

**PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE
ENGAGEMENT: EFFECT OF PSYCHOLOGICAL CAPITAL AND
WORKPLACE MINDFULNESS**

A Research dissertation submitted to
Kathmandu University School of Management
in partial fulfillment of the requirement for the
Degree of Master of Philosophy (MPhil) in Management

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December, 2022

DECLARATION

I, hereby, declare this dissertation entitled *Perceived Organizational Support and Employee Engagement: Effect of Psychological Capital and Workplace Mindfulness* embodies the original research work that I carried out in partial fulfillment of the requirement for the degree of Master of Philosophy (MPhil) in KUSOM and that no other degree application has been submitted using this dissertation.

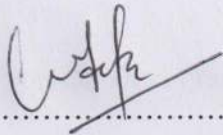


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Vijay Lama

December, 2022

RECOMMENDATION

This is to certify that Vijay Lama has completed his research work on the *Perceived Organizational Support and Employee Engagement: Effect of Psychological Capital and Workplace Mindfulness* under my supervision and guidance. This dissertation embodies the result of his investigation conducted during the period he worked as an M.Phil. candidate of the school of Management. This dissertation is of the standard expected of a candidate for the degree of M.Phil. in Management and has been prepared in the School of Management prescribed format. This dissertation is forwarded for evaluation.



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December, 2022



RESEARCH COMMITTEE APPROVAL

We have conducted the viva-voce examination of the dissertation entitled *Perceived Organizational Support and Employee Engagement: Effect of Psychological Capital and Workplace Mindfulness* submitted by Vijay Lama. We found the dissertation to be the original work of the candidate and written according to prescribed format of the School of Management. We approve the dissertation as the partial fulfillment of the requirements for the degree of Master of Philosophy (MPhil) in Management.

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ABSTRACT

The study examines the impact of psychological capital and mindfulness in the workplace on the connection between perceived support from the organization and employee engagement in Nepali commercial banks. This research employs a cross-sectional survey strategy to investigate the relationship between perceived organizational support, employee engagement, psychological capital and workplace mindfulness among employees of Nepali commercial banks. Using purposive sampling, data was collected from 426 respondents via printed questionnaires. Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to analyze the data. The findings show that employee engagement, psychological capital, and workplace mindfulness are significantly impacted by perceived organizational support. Additionally, psychological capital and workplace mindfulness were found to have a positive influence on employee engagement. The research determined that psychological capital acts as a go-between for the relationship between the perception of support from the organization and employee involvement, whereas the presence of mindfulness in the workplace does not have any effect in this relationship.

The study has provided theoretical and applied inferences for academicians and practitioners. Theoretically, it has investigated mediational mechanism of PsyCap and WM on POS and EE in reference to organization "support theory" (Eisenberger et al., 1986); "social exchange theory" (Blau, 1964), "self-determination theory" (Deci & Ryan, 2000), and "conservation resource theory" (Hobfoll, 1989). It was commonly believed that POS could lead to EE among employees. However, this study found that the PsyCap plays a mediational mechanism for EE among employees of Nepali commercial banks. This research could be an important turning point in comprehending employee engagement. Thereby understanding the mechanism of

PsyCap and WM. This is one of the first pieces of research to investigate the mediating mechanism of PsyCap and WM with POS and EE. Managerially, this study provides meaningful insights for EE to management practitioners. This study suggests that HR managers could increase employee engagement not only by organizational support from senior employees and colleagues but also from building PsyCap among employees during the process of socialization and recreational activities. The employee empowerment programs, training and development could be developed to uplift the level of PsyCap by human resource department in the different commercial banks.

Keywords: psychological capital, employee engagement, workplace mindfulness, perceived organization support, structural equation model, higher-order construct

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	i
ABSTRACT.....	ii
TABLE OF CONTENTS.....	iv
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
ABBREVIATION.....	x
CHAPTER I.....	1
INTRODUCTION.....	1
Problem Statement.....	3
Organization of the Report.....	5
CHAPTER II.....	6
LITERATURE REVIEW.....	6
Common Theories to Explain Conceptual Framework.....	6
Organization Support Theory (OST).....	6
Social Exchange Theory (SET).....	7
Self-Determination Theory (SDT).....	9
Conservation of Resource (COR) Theory.....	10
Job Demand Resource (JD-R) Model.....	11
Conceptual Review of the Variables.....	12
Employee Engagement (EE).....	12
Psychological Capital (PsyCap).....	15
Workplace Mindfulness (WM).....	17
Western Stream of Mindfulness.....	17

Eastern Stream of Mindfulness	17
Mindfulness in Workplace	18
Perceived Organization Support (POS)	19
Theory and Hypotheses Development.....	21
Perceived Organization Support (POS) and Employee Engagement (EE).....	21
Perceived Organization Support (POS) and Psychological Capital (PsyCap).....	22
Psychological Capital (PsyCap) and Employee Engagement (EE).....	22
Workplace Mindfulness (WM) and Employee Engagement (EE).....	23
Conceptual Framework	26
Hypotheses	27
CHAPTER III	28
RESEARCH METHODOLOGY	28
Research Design	28
Population and Sample	28
Sampling Technique	30
Unit of Analysis.....	30
Sample Size	30
Instruments/ Measurements.....	30
Employee Engagement (EE) Scale	31
Perceived Organizational Support (POS) Scale.....	31
Psychological Capital (PsyCap) Scale	31
Workplace Mindfulness Scale.....	32
Data Collection Procedures	32
Data Analysis Procedures.....	33
CHAPTER IV	34

RESULTS	34
Demographic Profile of the Respondents.....	34
Common Method Biases	35
Structural-Equation-Model-(SEM).....	36
Measurement-Model.....	36
Higher-Order-Constructs.....	36
The-Disjoint-Two-Stage-Approach	37
Assessment-of-Measurement-Model-Lower-Order-Constructs	38
Assessment-of-Measurement-Model	38
Reliability Analysis.....	39
Validity Analysis.....	39
Measurement Model of Higher-Order Constructs	42
Reliability Analysis.....	43
Validity Analysis.....	43
Discriminant Validity of Higher Order Constructs.....	44
Structural Model.....	45
Mediational Analysis.....	48
CHAPTER V	49
SUMMARY, DISCUSSION, AND IMPLICATIONS	49
Summary of Main Findings.....	49
Discussion.....	50
Implications of the Study.....	53
Theoretical Implications.....	53
Managerial Implications.....	54
Critique of the Study	55

REFERENCES	57
APPENDIX I	70
APPENDIX II	74

LIST OF TABLES

Table 1 Operationalization of Concepts	21
Table 2 Sampling Profile	30
Table 3 Demographic Outline.....	34
Table 4 Validity and Reliability of Constructs	41
Table 5 Discrimination Validity	42
Table 6 Validity and Reliability of Higher Order Constructs.....	44
Table 7 Discrimination Validity of Higher Order Constructs	45
Table 8 Hypotheses Assessment.....	47
Table 9 Summary of Hypotheses Testing Results	50

LIST OF FIGURES

Figure 1. Diagram of social exchange theory	8
Figure 2. Self-determination theory	9
Figure 3. JD-R model.....	12
Figure 4. Conceptual framework of the study	26
Figure 5. Measurement of lower order constructs	39

ABBREVIATION

ABS	Absorption
AVE	Average Variance Explained
CFA	Confirmatory Factor Analysis
CRT	Conservation Resource Theory
DED	Dedication
EE	Employee Engagement
EFA	Exploratory Factor Analysis
HOC	Higher Order Constructs
HP	Hope
MW	Mindfulness at Workplace
OPT	Optimism
OST	Organization Support Theory
POS	Perceived Organizational Support
PsyCap	Psychological Capital
RES	Resilience
SDT	Self Determination Theory
SE	Self-Efficacy
SET	Social Exchange Theory
VAF	Variance Accounted For
VIF	Variance Inflation Factors
VIG	Vigorous

CHAPTER I

INTRODUCTION

The expectations of both employees and employers are rapidly evolving in today's changing workplace (Agrawal, 2020). To effectively manage and understand employees, it is crucial for human resource professionals to identify ways to align these expectations (Agrawal, 2020). Research has shown that Employee Engagement (EE) is a crucial aspect for organizations to grasp in order to improve employee and organizational outcomes (e.g. Agrawal, 2020; Kahn, 1990; Sihag, 2020; Schaufeli et al., 2002).

The EE construct has not been around for a long time. The concept EE emerged the effective organizational behavior (Demerouti et al., 2010). They defined as a positive, sustaining business perspective characterized by vitality, devotion, and captivation (Schaufeli et al., 2002). Employees with vigor, devotion, and absorption at the workplace are called engaged employees. The EE is predisposed by some factors as perceived organization support (POS) (Karatepe & Aga, 2016; Musenze et al., 2020), psychological capital (PsyCap) (Agrawal, 2020; Sihag, 2020), and workplace mindfulness (WM) (Gunasekara & Zheng, 2018).

Perceived Organization Support (POS) discusses to an operative perspective to the degree organization values their efforts. It provided consideration to their accomplishments and well-being (Eisenberger et al., 1986). Personnel can perceive the support provided by colleagues and seniors as a source for dedication which might result as engagement in the organization. Numerous earlier studies have revealed that POS significantly affects EE (Karatepe & Aga, 2016; Musenze et al., 2020). It

indicates that the POS provided by the organizations can aid employees to become more engaged at the workplace.

Likewise, Psychological Capital [PsyCap] found as a significant issue for influencing employee engagement. The PsyCap is conceptualized with hope, self-efficacy, flexibility, and confidence of employees (Luthans et al., 2004). Employees confidence, self-efficacy, pliability, and confidence are likely to become more involved at the workplace. Conventionally, it was believed that financial capital is the only form of organizational capital. The other form human capital has also gained the attention of researchers lately. More recently, many scholars (e.g. Avey et al., 2009; Luthans et al., 2008) argued that traditional forms of capital are insufficient to predict the attitudinal strengths of individuals such as inspiration, work assignment, job gratification, and affecting administrative commitment. In the same line of arguments, many studies found a significant influence of PsyCap on EE (e.g. Agrawal, 2020; Kang & Busser, 2018; Pandey et al., 2020; Sihag, 2020; Soni & Rastogi, 2019).

Finally, workplace mindfulness (WM) involves paying attention to what is happening at work and developing individual reminiscence (Dane & Brummel, 2013). Employees can pay consideration to what is happening during work and they can develop memory at the workplace. Consistent with the argument, many previous studies found WM has a significant influence on EE (Dane & Brummel, 2014; Gunasekara & Zheng, 2018). It denotes that if employees are mindful at the workplace they could become more engaged at the assigned task.

However, this is argued that the mediational mechanism of the EE construct through PsyCap and Employee Engagement has not been previously studied within the Nepali context. Therefore, this research intends to investigate POS on EE through

the mediational mechanism of PsyCap and EE among Personnel in Nepalese commercial banks.

Problem Statement

The issue of engagement has become a much more prominent issue over the last 20 years. EE has become a popular and significant concept in the workplace (Welch, 2011). According to the global workplace survey indicates that a large majority of employees, 85%, are either not engaged or actively detached in their work (Gallup, 2017). This issue seems to be particularly prevalent in the Asian region. For instance, data from Gallup shows small percentage of workers, 6%, are engaged in their jobs in Japan and China. In many organizations, employee disengagement has become a serious problem. Consequently, several studies have examined antecedents as well as consequences of EE in multiple contexts (Agrawal, 2020; Kahn, 1990; Pandey et al., 2020; Sihag, 2020; Schaufeli et al., 2002).

The phenomenon of EE is not novel to the commercial banks of Nepal and is studied by many scholars (e.g. Biswakarma, 2015; Lama & Pokhrel, 2019). With the fierce competition among banks and financial organizations, the Nepali commercial banks are always on the lookout for vigorous, dedicated, and absorbent employees from the market who can contribute to service excellence and provide the banks with a competitive edge in the market (Lama & Pokhrel, 2019; Thapa, 2010).

Several scholars have found a significant connection between POS and EE (Imran et al., 2020); POS and PsyCap (Liu et al., 2014; Wang et al., 2017); POS and WM (Wilson et al., 2020); PsyCap and EE (Agrawal, 2020; Soni & Rastogi, 2019; Sihag, 2020; Xu et al., 2017); WM and EE (Dane & Brummel, 2014; Gunasekara & Zheng, 2018). As aforementioned evidences have suggested, POS, PsyCap and WM could lead to EE in the organizations. However, this study argues that EE could be

achieved with POS, PsyCap and WM of employees at workplace with different mediational mechanism. When employees with PsyCap and WM receive POS from seniors and supervisors, the EE could be evident in the workplace. Further, there is scanty of researches to investigate mediational mechanism of WM and PsyCap with POS and EE. Moreover, there are very limited research exploratory the indirect stimulus of POS on EE in Nepali context (e.g., Biswakarma, 2015; Thapa, 2010). Hence, this study will investigate the influence of POS on EE in Nepali contexts via PsyCap and WM as the intervening variables. The fundamental question addressed in this study is:

- Do PsyCap and WM effect the relationship between POS and EE?

