create opportunities to improve development mechanisms and give individuals more career satisfaction in a good organizational support environment. Secondly, it should improve the engagement of knowledge workers by focusing on adding value to employees, as well as creating value for the organization. The research has set out directions and suggestions to meet the needs of career growth of knowledge workers. It is hoped that the organization's human resources managers will use targeted strategies and methods to ensure employee stability and improve employee perception of the organization. By creating opportunities for career growth, organizations can increase the sense of employee engagement in supporting the organization, cultivate the emotional commitment of knowledge workers, promote the introduction, education, retention, and use of knowledge workers, and encourage them to work fully for the future development of the organization.

### **Research objectives**

1. To study the perceived organizational support that influences on employee engagement at ABC company in China.

2. To study the perceived organizational support that influences on positive psychological capital of employee at ABC company in China.
3. To study positive psychological capital that influences on employee engagement at ABC company in China
4. To study positive psychological capital that mediation effect between perceived organizational support and employee engagement at ABC company in China.

### Research hypothesis

1. The perceived organizational support has a positive influence on employee engagement at ABC company in China.
2. The perceived organizational support has a positive influence on positive psychological capital of employee at ABC company in China.
3. Positive psychological capital has a positive influence on employee engagement at ABC company in China
4. Positive psychological capital has a mediation effect between perceived organizational support and employee engagement at ABC company in China.

### Conceptual framework

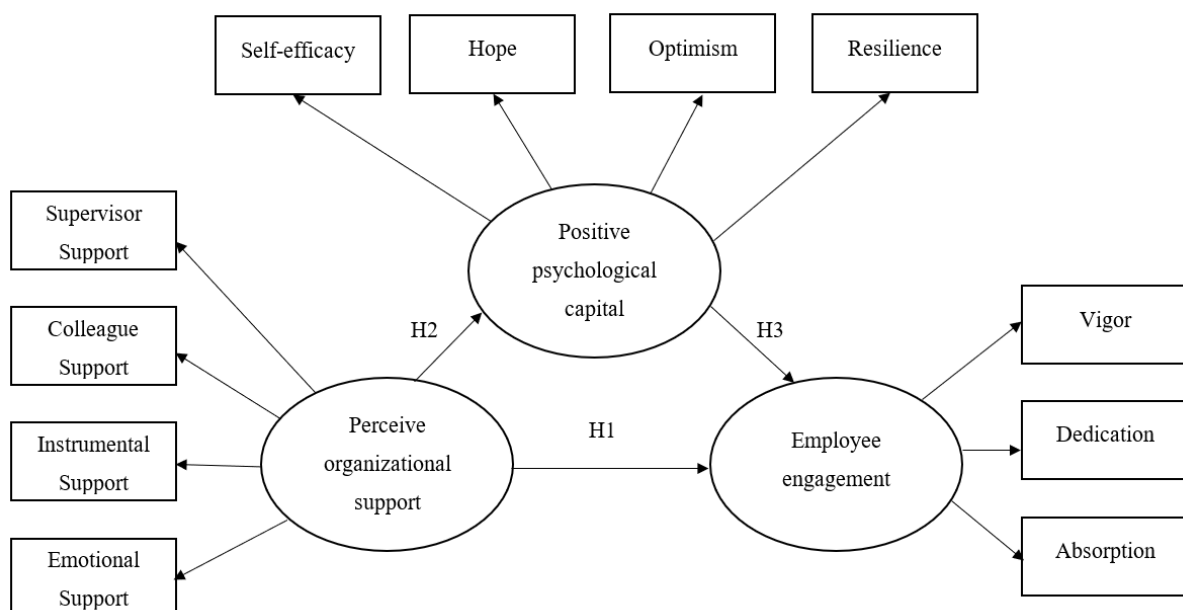


Figure 1 Conceptual framework

## **Literature review**

### **Concepts and theories related to perceived organizational support**

Perceived Organization Support (POS) is an assurance that the organization is ready to help employees work effectively and is ready to help solve problems and resolve undesirable situations at work (Gelens et al., 2013). This is consistent with the concept of Eisenberger, Huntington, Hutchison and Sowa (1986) who stated that POS is a perception that employees have about the extent to which their organization values their efforts, shows concern and supports their well-being. The theory of organizational support is considered a determinant of an organization's readiness to provide rewards for increased employee commitment and to prioritize the emotional and social needs of employees (Ahmed et al., 2015).

