

# **The Buffering Effect of Perceived Supervisor Support on the Relationship between Work Engagement and Behavioral Outcomes**

Sajid Rahman Khattak<sup>\*</sup>, Saima Batool<sup>†</sup>, Shams Ur Rehman<sup>‡</sup>, Muhammad Fayaz<sup>§</sup> and Muhammad Asif<sup>\*\*</sup>

## **Abstract**

*The current study inspected the generally held postulation that a low level of work engagement leads to deviant behavior and higher turnover intentions. To test the hypothesis, the study selected 335 employees from newly established higher educational institutions of Pakistan. The study found that employee work engagement is negatively related with deviant behavior and turnover intentions directed towards the organization. The results suggest that perceived supervisor support moderate the relationship between work engagement and deviant behavior. However, perceived supervisor support did not moderate the relationship between work engagement and turnover intentions. Based on the results, we concluded that perceived supervisor support may use as a payoff for comparatively low levels of work engagement. Implications and directions for future research are also highlighted.*

**Keywords:** Employee Work Engagement, Turnover Intentions, Deviant Behavior, Perceived Supervisor Support, HEIs

## **Introduction**

The benefits of an engaged workforce are admired by a growing body of research. Previous studies found a positive link of employee work engagement with life and job satisfaction, task performance and work ability (Saks, 2006; Hakanen & Schaufeli, 2012, and found negative relationship with deviant behavior, turnover intention and absenteeism (Shantz *et al.*, 2016; Halbesleben, 2010; Shantz, Alfes, Truss, & Soane, 2013; Schaufeli, Bakker, & Van Rhenen, 2009; Sulea *et al.*, 2012). By considering these findings, researchers focusing on different methods to enhance employee work engagement (EWE) (Shantz *et al.*, 2016;

---

<sup>\*</sup> Dr. Sajid Rahman Khattak, Asst. Prof. IBMS, Agriculture University Peshawar

<sup>†</sup> Dr. Saima Batool, Chairperson, Dept. of Management Sciences, Qurtuba University of Science and Information Technology, Peshawar. Email: [dr.saimabatool90@yahoo.com](mailto:dr.saimabatool90@yahoo.com)

<sup>‡</sup> Dr. Shams Ur Rehman, Asst. Prof. IBMS, Agriculture University Peshawar

<sup>§</sup> Muhammad Fayaz, PhD Scholar NUML Islamabad

<sup>\*\*</sup> Muhammad Asif is PhD Scholar at Qurtuba University of Science and Information Technology, Peshawar

Bakker, 2011). Parker and Griffin (2011) argued that it is not necessary that low levels of work engagement may have less work outcomes (more absenteeism, deviant behavior). One possible reason for such a relation is that there are other possible factors in the work setting that may shield the effects of low levels of engagement.

Based on the above discussion (Parker & Griffin's, 2011) and the findings of Shantz *et al.*, (2016), the present study tested a hypothesis that a low level of EWE may not always have less desirable outcomes, because in many cases disengaged workers may also parade a low level of deviant behavior and turnover intentions due to other factors in the job setting. The study in hand apply conservation of resources theory and the buffering hypothesis to argued that organizational resources like perceived organizational support, perceived supervisor support and coworker support as a payoff for a low level of work engagement (cited in Shantz *et al.*, 2016).

Employee engagement is a developing concept in the fields of management, human resource development, business and organizational psychology (Wollard & Shuck, 2011). The extent of employees' involvement to their work for the purpose to achieve organizational goals is termed employee engagement. It is considered a key to compete in the market place and to gain organizational success (Gruman & Saks, 2011). Engaged employees contribute significantly to the bottom line of the organizations which may lead to growth and productivity of the organizations (Demerouti & Cropanzano, 2010).

Previous research exposed a positive effect of employee engagement on work ability (Bakker, 2011); innovative behavior (Slatten & Mehmetoglu, 2011); and employee attitude such as job satisfaction (Hakanen & Schaufeli, 2012) and negative effect on absenteeism (Schaufeli *et al.*, 2004); deviant behavior (Shantz *et al.*, 2016); and turnover intention (Agarwal *et al.*, 2012). Researchers also argued that employee engagement is considered a source of competitive advantage (Schneider *et al.*, 2009). To check this issue, researchers are focusing on how to enhance employee engagement. Employee engagement is considered an important determinant of organizational competitiveness. Today, a lot of studies explored a declining pattern of employee engagement in the organization (Bates, 2004; Richman *et al.*, 2008), e.g. Gallup's survey (2012) found that 63% of the employees are not engaged at their job throughout the world. The survey also suggested that there is a lack of motivation among employees while doing their jobs which ultimately leads to a poor performance. In case of their role performance, disengaged employees are psychologically absent which may affect their productivity (Kahn, 1990). It has been found that,

around the world specifically and particularly an America half of the workforce are disengaged or not fully engaged (Johnson, 2004).

The study in hand contributes to this specific area in the following ways. First, we used a possible moderator namely perceived supervisor support (PSS) suggested by previous researchers (Shantz *et al.*, 2016) on engagement and work outcomes relation. Even though researchers have observed interactions of work engagement and job-related factors earlier (Hakanen & Lindbohm, 2008; Bakker, Hakanen, & Demerouti, 2007). Thus, examining PSS as a moderator on the relationship between work engagement and its outcomes may enhance engagement theory and amplified its outcomes (Shantz *et al.*, 2016; 2013).

