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The Moderating Role of Psychological Capital in the Relationship between Perceived Organizational Culture and Work Engagement

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ABSTRACT

Work engagement is a key factor in enhancing performance, productivity, and organizational outcomes. This study aims to examine the influence of perceived organizational culture on work engagement, investigate the impact of psychological capital on work engagement, and analyze the role of psychological capital as a moderating variable in the relationship between perceived organizational culture and work engagement. The study employs a quantitative approach with a survey design involving organizational employees. Data collection will be conducted using standardized instruments: a scale for perceived organizational culture, the Psychological Capital Questionnaire (PCQ), and the Utrecht Work Engagement Scale (UWES). Data analysis will utilize moderated regression to examine the interactions between the research variables. The expected outcomes of this study include the publication of a scientific article in a SINTA-indexed national journal or a reputable international journal, as well as the development of an integrative conceptual model that links organizational resources (organizational culture) and personal resources (psychological capital) to enhance work engagement. The study will also provide practical recommendations for organizations to strengthen their culture and foster the development of employees' psychological capital.

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1. INTRODUCTION

In the context of increasingly dynamic and uncertain organizational competition, employee engagement (work engagement) is a key factor determining organizational sustainability and performance. Work engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption in work (Schaufeli, Bakker, & Salanova, 2006). Engaged employees tend to demonstrate higher performance, lower absenteeism and turnover rates, and better psychological well-

being (Bakker & Albrecht, 2018). Therefore, understanding the factors influencing work engagement is a strategic issue in industrial and organizational psychology.

One contextual factor that theoretically influences work engagement is organizational culture. Organizational culture refers to a system of shared values, beliefs, norms, and practices that guide the behavior of organizational members (Schein, 2010). Employee perceptions of an organizational culture that is supportive, fair, and aligned with individual values are believed to increase the meaning of work, sense of belonging, and intrinsic motivation of employees (Denison, Nieminen, & Kotrba, 2014). Within the Job Demands–Resources Model (JD-R) framework, organizational culture can be understood as a job resource that functions to increase motivation and work engagement (Bakker & Demerouti, 2017).

Several empirical studies have shown a positive relationship between organizational culture and work engagement. A study by Nazir and Islam (2017) found that an organizational culture oriented toward support and development significantly influences employee work engagement. Similar results were also reported by Rahmadani, Schaufeli, and Ivanova (2019), who showed that perceptions of organizational culture play a role in shaping work engagement by increasing work meaning and identification. However, empirical findings across various contexts indicate that the influence of organizational culture on work engagement is not always consistent across individuals.

Several studies report that even when employees share a relatively similar organizational culture, their levels of work engagement can vary significantly. Kurniawati and Wibowo (2021) found that a strong organizational culture does not automatically result in high work engagement among all employees, particularly among individuals with low psychological resources. Similar findings were also demonstrated by Albrecht et al. (2020), who emphasized that individual factors play a crucial role in determining the extent to which organizational resources translate into work engagement. This inconsistency indicates the presence of other variables that serve as boundary conditions in the relationship between organizational culture and work engagement.

Within the JD-R framework, in addition to job resources, individual factors or personal resources also play a significant role in influencing work motivation and engagement (Xanthopoulou et al., 2009). One personal resource that has received widespread attention in the past decade is psychological capital (PsyCap). Psychological capital is a positive psychological state characterized by four main components: self-efficacy, hope, optimism, and resilience (Luthans, Youssef-Morgan, & Avolio, 2015). Individuals with high PsyCap tend to be more confident, optimistic, able to endure difficulties, and have a strong goal orientation.

Empirical research shows that PsyCap is positively related to various work outcomes, including work engagement. A meta-analysis conducted by Avey et al. (2011) and supported by a longitudinal study by Alessandri et al. (2018) showed that employees with high PsyCap are better able to maintain work engagement despite facing work pressures and demands. In an organizational context, PsyCap also functions as a psychological mechanism that helps individuals interpret the work environment more positively.

