

Influence of Employee-Manager Relationship and Perceived Organizational Support on Employee Engagement

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ABSTRACT

This study aimed to examine the relationship between employee-manager relationship, perceived organizational support, and employee engagement in the workplace. A total of 60 employees from various industries completed a self-report survey that assessed their perceived organizational support, employee manager relationship and their engagement level. The data was analysed using t-test and a two-way ANOVA to examine the main effects of employee-manager relationship and perceived organizational support, as well as the interaction effect on employee engagement. The results indicated that both employee-manager relationship and perceived organizational support were significantly related to employee engagement. Perceived organizational support had a larger main effect on employee engagement than employee manager relationship. Additionally, the interaction effect showed that the relationship between employee-manager relationships and employee engagement was stronger at higher levels of perceived organizational support. These findings highlight the importance of both the employee-manager relationship and perceived organizational support in promoting employee engagement in the workplace. Implications for practice and future research are discussed.

Keywords: *Employee Engagement, Perceived Organizational Support, Employee Manager Relationship*

Employee engagement refers to an employee's complete immersion into the work role that includes their physical, cognitive, and emotional state (Kahn, 1990). Employee engagement is characterized by emotional energy, which is the level of commitment regarding engagement. Employees who experience security within their job and the commitment from the organization influences engagement (Kahn, 1990). Kahn (1990) identified the psychological experience that people have at work as determining their attitude and behavior while at work. How they perform, interact with people at work, and the dynamics of the organization affect their experience. People use various degrees of cognitive, emotional, and physical selves in the performance of work and support for the organization (Kahn, 1990). Engagement and disengagement are fluid, and the manager's action and behavior contribute to the organization's dynamic (Kahn, 1990).

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Received: May 08, 2023; Revision Received: June 14, 2023; Accepted: June 16, 2023

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According to Coyle-Shapiro and Conway (2005), the role of a manager is seen as the leading role in promoting employee job performance and helping employees achieve their full potential. Conway (2006) assessed examples from existing research to comprehend the correlation between four dimensions of how managers and employees interact: trust in the manager, reward systems and employee job performance, perceived organizational support, and leader-member exchange. Manager-employee relationship is an exchange process nurtured over time that involves reciprocity of socioemotional benefits that can have behavioral, cognitive, or emotional consequences (Teoh, Coyne, Devonish, Leather, & Zarola, 2016).

POS refers to employees' perceptions regarding the extent to which their organization thinks highly of their contributions and promotes their welfare (Eisenberger et al., 1986). Relying on the social exchange perspective (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), organizational support theory holds that employees feel an inner obligation to reciprocate the favorable and supportive treatment received from their organization by developing favorable attitudes toward the organization and by helping the organization reach its goals. OST also states that POS fulfills employees' socio-emotional needs (e.g., need for esteem), leading to favorable attitudes and behaviors toward the organization and greater subjective well-being (e.g., Armeli et al., 1998; Kurtessis et al., 2017). Accordingly, empirical evidence showed that POS is positively related to a plethora of positive attitudes and behaviors at work, such as employees' affective commitment.

Theoretical Explanation

The majority of academics and industry professionals who study the subject think that engagement includes a commitment to work hard as well as an energy dimension and identification. The idea entails discovering and evaluating the connections and correlations between the two ideas—support and engagement.

According to academics, involvement entails having a lot of energy and a strong sense of identity with one's task (Bakker et al., 2008). Furthermore, it is thought that a continuous construct that focuses on employees' experiences of job activity will best serve this particular version of work engagement. According to some experts, the "exchange principle is how engagement is established. Employees are more engaged at work when their employer appears dedicated and delivers the results they want (Richman et al., 2008). Employee engagement can also arise when the employee and the job are a good fit, when the employee's expectations are satisfied, when there is perceived organizational justice, and when the person feels supported by the organization (Eisenberger, et al., 1986). Researchers have also shown that workers frequently become more involved at work when they feel the organization is behind them. Several studies and findings contend that supportive work environments and cultures encourage and maximize the growth of employee engagement in firms. The variable "perceived organizational support" includes supportive leader behaviors as well as an overall supportive organizational climate (Eisenberger, et al., 1986).

According to this theory, people have a tendency to "develop global ideas regarding the amount to which the organization values one's contributions and cares about its well-being" (Eisenberger, et al., 1986, p. 500). In particular, a person who studies the actions of organizational agents might deduce the overarching purpose behind those actions (LaMastro & University, 2010).

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Also, studies show that when workers perceive an authority figure to be watching or monitoring them, they typically interpret this as support and hence become more engaged at work. For instance, the employee will perform extra duties, tasks, and assignments at work in addition to their regular responsibilities.

