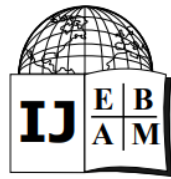


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Supervisory Behavior and Employee Engagement in The Public Sector

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ARTICLE INFORMATION	ABSTRACT
<i>Section</i> Research Results Articles	This research aims to explore the extent to which supervisory behavior impacts employee engagement in Nepalese public organizations, highlighting the importance of effective supervision in ensuring a motivated and committed workforce, which is essential for successfully implementing government policies and service delivery. A purposive sampling method was used to select 200 employees from various public service organizations, with 151 valid responses collected through structured questionnaires. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS 4, which was chosen due to its ability to handle non-normal data. The study reveals that supervisory behavior significantly affects employee engagement in Nepal's public sector. Key factors include job management, leadership, communication, thoughtfulness, and social and emotional support. The research emphasizes the need for firms to regularly monitor and measure these actions, as they impact employee engagement, employee well-being, organizational efficiency, and performance.
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INTRODUCTION

Organizations need engaged employees for a competitive edge (Amah and Sese, 2018). Supervisors' behavior may be quite critical for subordinates feel about their job tasks, management, and dynamics of the organization (O'Driscoll and Beehr, 1994), the supervisor's



role is to clarify how individuals achieve work-related goals. Organizational productivity and performance depend on employee engagement, making supervisors even more important (Amah and Sese, 2018). Employee supervisor support significantly affects employee engagement, both directly and indirectly through organizational support, with this relationship moderated by learning opportunities (Jin, McDonald and Park, 2016).

Employee engagement means workers want to assist their company in accomplishing its goals and long-term benefits (Little and Little, 2006). Engaged employees dedicate their minds, bodies, and emotions to their jobs and take on additional responsibilities that aren't explicitly stated in their job descriptions but are crucial to the company's success (Amah and Sese, 2018). Disengaged employees are emotionally detached from their work, and lack the energy to put in significant effort, and Disengaged workers hurt customer service, productivity, profit, and organizational performance (Fink, 2012). Engaged workers delegate their engagement (Bakker and Xanthopoulou, 2009).

Organizations should deep dive into their future direction to create an engaged workforce (Othman and Mahmood, 2019). Every type of organization needs to ensure that their employees are actively engaged in their work, and one of the specific factors that are of relevance is understanding how supervisors, who play an important part in organizations, stimulate engagement among their fellow employees. Supervisors have the power to act as custodians, and they decide if employees have access to work-life initiatives and feel comfortable using them (Straub, 2012).

Supervisory behavior is a highly regarded engagement factor (Wildermuth and Pauken, 2008; L and J, 2009) and can influence an employee's well-being, commitment, job satisfaction, presentism, and other behaviors (Gilbreath and Benson, 2004; Gilbreath and Karimi, 2012). To thrive and make it through one's time spent working for an organization, it is vital for followers to appropriately observe and interpret the behavior of their superiors (Gilbreath and Benson, 2004).

An actively engaged workforce is a need of the day in the public service sector that drives service delivery and development delivery as envisioned by the government. This is especially important for service organizations, as the majority of their resources are in the form of human capital. As such, the public sector extends its public service delivery through its employees, determining the quality of service provided by these organizations. Public organizations need to have engaged workforces to provide better public service experiences.

Public organizations can enhance their public service quality by maximizing employee engagement, reducing costs, and improving operational efficiency. Investing in supervisory development can increase employee involvement, as changes in supervisory behavior can boost subordinate involvement. This is based on the assumption that changes in how supervisors act will make their subordinates more involved (O'Driscoll and Beehr, 1994; Gilbreath and Benson, 2004). A lot of what we know about employee engagement comes from the private sector, even though disengagement is a serious problem in the public sector as well (Shuck, 2011).

In Nepal, the public service sector has been extended to fulfill the desires and hopes of the population, in response to the new constitution and the establishment of a federal system of government. Employee engagement is extensively important as a permanent necessity in the Nepalese public service sector to allow officers' workers to carry out their responsibilities. Because job stability, a bureaucratic style, and a tight chain of command are hallmarks of public sector employment, it is critical to understand the impact that supervisor conduct plays in employee engagement. As a result, the purpose of this study is to determine whether or not supervisory actions have an impact on employee engagement, which is critical in the context of Nepal's public service organizations.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The literature review is presented in a sequence of theories underpinning supervisor behavior and employee engagement, followed by the conceptual review of the study variable along with a relationship between the variables.

Underpinning Theories

Based on hypotheses, theories like stakeholder theory, control theory, and organizational support theory, researchers carried out the present study to seek supervisor-subordinate relationships in public service organizations in Nepal. The three underpinning theories emphasize that supervisors hold subordinates as important stakeholders in the organization and control subordinates' setting behavior by extending the organizational support mechanism for engaging them and letting them perform at their best.