### **Concepts and theories related to employee engagement**

Employee engagement refers to the voluntary commitment of employees towards something wholeheartedly. This feeling of engagement cannot be forced or controlled, such as making employees love their work, admire their supervisors, or even enjoy the company of their colleagues (Sugandha, 2022). In today's context, Employee Engagement also has practical implications in organizational management and human resource practices. It involves measuring the level of commitment and the feelings of individuals towards the organization, as well as promoting a sense of ownership or involvement among employees (Bridger, 2014). One notable concept is the work engagement proposed by Schaufeli and Bakker (2010). Work engagement refers to a positive emotional and cognitive state towards work, consisting of 3 components including vigor, dedication, and absorption.

### **Concepts and theories related to positive psychological capital**

Positive Psychological Capital (PsyCap) has been developed from the study of Positive Organizational Behavior (POB), which is rooted in the concept of Positive Psychology. It consists of 4 components: self-efficacy, hope, optimism, and resilience (Luthans et al., 2015). Psychologists like Luthans and Avolio (2014) define Positive Psychological Capital as the positive attributes or abilities of individuals that can be developed, are unique, and impact job performance. Furthermore, Lee and Kim (2017) define Positive Psychological Capital as the ability to manage various aspects or evaluations of an individual's potential for success. It offers valuable guidelines for managing and developing human resources within an organization.

### **The relationship between perceived organizational support, employee engagement, and positive psychological capital**

Based on a thorough literature review, it has been found that organizational support perception significantly predicts PsyCap. Moreover, PsyCap predicts negative behavior in terms of reduced engagement. Furthermore, it has been generally observed that organizational support perception has an impact on work behavior and influences the ease with which employees develop PsyCap (Shaheen & Krishnankutty, 2018). Roemer and Harris (2018) found that PsyCap plays a mediating role in the relationship between organizational support perception and well-being. Additionally, Yang et al. (2020) discovered that PsyCap, specifically perception of one's own abilities, hope, flexibility, and optimism, serves as a partial mediator in the relationship between organizational support perception and physician engagement in China. Therefore, PsyCap play a mediating role between organizational support perception and employee engagement, respectively.

### **Research Methodology**

1. The research population for this study is 1,276 employees from ABC Company, and the researchers are aware of the exact population size. The criteria set by Hair et al. (2010) for testing the hypothesis in a structural equation model. They suggest that the sample size should be 20 times the number of observed variables. In this study, there are 11 observed variables. According to these criteria, the required sample size is 220 individuals. The sample is selected using a non-probability sampling by convenience sampling method.

2. The research tools used in this study are questionnaires developed based on the concepts and theories related to the research. The questionnaires are divided into 4 parts including general Information, in this part the questions are of the checklist question. Perceived organizational support, employee engagement, and positive psychological capital. The questions use closed-ended questions with 5 level of Likert scale rating criteria. Once the questionnaire's accuracy has been verified, it will be tested for reliability using Cronbach's alpha coefficient with a sample of 30 individuals, which closely represents the target population. A Cronbach's alpha coefficient of 0.931 higher than 0.7 indicates good reliability.

3. This research involved data analysis and hypothesis testing using computer software. It utilized 2 main types of statistical analysis. Descriptive statistics involved initial data examination and presentation through frequency distributions, percentages, means, and

standard deviation tables. Descriptive statistics provided preliminary information about the sample. And Inferential statistics using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test research hypotheses. A significance level of 0.05 was set.

