

# **Interplay among Work Engagement, Cynicism, and Turnover Intentions: A Structural Equation Modeling Approach**

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## **Abstract**

Work engagement has produced a lot of enthusiasm and significance in the research fields predominantly in organization behavior and now a day's generally utilized trend for organizational consultants. The main objective of this study was to find out the mediating role of work engagement between, cynicism and turnover intentions among the employees working in public sector universities. An attempt was made to construct a model which measured the mediating effects work engagement between cynicism and turnover intentions. Demographic variables and other relevant were analyzed through SPSS V 22 and structure equation model SEM was used to find out the effects of work engagement as mediating variable was measured by AMOS V 20. Work engagement was used as mediating variable between cynicism and turnover intentions.

Findings of the study provide evidence that indirect effects show negative and significant relationships exist between cynicism and work engagement and significant but negative relationship between work engagements and employee turnover intentions. On the other hand, the total and direct effects describes that cynicism are positive and significantly correlated with employee's turnover intentions and work engagement play mediating role. The mediating role of work engagement influence cynicism on the relationship of direct and indirect effects which further recommends that employee job dimensions can affect working atmosphere along with administrative behaviors and attitudes in various directions.

**Keywords:** work engagement, cynicism and turnover intentions, universities, Pakistan

## **1. Introduction**

Organizations, due to globalization and diversity in working environment invest maximum efforts for the welfare of their employees and to increase the firm's productivity, because it is essential for the survival of organization in the prevailing competitive world. To gain the desire level of productivity, organizations focusing on highest level of performance which also stimulate concentration in organization behaviour? According to Luthans's (2002) in present working environment the power and strength of positively trained employees and emotional

capabilities increased which has carefully manage, improved, and efficiently handle for best outcomes. In the knowledge-driven economy of the current age, enhancing the employees' innovative potentials has become a top priority in every organization.

Now days, it is essential to understand the importance of employee's awareness in the organizations. Because, it has been are cognized as a truth that such perceptions can direct towards positive and negative employee behaviour for organizations. Such behaviours could directly influence overall performance of the institutions. Although, sufficient research studies is accessible at global level although availability of local research is minimum. Organizations have to plan and align various human resource management policies and strategies with organization's objectives and goals because it influences employee's retention.

Arshad (2016) has identified that the contextual factors related to work environments can influence turnover intentions. Work characteristics are significantly recognized as an important work environment antecedent of turnover intention. Employee's retention is one of the important and crucial problems in higher education institutions for different reasons. The diversity in higher educational organizations and specially public and private institutions have providing the chance to employee to switch-over from one to another organization in search of healthier atmosphere, better services and good rewards and payment. Several studies recognize that the environment, promotion/development rules, organizational culture, facilities, wages and salaries and political matters are the basic reason of decreasing in the organizational commitment and increasing emotional fatigue and increase of turnover intention among the university employees.

Higher education institutions especially universities are playing a vital role in educational life and consider the main hub of career and professional improvement for students or teachers. The universities are the clear picture of diversity and employees can affect by many elements explicitly cynicism, turnover intention, and work engagement. The organization plays a pivotal role in ensuring for the quality results. Further, the work engagement of staff is elementary for every organization. They may build up love and affections for the organizations, believes on quitting the organization will be expensive and feel with the aim of the troubles of the organizations as like the every employee's trouble. Because of this matter, the higher educational institutions, offer cheering atmosphere to the staff in order to improve their work engagement, moderate the intensity of emotional fatigue and plans of quitting the employment. The main idea of this research is to understand the relationship along with cynicism, and employees' intent of leaving job and to grasp the mediating function of work engagement among the outcomes of job for example emotional and physical fatigue, cynicism and turnover intents of employees. This research learning will also appreciate the mediating connection between work engagement and other variables of this study.

The studies of Schaufeli and Salanova, et al. (2002) reveals that employee's work engagement is one of these positive states, considering as the opposite of suffer exhaustion (burnout). Unlike, employees facing burnout issues, busy workers have effective relationship with their jobs and further, employees think that they are capable of handling all sorts of their job's demands. Employee's work engagement may be explain as a high level of loyalty, satisfaction and commitment of employees regarding working environment, job demands and employee wellness, which initiated and distinguish by enthusiasm, devotion, and interest.

The term work engagement refers to a more determined as well as resolute item, incident, or three prominent individual behaviors (i.e. vigor, dedication and absorption). The word

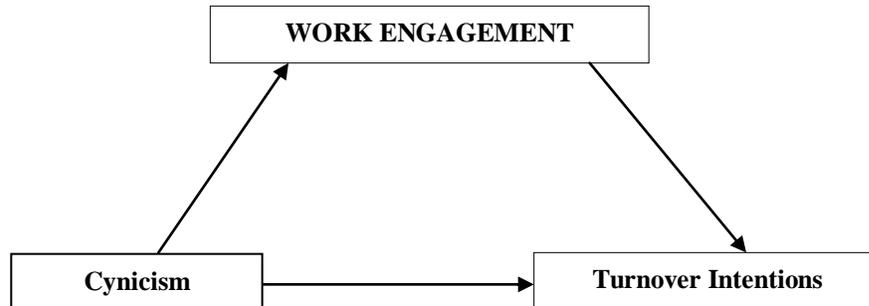
vigor is distinguished as a maximum level of energies and psychological flexibility during performing job, to work with full confidence, and remain deterministic while any kind of hardships. The second term dedication means to be completely engaged in their work with full zeal and zest and understanding of the importance, passion, encouragement, arrogance, and challenges. The third one is absorption, refer to entirely concerted along with cheerfully immersed during job, although with the passage of time workers confronting difficulties along with detaching themselves from job. According to Maslach et al. (2001) vigor and dedication both are measured straight opposite of burnout states of emotional exhaustion as well as cynicism. Thus, the main association among enthusiasm, emotional fatigue and devotion and employee's doubts (cynicism) are predicted to be efficiently negatively related. The left over aspects relating burnout (occupational efficacy) and so far of work engagement (absorption) are separate characteristics which are recognized as opposites. Several research studies scheduled work engagement has exposed momentous associations among numerous job results and an organizational production, as like as small intent to turnover (Saks, 2006; Schaufeli and Bakker, 2004) decrease employee's exhaustion and low work stress. Several related sound effects as well been recorded on further common performance indicator, for example superior worker production, economic performance, organizational loyalty, organizational citizenship behavior (Saks, 2006). The study of Maslach (2001) reveals that cynicism is relevant to employee's focus both services beneficiary or organization employees in addition to detachment is job/ work focused. According to Saks (2006) work engagement has a positive and radical correlation with job satisfaction of employees while significant and negative associations with turnover intention. According to Agarwal and Bhargava, (2014) studies India is slated to be among the world's five largest economies and is viewed by international investors, business conglomerates and tertiary education providers as a land of opportunity. Increased globalization, a changing demography, and a need to manage both employees and businesses have resulted in practitioners and academicians investing greater time, resources, and intellect to understanding employee attitudes and behaviors in India. With a high attrition rate of 26.9 percent, more than the global average of 21.2 percent, India is in the eye of an employee turnover storm (Biswas, 2013) and retention of talented employees is a major concern for most Indian organizations. Knowledge regarding the turnover of managers in the context of emerging economies is limited and the present study tests the above described model in the Indian business context.

Global competitiveness has significantly influenced the whole formation of organizations. Since the production costs are increase and declining return on investment, every organization is trying their level best to survive and increase their market shares. Consequently, the organizations are mainly concerned to change their HR policies by extending duty timing, controlling the extrinsic benefits such as dropping remuneration and fringe benefits, reducing holidays, and diverting sociable and peaceful operational organization into non-social and multifarious working atmosphere.

Cynicism, turnover intention and work engagement attitude is the important features recognized in organizations. These features strongly manipulate the employee performance in the organization in several ways. This study will map the mediator function of employee's work engagement among cynicism with turnover intentions relationship as well as its mutual interaction within organization.