Furthermore, a possible moderator, that is, perceived supervisor support (PSS), was tested as remedy on the relationship between work engagement and work behavior, because in the presence of PSS as a moderator, organizations can reduce deviant behavior of employees which may arise due to low engagement. Additionally, PSS was treated as a resource allocation (Panaccio & Vandenberghe, 2009). Even though PSS was considered as a social exchange process, but it is also considered or acts as a resource for the organizations (Eisenberger *et al.*, 2001). Based on the conservation resource theory, we assumed that low engagement may lead to weak work-related energy resource and PSS may compensate for it.

Lastly, the study examines the relationship between work engagement and behavioral outcomes in higher educational institutions (HEIs) of Pakistan. Because research regarding work engagement and behavioral outcomes was scarce in Pakistani context and especially in higher education department. Thus, there is a need for research to further nourish, tested and find a breakeven where engagement positively effect organizational outcomes i.e. decrease the level of intention to quit, absenteeism, deviant behavior. Hence, the present study extended the literature regarding deviant behavior and turnover intention by enhancing previous research that hypothesized that these behavioral outcomes is the main cause of engagement.

## Literature Review

### *Workplace Deviance*

A voluntary behavior of employee's to violate organizational rules, norms and procedures which may affect organization as well as employees' well-being (Bolin & Heatherly, 2001). It may also be defined as damaging organization and its personal through consistently violating organizational rules and norms (Ferris *et al.*, 2009; Robinson &

Bennett, 1995). Researchers allocated different names to this behavior such as withdrawal behavior (Eder & Eisenberger, 2008), workplace bullying (Mathisen *et al.*, 2011), antisocial behavior (Giacalone & Greenberg, 1997), anti-normative behavior (Hinduja & Ingram, 2008), sabotage (Little *et al.*, 2011), and dysfunctional work behavior (Griffin, O'Leary-Kelly & Collins, 1998). Researchers explored two types of deviance. The first one is constructive deviance where employees participate in innovative behaviors which may lead to creativity. The second one is destructive deviance where employees deliberately harm the organization (Robinson & Bennett, 1995). The focus of the current study is on destructive deviance. Destructive deviance is further categorized in two ways i.e. interpersonal deviance and organizational deviance. Frustrating, blaming and gossiping your peers is termed interpersonal deviance. Such activities may be seen minor but still affect the organization negatively. There are a lot of possible reasons that explains why employees are engage an interpersonal deviance such that employee may spread false rumors about their colleague for the purpose to gain favorable assignment or promotion. Similarly, supervisor may commit deviance act by unfairly favor someone over other, taking credit for another work, discrediting others, and avert and ignore deserving employees. Such gossip and unfair treatment may negatively affect employee morale. Jealousy, self-image management, disregarding others, revenge and rights in the favor of one's own gain are the main reasons behind back stabbing.

Organizational deviance includes production and property deviance. Organizational productivity is negatively affected due to employees' involvement in deviant behaviors. Intentionally violating organizational norms regarding quality and quantity of work to be accomplished is termed production deviance. Different strategies like slow work, making personal calls and cyber loafing are used to disturb organizational production. Property deviance encompasses damage or acquire tangible assets (misuse of funds, theft, making errors knowingly, sabotage) without proper permission. Gross-Schaeffer (2003) concluded that 75% employees admit stealing from the workplace during his/her career. Appelbaum *et al.*, (2007) also concluded that three out of four employees are involved in such behavior. History recorded huge financial fraud which tarnish corporate image of the organization (Henle *et al.*, 2005). Furthermore, Pakistani organizations also face the same problem and affect organization as well as employees' performance adversely (Nasir & Bashir, 2012). Based on the above fact, today managers mainly focus on the employees and organization relationship (Sumathi, Kamalanabhan & Thenmozhi, 2015).

### *Turnover Intention*

Turnover intention is the employee willfulness to leave the organization (Tett & Meyer, 1993). It is the outcome of psychological contract breach and may negatively affect organization performance. When employee experience psychological contract breach, they become dissatisfied which results low level of organization commitment and high level of turnover intention (Aykan, 2014). If employee has intention to leave the organization but remain there because of certain reasons like unavailability of jobs, low salary and job location, he/she will continue the job with constant frustration for not being fairly treated for his/ her contribution to the organization and will continuously search for alternative opportunities (Turnley & Feldman, 2000).

### *Perceived Supervisor Support*

Supervisor support can be explained as employees' perception related to the extent as to how supervisor give importance to their contributions and take care about employee's welfare. Perceived supervisor support (PSS) is the phenomena where employees perceived that how much their supervisor shall value their commitment and take steps for the welfare of the employees (Kottke, & Sharafinski. 1988). PSS is much essential for organizational commitment of the employees (Cole, Bruch, & Vogel, 2006).

It emphasis on how much extrinsic i.e. pay and allowances, bonuses promotion, and other monetary term rewards or intrinsic such as appreciation from their supervisor effect employees dedication towards their sense of duty and employees output. When the organization work for the betterment of the employees and provide them peaceful and easy work environment, introduce policies for the wellbeing of the employees then the employees work with great motivation and enthusiasm and try to enhance their output. Employees want their work and efforts should be valued. Organization policies may have either positive or negative effect on the performance of the employees depends upon as to how they perceive the organization policies (Eisenberger *et al.*,1986). Employees who receive appreciation from the organization believe high level PSS (Kottke, & Sharafinski, 1988). Researchers proved that sympathetic behavior of the supervisor with their subordinates bring fruitful results. In addition, supervisors who take care of the needs of workers can bring motivation to workers (Humphrey, 2002).

