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**The Impact of Employee Engagement on Turnover Intention and Burnout: The Moderating
Effect of Supervisor Support and Coworker Support**

By

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Dedication

This study is sincerely dedicated to everyone who made it possible to reach where I am now.

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The Impact of Employee Engagement on Turnover Intentions and Burnout: The Moderating Effects of Supervisor Support and Coworker Support

Rahaf Al Rashidi

ABSTRACT

Employee engagement has been the center of attention for a long period because of the significant positive impact that it exerts on work-related outcomes of employees. For instance, when employees are engaged with their work, their turnover intentions and burnout levels decrease. Accordingly, it is important to shed light on factors that can strengthen the positive impact of employee engagement in reducing turnover intention and burnout of employees. Additionally, because of the constant pressure employees feel while performing their jobs, job resources, such as support from supervisors or coworkers, can play a key role in limiting the negative consequences. The purpose of this study is to examine the impact of employee engagement on turnover intention and employee burnout, taking into consideration the moderating effect of supervisor support and coworker support on the relationship. Drawing upon the social exchange theory, perceived organizational support theory, and job demands-resources model, a conceptual model was developed and empirically tested. Data were obtained from an online survey. One hundred and seventy-nine usable surveys were analyzed using the Program Smart PLS 3.0. The results validated the negative relationship between employee engagement and turnover intention & burnout and between supervisor support & coworker support and turnover intention & burnout. However, supervisor support showed a moderating effect only on the relationship between

employee engagement and turnover intention. The results of this study will help organizations in acknowledging the importance of supervisor support in reducing the employees' negative job outcomes. Finally, the findings of this study provide theoretical and practical contributions.

Key words: Employee Engagement, Turnover Intention, Burnout, Supervisor Support, Coworker Support, Social Exchange Theory, Employee Engagement Theory, JDR Model

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List of Abbreviations

1-	ENG	Employee Engagement
2-	TI	Turnover Intention
3-	BO	Burnout
4-	SS	Supervisor Support
5-	CS	Coworker Support
6-	SET	Social Exchange Theory
7-	JDR	Job Demands-Resources

Chapter One

Introduction

1.1 Introduction and Background

In the intensely competitive and diverse market climate, employee engagement is gaining tremendous and vital significance (Abela, 2019). A dedicated and engaged workforce is a crucial asset for the organization to succeed and have a competitive edge over its competitors. Each organization seeks to be differentiated, more creative and flexible in the face of the changing and competitive world today. To do so, any employee of the organization, from lower levels to the highest levels, must be excited and devoted to their work. Many analysts also agree that employees and oversight help are the main drivers of optimal performance, which in turn helps in reducing turnover and burnout (Anita, 2014). In other terms, the development of organizations relies on providing competent, engaged and productive staff and superiors. On the other hand, ineffective working environments may have detrimental consequences. Therefore, the existence of brave, optimistic, efficient and decent supervisors and working conditions is indispensable to organizations' progress. The presence of supervisor and coworker support is necessary to enhance the morale of the employees and ensure the success of organizations, which can positively impact their behaviors.

1.2 Purpose of the Study

Even though employee engagement and its influence on work-related constructs have been frequently tackled by several authors in numerous contexts, no study has tackled the moderation impact of supervisor support and coworker support on the relationship between employee engagement and turnover intention & burnout. Accordingly, future studies have been recommended to focus on the aforementioned moderators that can have significant influence on engagement and its outcomes (Santhanam & Srinivas, 2019). Additionally, there are many previous studies that recommended examining the relationship between employee engagement, turnover intention and burnout in a different context, such as Lebanon. Accordingly, this study intends to fill the aforementioned existing gap in the literature.

Therefore, this paper seeks to research the link between employee engagement and burnout and turnover intention. In particular, it discusses two possible models in which supervisor support moderates engagement and turnover intention and burnout, and coworker support moderates engagement and turnover intention and burnout. The study of two different models adds to the literature and causative relationships of employee engagement, turnover intention and burnout.

1.3 Research Questions

This study was driven by the following research questions:

RQ1: What is the impact of employee engagement on turnover intention and burnout taking supervisor support as a moderator?