Engagement Theory- The main idea put forth by Kahn in 1990 was that individuals constantly move between different degrees of cognitive, bodily, and emotional experiences as they carry out their responsibilities. As the person is employed, organizational commitment and alienation presuppose involvement; yet, Kahn's (1990) conceptual framework, which was founded on theory and empirical evidence, defined the level of presence in the workplace. The emotional energy, which is the level of devotion towards engagement, is what defines employee engagement. Engagement is influenced by employees who feel secure in their jobs and the organization's commitment (Kahn, 1990). According to Kahn (1990), a person's attitude and behavior at work are influenced by their psychological experience there. Their experience is influenced by their work, how they connect with coworkers, and how the business operates. Individuals use their cognitive, emotional, and physical selves to varying degrees as they execute their task and support the organization (Kahn, 1990). Individuals frequently transition between several levels of self in response to their interactions with the team and at work (Kahn, 1990). Engagement levels are influenced by organizational dynamics and job demands, but the ebb and flow of the reality of engagement and disengagement is not fully understood. The theoretical notion of varying levels of engagement supported by theory and empirical data identify the adjustment of self in engagement and disengagement (Kahn, 1990).

Social Exchange Theory (SET)- John Thibaut and Harold Kelley created SET in 1959, and George Homans and Peter Blau improved it in 1961 and 1964. (Emerson, 1976). According to Emerson (1976), the success, stimulus, deprivation-satiation, and value propositions are the core elements of the theory. According to the success proposition, a person is more likely to take a particular behavior if they receive a reward for it more frequently. According to the stimulus thesis, actions are performed according to rules based on prior positive benefits. According to the deprivation-satiation hypothesis, a person's assessment of the worth of future benefits decreases the more frequently they receive rewards. The value proposition links a person's judgment of the worth of their acts to their propensity to carry them out. SET acts as a theoretical framework for elucidating how people learn from their experiences (Tanskanen, 2015). For upcoming relationships and subsequent interactions between people or organizations, the positive value of the experience serves as a benchmark (O'Connor & Crowley, 2019; Tanskanen, 2015).

Organizational Justice- Employee conceptions of justice at work are referred to as organizational justice. The theory, which combines distributive justice with interactional justice and procedural justice, has been the subject of study for more than 40 years (for surveys of the relevant literature, see Cohen-Charash and Spector, 2001; Colquitt et al., 2001; Cropanzano and Greenberg, 1997). Despite the fact that the three types of organizational justice are interconnected, research demonstrates that they differ in how they affect workers' views towards their jobs (Colquitt et al., 2001). Early studies on organizational justice focused on distributive justice, or the perceived equity of the results that employees experience (Adams, 1965). Research shows a strong correlation between employees' perceptions of injustice (distributive justice) and their discontent with outcomes like pay and promotion (DeConinck and Stilwell, 2004; Folger and Konovsky, 1989). The

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methods and practises used to make allocation judgements are referred to as procedural justice (Folger and Greenberg, 1985; Thibaut and Walker, 1975). Allowing people to participate in the decision-making process is a crucial component of procedural justice. As a result, even if the result is unacceptable to the participants, giving them a voice in the process can lessen their discontent. Procedural justice is more closely tied to organizational outcomes like organizational commitment and organizational citizenship behavior than distributive justice, which is related to a specific outcome like compensation. Interpersonal treatment or the degree of perceived fairness in how employees are handled within an organization is referred to as "interactional justice" (Bies and Moag, 1986). Interactional justice involves less formalized components of interaction than procedural justice does. It covers how management interacts with subordinates, including how sincere, sensitive, and respectful they are (Bies and Moag, 1986). The emphasis of the perceived justice or unfairness is a key distinction between procedural justice and interactional justice. Perceptions of injustice in relation to procedural justice are aimed towards the organization. Nevertheless, the supervisor is the target of perceived interactivity injustice.

Organizational justice promotes the development of social exchange connections, particularly with regard to interactional and procedural justice (Masterson et al., 2000; Roch and Shanock, 2006). The establishment of exchange relations "involves making investments that constitute commitments to the other party." (p. 98). If workers feel they have been treated fairly, they will be more dedicated to the company. They will then feel obligated to repay the company by adopting more uplifting work attitudes (Colquitt et al., 2001).

LMX Theory- Informal observations of leadership behavior indicate that not all subordinates are treated equally by the leader. The vertical dyad linkage theory, also known as Graen's leader-member exchange model, puts potential discrepancies in this regard into stark relief. According to the theory, leadership is made up of several dyadic connections that connect the leader and a follower. The extent of shared loyalty, support, respect, and responsibility reveals the nature of the connection. The notion states that leaders interact in various ways with various subordinate groups. The leader favours one group, referred known as the in-group. The leader pays a lot more attention to in-group members, and they have more access to organizational resources. Other subordinates, however, belong to the out-group. The leader has no need for these people. As a result, they get less from their leaders in terms of valuable resources. Leaders make distinctions between members of the in-group and out-group based on their perceived resemblance in terms of individual traits, such as age, gender, or personality. If the leader considers a follower to be very skilled at doing their task, they may also be given in-group status.