Furthermore, several studies have begun to examine the role of PsyCap as a moderating variable. A study by Karatepe and Karadas (2015) showed that PsyCap strengthens the influence of organizational support on work engagement in service sector employees. Recent research by Sun, Zhao, and Yang (2022) also found that PsyCap moderates the relationship between job characteristics and work engagement, with the positive influence of job characteristics being stronger in individuals with high PsyCap. These findings support the assumption that PsyCap functions as a personal resource that determines the extent to which organizational resources can be optimally internalized by individuals.

However, empirical studies specifically positioning PsyCap as a moderator in the relationship between perceived organizational culture and work engagement, particularly in the Indonesian context, are still relatively limited. Most research in Indonesia still focuses on the mediating role or direct influence, thus failing to explain variations in individual responses to the same organizational culture. However, the Indonesian work context, characterized by diverse values, backgrounds, and

workforce characteristics, demands a more comprehensive understanding of the interaction between organizational factors and individual psychological factors.

Research on work engagement in the past decade has been dominated by the Job Demands–Resources Model (JD-R) approach, which emphasizes the role of job resources such as leadership, organizational support, and organizational culture in enhancing work engagement (Bakker & Demerouti, 2017; Bakker & Albrecht, 2018). Organizational culture has consistently been identified as a critical contextual factor shaping employees' positive work attitudes and behaviors (Denison et al., 2014; Nazir & Islam, 2017).

However, recent research suggests that the influence of job resources is not uniform. Cross-cultural empirical studies have found individual variation in responses to the same organizational culture (Albrecht et al., 2020; Rahmadani et al., 2019). This has prompted a shift in research focus from a direct relationship to examining boundary conditions that explain when and for whom organizational culture effectively increases work engagement.

In this context, psychological capital (PsyCap) has emerged as a crucial personal resource construct. Recent research has shown that PsyCap not only directly influences work engagement but also acts as a reinforcing mechanism in the relationship between work characteristics and psychological outcomes (Alessandri et al. 2018; Sun et al. 2022). However, most research focuses on the mediating role of PsyCap or is conducted in organizational contexts in developed countries. Research explicitly examining PsyCap as a moderating variable between perceived organizational culture and work engagement, particularly in the context of Indonesia and developing countries, remains very limited.

Over the past five years, research on work engagement in Indonesia has shown that individual psychological factors and the organizational environment play a significant role in enhancing employee work engagement. Several studies have found that psychological capital positively influences various work attitudes. Research by Mustaqim and Ratnawati (2025) on Bank Indonesia employees showed that psychological capital plays a role in increasing employee work engagement through the moderating factor of work meaningfulness. Furthermore, research by Kusnadi and Ramli (2024) found that psychological capital influences job satisfaction, which in turn increases employee work engagement and performance in the manufacturing sector in Indonesia. Furthermore, research on organizational factors also shows that the organizational environment plays a role in shaping employee work attitudes. For example, research by Purwasih and Pareke (2025) found that organizational support and inclusive leadership significantly influence employee work engagement in the retail sector in Indonesia. Other research also shows that organizational culture and organizational support are related to various work attitudes and employee performance in the industrial and service sectors in Indonesia.

However, most of these studies still position psychological capital as an independent variable or mediator of work engagement, and have not examined much about how perceptions of organizational culture interact with psychological capital in influencing work engagement. Therefore, this study is novel in examining the role of psychological capital as a moderating variable in the relationship between perceptions of organizational culture and work engagement, thus providing a more comprehensive perspective on the interaction between organizational resources and individual psychological resources in increasing employee work engagement in Indonesian organizations.