RQ2: What is the impact of employee engagement on turnover intention and burnout taking coworker support as a moderator?

This paper will attempt to answer the above questions by collecting and analyzing quantitative data.

Chapter 2 contains the literature analysis on these variables: employee engagement, burnout, turnover intention, coworker and supervisor support.

Chapter 3 deals with the formulation of theories. The theoretical background to the relationship between the three variables presented in the existing literature is given in this chapter too.

The methods from which data for this scientific research have been gathered are discussed in Chapter 4.

Chapter 5 presents the statistical results, which justified the acceptance or rejection of the hypothesis.

Finally, Chapter 6 discusses the results and the consequences. The limits of the present thesis and proposals for future studies are also discussed in this portion.

1.4 Operational Definition of Key Terms

Employee Engagement is the degree to which workers feel enthusiastic about their jobs, dedicate themselves to the company and render their discretionary efforts (Khan, Malek & Mazidi, 2015). Engaged workers tend to have enhanced performance in the workplace and by that leading to higher productivity.

Turnover Intention refers to a employees' willingness to resign from their jobs or organizations and functions as a direct foundation for actual employee turnover (Koch & Hauknes, 2020). Turnover intention has been proven to be one of the strongest predictors of actual turnover.

Burnout is a particular type of stress that is linked with work. It is a state of physical or emotional fatigue that also includes a feeling of diminished accomplishment and loss of personal identity (Han, Bonn & Cho, 2015).

Supervisor Support is the degree to which employees believe that their supervisors respect and are concerned about their wellbeing (Phungsoonthorn & Charoensukmongkol, 2019). Supervisors can help workers feel noticed, respected and taken care of.

Coworker Support is the perception of employees of the degree to which their associates help in work-related tasks (Kim, Lee, Paek & Lee, 2013). It can be viewed in terms of teamwork and collaboration in the workplace, and it is considered as a main indicator to boost performance and by those achieving organizational objectives both efficiently and effectively.

Chapter Two

Literature Review

2.1 Literature Review

This section reviews several of the notable works associated to the main variables considered in this specific study, namely, employee engagement, turnover intention, burnout, supervisor support and coworker support.

2.2 Theoretical Framework

2.2.1 Employee Engagement Theory

The theory of employee engagement emphasizes the role of managers in organizations in ensuring that their employees are completely committed and fully involved in their jobs. Being engaged means that the employee is completely involved and absorbed in the job such that it takes all his/her time and encourages him/her to do everything in his/her capacity (Blunch, 2012). It is argued that employee engagement is often a two-way street, meaning that there is a shared partnership between employee confidence and respect. The theory aims to enhance the relationship between managers and employees in an organization to coordinate their goals and achieve organizational objectives efficiently and effectively and in return, to encourage employees at a specific level of expertise, and to build a working atmosphere and a healthy organizational culture in which interaction can flourish. The theory is important in order to minimize employees' turnover in the

workplace. The absence of employee engagement activities tends to negatively affect employees' productivity and performance in the workplace and accordingly, leading them to resign and search for better opportunities (Bojica & Fuentes, 2012).

2.2.2 Social Exchange Theory

Early theorists describe social exchange as the costs and benefits generated by the interaction of two individuals. Social transactions of good quality take place when all sides believe they have an equivalent cost transaction (Brachos, Kostopoulos, Soderquist & Prastacos, 2007). Social exchange can take place over a period of time or within a single framework. This cooperative arrangement is one in which both sides are fairly compensated (Brown & Calnan, 2016). High-quality experiences contribute to community cohesion and group happiness. The Social Exchange Theory (SET) is one of the most influential theoretical paradigms of workplace comprehension. Although there have been various views of social exchange, scholars accept that a set of experiences that creates responsibilities includes social exchanges. These relationships within SET are sometimes seen as interdependent and related to another person's behavior. SET also stresses that these interdependent transactions have the capacity, while we can only see this under some situations, to establish high-quality partnerships. SET's explanatory value has been identified in such diverse areas as social power, networks, board independence, organizational justice, psychological contracts, leadership and employee engagement, among others (Byrne, 2016).

