



Research Article

Job resources and employee turnover: Examining the role of employee engagement and job demands

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ABSTRACT

The purpose of this study was to find out the impact of job resources on employees turnover intention. It also aimed at examining the moderating role of job demand (time pressure) in the relationship of job resources and employee engagement. Data was collected from the employees of universities, including administrative employees and all academic employees (lecturer to professors). The findings exhibit that reward & recognition affect turnover intention positively and significantly. It was also found by regression analysis that organizational support has a positive impact on employee engagement. Moreover, this study also found that time pressure has a moderating role in the relationship of reward & recognition and employee engagement. Similarly, it was the findings of this study that negative moderation effect exists between the relationship of organizational support and employee engagement. Therefore, it is arguable that time pressure or extra job demand decreases the employee engagement.

Keywords: *Job Resources; Employee Engagement; Turnover Intention*

1. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

In today's competitive business world, every organization is facing new challenges with respect to sustained competitive advantage and the engaged workforce. In modern globalization and competitive era, committed employees are considered as the most important factor for success of any organization. Employees are the prime asset of an organization because in the absence of their contribution and wholehearted engagement, an organization cannot perform to its optimum and is unable to achieve its competitive edge (Rupp et al., 2018). If an employee is made fully engaged with his job, then he is able to work with more devotion and sincerity. Therefore, many organizations regularly conduct training programs and issue performance appraisals in order to keep their employees engaged with the organization. Well-established organizations do focus on the level of



engagement of their employees in order to ascertain and address the underlying factors of employee motivation and their performance.

As Human capital management plays a major role in the development and sustainment of competitive advantage, therefore, organizations have started to appreciate the importance of engaged employees. Organizations are beginning to realize that gaining competitive advantage is much dependent on assets such as labors/ employees as compared to physical capitals like machines, tools, etc. There is a visible shift towards placing an importance on the value, which intellectual capital adds to the organization (Saks, 2019). It has been proven that a highly engaged workforce can enhance financial performance/ results for an organization. Fully engaged employees work with more sincerity and devotion in order to achieve their organizational goals. Resultantly, they are helpful in achieving competitive advantage for an organization (Bakker & Albrecht, 2018; Harter et al., 2002).

Employee engagement in an organization directly affects the overall performance of an organization. Lately, there have been hundreds of researches being conducted for exploring the various aspects of Employee Engagement. Various researchers have resorted to exploring the antecedents of employee's engagement, while others have endeavored to find out the relationship of job resources with employee engagement. Engagement is characterized by energy, involvement, and efficiency, which is the direct opposite of three burnout dimensions of exhaustion, cynicism and inefficacy. Robinson et al., (2004) has defined employee engagement as a "positive attitude held by the employee towards the organization and its value ". Hewitt, (2004) has defined employee engagement as "the employee's desire to say (to give opinions/ suggestions), stay (to remain a member of the organization) and strive (to achieve the organizational goals).

Furthermore, this study will employ "Job demand resource theory" and "Conservation of resource theory" to test the hypothesis that job resources are relevant once they are confronted with high job demands. Job demand resource theory is an important theory, which helps us to understand the underlying relationship between the employee engagement, job resources and the job demand. Job demand resource model claims that every occupational characteristic can be classified into two groups, i.e. job demand and job resources. Furthermore, job demand resource model also implies that job resources boost employee engagement when job demands are relatively high (Bakker, Van Veldhoven, & Xanthopoulou, 2010). This assumption of job demand resource model is consistent with our research in which we will be investigating the relationship between job resources and employee engagement, keeping job demand (time pressure) as a moderator. This is also consistent with the conservation of resource theory which states that individuals strive to maintain and gain job resources and that the job resources assist in motivating the employees to be engaged under conditions of job demand.

1.2. RATIONALE OF THE STUDY

An engaged employee is the one who is generally aware of the business context and works with sheer devotion to add to the overall performance of the organization. He is adamant

to business background, environment and situations. Organizations therefore must work to inculcate and nurture engagement, which requires a healthy two-way relationship between the employee and the employer. Many researchers have concluded that employee engagement predicts the employee outcomes, organizational success rate and eventually the financial performance (Harter et al., 2002; Sundaray, 2011). At the same time, one research have found out that employee engagement is on decline and there is relatively more disengagement among employees, now a days (Crawford et al., 2010; Ram & Prabhakar, 2011). No concrete research has been conducted earlier in order to find out the moderating impact of time pressure on the relationship between employees' engagement and job resources, therefore, the aim of this thesis is to see the relationship of job resources with employee engagement, keeping job demand as a moderator. Specifically, two job resources, i.e. Perceived organizational support, rewards and recognition, have been chosen to check out their impact on employee engagement. Furthermore, this study is aimed at finding out the impact of job resources, such as perceived organizational support, social support, and rewards and recognition on employee engagement, while keeping job demand, such as time pressure, as a moderator. In this study, we also explored the quantitative job demand of perceived time pressure. Several studies conducted earlier on time pressure indicate that it promotes goal achievement, personal accomplishments and is found to be positively related to motivational outcomes (Bailey et al., 2017; Mauno et al., 2007).

1.3. PROBLEM IDENTIFICATION

Engaged employees are energized and enthusiastic about their job. They feel energetic and lively at their workstations and thus feel satisfied while working on respective projects in their organization. When employees find passion in their work, it results in eventual enthusiasm, job enrichment and high degree of productivity. Well-engaged employees are more likely to show flexible and adaptative behaviors (Kamboj & Sarmah, 2018). This is fruitful for changing organizational climate. Such employees are able to work in all kinds of situations by managing themselves with relative ease. Similarly, disengaged employees find it hard to adjust to changing organizational environments. Being unadaptive, they tend to feel difficulty in coping with the uncertain situations. Engaged employees are thus, relatively more likely to put sustained efforts in achieving organizational goals. It is therefore deduced that organizations should encourage employees towards input of opinions and suggestions in order to get them engaged (Pinto & Thalgaspiya, 2017). Engaged employees do possess a higher degree of affection to their organization. They are relatively more committed to their organization as compared to unengaged employees (Saleem et al., 2018). Similarly, engaging employees can help an organization to reduce its certain costs such as turnover cost and recruitment costs, because when an employee gets engaged, he/she finds it hard to quit and go for an another one. Thus, the turnover ratio gets low. As it is always costly to hire fresh employees then to retain the existing ones, therefore the overall recruitment or selection cost decreases. According to Koyuncu, Burke, and Fiksenbaum (2006), engaged employees are highly committed, motivated, energetic and are more enthusiastic about problem solving. Engaged employees generally come up

with good workable solutions for job related problems as compared to those of disengaged employees. This is achieved because they are aware of handling uncertain problems. They get engrossed in their work and put their wholehearted efforts. Furthermore, they get excited about producing good results, thereby exerting extra energy in their work and resultantly gaining competitive advantage for their organization.