PSS, is a state of sense where employee feel that supervisor recognize his efforts and commitment for the organization (Maertz *et al.*, 2007; Stinglhamber & Vandenberghe, 2003). Employees believe that the supervisors are working as the representative of the organization (Baran

*et al.*, 2012). Supervisory support is more beneficial to employees and have direct impact on the performance of the employees as compare to organizational support (Shanock & Eisenberger, 2006). It is more result oriented and positively affect employees output (Škerlavaj *et al.*, 2014).

Earlier studies concluded that immediate boss have a strategic position and have the capacity to change the view of employees towards organization (Perrey *et al.*, 2010; Rosen *et al.*, 2011), effecting individual perception towards organizational policies and procedures. Supervisor can help employees in many ways depending upon the needs for support of the employees (Maertz *et al.*, 2007). Supervisor oblige the employees by minimizing working hours during busy schedule of training, and also support employees by providing them career growth opportunities including on job training at different stages. The strong relationship between employer and employees is established when employees develop trust over their organization and line supervisor.

#### *Work Engagement*

Employee work engagement (EWE) is the attempt to perform work by employees voluntarily (Frank *et al.*, 2004). Nature of job needs the employee's welfare whereas job resources such as different skills, experience, freedom and friendly work environment are positively associated with employee's engagement (Nahrgang, Morgeson & Hofmann, 2011). Work engagement is the desired state of performance that could be achieved when employees feel job satisfaction, favorable working environment and they have deep interest in their jobs, having friendly relationship with their managers, their co-workers and with organization and its vision/mission. Resultantly employees become more devoted and motivated work voluntarily for enhanced output and to get the organization succeed (Miller, 2014). In today's modern age work engagement become more popular and important for researchers in the area of human resource management. The concept of EWE was initially introduced by Kahn (1990). Kahn (1990) stated that "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". In this connection, the study of Schaufeli *et al.*, (2002) described EWE as positive and work oriented state of mind that is based on dedication and devotion of employees. Employee's engagement can be defined in different ways and have different meanings therefore the concept was defined by different authors on their own way. For instance, Harter *et al.*, (2002) define work engagement as "the individuals' involvement and satisfaction with as well as enthusiasm for work". Hewitt (2004) concluded that EWE is the state of

psychological and intellectual involvement that motivates employees for enhancing performance. In short employee engagement is the state of employees' attachment built on their physical, cognitive and emotional attraction with the organization and its value for achieving organizational aim.

Kahn (1990) introduced the concept of Psychological Contract Theory (PCT). The concept focused on the particular psychological state of mind that is necessary to enhance employee engagement. In his study, he concluded that three psychological state of mind are necessary for motivating employees to engage more. Three psychological state of mind are psychological safety, psychological availability and psychological meaningfulness. The concept of PCT is closed to Social Exchange Theory (SET). SET stated that employees will highly engage with their job if the organization provides these three psychological conditions.

In this area, another development is the introduction of Job-Demand Resources (JD-R) Model developed by Demerouti *et al.*, (2001), the model postulate that the employee is expected to engage at work personally but not all the time without providing them better work environment. There are a number of studies in the area of work engagement, however the SET model is the best model that can be logically used in explaining work engagement of employees (Saks, 2006). Based on its usage in most of the studies, the current study will also apply the same model. Because the employer and employees' interdependencies on one another are more reliable, realistic and devoted relationship. Employees who are mostly engaged shall be able to enjoy higher chances of career growth that is beneficial to both employees and to the organization (Saks, 2006).

The concept of worker engagement is individual level phenomena; thus, it has a direct effect on individual performance which resultantly affects the overall organizational output. For instance, employee engagement increases job satisfaction level of an employee and increase organizational commitment. The performance of the committed employees is increase which could help in achieving organizational objectives. The study of Saks (2006) concluded that there was a positive relationship between employee engagement and job satisfaction, organizational commitment and organizational citizenship behavior while it has a negative association with employee turnover. Moreover, studies revealed that employees with high level of engagement have the motivation to develop new knowledge, seeking new opportunities, (Lockwood, 2007; Schaufeli & Salanova, 2007).

*The Effect of Work Engagement on Turnover Intentions and Deviant Behavior*

Schaufeli and Bakker (2004) characterized employee engagement the concept with which employees are active, positive and more engaged. Employee engagement has three aspects that are “vigor, dedication, and absorption”. Vigor is the state where employee have high level of energy and mentally relaxed; Dedication towards job mean to fully engaged in one’s work and feeling motivated about it; and absorption characterized to have a full concentration in one’s work.

The job demands resources model (JD-R) is widely used in the literature in explaining employee stress and EWE (Bakker & Demerouti, 2007). The JD-R model explains that motivational process states that job resources enhance EWE, which positively affect work behaviors. The current study is focused on the JD-R model that explained EWE is related with organizational performance, specifically less turnover ratio, and adverse behavior of employees towards organization. Intentions of turnover is the last step that employee taken in response to withdrawal behavior. Mobley *et al.*, (1978) found a positive relation between actual turnover and intention to leave. The behavior of employees like theft, taking excessive break, arriving late and leaving early, misusing organization’s property, and surfing irrelevant web is termed deviant behavior. Robinson and Bennett (1995) concluded that such behavior have negative impact on organization performance.

Work engagement negatively affects turnover intentions and deviant behavior. Positive experiences and emotions give strength and provide energetic resources that have a direct effect on employees thinking to remain the part of the organization. Employees that is engaged in deviant behavior have intention to harm the organization, engaged employee have positive thinking and discourage deviant acts.

Second, according to social exchange theory both employer and employees working under exchange rules, which results in creating trust worthy relation (Cropanzano & Mitchell, 2005). Saks (2006) suggested that engaged employee have favorable exchange relation with their organization. Therefore, workers who are engaged might have a positive association with employer and therefore desire to remain the part of the organization. Employees who are in positive exchange relationship avoid committing acts of deviant behavior in order to maintain good relationship (Murphy *et al.*, 2003).