2.2.3 The JDR Model

The JDR model is an empirical design which specifically explains how two particular sets of working conditions are responsible for the well-being of employees (Bakker & Demerouti, 2017). The first set is job demands, which are the qualities of a job that usually cause stress to employees when they exceed their abilities. Precisely, job demands are those that require employees to exert physical and mental efforts to perform tasks and therefore, they are linked with physiological and psychological costs (De Propris, 2002). Even though job demands are not always negative, they might take the role of job stressors when meeting those demands require certain level of capabilities that employees do not have. The second set of working conditions, known as job resources, applies to the degree to which the job provides resources to employees. Job resources are actually those physical, mental, social, or organizational facets of the job which have several roles and benefits. They reduce job demands as well as the corresponding mental and physical costs, are purposeful in achieving job goals, and encourage personal progress, learning, and growth (Dougherty, Munir & Subramanin, 2002). Hence, in addition to their role in reducing job demands, job resources are considered as benefitting on their own (De Propris, 2002). Resources might be placed within the following levels: the organization (e.g., income, career opportunities), interpersonal and social relations (e.g., supervisor and coworker support), the organization of work (e.g., job quality, involvement in decision making), and the task (e.g., skill variety, performance feedback. Generally, the nature of the relation between job demands and resources is negative since job demands, such as workload and time pressure, could prohibit the utilization of job resources. In an equivalent

manner, high job resources, such as coworker and supervisor support, might lessen job demands.

Plessis (2007) differentiated resources using a different and distinctive approach. First, they divided resources into three main categories: macro resources, resources and micro resources. Then, after attempting an exhaustive search of literature, they placed organizational resources (e.g., reward and recognition, leadership) under macro resources, social resources (e.g., supervisor and coworker support) and job resources (e.g., skill variety, task identity) under meso resources, and home resources and personal resources (e.g., cognitive, psychological) under micro resources (Easa, 2012). Thus, they considered supervisor and coworker support as parts of social resources which by definition, these resources “refer to interactions and relationships with colleagues including communication and task-related support.” (Easa, 2019).

2.3 Employee Engagement

Ferraresi, Quandt, Santos and Frega (2012) was the very first to reveal the word "engagement" and defined it as a person's mental presence while performing a task. Recently, engagement is considered a major topic within the management area (Gatignon, Tushman, Smith & Anderson, 2002). Engaged workers are considered the ones who unconditionally immerse themselves in both their jobs and the environment within. As an additional expansion of Kahn's perspective, Global Innovation Index (2018) discussed engagement with two extra constituents which are attention and absorption. Attention is how much an individual spends his/her time thinking about a job task, while absorption is the intensity of this attention.

Within the same tone, Gatignon, Tushman, Smith and Anderson (2002) defined engagement as one's state of rational and emotional dedication to an organization. Thus, individuals who are totally interested in, excited about as well as dedicated to their work and company, are said to be engaged. Usually, organizations lose vast amounts of dollars as a result of gaps in engagement (Gunday, Ulusoy, Kilic & Alpkan 2011).

Preceding research had determined the positive effects of engagement at different levels (Dechawatanapaisal, 2017). Garg and Dhar (2017) discovered a positive relationship between engagement and various business-level constructs such as organizational commitment and organizational citizenship behavior. At the individual level, engagement can enhance one's performance and job satisfaction. Additionally, engaged individuals are recognized to generally be passionate and involved in their work, showing high initiatives to attain their organizational and individual objectives (Hair, Black, Babin & Anderson, 2013). Aside from enhancing the positive characteristics of an individual, engagement additionally reduces counter-productive work behaviors. For instance, engagement decreases burnout and turnover intention.

Gordon, Tang, Day and Adler (2019) concluded that engagement is "related to meaningful business outcomes at a magnitude that is important to many organizations". Employee engagement is a multidimensional construct that consists of three facets, namely vigor, absorption and dedication. Schaufeli and Salanova (2011) referred to the three facets of employee engagement as follows: vigor is characterized by high levels of energy while working, the willingness to invest effort in one's work, and persistence in situations of difficulties; dedication by being strongly involved in one's work, and experiencing a sense

of significance, enthusiasm, inspiration, pride; and absorption by fully involved in one's work.