1.4. PROBLEM STATEMENT

The concept of employee engagement has appeared fairly recently in the literature. Because of its relative infancy, there is a lack of information about the relationship between known employee engagement factors (Berry & Morris, 2008), job resources, and turnover intent. Not only is there a lack of information, there are discrepancies between studies that cloud our understanding of the relationships of the aforementioned variables. Because of this lack of information, there exist missed opportunities for growth, development, and change that could essentially affect the performance of an organization. Therefore, there is a need to identify the impact of job resources (Rewards & recognition, Organization support) on employee turnover through mediation of employee engagement.

1.5. OBJECTIVES OF THE STUDY

The objective of this study is to analyze the impact of two job resources on employee's engagement. These two job resources are perceived organizational/ social support and rewards/ recognition, which have been selected to ascertain their impact on employee's engagement. Furthermore, the additional purpose of this study is also to gauge the relationship between job resources and employees engagement by keeping job demand (such as time pressure) as a condition.

1.6. SIGNIFICANCE OF THE STUDY

As employee engagement is one of the main issues that the organizations are coming across now a day, this study will help the managers to understand that how they are able to utilize different job resources efficiently, which could keep the employees engaged towards their job and furthermore, how job demand, such as time pressure, could act as a moderator between job resources and employee engagement thereby making this relationship more stronger. As it is very costly to hire new employees than to retain the existing ones, therefore this research will also assist the managers to reduce upon the cost of hiring by successfully engaging their current employees.

Numerous researchers have conducted research on the burning issue of employee engagement (Bailey et al., 2017; Kamboj & Sarmah, 2018; Saks, 2019). A study conducted by Hakanen et al., (2006), in different secondary as well as elementary schools, found out that job resources influenced and boosted work engagement once the teachers were confronted with the high levels of student's misconduct. In particular, supervisory support, innovativeness, appreciation, and organizational climate were the major job resources, which helped teachers to cope up with demanding interactions with the students.

Many studies have been conducted in the past to find out the moderating impact of job demands, such as stress and workload, on the relationship between job resources and employees engagement, but no such studies have been conducted so far to find out the moderating impact of time pressure on the relationship between the job resources and employees engagement. Therefore, this study aims at finding out the impact of job resources on employee engagement keeping job demand, such as moderating time pressure, as a moderator.

2. LITERATURE REVIEW

2.1. JOB DEMAND RESOURCE MODEL

This study employs Job Demand resource model, which is being used to predict employee engagement and exhaustion. The model has already been used by numerous researchers in past to predict and investigate job burnout, organizational commitment, work enjoyment, connectedness, and work engagement (Hakanen et al., 2006). Furthermore, the job demand resource model has also been used to predict consequences of sickness, absenteeism and job performance (Bakker et al., 2008; Crawford et al., 2010). It also helps us to understand and predict employee welfare, motivation, employee's engagement and Job performance.

Literature review relating to job demand resource model suggests that one important aspect of the job demand resource model theory is its flexibility. The Job demand resource model implies that almost all job characteristics and working conditions can be modeled by using two different categories i.e. job resources and job demand (Dawson et al., 2016). Therefore, JD-R theory is envisaged to be suitable for all kinds of work environments and hence could be adapted for a particular profession. Researchers can easily utilize job demand resource model to analyze any kind of work environment and for any specific profession or work.

According to JD-R model, two underlying factors play an important role in determining the employee engagement and burnout. These factors can be classified into two categories, i.e. job demand and job resources. Job resources can be defined as those physical, psychological, social, or organizational aspects of the job that can assist in achieving the work goals, minimize job demands, and encourage personal growth, learning, and development. For example, career enhancement opportunities, supervisory coaching, work station environment, job security, feedback and autonomy (Demerouti et al., 2001; Lambert et al., 2018).

Job Resources can be located at four different levels. First one is at organizational level such as, salary, career opportunities and job security. Second is at interpersonal and social relations levels such as supervisory support, co-workers support, team climate and organizational support. Third level is the organization of work level, which includes role clarity, participation in decision-making process, freedom of speech and submitting suggestions. Final level is at the task level such as performance, feedback, skills variety and task significance. According to job demand resource model, job resources play both types

of extrinsic and intrinsic roles, as they are deemed supportive in achieving the work goals as well as in enriching the employees' growth, learning and development. Job resources satisfy the fundamental human needs like desires for independence, affiliation and competence (Deci & Ryan, 1985; Demerouti et al., 2001). For example, it is said that a good response elicits learning, hence increasing job competence while maintaining decision autonomy and social feedback fulfills the desire for the independence and the necessity to relate (Van den Broeck et al., 2009).

Job resources could also play an extrinsic motivational role as work settings provide enough resources which elicit the urge to commit one's hard work and sincere efforts to given assignments (Dawson et al., 2016; Meijman & Kompier, 1998). In such situation, the chances of completing task with success increase as well as work related goals are also achieved. For example, the attitude of cooperative crewmembers and timely performance encouragement increases the likelihood of getting prosperous by achieving individual's work task. Similarly, the requirements of action refer to the physical, psychological, social, or organizational features of employment, which require physical and psychological effort to be continued (Bakker & Demerouti, 2008). For instance, the burden of the damages caused during the work, requiring the sensitivity to cooperate with clients or customers (Meijman & Mulder, 1998).

The research is associated with one of the leading arguments of the job demand resource model that is that job resources boost work engagement, especially when the job demands are higher. Agreeing with the conservation of the resource (COR) Theory (Hobfoll, 2001), people tend to seek, maintain and defend what they have in worth, e.g., material, social, personal or energy resources. The theory anticipates that presumed damage by private individuals can be assumed in the context of a potential or real damage of resources (Freedy & Hobfoll, 2017).