The novelty of this research lies in its focus on younger employees in Indonesia, particularly millennials and Gen Z, who have different work characteristics, values, and expectations from organizations compared to previous generations. Several studies in Indonesia over the past five years have shown that work engagement in millennials is influenced by psychological factors such as psychological capital, which plays a role in increasing optimism, resilience, and self-confidence in facing work demands (Sari & Handoyo, 2021; Pratiwi & Miranti, 2023). Furthermore, other studies have shown that organizational contextual factors such as organizational culture also play a role in shaping the work attitudes and engagement of younger employees (Putri & Sutanto, 2022; Rahmawati & Nugroho, 2024).

However, most of these studies still place psychological capital and organizational culture as variables that are tested separately or only focus on their direct relationship with work engagement. Studies that integrate perceptions of organizational culture and psychological capital in a single moderation model specifically for millennial and Gen Z employees in Indonesia are still relatively limited. Therefore, this study is novel in examining the role of psychological capital as a moderator in the relationship between perceptions of organizational culture and work engagement in millennial and Gen Z employees, thus providing a more comprehensive understanding of how the interaction between organizational resources and individual psychological resources can increase work engagement in the workforce generation that currently dominates the labor market in Indonesia.

Based on the above explanation, it can be concluded that although the perception of organizational culture is an important factor in increasing work engagement, its influence is not universal and is strongly influenced by individual psychological characteristics. Psychological capital is seen as a key variable that has the potential to strengthen or weaken this relationship. Therefore, this study is important and relevant to examine the role of PsyCap as a moderator in the relationship between perception of organizational culture and work engagement. Theoretically, this study is expected to enrich the development of the JD-R Model by integrating the role of personal resources as a boundary condition. Practically, the results of this study are expected to serve as a basis for organizations in designing HR development interventions that not only focus on the formation of organizational culture, but also on strengthening employee psychological capital.

This research is designed within a five-year roadmap focused on developing an empirical model of work engagement based on the integration of organizational factors and individual psychological resources. The primary focus of the roadmap is to examine the role of psychological capital as a moderating variable in the relationship between perceived organizational culture and work engagement, as well as to develop practical implications based on scientific evidence.

In the initial phase, the research focused on building a basic empirical model and testing the relationships between variables using a quantitative approach. The next phase expanded the model's generalizability across various organizational sectors. Furthermore, the research focused on longitudinally testing variable dynamics and developing psychological interventions based on psychological capital. The final phase focused on integrating the research findings into human resource management practices and disseminating the findings.

2. METHODS

This study employs a quantitative approach with an explanatory research design, aimed at empirically examining the relationship between perceived organizational culture and work engagement, as well as testing the moderating role of psychological capital in that relationship. The quantitative approach was chosen because the research objectives require the measurement of relationships among variables and the statistical testing of interaction effects rather than an in-depth exploration of individual experiences. The research subjects are employees, particularly those belonging to the Millennial and Generation Z cohorts, while the research objects include perceived organizational culture as the independent variable (X), psychological capital as the moderating variable (M), and work engagement as the dependent variable (Y). Data are collected through a structured questionnaire using standardized measurement instruments, namely the Perceived Organizational Culture Scale, the Psychological Capital Questionnaire (PCQ), and the Utrecht Work Engagement Scale (UWES). These instruments measure organizational culture perceptions, the four dimensions of psychological capital (self-efficacy, hope, optimism, and resilience), and work engagement (vigor, dedication, and absorption), respectively. The use of standardized scales is justified by their conceptual alignment with the research constructs and their capacity to generate measurable, comparable, and statistically analyzable data (Luthans et al., 2015; Schaufeli et al., 2006).