The major objectives are:-

- To investigate relationship between work engagement and employee turnover intention;
- To find out the effects of cynicism on employee turnover intention;
- To explore the mediating effects of work engagement between the cynicism and turnover intentions;



**Figure 1: Theoretical Model of the Study**

### *1.1 Hypotheses*

- **H<sub>01</sub>:** There will be negative association between work engagement and turnover intentions.
- **H<sub>11</sub>:** There will be positive and mediating association between work engagement and turnover intentions.
- **H<sub>02</sub>:** There will be negative association between work engagement and cynicism.
- **H<sub>12</sub>:** There will be significant positive association between work engagement and cynicism.
- **H<sub>03</sub>:** There will be negative and mediating association between work engagement, cynicism and turnover intentions.
- **H<sub>13</sub>:** There will be positive and mediating association between work engagement, cynicism and turnover intentions.

## **2. Literature Review**

### *2.1 Antecedents of Work Engagement*

Present day organizations anticipate that their employees will be proactive, demonstrate activity, and assume responsibility for their own particular expert improvement (professional development) and to be focused on achieving excellent Performance measures. They require employees who feel vigorous and committed – i.e., who are focused in with their work. It is, in this way not amazing that the previous decade has seen a sharp ascent in logical investigations on engagement. Work engagement gives specific, significant point of view on the experience of work. Bakker and Schaufeli, the pioneer in work engagement research, evaluate meanings of work engagement in the business perspective also in the Scholastic world as a reason for considering the instruments evaluating engagement. While the ubiquity of engagement in organizations affirms the idea's realistic aspects, business experts have applies the term to a bulk of

ideas and measures that withdraw from those utilized as a part of scientific investigations. Schaufeli and Bakker's examination demonstrates that business advisors utilize "engagement" as a novel, snappy mark that wrap conventional ideas, for example, commitment (i.e., the enthusiastic connection to the institution), continuation commitment (i.e., the want to remain with the institution), furthermore, extra-role behavior (i.e., optional conduct that advances the valuable working of the association). An environment that enables employees to take advantage of various job resources influences their personal resources or WE (Karatepe and Karadas, 2015). Employees with higher WE possess various personal resources such as SEFF, self-esteem, OPT, and RES, and these personal resources enable them to control the work environment closely (Bakker and Demerouti, 2008). Engaged employees possessing such personal resources display positive consequences.

According to Bakker et al. (2008) studies, in contrast, educational researchers have characterized work engagement as a special idea. Most researchers concur that engagement incorporates strength and energy dimensions and a recognizable dimensions. Work engagement is a positive, job related condition of satisfaction described by highest level of vitality and solid recognition with one's work. According to Maslach and Leiter (1997, 2008) work engagement is the at odds to burnout; as engaged workers have a feelings of energy and useful association with their job.

Work Engagement is believe as maximum level of employee's loyalty where the worker desires to execute the job by utilizing his/ her highest potential for own achievement and in support of organization's benefit. Schmidt and colleagues in 1993, pioneer in the work engagement in terms of intellectual writing. According to them, work engagement is the superior and modern feature of job satisfaction. One of the most significant definitions of employees work engagement provided by Schmidt and his colleagues is that, they are highly involved, strongly committed and completely satisfied with organizational objectives. They combined the classical aspect of job satisfaction and organizational commitment. Several explanations for work engagement are available however the definition of Schaufeli and Salanova (2002) is the most noteworthy as well as widespread. According to them the work engagement is "a positive and optimistic, satisfying, job relating condition of brain which is postulated as vigor, dedication, and absorption". The three important directions of work engagement are vigor (very energetic performing job), dedication (realizing honored while performing substantial involvement toward organization) last one is absorption (extremely involved during their job, unaware of nothing in the working area).

Work Engagement will make a more valuable association as an exclusive developed that increases the value of the nomological network (Halbesleben and Wheeler, 2008). Schaufeli and Bakker researches demonstrating that work engagement varies from work contribution and hierarchical responsibility.

There are also studies that have investigated a variety of factors that manipulate employees' work engagement, such as generational differences, race, and personality. However, most of these research studies focus on line-level employees, while supervisors' work engagement has expected little empirical consideration. Although there is no uncertainty that line-level workers are indispensable for successful organizational operations as they openly communicate with clients and deliver services, the significance of supervisors deserves amplified attention (Grobelna and Marciszewska, 2013).

## 2.2 *Cynicism's Origin*

Historically, cynicism is primarily related with Antisthenes, Diogenes of Sinope, and the Cynic community of prehistoric Greece and royally Rome. The roots of cynicism come from the Greek word cynic which literally means dog-like (Goulet-Cazeand Branham, 1996). The background of the word dog- like originate from the strongly established cross-social sect of cynicism in light of a refusal of societal principle and a clear confirmation of more common and insignificant types of livelihood. In addition particularly, the references having similarity to dog-like depend on perception narrated by the old Greeks about Diogenes' who have uncivilized and non-human behaviors (Shea, 2010). In oldday's cynic people did not just hold negative convictions towards public leaders and political organization; they communicated those negative convictions in an outrageous manner.

As it clear from old Roman and Greek cycles of cynical performance oscillate the definition of the common terminology cynicism held unequivocal relation to its philosophical basis through the sixteenth, seventeenth, and eighteenth century, Toward the start of the nineteenth century, on the other hand, the word started to go up against profoundly new definitions. This progress is the "vernacularization" of cynicism. The cynicism noticeably separated from its more radical basis, and started to wind up plainly translated as a state of doubt in others individuals.

Various past studies conducting these job characteristics elaborating that the cynicism as an emotional reaction to workers' doubts of integrity of the organization. Cynicism has been defined by Demerouti (2002) as employee's detachment from work, while, Maslach (2001) explain that cynicism is employee focused either services sector or administration and detachment is work focused. Cynicism mainly refers to when employee think that there job is meaningfulness and employee's lack of interest in their job. Araten-Bergman (2016), noticed that, when a colleague fails to congregate one or more of their responsibility towards a colleague worker then this emotional deal is violated, thus leading to worker's cynicism. This contravention can have severecost in terms of employee's feelings toward work and behaviors including intention to leave or turnover.

Now a days the effects of cynicism prevailing almost in all type of organization and every organization's noticed the problem arising due to cynicism. An academic institution like universities were highly qualified and intellectual people working also suffered with cynicism problem. Academic organizations will probably encounter cynicism among their employees when organization educational environment start to fall, when educationists' advantages are given more significance to the professional idealism (Qian and Daniels, 2008; Ramaley, 2002), when job duties enlarged and when worker are essentially more skewed to cynicism. Sometime both the working style and working environment and an addition to the well-recognized terms/expressions as trademark to maximize the reason employees' cynicism (Birnbbaum, 2000; Kanter and Mirvis 1989; Ramaley, 2002). In addition, cynicism in research oriented associations is negatively associated with institutions good well, commitment, and organization's citizenship behavior, while it is positively associated with the turnover intentions and impression of infidelity and disloyalty (Taylor, 2012, Özgan et al., 2012, Barnes, 2010; Bedian, 2007; Kutanis and Çetinel, 2009).

### 2.3 Frustration-Aggression Theory

Introduced by Dollard et al. (1939), the frustration aggression theory recommends that dissatisfaction and frustration brings about forceful and aggressive conduct. The aggressive behavior showed that it relies upon the chastisement and punishment related with this conduct. In the event when the employee have the possibility that there are no odds of being noticed or caught, he can enjoy to this fierce practices, generally dissatisfaction and frustration brings about negative results which are commonly psychological in nature in working environments. At the point when this hypothesis was connected with-in a working environment, various negative and insignificant behaviors and unproductive and ineffective working environment practices were related with frustrations and disappointment. Spector (1978) stressed that frustrations and dissatisfaction at work environment can prompt negative feelings and working environment practices. Later on Fox and Spector (1999) utilized particular organizations components like employee's trainings, organizations' assets and rules and regulations to set up that if these exercises are not overseen legitimately, it can come about into frustrations and dissatisfaction.

### 2.4 Turnover Intention

An employee's attitude to leave the organization may be consider as a psychological reaction to particular organization's circumstances which leads to employee withdrawal behaviors from the organization ranging from carelessness to the real conduct to quit. In the academic institutions, there are few examples which shows that employee turnover (intentional and unintentional) differ according to the structure of the organization. Intentional turnover was characterized as "intentional and willfully leaving or resigning by worker" (Pizam & Thornburg, 2000). Pizam and Thornburg (2000) investigated that employee's salary and other benefits play an important role in voluntary turnover rates, along with job satisfaction, organizational environment and top most the employee relation with colleagues and with organization in addition whether his/ her pre-employment expectations are fulfilled.