Bakker and Demerouti, (2008) claimed that the individuals must provide resources for preventing the loss of resources. Individuals who have greater resources are generally less sensitive to the loss of resources. Strong resources tend to increase the possibility that the people will find solutions to the risk of resources in order to obtain more resources from the benefits of "loss series", Hobfoll, (2002). In addition, it is justifiable to claim that here the job of resources is to gain motivational potential, especially if executives face seniors with great job expectations.

The conservation of resource theory (Hobfoll, 2001) is a relative theory for ascertaining the properties of job resources on employees. The conservation of resource theory focuses on the fact that people tend to strive to obtain, hold and protect what they worth. Overall, the resources are the personal features of items/ conditions, which are envisaged by individuals or serve as the means for their accomplishment of other items, personal traits, state or energy. Illustrations of resources involve the backing of social work, chances to improve the independence level of the work, the individual's involvement in the decision-making process and the emotional well-being (Hobfoll, 2001; Jin et al., 2018; Lee & Ashforth, 1996).

In the last decade, the amount of researches with respect to job demand resources model has progressively increased a lot. They utilized that model which suggests the job demands,

for example, physical demands, time pressure and work shifts are related with fatigue and exhaustion, whereas lack of job resources for instance performance appraisal, job control and authority in decision making process and social support are related to disconnection and disengagement amongst the employees. Maslach et al., (1986) postulated that employees tend to get disengaged if job demands are there but job resources are lacking. For example, the existence of a particular demands such as workload, stress, time pressure, work family conflict and personal issues and the lack of particular resources such as control managing, social support, organizational support, supervisory support, innovativeness, authority and freedom to make decisions leads to burnout which bear negative results such as physical sickness, decreased productivity turnover and less commitment and loyalty to the organization.

The job demand resource model specifically proposes two methods. The first one includes the enthusiastic procedure of overloading which leads to greater job demands and exhaust the standby energy of employees (Lambert et al., 2018). The second one includes a motivational process in which lacking recourses preclude dealing effectively with high job demands and foster mental withdrawal or disengagement tendencies. In this article, we extend the job demand resource model, proposed by Demerouti et al., (2001), by including the time pressure as a job demand, to analyze its moderating impact over relationship between job resources and employees' engagement.

2.2. EMPLOYEE ENGAGEMENT

Employee engagement has been described by many researchers in various ways. In literature, they have stated various definitions of employee engagement. Employee engagement is defined by Schaufeli et al., (2002), as satisfying and optimistic working condition, which could be determined by three factors e.g. vigor, absorption and dedication. Vigor is termed as the motivation to devote struggle to the work, and one's determination in the era of problems and difficulties. It is also defined as the high level of energy and flexibility of a person's mind while he is working. Likewise, dedication could be defined as the state of passion, encouragement, and satisfaction. Absorption is termed as the state when somebody is entirely engaged in his job (Bakker & Albrecht, 2018; Schaufeli et al., 2002). Findings of a study by Schaufeli et al., (2006) proved that the engaged employees could work for long hours. They are able to suitably manage time between family and work and they generally refrain from avoiding their social activities as well. They also socialize and, if need arises, work as volunteers. On the contrary, the disengaged employees are more likely to suffer from work - family conflicts.

Baumruk, (2004) has defined employee engagement as the degree of emotional and intellectual commitment to the organization or the quantity and quantity of discretionary effort, which is made by an employee towards his work. Similarly, Albrecht et al., (2015) has defined employee engagement as such a voluntary effort, which is put by employees to achieve their organizational and work goals. Eisenberger et al., (2016) has also defined it as the extent to which an individual connects himself with the company/ customers.

Saks, (2006), has further differentiated between organizational commitment and employee engagement by stating that organizational commitment refers to attachment or affection towards the organization, whereas, employee engagement relates to the extent to which an individual is paying attention to his work. Furthermore, employee engagement is merely not an attitude; rather it refers to the degree/level to which an individual gets immersed in his job. Similarly, Saks, (2006) has defined commitment as causal behaviors and engagement as formal behaviors.

Some researchers have referred employee engagement in terms of satisfaction (Eldor & Harpaz, 2016; Harter et al., 2002). However, others researchers have termed it as emotional experiences and welfare (Bailey et al., 2017; Xu & Cooper Thomas, 2011). Harter has described employee engagement as the degree to which employees are satisfied towards their work/job. According to him, if the employees are satisfied with their jobs, it resultantly means that they are engaged in their work. On the contrary, employees who are not satisfied with their work are more likely to be disengaged. Brunetto, Teo et al., (2012) terms engagement as set of emotional experiences because emotions have the unique ability to influence our lives and behaviors at work. Similarly, Dash, (2013) stated that the feelings provide us with the feedback about how well are we performing. Likewise, many researchers have explained engagement as commitment.

Recent research about employee engagement has displayed that the engaged employees often subject to experiencing positive emotions (Bailey et al., 2017). Furthermore, when employees receive positive emotions, they are willingly helpful in achieving the productivity of organizations. Happy and satisfied people are more responsive to varying opportunities at work; they are more outgoing and helpful towards their colleagues and are relatively more confident and optimistic (Eldor & Harpaz, 2016). According to the theory of positive emotions (Fredrickson, 2001), certain positive emotions, which include joy, interest and contentment, these all share the ability to broaden people's momentary thoughts and build their personal resources (ranging from physical as well as intellectual resources to social as well as psychological) through widening the array of thoughts and actions that come to mind. For instance, joy broadens the resources by creating an urge in a person to play and thus be creative. Likewise, Interest, another positive emotion, fosters in the mind of a personal desire to explore, assimilate new information and experiences and to eventually grow (Fredrickson & Joiner, 2018).

Luthans and Peterson, (2002) has stated that engaged employees are the ones who can express themselves in terms of three factors during their job. These factors include physical, emotional and cognitive aspects. He defined these three factors individually. The physical part of the employee engagement relates to physical energies, which are possessed by the employees in accomplishing their goals in an organization. Likewise, emotional part of employee engagement refers to how employee feels towards his organization, his leaders and his work conditions. Finally, the cognitive part of employee engagement is termed as an employee's attitude towards his job, organization, leaders and working environments.

Development Dimensions International (DDI, 2005) explains that a manager must do following four things to create a highly engaged workforce. Firstly, he must align efforts

with strategy. Secondly, he should empower, promote and encourage teamwork and collaboration. Thirdly, he must assist employees to grow and develop. Lastly, he must provide support and recognition, where appropriate and when applicable. Crawford et al., (2010) conducted a research on employee engagement. These researchers found out that creating and building employee engagement is based on work experience. Moreover, he stated that the engagement is not about making somebody happy or paying him mere benefits. It is mostly about providing feedback, autonomy, good working conditions and opportunities for growth and development to the people (Rupp et al., 2018).