Research Objective

Examining the effects of psychological capital and mindfulness is the aim of this study. The workplace on the connection between employee engagement and perceived support from the organization in Nepali commercial banks. To examine the stated objective, the following specific objective are formulated;

- To explore the influence of POS on EE among employees in Nepali commercial banks.
- To explore the effect of POS on PsyCap among employees in Nepali commercial banks.
- To explore the outcome of POS on WM among employees in Nepali commercial banks.
- To study the effect of WM on EE among employees in Nepali commercial banks.
- To explore the impact of PsyCap on EE among employees in Nepali commercial banks.

- To observe the meditating effect of PsyCap in relation to POS and EE among employees in Nepali commercial banks.
- To investigate the meditating effect of WM in relation to POS and EE among employees in Nepali commercial banks.

Organization of the Report

This chapter has been documented in five different chapters as outlined below:

Chapter I includes the introductory parts. It comprises the background, problems, objectives, and the structure of the study.

Chapter II reviews employee engagement, psychological capital, workplace mindfulness and other variables. It looks at the theories regarding connected variables and how they relate to one another. Before accepting the conceptual framework guiding the current investigation, related literature have been reviewed.

The research approach used to conduct the study is covered in Chapter III. It consists of the research method and designs, sampling techniques, analytic units, data gathering techniques, and analytical techniques used in the study. The structural model, measurement, and descriptive statistics are presented in Chapter IV. The chapter finishes with a summary of the major findings. The overview of the findings, discussion, consequences, and criticism of the research are all included in Chapter V.

CHAPTER II

LITERATURE REVIEW

The previous studies in the context of PsyCap, EE, POS and WM are discussed in this section. This chapter comprises the explanation of individual constructs, the relationship among variables, theories for guiding the connection among variables, and ends with the planned study model.

Common Theories to Explain Conceptual Framework

The researcher has selected the following theories to analyze employee engagement based on a study of existing literature. "Organization support theory" (Eisenberger et al., 1986), "social exchange theory" (Blau, 1964), "conservation resource theory" (Hobfoll, 1989), and "J-D resource theory" (Bakker & Demerouti, 2012) are the most relevant and common theories to study EE.

Organization Support Theory (OST)

To explain employee behavior, the OST theory attempts to explain social exchange from sociological perspective. It states that the reciprocity standard requires two parties in a transaction to respond favorably in relations of financial or "socio-emotional resources" (Gouldner, 1960). The OST (Eisenberger et al., 1986) suggested:

“to determine the organization’s readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Rhoades & Eisenberger, 2002, p. 698).

Rhoades and Eisenberger (2002) found that employees who feel valued by Fair processes, organization awards, supervisor support, and favorable working environment are all provided to their organization. Employees develop perception

comparing their contributions to the organization with how much organization care about their wellbeing (Kurtessis et al., 2017). Several studies have applied the OST (e.g., Liu et al., 2014; Sihag, 2020) to explain human behaviors at workplace. The OST theory has been applied most frequently in describing leadership, the context of the organization and its employees, human resources procedures, the workplace, how employees view the industry and their jobs, their performance, and their overall well-being.

Social Exchange Theory (SET)

The SET has been developed with the interaction of economics, psychology and sociology filed. The SET has numerous forms, but they all focus on the fundamental idea of actors exchanging resources in a social relationship of exchanges. This concept of social exchange refers to the mutual transfer of resources among multiple actors (Cook, 1977). The SET state that people are more likely to repay the rewards they receive. People enjoy giving back to their organizations for the benefits they obtain in terms of shared ideas and a supportive environment (Gupta & Acharya, 2018). Social exchange process consists of five steps including main suppositions, "incentive, deprivation-satiation, worth, and angry-aggressive behavior patterns" (Cook & Rice, 2006).

1. Success supposition. Individuals are more likely to repeat an action when it is appropriately rewarded.

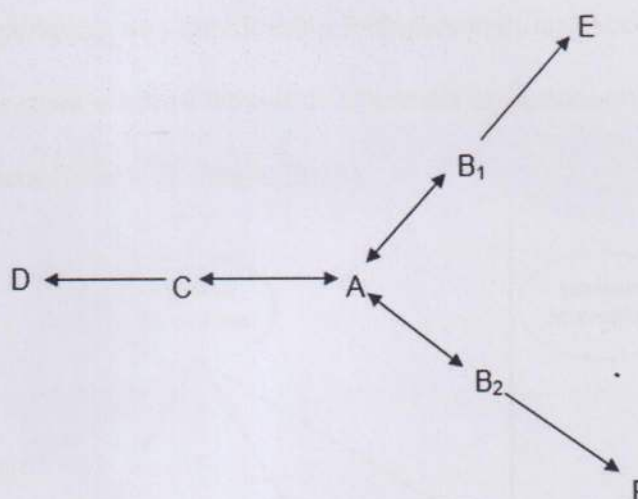
2. A stimulus proposition. Almost always, a specific stimulus, or one that is close to it. a situation that has happened before and happens again will result in the same.

3. The Hypothesis of Deficiency and Satisfaction. A reward loses value when it is obtained frequently and recently.

4. Value Proposition. The more appreciated the recompense being perceived, more crucial will be the effort.

5. The Aggressive-Angry Proposal. People become irate and violent when they don't receive the rewards for their deeds as expected.

6. Proposition of Rationality. Persons will take the action that provide the most



value among the alternatives.

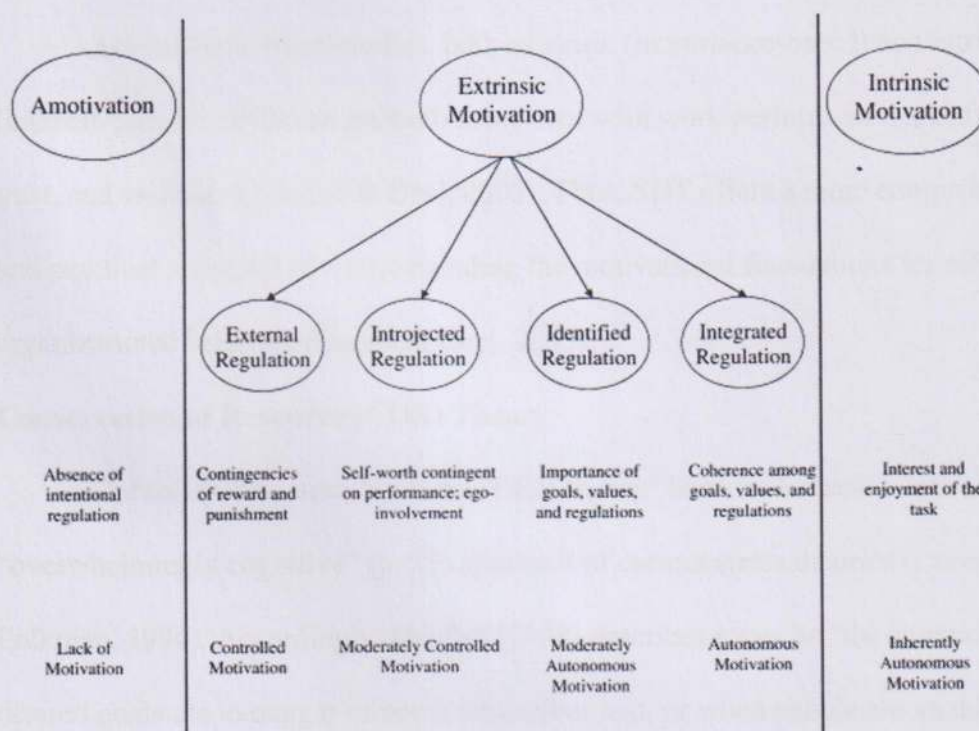
Figure 1. Diagram of social exchange theory

The letters in the diagram above represent actors, and the arrows reflect resource movement. The arrowhead points to the sourcing actors with the ends at the source actors. There are three types of exchanges: direct exchange, generalized (indirect) exchange and productive exchange. Here, B1 and B2 represent alternative exchange relations (Larsen & Eargle, 2015). A to C, A to B1, A to B2 are productive exchanges whereas D to C, B1 to E, and B2 to F are direct exchanges. Moreover, C to A to B1 and C to A to B2 are indirect exchanges among different actors in the organization. In addition, the SET is a framework for explaining resource flow

between throughout a network through a common process (Emerson, 1987). Several studies have applied the SET-in different contexts (Karatepe & Aga, 2016).

Self-Determination Theory (SDT)

Larsen and Eargle (2015) argue that employee characteristics and behavior can ever evolve. In organizations, people develop their personalities and behaviors based on the situation. In the workplace, employees must take up different responsibilities, and as they gain more experience, they can develop their personalities. According to previous studies, the three main needs of human development are autonomy, competence, and relatedness (Larsen & Eargle, 2015).



Source: Gagné and Deci (2005)

Figure 2. Self-determination theory

SDT has identified disparate kinds of motivations that have specific effects on learning, engagement, and performance (Larsen & Eargle, 2015). To determine how motivation is developed, sustained, or undermined, a set of principles must be established. As a result, researchers find a positive force in human nature and explanation for passivity and alienation (Larsen & Eargle, 2015). Psychological

requirements are investigated as the foundation for people's self-motivation and personality integration in this approach. It identifies the circumstances that lead to such events. Three innate needs for optimal functioning and personal growth have been found through empirical studies of human behavior. Three of these requirements are autonomy, competence, and relatedness (Larsen & Eargle, 2015). Depending on the time, culture, and/or experience, some of these might be more prominent than others at certain times. The six sub-theories of SDT, each of that addresses a distinct component of motivation or personality development, are the formal components of the theory.

According to some studies, both extrinsic (importance-based) and intrinsic (interest-based) motivation are both associated with work performance, satisfaction, trust, and wellbeing (Gagné & Deci, 2005). Thus, SDT offers a more comprehensive and practical approach to comprehending the motivational foundations for efficient organizational behavior (Gagne & Deci, 2005).

Conservation of Resource (COR) Theory

Hobfoll (1998) introduced the "COR theory" because he was skeptical of the "overwhelmingly cognitive" (p. 25) approach of current stress theories (Lazarus & Folkman, 1984). Accordingly, Hobfoll (1998) describes stress as "the situation where desired goals are in danger of being attained or lost, or when people are unable to establish the conditions necessary to achieve or maintain these aims" (p. 28).

The COR theory explains how individuals motivate for acquiring new resources and protecting existing resources correlate. Individuals conserve and acquire resources they value their conditions (Larsen & Eargle, 2015). It includes objects, personal characteristics, and states. The concept is based upon two basic principles. According to the principles of resource loss, individuals are more

psychologically harmed by losing resources than they are by regaining those (Larsen & Eargle, 2015). According to the idea of resource investment, Individuals create investments to acquire resources, replace lost resources, and protect themselves against resource loss. This is a complicated procedure that involves several psychological variables (Larsen & Eargle, 2015).

Today, the COR theory fits among the broader family of “resource theories,” which generally seeks to explain how personal resources or characteristics can help buffer against the undesirable possessions of stressors on individuals’ well-being (Hobfoll, 2002). The concept is based on two key principles. The resource scarcity as a primary factor, and individuals must spend resources to protect themselves from it, make up for their losses, and acquire new resources (Hobfoll, 2001).

The study follows to COR theory's second principle. To stop resource loss, make up for losses, and acquire more resources, people must spend resources (Hobfoll, 2001). The COR theory clarifies why people are driven to conserve their existing resources and to seek out additional ones. According to this theory, employees typically acquire, hold onto, and maintain their resources in an organizational setting to achieve their individual, group and organizational goals. Resources can be in the form of 5 M (men, money, machines, methods and materials). However, most recently, psychological resources have grabbed attention among researchers. In this regard, several previous researchers have applied the COR theory in studies (e.g., Paek et al., 2015; Xu et al., 2017).

Job Demand Resource (JD-R) Model

Demerouti et al. (2001) perception originally focused only on job burnout, it has since expanded to incorporate both employee engagement and job burnout. According to Bakker and Demerouti (2012), well-designed employment and working conditions help employees stay motivated and reduce stress. Employees may adjust the design, choose tasks, attach meaning to tasks, or negotiate different job content in response to poor working circumstances or design; they may "craft" their occupations (Bakker & Demerouti, 2012). The JD-R Theory contains concept of job constructing, which states that either employee engagement or exhaustion can cause an employee to positively or negatively craft their job (see Figure 3). The JD-R model is applied by Heng et al. (2020) to examine work engagement.