Reasonably significant features incorporated length of services, employee performances, intrinsic motivation, workload, and job security, employment status (contractor permanent). Employee age is also acknowledged as a vital contributor to employee job quitting. Consequently, it is important for the organizations to be aware of worker's intentions of leaving and internal motivational factors in views to decrease employee turnover ratios. Many studies revealed that emotional exhaustion is positively associated with employee intention to leave (Sager, 1990; 990). It clarify that higher levels of cynicism compel employees to willfully search for another, which leads to employee intentions to leave the organization.

The demand of skilled labour has been significantly increased from last couple of decades due the globalization, diversity, emergence of information and communication technology, organizations now required special attention to retain the productive employees at any cost, to cope with turnover intention. Matz et al., (2014) characterize the turnover intention as the intentional wilfulness tenacity to quite an organization. Besides all these facts, retirement from job and removal from the office or firing an employee are in organization side, while employee's resignation lying on employee's side. Generally, in organizations intention to leave happened whenever the individual find job in other organization or somewhere else. The most

significant matter is to recognize the job associated surroundings which compel individuals to leave their jobs. The most common discussion on employee's turnover intentions are availing sound opportunities in other organizations or employee's dissatisfaction from their present organizations. The claim of Ilmakunnas et al., (2012) add to the discussion that occasionally organization's production may boost due to employee's turnover, because when new experienced employee are engaged and organization performance may be increase by utilizing the new and experience employee's skill, knowledge and capabilities. Results predict that pleasant environment has relations with worker's job satisfaction and turnover rate by supporting theory of social exchange.

### *2.5 Turnover Intention in Universities*

At the point when a number of the employees are substituted by the concern authority from the typical numbers of the employees in the particular time period, it is known as turnover intentions (Agnes, 1999). Additionally, the effectiveness of the firm is a measure utilizing the turnover of the employees; when employees are not satisfied with their employments; they search for different options that regulate their level of satisfaction. It has been noted that when lecturers in universities are not rewarded intrinsically in that organization, they attempt to shift to other organization with the aims to accomplish intrinsic pleasure, for instance, from to sector and from non-government to government sector higher educational institutions.

Aydogdu and Asikgil (2011) assert that there will be high level of turnover intention in organization due to the absence of worker satisfaction. Some of the time, it happens that when employee notice that this organization providing opportunity for promotions and advancement in carrier then employee chose to remain for longer durations and this provides opportunity to the organization to decrease the charges of procuring of new employees and time of the associations too. Subsequently, the management of the universities should work to keep on the teaching faculty especially the lecturer staff. It can be asserted that lecturers' disappointment is an indicator of their turnover intention (Mudor and Tooksoon, 2011). In addition, Naji and Tabouli (2011) clarified the turnover regarding the worker intentions to stop work. They additionally proclaim a high relationship among the pay, advancement and advantages and rewards with turnover intentions.

### *2.6 Mediation Model*

In the recent modern world, the fore father of mediation is as known as David A. Kenny. He made a lot of contribution in the field of mediation. The essential motive of mediation is answer the question of "How?" further, to knows the method is significantly vital as it mainly concern with theoretical concerns ,cost and efficiency concerns, to understand why the intervention did not work, discover more proximal endpoints and to tests of mediation relatively powerfulness.

Research studies demonstrate that the intention of employee to depart their organization because of burnout has and it has explained by a few Australian research studies (Lingard, 2003) the later on reading recommended that emotional exhaustion and cynicism is important forecaster of employees' intentions to leave. Brand et al. (2012) investigated parallel conclusion in South African research readings, furthermore, Ducharme Knudsen, and Roman (2006) validate a positive relationship involving emotional exhaustion and intents to give up, accomplished on a example of remedial counselor (Fogarty, Singh, Moore and Rhoads, 2000). Literatures explain that there is

scarcity of research work locally which shows the mediation of work engagement between two dimensions of job burnout and intention to leave.

### 3. Research Methodology

#### 3.1 Research Design

This study is quantitative and cross sectional in nature. Generally a descriptive research design is used to figure out answers to the; when, where, who, how much and what. Moreover, a research design is organized, comprise of investigative questions related with the variables of this study. Additionally, research design is reflected appropriate for the study as a process of eliciting information desirable in portrayal suitable outcomes from the research study. The data for this study was obtained from primary sources of data. The primary data was collected through adopted questionnaires. These questionnaires help to collect information on the relationships of working conditions (variables of the study) of employees' in organization. There were three main variables work engagement, cynicism and turnover intention are used in this study, which are analysed and measured with the help of specified questionnaires/instruments.

#### 3.2 Variables

The three main variables of the study are work engagement, cynicism and turnover intentions. Although the main spotlight of the study was the employee mediation of work engagement, so work engagement was mediating variable, employee's cynicism was independent variable whereas the dependent variable was employee's turnover intention.

#### 3.3 Population of the study

The population of study was three public sector Universities in Malakand Division (University of Malakand, University of Swat and Shaheed Benazir Bhutto University, Sheringal). There are approximately 1615 employees working at these three Universities. Both genders, performing their duties in various units/ sections were selected as respondents. The sample size 316 was drawn and selected according to Morgan and KREJCIE sample and population table accordingly. As the overall data for this study was heterogeneous and to obtain accurate proportion from every section and department, stratified random sampling technique was used according the following formula:

$$n_i = \frac{n}{N} * N_i$$

#### 3.3 Data Collection and Instruments

The respondents were mostly comprised of the academic staff including Professors, Associate Professors, Assistant Professors and Lecturers and administrative staff from BPS-17 to 20. A pre-arranged or adopted questionnaire was use as instruments of this research study. Bakker and Schaufeli (2003) Utrecht Work Engagement Scale UWES, was used to measure the employee's work engagement consisted with 17 questions. Emotional Exhaustion was measure through "Maslach Burnout Inventory general survey (MBI-GS)". The key dimensions of MBI-GS consist of five (5) questions. The Cynicism was measure by six (6) items. Employee's turnover intention was measured developed questionnaires bythe Nissly and colleagues (2005) three (3) items scale among the employees working in higher education institutions.

3.4 Analysis of Data and Results

The collected data was thoroughly examined with the help (SPSS) and AMOS and for assessment of questionnaires 7 points Likert’s scale (Strongly Disagree, Disagree, Slightly Disagree, Neutral, Slightly Agree, Agree and Strongly Agree) was used as measuring tool. Though this research study is quantitative in nature, the results of the study were interpreted as numbers and percentages. To locate the relationship among variables, the correlation technique was used. Furthermore, to measure the mediating role employee’s work engagement, structural equation model (SEM) technique was also used.

The main objective of the study was to find out the Mediating Role of Work Engagement between Cynicism and Turnover Intentions. According to Khan et al. (2015) descriptive analysis and frequencies were used to describe the general characteristics of the data. At the first the demographics variables of this study were measured through standard deviation, mean, and Skewness, frequencies of such as gender, age, nature of duty, income, qualification and experience etc. in second step, confirmatory factor analysis (CFA) and reliability analysis was used to tests the proposed hypotheses/dimensions of employees’ work engagement, cynicism, job and employees’ turnover intention. In third phase, structural equation model (SEM, as it is mostly used to determine the mediating role) was employed to response the research hypotheses associated with suggested model and the effects of mediating role of work engagement and to determine the cause-effect relationships between cynicism and turnover intention.

3.5 Descriptive Statistics

Table Descriptive Statistics shows the standard deviations, means, and Skewness as the descriptive statistics of demographic variables of the targeted employees.