Due to the varying definitions of the term "employee engagement", the results of different studies often become difficult to examine. This is because each study may look at the subject of employee engagement through a different perspective, depending on its definition. Most of the studies deduced that the work engagement could play an important role at the individual or organizational level. Research conducted by Harter et al. (2002) displayed that employee engagement is positively related to customer satisfaction, customer loyalty, productivity and profitability. Similarly, a study conducted by Bakker and Demerouti (2008), involving 54 Dutch teachers, found that work engagement was predictive of classroom performance and that it has predictive value for teacher's organizational commitment. In his research, Bakker tested a model on work engagement. Findings indicated that teacher's weekly job resources are positively related to their work engagement. Data was collected through a set of questionnaire in which teachers were asked to fill a weekly questionnaire every Friday for 5 consecutive weeks. The results also showed that job resources such as autonomy, supervisor support and opportunities for career development are positively related to work engagement, which, in turn, is directly proportionate to positive job performance.

2.3. RELATIONSHIP BETWEEN JOB RESOURCES AND EMPLOYEE ENGAGEMENT

According to the job demand resource model, the job resources are defined as those physical, psychological, social, or organizational aspects of the job, which are helpful in achieving one's work goals, reduce job demands, encourage personal growth, and career development. For example, career opportunities, supervisory coaching, workplace environment, job security, feedback and autonomy (Demerouti et al., 2001; Farndale & Murrer, 2015).

Studies have consistently shown that certain job resources e.g. social support from colleagues and supervisors, performance feedback, skill variety, autonomy, and learning opportunities are positively connected to work engagement (Bakker & Demerouti, 2008). A study conducted by Karatepe (2013) showed that when the employees receive economic and socio-emotional resources from an organization, they tend to feel obliged to the organization. According to Schaufeli et al. (2006), work engagement is strongly influenced by job resources. Three job resources were taken in that research to checkout their relationship and influence employee engagement. They were perceived organizational support, social support and rewards/ recognition. Results of the study depicted that job control, information access, supervisor support, innovativeness and social environment were all positively related to work engagement.

The study conducted by Bakker et al., (2008) involving one thousand teachers, at a large institute for higher education, displayed that several job demands influenced burnout only if teachers possessed meager job resources (e.g autonomy, social support, supervisory coaching, and feedback). In another study among four home care organizations in 2010, professor Bakker et al., (2008) found evidences for the buffering role of job resources. More specifically, he found out that the relationship between job demands and feelings of exhaustion visibly disappeared once home care professionals possessed multiple resources like autonomy, opportunities for professional development and performance feedback.

Many authors have diligently investigated the relationships between personal resources and the work engagement. For example, Rothmann (2003) conducted a large cross-sectional study involving around 2000 South African police officers. The results of the study displayed that engaged police officers were the ones who receive personal resources generously. They were problem focused and were noticed taking active steps to attempt to remove or rearrange stressors. Likewise, in their study among highly skilled Dutch technicians, Xanthopoulou, Bakker et al., (2007) examined the role of three personal resources such as self-efficacy, organizational based self-esteem and optimism.

The more recent longitudinal researches have broadly confirmed the positive relationship between job resources and work engagement (Huang et al., 2016; Van Wingerden et al., 2017, 2018). De Cuyper, Mäkikangas, Kinnunen, Mauno and Witte (2012) conducted a 2 years longitudinal research in order to investigate work engagement and its antecedents among Finnish health care professionals. The findings reflected that the job resources predicted work engagement better than the job demands. Furthermore, the findings also confirmed that job control and organizational based self-esteem are the best predictors of the three dimensions of work engagement. Likewise, Schaufeli et al., (2008) conducted a study over managers and executives of a Dutch telecom company. He found out that changes in job resources were predictive of engagement over a period of one year. Specifically, the results displayed that increases in worker's social support, workstation autonomy, opportunities to learn, grow and develop and a timed performance feedback were all positive predictors of work engagement.

In the present study, we have included 2 job resources, namely, perceived organizational support, and rewards/ recognition, which have been identified as major motivators that increase commitment or engagement among teachers or, if lacking, increase burnout or exhaustion.

2.4. PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT

In the literature, perceived organizational support has been defined in many ways. Rhoades and Eisenberger (2002) has defined perceived organizational support as an overall employee's belief that organization do care about them and for their welfare. Eder and Eisenberger (2008) defined perceived organizational support as a degree to which an organization does care about an employee's well-being. Perceived organizational support is considered helpful in motivating employees towards achieving organizational goals. Employees who perceive that their organization do actually care about them are relatively

more engaged as compared to the ones who perceive that their organization does not care much about them and do not treat them with respect and empathy.

Literature also suggests that perceived organizational support draws positive results from employee engagement. It means that an employee, who has a positive perception towards perceived organizational support, is relatively much more devoted and engaged towards his work as compared to the one who has a lower degree of perceived organizational support. Similarly, employees who believe that organizations do care about them and their welfare, they tend to be more engaged in their work and fulfill their tasks in a more efficient way. On the contrary, the employees who are of the opinion that their organizations are not much concerned about them, are more likely to detach from their work lives (Rhoades et al., 2001).

According to organizational support theory, employees work harder to help their organization accomplish its objective (Dawson et al., 2016; Eisenberger et al., 2016). Perceived organizational support creates a sense of obligation among the employees to care about their organization and to help the organization in achieving its goals (Eisenberger et al., 2016; Rhoades et al., 2001).

2.5. REWARDS AND RECOGNITION AND EMPLOYEE ENGAGEMENT

Lincoln and Kalleberg (1996) have argued that the rewards offered by an organization may have a powerful effect on an employee's attitude towards his job and his organization. In such a context, it is very important to distinguish between intrinsic and extrinsic rewards (Breevaart & Bakker, 2018; Venz et al., 2018). Intrinsic rewards are defined as those rewards, which exist in the job itself, e.g. variety, challenge, and autonomy. Extrinsic rewards relate to elements such as pay and fringe benefits, promotion and other advancement opportunities within the organization. O'Reilly and his colleagues (Caldwell & O'Reilly III, 1990) have suggested that intrinsic rewards were probably more important for affective commitment (and we would later argue it with job involvement), whereas, extrinsic rewards are more important in relation to continuation of commitment to the organization.