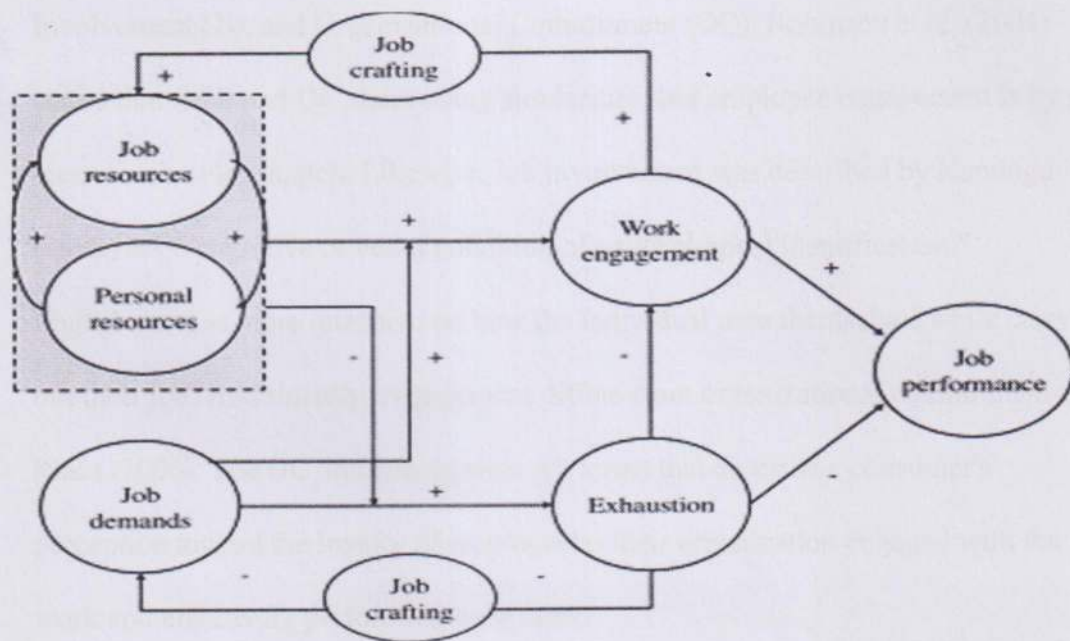


Figure 3. JD-R model

Source:(Bakker & Demerouti, 2012)

Conceptual Review of the Variables

Employee Engagement (EE)

When someone feels engaged, they can fully express their abilities physically, cognitively, and emotionally (Soieb et al., 2013). It implies employees could

completely perform physically, cognitively, and emotionally express themselves. It involves Motivating, rewarding, and integrating staff in cooperative activities (Mone et al., 2011). The employees could involve in collaborative activities by motivating and rewarding themselves. Shuck and Rose (2013) identified employee behaviors such as believing in the organization, improving work, understanding the business strategy, and cooperating and helping colleagues in the workplace. Moreover, engaged employees also demonstrate extra effort at work and continuously improve their skills.

The concept EE has developed from positive organizational behavior (Demerouti et al., 2010). EE is confused with similar concepts such as OCB, Job Involvement (JI), and Organizational Commitment (OC). Robinson et al. (2004) stated that OCB and OC share many similarities, but employee engagement is by no means a complete match. Likewise, Job involvement was described by Kanungo (1982) as "a cognitive or belief condition of psychological identification." Engagement, is more intensive on how the individual uses themselves while carrying out their job. Additionally, engagement differs from organizational commitment (Saks, 2006). The OC and engagement are terms that describe a consumer's perception toward the loyalty of employee to their organization engaged with the work and effectively performing their tasks.

The current condition of employee engagement was defined using four ways. Khan (1990) advocated for a fulfilling method. Kahn (1990) defines engagement as employees' the capacity to communicate both cognitively and emotionally while performing out their duty, as well as their level of dedication to their professional positions. It is obvious that a person who is personally involved is participate in effort

because of the fulfillment they may receive. Maslach et al. (2001) advocated for a burnout-antithesis approach. Employee engagement, according to their theory, is the opposite of burnout in a positive way "a consistent happy mood that is marked by high degrees of pleasure and activation" (p. 417). Saks (2006) advocated for a multidimensional approach. The multidimensional approach definite the developing perception of employee assignation as "a separate and special construct linked to individual role performance that consists of intellectual, emotive, and behavioral components" (p. 602). Saks (2006) reported job appointment and organization engagement are separate ideas of engagement.

Despite the study on work engagement to articulate the idea of engagement in the context of the workplace (Tabaziba, 2015). The EE is referred to as "a happy, contented business perspective characterized by vitality, devotion, and absorption" (Schaufeli et al., 2002, p. 74). It adopted the framework of Schaufeli et al. (2006). So, the scopes of EE are briefly defined;

Vigour. Large levels of mental flexibility, the enthusiasm that refers to the eagerness to apply exertion and continue working even when things are difficult, Aspects of it have included ability to endure in the face of difficulty and the capacity to put the effort into another task.

Dedication. It is connected to work and experience feelings of implication, arrogance, enormity, test, motivation, and excitement because of using it.

Absorption. It is represented as thoroughly moved and immersed in job to point quickly, and One feels it's challenging to disconnect from job.

Sun and Bunchapattanasakda (2019) reported a different theoretical framework for explaining employee engagement. There are three major theories that explain the construct: Needs-Satisfaction (Khan, 1990); "Job Demands-Resources

Model" (Bakker et al., 2003); and Social Exchange Theory (Eisenberger et al., 1986; Saks, 2006).

Psychological Capital (PsyCap)

PsyCap is the emerging concept of organizational behavior that is rooted in the movement of positive psychology discipline. Luthans et al. (2008) suggests that it needs to base on theory and research, have reliable metrics, and be state-like (rather than trait-like), permitting it to be developed by intentional practice and training. PsyCap concept is "A person's positive psychological state of growth is defined by: (1) having self-assurance (self-efficacy), (2) having a positive outlook (optimism), (3) persisting towards objectives and adjusting strategies when necessary (hope), (4) being able to cope and recover from challenges and setbacks (resilience)" (Luthans et al., 2007, p. 3). PsyCap is characterized by a set of features, including self-efficacy, optimism, hope, and resilience. It is described as an individual's positive psychological state of growth. Positive organizational scholars define "it as an area of research that focuses on the positive aspects of an organization that enables it to perform well during difficult times" (Cameron et al., 2003). So, here is the brief summary of PsyCap's dimensions.

Hope. Hope is defined as having the capacity to identify paths that lead to desirable outcomes and to use agency thinking to encourage oneself to choose those paths (Snyder, 2002). Snyder (1994) explains the construct of hope with the following formula: "Hope = mental willpower + way power for goals". One's capacity for setting and meeting accurate goals (will power) and identifying alternate paths for achieving such objectives in the event of difficulties (way power) is what it means to have hope. Hope is a self-belief regarding goals shall be achieved. Hope represents a person's resolve to attain his or her objectives, as well as a personal belief that

successful strategies and pathways to achieve the goals (Luthans & Church, 2002). Researchers have found an association of hope (Peterson & Byron, 2007), and executive commitment (Youssef & Luthans, 2007).

Self-efficacy. It is defined capacity to undertake and devote the essential time, energy, and properties to overcome a difficult situation (Bandura 1997; Stajkovic & Luthans, 1998b). Employees with high self-efficacy can take up challenging tasks and mobilize the mental resources to achieve organizational objectives. Efficacy is the feeling that achieve a certain goal. According to Luthans and Luthans (2004)Aa beneficial psychological capital component, job success is positively connected with efficacy. Self-efficacy and work performance have been found to be highly and favorably connected by the meta-analysis.

Resilience. "The ability to recover and adapt from adversity, challenges, and setbacks, as well as from positive changes, growth, and increased responsibility" (Luthans, 2002a, p. 702). In other words, resilience is the capability to overcome overwhelming events. In the workplace, overcome difficulties, conflicts, setbacks, or even good changes, advancements, and increasing responsibilities. There is a connection between resilience and professional success, according to many studies (Luthans et al., 2002; Youssef & Luthans, 2007).

Optimism. When happy experiences are ascribed to inside, enduring, and unescapable causes, as negative ones are attributed to external, brief, and situation-specific factors, confidence is used as an attribution style (Seligman, 1998). Hopefulness is "an attitude and mood associated with a positive view of the upcoming, one that the assessor deems desirable, beneficial to them, or enjoyable for them " (Tiger, 1979, p. 18). Using optimism in the workplace directly resulted in very positive outcomes. Optimists are inspired to put in extra effort at work, persevere

in the face of challenges, and be happy with performances because they have high morale (Luthans & Jensen, 2002).

Workplace Mindfulness (WM)

The perception of mindfulness is entrenched in the Eastern Buddhist philosophic orientation. In the academic realm, There are two pairs of discourse about mindfulness. The Western stream was not connected with meditation and later cognitive information processing was made popular in the 1970s (Hart et al., 2013). Jon Kabat-Zinn and others popularized the Eastern stream in the 1970s, based on experiential information processing corroborated by meditation.

Western Stream of Mindfulness

In the early studies on mindfulness as in workplace, Ellen Langer's Western understanding of mindfulness received a lot of attention and in organizations. Social psychologist Langer (1989) conceptualize mindfulness by examining mindful behavior as the characteristics of mindfulness are spontaneous, repetitive, and surface cognitive processes. Langer (1989) define mindfulness as relying too heavily on automatic, habitual, and superficial thinking can have negative effects on performance, cognitive function, mental health, and lifespan (Langer, 1989).

Eastern Stream of Mindfulness

From a clinical perspective, Jon Kabat-Zinn (1991) used mindfulness to treat continuing pain and other problems. The psychological process of bringing personal consideration to current-moment sensations is defined by the author. This can be developed through meditation and other forms of training (Kabat-Zinn, 2013). More specifically operationalized mindfulness as "Focusing one's attention in a specific manner, deliberately, in the present moment, without evaluating or making judgments".

Despite the differences between the western and eastern perspective, Bowers (2018) have enlisted the shared similarities in terms of cultivating a present orientated mind, quality of openness for new experience, mind-body relationship and self-regulation.

Mindfulness in Workplace

Weick and Sutcliffe (2006) are credited with being to introduce the Eastern idea of mindfulness into the literature of organizational science. Several researchers have conceptualized mindfulness in the organizational context in different ways. According to Dane (2011), mindfulness is a mental state in which one focuses their personal attention on both internal and external phenomena at the current moment. It means that individuals at work become mindful by paying attention to the present moments in their bodies, minds, and behaviors, as well as in their surroundings. Mindfulness is characterized by paying attention in a non-judgmental and open way to one's internal and external experiences According to According to (Brown & Ryan, 2003). At work, mindfulness is described as a psychological state where one is aware of and attentive to what is happening in the current moment as well as the development of individual memory (Dane & Brummel, 2013). The study, conceptualizations were applied. A state of mindfulness involves paying attention to what is happening at work and developing one's memory for employees of Nepali commercial banks.

Bowers (2018) highlights the many effects in his analysis of workplace mindfulness. As per study of Dane (2011), Brummel (2014), and Dane and Dane (2015), there is a relation between mindful meditation practice and task performance, job performance, and satisfaction. The advantages of mindfulness in the workplace are gradually becoming very clear. It is important to comprehend how people

incorporate mindfulness into their employment because there is growing evidence of its advantages in the workplace.

Perceived Organization Support (POS)

POS is an idea originating from organizational psychology that looks at the interaction between an organization and its employees, a subject that has long considered the idea of exchange between these two parties. The early organizational theory (Etzioni, 1961) explored how organizations exchange inducements (such as salary increases, incentives, and promotions) in exchange for employees' commitment to or participation in organizational tasks. Ensuring that employees have a favorable attitude toward the organization is one of the most crucial steps in achieving organizational goals. Etzioni (1961) discussed the significance of the role played by employees, contending that one of the most crucial ways to accomplish organizational objectives is to make sure that employees have a good attitude toward the organization.

High POS employees feel valued by their employers, and as result, they have more favorable sentiments regarding the company. Employees that have high POS, for instance, exhibit higher levels of successful organizational engagement because POS addresses the socio-emotional demands. Employees expect the company to address their socio-emotional needs because they are the most valuable resource for the business, as shown by the perceived organizational support (POS) (Riggle et al., 2009).

Erdogan and Enders (2007) define POS as the level of belief how the company values their opinions and contributions and offers them the necessary assistance and support. Since the concept's inception, there have been 70 studies on POS, according to Rhodes and Eisenberger (2002). They have discovered that POS is associated with

several variables, including job involvement, dedication, intention to leave their job, desire to stop working, job satisfaction, and the level of tension or strain in the business. Additionally, the POS fosters employee confidence and lessens organizational skepticism. According to Kurtessis et al. (2015) "Individuals who receive support are more likely to be actively engaged in their work." The feeling of being safe to speak up and express oneself, known as psychological safety, is linked to job engagement, and "it's thought to play a role in the relationship between employees and employers, and how employees perceive the organization as having characteristics similar to a human being (Kahn, 1990)". Individuals take favorable and unfavorable treatment towards them.