## Research Results

**Table 1** Shows the number and percentage of general information of respondent

General information of respondent	Frequency	Percentage
Gender		
- Male	111	50.45
- Female	109	49.55
Age		
- Less or equal 30 years	26	11.82
- 31 – 40 years	96	43.64
- 41 – 50 years	68	30.91
- 51 – 60 years	21	9.55
- More than 60 years	9	4.09
Education		
- Lower than Bachelor	37	16.82
- Bachelor	166	75.45
- Higher than bachelor	17	7.73
Incomes		
- Less than 3,000 CNY	61	27.73
- 3,001 – 4,000 CNY	111	50.45
- 4,001 – 5,000 CNY	44	20.00
- More than 5,001 CNY	4	1.82
Work experience		
- Less than 1 years	64	29.09
- 1 – 5 years	94	42.73
- 6 – 10 years	50	22.73
- More than 10 years	12	5.45
Total	220	100.00



**Table 2** Shows the mean and standard deviation.

Factors	$\bar{X}$	SD	Level of opinion
- Perceived organizational support	4.05	0.34	Agree
- Positive psychological capital	4.09	0.39	Agree
- Employee engagement	4.02	0.39	Agree

**Table 3** Shows the test results for structural integrity and component weight

Factors	Loading	CR	AVE	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_c$ )	Cronbach's alpha( $\alpha$ )
POS		0.805	0.512	0.814	0.805	0.801
- Supervisor support (X1)	0.578					
- Colleague support (X2)	0.726					
- Instrumental support (X3)	0.768					
- Emotional support (X4)	0.771					
PsyCap		0.828	0.546	0.829	0.828	0.828
- Self-efficacy (M1)	0.694					
- Hope (M2)	0.743					
- Optimism (M3)	0.773					
- Resilience (M4)	0.743					
Employee engagement (Y)		0.748	0.500	0.754	0.748	0.749
- Vigor (Y1)	0.768					
- Dedication (Y2)	0.709					
- Absorption (Y3)	0.635					

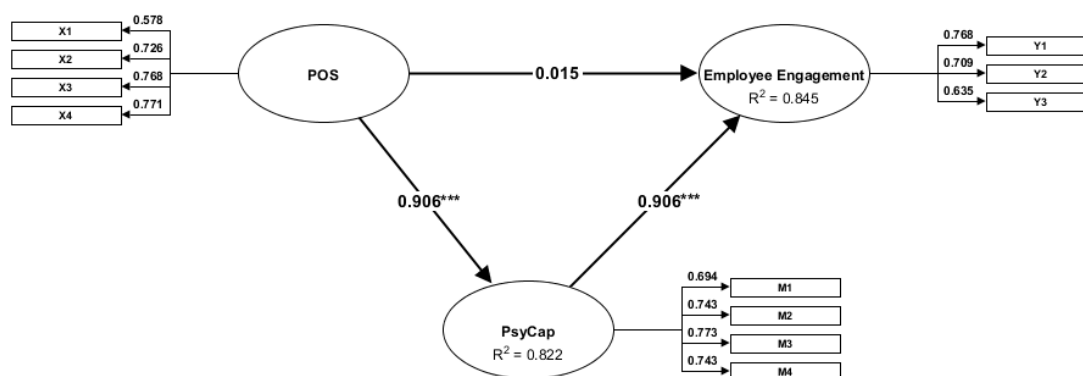
Based on the data from Table 3, all observed variables in the model have factor loading values greater than 0.5, ranging from 0.578 - 0.773, indicating reliability in the measurement of Dijkstra-Henseler's rho ( $\rho_A$ ) ranges from 0.754 - 0.829, Jöreskog's rho ( $\rho_c$ ) ranges from 0.748 to 0.828, and Cronbach's alpha ( $\alpha$ ) ranges from 0.749 - 0.828, all of which exceed the 0.7 threshold for reliability. Additionally, latent variables demonstrate discriminant validity based on AVE values above 0.5, ranging from 0.500 - 0.546 (Henseler et al., 2016).

**Table 4** Shows a comparison of discriminatory accuracy according to the Fornell-larcker criterion

	POS	PsyCap	Y
POS	<b>0.716</b>		
PsyCap	0.822	<b>0.739</b>	
Y	0.700	0.845	<b>0.707</b>

\* The bold text is AVE

Based on the data from Table 4, it is found that the Discriminant Validity, as indicated by the Variance Extracted, has values lower than the correlations with other latent variables, as seen in the diagonal elements. This finding does not align with the initial expectations. However, Kline (2023) has noted that this situation is a common challenge in SEM analysis, often stemming from limited components in the measurement model and a relatively small sample size. Furthermore, Ronkko and Cho (2020) have suggested that when dealing with high theoretical correlations between variables, it is crucial to provide well-founded reasons for consideration. In this context, it was discovered that Perceived Organizational Support and Positive Psychological Capital exceeded the specified criteria. Notably et al. (2023) research has demonstrated a strong relationship between these two variables, with a correlation coefficient of  $r = 0.635$ . Therefore, this study utilizes both variables to further test the hypotheses, as illustrated in Figure 2.