**Table 1: Descriptive Statistics**

Demographic Variables	N	Mean	Std. Deviation	Skewness	
					Std. Error
Marital status	316	1.25	0.432	1.180	0.137
Age	316	1.84	0.573	0.107	0.137
Qualification	316	2.02	0.782	- 0.039	0.137
Income	316	2.28	1.218	0.681	0.137
Nature of Duty	316	1.25	0.432	1.180	0.137
Designation	316	2.07	0.624	0.110	0.137
Experience	316	2.04	0.925	0.651	0.137
Department	316	1.45	1.045	2.417	0.137
Valid N (listwise)	316				

The table 1 presents that most of the selected respondents were married as it clears from the data that out of 316 total sample 238 numbers or 75.3% of the total respondents are married and 24.7% or 78 respondents were unmarried. The ages (in years) of the respondents were categorized into four age brackets as 20-30, 31-40, 41-50, and 51-60. As it’s clear from the table that most respondents’ falls in the age group of 31-40, which were 65.8% or 208 of the total numbers of the respondents. Subsequently, 79 numbers of respondents come in the age group between 20-30 with 25% of the respondents. And the rest of 28 respondents with 8.9% come in the age group of 41-50 and one respondent of 0.3% falls in the age ranging from 51-60.

Majority of the respondents (123) holds the MS/M.Phil qualification with 38.9% of the total respondents. After that exactly 100 of the respondents holds PhD degrees showing 31.6% and 93 respondents holds Master degrees which presenting 29.4% of the respondents. As it is obvious from the results that 105 or 33.2% of the respondents, a maximum numbers of the people salary comes in the group of 50-60. Followed by 31% or 98 numbers of the employee's falls in the group showed the range of 70-80 thousands. The respondents having salary range of 90-100 thousand were 52 or 16.5% of the total respondents and 13.6% or 43 respondents salary were represented by the group starting from 110-130 thousand rupees. Furthermore, 18 or 5.7% of the respondent comes in the group who received salary ranging from 150-200 thousand rupees. Table 1 showed that 238 employees with 75.3% respondents belong to teaching faculty and 78 respondents with 24.7% related to administration of the total respondents. Majority of the respondents' designation was lecturers or in BPS-18 illustrated from the table that 198 or 62.7% of the total respondents. Succeeding by 67 respondents with 21.2% were Assistant Professors in BPS-19. Though the data obtained from both the administrative and teaching staff, 49 respondents purely belong from admin staff with 15.5% and 0.6% or 2 respondents were Associate Professors in BPS-20 of the total respondents.

The data showed that 43% or 136 respondents' experience counted in the range of 4-6 years. Followed by 99 respondents with 31.3% comes in the group which experience period between 1-3 years. Further, 51 number of respondents showing 16.1% whose service length counted from 7-10 years. And 30 respondents with 9.5% experience fall in the 11-14 years group. The table clarifying that most of the respondents was from teaching department which are 251 respondents with 79.4% of the total collected data. Followed by establishment section with 27 respondents with 8.5 %, from examination section 15 respondents with 4.7%, finance section that there are 13 respondents with 4.1% and works department presenting 10 respondents and 3.2% of the total respondents.

### *3.6 Reliability and Validity*

The table 2 Reliability Tests displays the reliability and Validity results of the variables of the study. The reliability of the variables was measured through Cronbach's alpha. The results in the table are clearing up the reliability statistics of the underling four main variables of the study. The Cronbach's alpha value was utilized to decide whether questionnaires in a scale are consistent. The analyzed data was consistent as the estimation of Cronbach's alpha for each component of the investigation is over 70%. Rendering to Crosby, Salazar, & Di Clemente (2006) the value of Cronbach's alpha ranging between 0-1 and the Cronbach's alpha value 0.70 or greater is adequate proof of variable reliability. In Cronbach's (1951) explained the value of Cronbach's alpha of all the variables declare reliable when its value is above than 70%. As it clear from the table that employees' Work Engagement showing highest level of reliability having 17 numbers of items with Cronbach's alpha value is 0.885 and overall status is very good. Followed by the employees' Cynicism having 06 items which presenting the Cronbach's alpha value is 0.823 greater than 0.70 and overall conditions is very good. The variable Turnover Intention displayed the Cronbach's alpha level is 0.778 which comprised of 03 items and its status is very good and reliable. The results displayed in the table, on reliability analysis of the collected data of the variable is declared reliable and found good level of consistency.

**Table 2: Reliability and Validity Tests**

Variables	Cronbach's Alpha	No. of Items	AVE	CR
Work Engagement	0.886	17	.803	.916
Cynicism	0.823	06	.846	.956
Turnover Intention	0.778	03	.809	.926

To test the discriminant validity of construct Fornell and Larcker (1981) method was used. The comparison between shared-variance of constructs and average variance explained (AVE) by construct revealed that AVE for each construct was greater than shared-variance value. Hence, the discriminant validity of construct was established. Convergence validity was established by examining the values of factor loading, AVE and the values of CR. All the values of factor loadings were greater than 0.4 which is standard value as explained by Hair et al. (2013). CR is also greater than 0.7 and AVE is greater than 0.5 which are greater than the threshold values proposed by Hair et al. (2014), which confirmed the convergence validity also. Face validity was confirmed from expert opinion of three professors having expertise in the research area.

### *3.7 Mediation Measurements (Path Analysis)*

In mediation analysis, prior to measure the path analysis among the variable of the study, the first step is to determine the overall model fit. Generally, AMOS software is used for mediation analysis. The figure Overall Model Fit demonstrating the standardized estimate of each observed and latent variables. The values associated with each path are standardized regression coefficients. These values represent the amount of change in Y given a standard deviation unit change in X.

Chi-square = 405.356

Degrees of freedom = 179

P - Value = 0.000

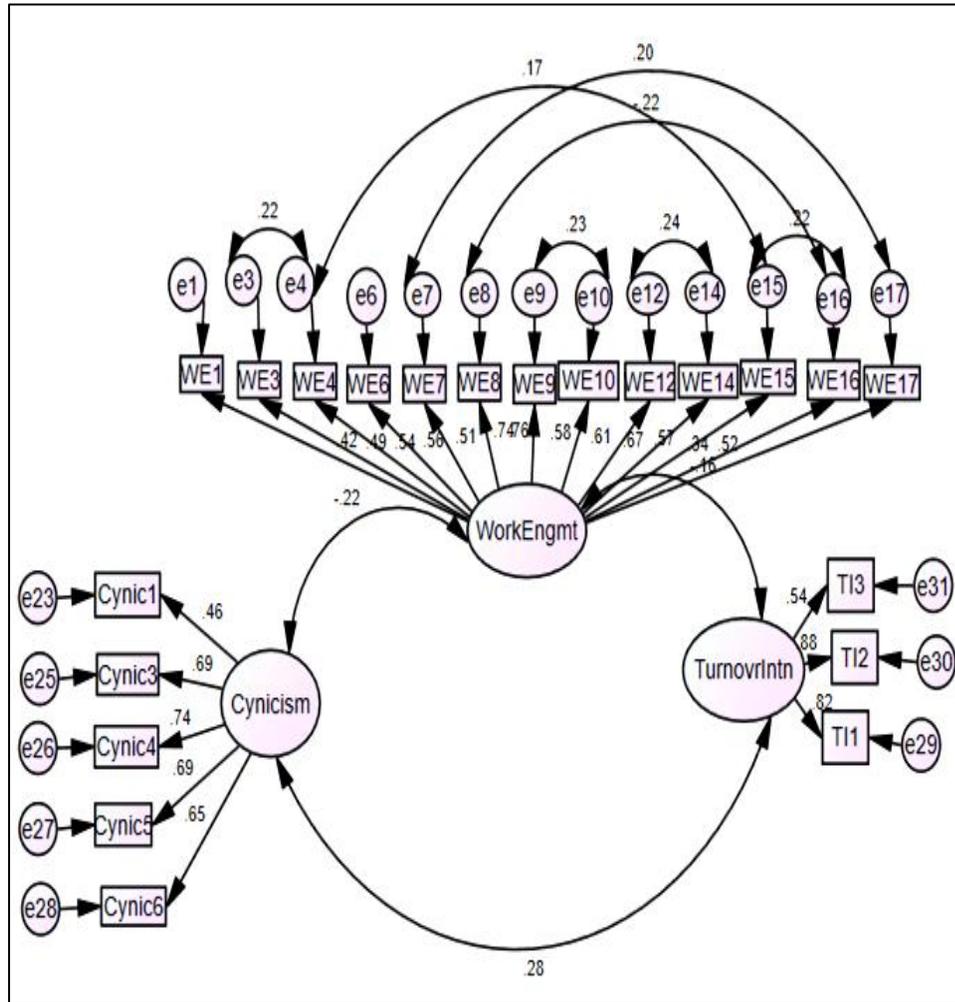


Figure 2: Overall Model Fit

3.8 Model Fit Summary

The chi-square test of overall model fit is labeled as notes for model in this output. Its value is 405.356 and the degrees of freedom are 179, retains a P- Value of 0.000 less than .001 that a Chi-square value this large or larger would be obtained by chance if the null hypothesis that the model fits the data is true. Although, the P-Value of the Chi-square test is less than the .05 level thus, the null hypothesis is rejected as the data fits overall model. In the above figure the values associated with each path are standardized regression coefficients. These values represent the amount of change in (DV) or Y given a standard deviation unit change in X (IV). Furthermore, the related unstandardized coefficients represent the amount of change in Y given a single raw score unit change in

X. Measuring the model fit, some of the residual creating problem in loading the residual, thus to avoid the discrepancies for model fit the bi-directional correlation among linked as e3 with e4 and e8 with e16 e7 with e16.