Operational Definition

In this study, the researcher has applied conceptual definitions from the previous studies. The operational definitions and nature of uni-dimensionality or multi-dimensionality have been discussed in the section.

Table 1

Operationalization of Concepts

Concept	Operational Meaning	Source of Measurement
Employee Engagement	Schaufeli et al. (2006) conceptualized	Schaufeli et al. (2006)
Psychological Capital	Luthans et al. (2007) conceptualize PsyCap as a person's hope, self-efficacy, resilience, and optimism in their positive psychological development.	Luthans et al. (2006)
Perceived Organization Support	It deals with how often an employee feels values and cares	Eisenberger et al. (1986)
Workplace Mindfulness	Workplace definitions of mindfulness include being alert	Dane and Brummel (2014)

Theory and Hypotheses Development

Perceived Organization Support (POS) and Employee Engagement (EE)

The SET of Blau (1964) explains the relationship's theoretical reasoning. According to this concept, people are more likely to repay the benefits they receive. Employees that are engaged attach themselves to their organization because of their suitable work responsibilities, which leads to job satisfaction, that facilitation of similar beliefs and a supportive work environment (Gupta & Acharya, 2018). Several academics have used SET to examine association between POS and EE in the context of various services (e.g. Musenze, et al., 2020). Numerous researches revealed that POS and EE have a favorable association in western cultures (Musenze et al., 2020). Numerous researches have indicated that POS and EE have a positive correlation in the Eastern environment (Imran et al., 2020). Founded on the theoretical and experiential evidence, this research argues that organization supports employees by providing them different facilities as a result employee reciprocate the support by becoming more engaged at work.

Perceived Organization Support (POS) and Psychological Capital (PsyCap)

This study applied on OST to explain the connection between POS and PsyCap. According to this concept, fair procedures, organizational awards, supervisor support, and favorable work environments may help workforce's impression cared for and esteemed by the organization. This perception of organization support or POS could provide environment for the development of PsyCap among employees. Employees could utilize the support provided by the institutions to take training or maintain HERO in their daily working life. Numerous studies have applied the organization support theory (OST) to investigate the relationship between POS and PsyCap (Wang et al., 2017). A research of Sihag and Sarikwal (2015), it was observed that POS and PsyCap were positively related to each other in regards to IT professionals in India. Other studies found a positive association between PsyCap and POS (Liu et al., 2014; Sihag, 2020). Constructed on the experiential evidence and theoretical basis, apply OST to examine the relationship between POS and PsyCap as it assumes employees with a higher level of POS could develop PsyCap among employees in the daily operation of banks. After all, organization support could help to develop hope, self-efficacy, confidence, and flexibility among employees.

Psychological Capital (PsyCap) and Employee Engagement (EE)

The theoretical basis explaining the affiliation between PsyCap and EE is the COR theory (Hobfoll, 1989). The concept explains why people want to keep their current resources and seek for new ones. Employees tend to acquire, maintain, and preserve their resources to fulfill their individual, group, and organizational goals. Resources can be in the form of men, money, machines, methods, materials. However, most recently, psychological resources have received attention among researchers. Likewise, Work engagement is a building blocks of resources. COR

theory state that individuals must invest money to protect their resources, make up for losses, and acquire new resources. Employees with PsyCap can apply their resources wisely based on the need of the organization, implying PsyCap might improve engagement at workplace. Furthermore, it is consistent with various findings (e.g., Xu et al., 2017). Moreover, in different contexts, several researchers have initiated a significant positive effect of PsyCap on EE (e.g., Agrawal, 2020; Kang & Busser, 2018; Pandey et al., 2020; Sihag, 2020; Soni & Rastogi, 2019; Tabaziba, 2015; Xu et al., 2017). Therefore, Theoretical background and experimental findings, this research purposes that employees with higher level of PsyCap could obtain, retain, and protect their resources to achieve organizational goals and as a result employee with higher level PsyCap could be behaviorally engaged at the workplace.

Workplace Mindfulness (WM) and Employee Engagement (EE)

The theoretic ground for strengthening the relation between WM and EE will be SDT developed by Deci and Ryan (2000). This model states that the growth of human needs is important for ongoing psychological growth, integrity, and wellbeing, and human beings can develop it (Deci & Ryan, 2000). It implies that the WM is a ability with proper training. Employees can develop mindfulness to become more engaged in the workplace because mindfulness is something that can be developed. Since employees are striving for the development of behaviors and capable for the development of the organization, they are always engaged at workplace for betterment of their carrier. Brown and Ryan (2003) found that Mindfulness can make people more attentive and focused. As a result, mindful employees could work through sharpened attention to activities. More recently, Gunasekara and Zheng (2018) find a significant positive effect of mindfulness on work engagement, that is, more mindful employees are more engaged at work. Likewise, Dane and Brummel (2014), in their

studies, have identified that WM has a positive result on performance and all three dimensions of work engagement. This implies that the mindfulness of employees can help to increase performance at the workplace. Mindfulness can directly support work engagement with a more accepting mental attitude. It can also build automatic responding patterns that lead to more satisfying mental states and better levels of engagement. However, there is currently limited evidence to recommend such a relationship (Malinowski & Lim, 2015). Based on the theoretic and pragmatic ground, this study proposes that mindfulness at the workplace can be developed by employees themselves. This will further enable them to engage more in the development of individual and organizational wellbeing.

Perceived Organization Support (POS) and Workplace Mindfulness

There is not much research that has been done on the connection between working memory and point of sale systems. Wilson et al. (2020) find a noteworthy influence of perceived social support on mindfulness. It implies that employees could become more mindful by receiving social support from the organizations. Further, the study found a positive influence on psychological wellbeing. Recently, Chen and Eyoun (2021) a significant correlation was discovered between the perception of support from supervisors and mindfulness in the workplace. This correlation was found in employees who perceived support from their supervisors or coworkers are more mindful at the workplace. Therefore, the study is assumed that the perceived organizational support from the employee can increase the employees' workplace mindfulness in Nepali commercial banks.

Mediating Role of Psychological Capital (PsyCap) in relation to Perceived Organization Support (POS) and Employee Engagement (EE).

The research claims that psychological capital plays a mediating role in the relationship between point-of-sale systems and employee engagement. It is widely believed that POS improves employee engagement, as stated by Imran et al. (2020). This means that the implementation of POS can lead to a higher level of involvement among employees. However, other studies examine the influence of POS on PsyCap (e.g. Sihag & Sarikwal, 2015; Wang et al., 2017); PsyCap on EE (e.g. Agrawal, 2020; Sihag, 2020). Employees with advanced levels of PsyCap could also achieve EE. Considering the empirical evidence, PsyCap could mediate the relationship between POS and EE. Furthermore, organization support theory (Eisenberger et al., 1986), social exchange theory (Blau, 1964), and conservation resource theory (Hobfoll, 1989) supported the mediational argument. Therefore, this study aims to investigate the mediational mechanism of PsyCap in relation to POS and EE among employees in Nepali commercial banks.

Mediating Role of Workplace Mindfulness (WM) in relation to Perceived Organization Support (POS) and Employee Engagement (EE).

In this study, WM is argued to mediate the relationship between POS and EE. A number of studies have shown that POS can positively influence EE (e.g., Gupta et al., 2017; Imran et al., 2020). It implies that POS can increase employee engagement. However, other studies have reported the influence of WM and EE (Gunasekara & Zheng, 2018). The result implies that WM of employees could increase EE among employees in Nepali commercial banks. As a result, this study argues that WM acts as a mediator in relation to POS and EE. Employees could be engaged at work when they are mindful at work or organizational support is provided to employees. The argument is substantiated by J-D resource theory (Bakker & Demerouti, 2012).

Therefore, the research focus on mediational mechanism of WM in relation to POS and EE among employees in Nepali commercial banks.

Conceptual Framework

The relationship between POS and EE; POS and PsyCap (e.g. Sihag & Sarikwal, 2015; Wang et al., 2017); PsyCap and EE (e.g. Agrawal, 2020; Pandey et al., 2020; Sihag, 2020), and WM and EE (Gunasekara & Zheng, 2018) have been investigated. Despite this, as far as the researcher is aware, there are no studies that have investigated the concurrent mediating effects of working memory and psychological capital on the connection between point-of-sale systems and employee engagement. Therefore based on the organizational support theory is true framework, this gap in the literature should be filled. Social exchange theory (Blau, 1964), conservation resource theory (Hobfoll, 1989), and J-D resource theory (Bakker & Demerouti, 2012), this research postulates the following conceptual framework and hypotheses:

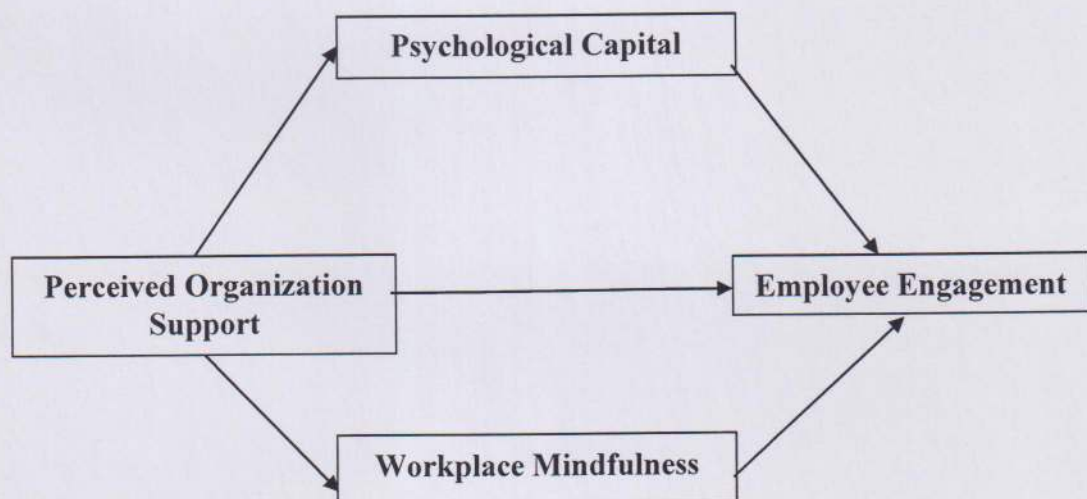


Figure 4. Conceptual framework of the study

Hypotheses

Hypotheses 1: The perception of organizational support improves employee engagement.

Hypotheses 2: Perception of organizational support enhances psychological capital..

Hypotheses 3: Perceived organization support (POS) positively influences workplace mindfulness (WM).

Hypotheses 4: Psychological Capital (PsyCap) positively influences Employee Engagement (EE).

Hypotheses 5: Workplace mindfulness (WM) positively influences Employee Engagement (EE).

Mediating Hypothesis 6: The effect of Perceived Organization Support (POS) on Employee Engagement (EE) is partially explained by Psychological Capital (Psyncap).

Mediating Hypothesis 7: The effect of Perceived Organization Support (POS) on Employee Engagement (EE) is partially explained by Workplace Mindfulness (WM).

CHAPTER III

RESEARCH METHODOLOGY

To address the research question, this research used a cross-sectional research method. The population, sampling techniques, sample size, and sampling unit are discussed with the rationale for selecting the sampling design. Following the sampling design, the researcher describes the measurements and sources of measurement in the study. Finally, the study outlines the methods used for gathering and examining data. It explains the techniques used for collecting the data and the steps taken to initially review the data.

Research Design

The cross-sectional research strategy has been applied for undertaking this study. Since the phenomena of interest did not required to change or manipulate independent variables such as POS, WM, and PsyCap and their effects on the dependent variable or EE, so the cross-sectional study was conducted. It is consistent with the several earlier studies (Sihag, 2020, Soni & Rastogi, 2019; Xu et al., 2017).

Population and Sample

The population of this study comprised of employees at 27 commercial banks. The researcher classified 27 banks based on the years of establishment into three different categories: 30+ years, 15-30 yrs, and less than 15 yrs. The purpose of the classification of the banks is based on year of establishment because the older banks could have different level of organizational resources that might differentiate the level of engagement. Likewise, Baker (2013) reported that those with a job tenure of five or less than 5 yrs. are highly engaged than those with a longer tenure. It was found that employees who spent more than 16 years in the same organization were more likely to engage than employees who spent between 6 and 15 years in the same organization.

Also, the study found that employees with tenure of more than 16 years are more engaged because they consider the organization to be second home and feel strongly affiliated with it.

Coffman and Gonzalez-Molina (2002) examined different types of perspectives and concluded that employee involvement declines over the course of employment. The study indicated that after ten years of employment, individuals' levels of engagement significantly decline. Within the initial six months of employment, individuals are incredibly engaged. Further the tenure of employees is linked with the years of establishment of Banks. The Banks with longer years of establishment has employee with high tenure. Likewise, employees with high tenure have high level of PsyCap and WM that has major influence on employee engagement.