Stakeholder theory: Organizations have constituents. Organizational success depends on these constituencies. These components are stakeholders (Phillips, 2003). Any person, group, or organization that may impact, is affected by, or perceives being affected by a program is a stakeholder. Organizational success depends on stakeholder management. According to stakeholder theory, studying the link between a corporation and the organizations and individuals who can impact or are affected by it increases our chances of dealing (Freeman, 2015).

Control theory: Control theory presents a dynamic account of the joint effects of performance information and references goals on supervisor's feedback goal-setting behavior, and subsequent subordinate task performance. Although simple in structure, it specifies a great deal about how supervisors decided to give performance feedback and about how they set goals for future performance. (Sandelands, Glynn and Larson Jr., 1991; Carver and Scheier, 2002) suggest that supervision in the workplace can be analyzed as a control system made up of supervisors and subordinates. It has been suggested by Lord and Hanges (1987) that supervisory behavior can be conceptualized as a control system. **Organizational support theory:** According to the organizational support theory (OST), employees should develop a generalized view of the degree to which their supervisor values their contributions and cares about their well-being. Both the antecedents of perceived support (leadership, employee-organization context, human resource practices, and working conditions), as well as the consequences of perceived support (employee's orientation toward the organization and work, employee performance, and well-being), were successfully predicted by OST, entirely (Kurtessis *et al.*, 2015).

The Job Demand-Resource theory/model: Most literature describes employee engagement using Bakker and Demerouti (2007) JD-R model. In the JD-R model, job resources and demands may predict or prevent burnout and increase employee engagement. Job resources improve an employee's work performance, physical and mental health, learning, and growth (Hobfoll, 2001). In the context of Supervisory Behavior and Employee Engagement in the Public Sector, stakeholder theory, control theory, organizational support theory (OST), and the Job Demands-Resources (JD-R) model collectively provide a robust conceptual foundation for understanding how supervisors influence engagement. Stakeholder theory emphasizes that employees are key organizational stakeholders whose interests and well-being must be actively managed to ensure institutional success.

Control theory frames supervisory behavior as a dynamic feedback and goal-setting system, where performance monitoring and guidance help align subordinate actions with organizational objectives. OST extends this by highlighting that when supervisors demonstrate value for employees' contributions and show genuine concern for their welfare, it fosters a

reciprocal sense of commitment and engagement. The JD-R model complements these perspectives by explaining how supervisory practices can balance job demands with adequate resources—such as support, feedback, and development opportunities—thereby reducing burnout risk and sustaining high engagement. Integrating these theories suggests that in public sector organizations, effective supervisory behavior entails managing stakeholder relationships, providing structured performance direction, demonstrating organizational support, and ensuring an optimal balance between demands and resources, all of which are critical to fostering a motivated and engaged workforce.

Employee Engagement

Employee engagement is frequently defined as an emotional and intellectual commitment to the organization, or as the degree of discretionary effort displayed by employees in their employment (Shaw, 2025). Employee engagement refers to employees' positive and proactive attitudes toward their work and organization, which are driven by motivation, emotional attachment, and thriving people management (Turner, 2020).

Supervisory Behavior

Gilbreath and Benson (2004) found the behavior of supervisors to be predictive of employees' psychological well-being. According to Ahamed and Hassan (2014), supervisory behavior involves leadership, particularly transformational leadership style, which fosters interpersonal and institutional trust and, ultimately, employee engagement. It is known that supervisors can significantly influence employees' morale and their work behavior (Fleishman and Harris, 1962).

Relationship of Supervisory Behavior and Employee Engagement

Employee engagement is shaped by various factors, including job characteristics, organizational support, leadership, and work involvement (Krishnaveni and Monica, 2018; Tanuwijaya, Gunawan and Puraswati, 2022). Engaged employees demonstrate a strong emotional connection to their work and organization, resulting in increased passion for their roles and improved performance (Sanneh and Taj, 2015). Supervisory behavior plays a crucial role in fostering this engagement. Effective communication, supportive leadership, and job control can significantly enhance employee engagement levels, as evidenced by numerous studies.

Supervisory Communication is a key factor influencing employee engagement. Communication between supervisors and employees helps foster trust, clarify job roles, and improve morale. Clear and open communication channels contribute to a deeper sense of connection with the organization, which is critical for employee engagement (Sanneh and Taj, 2015). (Liu, Wang and Wang, 2023; Zhang *et al.*, 2023) further demonstrate that positive supervisor feedback improves employees' feedback-seeking behavior, which in turn boosts engagement. With this essence the H1 is formulated.

H₁: Communication by supervisor significantly influences employee engagement.