REVIEW OF LITERATURE

Employee engagement is a major priority for organizational executives throughout the world because lack of engagement challenges organizational leaders with productivity loss. In order to investigate the connection between manager-employee relationships, employee rewards, and employee engagement, Hilda M. conducted a study in 2020. The Work and Well-being Survey, the Extrinsic Rewards on Creativity Measure, and the Intrinsic Work Rewards Survey were all completed by 31 employees of a U.S. company. There was a statistically significant link, according to the results of the multiple linear regression. The only factor that was statistically significant in predicting employee engagement was employee rewards.

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Although many of the advantageous and positive effects of employee engagement have been uncovered by academics, little is known about the countless antecedent conditions that precede employee engagement. In order to determine if these factors affect employee engagement, Richard T. conducted a study in 2016 that focused on each individual's personality, the perceived quality of employees' working relationships with their managers, and their job positions as either managers or subordinates. 96 people who were employed were surveyed by the researcher. According to the results of hierarchical multiple regression analysis, the Big Five model of personality's subdomain of conscientiousness and the Leader-Member Exchange (LMX) theory's perception of the quality of a person's relationship with their supervisor were found to be positively related to and predictive of employee engagement.

The work environment that has been found to be most closely associated to employees' emotional attachment to the organization is perceived organizational support (POS), which refers to employees' belief that the organization values their contributions and cares about their well-being (affective organizational commitment, or AC). According to research, employees' perceptions of the organization's capacity to meet its goals and objectives (referred to as POC or perceived organizational competence) may improve this connection by better meeting socio-emotional demands. Three studies were conducted in 2016 by EISENBERGER et al. with workers in South Korea and the United States to evaluate the interaction between POS and POC and their unique antecedents. According to the results of hierarchical linear modeling and ordinary least squares regression, POC improved the relationship between POS and AC, and this association persisted in extra-role performance. Additionally, leader consideration contributed more to POS than POC, but leader initiating structure contributed more to POC than POS. These results imply that POC has a significant influence on how POS and AC interact.

Caesens et al. did a study in 2019 with two goals. The first aim that the researchers had was to look at how perceived organizational support (POS) affected interpersonal and task conflict at work. Second, they discovered a mechanism that may account for these connections: failure-related trust. The sample size of Study 1 was 263 teachers from Belgium, the results of Study 1 showed that POS is negatively connected to relationship conflict and, interestingly, negatively related to task conflict. Furthermore, Study 2 reproduced these findings and further established that failure-related trust mediates the adverse association between POS and both types of workplace conflict using a sample of 477 Belgian employees.

The connection between employees' attitudes towards their jobs and their perceptions of organizational justice has been studied in study for more than 40 years. DeConinck did a study in 2009 using two data sets to investigate how views of organizational justice affect the perceived support and trust of marketing employees. In this study, the relationship between organizational justice and trust is examined via the lens of perceived support. In Study 1, the findings show that perceived organizational support (POS) mediates the relationship between organizational trust and procedural justice. Through perceived supervisor support, interactional fairness predicts supervisory trust both directly and indirectly (PSS). Through PSS, distributive justice and organizational trust are connected both directly and indirectly. Contrary to what was shown in Study 1, procedural justice is directly associated with organizational trust while distributive justice is a precursor to both POS and PSS.

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Employee engagement may be a crucial enabler in attaining organizational goals, strengthening organizational competitiveness, and enhancing employee well-being as firms fight to become and remain competitive. Meier III did a study in 2021 to look at the relationship between employee alignment, perceived organizational support, and employee engagement in an organizational environment, using the employee engagement framework put forward by Shuck and Reio (2011). The findings indicated a positive relationship between employee alignment, perceived organizational support, and employee engagement. It also revealed that employee alignment contributed statistically significantly to the explanation of the unique variance in employee engagement. Contrary to predictions, the findings did not show that perceived organizational support had a directly statistically significant impact on employee engagement. Additionally, neither a moderating nor a mediating effect of perceived organizational support on the relationship between employee alignment and employee engagement were statistically supported by the results.

Cherubin conducted a study in 2011 to examine the connection between employee engagement and perceived organizational support. The demographic factors that were examined in the study included age, education level, ethnicity, job title, length of time spent with the organization, and gender. There were 65 respondents who finished the poll. According to the statistical findings, variations in the independent variable perceived organizational support can account for about 38% of the variation in employee engagement. The study's conclusion was that when workers feel that they are supported by the company, their level of involvement rises.