Three banks from each category were selected based on the year of establishment. The logic behind the classification stems from the fact that employees of the respective banks can capture phenomena of interest of EE from different banks having different years of establishment. In this study, the banks less than 15 years old have responses of 178 from Mega Bank Limited, Sunrise and Citizen Bank Limited. The banks less than 15-30 years old have responses of 170 from NMB Bank Limited, Siddhartha Bank Limited, and NIC Asia Bank Limited. Finally, the banks more than 30 years old have responses of 78 from NABIL Bank Limited, Standard Chartered Bank Limited, and Nepal Bank Limited. The detailed information is provided below;

the other elements were evaluated using a Likert Scale. The following is a brief overview of the measures used.

Employee Engagement (EE) Scale

The Utrecht Work Engagement Scale (Schaufeli et al., 2006) was utilized in the study to measure employee engagement. It is a shortened version containing nine items, and it is considered to be a reliable measure of employee engagement. It has a Cronbach's alpha value of 0.92, similar to the Employee Engagement Scale (Soni & Rastogi, 2019). This scale evaluates three sub-dimensions of employee engagement: vigor, dedication, and absorption. Participants were asked to respond on a 5-point Likert scale, with options ranging from 0 (never) to 4 (very often). Examples of items on the scale are: "At my job, I feel strong and vigorous." (Vigor), "I am immersed in my work." (Absorption), and "My job inspires me (Dedication)."

Perceived Organizational Support (POS) Scale

Eisenberger et al. (1986) used a six-item scale that has been condensed into six items to quantify POS. The study used a six-item scale adapted from Akoorie et al. (2013) to measure a certain variable. The scale had a reliability coefficient of 0.89. Participants were asked to rate their agreement on a 5-point Likert scale, with options ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The sample included: "My bank takes pride in my accomplishments." And "My bank is willing to help me if I need a special favour."

Psychological Capital (PsyCap) Scale

This study applied the academic version of the PsyCap Scale (Luthans et al., 2006). The researcher emailed the company Mind Garden, an authorized distributor of the PsyCap Scale, for permission of using the measurement in this study. With PsyCap, there are 24 items in four dimensions: hope, efficacy, resilience, and

optimism. The reliability of the scale was determined by calculating the Cronbach's alpha value which was found to be 0.70. The data was collected using a 6-point Likert scale, with 1 indicating "Strongly Disagree" and 6 indicating "Strongly Agree". Some examples of the items on the scale include: "If I find myself in difficulty at work, I could think of many ways to get out of it." and "I feel confident about contributing to discussions about the company's strategy."

Workplace Mindfulness Scale

The study used a 7-item scale developed by Dane and Brummel (2014) to measure workplace mindfulness. The reliability of the scale was determined by Cronbach's alpha which was 0.73. Participants were asked to rate their agreement on a 6-point Likert scale, with options ranging from 1 (Strongly Disagree) to 6 (Strongly Agree). sample item includes: "When working as a banker, I forget a person's name almost as soon as I've been told it for the first time."

Data Collection Procedures

The questionnaires were disseminated through printed and electronic forms. The survey forms were given out to the staff deployed at HR department of the stated banks. The researcher requested the HR managers to describe the purpose, process, benefits, and risks to participants. The participation was voluntary in nature of data collection. They were free to stop taking part at any moment and for any reason. The security of the data was assured to the participants. During 2021 June and 2021 July, data were collected from the staff of different commercial banks. The researcher distributed 100 printed questionnaires to the banks older than 30 years, 250 questionnaires to the banks ranging from 15-30 years, and 250 questionnaires to less than 15 years. The logic for distributing the different number of questionnaires is a relative number of employees in the respective banks. Out of 600 distributed printed

questionnaires, 440 responses were returned and 426 of them were used for further statistical operation.

Data Analysis Procedures

After collecting the filled questionnaires from the HR department of different banks, data cleaning was performed on the collected data. Data cleaning refers to removing irrelevant information and correcting errors. Data cleaning comprises removing incomplete questionnaires, missing data, and unengaged responses (Gaskin, 2021). First, the incomplete questionnaires have fewer than 80 % responses in the responses. In this research, there are 39 questions (except demographic questionnaires). The questionnaires with fewer than Incomplete replies led to the removal of 31 responses from the study. Second, the questionnaires with missing responses contain more than 31 questions. The researcher applied the missing frequency to clean up data of incomplete responses. The adjacent median values were used to fill in the missing data with SPSS. Finally, the unengaged responses were calculated to standard deviation values with MS-Excel. Since the variance in each response is lower for values below 0.30, it implies unengaged responses (Gaskin, 2021). The researcher eliminated 16 responses with the problem of incomplete questionnaires, missing data, and unengaged responses.

After data cleaning, the researcher summarized the data of 426 respondents with demographic profile. To apply the PLS SEM, the researcher should test the assumptions of normality and multi-collinearity. Since the values of Kurtosis and Skewness range between +3 and -3, the data set does not have issue of multi-collinearity. The researcher utilized SPSS 20.0 (Free Version), Smart-PLS 2.0 (Free Version), and MS-Excel for data analysis.

CHAPTER IV

RESULTS

In this section of the study, the researcher presents the findings of the hypothesis testing using Partial Least Squares Structural Equation Modeling (PLS-SEM). The chapter starts with a description of the demographic characteristics of the participants. To ensure the accuracy of the measurements, the researcher examined and controlled for common method bias, as well as assessed the reliability and validity of the measures used. The mediated hypotheses were tested using PLS-SEM and the results are presented in a table of structural models.

Demographic Profile of the Respondents

There were 426 respondents that participated in the study. They were working in nine commercial banks of Nepal. Gender, age, education, experience, and job position of the respondents. Table 3 provides a detailed presentation of the respondent profiles.

Table 3

Demographic Outline

Characteristics	Frequency	Percentage
<i>Gender</i>		
Male	246	57.5
Female	180	42.3
<i>Age</i>		
Under 30	220	51.6
30- 39	180	42.3
40 or Older	26	6.1
<i>Education</i>		
Below Bachelor	5	1.2
Bachelor	104	24.4
Master	308	72.3

Above Master	9	2.1
Experiences		
Less than 5 years	239	56.1
5-10 years	112	26.3
10-15 years	60	14.1
More than 15 years	15	3.5
Position		
Operational Level	240	56.3
Middle Level	158	37.1
Managerial Level	28	6.6
Name of Banks		
Citizen Bank International Ltd.	56	13.15
MEGA Bank Ltd.	66	15.49
NABIL Bank Ltd.	15	3.52
NIC Asia Bank Ltd.	40	9.36
NMB Bank Ltd.	74	17.37
Sunrise Bank Ltd.	56	13.15
Siddhartha Bank Ltd.	56	13.15
Standard Chartered Bank Ltd.	28	6.57
Nepal Bank Ltd.	35	8.22

Most of the respondents were male (N = 246, 57.5%). The majority of responses were younger than 30 years (N= 220, 51.6%). The most common academic qualification was a Master's Degree (N = 308, 72.3%). Similarly, most employees (N = 239, 56.1%) had a service period of fewer than five years. Finally, the position most commonly held by employees was operational level (N = 240, 56.3%).

Common Method Biases

Common technique biases are the variance that is associated to the measuring procedure rather than the structures the observable outcomes (Podsakoff et al., 2003). Herman's Single Factor was used to look at common method biases.

Herman's single factor analysis revealed that effects caused by a single rotated factor was just 22.514 %, coming up short of the recommended stopping point of 50% (Podsakoff et al., 2003). Therefore, this is unlikely that data set has significant method biases.

Structural Equation Model (SEM)

In marketing and management research, the SEM is a second generation statistical method for examining the cause and effect relationship between latent components (Hair et al., 2011). The SEM can be categorized into Covariance Based Structural Equation Modelling (e.g., CB SEM) and Variance Based Structural Equation Modelling (e.g., PLS SEM). The PLS SEM was used in the study to test the hypotheses. The CB SEM is considered as the preferred technique when the objective is theory testing or the comparison of competing theories (Hair et al., 2017). Since the study intended to investigate the mediating role of POS and WM in relation to PsyCap and EE, the study applied PLS SEM to test the hypotheses.

Measurement Model

Measurement quality is ensured by measurement reliability and validity. A reliability study, convergent validity, and discriminant validity were used to determine the validity and reliability of the outer model (Ringle et al., 2015).

Higher Order Constructs

Applications of partial least squares structural equation modeling (PLS SEM) are increasingly using higher order constructs, which make it easier to express a construct on a more conceptual higher level dimension and its more practical lower order sub dimensions (Sarstedt et al., 2019). Higher order constructs (HOC) or hierarchical component models have several benefits when

used with PLS. It makes it easier to reduce the amount of path model connections by obtaining model parsimonious (Sarstedt et al., 2019). Likewise, it helps to overcome the bandwidth fidelity dilemma (Cronbach & Gleser, 1965), “between a variety of information (bandwidth) and thoroughness of testing to obtain more certain information (fidelity) (p. 100).”

Researchers have suggested several methods for defining and estimating higher order structures in PLS SEM. The two stage strategy and the (extended) repeat indicators technique are the most prevalent (Ringle et al., 2012).

The (extended) repeating indicators approach offers less biases when estimating the measurement model for the higher order construct. However, the two stage technique under the path model provides superior parameters recovery of paths leading (1) through exogenous constructs to the higher order construct and (2) again from higher order construct to an endogenous construct (Sarstedt et al., 2019). Sarstedt et al. further recommended using the model based on the research objective and theory. Since PsyCap and EE are both higher order constructs (Luthans et al., 2007; Shuck et al., 2017), the study applied the disjoint two stage approach.

The Disjoint Two Stage Approach

To carry out the discontinuous two stage strategy, the study must preserve the construct score, as well as the lower order elements, like the PsyCap and EE scores in this study. In the second stage, the higher order construct will be evaluated using these scores. Unlike the embedded two stage technique, all extra constructs in the path model are estimated using their standard multi item measures as in stage one (Sarstedt et al., 2019). Following the recommendation,

the study saved the latent score in the excel sheet and transferred the data to estimate the stated hypotheses in the study.

Assessment of Measurement Model Lower Order Constructs

Psychological Capital (PsyCap) is a higher order construct comprising of four first order constructs hope, efficacy, optimism and resilience (Luthans et al., 2007). Likewise, the recent paper of Shuck et al. (2017) stated that EE was developed to estimate the higher order constructs EE with a lower order construct of vigor, dedication and absorption. Based on the theoretical judgment and advancement of PLS SEM, the study applied the disjoint two stage approach to estimate the measurement and structural model. To estimate the structural equation model, the first measurement model of all lower level constructs was calculated. The report of the measurement model is shown in Figure 1 and Table 2. The reversed coded items of Employee Engagement (Absorption) item 6, Perceived Organization Support item 5, and sub dimension of Psychological Capital Scale (hope) item 13, optimism items 20, 23 are dropped from the study because of less than 0.50 of factor loadings. Other items are proceeding for the measurement model estimation.

Assessment of Measurement Model

The measurement model was used to estimate reliability and validity of model. The researchers used three primary measurement model criteria, namely reliability analysis, convergent validity, and discriminant validity, to determine the outer model's reliability and validity, as suggested by (Ringle et al., 2015). The measures' reliability and validity were evaluated using composite reliability, Cronbach's alpha, and convergent validity and discriminate validity.