Furthermore, a sense of return on investments can be achieved from external rewards and recognition, in addition to meaningful work. Therefore, one might expect that employees will probably be more likely to engage themselves at work to the extent that they start perceiving a greater amount of rewards and recognition for their output. Maslach et al. (1986) have also suggested that while a dearth of rewards and recognition could lead to burnout, appropriate and suitable recognition and reward is important for engagement.

2.6. JOB DEMAND (TIME PRESSURE) AS A MODERATOR:

Previous studies conducted on time pressure displayed that job satisfaction and employee engagement is negatively predicted by the time pressure (Linzer et al., 2000; Skaalvik & Skaalvik, 2017). Similarly, researchers have also found out that time pressure is a stressor which adversely affects the job satisfaction and engagement (Caldwell & O'Reilly III, 1990).

A study was conducted by Linzer et al. (2000) to investigate as to how time pressure affects quality of physician care. The results showed that the time pressure results in job dissatisfaction, which eventually reduces the engagement level of employees.

Another study conducted by Kraan and Bakhuys Roozeboom (2008) also deduced that employees who face less pressure from time are relatively more engaged and satisfied with their jobs. The results of this study also suggest that organizations should reduce the level of time pressure so that employees are suitably engaged and feel satisfied towards their work.

2.7. TURNOVER INTENTION

Turnover among businesses is widespread (Rioux et al., 2000): nearly 1/3 of workers expect to leave their job within the next year and 20% of them estimate the likelihood of them leaving was greater than 50%. Turnover is likely to increase, according to (Berry & Morris, 2008). This is problematic due to the fact that turnover is costly for an organization. Unfortunately, the problem of turnover is not always addressed effectively even though human resource professionals consider it problematic. Jenter and Kanaan (2015) reported that greater than 1/3 of human resource professionals they surveyed saw retention as a pressing issue. However, almost half of organizations interviewed had no formal strategy for addressing the problem of retention. International Survey Research (n.d.) suggested that most organizations rely on the reactive strategy of gaining data from exit interviews to make organizational changes to promote retention. This is problematic. According to ISR, not only is this reactive, but the data captured at an employee's exit does not accurately represent the state of mind the employee was in when he or she contemplated leaving the organization. ISR suggested that to be truly proactive, companies need to understand the key factors that influence turnover. Jenter and Kanaan (2015) suggested that the most effective interventions are those that include the understanding of why employees leave. Turnover intent, the outcome variable, refers to the voluntary (vs. Involuntary as in termination) intention of an employee to leave an organization. While employees may intend to leave voluntarily due to the relocation of a spouse, redefined personal role (e.g., primary care giver for an aging parent or staying home with a child or new infant), or retirement, of particular concern to the employer (and human resources) is when highly-productive, key employees intend to leave based on reasons within the control of the employer: insufficient pay, insufficient income, poor working conditions, difficulties with supervisors, and problematic working environment. The examination of an employee's turnover intent allows the opportunity for human resources to take a proactive approach to increasing retention in an organization as opposed to gleaning the same information from an exit interview associated with a voluntary turnover. Research using turnover intent (vs. Turnover) as the dependent variable is common (Lum, Kervin, Clark, Reid, & Sirola, 1998). According to Steel and Ovalle (1984) turnover intent is more predictive of turnover than job satisfaction or organizational commitment.

2.8. CONCEPTUAL FRAMEWORK

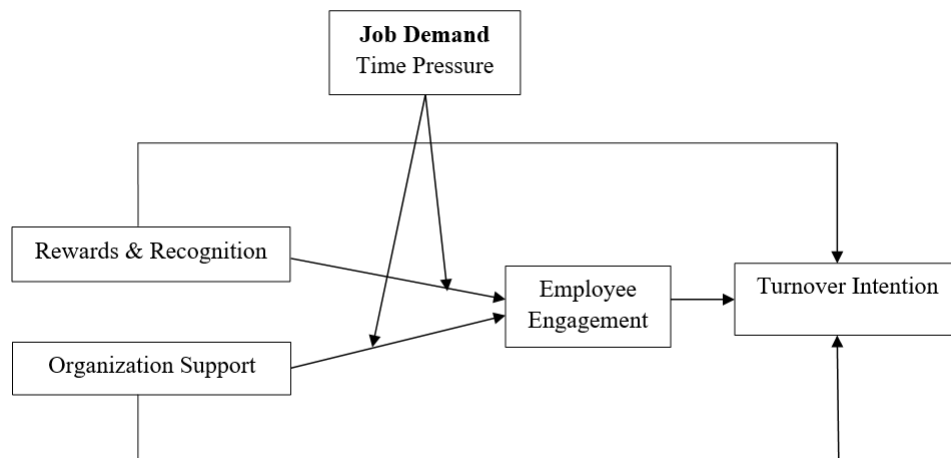


Fig. 1. Conceptual Framework

2.9. EMPLOYEE ENGAGEMENT WITH TURNOVER INTENTION

Several studies in the literature have noted a relationship between employee engagement and turnover intent (Babakus et al., 2017; Lu et al., 2016; Steffens et al., 2018). First, in a study of 22 companies across 5 business sectors, International Survey Research (n.d.) determined that there were several key drivers for turnover intent (an antecedent of actual turnover) including (the lack of): recognition and rewards, individual development, career advancement, empowerment, management leadership, respect for employees, retaining talented employees, supervisory issues, culture fit, and job security. These key drivers mirror several of the employee engagement factors as specified by Luthans and Peterson (2002) (i.e., recognition, development, opportunity, encouragement, care, best friend, progress). Second, the 2003 Towers Perrin Report addressed employee engagement and turnover and found that 66% of highly engaged employees reported that they have no plans to leave compared to 36% of moderately engaged individuals and 12% of disengaged employees. Furthermore, 2% of highly engaged employees reported they are actively looking for another job compared to 8% of moderately engaged and 23% of disengaged employees. Cubman (2004) also reported that disengaged employee are more likely to actively look for another job.