Thirdly, for engaged employees it is difficult to leave the organization because they did a lot of work there and they make sacrifices to get the organization prosper, the employees have recognition because of that organization (Schaufeli & Bakker, 2004). Job switches



may be risky sometimes and most of the employees avoid taking such action because job switch disturb the settle employees (Halbesleben, 2010). Engaged employees also protect the organization from any harmful effect because ultimately it will affect the organization employees.

Four, two meta-analysis studies found a moderate association between EWE and TI (Halbesleben, 2010). A negative relationship was found between EWE and deviance in three cross-sectional studies (Shantz *et al.*, 2016; Shantz *et al.*, 2013; Sulea *et al.*, 2012).

Shantz *et al.*, (2016) studied the relationship between EWE and behavioral outcomes including TI and DB in UK based manufacturing organizations. They found a negative association of EWE with TI and DB. Their results also suggested that perceived organizational support moderates the relationship of EWE with DB and TI.

Akhtar *et al.*, (2015) investigated the relationship between EWE and performance scales. The findings of his study revealed that work engagement is positively related with job satisfaction, organizational commitment, innovative work behavior, task performance and organization citizenship behavior, and negatively related with absenteeism, turnover intentions and counterproductive behavior. Based on the above discussion, the following hypotheses were developed;

***H<sub>1</sub>: Employee work engagement is negatively and significantly related with turnover intentions***

***H<sub>2</sub>: Employee work engagement is negatively and significantly related with deviant behavior***

#### *The Buffering Effect of Perceived Supervisor Support*

Studies in human resource management (HRM) trying to pave ways for increasing engagement. However, literature showed that engagement play key role in enhancing productivity. The current study challenges this assumption by studying a possible moderator of the association between engagement and work-related outcomes, namely, an employee's PSS.

Perceived supervisor support (PSS) is the phenomena where employees perceived that how much their supervisor shall value their commitments and take steps for welfare of the employees (Kottke, & Sharafinski. 1988). The study of Eisenberger *et al.*, (2002) revealed that PSS is the perception of the employees that their supervisor value their contribution and formulate policies for their well fare. Sagie and Koslowsky (1994) perceive that all through circumstances of authoritative helplessness, employees have an extended need to see that their drive is reliably considered, require consistent and thorough

feedback, and must feel that the advantages are available for them if important. Henceforth, it is instigated that apparent chief help has a central impact in a worker's assessment in a crisis condition (Cole, Bruch, & Vogel, 2006). Eisenberger *et al.*, (2002) conducted interrelated three different studies to find out PSS and turnover relationship. In their first study, they selected 314 employees belongs to different organizations and found a positive association between PSS and POS, and concluded that PSS leads to POS. In the second study, 300 employees were selected and concluded that PSS and POS relationship enhances supervisor status in the organization. Similarly, in their third study, they found a negative relationship of POS with PSS and turnover by selecting 493 retails employees.

Poon (2011) investigated the impact of abusive supervision and coworker support on work engagement in Malaysian based organizations. The study finds and concluded that there is a positive relationship between coworker support and work engagement and abusive supervision have negative association with work engagement. Similarly, Ahmad and Omer (2013) examined the relationship between abusive supervision and work-family conflict and their effect on organization performance. They concluded that abusive supervision leads to work-family conflict which ultimately leads to deviance behaviors and affect organization performance negatively. On the same way, Krogboonying and Lin (2015) investigated the adverse relationship between organizational politics and job satisfaction and to find whether PSS minimize the adverse relationship between them. They found that PSS may reduce the negative effect of organizational politics on employee job satisfaction. Based on the above discussion, the developed the following hypotheses;

***H<sub>3</sub>: PSS moderate the significant relationship between EWE and TI.***

***H<sub>4</sub>: PSS moderate the significant relationship between EWE and DB.***

## **Method**

### *Participants and Procedure*

Participants of the current study are employees of higher educational institutions (HEIs) of Pakistan. Both faculty (teaching staff) and non-faculty (administrative staff) were invited to administer the survey questionnaire. Ten newly established universities were selected based on high turnover ratio in these newly developed universities. Employees were informed about the purpose of the current research. They were assured that their responses were kept confidential and will be used only for research purpose. Through convenience sampling a total of 1000 questionnaires were distributed among the participants. Out of which 387

questionnaires were received back. Finally, analysis was conducted on 335 respondents' responses because some questionnaires were not properly filled or incorrect. Out of 335 respondents, 117 (34.9%) were from public sector and 218 (65.1%) were from private sector universities. One ninety-two (57.3%) respondents were faculty staff and 143 (42.7%) respondents were from non-faculty staff. Similarly, 262 (78.2%) respondents were male and the remaining 73 (21.8%) respondents were their female counterpart. From the resulting sample, a total of 112 (33.4%) respondents have PhD degree, 136 (40.6%) have MS/MPhil qualification, 72 (21.5%) have master degree, and the remaining 15 (4.5%) have BA/ B.Sc. qualification.

### Measures

#### *Employee Work Engagement*

Utrecht Work Engagement Scale was used to measure employee work engagement. This scale consists of 9 items having a 7 point likert scale ranging from 1= never to 7= always. Previous studies also used this scale to assess EWE (e.g., Shantz *et al.*, 2016; Seppala *et al.*, 2009; Fairlie, 2011). It has been found that the items have both high reliability (test-retest & internal consistency) and validity (Shantz *et al.*, 2016; Seppala *et al.*, 2009; Schaufeli *et al.*, 2006a). Each dimension of EWE, namely, absorption, dedication and vigor were measured with three items. Here we used EWE as a composite variable. Reliability of the instrument was found satisfactory ( $\alpha=.88$ ).