Data analysis is conducted through descriptive statistics, instrument validity and reliability testing, and Moderated Regression Analysis (MRA) to examine the direct relationships and moderating effect of

psychological capital. Before hypothesis testing, the data are evaluated through relevant classical regression assumptions, including normality, multicollinearity, heteroscedasticity, and linearity, to ensure the adequacy of the regression model. The moderation model incorporates perceived organizational culture, psychological capital, and their interaction term (X × M) as predictors of work engagement. A statistically significant interaction coefficient indicates the presence of a moderating effect, whereas its direction determines whether psychological capital strengthens or weakens the relationship. This analytical procedure is appropriate because the central research question concerns not only the independent contribution of organizational and psychological resources but also whether personal resources alter the strength of the relationship between organizational culture and work engagement within the Job Demands–Resources framework (Bakker & Demerouti, 2017; Aiken & West, 1991; Hayes, 2022). Accordingly, the alignment between the explanatory objectives, quantitative survey design, standardized instruments, and interaction-based regression analysis provides a coherent methodological framework for testing the proposed research hypothesis.

3. FINDINGS AND DISCUSSION

This study involved 93 respondents to examine the role of psychological capital as a moderating variable in the relationship between perceived organizational culture and work engagement. The analysis was conducted using regression with three predictors: psychological capital, perceived organizational culture, and the interaction between psychological capital and perceived organizational culture.

The test results showed that the research model had a multiple correlation (R) value of 0.623, with a coefficient of determination (R^2) of 0.388 and an adjusted R^2 of 0.368. This indicates that the model is able to explain 38.8% of the variation in work engagement among the study respondents. Meanwhile, the remaining 61.2% of the variation cannot be explained by the predictors included in the model.

The ANOVA analysis results showed an F value of 18.825 with a significance level of p less than 0.001. These results indicate that the overall regression model is significant in explaining variations in work engagement. Thus, the perception of organizational culture, psychological capital, and interaction variables, when considered together, form a statistically significant model. However, this result cannot be interpreted as meaning that each of the three variables has a significant influence. Simultaneous testing examines the feasibility of the overall model contribution, while partial testing identifies the significance of each predictor coefficient.

Table 1. The results of the regression coefficient test

Predictor	**B**	**Beta**	**t**	**p**
Psychological capital	-0.071	-0.090	-0.112	0.911
Organizational culture	-0.034	-0.044	-0.061	0.951
PsyCap × Culture Interaction	0.007	0.731	0.602	0.548

These results indicate that psychological capital does not have a partially significant coefficient (p = 0.911). Perception of organizational culture also does not show partial significance (p = 0.951). Furthermore, the interaction variable has a significance value of 0.548. Therefore, the hypothesis regarding the role of psychological capital as a moderator in the relationship between perception of organizational culture and work engagement does not receive empirical support.

This finding suggests that the overall significance of a model does not necessarily indicate a moderating effect. Evidence of moderation should be determined based on the significance of the interaction coefficients and, ideally, the change in the model's apparent power after the interaction terms are added.

The significance of the simultaneous model: the relationship between personal and organizational resources and work engagement

The results of the study showed that perceptions of organizational culture, psychological capital, and interaction variables simultaneously had a significant relationship with work engagement ($F = 18.825$; $p < 0.001$). This finding indicates that the combination of resources derived from the organizational environment and individual psychological capacity is relevant in explaining employee engagement with their work.

The R^2 value of 0.388 indicates that the model explains 38.8% of the variation in work engagement. This value indicates that the combination of predictors used has significant explanatory power within the context of the study sample. However, there is still 61.2% of the variation in work engagement that is not explained by the model, so there is a possibility of contributions from other factors, such as organizational support, leadership, job characteristics, job autonomy, supervisor support, and perceived meaningfulness of work.

These findings can be explained through the Job Demands-Resources Model developed by Bakker and Demerouti (2007). This model explains that work engagement is formed through a motivational process when individuals obtain job resources that can help achieve goals, reduce job demands, and support personal development.

In the context of this research, organizational culture can be an organizational resource when it is reflected in supportive practices, communication, collaboration, value clarity, and development opportunities. Meanwhile, psychological capital is a personal resource encompassing hope, efficacy, resilience, and optimism. Both resources can conceptually contribute to the formation of work engagement.