2.10. HYPOTHESES

- H1: Rewards and recognition has positive significant impact on employee engagement.
- H2: Organization support significantly positive impact on employee engagement.
- H3: Employee engagement has negative significant impact on turnover intent.
- H4: Rewards and recognition has positive significant impact on turnover intent.
- H5: Organization support has positive significant impact on turnover intent.
- H6: Time pressure moderates the relationship between organizational support and employee engagement.
- H7: Time pressure moderates the relationship between rewards and recognition and employee engagement.

3. RESEARCH METHODOLOGY

3.1. POPULATION, SAMPLING AND PROCEDURE

The population of the study was employees of universities of Lahore including administrative employees and all academic employees (lecturer to professors).

The non-probability sampling technique was used to collect data due to time and cost constraints. Non-probability sampling is a sampling technique in which the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. Furthermore, convenience sampling is a type of non-probability sampling was used for data collection.

In order to collect the data, a sample of 300 respondents participated through a self-administered questionnaire. It was difficult to check whole population because of time constraints and constraints of other resources. Therefore, an appropriate sample size was used and results represent the whole population.

3.2. INSTRUMENT AND MEASURES

The survey instrument to be utilized was a questionnaire. The respondents were asked to choose one out of the given options. Selected samples, i.e. teachers, were requested to respond to the questionnaire. The questionnaire contained two parts; First part of the instrument included different personal and demographic variables. Second section contained the study variables, i.e. input questions relating to organizational support, rewards and recognition, time pressure and employee's engagement. This section was developed based on the past literature and already used questionnaires.

Employees Engagement was assessed with the UWES, i.e. Utrecht Work Engagement Scale (Schaufeli et al., 2002). Salient items of the UWES were grouped into three sub scales that reflected the basic dimensions of engagement i.e. Vigor, Dedication and Absorption. "Vigor" were used for the current study. Vigor was measured by using six items. For example, "I feel bursting with energy, when I get up in the morning", "I feel like going to work". All items of vigor will be scored on a 5-point frequency rating scale, ranging in ascending order from 0 (never) to 5 (always).

Job resources was assessed with the job demand resource scale (JDERS) (Jackson & Rothmann, 2005). Perceived organizational support was assessed with 5 items. For example: "do you receive sufficient information on the results of your work?", "Do you receive sufficient information on the purpose of your work?", "Do you get on well with your colleagues?".

Finally, rewards and recognition was assessed with 4 items. For example: "do you think you are paid enough for the work that you do?", "Does your job offer you the possibility to progress financially?". Questions will precisely be rated on a 5-point likert scale ranging from 1(strongly agreed) to 5(strongly disagreed).

Time pressure was assessed by use of "Time Stress Questionnaire", as proposed by Rothblum et al., (1986). Thirteen items were used for time pressure. For example: "my time is directed by factors beyond my control", "I have to do more work due to disorganization of my time".

4. ANALYSIS

4.1. RELIABILITY ANALYSIS

Cronbach's alpha is the most frequent instrument of internal reliability. It is generally applied when you use multiple Likert questions in a survey that form a scale and reliability of that scale is required to be determined. The acceptable value alpha for the reliability of the questionnaire is 0.7 (Jolibert & Jourdan, 2006). The alpha coefficient for the constructs greater than 0.7 and hence signifying that the items have reasonably high internal consistency (See table 1).

Table 1. Reliability of Scale

Constructs	Items	Chronbach's Alpha	AVE	CR
Organizational Support	5	.904	0.557	0.641
Rewards & Recognition	4	.809	0.853	0.814
Time Pressure	11	.970	0.635	0.873
Employee Engagement	6	.912	0.781	0.855

4.2. DESCRIPTIVE STATISTICS

Descriptive statistics make use of collected data through different analytical techniques that capitulate reports regarding the calculations of central tendency, variation, and correlation. The descriptive statistics were calculated for the production of the expected means and standard deviations for the independent and dependent variables of the study. Mean shows the central tendency of the data. The highest mean (2.8406) for this study is mean of Organizational support. While the minimum mean (2.3951) is mean of reward and recognition. Moreover, mean of all variables are ranges from 2.3 to 2.8. The standard deviation is measurement of dispersion of data. The standard deviation ranges from 0.05 to 1.095. The minimum standard deviation is of standard deviation while the maximum standard deviation is of reward & recognition (Table 2).

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Support	286	1.00	5.00	2.8406	1.01665
Turnover Intention	286	1.00	5.00	2.6600	1.08578
Employee Engagement	286	1.00	5.00	2.7273	.90398
Rewards & recognition	286	1.00	5.00	2.3951	1.09501
Time Pressure	286	1.50	3.38	2.5682	.50082

4.3. CORRELATION ANALYSIS

Correlation is a statistical technique, which explains the strength of the relationship between two variables. Correlation analysis shows the strength and relationship between

independent variable(s) and dependent variable(s). The correlation value is a number, which explains the amount of association between two variables. The connection between two variables is explained through a single value, which is called coefficient. Correlation coefficient shows the two individual variables' relationship and is denoted by 'r' (Washington et al, 2010).

The correlation matrix in table 3 shows that there is positive significant relationship between Organizational Support (OS) and Turnover Intention (TI). The significance value (p-value) for this relationship is 0.000, which shows that the relationship is highly significant. The correlation coefficient of this relationship is 0.746. The second correlation is between organizational support and employee engagement (EE). The significance value of this relationship is similar to the previous one (0.000) which shows the highly significant relationship. The correlation coefficient showed the positive value (0.912). Therefore, organizational support showed a positive significant impact on employee engagement. Similarly, employee engagement also showed positive significant impact of organizational support. Furthermore, the correlation between Organizational Support and Reward & Recognition showed a positive significant relationship. The significance value "p" is 0.000 while the correlation coefficient "r" is 0.658. Conversely, the correlation between organizational support and Time Pressure shows insignificant relationship. The significant value (p-value) is 0.658. The significant value must be less than or equal to 0.05.

Turnover Intention showed positive significant relationship with employee engagement and reward & recognition. The significance value (p-value) for both relationships is 0.000, which is highly significant relationship between two variables. The correlation coefficient is 0.911 for the relationship between turnover intention and employee engagement. Moreover, correlation coefficient for relationship between turnover intention and reward & recognition is 0.866. Conversely, the table showed the negative insignificant relationship between turnover intention and time pressure. The significance value of this relationship is 0.616, which is greater than 0.05 therefore relationship is considered as insignificant relationship. The correlation coefficient "r" is -0.30.