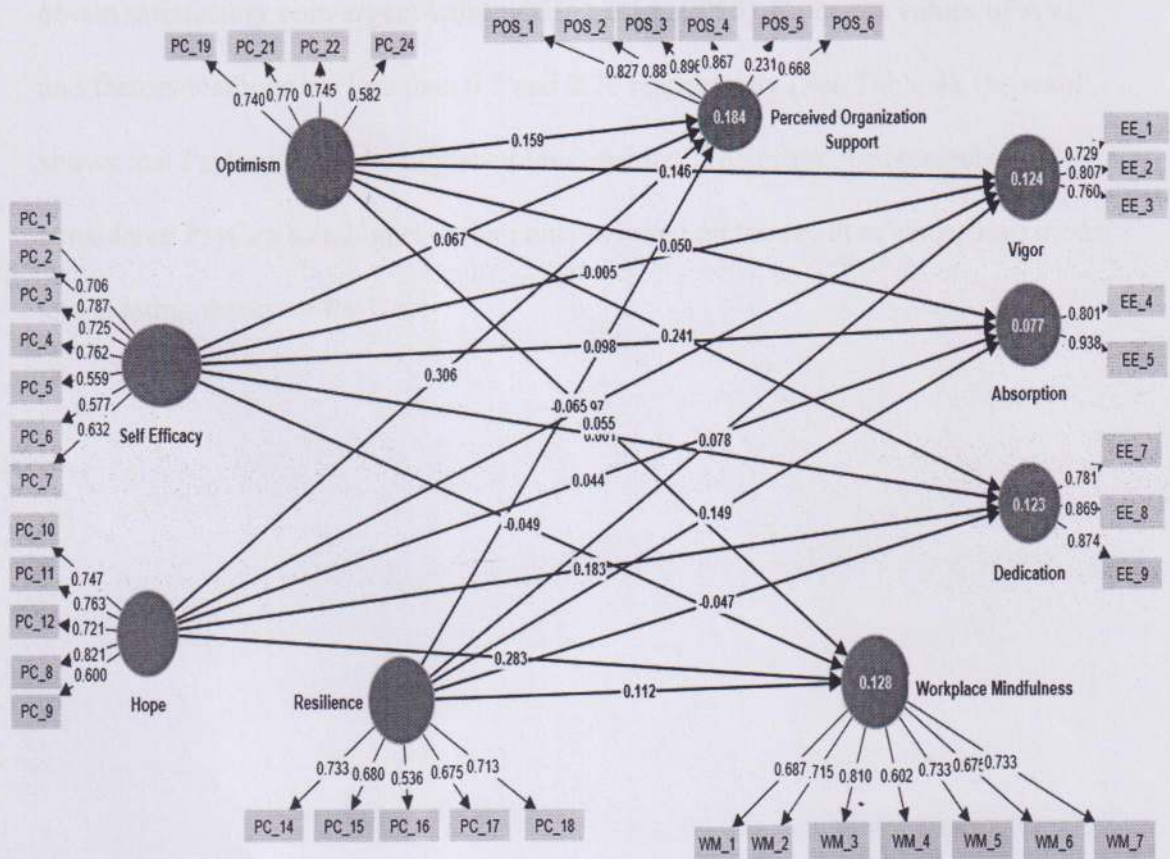


Figure 5. Measurement of lower order constructs

Reliability Analysis

It refers to how consistent a scale's values are when repeated measurements are made multiple times. To analyze reliability, this study used Cronbach's alpha with a cut-off value of 0.7 and composite reliability (CR). Cronbach's alpha and CR values were all greater than 0.70, as shown in Table 4. The reliability of the individual construct can be confirmed (Ringle et al., 2018).

Validity Analysis

Validity refers to the extent to measurement accurately measures intends to measure. Convergent and discriminant validity were used to estimate validity. The term "convergent validity" refers to the relationship between strongly related conceptions. Item loadings and AVE must be more than 0.7 and 0.5, respectively, to

obtain satisfactory convergent validity (Hair et al., 2016). Since the values of AVE and factors loadings are less than 0.5 and 0.70 respectively (See Table 4), the result shows that PsyCap could be higher-order construct. Therefore, the researcher considered PsyCap as a higher-order concept based on the result of dimension model and existing theory of PsyCap.

Table 4

Validity and Reliability of Constructs

Constructs	Items	Loadings	AVE	Composite Reliability(ρ_a)	Cronbach's Alpha
Vigor	VG 1	0.729	0.587	0.810	0.649
	VG 2	0.807			
	VG 3	0.760			
Absorption	AB 1	0.801	0.710	0.880	0.796
	AB 2	0.938			
	DD 1	0.781			
Dedication	DD 2	0.869	0.539	0.853	0.785
	DD 3	0.874			
	HP 1	0.747			
Hope	HP 2	0.763	0.450	0.802	0.700
	HP 3	0.721			
	HP 4	0.821			
Resilience	HP 5	0.600	0.508	0.804	0.681
	RS 1	0.733			
	RS 2	0.680			
Optimism	RS 3	0.536	0.587	0.902	0.842
	RS 4	0.675			
	RS 5	0.713			
Self-Efficacy	RS 6	0.740	0.505	0.847	0.836
	RS 7	0.770			
	OP 1	0.745			
Perceived Organization Support	OP 2	0.582	0.587	0.902	0.842
	OP 3	0.706			
	OP 4	0.788			
Workplace Mindfulness	OP 5	0.725	0.505	0.847	0.836
	OP 6	0.762			
	SE 1	0.706			
Self-Efficacy	SE 2	0.787	0.587	0.902	0.842
	SE 3	0.632			
	POS 1	0.827			
Perceived Organization Support	POS 2	0.884	0.587	0.902	0.842
	POS 3	0.896			
	POS 4	0.867			
Workplace Mindfulness	POS 6	0.668	0.505	0.847	0.836
	WM 1	0.687			
	WM 2	0.715			
Workplace Mindfulness	WM 3	0.810	0.505	0.847	0.836
	WM 4	0.602			

WM 5	0.733
WM 6	0.675
WM 7	0.733

Discriminant Validity of Lower- Order Constructs

Discriminant validity assesses how distinct a concept and its measurements are from another concept and its measurements (Bagozzi et al., 1991). The researcher tested the discriminant validity using the criteria established by Fornell and Larcker. "Confirmation of discriminant validity for a construct can be established if the correlation between any two items of that construct is less than the square root of the shared average variance of those items" (Fornell & Larcker, 1981). The diagonal values (square root of average variances) are greater than the correlation between any two items, as shown in the matrix, indicating that there is adequate discriminating validity, as shown in Table 5.

Table 5
Discrimination Validity

Constructs	1	2	3	4	5	6	7	8	9
1. ABS	0.872								
2 DED	0.488	0.842							
3. HP	0.209	0.298	0.734						
4. OPT	0.204	0.319	0.570	0.713					
5. POS	0.104	0.322	0.408	0.329	0.833				
6. RES	0.244	0.178	0.491	0.560	0.205	0.671			
7. SE	0.219	0.210	0.647	0.466	0.309	0.461	0.684		
8. VIG	0.575	0.571	0.315	0.299	0.265	0.254	0.226	0.766	
9. WM	0.035	0.205	0.338	0.257	0.335	0.259	0.211	0.138	0.710

(Note. ABS= Absorption; DED= Dedication; HP=Hope, OPT= Optimism; POS=Perceived Organization Support, RES= Resilience, SE= Self Efficacy, VIG= Vigor, WM= Workplace Mindfulness)

Measurement Model of Higher-Order Constructs

After saving the score of the lower-order of measurement from the latent score of PLS output, the values of lower-order constructs were used with higher-order

construct. The values of measurement models were estimated with reliability and validity.

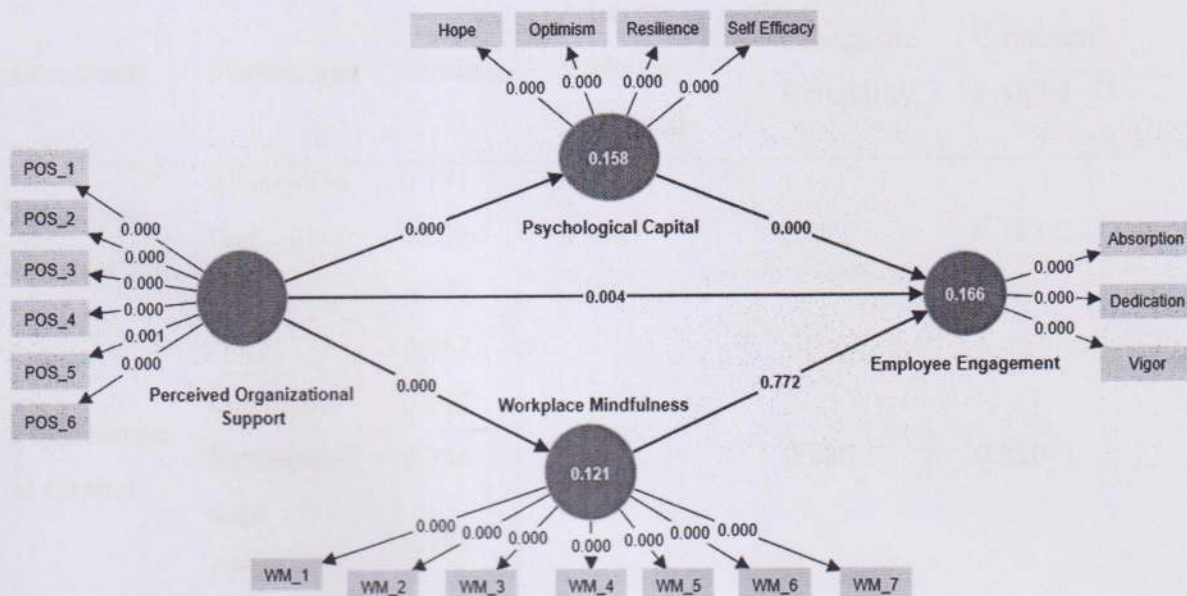


Figure 6. Measurement of higher order constructs

Reliability Analysis

The reliability of the measures used in this study was evaluated using Cronbach's alpha and composite reliability (CR) with a cut-off value of 0.7. The results in Table 6 show that all the Cronbach's alpha and CR values are above 0.70 which suggests that the measures are reliable (Ringle et al., 2018).

Validity Analysis

To ensure satisfactory convergent validity, the item loadings and Average Variance Extracted (AVE) should be greater than 0.7 and 0.5, respectively (Hair et al., 2016). All the individual constructs exceeded the threshold values. Thus, the result of validity test showed individual constructs are estimated to be valid.

Table 6

Constructs	Dimensions	Loadings	Average Variance Explained	Composite Reliability	Cronbach's Alpha
Employee Engagement	Absorption	0.771	0.693	0.871	0.782
	Dedication	0.852			
	Vigor	0.872			
Psychologic al Capital	Hope	0.867	0.649	0.880	0.820
	Optimism	0.812			
	Resilience	0.748			
Perceived Organization Support	Self- Efficacy	0.789	0.693	0.918	0.887
	POS 1	0.830			
	POS 2	0.880			
	POS 3	0.897			
	POS 4	0.870			
	POS 6	0.662			
	WM 1	0.691			
Workplace Mindfulness	WM 2	0.723	0.506	0.877	0.836
	WM 3	0.810			
	WM 4	0.596			
	WM 5	0.740			
	WM 6	0.664			
	WM 7	0.735			

Validity and Reliability of Higher Order Constructs

Discriminant Validity of Higher Order Constructs

The study used the criteria established by Fornell and Larcker to evaluate discriminant validity. The values of the square root of AVEs in the diagonal of the table 7 are greater than the correlation coefficients, which indicates that there is

adequate discriminant validity. The model also meets the discriminant validity for the higher-order constructs, as the values of AVE are more than 0.50 and fulfill the criteria of Fornell and Larcker.

Table 7

Discrimination Validity of Higher Order Constructs

Constructs	1	2	3	4
1. Employee Engagement	0.832			
2. Perceived Organizational Support	0.293	0.767		
3. Psychological Capital	0.376	0.397	0.805	
4. Workplace Mindfulness	0.172	0.348	0.325	0.708

Structural Model

Researchers use a set of paths to establish relationships between components in the structural model, which usually reflects hypotheses. Direct, indirect (mediated), and interaction (moderated) impacts can all be captured through the relationships between components (Ringle et al., 2020). To estimate the stated hypotheses, a multi-collinearity assumption was employed.

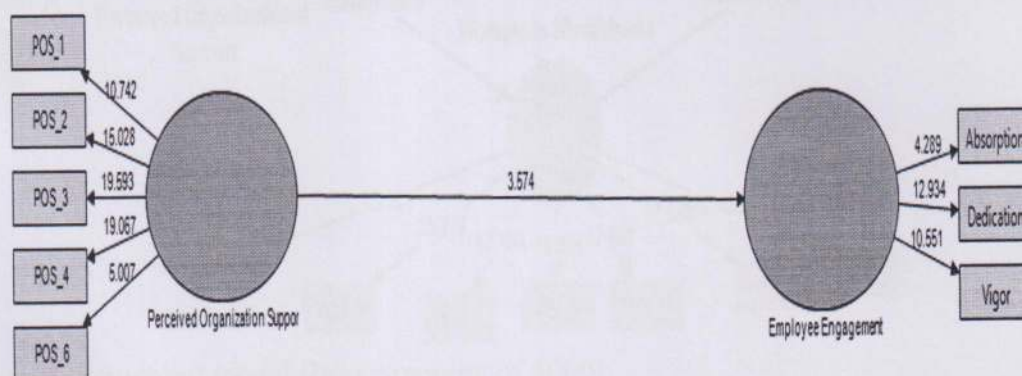


Figure 6. Structural equation of direct hypothesis

Multi-collinearity refers that the variance of independent variables explained in our dependent variable are overlapping with each other (Gaskin, 2020). This

assumption was examined with the VIFs and tolerances. The results of the study revealed that the Variance Inflation Factors (VIFs) range from 1.205 to 2.262, which is below the standard threshold of 10. This indicates that there is no evidence of multicollinearity in the data (Hew & Kadir, 2016).

The structural model represents the connections (paths) between the proposed model's structures. The direct hypothesis of whether POS is related to EE in a positive way. The results reveal that POS has a considerable (direct) impact on EE ($\beta = 0.3177$, $t = 3.24879$, $p < 0.001$). The result shows that POS has a significant influence on EE among employees in Nepali commercial banks.