Consideration by Supervisors involves showing concern for employees' well-being and providing emotional support, which is a core component of transformational leadership. Supervisors who exhibit such behaviors create a positive environment that enhances employee engagement. Zhu, Obeng and Azinga (2024) note that supportive supervisor behavior boosts intellectual, social, and affective engagement, leading to more cooperative and helpful

employee behavior. Imam, Sahi and Farasat (2022) support this, suggesting that supervisory support fosters work engagement by making employees feel valued. With this background the H2 has been formulated.

H₂: Consideration by supervisor significantly influences employee engagement.

Group Maintenance by supervisors also plays a significant role in employee engagement. Supervisors who maintain team cohesion, promote collaboration, and ensure a harmonious working environment contribute to higher employee engagement. Research by Yulman and Trinanda (2023) shows that supervisory behaviors aimed at fostering teamwork positively impact employee engagement by creating a supportive and collaborative environment. With this background the H₃ has been formulated. Job Control is another key factor influencing engagement. Supervisors who grant employees autonomy and decision-making power allow them to have more control over their work, which enhances engagement. Zhu, Obeng and Azinga (2024) emphasize that employees with greater job control experience higher levels of engagement because they feel more trusted and empowered in their roles. This aligns with the concept of autonomy, which is crucial for motivation and engagement in the workplace. With this background the H₄ has been formulated.

H₃: Group Maintenance by supervisor significantly influences employee engagement.

H₄: Job Control by supervisor significantly influences employee engagement.

Leadership by Supervisor is an essential determinant of employee engagement. Transformational leadership, which involves vision, inspiration, and strong support, significantly influences engagement by motivating employees to align with organizational goals. Aryee *et al.* (2012) highlight that leadership behaviors directly affect employee motivation and commitment, making them a critical component of engagement. With this background the H₅ has been formulated. Social and Emotional Support provided by supervisors strengthens the emotional connection employees feel towards their work and organization. Supervisors who offer social and emotional support create a work environment where employees feel cared for, which enhances engagement. (Jonsdottir and Kristinsson, 2020) demonstrate that emotional support positively relates to work engagement, as employees exhibit higher vigor and dedication when they feel emotionally supported. Perceived supervisor support also reduces turnover intentions by fostering better work-life balance (Kaur and Randhawa, 2020). With this background the H₆ has been formulated.

H₅: Leadership by supervisor significantly influences employee engagement.

H₆: Social and emotional support by supervisor significantly influences employee engagement.

Work Experience moderates the relationship between supervisory behavior and employee engagement. Employees with more experience may interpret supervisory behavior differently based on their previous work experiences. Ogueyungbo *et al.* (2020) suggest that work experience influences how supervisory behaviors are perceived and their impact on engagement. Experienced employees may have different expectations and responses to supervisory support compared to newer employees. With this background the H₇ has been formulated. Length of Service also moderates how supervisory behavior influences employee engagement. Employees with longer tenures often have stronger relationships with their supervisors, which can enhance engagement. Jin, McDonald and Park (2016) suggest that long-serving employees tend to trust their supervisors more, which strengthens the impact of supervisory behaviors on their engagement. With this background the H₈ has been formulated.

H₇: *Work experience moderates the relationship between supervisory behavior and employee engagement.*

H₈: *Length of service moderates the relationship between supervisory behavior and employee engagement.*

In conclusion, supervisory behavior plays a critical role in fostering employee engagement through various pathways, such as communication, consideration, leadership, and support. Each of these factors influences engagement both directly and indirectly, with work experience and length of service serving as important moderators in these relationships.