Managers must foster an environment that encourages employee engagement as the federal government's staff turnover rate rises. The productivity and competitive advantage of an organization depend on employee engagement and retention. In 2020, Storey performed study with the aim of examining the ways that first-line supervisors in the federal government could take to boost employee engagement and enhance support staff members' retention. The research method used for this study was a configurative approach based on a systematic review of a theme synthesis. 36 empirical studies from 2010 to 2020 that were peer-reviewed and assessed for quality and applicability to the study issue were included in the systematic review. Five key findings emerged as strategies: (a) authentic leaders positively influence engagement; b) managers provide timely training and development to improve retention and career growth. (c) Job resources foster engagement; (d) supervisors create a positive work environment that encourages engagement, improves retention, and (e) managers and supervisors develop and maintain an effective performance management process.

In a world that is constantly evolving, it is a fact that there is globalization, 24-hour connectivity, and a need that employees put in an increasing amount of time at work. But according to research, these pressures have led to a serious work-life imbalance, which has the opposite impact of lowering productivity. Murvin undertook a study in 2019 to look at the relationship between front-line managers' satisfaction with their work-life balance and the engagement of the workers they oversee. To determine the strength of the link, the findings were examined using a bivariate Pearson correlation test. The study's findings revealed no statistically significant link between managers' happiness with their work-life balance and employee engagement.

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Research has looked at the relationship between giving employees support from the organizations and their managers and successful working results. But given that perceived organizational support (POS) and perceived supervisor support (PSS) were measured using almost identical scales, there may have been consistent correlations and redundancies between the two variables. Burns did a study in 2016 with the aim of designing and testing new measures of POS and PSS meant to capture the particular characteristics of each construct in order to investigate whether these scales are problematic for measuring POS and PSS. The study also aimed to quantify POS and PSS as antecedents of work engagement using the suggested scales. The study's findings imply that the suggested measures were successful in capturing the distinctive characteristics of POS and PSS. Additionally, it was discovered that both POS and PSS were predictors of work engagement, with POS being the more potent predictor. These results also imply that although offering supervisor assistance to workers boosts engagement, organizational support is probably going to have a bigger effect.

Saeed et al. performed research in 2015 with the aim of examining the impact of perceived organizational support on employee retention through the medium of psychological empowerment in higher education institutions in Pakistan. 200 people were given the 31-item questionnaire, and 170 of them returned it. Research findings show a strong and positive relationship between perceived organizational support and employee retention, partially mediated by psychological empowerment.

Employee work performance and productivity can be considered as being dependent on organizational performance. The working connection between employees and their managers is one of the aspects that affects employee job performance and productivity. The impact of the relationship between employees and their managers on improving employee performance and productivity was examined in a study done in 2022 by Bhana et al. Key findings of this research suggested that the interaction between managers and workers did have an impact on productivity and performance. Positive relationships with managers are strongly correlated with higher levels of motivation and productivity, while bad relationships are associated with subpar productivity. The current bureaucratic management style that managers adopt in their firm has been determined to have a negative overall impact and a high level of unhappiness among employees. Employee productivity suffers as a result, as does their level of performance at work. Furthermore, it was discovered that job performance is significantly predicted by how employees view their relationship with their bosses.

In 1999, Lynch et al. performed a study to compare how wary employees saw organizational support for inferior vs. superior performance. There were two studies in the research. Employees in the retail industry in Study 1 and employees from diverse organizations in Study 2 answered questions about the relationship between their fear of being exploited in exchange relationships (reciprocation wariness) and their in-role and extra-role job performance. The results indicated that reciprocation apprehension was inversely correlated with both in-role and extra-role job performance when POS was low. Reciprocity wariness was favorably correlated with extra-role performance and either positively correlated with in-role performance (for retail personnel) or did not reliably correlate with in-role performance when POS was high (for the multi organizational sample). Reciprocation-averse employees took into account how much the company values their efforts and cares about their well-being when selecting how hard to work.

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The theory and practice of human resource development (HRD) are crucial to effective measures of employee engagement. In 2012, Soane et al. expanded on Kahn's idea and created a model of engagement with three requirements: a focus on the work-role, activation, and positive affect. The Intellectual, Social, and Affective Involvement Scale (ISA Engagement Scale), which has three components measuring intellectual, social, and affective engagement, was developed to operationalize this approach. Data from Study 1, which included 278 individuals from a manufacturing business, demonstrated the internal dependability of the scale and its subscales. Study 2 looked at information from 683 store personnel. Construct validity was shown, and internal reliability was established. Task performance, organizational citizenship behavior (OCB), and turnover intentions were three theoretically and empirically significant outcomes that the new measure had favorable relationships with. The implications for academic research into the engagement process and HRD strategies that improve the working experience are taken into account.