**Figure 2** Shows the results of hypothesis testing**Table 5** Show effects from model

Effects	Beta	t-test	p-value	Cohen's F2
POS > Employee Engagement	0.015	0.622	.534	0.000
POS > PsyCap	0.906	23.003	.000***	4.604
PsyCap > Employee Engagement	0.906	15.834	.000***	3.948

\*\*\* Statistical significance at .001 level

Hypothesis testing results found that perceived organizational support does not have a direct influence on employee engagement. However, it does exert an indirect influence on employee engagement through positive psychological capital, with statistical significance at the 0.000 level, which has a predictive power of 84.5 percent, and value of Cohen's F2 of 3.948 to 4.604. Therefore, confirming it as positive psychological capital is full mediation variable.

**Table 6** Show direct influence, indirect influence, and overall influence

Variables	influence	Positive psychological capital	Employee engagement
Perceived organizational support	DE	0.906	0.015
	IE	-	0.821
	TE	0.906	0.836
Positive psychological capital	DE	-	0.906
	IE	-	-
	TE	-	0.906

From Table 6, it is observed that POS has a direct influence on PsyCap with a coefficient of 0.906, and on employee engagement with a coefficient of 0.015. Similarly, PsyCap directly influences employee engagement with a coefficient of 0.906. Concurrently, POS indirectly affects Employee engagement through PsyCap with a coefficient of 0.821, resulting in an overall influence of 0.836. Therefore, confirming it as PsyCap is full mediation variable.

### New knowledge

While perceived organizational support (POS) is considered crucial for employee engagement, our hypothesis testing didn't find a direct, statistically significant link between the two. Previous research defines POS as employees' perceptions of their organization's appreciation and care for their well-being. Several factors explain this absence of a direct relationship, including the mediating role of job satisfaction and organizational identity. Additionally, the type of support provided and individual traits influence the connection between POS and engagement. However, recent research suggests that POS indirectly impacts engagement through positive psychological capital. When employees perceive high

organizational support, their psychological capital, including self-efficacy, hope, optimism, and resilience, is boosted, leading to increased engagement.

## Discussions

From the hypothesis testing, it is found that perceived organizational support did not directly influence employee engagement at the statistically significant level. According to the studies of the relevant literature, the term related to perceived organizational support (POS), refers to workers' perceptions about the degree to which their company appreciates their contributions and cares about their well-being (Eisenberger et al., 1986). Perceived organizational support is an important factor in determining employee engagement and retention rates. According to Rhoades and Eisenberger (2002), there is widespread consensus that perceived organizational support systems have a favorable impact on a variety of employee outcomes, including work satisfaction, dedication, and performance. The prevalent belief that greater levels of perceived organizational support must lead to better levels of employee engagement has been called into question by the findings of various research that have shown that perceived organizational support does not always directly increase employee engagement. Herewith, there are various reasons to explain why perceived organizational support did not directly influence employee engagement. The fact that work satisfaction has a moderating influence in the link between perceived organizational support and engagement is one of the reasons why there is no direct correlation between the two. According to research carried out by Eisenberger et al. (2001), work satisfaction plays a key role in mediating the connection between point of sale and employee engagement. In particular, when workers have a positive perception of the degree of support they get from their organizations, they often report better levels of job satisfaction, which in turn leads to increasing levels of engagement. This shows that the influence of perceived organizational support on engagement is indirect, functioning via the channel of job satisfaction rather than directly affecting engagement levels. Organizational identity is yet another example of a component that acts as a mediator and helps to explain the absence of a direct link. According to Mael and Ashforth (1992), the term related to organizational identification describes the degree to which a person has a feeling of belonging and connection to the organization in which they work. Employees who have a strong sense of identification with their company are more inclined to participate in voluntary actions that are of value to the company, which in turn leads to greater levels of employee engagement. According to previous studies (Eisenberger