Table 3. Correlation Analysis

		OSAV	TIAV	EEAV	RRAV	TPAV
OSAV	Pearson Correlation	1				
	Sig. (2-tailed)					
TIAV	Pearson Correlation	.746**	1			
	Sig. (2-tailed)	.000				
EEAV	Pearson Correlation	.912**	.911**	1		
	Sig. (2-tailed)	.000	.000			
RRAV	Pearson Correlation	.658**	.866**	.819**	1	
	Sig. (2-tailed)	.000	.000	.000		
TPAV	Pearson Correlation	.024	-.030	-.004	-.056	1
	Sig. (2-tailed)	.686	.616	.940	.341	

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

The table of correlation showed a positive significant relationship between Employee engagement and Reward & Recognition with significant value (p-value) 0.000. The correlation coefficient in this relationship is 0.819. On the other hand, there is an

insignificant positive relationship between employee engagement and time pressure. The reason of insignificance is p value is greater than 0.05. The value of p is 0.940 while the correlation coefficient is -0.004. The relationship between time pressure and reward & recognition is insignificant as shown in table 3. The p value of this relationship is 0.341 which is greater than 0.05. The correlation coefficient is -0.56, which shows a negative relationship between these two variables.

4.4. HYPOTHESIS TESTING

Simple linear regression was used to find out the direct impact of independent variable(s) on dependent variable(s). Significant value (p-value) must be less than or equal to 0.05 for acceptance of the hypothesis. Regression analysis generates an equation to describe the statistical relationship between one or more predictor variables and the dependent variable.

Table 4. Results of Regression Analysis (Direct Effects)

Predictors	Employee Engagement	Turnover intention
Rewards and Recognition	0.819	.866
Organizational Support	.912	.746
Employee Engagement	-	-.911

Table 4 explains the result of the regression analysis of data, and table 5 shows model summary of regression analysis of the study. The significance value (p-value) must be equal to or less than 0.05 for acceptance of the hypothesis. The significance level (p-value) was found 0.000 through regression analysis in this hypothesis. On the base of p value, hypothesis 1 was accepted. R-square determines the percentage change in dependent variable due to change in the independent variable. The R-square for this hypothesis was 0.671. It means that 67.1 percent change in the dependent variable (employee engagement) is due to change in independent variable (rewards & recognition) while remaining 32.9 percent change in the dependent variable is due to hidden or explore able factors. The Beta value (β -value) shows the beta coefficient and the direction of the relationship. The beta value (β -value) was found 0.819 through regression analysis. The positive value of beta with beta coefficient 0.819 shows that a one unit increase in independent variable (reward & recognition) cause to increase in 0.819 unit increase in employee engagement. Hypothesis 2 was also accepted as the R-square for this hypothesis was 0.831 and beta value (β -value) was found .912 through regression analysis. Similarly, hypothesis 3 was also accepted because the R-square for this hypothesis was 0.831 and the beta value (β -value) was found -.912 through regression analysis. The negative value of beta with beta coefficient -.912 shows that a one unit increase in the independent variable (employee engagement) causes to decrease in .912 units increase turnover intention. The results show that rewards and recognition was related to turnover intention (beta=.866, R square=.750), providing support to hypothesis 4. Hypothesis 5 narrates that organization support is positively related to turnover intentions, which was also accepted (beta=.746, R square=.557, p=0.000).

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	F	Sig
1	.819	0.671	.669	578.259	.000
2	.912	0.831	.831	1398.581	.000
3	.911	.831	.830	1392.112	.000
4	.866	0.750	.749	852.805	.000
5	.746	0.557	.555	356.399	.000

The moderation effect is considered true when the value of R-square with moderation effect is higher than the value of R-square without moderation effect. The value of R-square in Hypothesis 2, which is organizational support, has positive significant impact on employee engagement proved true with R-square value 0.831. This relationship is without moderation effect. Moreover, the value of R-square with moderation of time pressure is 0.913. With the comparison of R-square with and without moderation of time pressure (table 6 vs Table 7), it is found that value of R-square increases in moderation effect. This increase in value of R-square proves the existence of moderation of time pressure. Therefore, the moderation impact of time pressure on the relationship between organizational support and employees engagement is proven and hence this hypothesis was accepted. The value of beta in Hypothesis 1, which is Reward & Recognition, has positive significant impact on employee engagement proved true with standardized beta value 0.819 and R-square value 0.671. Moreover, the value of R-square with moderation of time pressure is 0.674. With the comparison of R-square with and without moderation of time pressure, it was observed that value of R-square increases in moderation effect. This increase in value of R-square proves the existence of moderation of time pressure. Therefore, the moderation impact of time pressure on the relationship between reward & recognition and employees engagement was proved and hence this hypothesis was accepted. (See table).

Table 6. Results of Regression Analysis Showing Moderation Effects

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Org Support x Time Pressure	.809	.022	.910	37.401	.000
Reward & Recog x Time Pressure	.675	.028	.818	24.092	.000

Table 7. Model Summary of Moderation Effects

Model	R	R Square	Adjusted R Square	F	Sig
Org Support x Time Pressure	.913	.833	.832	705.512	.000
Reward & Recog x Time Pressure	.821	.674	.672	292.520	.000

The overall model is considered as fit on the base of highly significance level.

5. DISCUSSION

Employees are the prime asset of an organization because in the absence of their contribution and wholehearted engagement, an organization cannot perform to its optimum and is unable to achieve its competitive edge. If an employee is made fully engaged with his job, then he is able to work with more devotion and sincerity. Therefore,

many organizations regularly conduct training programs and issue performance appraisals in order to keep their employees engaged with the organization. Well-established organizations do focus on the level of engagement of their employees in order to ascertain and address the underlying factors of employee motivation and their performance.

As Human capital management plays a major role in the development and sustainment of competitive advantage, therefore, organizations have started to appreciate the importance of engaged employees. Organizations are beginning to realize that gaining competitive advantage is much dependent on assets such as labors/ employees as compared to physical capitals like machines, tools etc. There is a visible shift towards placing an importance on the value which intellectual capital adds to the organization (Mayo, 2001). It has been proven that a highly engaged workforce can enhance financial performance/ results for an organization. Fully engaged employees work with more sincerity and devotion in order to achieve their organizational goals. Resultantly, they are helpful in achieving competitive advantage for an organization (Harter et al., 2002).