A group of researchers thinks that engagement is more about proactive attention than any other aspect (Jyoti & Dev, 2015). It is a decision to immerse employees in the task for its own sake and not for any external reward. The more attention employee has on what they are doing, the more they desire to perform it. These features should be felt mentally, physically and cognitively by engaged employees. Regarding the third and final facet of engagement, Kamasak and Bulutlar (2010) commented on the dedication of workers as a constructive, emotional and psychological behavior that encourages employees to communicate themselves mentally, cognitively and physically and to prime themselves for their job tasks. The participation of workers is very relevant in producing valuable market success results for various organizations (Karkoulia, Harake & Messarra, 2010). Companies ought to constantly involve their workers as it was observed that organizations with devoted employees are more profitable than those with less dedicated personnel (Kim et al., 2013). He claimed that a good organization has the capacity, by dedication, to retain empowering and devoted employees. Earlier research identified a major positive impact on employee involvement in organizations (Harter, 2017). Dedicated workers are working harder and would definitely move above the jobs they need and expect.

In addition, committed workers appear to believe like they have beneficial impacts on their physical and psychological health at work in their job atmosphere and company community. In a study done by Messarra (2014), perceived religious discrimination was shown to significantly affect employees' commitment and engagement where diversity is considered a key element of both constructs. Additionally, to enhance employees'

engagement levels, managers should help them in enhancing their self-efficacy to ensure a positive relationship between them and accordingly, they would contribute to the organizations' success (Dagher, Chapa & Junaid, 2015). Therefore, employee engagement is an important practice that has a positive impact on individuals and organizations.

2.3.1 Perceived Organizational Support

Perceived organizational support relates to the common conviction that businesses respect their workers' efforts and are worried about their health. In fact, perceived organizational support gives workers the responsibility to maintain the well-being of the business and to contribute to accomplish its aims, which are shown by greater success in their jobs and dedication to the group (Idris & Dollard, 2011). Researchers also use the idea of social interaction and reciprocity as an example of the incentive of workers who display good behaviors, such as dedication that the organization does not formally need. If organizations treat their workers in a good manner, they believe that they should perform well in the workplace. Additionally, the more employees perceive their organizations as supportive and appreciative of their contributions, the higher their self-leadership (Singh, El-Kassar & Abdul Khalek, 2019). Furthermore, organizations which inevitably support and care for their workers and enhance their loyalty, is perceived through a long sense of confidence and dedication to their employees, and will boost the motivation of employees in the workplace (Singh et al., 2019). Several findings have revealed that job satisfaction and organizational engagement are correlated with performance since they mainly rely on supervisor and coworker support to achieve organizational objectives. Research indicates that one explanation for the impact of perceived organizational support on a variety of favorable results for the organization is employee involvement. In other terms, workers

with higher assumed respect for the company will further participate in the area of employment and businesses that are parts of mutual norms of social exchange theory (SET), in order to finally help corporations reach their goals (Karatepe & Olugbade, 2009).

Perceived organizational support includes several dimensions such as organizational rewards, fairness, supervisor support and coworker support. Regarding organizational rewards, the attraction and retention of employees may be significantly impacted by properly-controlled benefits and assessment programs (Khoreva & Van Zalk, 2016). Loyal employees will boost organizational performance and help create financial capital and enhance profitability. The employers should work on compensating talented employees to boost their performance in the workplace and enhance productivity (Harter, 2017). In other words, companies implementing effective performance appraisals including well-developed organizational rewards will get higher performance from their employees in return. Moving to the fairness dimension, procedural fairness is when employees view that a team serving as the enacting authority is handled equally (Hobeika, 2008). However, employees do not always understand the real reasons of certain directives or demands that come within their organizations. Accordingly, supervisor support and coworker support are two critical factors of perceived organizational support that highly impact job outcomes of employees (Khoreva & Van Zalk, 2016).