et al., 2001), perceived organizational support has a beneficial effect on organizational identity. However, according to previous studies (Eisenberger et al., 2007), organizational identification has a higher direct impact on employee engagement than perceived organizational support does. This suggests that perceived organizational support systems have an indirect impact on employee engagement via the favorable effect that they have on corporate identity. In addition, the kind of assistance that an organization offers may have an effect on the connection between point of sale and engagement. According to Eisenberger et al. (2010), there is a distinction between socioemotional support and instrumental support. Instrumental support refers to the tangible resources and assistance that are provided by the organization, while socioemotional support refers to the emotional care and consideration that is shown by the organization. According to the findings of their research, instrumental support had a direct impact on employee engagement, but socioemotional support had an impact on employee engagement through the moderating effect of trust in the business. This shows that the absence of a direct link between perceived organizational support and engagement may be accounted for by the varied impacts that are brought about by instrumental and socioemotional support. In addition, the qualities of the person have a considerable impact on the way the link between perceived organizational support and engagement develops. According to research carried out by Eisenberger et al. (2002), personality qualities such as extraversion and conscientiousness serve to mitigate the connection between the two variables. For instance, those who score high on the conscientiousness dimension are more likely to see greater levels of performance on the job as a reinforcement of their work ethic, which in turn leads to higher levels of engagement. People with lower levels of conscientiousness, on the other hand, are more likely to fail to recognize the relevance of perceived organizational support or to ascribe it to variables external to themselves, which reduces the effect that perceived organizational support has on engagement. The significance of taking into account individual variations while researching the connection between perceived organizational support and engagement is brought into focus by these results.

Even though perceived organizational support did not directly influence employee engagement, it can indirectly influence employee engagement through positive psychological capital. Recent research has put forth the hypothesis that positive psychological capital acts as a mediator in the connection between perceived organizational support and employee engagement. To be more specific, an employee's psychological capital is enhanced when they perceive high levels of organizational support, which leads to more engagement on the part

of the employee. In a practical sense, perceived organizational support systems provide workers with a feeling of security and confidence, which boosts their psychological capital traits and, as a result, their levels of involvement in their work. To begin, an individual's perception that they are capable of effectively completing certain activities is referred to as self-efficacy. Perceived organizational support is one factor that leads to the development of self-efficacy. Self-efficacy may be bolstered when workers are provided with organizational support and acknowledgment for their work. This encourages employees to cultivate a conviction that they are competent. Employees who have a higher sense of their own capabilities are more inclined to tackle difficult work with optimism, which in turn leads to a rise in engagement levels. The second factor that impacts workers' hope positively is having a workplace that is supportive. The idea that one's own efforts will lead to the accomplishment of one's goals is fostered by perceived organizational support. Employees who believe their employer values and supports them are more inclined to set ambitious objectives and sustain optimism, which ultimately leads to higher motivation and engagement on the part of the employee. Thirdly, when workers feel that they have the support of their company, they are more likely to have an optimistic view, which is defined as having a favorable attitude on the possibilities of the future. Employee optimism may be increased when an employer provides them with resources, recognition, and opportunity for professional development. Employees who have a positive outlook are more likely to see barriers in their work as opportunities rather than roadblocks, which enables greater levels of engagement. Finally, one's perception of the support they get from their company has a beneficial influence on their resilience, or their capacity to overcome obstacles and difficulties. When workers believe they are being supported, they report lower levels of stress and feel better suited to handle challenging situations. Individuals that are resilient have a greater propensity to continue to be engaged despite the presence of adversity, which contributes to overall employee engagement levels. Li and Xu (2020) conducted research in which they investigated the indirect influence that perceived organizational support has on engagement among healthcare workers via the use of positive psychological capital. The research showed that when employees felt that their organizations supported them, they had higher levels of hope, effectiveness, resilience, and optimism, all of which had a favorable impact on their level of engagement at work. In a separate piece of research, Kim et al. (2021) studied the function that positive psychological capital had in mediating the connection between favorable organizational climate and employee engagement among nurses. The results provided evidence in favor of the theory

that perceived organizational support systems improve positive psychological capital, which in turn leads to better levels of employee engagement. In addition, Gupta and Kankanhalli (2018) carried research in which they investigated the effect of perceived organizational support on employee engagement by means of positive psychological capital in the context of IT workers. The findings demonstrated that an employee's perception of psychological support had a favorable impact on their psychological capital, which in turn increased their levels of engagement.