The correlation matrix in table 3 shows that there is positive significant relationship between Organizational Support (OS) and Turnover Intention (TI). The significance value (p-value) for this relationship is 0.000, which shows that the relationship is highly significant. The correlation coefficient of this relationship is 0.746. The second correlation is between organizational support and employee engagement (EE). The significance value of this relationship is similar to the previous one (0.000) which shows the highly significant relationship. The correlation coefficient showed the positive value (0.912). Therefore, organizational support showed a positive significant impact on employee engagement. Similarly, employee engagement also showed positive significant impact of organizational support. Furthermore, the correlation between Organizational Support and Reward & Recognition showed positive significant relationship. The significance value "p" is 0.000 while the correlation coefficient "r" is 0.658. Conversely, the correlation between organizational support and Time Pressure shows insignificant relationship. The significant value (p-value) is 0.658. The significant value must be less than or equal to 0.05.

Turnover Intention showed a positive significant relationship with employee engagement and reward & recognition. The significance value (p-value) for both relationships is 0.000, which is highly significant relationship between two variables. The correlation coefficient is 0.911 for the relationship between turnover intention and employee engagement. Moreover, the correlation coefficient for relationship between turnover intention and reward & recognition is 0.866. Conversely, the table showed the negative insignificant relationship between turnover intention and time pressure. The significance value for this relationship is 0.616, which is greater than 0.05 therefore relationship is considered as insignificant relationship. The correlation coefficient "r" is -0.30.

The table of correlation showed positive significant relationship between Employee engagement and Reward & Recognition with significant value (p-value) 0.000. The correlation coefficient in this relationship is 0.819. On the other hand, there is an insignificant positive relationship between employee engagement and time pressure. The reason of insignificance is p value is greater than 0.05. The value of p is 0.940 while the

correlation coefficient is -0.004. The relationship between time pressure and reward & recognition is insignificant as shown in table 3. The p value of this relationship is 0.341 which is greater than 0.05. The correlation coefficient is -0.56, which shows negative relationship between these two variables.

6. CONCLUSIONS

This study investigates the relationship between job resources (Rewards & recognition, Organization support) and employee turnover through mediation of employee engagement while moderation of time pressure was also used, in all universities of Lahore, Pakistan. All hypotheses were accepted.

The first findings were positive significant impact of reward & recognition on employee engagement. It means that reward and recognition cause to change employee engagement towards their job significantly. Sixty-seven changes in employee engagement are because of change in reward & recognition to employees. Moreover, universities of Lahore can increase employee engagement by providing reward and recognition to their employees. Furthermore, it is found that organizational support has a positive significant impact on employee engagement. It means that organizational support to employees in universities pushes up employee engagement with their work. Therefore, organizational support encourages employees towards their jobs, which is beneficial for both organizations (universities) and employees.

In this study, it is also found that employee engagement also impact significantly on turnover intention of employees. The negative value of beta with beta coefficient -.912 shows that a one unit increase in the independent variable (employee engagement) causes to decrease in .912 units increase turnover intention. Conversely, one unit decrease in employee engagement brings 0.912 unit (s) increase in turnover intention. These results suggest that increase in employee engagement bring reduction in turnover intention. Universities must focus on reward & recognition and organizational support to increase employee engagement. These are results helpful to reduce turnover intention of employees. Study also found significant impact of organizational support and reward & recognition on turnover intention.

Previous studies conducted on time pressure displayed that job satisfaction and employee engagement is negatively predicted by the time pressure (Pradhan, Jena, & Kumari, 2016). Similarly, researchers have also found out that time pressure is a stressor which adversely affects the job satisfaction and engagement (Baethge, Vahle-Hinz, Schulte-Braucks, & van Dick, 2018; Skaalvik & Skaalvik, 2017). This study also found that time pressure has negative significant impact as a moderator between the relationship of reward & recognition and employee engagement. Similarly, it is findings of this study that negative moderation effect exists between the relationship of organizational support and employee engagement. Therefore, it is arguable that time pressure or extra job demand decreases the employee engagement.

7. RECOMMENDATIONS AND FUTURE RESEARCH

Even though the research findings are usually promising, numerous disadvantages in examine is highly recommended for foreseeable future scientific tests. There are several important methodological limitations for this study. Primary, the fact how the gathered facts depends in sole, self-reported questionnaire of them costing only for a passing fancy level can be challenging. There are numerous possibilities concerning frequent method biased may occurred when staff members is supposed to help record concerning his or her response (Cole, 2006).

Researchers can introduce some new variables in this study. In addition to the existing study, was imperfect by time restrictions. Exclusively, additional study should be focused on expansion the tactics and in addition to a 'qualitative' marketplace study (as the present study is dependent on 'quantitative' inquiry's advancement) specifically, an 'ethnographic' study technique transforms the research community. Furthermore, it's essential for the futuristic researches to tackle the matter concerning negativity in the pathway of 'coefficients'. In this case, we have gained patron's awareness. Upcoming research might require more exploration predecessors of the institutional recital process.

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APPENDIX-SURVEY INSTRUMENT

ORGANIZATIONAL SUPPORT

Do you receive sufficient information on the results of your work?
Do you receive sufficient information on the purpose of your work?
Does your direct supervisor inform you about how well you are doing?
Do you know exactly what your supervisor thinks of your performance?
Are you kept adequately up-to-date about issues in the Department?

REWARDS AND RECOGNITION

Can you live comfortably on your pay?
Do you think you are paid enough for the work that you do?
Does your job offer you the possibility to progress financially?
Do you think that the Department pays good salaries?

TIME PRESSURE

My time is directed by factors beyond my control
There are interruptions during my work
I have to do more work due to disorganization of my time
I find it difficult to find time for vacations
Sometimes I avoid important tasks by frittering away time on less important ones
It is difficult for me to manage time because of too many projects going at one time
I tend to hurry even when it's not necessary
Sometimes I loose concentration while thinking about other things I have to do
Sometimes I do not get enough time alone
I feel compelled to be punctual
I face pressure related to deadlines

EMPLOYEE ENGAGEMENT

At my work, I feel bursting with energy
I feel strong and vigorous
When I get up in the morning, I feel like going to work
I can continue working for very long periods at a time
At my job, I am very resilient, mentally
I always keep trying, when things don't go well.

TURNOVER INTENTION

I think a lot about leaving organization
I am actively searching for an alternative to the organization
As soon as it is possible, I will leave the organization
If I had another job offer that paid the same as the one I have, I'd leave here in a minutes.