This model has several interesting features worth noting. First, it contains both latent (unobserved) and manifest (observed) variables. Second, it contains both causal relationships among latent variables, represented by single-headed arrows, and co relational or bi-directional relationships among several of the residuals. These are represented by the dual-headed arrows connecting e3 with e4 and e8 with e16, respectively.

**Table 4: Model Fit Summary**

Model	CMIN	DF	RMR	GFI	TLI rho2	CFI	PRATIO	PCFI	RMSEA	P
Default model	405.3	179	.169	.862	.832	.851	.887	.755	.060	.000
Saturated model	.000	0	.000	1.00		1.00	.000	.000		
Independence model	2341.9	210	.477	.450	.000	.000	1.000	.000	.159	.000

The term RMR (root mean square residual) is value of default model (0.169) is the better one of the other models considered with the exception of the saturated model which has the value (0.000). The model fit summary table additionally demonstrates the GFI (goodness of fit index) and the ordinary scope of GFI are small or equivalent to 1. And an estimation of 1 demonstrates a perfect or complete fit. Thus, the GFI value in the following table is 0.862 which is nearest to 1, which is accepted and supported the goodness of fit test.

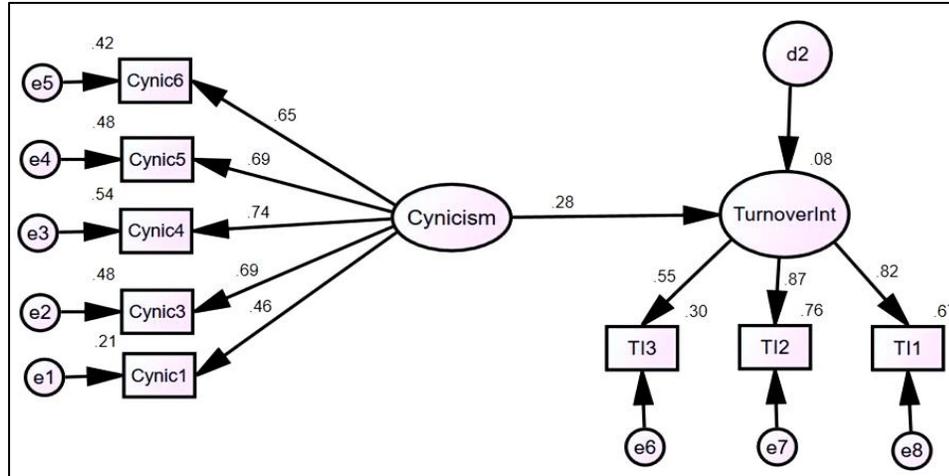
The term TLI stand for Tucker-Lewis coefficient was framed by (1980) and the common range for TLI lies from 0 to 1, yet it isn't constrained to that range. The TLI values are 0.832 which close to 0.9 and lays in the balanced scope of TLI score i.e. from 0 to 1. The CFI (comparative fit index) esteems near 1 show a solid and perfect fit and the CFI value in the table is gathered together to 0.9 as it was 0.851 in actual.

The word PRATIO in the table stand for parsimony ratio (James et al., 1982; Mulaik, et al., 1989) expresses the number of constraints in the model being evaluated as a fraction of the number of constraints in the independence model. The PRATIO value 0.769 is closest to 0.9 which is justifiable and accepted value of significance. The(PCFI)parsimony Comparative fit index adjustment to the CFI and its vale 0.851 was also considered good for model fit.

The Root mean square error of approximation (RMSEA) “the RMSEA value in the following table is 0.06 which is closest and acceptable to the RMSEA threshold value. The other measures of fit are descriptive. Hu and Bentler (1999) recommend RMSEA values should be less than 0.06. Since the RMSEA for this model is .06 and the model fit well according to the descriptive measures of overall model fit and consider as threshold significant.

*3.9 Measuring Direct Effect Path - c (Cynicism with Turnover Intention)*

The direct effects will be measured between IV (cynicism) with DV (turnover intention) given in figure below;



**Figure 3: Direct Effect Analysis (Standardized)**

The result in the figure shows the standardized regression coefficients. The Beta value 0.28 demonstrate the direct effects of independent variable (cynicism) on dependent variable (turnover intention) and the R<sup>2</sup> Value is 0.08 which is low but the P – value (0.003) in the table no. 5 shows that P >0.05 and the relationship and results are significant. As the Beta value of cynicism ( $\beta = .28$ ) or 28 % and caused positive and significant variation and in the turnover intentions of the employees of targeted population.

**Table 5: Direct Effect Analysis**

			Estimate	S.E.	C.R.	P
<b>Turnover Intention</b>	←	<b>Cynicism</b>	.380	.107	3.563	.003
Cynicism1	←	Cynicism	1.000			
Cynicism3	←	Cynicism	1.419	.202	7.041	***
Cynicism4	←	Cynicism	1.631	.227	7.196	***
Cynicism5	←	Cynicism	1.566	.222	7.044	***
Cynicism6	←	Cynicism	1.534	.224	6.856	***
TI3	←	Turnover Intention	1.000			
TI1	←	Turnover Intention	1.358	.147	9.243	***
TI2	←	Turnover Intention	1.509	.167	9.036	***

The standardized coefficients and associated test statistics are given in table 5 in details. Each standardized regression coefficient represents the amount of change in the dependent or mediating variable for each one unit change in the variable predicting it.

The C.R. representing Critical Ratio is considering the significance test which obtained when the parameter estimate is divided by its standard error. The parameter estimate is significant at  $p \leq 0.05$  and value of C.R is  $> 1.96$ . The results of critical ratio representing significant structural paths among the exogenous and endogenous latent variables and all

are found significant as the C.R value are greater as 3.563, 7.041, 7.196, 7.044, 6.856, 9.243 and 9.036 in an absolute value is less than 0.001. The critical ratio is 3.563 between cynicism and turnover intention. In other words, the regression weight for all the emotional exhaustion dimensions are significant for the prediction of overall turnover intention and all the dimensions are significantly different from zero at the 0.001 level (two-tailed). The Barron and Kenny (1986) proposed first condition about the direct effect (path - c) has been met.

*3.10 Measuring Indirect Effect Path - a (Cynicism with Work Engagement)*

The 2<sup>nd</sup> step suggested by Barron and Kenny's (1986) method is to find out the significant relationship between independent variable (Cynicism) with mediating variable (Work Engagement). Figure Indirect Effect Analysis Path – a show the standardized regression coefficients. The Beta value - 0.22 illustrated the indirect effects of independent variable on mediating variable and the R<sup>2</sup> Value is 0.05 which is low but the P – value (0.003) in the table no. 6 shows that  $P > 0.05$  and the relationship and results are significant. As cleared from the Beta value the burnout dimension i.e. cynicism has negative and significant variation between the employees of the of higher education organizations of the selected area of this study. Thus, Barron and Kenny (1986) second condition about the analysis of path (a) has been justified and fulfilled.