### **Implications of the study**

The research highlights the significance of cultivating a conducive work environment in the context of China. There is a positive correlation between employees' perception of greater levels of organizational support and their degree of job engagement. In order to optimize the effectiveness of the perceived organizational support system, it is recommended that managers adopt policies and practices that show a genuine concern for the well-being of their staff. This may include the provision of competitive remuneration packages, the provision of training and growth prospects, and the promotion of a harmonious equilibrium between work and personal life. Organizations may enhance employee engagement levels and hence raise work satisfaction and productivity by placing a priority on the implementation of a positive organizational culture.

Additionally, the research emphasizes the significance of positive psychological capital in the correlation between perceived organizational support and employee engagement. Positive psychological capital refers to the collection of positive psychological resources possessed by people, including hope, resilience, self-efficacy, and optimism. It is advisable for managers in China to allocate resources towards the development and cultivation of their personnel. This may be achieved via a range of strategies, such as conducting frequent seminars to enhance skills, organizing team-building exercises, and offering avenues for both personal and professional development. By bolstering workers' positive psychological capital, companies have the potential to reinforce the association between perceived organizational support and employee engagement, leading to a more driven and committed workforce.

Moreover, this research underscores the need for managers to customize their tactics in accordance with the distinctive cultural milieu of China. China is characterized by a collectivist cultural orientation, whereby people place a high value on the promotion of group

cohesion and interpersonal connections. In order to optimize the use of perceived organizational support and positive psychological capital for the purpose of enhancing employee engagement, it is essential for managers to take into account the integration of culturally sensitive techniques. This may include the facilitation of collaborative efforts, cultivation of transparent channels of communication, and acknowledgement and incentivization of group accomplishments. Organizations may foster a supportive and engaged workforce in China by ensuring that their management methods are aligned with the cultural values of workers.

### **Future research**

Firstly, one primary field of research is to the comparative examination of the effects of perceived organizational support and positive psychological resources on employee engagement across diverse cultural contexts in China. In light of China's extensive geographical and cultural heterogeneity, it is essential to investigate the regional disparities pertaining to organizational support and employee engagement. This study has the potential to provide insights into the influence of cultural elements on employee perceptions and their subsequent effects on engagement.

Secondly, an additional area of research that has promise is the exploration of possible elements that mediate or moderate the association between perceived organizational support, positive psychological resources, and employee engagement. For example, an investigation into the potential effect of demographic characteristics, such as age, gender, and educational background, on the link between variables might be undertaken. Furthermore, it is important to take into account organizational attributes such as leadership style, organizational atmosphere, and industry type as possible moderators.

Thirdly, it is worth noting that previous studies have successfully shown a favorable correlation between perceived organizational support, positive psychological resources, and employee engagement. However, it is crucial to conduct a longitudinal study to investigate the enduring impacts of these factors over an extended period of time. The use of longitudinal research methods would enable researchers to get a comprehensive understanding of the intricate dynamics of employee engagement over an extended period. This approach would include the examination of both the immediate effects of positive organizational support and positive psychological resources on engagement, as well as the long-term implications on attrition rates, job satisfaction levels, and overall organizational performance.



Fourthly, it is recommended that future research endeavors prioritize the development and execution of pragmatic intervention tactics aimed at bolstering perceptions of organizational support, positive psychological resources, and employee engagement within the specific cultural setting of China. This may include the development of training programs with the objective of fostering and augmenting employees' psychological capital, along with evaluating the efficacy of various support systems and initiatives undertaken by firms to enhance employee engagement.

Lastly, mixed methods research may be used as a means to acquire a more profound comprehension of the effects of perceived organizational support on employee engagement by using positive psychological resources. The integration of quantitative surveys with qualitative interviews or focus groups may provide a more thorough and nuanced understanding of the issue under investigation. This methodology has the potential to elucidate the fundamental processes, contextual variables, and individual perspectives that may influence the interactions under investigation.

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