#### *Perceived Supervisor Support*

To assess perceived supervisor support (PSS), a four items scale developed by Saks (2006) was used. All items were measured on 7 point likert scale rating from 1= never to 7= always. Previous studies also used the same scale and found it reliable (Khan, Mehmood, Kanwal & Latif, 2015; Krongboonying & Lin, 2015; Cole, Bruch & Vogel, 2006). Reliability of the instrument was found satisfactory ( $\alpha=.68$ ).

#### *Turnover Intentions*

To measure turnover intentions a four-items scale from which two items were taken from Boroff and Lewin (1997) and the remaining two items were developed after extensive review of literature and guidance from subject experts and questionnaire development experts. Reliability of the scale was found satisfactory ( $\alpha=.74$ ).

#### *Deviant Behavior*

To measure deviant behavior a four-item scale developed by Bennett and Robinson (2000) was used. Previous studies also used this scale and found it reliable (Shantz *et al.*, 2013; Shantz *et al.*, 2016). The current study also found that the instrument is reliable ( $\alpha=.75$ ).

## Results

*Table 1 Scale Reliability and Correlation*

Alpha	1	2	3	4	Scale
EWE	1				.85
TI	.74	1			.76
DB	.75	-.390**	1		.82
PSS	.68	.409**	-.428**	1	.89

\* $p < .05$ ; \*\* $p < .01$ .

Table 1 reports reliability statistics and correlation matrix of the predictor and predicted variables. As mentioned in the above table, the values of alpha for all variables scale is satisfactory and in acceptable range. In social sciences research, the value of  $\alpha = .6$  is acceptable (Khattak *et al.*, 2017). Thus, all alpha values lie in the acceptable range. It is evident from the table that EWE is negatively associated with TI and DB. Thus, hypotheses 1 and 2 are supported.

*Table 2 Regression Results*

	$R^2$	$F$	$\beta(SE)$	$t$	$p$	DW
Model 1	.145	56.43	-.381(.031)	-7.51	.00	1.75
Model 2	.152	59.80	-.390(.051)	-7.73	.00	1.63

\* $p < .05$ ; \*\* $p < .01$ .

Model 1: Predictor EWE; Dependent Variable TI

Model 2: Predictor EWE; Dependent Variable DB

Table 2 depicts regression results of the study variables. As reported, the value of  $R^2$  for model 1 is .145, means that EWE explain 14.5% variation in TI. Similarly, the value of  $R^2$  for model 2 is .152, shows that EWE explain 15.2% variation in the study dependent variable DB. The higher values of F-statistics for both model illustrate that our model is statistically significant. Model 1 shows a significantly negative relationship of EWE and TI ( $t = -7.51$ ,  $p = .00$ ). Similarly, model 2 also highlights a negative significant relationship between EWE and DB ( $t = -7.73$ ,  $p = .00$ ). The values of Durbin Watson for both models are an acceptable range, so data is free from autocorrelation problem. One plausible explanation for such a result as that less engage employees engage their self in such activities like teasing their colleagues, gossips, jealousy, and back stabbing. Similarly, they misuse organization

resources and they have enough time to get engage their self in other well establish organizations. Based on the results of regression and correlation analysis, the first two hypotheses are accepted which states that EWE has negative and significant relation with TI and DB.

*Table 3 Moderation Results*

Model	1	$R^2$	$F$	$\beta(SE)$	$t$	$p$
		.2	40.0			
SS				.4(.1)	6.3	.0
EWE				-.2(.0)	-4.6	.0
Int_1				.0(.0)	1.4	.2
Model 2						
		.3	60.3			
SS				.7(.1)	7.6	.0
EWE		-.2(1)	-.4.0	.0		
Int_1			-1(.0)	-2.0	.0	

\* $p < .05$ ; \*\* $p < .01$ .

Model 1: Predictor EWE; Dependent Variable TI

Model 2: Predictor EWE; Dependent Variable DB

SS: Supervisor Support

The results of the moderating effect of supervisor support (SS) was highlighted in table 3. As shown from the table, there is no interaction between EWE and TI, because the  $p$  value of int\_1 term is insignificant ( $t = 1.4$ ;  $p = .2$ ). On the other hand, SS interact the relationship between EWE and DB because the  $p$  value of int\_1 term is significant ( $t = -2.0$ ;  $p = .0$ ). The availability of significant interaction indicates that there is moderation and the moderator moderates the relationship between predictor variable and criteria variable. Thus, hypothesis 3 is rejected because there is no interaction effect between EWE and TI. Based on the above results hypothesis 4 is accepted because SS significantly interact between EWE and DB. The interaction effect in both cases are also shown from the below graph. This graph was obtained by making additional variable named group. The sample was divided into three categories i.e. 1 for low, 2 for medium, and 3 for high. Thus, 111 times add 1, 112 times add 2, and 112 times add 3 to the variable group. After that arranged the value of moderator in ascending order. By doing so the value of group also change accordingly. After that, go to graph and hits simple scatter and place dependent variable on Y-axis, independent variable on X-axis and group on set markers box. By doing so a graph will be produce having three types of dots which shows low, medium and high. Finally, right click on the graph and go to edit content and open it in to a separate window. Lines will appear on the graph as well as  $R^2$  values. Now take the square root of  $R^2$  which will becomes R

(correlation). The greater value of  $R$  represents that moderator moderate more in such situation. Here in this case, the value of  $R$  is high in low category or group, means that supervisor support is low in case of EWE and TI relationship. While the value of  $R$  is high in medium category or group, means that Supervisor support is high and moderate the relationship between EWE and DB.