The concept of employee engagement has drawn more and more interest in recent years. Measurement tools concentrated on complex engagement areas. The development, methodology, and findings of a three-dimensional employee engagement evaluation tool created for use in the human resource and management fields of study were presented by Shuck et al. in 2016. The employee engagement scale (EES) was discovered to have three subfactors (cognitive, emotional, and behavioral) as well as a higher-order factor across four independent research studies (employee engagement). The researchers investigated the factor structure and dependability of the EES over the course of four experiments. After Study 1 improved the scale and validated the factor structure, Study 2 looked at reliability data and evidence of both convergent and nomological validity. Following the completion of a final scale item reduction in Study 3, researchers looked at additional evidence of reliability, nomological validity, and discriminant validity. In Study 4, the researchers looked for proof of incremental validity.

Hypothesis

- HO1- There will be no significant difference between Employee manager relationships (moderate and above, below moderate) on employee engagement.
- HO2- There will be no significant difference between perceived organizational support (high, low) on employee engagement.
- HO3- The effect of employee manager relationship does not depend on the effect of perceived organizational support.

- HA1- There will be significant differences between Employee manager relationships (moderate and above, below moderate) on employee engagement.
- HA2- There will be significant difference between perceived organizational support (high, low) on employee engagement.
- HA3- There is an interaction effect between employee manager relationship and perceived organizational support.

METHODOLOGY

Design

The design of the current study is 2x2 factorial design. With two independent variable (two levels each) and one dependent variable.

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Variables

IV1- Employee-manager relationship- This study used the definition of employee engagement offered by Teoh, Coyne et al, (2016) where employee-manager relationship is “This relationship is an exchange process nurtured over time that involves reciprocity of socioemotional benefits that can have behavioral, cognitive, or emotional consequences” (p.7)

- Level 1- Moderate and above moderate- Participants scoring between 35-20 on the LMX scale.
- Level 2- Below moderate- Participants scoring between 7-19 on the LMX scale.

IV2- Perceived organizational support- Eisenberger et al. (1986) observed that perceived organizational support results from employees’ perception of the organization’s commitment to them and is defined as the degree to which “employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being”

- Level 1- High support- participants scoring between 24-48
- Level 2- Low support- participants scoring between 0-23

DV- Employee engagement- An employee’s complete immersion into the work role that includes their physical, cognitive, and emotional state

Sample

The sample in the current study was obtained with the help of convenience sampling. Individuals who have been with an organization for more than 6 months made up the sample size. The responses were collected using a Google Form. There were a total of 70 responses, out of which 1 chose not to participate after reading the consent form, and 9 did not fit the inclusion criteria (they did not complete 6 months in the organization). Therefore, the subjects were 60 individuals who were working for a minimum 6 months in their particular organization. The sample included both male and female students.

Instruments

The first scale to measure IV 2- perceived organizational support is the Survey of Perceived Organizational Support (SPOS) shorter version of 8 item. POS reflects the general belief held by an employee that the organization values his or her continued membership and is generally concerned about his or her well-being (Aselage & Eisenberger, 2003; Eisenberger *et al.*, 1986; Rhoades *et al.*, 2001). In the original scale development study of Survey of Perceived Organizational Support conducted by Eisenberger *et al.* (1986), a principal component analysis (PCA) of individual responses to the original 36 items combined across nine organizations (n = 361) indicated a single factor accounting for 48.3% of the total variance, with an interitem reliability (Cronbach's alpha) of 0.97. In addition to the original 36-item instrument, a 17-item version of the POS survey was introduced by Eisenberger *et al.* (1986) by selecting high-loading items from the 36-item set. Later, 16-item and eight-item versions of the scale were also introduced by selecting high-loading items from the original survey of perceived organizational support. The eight-item scale follows the recommendation of Rhoades and Eisenberger (2002, p. 699): 'Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic.' Respondents are supposed to indicate their extent of agreement with each statement using a 7-point Likert-type scale (1 = strongly disagree, 7 = strongly agree). Prior

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studies surveying a variety of occupations and organizations have provided evidence for the high internal reliability and unidimensional nature of the survey. Confirmatory factor analysis of the short version of the SPOS similarly indicated a unitary factor structure, and the items showed high internal reliability (Cronbach's $\alpha = .90$; Eisenberger et al., 1997).

The second scale to measure IV1- employee manager relationship is the Leader Member Exchange survey (LMX). Leader-member exchange (LMX) theory is a relationship-based, dyadic theory of leadership. According to this theory, leadership resides in the quality of the exchange relationship developed between leaders and their followers. High quality exchanges are characterized by trust, liking, and mutual respect, and the nature of the relationship quality has implications for job-related well-being and effectiveness of employees. Graen and Cashman developed the LMX scale in 1975. In 1980 Liden and Graen changed the LMX scale from 5 items to 7 items to measure productivity and satisfaction. Graen, Novak, and Sommerkamp (1982) used the LMX 7 item scale to measure LMX quality. The 7 items are measured using a 5-point Likert scale, and the Cronbach alphas were .86 and .84 at two different time points. The test-retest correlation over a 6-month interval was .67. Khalili (2016) used the LMX survey to gather data from 1,221 employees in Australia and determined that LMX has a substantial positive relationship with the employees' level of creativity and innovation. Atitumpong and Badir (2018) used the LMX survey in their study of LMX, learning orientation, and innovative work behavior with a sample of 362 employees in manufacturing in Thailand.