The findings of this study gain conceptual support from Mazzetti et al.'s (2021) meta-analysis, "Work Engagement: A Meta-Analysis Using the Job Demands-Resources Model." The study integrated 533 correlations from 113 independent samples with a total of 119,420 respondents. The results indicate that personal resources have an average correlation of $r = 0.48$ with work engagement, while job resources have a correlation of $r = 0.37$ and social resources $r = 0.36$. Developmental resources even have a correlation of $r = 0.45$.

Based on the results of this meta-analysis, personal and job resources are equally relevant in explaining work engagement. However, the positive relationship found in this meta-analysis does not necessarily mean that personal resources necessarily strengthen the influence of job resources through interaction mechanisms.

Thus, the results of this study provide an illustration that the combination of individual psychological factors and perceptions of the organizational environment are relevant in explaining work engagement, but the mechanism of the relationship between the two still needs to be tested further.

The perception of organizational culture on work engagement is not significant

The partial test results show that the perception of organizational culture has a regression coefficient of -0.034, a t-value of -0.061, and a significance level of 0.951. Thus, the hypothesis regarding the partial influence of perception of organizational culture on work engagement does not receive empirical support.

This finding is interesting because, theoretically, organizational culture is often viewed as a crucial factor in shaping employee behavior and attitudes. Organizational culture provides a framework of values, norms, beliefs, and behavioral patterns that guide individuals in carrying out work activities.

From the JD-R perspective, a supportive organizational culture can potentially be a job resource. However, the existence of an organizational culture does not automatically result in work engagement if the organization's values are not translated into concrete work experiences for employees.

For example, an organization may hold values of cooperation, professionalism, integrity, and innovation. However, if these values remain merely formal symbols and are not reflected in leadership practices, workload distribution, rewards, communication, and employee support, then the organizational culture may not function as an effective work resource. This explanation aligns with the

understanding that work engagement is formed not only by the existence of organizational values but also by employees' actual experiences in carrying out their work.

Mazzetti et al.'s (2021) meta-analysis findings indicate that job and social resources are positively related to work engagement. Meanwhile, a meta-analysis of work engagement factors in Korean corporate organizations published in 2022 also reported that organizational culture is a factor related to work engagement. The study analyzed 163 articles and found an average effect size of 0.975 for the organizational culture category in the researchers' classification. However, the results of this meta-analysis should be interpreted with caution. The effect size of 0.975 in the Korean study cannot be directly compared with the regression coefficient B = -0.034 in this study because they used different measures and aggregation methods.

These differing findings can form the basis for a discussion that the relationship between organizational culture and work engagement may depend on how organizational culture is operationalized and experienced by employees. In other words, a conceptually favorable organizational culture may not automatically be perceived as a resource supporting work engagement.

Critical interpretation: Your research findings are insufficient to conclude that organizational culture is unrelated to work engagement in general. The correct conclusion is that its partial effect was not significant in this research model and sample.

Psychological capital is not significant on work engagement

The test results show that psychological capital has a regression coefficient of -0.071, a t-value of -0.112, and a significance level of 0.911. These results indicate that psychological capital does not have a significant partial effect on work engagement in the research model.

Theoretically, psychological capital is a positive psychological capacity consisting of four components: hope, efficacy, resilience, and optimism. Individuals with high psychological capital conceptually have confidence in their abilities, maintain hope, maintain optimism, and are able to bounce back when faced with difficulties.

From a Positive Organizational Behavior perspective, psychological capital is a psychological resource that can be developed and has the potential to support positive attitudes at work. Interestingly, the results of this study differ from the meta-analysis findings of Loghman et al. (2022), "A Comprehensive Meta-Analyses of the Nomological Network of Psychological Capital." The study integrated 244 studies, 254 independent samples, and over 96,000 participants. The results showed that psychological capital has a positive relationship with work engagement and a negative relationship with burnout. The study also found that the sample's country of origin and research design can moderate several relationships within the psychological capital nomological network.