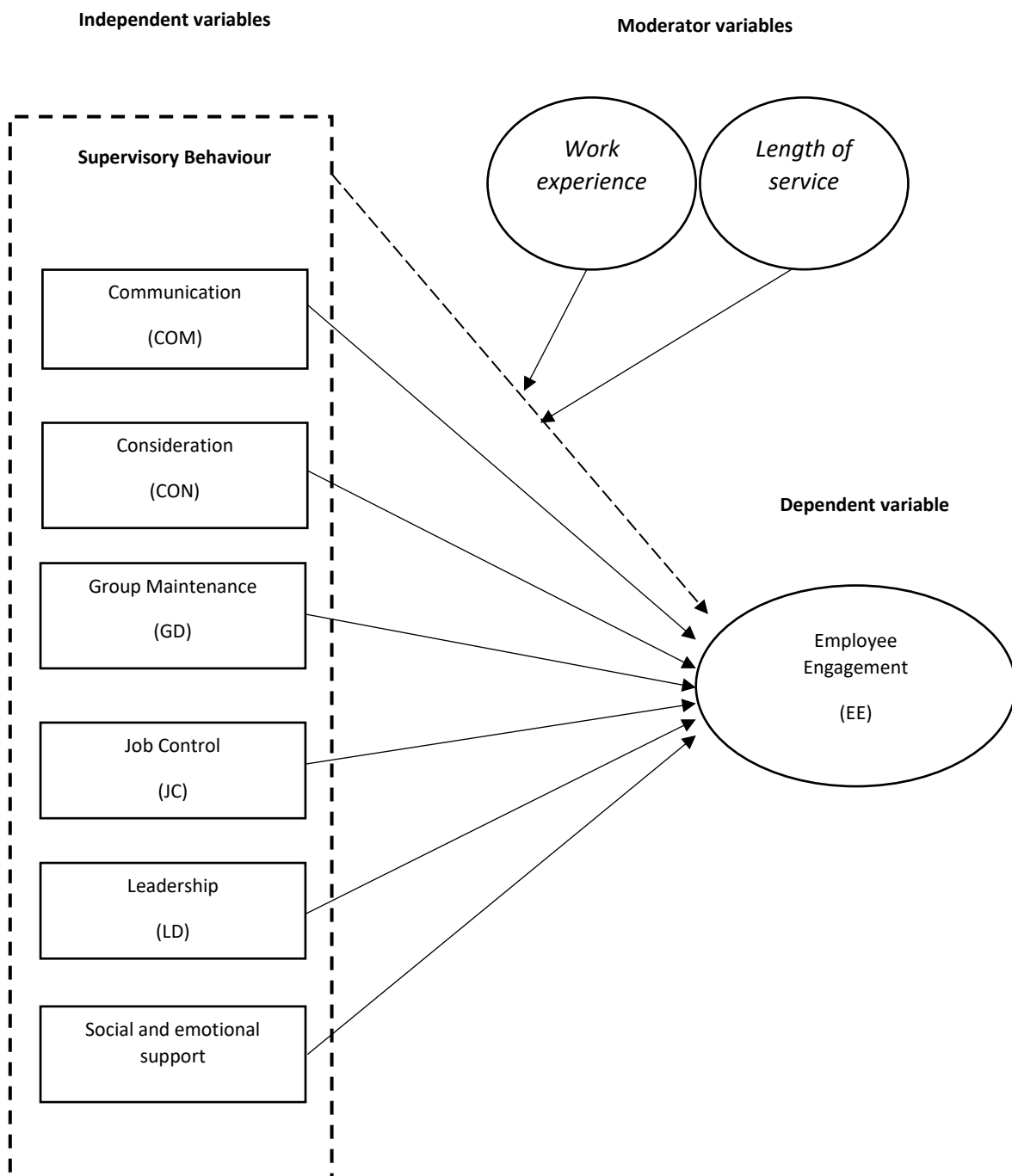


Figure 1. Proposed Research Model

RESEARCH METHODS

This study adopted the quantitative approach of research. This study is conducted among different employees working in various public sector of Nepal. The primary objective of the research was to study the relationship between the supervisory behavior and employee engagement in Nepalese public service.

The purposive sampling method was used to select 200 employees from public service organizations. The minimum sample size estimated was 74, using the Gpower 3.1 with effect size 0.15, 95% CI, 0.05 estimated error including 6 predictors. Finally, 355 responses were included for further analysis. However, the researchers able to collect responses from 151 employees to the distributed questionnaire by personal visits, the response rate was 75.5%. After the data cleaning process 149 employees' responses were considered for the final analysis.

The employees from public service sector organizations were included from Ministry of Defense, Ministry of Home Affairs, Ministry of Women, Citizen and Senior Citizen, Ministry of Urban Development, Ministry of Federal Affairs and General Administration, Ministry of Education, Employee Provident Fund, Office of The Prime Minister and Council of Ministers, Office of Auditor General, Ministry of Industry, Commerce and Supplies, and Commission for the Investigation of Abuse of Authority. The respondent profile includes gender, age, religion, marital status, education, work experience, income level, length of service under the current supervisor, and the organization which is presented in Table 1 and Table 2.

Table 1. Organizations Selected for Sample Questionnaire

Organizations	Questionnaire distributed	Questionnaire received
Ministry of Defense	15	11
Ministry of Home Affairs	15	12
Ministry of Women, Citizen and Senior Citizen	15	13
Ministry of Urban Development	20	17
Ministry of Federal Affairs and General Administration	20	16
Ministry of Education	25	13
Employee Provident Fund	15	6
Office of The Prime Minister and Council of Ministers	20	16
Office of Auditor General	15	13
Ministry of Industry, Commerce and Supplies	15	12
Commission for the Investigation of Abuse of Authority	25	22
Total	200	151

Data was collected through structured questionnaire. In first section, the demographic questions that required about some brief personal information such as gender, age, marital status, income and others. In second section, questionnaire related to the variables included in 33 items using a five-point Likert scale for each question ranging from 'Never' to 'Always', coded by 1 representing 'Never' and 5 representing 'Always'. The dependent variable employee engagement has a total of nine (9) statements and the independent variable supervisor behavior has a total of twenty-four (24) statements.

The supervisory behavior section was adapted and customized from the work of (Gilbreath and Benson, 2004). Supervisor Practices Instrument which was created to study the effects of supervisor behavior on employee well-being. Similarly, the employee engagement section was adapted from the work of (Schaufeli, Bakker and Salanova, 2006).