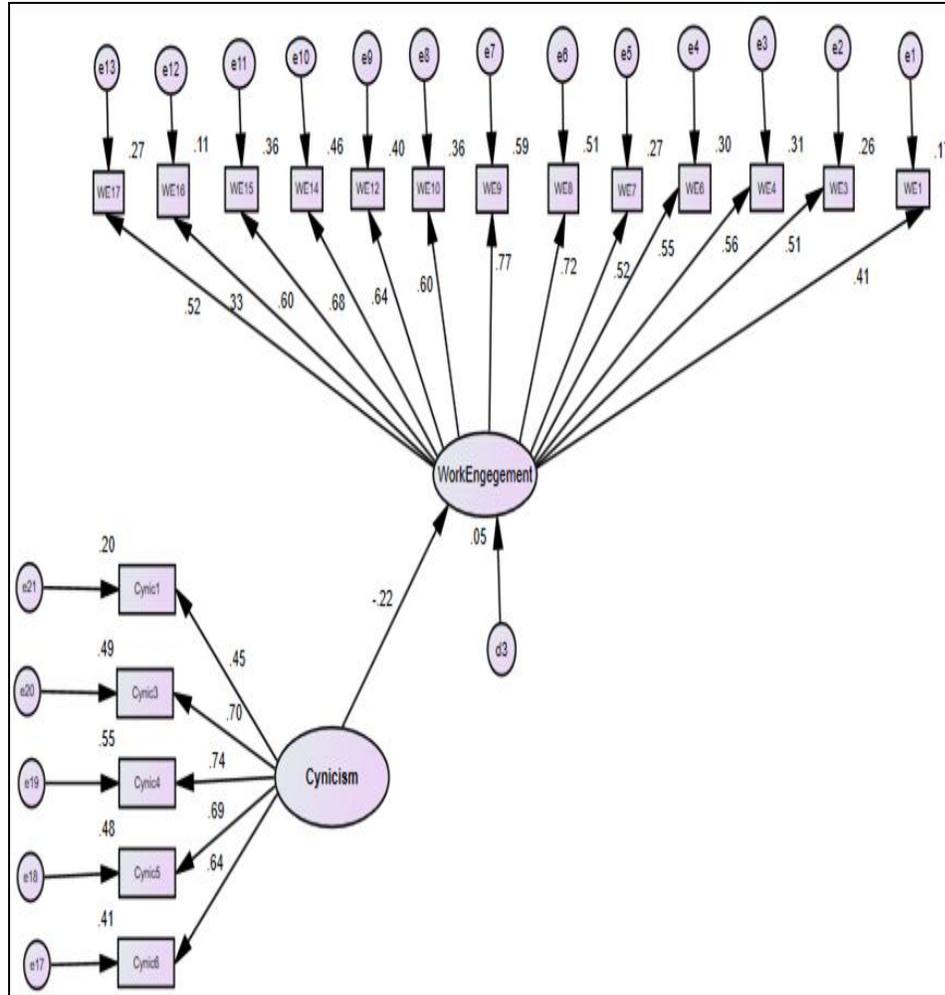


Figure4: Indirect Effect Analysis Path – a (Standardized)

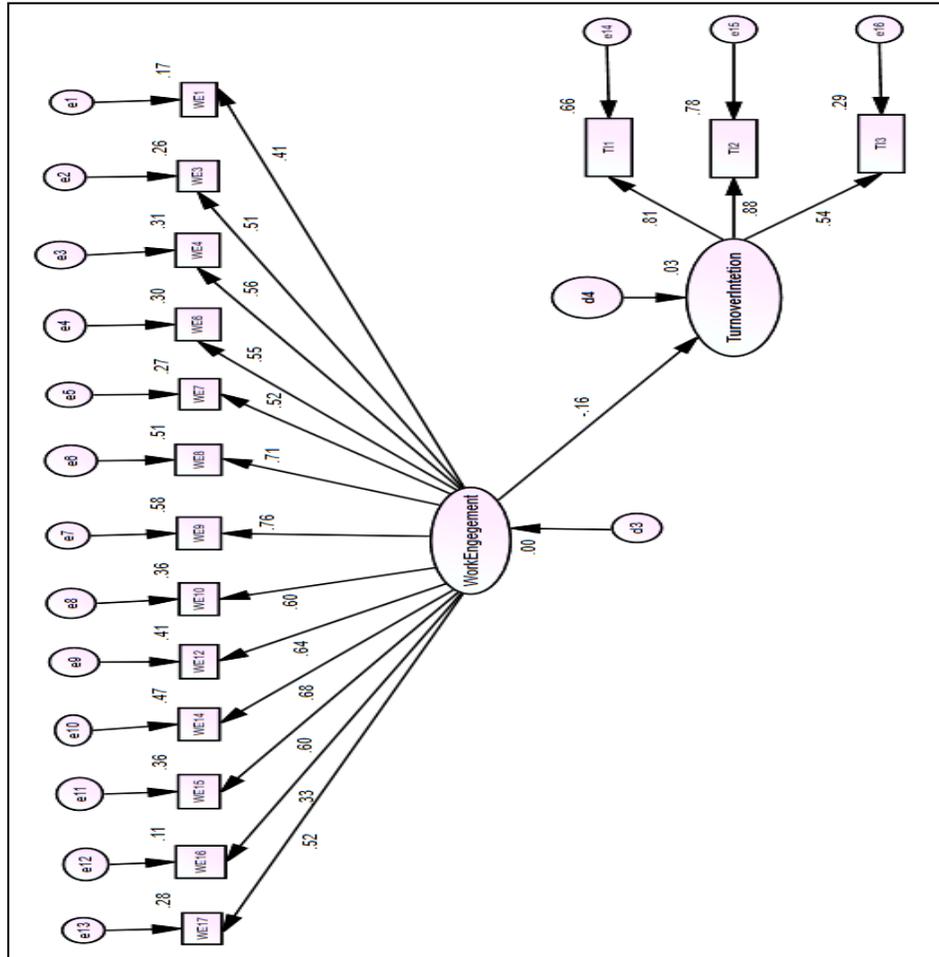
**Table 6 Indirect Effect Analysis Path - a**

			Estimate	S.E.	C.R.	P
<b>Work Engagement</b>	←	<b>Cynicism</b>	-.136	.046	-2.945	.003
WE9	←	Work Engagement	1.238	.176	7.018	***
WE10	←	Work Engagement	.770	.119	6.452	***
WE1	←	Work Engagement	1.000			
WE17	←	Work Engagement	.923	.152	6.054	***
WE14	←	Work Engagement	1.076	.159	6.747	***
WE15	←	Work Engagement	.999	.156	6.422	***
WE16	←	Work Engagement	.568	.124	4.574	***
WE12	←	Work Engagement	.944	.143	6.586	***
WE3	←	Work Engagement	.989	.165	5.982	***
WE4	←	Work Engagement	1.093	.175	6.239	***
WE6	←	Work Engagement	1.154	.187	6.173	***
WE7	←	Work Engagement	.695	.115	6.035	***
WE8	←	Work Engagement	1.115	.162	6.870	***
Cynicism6	←	Cynicism	1.000			
Cynicism5	←	Cynicism	1.030	.109	9.430	***
Cynicism4	←	Cynicism	1.076	.110	9.800	***
Cynicism3	←	Cynicism	.942	.099	9.474	***
Cynicism1	←	Cynicism	.642	.096	6.689	***

The table 6 Indirect Effect Analysis Path -- A depicts the Maximum Likelihood Estimates; its C.R. representing Critical Ratio is considering the significance test. The parameter estimate is significant at  $p \leq 0.05$  and value of C.R is  $> 1.96$ . The P – value is .003 which is less than .05 shows that the relationship between cynicism and work engagement is significant. The C.R value of work engagement and cynicism is -2.059. The results of critical ratio representing significant structural paths among the exogenous and endogenous latent variables and all are found significant as the C.R  $> 1.96$  i.e. 7.018, 6.452, 6.054, 6.747, 6.422, 4.574, 6.586, 5.982, 6.239, 6.173, 6.035, 6.870, 9.430, 9.800, 9.474 and 6.689. In other words, the regression weight for cynicism in the prediction of work engagement is significantly different from zero at the 0.01 level (two-tailed).

3.11 Measuring Indirect Effect Path - b (Work Engagement with Turnover Intention)

Barron and Kenny's (1986) third assumption of mediation is related with the relationship between dependent variable (turnover intention) and mediating variable (Work Engagement). At the third step in Barron and Kenny's process explaining that relationship between mediating variable (work engagement) and the dependent variable (turnover intention) has to be significant.