The third scale to measure DV- employee engagement is the Employee Engagement Survey (EES). The EES is a 14-item scale, consisting of three subscales (cognitive engagement, emotional engagement, and behavioral engagement) of 4 items each (Shuck, Adelson, et al., 2017). All scale items are measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Shuck, Adelson, et al., 2017), where a higher numeric response indicates a higher level of engagement. Scores for each of the three engagement subscales are computed as the sum of a participant's responses for the 4 items comprising each subscale (cognitive engagement, emotional engagement, and behavioral engagement). The range of possible values for each subscale is 4 to 20, with each subscale consisting of 4 items measured on a 5-point Likert scale. An overall employee engagement score is computed as the sum of the three engagement subscales. The range of possible values for the overall employee engagement score is 12 to 60. In the original study, based on a sample of 1,067 employees working in financial services, Shuck, Adelson, et al. (2017) found strong evidence for each of the three subscales of the EES, with Cronbach's alphas of .94 for the cognitive engagement scale, .88 for emotional engagement, and .91 for behavioral engagement. Subsequent studies have found similar empirical evidence supporting the internal consistency reliability of the EES—total employee engagement reliability—with Cronbach's alphas of .88 ($n = 259$) (Osam et al., 2020) and .92 ($n = 114$) (Shuck, Alagaraja, et al., 2017).

Procedure

The procedure for the current experiment involved making Google Forms containing three sections with three different scales measuring Perceived organizational support, Employee manager relationship and Employee engagement. Prior to the beginning of the survey, participants were provided with a consent form which explained, in vivid detail, the current criteria for the study. Participants were to indicate whether they wished to participate or not by selecting the appropriate option. The demographic details of the respondents were taken

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to understand the sample characteristics. The demographic details covered sample characteristics like their initials, their gender, what type of organization they are working in (corporate, start-up, other) and the time duration of their employment (Below 6 months, completed 6 months, more than 6 months). This was done to ensure that participants not adhering to the inclusion criteria can be excluded. The subjects in the study responded on a 7 point Likert Scale (0 being Strongly Disagree and 6 being Strongly Agree) in the first section of the Form. The responses on the second scale was on a 5 point Likert scale. The third scale included a 5 point Likert Scale ranging from Strongly Disagree to Strongly Agree. The form consisted of the debrief which helped the respondents understand what the study was about. The forms were sent through social media and were filled online.

Data Analysis

Data is analyzed on the basis of descriptive and inferential statistics. The descriptive statistics employed in the current study was mean and standard deviation. Inferential statistics employed in the study was t-test. A completely independent 2 way Anova was done between 2 independent variables and their levels to establish their interaction on the dependent variable. Spearman rank correlation was done between perceived organizational support and employee engagement, employee manager relationship and employee engagement.

RESULTS

The sample in the current study was obtained with the help of convenience sampling. There were a total of 70 responses, out of which 1 chose not to participate after reading the consent form, and 9 did not fit the inclusion criteria (they did not complete 6 months in the organization). Therefore, the subjects were 60 individuals who were working for a minimum 6 months in their particular organization. The data collected was downloaded and analyzed using the statistical tool of SPSS software package.

Table 1.1: Descriptive Statistics

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	POS	33.9500	60	7.37248	.95178
	EES	54.2667	60	7.78279	1.00475
Pair 2	LMX	25.3000	60	4.51851	.58334
	EES	54.2667	60	7.78279	1.00475

The mean score of participants in Perceived organizational support was 33.95 indicating a high support. Mean score of participants on LMX scale was 25.3 indicating moderate and above moderate relationship. And the mean score on employee engagement scale is 54.26 indicating moderately high level of engagement. Standard deviation of each variable is .95, .58 and 1.00 respectively.

In order to study the significance between perceived organizational support and employee engagement, employee manager relationship and employee engagement t-test was conducted.

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Table 1.2: T-test

		Paired Samples Test					Significance			
		Paired Differences			95% Confidence Interval of the Difference		t	df	One-Sided p	Two-Sided p
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper				
Pair 1	POS - EES	-20.31667	7.59904	.98103	-22.27971	-18.35363	-20.709	59	<.001	<.001
Pair 2	LMX - EES	-28.96667	8.13439	1.05015	-31.06800	-26.86533	-27.583	59	<.001	<.001

Table 1.2 indicates a T-test between scores of perceived organizational supports (POS) and Employee engagement (EES), Employee manager relationship (LMX) and Employee engagement (EES). According to the table the t score between POS and EES is -20.7 ($p < 0.001$; $df = 59$), the t score between LMX and EES is -27.8 ($p < 0.001$; $df = 59$). The table indicates that there is a significant difference between participants' mean score on perceived organizational support and employee engagement as well as employee manager relationship and employee engagement. Thus, rejecting the null hypothesis. (H_{01} ; H_{02}).