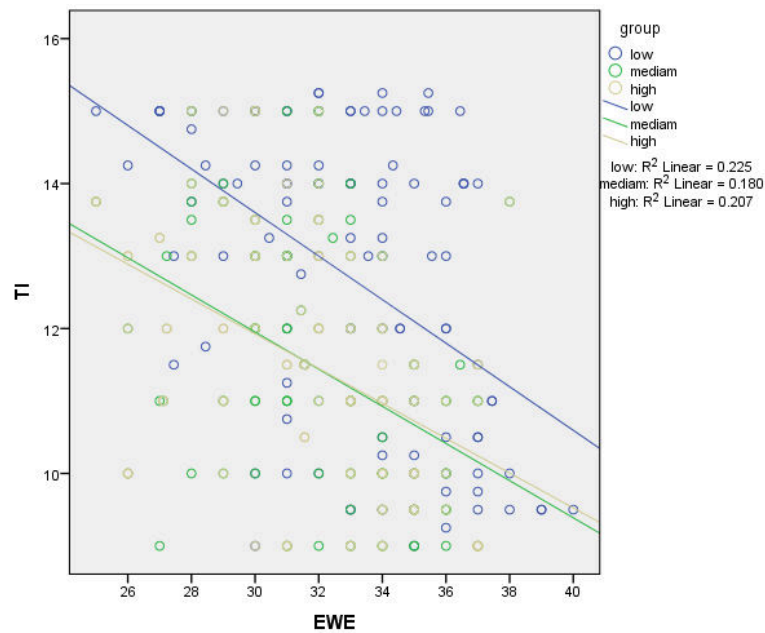


Figure 1: Interaction between EWE and TI

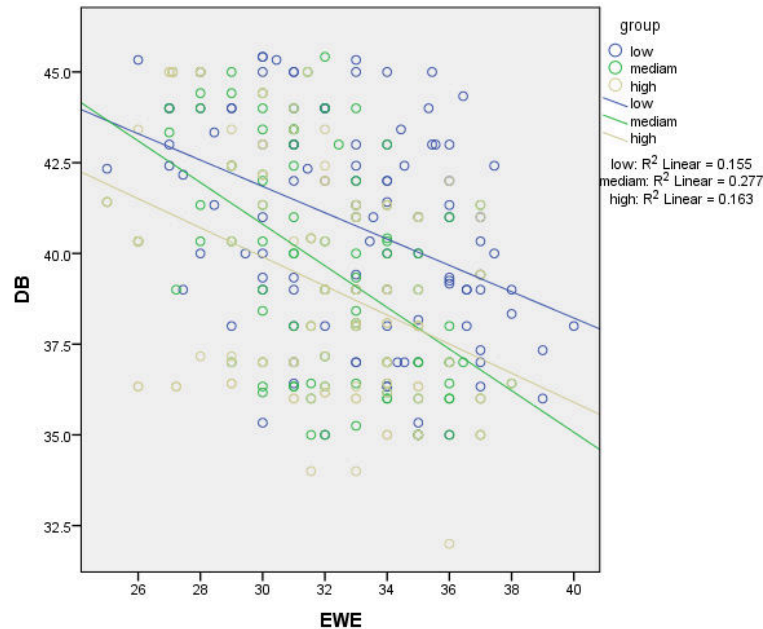


Figure 2: Interaction between EWE and DB

### Discussion

The present study found that SS pay off for low levels of work engagement (especially DB). Disengaged employees are no more likely to report deviant behavior when they feel that their supervisor supports them. Similarly, in case of less or no support from supervisor may motivate disengaged employees to practice deviance at work place or may leave the organization. These findings support substitution hypothesis in particular and conservation resource theory in general. Replacing depleted resource in such a way that it offset the loss of another resource is the main crux of conservation resource theory (Hobfoll *et al.*, 1990). The present study also suggests that SS will be used as a payoff for low levels of engagement.

The results of the present study are consistent with the findings of Shantz *et al.*, (2016). As they found that POS moderates the relationship between EWE and behavioral outcomes i.e. TI and DB. They suggested that POS compensate for low level of work engagement such that disengaged employees may not leave the organization and may not involve in deviance. The results of the present study are also in line with Caplan's (1974) buffering hypothesis. However, Caplan's hypothesis explains the effect of support on stress outcomes. Indeed, the findings of the study confirmed the applicability of Caplan hypothesis.

The results of the present study contribute to engagement, deviance and turnover intentions literatures. Even though two meta analyses shown a positive association between engagement and behaviors and job attitudes (Halbesleben, 2010; Christian *et al.*, 2011). Very few studies were found to link engagement with behavioral outcomes (turnover intentions and deviant behavior). Furthermore, the findings of the present study contribute to the literature by investigating how organization and job-related resources explain the variation of deviant behaviors and turnover intentions.

### **Practical Implications**

From the findings of the present study suggested that there is direct relation among EWE, TI and DB. Thus, it is the responsibility of HR managers/competent authority of HEIs to monitor engagement levels of employees for better performance and to achieve organizational goals. Competent authority of HEIs may benefit from this study in particular to know about the relationship between EWE and behavioral outcomes in educational setting, while HR managers may get benefit by knowing that a number of studies found the same results between the study variables in manufacturing and other services organizations. The HR department of the selected institutions may find the engagement levels of their employees via survey, by doing so, take necessary and remedial action to decrease work place deviance and intention to leave.