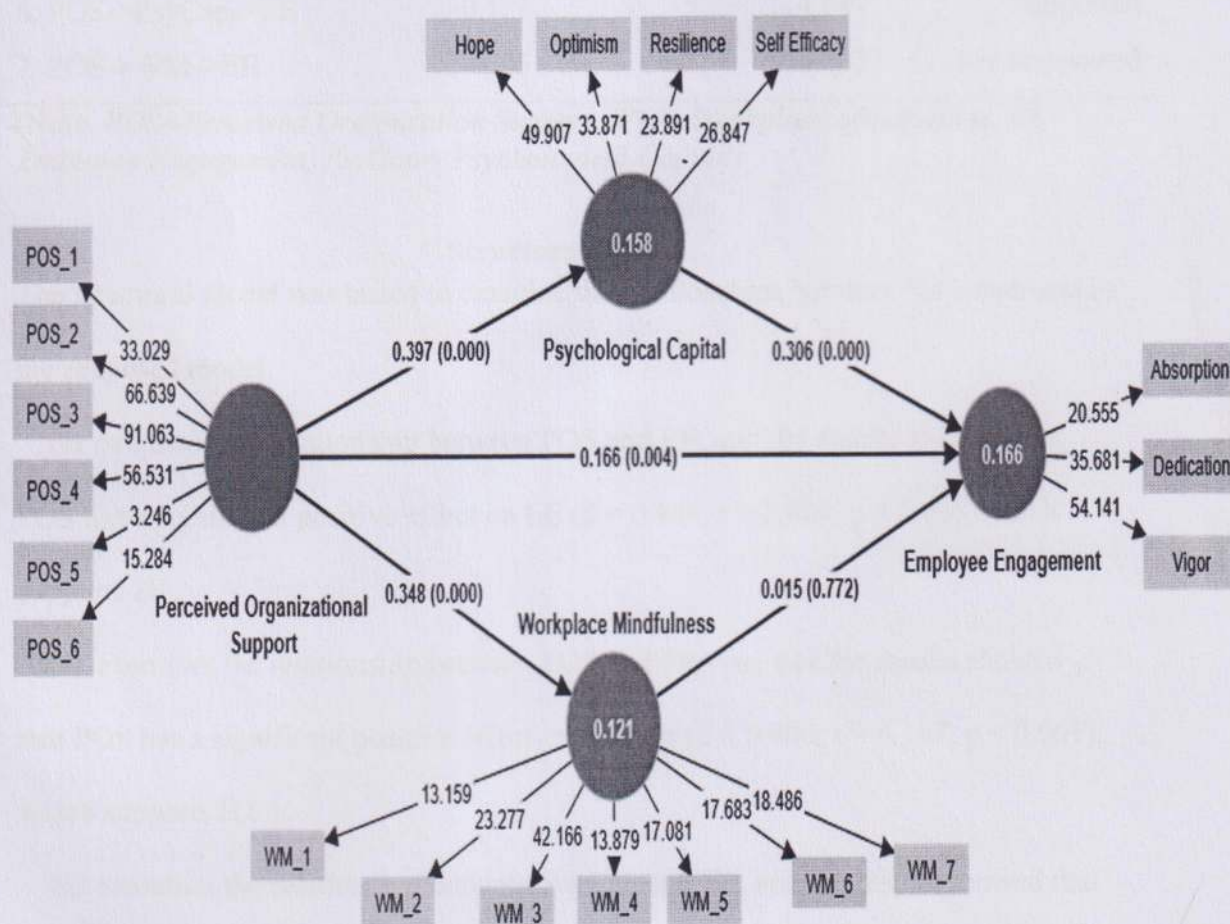


Figure 8. Structural model (Bootstrapping of 5000)

Table 8
Hypotheses Assessment

Hypotheses	Standardized Beta (β)	T - Statistics	Decisions
Direct Effects			
1. POS -> EE	0.166	2.889	Supported
2. POS -> PsyCap	0.397	8.248	Supported
3. PsyCap -> EE	0.306	5.309	Supported
4. WM -> EE	0.015	0.290	Not Supported
5. POS-> WM	0.348	6.658	Supported
Specific Indirect Effects			
6. POS->PsyCap->EE	0.121	4.047	Supported
7. POS->WM->EE	0.005	0.282	Not Supported

(Note. POS=Perceived Organization Support, WM= Workplace Mindfulness, EE= Employee Engagement, PsyCap= Psychological Capital)

Structural Model

The structural model was tested to examine the relationships between the constructs in the proposed model.

H1 examines the relationship between POS and EE, and the results showed that POS has a significant positive effect on EE ($\beta = 0.166$, $t = 2.889$, $p < 0.05$), which supports H1.

H2 examines the relationship between POS and PsyCap, and the results showed that POS has a significant positive effect on PsyCap ($\beta = 0.400$, $t = 4.157$, $p < 0.001$), which supports H2.

H3 examines the relationship between PsyCap and EE, and the results showed that PsyCap has a significant positive effect on EE ($\beta = 0.306$, $t = 5.309$, $p > 0.001$), which supports H3.

H4 examines the relationship between WM and EE, and the results showed that WM has no significant effect on EE ($\beta = 0.015$, $t = 0.290$, $p > 0.005$), which does not support H4.

H5 examines the relationship between WM and POS, and the results showed that WM has a significant positive effect on POS ($\beta = 0.348$, $t = 6.658$, $p < 0.005$), which supports H5. The results of the structural model were reported using beta coefficient, t-value and p-value.

Mediational Analysis

The study used the bootstrapping method to conduct the mediation analysis, which included bias-corrected confidence estimations (Preacher & Hayes, 2008). The total effects are the sum of direct and indirect effects (i.e., $TE = DE + IE$). With 5000 bootstrap resamples, a 95 percent confidence interval for the indirect effect was obtained in this investigation (Preacher & Hayes, 2008). The mediation hypothesis was performed to assess the mediating role of PsyCap in the relationship between POS and EE. The results (see Table 10) revealed a significant indirect effect of POS on EE through PsyCap ($\beta = 0.121$, $t = 4.047$, $p < 0.05$). The total effect of POS on EE was significant ($\beta = 0.288$, $t = 5.572$, $p < 0.05$), with the inclusion of the mediator PsyCap, the effect of POS on EE was still significant ($\beta = 0.166$, $t = 2.889$, $p < 0.05$). This shows that PsyCap partially mediates the relationship between POS and EE. However, the mediating role of WM in the relationship between POS and EE was no significant indirect effect of POS on EE through WM ($\beta = 0.05$, $t = 0.018$, $p > 0.05$). The total effect of POS on EE was significant ($\beta = 0.293$, $t = 5.982$, $p < 0.05$), with the inclusion of the mediator WM the effect of POS on EE was still significant ($\beta = 0.166$, $t = 2.889$, $p < 0.05$). Hence, H2 was not supported.

CHAPTER V

SUMMARY, DISCUSSION, AND IMPLICATIONS

This chapter presents an analysis of the results of the study in relation to existing evidence and theories. The researcher provides a conclusion about the findings, discussing the implications of the research for practitioners and researchers, as well as critiques of the study and suggestions for future research.

The goal of the research was to investigate the role of psychological capital (PsyCap) and workplace mindfulness (WM) as mediators in the relationship between perceived organizational support (POS) and employee engagement (EE) among employees in Nepali commercial banks.

Summary of Main Findings

PLS-Based SEM was used to test the seven hypotheses. First, in the direct effect, the study showed no influence of POS on EE. With total effect, the study found the significant influence of POS on EE. It implies a significant influence of POS on EE. Second, POS was found to have a significant influence on PsyCap. The result shows that the increase in POS would increase in PsyCap among employees in Nepali commercial banks. Third, PsyCap was found to have an impact on EE. The result shows that the increase in PsyCap would increase EE among employees in Nepali commercial banks. Fourth, POS was shown to have a significant impact on WM. The result indicates that an increase in POS would lead to an increase in WM among employees in Nepali commercial banks. Fifth, the researcher found that PsyCap partially mediate in relation to POS and EE. The result shows that POS and PsyCap would lead to EE among employees in Nepali commercial banks. Finally, the result shows that WM partially mediated to POS and EE. This indicates POS and WM are

important factors for EE among employees in Nepali commercial banks. However, WM was not found to have a significant influence on EE. The result indicates that WM does not lead to EE among employees in Nepali commercial banks. The summary of the results can be seen in Table 10.

Table 9

Summary of Hypotheses Testing Results

S.N.	Hypotheses	Hypothesized Relationship	Findings
H 1	POS has a significant positive effect on EE.	Positive	Supported
H 2	POS has a significant positive effect on PsyCap.	Positive	Supported
H 3	PsyCap has a significant positive effect on EE.	Positive	Supported
H 4	POS has a significant positive effect on WM.	Positive	Supported
H 5	WM has a significant positive effect on EE.	Positive	Not Supported
H 6	PsyCap mediates the relationship between POS and EE.	Positive	Partial Mediation
H 7	WM mediates the relationship between POS and EE.	Positive	Partial Mediation

Discussion

The study aimed to investigate how psychological capital (PsyCap) and workplace mindfulness (WM) mediate the relationship between perceived organizational support (POS) and employee engagement (EE) among employees of Nepali commercial banks. The findings suggest that POS has a strong and positive effect on EE among these employees. This aligns with previous research findings, such as studies by Dai and Qin (2016), Gupta et al. (2017) and Musenze et al. (2020). The results suggest that enhancing POS in Nepali commercial banks could lead to increased EE among employees. Employees' perception of support from supervisors and staffs could increase engagement at the workplace. It is aligned with the

theoretical logic of the SET of Blau (1964). Employees reciprocate support provided by organization to remain more vigorous, dedicated and absorption at workplace.

Another objective of the study was to examine the relationship between POS and PsyCap among employees in Nepali commercial banks. The results indicate that POS has a significant positive effect on PsyCap. This finding is consistent with prior research (e.g., Liu et al., 2014; Sihag, 2020; Sihag & Sarikwal, 2015). The results suggest that increasing POS in Nepali commercial banks could lead to an increase in PsyCap among employees. The level of engagement among employees can be improved as commercial banks can change the level of support for employees. The results can be explained by the Organizational Support Theory (OST) proposed by Eisenberger et al. (1986) which postulate that employees' psychological capital (hope, efficacy, resilience, and optimism) can be enhanced through the level of perceived organizational support.

Third, this study found a significant influence of PsyCap on EE in Nepali commercial banks. It is consistent with the findings of several pieces of research (e.g., Agrawal, 2020; Kang & Busser, 2018; Pandey et al., 2020; Sihag, 2020; Soni & Rastogi, 2019). The finding suggests that workers with greater PsyCap levels may become more interested at work. The commercial banks could recruit employees with a higher level of PsyCap or train to improve PsyCap so that they could become more engaged at assigned jobs at the workplace. The result is aligned with the existing theory of conservation resource theory (Hobfoll, 1989). Employees conserve their psychological resources and become engage at workplace.

Fourth, the result reported that POS significantly influenced WM among employees at Nepali commercial banks. The results are consistent with previous studies (Wilson et al., 2020). The result indicates that POS in the organization can

improve WM at the workplace. The commercial banks of Nepal could provide more POS to employees from supervisors, colleagues to increase the level of employee engagement at the workplace.

The fifth objective of the study was to investigate the mediating role of psychological capital (PsyCap) in the relationship between perceived organizational support (POS) and employee engagement (EE) among employees at Nepali commercial banks. The results indicate that there is a significant indirect effect of PsyCap on the relationship between POS and EE. The findings suggest that both PsyCap and POS are important factors for employee engagement in Nepali commercial banks. It has been found that employees with higher levels of PsyCap are more likely to have higher levels of EE in the workplace (Imran et al., 2020; Sihag, 2020). The results align with the theoretical frameworks of Social Exchange Theory (Blau, 1964) and Conservation of Resources Theory (Hobfoll, 1989).

Employees become engaged at the workplace in the expectation of receive financial or other benefits from organizations. Employees always attempt to save their resources evaluating the support they receive from the organizations.

Additionally, the study sought to explore how workplace mindfulness (WM) mediates the relationship between perceived organizational support (POS) and employee engagement (EE) among employees working in Nepali commercial banks. It was found that POS significantly impacted WM. However, after introducing WM as a mediator, the impact of POS on EE was not insignificant. The results indicated that WM mediated part of the relationship between POS and EE (Hair et al., 2017). The study confirms findings from earlier studies (e.g. Chen & Eyoum, 2021; Wilson et al., 2020). Thus, it can be concluded that mindful employees at work may become more engaged, along with the support provided by employees in Nepali commercial banks.

In addition, it is consistent with a previous theory of self-determination (Deci & Ryan, 2000) and a social exchange theory (Blau, 1964).

However, the results of the study showed that WM had no significant effect on EE among employees of Nepali commercial banks. It contradicts previous findings. It is logical to assume that mindful employees may not become engaged at work if they don't perceive support from others. Based on the study of Psychological capital (Agrawal, 2020; Kang & Busser, 2018) and leadership style (Lama & Pokhrel, 2018), we can further justify this logic that employee engagement depends upon the psychological capital and leadership style of employees.