2.4 Supervisor Support

Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well-being. It is one of the key behaviors that effective leaders develop as soon as they move from individual contributors to managers

(Kasekende, 2017). Previous analyses of Performance Management Systems have concentrated mainly on framing and not so much on the impact it has on staff. In addition, PMS might not be recognized or might not be common to workers in the developed world. In the relationship between PMS and employee satisfaction, it was observed that supervisor support is a mediator. In other terms, supervisor support partly focuses on conducting performance appraisals to evaluate employees' performance in the workplace, and provide them with support based on the outcomes of the appraisals (Lu & Gursoy, 2016). The coaching activity in the 1950s was known as a master apprentice form. Only in the 1980s and 1990s have these actions, especially the connection between supervisory help and job satisfaction, been discussed in the managerial sense. The supervisor support offers "alternative relationships that facilitate learning" with others (Herrmann & Felfe, 2013). Supervisor support is known to help workers improve and grow from the research of the Leading Member Exchange (LMX); LMX theory which focuses on the relationship between the management and their teams in the workplace. In addition, Hobeika (2008) described the employee impressions of oversight assistance as "the degree to which oversight provides support and encouragement to employees in their work groups". The working background in a technologically-driven setting is postulated to be complicated and accordingly, employee support needs to be offered to cope with these complex technologies (Jansen, Bosch & Volberda, 2006). Employees can feel stressed at work without the help from their managers resulting in dissatisfied performance (Phungsoonthorn & Charoensukmongkol, 2019). Even if organizations have sophisticated and well-established Performance Management Systems, management (supervisors) who apply these systems should be supportive and encouraging (Llorens, Schaufeli, Bakker &

Salanova, 2007). Employees may not actually appreciate any part of the PMS created or implemented by the organization. This refers to workers in developing countries in particular that are not as trained as those in industrialized countries. Supervisors may also be beneficial in encouraging staff to appreciate the contents of PMS. Therefore, supervisor support will serve as a mediator and not moderator between PMS and employee happiness. Numerous experiments have sought to differentiate between these two features in the world of Social Science (Marsden, 2016). The mediating and moderating effects of supervisory assistance are both conflicting (i.e., mutually exclusive) models: they are several theoretical formulations that can be established by interconnecting two separate literature organizations, such as PMS and work satisfaction.

2.5 Coworker Support

Coworker support is defined as “the extent to which employees believe their coworkers are willing to provide them with work-related assistance to aid in the execution of their service- based duties” (Han, Seo, Yoon & Yoon, 2016). Around the same period, the value of business participation is shown and empirically maintained with an important determinant of coworker support. A variety of studies have investigated the influence of culture on the degree of loyalty to an institution among employees. The key subject of these studies is society, both personally and globally (Han & Chen, 2018). However, the literature concerning its effect on engagement is minimal in an organizational culture sense. The key objective of this analysis is therefore to investigate whether the effect of coworker help varies amongst Thai aircraft attendants, who operate in organizations with various cultural orientations, on the three dimensions of organizational engagement

according to Haslem (2003). The Thai study established important associations between the help of colleagues and emotional and regulatory components of organization-based interaction while these ties in the US sample were not statistically significant. However, Thai workers employed on the American airline were detected as having a detrimental impact of coworker help on continuous dedication. Their analytical contribution and managerial consequences have been explored. Workers' engagement is considered a significant form of coworker support for service organizations (Damanpour, 2010). Support for coworkers is described as global 'employees' interests in their coworkers' behavior. Accordingly, perceived partnership help matches the team amount of perceived support for an entity. The distinction is that the assistance of coworkers is more discretionary than the support of a vertical authority (e.g. organizational/supervisor support) (Damanpour & Aravind, 2012). When staff does the same job or similar roles, coworker support can be based on help relevant to circumstances (Damanpour & Aravind, 2012). Affective engagement, according to Damanpour (2010), can be associated with certain job experiences and characteristics of an organization, rendering the individual psychologically relaxed' and enhancing his or her sensitivity. In reality, staff and their colleagues appear to participate in social activities on the job and this may influence their work experiences (De Jong & Den Hartog, 2007). Colleagues may provide beneficial help which contributes to positive work experiences and a sense of belonging and loyalty, which characterizes affective commitment. Empirical study has also shown that coworker support affects organizational engagement. A variety of studies have verified the association between social assistance and normative participation as well as affective engagement. However, the key emphasis of these studies was on encouragement from