Table 2. Respondents Profile

Gender	N	%	Age (in year)	N	%
Male	98	65.3	20-30	42	27.8
Female	53	35.09	31-40	65	43.3
Annual Income	N	%	41-50	31	20.5
5 Lakh and below	110	72.8	51 and above	12	7.9
Above 5 Lakh	41	27.2	Missing	1	0.7
Marital Status	N	%	Educational Qualification	N	%
Unmarried	24	15.9	Above Masters	2	1.3
Married	127	84.1	Masters	124	82.1
Religion	N	%	Bachelors	22	14.6
Hindu	140	92.7	Intermediate and Below	3	2
Buddhist	3	2	Work experience	N	%
Christian	1	0.7	1-5 years	46	30.5
Muslim	3	2	6-10 years	44	29.1
Others	4	2.6	11-15 years	24	15.9
Length of service under current supervisor	N	%	16-20 years	14	9.3
Less than 1 year	76	50.3	20 & above	23	15.2
1-3 years	57	37.7			
4-6 years	13	8.6			
7 years and above	5	3.3			

N= 151

The measurement model in first order with structural measurement model assessment was analyzed though SmartPLS 4. The PLS SEM was adopted over the CB SEM, as PLS SEM can handle the non-normal data and permit the use of reflective and formative construct both (Hair Jr *et al.*, 2017). The normality of data was checked with Anderson Darling test along with other tests, wherein the p value comes to 0.001, significantly indicating the data is not normal.

DATA ANALYSIS RESULTS & DISCUSSION

Measurement Model

The measurement model was assessed with factor loading and further with internal consistent reliability, convergent validity and discriminant validity. The item with factor loading less than 0.5 (Hair *et al.*, 2016) was removed from the construct (ABS3, COM4, LD5 and LD 6) were removed. The items with factor loading above 0.5 were kept in the construct for further analysis. The reliability, convergent validity and VIF is presented in Table 5 is after the removal of the items without the proper loading.

Table 3. Construct Factor Loading, Reliability and Convergent Validity Measures of The Constructs

Construct	Items	Factor Loading	CA	CR (rho_a)	CR (rho_c)	AVE	VIF
Communication (COM)	COM1	0.934	0.899	0.901	0.926	0.714	4.680
	COM3	0.805					2.137
	COM5	0.799					2.000
	COM6	0.844					2.488
	COM7	0.837					2.337
Consideration (CON)	CON2	0.937	0.718	0.850	0.869	0.770	1.456
	CON3	0.813					1.456
Group Maintenance (GD)	GD3	0.816	0.752	0.788	0.857	0.669	1.551
	GD4	0.898					1.894
	GD5	0.731					1.426
Job Control (JC)	JC1	0.772	0.750	0.763	0.857	0.667	1.333
	JC2	0.874					1.802
	JC3	0.801					1.652
Leadership (LD)	LD1	0.831	0.817	0.823	0.880	0.648	1.836
	LD2	0.701					1.276
	LD3	0.86					2.567
	LD4	0.817					2.252
	SES1	0.878					2.067
Social and Emotional Support (SES)	SES2	0.905	0.790	0.819	0.877	0.706	2.301
	SES5	0.727					1.386
	ABS1	0.736					1.830
Employee Engagement (EE)	ABS2	0.762	0.874	0.877	0.901	0.533	1.999
	DED1	0.71					1.836
	DED2	0.73					1.982
	DED3	0.794					2.203
	VG1	0.619					1.378
	VG2	0.778					1.937
	VG3	0.697					1.623

Structural Model Assessment – Path Analysis

The path analysis results showed in Table 4 showed that the path between JC & EE and LD & EE are significant at 5% and 1% level of significance respectively. The path results showed that effect of JC on EE was significant ($\beta=0.243$; $t=2.093$, $p<0.05$), and effect of LD on EE was significant ($\beta=0.260$; $t=1.978$, $p<0.05$). However, the result shows no direct effect of COM, CON, GD, and SES on EE. It implies that job control and leadership behavior of supervisor effect significantly to the employee engagement in public service organizations setting. Therefore, hypothesis 4, and 5 are supported, the hypotheses 1,2,3 and 6 are not supported.

Similarly, to compare the constructs' relevance explaining the endogenous variable was measured with f^2 . The result shows values of (f^2) as COM ($f^2=0.006$), CON ($f^2=0.01$), GD ($f^2=0.018$), JC($f^2=0.038$), LD($f^2=0.030$), SES ($f^2=0.002$). It shows the effect of exogenous

construct on endogenous, the effect size of JC and LD has been seen large, as per the threshold given by Cohen (1988). The result shows that the JC and LD of supervisory behaviour has most importantly explaining the employee engagement.