Although, they should not solely focus on work engagement because it has been found that disengaged employees may also commit less deviant acts when they believe that they have supervisor support. Therefore, HR managers should take corrective steps to make their work environment supportive because this is an effective remedy through which disengaged employees may think and maintain positive intentions about their organization. HR managers may increase their support towards employees by ensuring that resources are distributed through fair procedure and according to stated policies and practices. For example, before taking certain actions or decisions that affect them, employees should be timely informed, get involved in the decisions and should provide opportunity to openly discuss their issues. Similarly, necessary steps should be taken to ensure employees health facility, and other facilities like child care facilities etc. HR managers must have recognized employees' contributions that may enhance employees feeling regarding their supervisor (Shore & Shore, 1995), e.g. employee training, autonomy, recognition programs, promotions and pay for performance will positively motivate their employees that their supervisor cares about their well-being (Rhoades & Eisenberger, 2002).



**Limitations and Future Recommendations**

Although the study has important contributions but no study is perfect. This study has some justifiable limitations as well. First, the study used work engagement as a composite variable and did not check the effect of each component of work engagement (vigor, dedication and absorption). In future researchers may study the effect of each dimension of work engagement on employee outcomes. Second, the current research only study two behavioral outcomes i.e. deviant behavior and turnover intention. In future researchers may extend the same study by examining other possible outcomes like absenteeism to further nourish the relationship. Third, there are others possible variable that may buffer the relationship between work engagement and employee outcomes like team dynamics, coworker support and family support. In future researchers may study the buffering effect of these variables on work engagement and employee outcomes relationship. Forth, the study use convenience sampling technique, so generalizability of the results may be an issue. Researchers may use probability sampling techniques to report this limitation. Last but not least, the study selected higher educational institutions from Pakistan. In future researchers may replicate the same study by selecting other organizations and culture.

**Conclusion**

The purpose of the present study was to test a common proposition that a low levels of work engagement may lead to negative employee outcomes like TI and DB. The findings from this study support the above proposition and concluded that EWE is adversely related with behavioral outcomes i.e. TI and DB. The study found that perceived supervisor support buffer the relationship between EWE and behavioral outcomes. The present study concluded that organizations should emphasize the ways to enhance the levels of EWE because it is worthy for organization success, but it is not the sole condition. Through PSS organizations may also enhance EWE and lower DB and TI.

## References

- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career development international*, 17(3), 208-230.
- Ahmad, A., & Omar, Z. (2013). Abusive supervision and deviant workplace behavior: The mediating role of work-family conflict. *The Journal of Human Resource and Adult Learning*, 9(2), 124.
- Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzic, T. (2015). The engageable personality: Personality and trait EI as predictors of work engagement. *Personality and Individual Differences*, 73, 44-49.
- Appelbaum, S. H., Iaconi, G. D., & Matousek, A. (2007). Positive and negative deviant workplace behaviors: causes, impacts, and solutions. *Corporate Governance: The international journal of business in society*, 7(5), 586-598.
- Aykan, E. (2014). Effects of perceived psychological contract breach on turnover intention: Intermediary role of loneliness perception of employees. *Procedia-Social and Behavioral Sciences*, 150, 413-419.
- Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20(4), 265–269.
- Bakker, A. B., & Demerouti, E. (2007). The job demands– resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of educational psychology*, 99(2), 274.
- Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business and Psychology*, 27(2), 123-147.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of applied psychology*, 85(3), 349.
- Bolin, A., & Heatherly, L. (2001). Predictors of employee deviance: The relationship between bad attitudes and bad behavior. *Journal of business and psychology*, 15(3), 405-418.
- Boroff, K. E., & Lewin, D. (1997). Loyalty, voice, and intent to exit a union firm: A conceptual and empirical analysis. *ILR Review*, 51(1), 50-63.

- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel psychology*, 64(1), 89-136.
- Cole, M. S., Bruch, H., & Vogel, B. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of Organizational Behavior*, 27(4), 463-484.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Demerouti, E., & Cropanzano, R. (2010). From thought to action: Employee work engagement and job performance. *Work engagement: A handbook of essential theory and research*, 65, 147-163.
- Eder, P., & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. *Journal of Management*, 34(1), 55-68.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, 86(1), 42.
- Fairlie, P. (2011). Meaningful work, employee engagement, and other key employee outcomes: Implications for human resource development. *Advances in Developing Human Resources*, 13(4), 508-525.
- Ferris, D. L., Brown, D. J., & Heller, D. (2009). Organizational supports and organizational deviance: The mediating role of organization-based self-esteem. *Organizational Behavior and Human Decision Processes*, 108(2), 279-286.
- Giocalone, R. A., & Greenberg, J. (Eds.). (1997). *Antisocial behavior in organizations*. Sage.
- Griffin, R. W., O'Leary-Kelly, A., & Collins, J. (1998). Dysfunctional work behaviors in organizations. *Journal of Organizational Behavior (1986-1998)*, 65.
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136.
- Hakanen, J. J., & Lindbohm, M. L. (2008). Work engagement among breast cancer survivors and the referents: the importance of optimism and social resources at work. *Journal of Cancer Survivorship*, 2(4), 283-295.