The findings of this meta-analysis provide an empirical basis for suggesting that psychological capital is generally a personal resource relevant to work engagement. However, a positive relationship across studies does not necessarily mean that each individual study will find a significant coefficient.

Several possibilities could explain these differences. First, psychological capital may be related to work engagement through more complex mechanisms, such as intrinsic motivation, psychological well-being, adaptability, or perceived meaningfulness of work. Second, the contribution of psychological capital may depend on job characteristics. Employees with high psychological capital may not be able to maintain work engagement when faced with excessive workload, lack of autonomy, role ambiguity, or minimal organizational support. Third, psychological capital may function more as a resource that helps individuals cope with stress than as a factor that directly determines work engagement in all contexts.

Hobfoll's (1989) Conservation of Resources Theory perspective can be used to explain this possibility. Individuals strive to maintain and develop their existing resources. Psychological capital is an internal resource that helps individuals cope with resource loss and job demands. However, these psychological resources cannot always replace the need for adequate external resources.

Thus, the insignificance of psychological capital in this study does not invalidate psychological capital theory. Rather, this finding suggests that the function of psychological resources needs to be understood within the context of the work environment and the characteristics of the respondents.

Psychological capital is not significant as a moderator

The most important finding in this study is the insignificant interaction coefficient between perceived organizational culture and psychological capital on work engagement. The analysis results show that the interaction variable has a B coefficient of 0.007, a t-value of 0.602, and a significance level of 0.548. Because the significance value is greater than 0.05, there is insufficient statistical evidence to state that psychological capital moderates the relationship between perceived organizational culture and work engagement.

These findings offer a different perspective from the assumption that personal resources always strengthen the influence of organizational resources on work engagement. Based on the JD-R Model, both job resources and personal resources can indeed support work engagement. However, the two do not necessarily interact. Personal resources can contribute through different mechanisms than job resources. For example, employees with high psychological capital may be able to maintain optimism and confidence in their abilities even in organizations with less supportive cultures. Conversely, employees with low psychological capital may still have good work engagement if they receive adequate supervisor support, job clarity, recognition, and development opportunities. Thus, psychological capital may be better understood as a personal resource that operates through its own mechanisms rather than as a factor that automatically strengthens the relationship between organizational culture and work engagement.

This explanation can also be linked to Conservation of Resources Theory. According to this theory, individuals possess both internal and external resources that can be used to address job demands. Internal and external resources are not always mutually reinforcing, as each can operate through different processes.

The findings of Loghman et al.'s (2022) meta-analysis also provide important perspectives. The study found that the relationship between psychological capital and work engagement can be influenced by country cultural characteristics and research design. This suggests that the relationship between psychological capital and work engagement is not entirely uniform across research contexts. However, it should be noted that the findings of this meta-analysis do not directly prove that psychological capital fails to moderate the relationship between organizational culture and work engagement. This meta-analysis examined the network of relationships between psychological capital, not specifically the interaction between perceived organizational culture and psychological capital. Therefore, the contribution of this study lies in empirically examining interaction mechanisms that cannot necessarily be explained solely through direct relationships between variables.

These results also imply that organizations cannot simply improve employee psychological capital if they want to increase work engagement. They also need to ensure that job resources are truly available and perceived by employees.

Synthesis of previous research and conclusions of meta-analysis

Table 2. Meta-analyses relevant to the model

Researchers	Research scope	Main results	Relevance
Mazzetti et al. (2021)	119,420 respondents; 113 independent samples	Personal resources r = 0.48; job resources r = 0.37	Supporting the relevance of personal and work resources
Loghman et al. (2022)	244 studies; more than 96,000 respondents	Positive PsyCap with work engagement	Supporting the relevance of PsyCap
Korean meta-analysis (2022)	163 articles	Organizational culture is a factor related to engagement.	Supporting the relevance of organizational culture