Table 4. SEM Path Analysis-Supervisory Behavior's Dimensions to Employee Engagement

Path	β	SD	T value	P value	CI 95%		VIF	Hypothesis Result	f2	SD	T value	P value	CI 95%	
					LL 2.5%	UL 97.5%							LL 2.5%	UL 97.5%
COM-> EE	-0.122	0.139	0.873	0.382	-0.398	0.144	3.568	Not supported	0.006	0.018	0.326	0.744	-0.142	0.352
CON-> EE	0.125	0.103	1.213	0.225	-0.085	0.319	2.104	Not supported	0.010	0.021	0.489	0.625	-0.359	0.091
GD-> EE	0.173	0.101	1.713	0.087	-0.015	0.374	2.295	Not supported	0.018	0.024	0.759	0.448	-0.225	0.068
JC-> EE	0.243	0.116	2.093	0.036	0.011	0.460	2.203	Supported	0.038	0.041	0.915	0.360	-0.229	0.05
LD-> EE	0.26	0.131	1.978	0.048	0.030	0.493	3.114	Supported	0.030	0.035	0.860	0.390	-0.277	0.06
SES-> EE	-0.066	0.151	0.439	0.661	-0.346	0.239	2.871	Not supported	0.002	0.019	0.112	0.911	-0.222	0.357

Testing the Results of Moderation Effects

Further, the moderating effect of work experience (WE) and length of service under the supervisor (LSUS) on employee engagement was analyzed. The hypotheses sought to ascertain the moderating effect of work experience and length of service between supervisor behaviour dimensions and employee engagement. The modeling via interaction terms and the bootstrapping fixed with 10,000 sub samples was administered. The basic idea of the product indicator approach is to build product terms between the indicators of the latent independent variable and the indicators of the latent moderator variable (Kenny and Judd, 1984). These product terms serve as indicators of the interaction term in the path model. Chin, Marcolin and Newsted (2003) were the first to apply this approach to PLS path modeling. The moderation analysis results show that the work experience and length of service under the supervisor failed to moderate the relationship between the supervisor behavior dimensions and employee engagement. The interaction effect was not significant as the corresponding p values were greater than 0.05, along with the CIs not within the required threshold. The result proved that work experience and length of service under the supervisor do not moderate the relationship between supervisory behavior and employee engagement. Thus, H7, and H8 were not supported. The detail is presented in Table 5.

Table 5. Moderating Effect Analysis

Moderation Interaction Path	B	SD	T value	P values	CI 95%	
					LL-2.5%	UL-97.5%
WE x LD-> EE	0.007	0.127	0.052	0.958	-0.256	0.225
WE x GD-> EE	0.059	0.111	0.528	0.597	-0.145	0.303
WE x COM-> EE	-0.067	0.134	0.502	0.616	-0.296	0.232
WE x SES-> EE	-0.168	0.141	1.194	0.233	-0.476	0.073
WE x JC-> EE	0.129	0.100	1.297	0.195	-0.082	0.304
WE x CON-> EE	-0.062	0.144	0.430	0.667	-0.338	0.226
LSUS x SES-> EE	0.107	0.185	0.580	0.562	-0.208	0.516
LSUS x COM-> EE	-0.087	0.181	0.482	0.629	-0.448	0.267
LSUS x GD-> EE	-0.051	0.14	0.361	0.718	-0.312	0.242
LSUS x LD-> EE	-0.130	0.161	0.804	0.422	-0.433	0.193
LSUS x JC-> EE	0.142	0.149	0.957	0.338	-0.13	0.466
LSUS x CON-> EE	-0.048	0.147	0.326	0.744	-0.328	0.236

Discussion

This study analyzed the relationship between supervisor behavior and employee engagement in public service organizations in Nepal with a sample of 151 respondents. The results showed that supervisor behavior was generally at a moderate level—supervisors demonstrated moderate leadership, communication, job control, and socio-emotional support. Employee engagement levels were also in the moderate to high range, characterized by commitment and relatively good work morale. These findings confirm that supervisor behavior is positively related to employee engagement, in line with the findings of (Gilbreath and Karimi, 2012; Zhu, Obeng and Azinga, 2024) who stated that supportive supervisors increase employees' intellectual, social, and affective engagement.

Furthermore, leadership and job control were the most influential factors on employee engagement, while communication, caring, and emotional support did not show a significant direct effect. This finding supports Bowen and Schneider (2013) view that effective leadership can motivate employees beyond self-interest, but contradicts research by (Gilbreath and Karimi, 2012; Jonsdottir and Kristinsson, 2020) which emphasizes the importance of two-way communication. Overall, positive supervisor behavior and a supportive work environment remain key to building public sector employee engagement and performance in Nepal (Lyubomirsky, Sheldon and Schkade, 2005; Imam, Sahi and Farasat, 2022).