**Figure 5: Indirect Effect Analysis Path – b (Standardized)**

Figure Indirect Effect Analysis Path – b demonstrates the standardized regression coefficients, the Beta value- 0.16 illustrates the indirect effects of mediating variable on dependent variable and the  $R^2$  Value is 0.03 which is very low but the P – value (.017) in the table no. 7 shows that  $P > 0.05$  and the relationship and results are significant. As cleared from the Beta value, the mediating variable (work engagement) has negative and significant relationship with dependent variable (turnover intention). The probability of getting a critical ratio as large as 2.395 in absolute value is .017. In other words, the

regression weight for Work Engagement in the prediction of TurnoverIntention is significantly different from zero at the 0.05 level (two-tailed). Furthermore, if work engagement increased the turnover intention has to be decreased. Thus, the third condition of Barron and Kenny (1986) regarding the analysis of path (b) has been met and justified.

**Table 7: Indirect Effect Analysis Path - b**

			Estimate	S.E.	C.R.	P
<b>Turnover Intention</b>	←	<b>Work Engagement</b>	-.310	.130	-2.395	.017
WE9	←	Work Engagement	1.232	.176	6.992	***
WE10	←	Work Engagement	.770	.120	6.436	***
WE1	←	Work Engagement	1.000			
WE17	←	Work Engagement	.927	.153	6.052	***
WE14	←	Work Engagement	1.082	.160	6.745	***
WE15	←	Work Engagement	1.002	.156	6.416	***
WE16	←	Work Engagement	.577	.125	4.614	***
WE12	←	Work Engagement	.949	.144	6.584	***
WE3	←	Work Engagement	.996	.166	5.989	***
WE4	←	Work Engagement	1.095	.176	6.231	***
WE6	←	Work Engagement	1.157	.188	6.166	***
WE7	←	Work Engagement	.699	.116	6.037	***
WE8	←	Work Engagement	1.111	.162	6.847	***
TI1	←	Turnover Intention	1.000			
TI2	←	Turnover Intention	1.139	.105	10.893	***
TI3	←	Turnover Intention	.732	.080	9.110	***

### 3.12 Measuring Mediation Effect (Work Engagement, Cynicism and Turnover Intention)

The final condition of Barron and Kenny (1986) is to check the whole model for mediational effects. The results of figure Mediation Effect Analysis portrayed that the employees' cynicism is positively and significantly associated with turnover intention. The Beta value ( $\beta = .26$ ) of cynicism in the model demonstrate the total effect that it caused 26% variation in the employees' turnover intention and its direct effect  $\beta$  value is also reduce from .28 to .26. During this analysis, in the indirect effect model between cynicism and work engagement, path – a, the ( $\beta = -.22$ ) has recorded which shows the significant and negative association between work engagement as (mediating variable) and cynicism (independent variable) and truly justified the hypothesis. While the path – b, the indirect effects between work engagement and turnover intention has also shows negative association as cleared for its Beta value ( $\beta = -.11$ ) which is very low and caused little variation in turnover intention of the employees' of higher education organizations. Additionally, in the mediational effects model it was observed the Beta values has noticeably decrease, path–b from ( $\beta = -.16$ ) to ( $\beta = -.11$ ) and direct path– c, from ( $\beta = .28$ ) to ( $\beta = .26$ ) because of the insertion of work engagement as mediating variable.

The Beta value for the controlled rules path - c which was significant in the analysis is still significant while controlling for the effects of work engagement. Consequently, the

last step recommended by Barron and Kenny (1986) has not been completely fulfilled. However, the relationships among the variable is significant at .05 levels. Thus, it is accomplished that work engagement partially shows the mediating effects between dimension of burnout i.e. cynicism with turnover intentions. The hypothesis of the study is partially supported as cleared from mediation results that work engagement is partially mediate between employees' cynicism with employee's turnover intentions.

Chi-square = 507.486

Degrees of freedom = 186

Probability level = .000

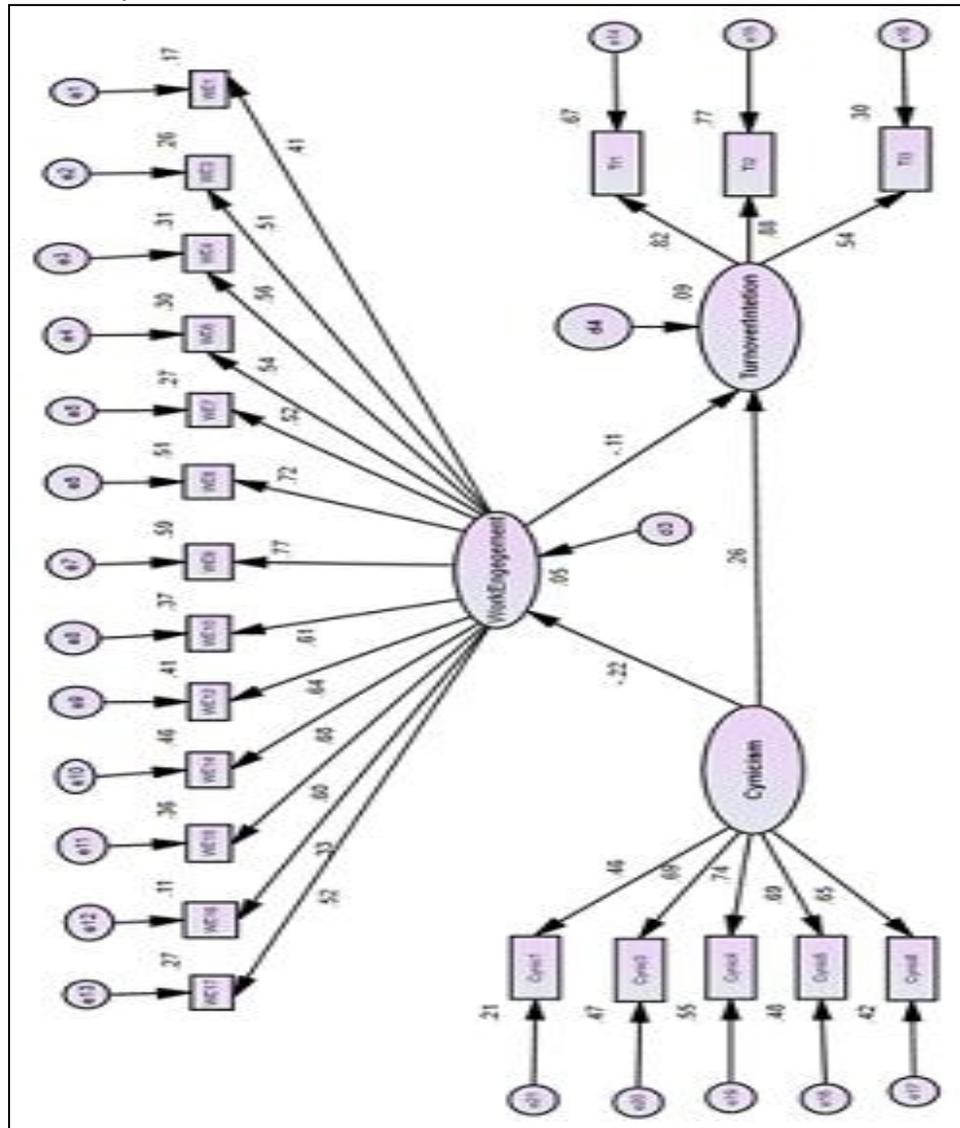


Figure 6: Mediation Effect Analysis (Standardized)

## Interplay among Work Engagement, Cynicism, and Turnover Intentions

The table 8 Mediation Effect (Work Engagement, Cynicism and Turnover Intention) describes the results the Maximum Likelihood Estimates of the mediational model. The parameter estimate is significant at  $p \leq 0.05$ . The P – values are .003, and .000 which is less than .05 shows significant relationship between cynicism, work engagement and turnover intention. As discussed earlier that the C.R values are considered as the level of significance. The C.R value of work engagement and cynicism is - 2.952. The probability of getting a critical ratio as large as 2.952 in absolute P value is .003. In other words, the regression weight for cynicism in the prediction of work engagement is significantly different from zero at the 0.001 level (two-tailed). The C.R value between Turnover Intention and Work Engagement is – 1.611. The probability of getting a critical ratio as large as 1.611 in absolute value is .107. In other words, the regression weight for Work Engagement in the prediction of Turnover Intention is not significantly different from zero at the 0.05 level (two-tailed). The C.R value between Turnover Intention and Cynicism is 3.578 and its P – value is .000. The probability of getting a critical ratio as large as 3.578 in absolute value is less than 0.001. In other words, the regression weight for Cynicism in the prediction of Turnover Intention is significantly different from zero at the 0.001 level (two-tailed).