either the group or the leader. The relationship between coworker support and organizational engagement, as described in the traditional normative contribution, is likely to be clarified by reciprocity. Darroch and McNaughton (2002) suggested that coworker support tends to have a direct relationship with organizational commitment in the workplace; i.e. as the coworker support increases, the organizational commitment increases, and such a correlation is in relation to the social exchange theory. The principle of reciprocation builds on Damanpour (2010) who suggests that the exchanging group finds equilibrium in the partnership and tries to regain balance if disparity arises. Employees earning large amounts of encouragement from superiors will then feel obliged to continue in the company so that they would help themselves. The absence of coworker support in the workplace tend to have a negative correlation with respect to employee engagement and organizational commitment; i.e. the lower the coworker support in the workplace, the lower the engagement level that in return will reflect lower performance in the workplace (Costa & Monteiro, 2016). The findings of this research were in accordance with social exchange theory. In services organizations, the significance for the well-being of the workers in the company is a logical reason for a favorable association between coworker help and longevity involvement. Leaving the business is probably viewed as expensive owing to the confusion of potential peers actions, which in turn would influence the employees' current working experience. Workers who intend to quit a company who funds its employees will perceive higher personal costs than employees that are underfunded. The workers will also devote themselves to the company as they recognize the costs and the complexities of the discrepancies between current and potential employees.

2.6 Employee Burnout

Employee burnout is defined as the excessive stress and strain in the workplace and involves a sense of demotivation and diminished accomplishment (Connell, Kriz & Thorpe, 2014). Employee burnout has number of influences including the absence of employee engagement, which in turn leads to the absence of employee commitment and interaction in the workplace (Connell et al., 2014). He showed that the absence of employee engagement practices can lead to higher employee burnout and by that resulting in incurring high training and recruitment costs which leads to lower organizational performance as a result of resignation of talented employees. Cooper and Edgett (2009) explored the connection between burnout and corporate involvement. Results suggest that the burnout of staff is adversely correlated to corporate engagement. Moreover, emotional fatigue is linked to participation in specific, personal achievement leads to dedication in a positive way. According to several research findings, high burnout level was found among public sector workers in Turkey (Menguc, Auh, Fisher & Haddad, 2013). This threatens the performance of workers as well as their private lives. A research on burnout in Ankara hospitals found low work satisfaction, low energy levels and high desire to leave, as well as lower absorption and commitment rates. Overall, burnout has substantial costs borne by companies including intensified intents to leave, absenteeism and poorer work results. Literature reveals that burnout is reducing worker involvement, work efficiency and job satisfaction (Marsen 2020). It is important for managers to increase workers' responsibilities in the workplace to retain talented employees. Moreover, higher levels of employee engagement will contribute to higher organizational citizenship, attitudinal and behavioral commitment and lower absenteeism.

Most research studies have investigated burnout's impact on job performance considering burnout as an antecedent of job performance. In a recent study done by Nekmat and Kong (2019), a non-traditional perspective on burnout was introduced in the relationship between job performance and burnout. Specifically, the aforementioned relationship was reversed and job performance was found to be a significant precursor of job burnout where a negative relationship between the two variables was indicated. This viewpoint opens up the evaluation of individual factors to resolve burnout rather than organizational factors (Nekmat & Kong, 2019). The Conservation of Resources theory explains that the depletion of resources usually result in undesirable outcomes such as burnout. In this new perspective, job performance is taken as a type of resource to either achieve anticipated outcomes or prevent unwanted outcomes such as burnout (Nekmat & Kong, 2019). Thus, good performance can help in mitigating the effects of job burnout.