CONCLUSION

This study confirms that supervisor behavior—including job control, leadership, communication, caring, team nurturing, and social and emotional support—is the most influential factor influencing employee engagement in Nepalese public organizations. Effective supervision not only improves the quality of employee engagement and well-being, but also the overall efficiency of the organization. Because supervisor performance highly depends on the employees they lead, public organizations must understand how supervisor behavior impacts employee engagement to keep pace with the private sector.

The implication is that supervisors need to demonstrate fair, communicative, and supportive leadership behaviors—providing appropriate feedback, maintaining work-life balance, and involving employees in decision-making to strengthen commitment and performance. This study has limitations because it only covered Nepalese public sector organizations and used convenience sampling, so the results cannot be generalized. Further research is recommended to compare the public and private sectors to gain a deeper understanding of the influence of supervisor behavior on employee engagement in a broader context.

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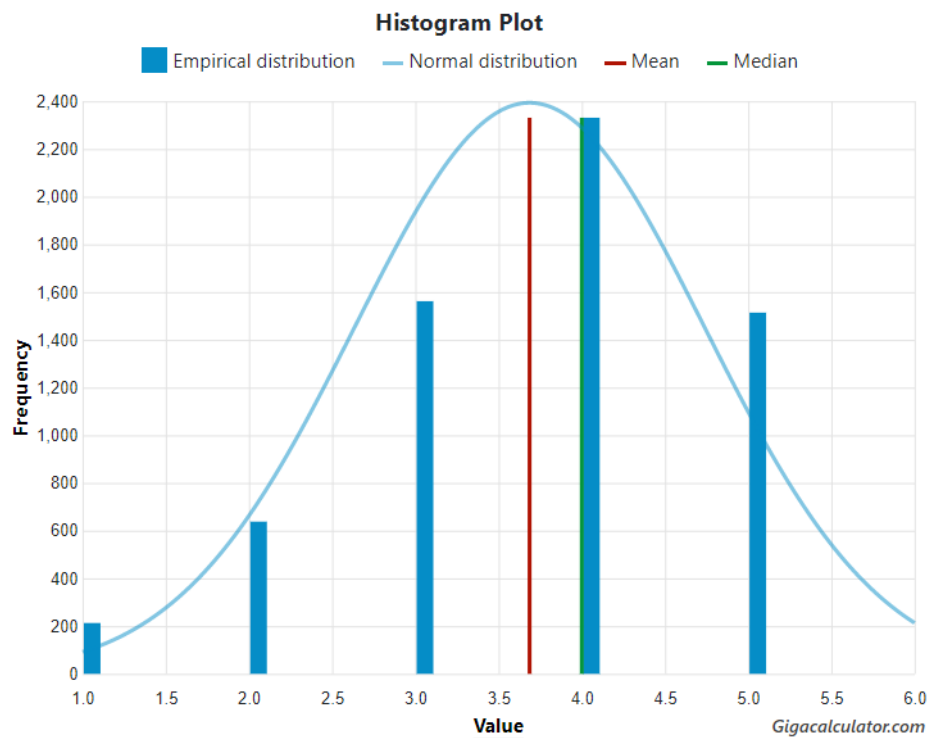
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Appendix

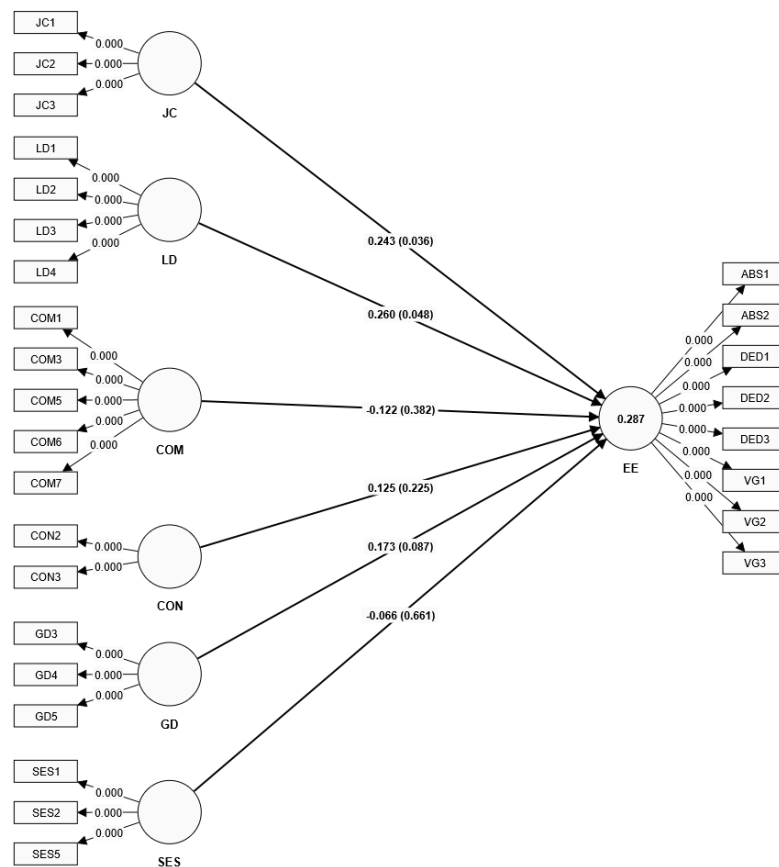
Appendix 1. Histogram Plot – Normality Test