- Hakanen, J. J., & Schaufeli, W. B. (2012). Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. *Journal of affective disorders*, 141(2), 415–424.
- Halbesleben, J. R. B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 102–117). New York, NY: Psychology Press.
- Henle, C. A., Giacalone, R. A., & Jurkiewicz, C. L. (2005). The role of ethical ideology in workplace deviance. *Journal of Business Ethics*, 56(3), 219-230.
- Hinduja, S., & Ingram, J. R. (2008). Self-control and ethical beliefs on the social learning of intellectual property theft. *W. Criminology Rev.*, 9, 52.
- Hobfoll, S. E., Freedy, J., Lane, C., & Geller, P. (1990). Conservation of social resources: Social support resource theory. *Journal of Social and Personal Relationships*, 7(4), 465-478.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Khan, S. I., Mahmood, A., Kanwal, S., & Latif, Y. (2015). How Perceived Supervisor Support Effects Workplace Deviance? Mediating Role of Perceived Organizational Support. *Pakistan Journal of Commerce & Social Sciences*, 9(3).
- Khattak, S. R., Batool, S., & Haider, M. (2017). Relationship of Leadership Styles and Employee Creativity: A Mediating Role of Creative Self-efficacy and Moderating Role of Organizational Climate. *Pakistan Journal of Commerce & Social Sciences*, 11(2).
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and psychological Measurement*, 48(4), 1075-1079.
- Krongboonying, W., & Lin, Y. C. (2015). The Moderating Effect of Perceived Supervisor Support on the Relationship between Organizational Politics and Job Satisfaction in Aviation Industry in Thailand. *International Proceedings of Economics Development and Research*, 84, 99.
- Little, L. M., Nelson, D. L., Wallace, J. C., & Johnson, P. D. (2011). Integrating attachment style, vigor at work, and extra-role performance. *Journal of Organizational Behavior*, 32(3), 464-484.

- Maertz, C. P., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 28(8), 1059-1075.
- Mathisen, G. E., Einarsen, S., & Mykletun, R. (2011). The relationship between supervisor personality, supervisors' perceived stress and workplace bullying. *Journal of Business Ethics*, 99(4), 637-651.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408-414.
- Murphy, S. M., Wayne, S. J., Liden, R. C., & Erdogan, B. (2003). Understanding social loafing: The role of justice perceptions and exchange relationships. *Human Relations*, 56(1), 61-84.
- Nasir, M., & Bashir, A. (2012). Examining workplace deviance in public sector organizations of Pakistan. *International Journal of Social Economics*, 39(4), 240-253.
- Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75(2), 224-236.
- Parker, S., & Griffin, M. (2011). Understanding active psychological states: Embedding engagement in a wider nomological net and closer attention to performance. *European Journal of Work and Organizational Psychology*, 20(1), 60-67.
- Poon, J. M. (2011). Effects of abusive supervision and coworker support on work engagement. *International Proceedings of Economics Development & Research*, 22, 8-22.
- Richman, A. L., Civian, J. T., Shannon, L. L., Jeffrey Hill, E., & Brennan, R. T. (2008). The relationship of perceived flexibility, supportive work-life policies, and use of formal flexible arrangements and occasional flexibility to employee engagement and expected retention. *Community, work and family*, 11(2), 183-197.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, 38(2), 555-572.
- Sagie, A., & Koslowsky, M. (1994). Organizational attitudes and behaviors as a function of participation in strategic and tactical change decisions: an application of path-goal theory. *Journal of Organizational Behavior*, 15(1), 37-47.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006a). The measurement of work engagement with a short questionnaire: A cross-national study. *Education and Psychological Measurement*, 66(4), 701–716.
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30(7), 893–917.
- Schneider, B., Macey, W. H., Barbera, K. M., & Martin, N. (2009). Driving customer satisfaction and financial success through employee engagement. *People and Strategy*, 32(2), 22.
- Seppälä, P., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Tolvanen, A., & Schaufeli, W. (2009). The construct validity of the Utrecht Work Engagement Scale: Multisample and longitudinal evidence. *Journal of Happiness Studies*, 10(4), 459.
- Shantz, A., Alfes, K., Truss, C., & Soane, E. C. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours. *International Journal of Human Resource Management* (early view online), 24(13), 2608–2627.
- Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. In R. S. Cropanzano & K. M. Kacmar (Eds.), *Organizational politics, justice, and support: Managing the social climate of the workplace* (pp. 149–164). Westport, CT: Quorum.
- Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied psychology*, 91(3), 689.
- Shantz, A., Alfes, K., & Latham, G. P. (2016). The buffering effect of perceived organizational support on the relationship between work engagement and behavioral outcomes. *Human resource management*, 55(1), 25–38.
- Škerlavaj, M., Černe, M., & Dysvik, A. (2014). I get by with a little help from my supervisor: Creative-idea generation, idea implementation, and perceived supervisor support. *The Leadership Quarterly*, 25(5), 987–1000.

- Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107.
- Stinglhamber, F., & Vandenberghe, C. (2003). Organizations and supervisors as sources of support and targets of commitment: A longitudinal study. *Journal of Organizational Behavior*, 24(3), 251-270.
- Sulea, C., Virga, D., Maricutoiu, L. P., Schaufeli, W., Dumitru, C. Z., & Sava, F. A. (2012). Work engagement as mediator between job characteristics and positive and negative extra-role behaviors. *Career Development International*, 17(3), 188-207.
- Sumathi, G. N., Kamalanabhan, T. J., & Thenmozhi, M. (2015). Impact of work experiences on perceived organizational support: a study among healthcare professionals. *AI & society*, 30(2), 261-270.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Turnley, W. H., & Feldman, D. C. (2000). Research Re-examining the effects of psychological Note contract violations: unmet expectations and job dissatisfaction as mediators. *Journal of organizational behavior*, 21(1), 25-42.
- Wollard, K. K., & Shuck, B. (2011). Antecedents to employee engagement: A structured review of the literature. *Advances in Developing Human Resources*, 13(4), 429-446.