



# THE BUFFERING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP LINKING WORK ENGAGEMENT AND TURNOVER INTENTION

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## Research Highlights

Turnover among academic staff is an increasing concern in public universities in Nigeria. This article aims to research the correlation linking academician engagement (AW) and turnover intention (TI), also, to test the moderating power of perceived organizational support (POS) upon the connection among academician engagement and turnover intention. Using a cross-sectional survey, this research paper appraised the influence of academician engagement and turnover intention in some universities in Nigeria from April to September 2019. A usable sample of 375 questionnaires was collected among academicians in the public universities in Nigeria and structural equation modeling (PLS-SEM) to analyze the hypotheses. The outcome uncovered that academician engagement was significantly linked to turnover intention and POS has a significant influence in moderating the connection linking academicians engagement with turnover intention. This paper answers the questions regarding the association linking academician engagement with turnover intention and the buffering impact of POS on the association linking academician engagement and turnover intention. Future studies are needed to establish causal relationships and moderating effects. This study provides theoretical support and a managerial foundation for future researchers since studies on work engagement and perceived support is lacking in Nigeria.

## Graphical Abstract

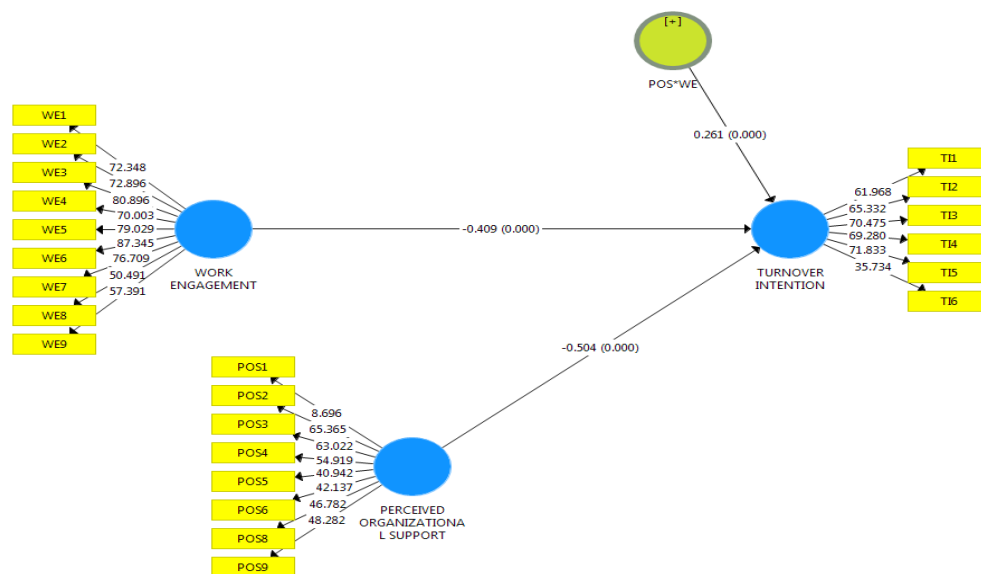


Figure 1. Structural Model





## Research Objectives

The principal goal of this paper is to ascertain the buffering impact of POS on the correlation linking academician engagement and turnover intention in Nigeria. An increasing body of literature commends the advantages of an engaged workforce. The current study uncovered that academician engagement is positively connected to turnover intention (Oruh et al., 2019; Gadi & Kee, 2020). Given these outcomes, scholars have suggested the need to focused on avenues to enhance individual engagement (Decuyper & Schaufeli, 2019). To unearth the assumptions of engagement, the likelihood that the correlation linking engagement and turnover intention changes as an act of a moderating construct needs to be researched in the Nigerian context. Thus, a decrease in individual engagement does not automatically imply likewise decrease in anticipated work outcomes (e.g., higher turnover intention). The reason attributed to this is alternative help from the organization can lessen the outcomes of lower levels of engagement. Therefore the current research has one specific objective which is: 1) to establish the moderating role of POS on the correlation linking academician engagement on turnover intention.

## Methodology

The study focused on 3 selected universities from north-central Nigeria. The present study collected data from May to September 2019 from academicians working in the three universities in Nigeria. Academicians of the universities were requested to partake in voluntary and unnamed in the research. The present study used a purposive sampling technique. The sampling technique is confined to academicians who can provide the desired information for this present study.

## Results

From Figure 1, the beta coefficient and t-statistic indicated that the construct, work engagement ( $\beta = -0.409$ ;  $t = 9.818$ ,  $p < 0.01$ ) had an undesirable link with turnover intention respectively and was significant in prediction. The hypothesis specified that there is a link connecting POS and turnover intention and that POS offsets for low degrees of engagement. The structural model in figure 1 shows that the correlation effect was significant. Hence, a straightforward slopes test was examined. The findings revealed that perceived organizational support lessened the link among employee engagement and turnover intention ( $\beta = 0.261$ ,  $t=6.999$ ,  $p < 0.01$ ). Hence, the proposition was confirmed.

## Findings

The outcomes from the investigation state that POS repays for insignificant degrees of employee engagement. Academicians that are disengaged are unlikely to demonstrate the





intention to quit the university than academicians who were engaged if they recognized that their workplace was caring. Likewise, a moderate degree of employee engagement was linked with an unreasonable turnover intention when those academicians did not recognize that they were valued by their university. Even though POS is a key variable in SET, the current study agrees with some studies that have conceptualized perceived organizational support as a significant means that can strengthen the undesirable outcomes of job-associated feelings and conditions (Panaccio & Vandenberghe, 2009; Gadi & Kee, 2018). The conceptual framework applied in the current study is applicable in that SET implies that at low degrees of engagement are correlated with employees' negative consequences; SET. The findings of the survey enhance the knowledge on turnover intention. Though literature reviewed confirmed an undesirable link connecting academician engagement on turnover intention, and limited investigations that have studied the association involving academician engagement with turnover intention (Gadi & Kee, 2018).

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