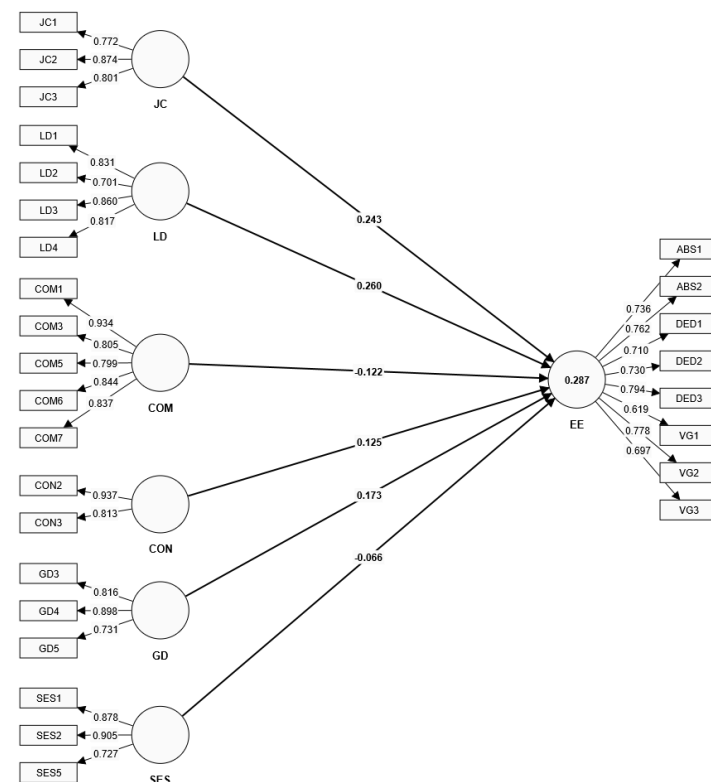
Appendix 2. Cross Loading

Items/Variables	COM	CON	EE	GD	JC	LD	SES
ABS1	0.256	0.349	0.736	0.209	0.331	0.375	0.227
ABS2	0.229	0.296	0.762	0.211	0.285	0.313	0.279
COM1	0.934	0.605	0.354	0.628	0.686	0.748	0.718
COM3	0.805	0.570	0.328	0.576	0.507	0.619	0.620
COM5	0.799	0.504	0.323	0.547	0.491	0.581	0.554
COM6	0.844	0.474	0.329	0.549	0.574	0.670	0.639
COM7	0.837	0.542	0.342	0.627	0.639	0.633	0.579
CON2	0.596	0.937	0.426	0.499	0.559	0.605	0.579
CON3	0.525	0.813	0.255	0.452	0.431	0.545	0.594
DED1	0.235	0.277	0.710	0.266	0.280	0.246	0.261
DED2	0.252	0.282	0.730	0.227	0.315	0.347	0.265
DED3	0.356	0.257	0.794	0.328	0.388	0.379	0.266
GD3	0.594	0.446	0.339	0.816	0.439	0.559	0.628
GD4	0.669	0.518	0.396	0.898	0.522	0.584	0.602
GD5	0.400	0.339	0.260	0.731	0.382	0.433	0.446
JC1	0.490	0.439	0.377	0.403	0.772	0.525	0.447
JC2	0.607	0.484	0.424	0.471	0.874	0.557	0.520
JC3	0.593	0.487	0.325	0.488	0.801	0.603	0.536
LD1	0.655	0.519	0.436	0.543	0.602	0.831	0.559
LD2	0.452	0.598	0.400	0.367	0.483	0.701	0.453
LD3	0.676	0.441	0.380	0.603	0.535	0.860	0.566
LD4	0.713	0.537	0.299	0.583	0.571	0.817	0.626
SES1	0.647	0.596	0.340	0.614	0.579	0.603	0.878
SES2	0.732	0.624	0.338	0.631	0.539	0.657	0.905
SES5	0.448	0.409	0.247	0.482	0.405	0.433	0.727
VG1	0.375	0.323	0.619	0.405	0.301	0.352	0.322
VG2	0.306	0.358	0.778	0.329	0.387	0.377	0.330
VG3	0.280	0.226	0.697	0.390	0.380	0.376	0.214

Appendix 3. Path Analysis Model



Appendix 4. Measurement Model



Appendix 5. Moderating Effect Model Path Analysis