Implications of the Study

The study offers important insights for researchers and managers to comprehend employee engagement. The key theoretical and managerial implications of the study are discussed below.

Theoretical Implications

The mediating effects of PsyCap and WM on POS and EE have been investigated in the study from a hypothetical point of view. The researcher proposed the study drawing from the theoretical background of the organization support theory (Eisenberger et al., 1986), social exchange theory (Blau, 1964), self-determination theory (Deci & Ryan, 2000), and conservation resource theory (Hobfoll, 1989). The research has attempted to integrate the stated theories by explaining the mediational mechanism of PsyCap and WM in relation to POS and EE among employees in Nepali commercial banks. Employees join an organization with some expectation from the organization (Blau, 1964) and exchange their efforts or performance by engaging at the workplace if the organization provides support to the employees (Wiesenberger et al., 1986). Evaluating the support provided by the organization,

employees conserve their physical and psychological resources in the organization by developing their existing psychological capital and mindfulness (Deci & Ryan, 2000; Hobfoll, 1989). As a result, the study also suggests that managers should also focus on building supportive work environment, providing opportunities for employee development, and promoting mindfulness practices to improve employee engagement. And workplace mindfulness is engaged at the workplace among employees in Nepali commercial banks.

Managerial Implications

Several practical implications for managers drawn from the results of this research. The findings of the study offers valuable insights for HR managers to improve employee engagement in the workplace. By gaining a deeper understanding of the mediating effect of psychological capital (PsyCap) and workplace mindfulness (WM) on the relationship between perceived organizational support (POS) and employee engagement (EE), HR managers can create effective strategies to increase employee engagement by focusing on increasing POS, PsyCap, and WM among employees. Second, HR managers could design a recruitment process to hire employees with a higher level of psychological capital and mindfulness. Third, it is suggested that commercial banks could maintain a supportive culture at the workplace to keep employees' morale high and encourage them to face future challenges positively so that employees would become more engaged in their assigned jobs. Fourth, on-the-job or off-the-job training could be organized to increase the psychological capital and mindfulness of employees to increase employee engagement at commercial banks in Nepal. Fifth, the HR department could offer workshops to introduce the concept of mindfulness to employees. It helps to develop mindfulness among employees as a part of an employee wellness program. Sixth,

commercial banks could provide pre-allocated rooms during break times for employees to practice mindfulness. It could provide employees the space to practice mindfulness, henceforth, vigor, dedication, and absorption could be improved among employees. Seventh, when appropriate support is being provided by managers then the employees get psychologically strong and get the job done with enthusiasm. When employees are provided with organizational support such as relevant training, and incentives then the employees will have developed PsyCap and that leads to the betterment of employees. Due to social exchange norms, they will feel obligated to the organization and will show more dedication and enthusiasm in the performance of their roles. Third, the managers could focus on identifying the training requirement of their employees that has a significant impact on enriching the PsyCap of the employees. The frequent meeting could be conducted in which the grievances of employees are addressed on a timely basis. Employee empowerment and quality of work life should be focused to uplift the level of engagement of employees in the Nepali commercial Banks.

Critique of the Study

The study also provides direction and scope for further studies. First, the sample size of 426 respondents could be small to represent the entire population because non-probability (purposive sampling) was applied. This may not represent the entire commercial banking sector and further the issue of generalizability of findings. Thus, the finding of the study should be cautiously interpreted. Hence, it is recommended to study the phenomenon in a similar cultural and contextual setting with probability sampling. Second, most responses are between the ages of 20 to 40 and are at the operational or middle level of management, so there could be issue representativeness to the top-level managers. Therefore, it is advised to carry out

additional study on managers. Third, the study was performed in only commercial banks particularly located inside Kathmandu Valley. Thus, generalization problem is most likely to occur across different sector and location. Hence, future research can be extended by taking a sample of commercial banks working outside Kathmandu Valley as well as across different sectors and also the level of engagement of outside valley may differ from inside valley staffs which is one of the limitations of the study. Fourth, data were obtained through a self-reported questionnaire, creating the probability of common method biases, which can create interpretation problems (Elamin & Tlaiss, 2015). Hence, qualitative measurement should be considered to avoid biases and learn more about the behavior of participants. Finally, the study applied traditional methods to eliminate common biases, such as Herman's single factor method. A more rigorous technique like the CFA marker technique should therefore be used in future research.

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APPENDIX I

Perceived Organization Support and Employee Engagement: Mediating Effect of
Psychological Capital and Workplace Mindfulness

Date: June 2021

Dear respondent,

I am undertaking a research titled *Perceived Organizational Support and Employee Engagement: Mediating Effect of Psychological Capital and Workplace Mindfulness* as the requirement of the MPhil degree through Kathmandu University. In this research I am required to conduct a mini research with at least 420 respondents and collect his/her responses.

There is no right or wrong answers. As you go through the questionnaire, please pay attention to the statements and choose the right alternative as honestly as possible. We would again like to state that this survey is purely for an academic purpose and we are simply interested in your honest opinion. We assure you that strict confidentiality shall be maintained, and information furnished by you will be used only for the above stated purpose. It will take you about 15 minutes to complete this questionnaire survey.

Thank you for your cooperation.

.....

Vijay Lama

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Part-I: Main Questionnaires

Please indicate the degree of your agreement or disagreement with each statement by checking one of the five alternatives.

(1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree)

S.N.	Statements	1	2	3	4	5	6
1	I feel confident analyzing a long-term problem to find a solution.						
2	I feel confident in representing my work area in meetings with management.						
3	I feel confident contributing to discussions about the company's strategy.						
4	I feel confident helping to set targets/goals in my work area.						
5	I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.						
6	I feel confident presenting information to a group of colleagues.						
7	If I should find myself in a jam at work, I could think of many ways to get out of it.						
8	At the present time, I am energetically pursuing my work goals.						
9	There are lots of ways around any problem.						
10	Right now I see myself as being pretty successful at work.						
11	I can think of many ways to reach my current work goals.						
12	At this time, I am meeting the work goals that I have set for myself.						
13	When I have a setback at work, I have trouble recovering from it and moving on. *						
14	I usually manage difficulties one way or another at work.						
15	I can be "on my own" so to speak at work if I have to.						
16	I usually take stressful things at work in stride.						
17	I can get through difficult times at work because I've experienced difficulty before.						
18	I feel I can handle many things at a time at this job.						
19	When things are uncertain for me at work I usually expect the best.						
20	If something can go wrong for me work-wise it will. *						
21	I always look on the bright side of things regarding my job.						
22	I'm optimistic about what will happen to me in the future as it pertains to work.						
23	In this job, things never work out the way I want them to. *						
24	I approach this job as if "every cloud has a silver lining".						

= agree, 6 = strongly agree)

Part-I: Main Questionnaires (Continues)

Please indicate the degree of your agreement or disagreement with each statement by checking one of the five alternatives.

(Never = 0, Almost Never =1, Rarely= 2, Sometimes =3 and Very Often = 4)

S.N.	Particular	0	1	2	3	4
1	At my work, I feel bursting with energy.					
2	At my job, I feel strong and vigorous.					
3	When I get up in the morning, I feel like going to work.					
4	I feel happy when I am working intensely.					
5	I am immersed in my work.					
6	I get carried away when I am working.					
7	I am enthusiastic about my job.					
8	My job inspires me.					
9	I am proud of the work that I do.					

Part-I: Main Questionnaires (Continues)

Please indicate the degree of your agreement or disagreement with each statement by checking one of the five alternatives.

(1 = strongly disagree, 2 = disagree, 3 = Neutral, 4= Agree, 5 = strongly agree)

S.N.	Particular	1	2	3	4	5
1	My bank takes pride in my accomplishments.					
2	My bank really cares about my well-being.					
3	My bank strongly considers my goals and values.					
4	My bank values my contributions to its well-being.					
5	My bank shows little concern for me.*					
6	My bank is willing to help me if I need a special favor.					

Part-I: Main Questionnaires (Continues)

Please indicate the degree of your agreement or disagreement with each statement by checking one of the six alternatives.

1 (almost always); 2 (very frequently); 3 (somewhat frequently); 4 (somewhat infrequently); 5 (very infrequently); 6 (almost never).

S.N.	Particular	1	2	3	4	5	6
1	When working as a banker, I break or spill things because of carelessness, not paying attention, or thinking of something else.						
2	When working as a banker, I find it difficult to stay focused on what's happening in the present.						
3	When working as a banker, I tend to walk quickly to get where I'm going without paying attention to what I						

	experience along the way.						
4	When working as a banker, I forget a person's name almost as soon as I've been told it for the first time.						
5	When working as a banker, I rush through activities without being really attentive to them.						
6	When working as a banker, I find myself preoccupied with the future or the past.						
7	When working as a banker, I find myself doing things without paying attention.						

Part- II: Demographic Questionnaires

Name (Specify if you want to)

Write the name of your bank (Compulsory).....

1. How old are you?			
a) Under 30	b) 30-39	c) 40 or older	
2. What is your gender?			
a) Male	b) Female	c) Others	
3. What is your recent education level?			
a) Below Bachelor	b) Bachelor Level	c) Master Level	d) Above Master
4. How long have you working in the banking industry?			
a) Less than 5 years	b) 5-10 Years	c) 10-15 Years	d) More than 15 years
6. What is your position in the organization?			
a) Operating Level	b) Middle Level	c) Managerial Level	

Thank you for your participation!!!

APENDIX II

Psychological Capital and Employee Engagement

S.N.	Author	Theory/model	Country and Category	Sampling methods and Size	Results
1	Soni and Rastogi(2019)	Psychological resource theory	India IT Professionals	SM: Convenience purposive sampling SS: 200 SMT: SPSS AMOS version 20 CMB: No	Psycap- EE (Positive significant)
2	Sihag (2020)	No theory	India IT industry	SM: Convenience sampling SS: 420 SMT: CB- Based SEM CMB: Herman's single factor and CFA marker technique	Psycap- EE(Positive significant)
3	Kang and Busser (2018)	Social Exchange Theory	Employee USA	SM: Online survey Convenience sampling SS: 290 SMT: CB- Based SEM CMB: Herman's single factor	Psycap- EE(Positive significant)
4	Agrawal, (2020)	No theory	Service sector employee India	SM: Good Document non probability sampling	Psycap- EE(Positive significant)

				SS: 450 SMT: CB- Based SEM CMB: Different sources	
5	Xu et al. (2017)	Conservation resource theory Control: Age, Team size	China Employee and immediate supervisor	SM: Non probability sampling (No) SS: 44 team leaders and 307 employees SMT: CFA, Hierarchical linear modeling CMB: Herman's single factor	Psycap- EE(Positive significant)
6	Pandey et al. (2020)	No theory	India, working employees	SM: Non probability sampling (No) SS: 309 SMT: CB Based SEM CMB: Herman's single factor and common latent factor method	Psycap- EE(Positive significant)
7	Paek et al. (2015)	Conservation resource theory Job demand resource model	Korea Hotel employees	SM: two wave sample SS: 312 SMT: CB Based SEM CMB: Herman's single factor, and	Psycap- EE(Positive significant)

(Source: Literature Review of Author)

Perceived Organization Support and Psychological Capital

S.N.	Author	Theory/ model	Country and Category	Sampling methods and Size	Results
1	Sihag (2020)	No theory	India IT industry	SM: Convenience sampling SS: 420 SMT: CB- Based SEM CMB: Herman's single factor and CFA marker technique	POS- PsyCap(Positive significant)
2	Heng et al. (2020)	JD-R model	China University teacher	SM: Convenience sampling SS: 488 SMT: CFA and Hierarchical regression CMB: Herman's single factor	Teaching research conflict- PsyCap- Job burnout (Moderatio n) Teaching research conflict- PSS- Exhaustion and Depersonali zation (Moderatio n)
3	Sihag, & Sarikwal , (2015)	Organizat ion support theory	India IT professionals	SM: Online survey(No) SS: 420 SMT: CB-Based SEM CMB: No	POS- PsyCap(Positive significant)
4	Wang et al. (2017)	Organizat ion support theory	China Female Nurses	SM: Random sampling SS: 1016 SMT: Hierarchical regression CMB: No SM: Cluster sampling	POS- EE, PsyCap- EE and
5	Liu et al. (2014)	Organizat ion support	China Underground coal miners	SS: 1925 SMT: Hierarchical regression CMB: No	POS- PsyCap(Positive significant)

theory

6.	Shrestha, & Jena, (2020)	Social Exchange theory Control: Age, tenure and position	Nepal Employees	SM: Cluster sampling SS: 138 SMT: CFA and Hierarchical regression CMB: Herman's single factor	Workplace spirituality- Psycap- Organization n commitment(Significant)
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(Source: Literature Review of Author)