Consequently, as recommended by the Barron and Kenny (1986) the last step of mediation process has not thoroughly accomplished and not completely fulfilling the final condition. Although, the associations among the all variable are significant. Thus, it was concluded, based on the results that work engagement (MV) partially mediate between cynicism (IV) and turnover intention (DV), therefore, the hypotheses is partially supporting the subject area of the study.

**Table 8: Measuring Mediation Effect**

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>
<b>Work Engagement</b>	←	<b>Cynicism</b>	-.135	.046	-2.952	.003
<b>Turnover Intention</b>	←	<b>Work Engagement</b>	-.206	.128	-1.611	.107
<b>Turnover Intention</b>	←	<b>Cynicism</b>	.306	.085	3.578	.000
WE9	←	Work Engagement	1.242	.178	6.993	***
WE10	←	Work Engagement	.776	.120	6.443	***
WE1	←	Work Engagement	1.000			
WE17	←	Work Engagement	.927	.153	6.039	***
WE14	←	Work Engagement	1.082	.161	6.731	***
WE15	←	Work Engagement	1.001	.156	6.398	***
WE16	←	Work Engagement	.570	.125	4.570	***
WE12	←	Work Engagement	.949	.144	6.569	***
WE3	←	Work Engagement	.994	.166	5.971	***
WE4	←	Work Engagement	1.093	.176	6.213	***
WE6	←	Work Engagement	1.154	.188	6.148	***
WE7	←	Work Engagement	.697	.116	6.016	***
WE8	←	Work Engagement	1.119	.163	6.847	***
TI1	←	Turnover Intention	1.000			
TI2	←	Turnover Intention	1.121	.098	11.452	***
TI3	←	Turnover Intention	.736	.080	9.222	***
Cynicism6	←	Cynicism	1.000			
Cynicism5	←	Cynicism	1.020	.107	9.520	***
Cynicism4	←	Cynicism	1.068	.108	9.920	***
Cynicism3	←	Cynicism	.922	.097	9.493	***
Cynicism1	←	Cynicism	.645	.095	6.808	***

#### 4. Conclusions

An important aspect of this study is to develop of an experimentally driven model of work engagement which builds on the basis of past studies. Additionally the aim of this model was to make more closefisted understandings of the huge number of work engagement related perceptions that available in the past literature of the subject concerned.

An Australia survey has been conducted in which recommended that the cynicism is the true indicators of employees' turnover intention. This investigation has similarly portrayed the mediating role of work engagement is decreasing the effects of cynicism on the turnover choices. The work engagement plays a partially mediating role between emotional exhaustion, cynicism.

Now a day's, most of the academicians are not interested to join the government sector organizations because these organizations do not provide equal opportunities to the employees for their future or professional career development. They realize that these institutions are not satisfying their psychological and social needs and demands. And when the employees' demands and needs do not match they feel dissatisfaction and bringing about cynicism among staff members. As the world becomes a global village, and in 21<sup>st</sup> century, you can't anticipate that employees will continue sitting tight for 10 to 20 years for promotion. Such type of organizations attitude will no doubt impact the employee performance which leads to employee cynical behaviors. Being a feature of psychological contract faculty members are expecting comparable or equity value in rewards and in Pakistan as the government higher academic institutions don't guarantee the equity, it would be exceptionally hard to expect get great efficiency and productivity from these workers facing this type of situations.

In Pakistan, the majority of higher education governmental organizations are described as bureaucratic in terms of structure. The key attributes of these institutions have been caught by Naus et al., (2007) who proposes that associations possessing strict and authoritarian system to rules, unimportant and pointless printed work and believes that rigid employees monitoring system could cause workers with low level of work engagement and abnormal state of organizational cynicism. The conspicuous purpose behind this negative result is that worker isn't permitted to utilize his abilities and thoughts to carry out the activity, rather he is compelled to take after those systems which are obsolete as well as which have lost integrity and validity because of successive disappointments in the last couple of years.

#### *4.1 Recommendations*

The mediation role of work engagement to amongst dimensions of burnout and employee intention of turnover among the staff members in universities are just to partially associated that may indicate the likelihood of various factors in advanced educational foundations and shows the mediating relationships. The outcomes of these investigations give inclusive confirmation to demonstrate the mediating connection between the work engagements, burnout and turnover intention among the personnel which will further expand the skyline of professional psychological research in Pakistani community.

The collected data was analyzed as a one setor as whole despite of comparing and analyzing the data individually among the selected organizations. It is also suggested that multi-level analysis should be adopted in future research measuring these points. In the same way it must also be recognized that there are possibilities of strong biasness as a result of self-report information. For instance, weariness or absence of enthusiasm from the correspondents may create bias the collected data. Further, it is also recommended for future studies that cooperating and interrelated impacts may be achieved from suggested model while analyzing the data in organizational level or individual level. For instance, it will be of huge enthusiasm for consultants or subject experts to foresee how institutional cynicism influencing unexpected work environment activities as an element of work engagement.

Despite the fact that the study tried to break down organizational cynicism in a novel social setting i.e. Pakistan, particular measurements of society does not considered while

building up the model of the study . The results might be clarified all the exhaustively if measurements of culture are made piece of research model considering them as predicting variable or like numerous previous investigations taken as moderating variable. Future research should consider all such type of aspects to achieve the desire results more efficiently.

#### *4.2 Managerial implications*

A possible scenario where it will be beneficial to the organization to make use of a selection instrument that also taps into the turnover propensities of candidates is that of a civil engineer vacancy. The employer would want to select a candidate less likely to quit for the duration of important projects. Also, in situations where management wishes to safeguard the company's clientele, as in the case of lawyers and marketing consultants, a similar selection procedure would prove beneficial. Therefore, human resource (HR) practices could benefit from the predictive validity this study provides and it could be used in the reduction of employee turnover.

The results may increase the accuracy of anticipated employee turnover expenses or may be used to reduce employee turnover and its associated costs (cf. Bluedorn, 1982). One specific managerial challenge is employee retention. Employee retention has become a more complex business outcome to pursue, seeing that high-potential (high flyer) employees tend to leave an organization first. This is due to the plentiful options outside of the organization offered by global or local competitors (Ready, Hill, & Conger, 2008). The results of this study could also be used to address some of the talent management and human capital issues modern-day organizations are grappling with. The practical implications of the study will, therefore, impact on all the HR value chain activities, ranging from employee entrance level right through to employee exit level.

#### *4.3 Limitation and Future Study*

Researchers have identified that the contextual factors related to work environments can influence turnover intentions (Arshad, 2016; Griffeth et al., 2000). The literature provided indication of linear relationships between all predictor variables and TIs (Knudsen et al., 2006; Leiter et al., 2009; Lingard, 2003; Rothmann & Joubert, 2007; Saks, 2006; Schaufeli & Bakker, 2004; Sims, 2007), with the exception of work engagement. Nevertheless, no considerable proof of a relationship between the predictive model as a whole and TI is provided in I/O psychological literature and needs to be addressed in future longitudinal research projects. In this study, roughly some of the variance in TI remains unexplained, which begs the question as to what other variables should be included in this model? Future research can explore the possibility of an extended model that better explains TI.

Future researchers are urged to match greater numbers of predictive variables when attempting to explain organizational attitudes and behavior (such as TIs). This will afford other researchers and HR practitioners the luxury of having access to more comprehensive and pragmatic predictive models. It is also strongly suggested that the contributing effects of biographical and demographical variables be tested, seeing as very little literature is currently available on the interaction between these variables and the predictive model of TI. The I/O psychological meaning of the construct work alienation can also be explored in more detail. A complete absence of research on the link between work engagement and TIs exists, even though this study has established a highly

significant, positive link between these variables. This relationship needs to be further investigated in future research projects related to withdrawal behaviors and voluntary employee turnover.

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