Table 1.3: Two way Anova

Tests of Between-Subjects Effects						
Dependent Variable: Employee_engagement						
Source	Type II Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	414.028 ^a	2	207.014	3.734	.030	.116
Intercept	176692.267	1	176692.267	3187.467	<.001	.982
Perceived_organizational_support	288.440	1	288.440	5.203	.026	.084
Employee_manager_relationship	13.171	1	13.171	.238	.628	.004
Error	3159.706	57	55.433			
Total	180266.000	60				
Corrected Total	3573.733	59				

a. R Squared = .116 (Adjusted R Squared = .085)

Table 1.3 indicates the main effects of each independent variable with their levels (perceived organizational support- high; low and employee manager relationship- moderate and above moderate; below moderate) on dependent variable (employee engagement). According to the table the F-value for Perceived organizational support is 5.2 and the associated p-value is 0.026, which suggests that there is a statistically significant main effect of perceived organizational support on the employee engagement. The levels of Perceived organizational support (high; low) have a significant impact on the employee engagement, regardless of the levels of employee manager relationship.

On the other hand, the F-value for employee manager relationship is 0.238 and the associated p-value is 0.638, which suggests that there is no statistically significant main effect of employee manager relationship on the employee engagement. The levels of employee manager relationship (moderate and above moderate; below moderate) do not have a significant impact on employee engagement, regardless of the levels of perceived organizational support.

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Table 1.4

Tests of Between-Subjects Effects					
Dependent Variable: EES					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3552.733 ^a	55	64.595	12.304	.012
Intercept	136078.863	1	136078.863	25919.783	<.001
POS	2071.789	26	79.684	15.178	.008
LMX	271.921	16	16.995	3.237	.132
POS * LMX	629.670	13	48.436	9.226	.023
Error	21.000	4	5.250		
Total	180266.000	60			
Corrected Total	3573.733	59			

a. R Squared = .994 (Adjusted R Squared = .913)

Table 1.4 indicates the interaction effect between the employee manager relationship and perceived organizational support on employee engagement. The F-value is 9.22 and the associated p-value is 0.023. Since the p-value is less than the commonly used alpha level of 0.05, it suggests that the interaction effect between employee manager relationship and perceived organizational support is statistically significant. Thus, rejecting the null hypothesis (HO3) and conclude that there is a significant interaction effect between these two variables.

Table 1.5: Levene's test

Levene's Test of Equality of Error Variances^a

Dependent Variable: Employee_engagement			
F	df1	df2	Sig.
.455	3	56	.715

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + Perceived_organizational_support + Employee_manager_relationship

Table 1.5 shows the Levene's test which is used to assess the equality of variances between two or more groups. According to the table the obtained F-value is 0.455 and the p-value is 0.715. The obtained p value is greater than the chosen significance level (0.05), indicating that there is no significant difference in variances between the groups being compared.

In addition to the main findings of the study, I conducted a post-hoc analysis to examine the association between IV's (perceived organizational support and employee manager relationships) and DV (employee engagement). Spearman rank correlation was used to identify the association.

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Table 1.6: Correlation

Correlations			Perceived_organizational_support	Employee_engagement
Spearman's rho	Perceived_organizational_support	Correlation Coefficient	1.000	.528**
		Sig. (2-tailed)	.	<.001
		N	60	60
Spearman's rho	Employee_engagement	Correlation Coefficient	.528**	1.000
		Sig. (2-tailed)	<.001	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Table 1.6 represents the Spearman rank correlation between the scores of perceived organizational support and employee engagement. A moderately positive correlation was found between perceived organizational support and employee engagement, with $r = .528$ ($p < .001$; $N = 60$).

Table 1.7

Correlations			Employee_engagement	Employee_manager_relationship
Spearman's rho	Employee_engagement	Correlation Coefficient	1.000	.265*
		Sig. (2-tailed)	.	.041
		N	60	60
Spearman's rho	Employee_manager_relationship	Correlation Coefficient	.265*	1.000
		Sig. (2-tailed)	.041	.
		N	60	60

*. Correlation is significant at the 0.05 level (2-tailed).

Table 1.7 represents the Spearman rank correlation between the scores of employee manager relationship and employee engagement. A weak positive correlation was found between employee manager relationship and employee engagement, with $r = .265$ ($p < .001$; $N = 60$).