2.7 Turnover Intention

Employees' willingness to leave their current employment can be defined as turnover intention. Each organization has often expressed a major concern about employee turnover intentions (Phungsoonthorn & Charoensukmongkol, 2019). There are several variables that may affect turnover intention in the workplace. Starting with organizational commitment, it is a deep confidence and appreciation of the aims and ideals of the organization and a readiness to make significant efforts on its behalf, as well as a strong desire to be part of the organization. Orgambidez and Almeida (2020) emphasized that the psychological links individuals have with their organizations are organizational commitments. The organization engagement is the best indicator of employee turnover intention. Another

factor affecting turnover intention is organizational justice. Justice is a wide-ranging and multifaceted definition of nondiscrimination and equal observance of inequalities in different areas. The degree to which workers interpret working practices, experiences and findings to be equal by nature is a matter of organizational fairness. Organizational justice is marked by the understanding and interpersonal reactions of employees in an organization. The company has to be equal with its processes including distributive, procedural and interactional justice in order to ensure workers are satisfied, dedicated and loyal (Charterina, Landeta & Basterretxea, 2018). Phungsoonthorn and Charoensukmongkol (2019) found that turnover intention has an inverse relationship with organizational justice in view of the ties between organizational justice and turnover in mind. The higher the organizational justice is, the lower the turnover intention will be and thus, the higher productivity, effectiveness and improved employee results are. The relationship between distributive justice, procedural justice and employee intention is negative in which the higher the procedural and distributive justice are, the lower the turnover intention will be (Self & Gordon, 2019). In other words, the better the employees' perceptions of fairness in relation to the means of determining outcomes (procedural justice) and fairness of outcomes received by employees (distributive justice), the higher the levels of job satisfaction and organizational commitment are, and the lower turnover intention is (Cheung & Wong, 2011). Lastly, organization climate is a critical factor that has been shown to influence turnover intention levels. Self and Gordon (2019) evaluated the impact of the operational environment on organizational turnover and confirmed that it directly affects the desire to abandon the corporation. They also pointed out that the corporate environment with the intent to leave is strongly interrelated. The absence of

engagement in the business environment affects the satisfaction of employees, which in turn may increase probabilities of the departure of employees (Self & Gordon, 2019).

Cekmecelioglu and Gunsel (2013), absenteeism and turnover intention are two concerns which cost companies millions and billions of dollars a year. The expenses of turnover intention take the shape of permanent or substitution recruiting efforts, missed job days and extra job pressures imposed on others. The complexity of the issue has led to renewed researchers' involvement in theoretical models that specify the human and organizational variables leading to these behaviors and to define the relations between them. The models demonstrate a dynamic trend in which psychological variables including attitude, tension and exhaustion cause physiological responses, contributing to a number of modes of absenteeism and increased turnover intention. The bulk of these models capture the mid- to later stages of the process and accordingly, they model the psychological effects. Few experiments have examined adaptive models that capture the organization's context, social mediation and interpersonal effects (Camelo-Ordaz, Garcia-Cruz, Sousa-Ginel & Valle-Cabrera, 2011). These models are required to take an overall view of absenteeism and to recommend ways to reduce this expensive effect. Camelo-Ordaz et al. (2011) investigated in particular the role of psychological states in affecting absence and attrition intentions through organizational variables. The ties between operational and psychological factors were then studied until an adaptive model was proposed, which had been validated with evidence obtained from public hospital workers (Cao & Xiang, 2012). It is important to consider the thoughts and feelings of workers about the organization and working community whatever the business is. The link between an organization and employee is reinforced by a welcoming and optimistic work atmosphere instilled by optimism and

confidence. As business leaders value workers rather than simple job capital, employees attain a high degree of success and choose to work for longer durations. The key aim of this analysis was to consider and support the factors of confidence and enthusiasm that affect the healthy working atmosphere and employee turnover intention.