Wu et al. (2026)	54 studies; 33,026 nurses in China	PsyCap mediates the relationship between organizational support and engagement	Suggests the possibility of an indirect mechanism

Mazzetti et al.'s meta-analysis showed that personal resources have a relatively strong relationship with work engagement (r = 0.48). Job resources have a correlation of r = 0.37, while social resources have a correlation of r = 0.36. In conclusion, work engagement is related to various resources possessed by individuals and available in the work environment. The implication for your research is that psychological capital and organizational culture both have a theoretical basis for investigation in relation to work engagement. However, these results do not prove that psychological capital is a moderator. The correlational relationship between resources and engagement differs from the interaction test.

Loghman et al.'s meta-analysis shows that psychological capital is positively related to work engagement. More interestingly, the relationship varies based on the sample's country of origin, cultural characteristics, and study design. These findings indicate that the effects of psychological capital are not always equally strong across all respondent groups. This study argues that organizational context and respondent characteristics need to be considered when explaining the relationship between psychological capital and work engagement.

Wu et al.'s (2026) research used a meta-analytic structural equation modeling approach to 54 studies with a total of 33,026 nurses in China.

The results show:

- The relationship between perceived organizational support and work engagement: $\beta = 0.308$.
- Indirect relationship through psychological capital: $\beta = 0.257$.
- Psychological capital acts as a mediator in the relationship between organizational support and work engagement.

These findings are interesting because they suggest that psychological capital can function as a psychological mechanism that mediates the relationship between organizational resources and work engagement. However, it should be emphasized that this study tested mediation, not moderation. Furthermore, perceived organizational support is not identical to perceived organizational culture. Therefore, these findings can be used to develop an argument, not as direct proof of your research model.

In general, meta-analytic literature supports the relevance of psychological capital and organizational resources in explaining work engagement. However, support for a direct relationship and a mediating mechanism cannot automatically be used to conclude that a moderating mechanism exists. This is where your research's empirical contribution lies: it tests whether psychological capital actually changes the strength of the relationship between perceived organizational culture and work engagement, and the results indicate that this mechanism has not yet received statistical support.

Based on the research results and literature synthesis, several theoretical implications can be developed: First, this study provides limitations on the application of the JD-R Model; the JD-R explains the importance of personal and job resources in shaping work engagement. However, the results show that the presence of these two resources does not always result in a significant interaction. Thus, this study provides a perspective that the relationship between personal resources and job resources needs to be tested based on the organizational context. Second, this study expands the discussion on the function of psychological capital; psychological capital does not always have to act as a moderator. This variable can function as a direct predictor, a mediator, or a personal resource that works independently. The selection of these functions needs to be based on theoretical mechanisms and empirical testing results. Third, this study contributes to the understanding of organizational culture; organizational culture is not simply understood as a set of formal values and norms. Its influence on work engagement needs to consider the extent to which organizational values are embodied in daily work experiences.

4. CONCLUSION

There are several limitations that should be included in the article, namely the number of respondents of 93 people limits the generalization of the research results to a wider population; the study has not included other factors that have the potential to explain work engagement, such as perceived organizational support, leadership, job autonomy, and meaningful work; the insignificant moderation results need to be interpreted by considering the possibility of limited statistical power and the use of perception measurements can lead to the possibility of common method bias, especially if all variables are measured using the same questionnaire.

These findings suggest that personal resources and organizational resources do not always operate through an interactive mechanism in shaping work engagement. Drawing on the Job Demands-Resources model and the Conservation of Resources theory, psychological capital can be understood as an internal resource that functions differently from the resources available within the organizational environment. These results do not negate the relevance of psychological capital in organizational psychology; rather, they indicate that its moderating function cannot be assumed to apply universally. Future research should consider mediation mechanisms, job characteristics, organizational support, leadership, and the psychological state of employees to gain a more comprehensive understanding of how work engagement is formed.

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