Table 1.7 represents the Spearman rank correlation between the scores of employee manager relationship and employee engagement. A weak positive correlation was found between perceived organizational support and employee engagement, with $r = .265$ ($p < .001$; $N = 60$).

DISCUSSION

According to the results there is a significant difference between the mean score of perceived organizational support and employee engagement, indicating that employee engagement is influenced by perceived organizational support. The results also indicated that there is a significant difference between the mean score of participants on the employee manager relationship scale and employee engagement. While identifying the main effects of perceived organizational support and employee manager relationship on employee

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engagement it was seen that levels of perceived organizational support (high; low) had a statistically significant main effect on the employee engagement. Whereas employee manager relationships (moderate and above moderate; below moderate) had no statistically significant main effect on the employee engagement. When examining the interaction effect of levels of perceived organizational support (high; low) and employee manager relationship (moderate and above moderate; below moderate) on employee engagement it was observed that there is a significant interaction effect of levels of both IV's (perceived organizational support; employee manager relationship) on DV (employee engagement). The effect size would be considered moderate. This means that the effect of one independent variable on the dependent variable is different at different levels of the other independent variable, but the size of this effect is not very large.

It is important to note that there is a significant difference in employee engagement between employees with a moderate and above relationship versus those with a below moderate relationship in the t-test, but there is no significant main effect for employee-manager relationship in the two-way ANOVA. This means that the interaction effect with perceived organizational support is masking the main effect of employee-manager relationship. In other words, the effect of employee-manager relationship on employee engagement is not significant when the level of perceived organizational support is taken into account. However, when looking at employee engagement without considering perceived organizational support, there is a significant difference in employee engagement based on the employee-manager relationship. This underscores the importance of considering interaction effects in research. When two independent variables have a significant interaction effect, it means that the effect of one variable on the dependent variable depends on the level of the other variable. In this case, the effect of employee-manager relationship on employee engagement is dependent on the level of perceived organizational support. Levene's test was conducted as a post hoc test. Levene's test is a statistical test used to assess the assumption of homogeneity of variance in a dataset. Homogeneity of variance assumes that the variance of the dependent variable is equal across all groups in the study. If the assumption is not met, it can affect the validity of the statistical analysis and the interpretation of the results. The score on Levene's test in the study indicated that there is no significant difference in variances between the groups being compared.

Social Exchange Theory (Thibaut and Kelley, 1959) suggests that employees' perceived organizational support is a result of a social exchange process between them and their organization. Employees perceive that they receive support from the organization, and in return, they reciprocate by being more committed to the organization and performing better. Results of this study are in line with the theory; employees with high scores in POS showed high scores in the employee engagement scale as well.

According to Leader member exchange theory aka LMX Theory (Graen & Uhl-Bien, 1995; Liden et al., 1997) suggests that the relationship between a manager and an employee is based on the quality of the exchange between them. In this theory, the relationship is seen as a two-way process where both parties work towards building a positive relationship. The quality of the relationship is determined by the extent to which the manager and the employee share goals, mutual trust, and respect. When employees have a positive and supportive relationship with their manager, they are more likely to be engaged. This theory also suggests that managers should tailor their leadership style to each employee's individual needs and preferences to foster positive relationships.

CONCLUSION

The study has been fruitful in implying the influence of perceived organizational support and employee manager relationships on employee engagement. The results of the study indicated a significant impact of both variables (perceived organizational support and employee manager relationships) on employee engagement individually as well as in interaction. The results were in line with the alternate hypothesis. The current study could also be a step in understanding the importance of fostering a positive employee manager relationship in the organization at the same time working on how an employee views his/her organization in terms of providing support for overall employee engagement, which in turn can lead to overall organizational development.

Limitations and Suggestions

The sample size in the study is comparatively small thus not giving an exact gist of whether the impact of variables is there or no. Most of the participants in the study came from urban cities where people are more open minded and accepting as compared to people from rural areas. Thus, the results cannot be accepted only based on data gathered from urban populations. The study was conducted via an online platform which opened gates for fake responses as well as participants lying and giving more socially desirable answers. As the survey is online there is no way of knowing it. The questionnaire was long which may have led the participant to get bored or experience fatigue and thus randomly selecting answers rather than answering honestly. There is a possibility that the participant is still unclear about his/her existing relationship with their manager or may still haven't built a rapport with them then too have participated just for the sake of participating.

Offline surveys can be conducted. Future research could prompt at an increased sample size, and an inclusion of a diverse population could be considered, asking concise questions and keeping the questionnaire short, conduction of a pre-test and selection of participants appropriate for the study; consideration of Gender differences, having a more standardized questionnaire for Indian population.

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Acknowledgement

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Shah, K. (2023). Influence of Employee-Manager Relationship and Perceived Organizational Support on Employee Engagement. *International Journal of Indian Psychology*, 11(2), 2233-2249. DIP:18.01.224.20231102, DOI:10.25215/1102.224