Chapter Three

Hypotheses Formulation

3.1.1 Employee Engagement and Employee Turnover Intention

As per the social exchange theory, the sharing of information that occurs between individuals in an organization is considered as a source of enhanced motivation and engagement. In agreement with the employee engagement theory, employees' work and effort are what usually specify if they stay or leave their organizations, and if employees were engaged in their work, they would not decide to leave. Studies link such results to the fact that engaged employees may find it difficult to leave since they would have invested a high amount of energy in their work and hence, they would have feelings of work pride and desire that result in more attachment to their jobs. Several research studies have examined the relationship between employee engagement and employee turnover intention, and all results reveal that there is a significant association between the two variables (Tarcn, 2019). Generally, as a traditional view of the aforementioned relationship, most studies have indicated a negative correlation between employee engagement and turnover intention; the more employees are engaged at work, the less likely they are to leave in accordance with the social exchange theory and employee engagement theory (Bakker, 2013). Accordingly, the following is hypothesized:

H₁: Employee engagement is negatively related with turnover intention.

3.1.2 Employee Engagement and Employee Burnout

In reference to the broaden-and-build theory, positive emotions felt by individuals can help in extending one's consciousness and in inspiring one's original thoughts and actions (Kim, 2006). In relation to the work-field, positive emotions, that are present when employees are engaged as a result of vigor, absorption and dedication, can increase employees' abilities in creating and recognizing resources in their workplace environments. However, the JDR model claims that these resources can enhance the well-being of employees and therefore, they reduce negative organizational outcomes such as employee burnout (Weigl, 2016). Therefore, employee engagement can help in reducing the influence of job burnout. Generally, there is a strong correlation between high altitudes of burnout and the reduction of the well-being of individuals regarding their personal and work-related lives (Weigl, 2016). Increased fatigue in the workplace is significantly caused by extreme levels of work. Therefore, as a result of persistent exhaustion at work, employees are inclined to detach themselves mentally and psychologically from their career. The majority of the studies (Xu, 2018) have discovered a great connection between burnout as well as employee performance. If employees decide to stay in the company while experiencing burnout, they will display reduced levels of productivity, engagement and satisfaction (Maslach et al., 2008). On the other hand, Kim et al. (2013) explain that when engagement exceeds moderate levels and is considered to be excessive, employees may start thinking about leaving work. This is due to the fact that highly engaged employees feel that they are not being remunerated and rewarded enough in return to the work and high efforts that they exert (Kim et al., 2013). Thus, employees believe that their

job is too stressful and they start searching for other less demanding jobs. Thus, we propose the following relationship:

H₂: Employee engagement is negatively related with employee burnout.

3.1.3 Supervisor support and coworker support are related to turnover intention

In reference to the JDR model, supervisor support and coworker support are considered job resources at the level of interpersonal and social relations that can help employees in coping with their job demands and enhance their well-being at work. From the social exchange theory perspective, when there is a positive perception of employees about the network of ties that they have with their managers and colleagues in specific, a feeling of obligation arises from the exchange (Xu, 2018). This sense of obligation urges employees to react with positive behaviors at work (Chung-Kai & Chia-Hung, 2009). Therefore, when employees are involved in interactions with supervisors and coworkers, the sense of obligation enhances their organizational commitment and by that creating a greater urge to stay with their organizations. In a study done by Khan (2015), when supervisor and coworker support are present, a lower degree of turnover intention was found in relation to those with less supportive supervisors and coworkers. Thus, the relationship between supervisor and coworker support and turnover intention is negative; the higher the support from supervisors and coworkers is, the lower turnover intention will be in alignment with the JDR model and the social exchange theory (Mathieu, 2016). In light of the above information, the following is proposed:

H₃: There is a negative relationship between supervisor support and turnover intention.

H₄: There is a negative relationship between coworker support and turnover intention.

3.1.4 Supervisor support and coworker support are related to burnout

According to the JDR model, the occurrence of burnout can be due to two main reasons: excessive job demands that last for long periods of time or the absence of sufficient job resources in the workplace. In other terms, continuous job demands are linked with exhaustion and the lack of resources are correlated with disengagement (Bakker, Demerouti & Euwema, 2013). Accordingly, the presence of job resources can reduce disengagement of employees and decrease their burnout levels as a result. In a study done by Weigl, Stab, Herms, Angerer, Hacker and Glaser (2016), there was a meaningful three-way interaction and the findings indicate that the association between mental fatigue and depressed condition was greatest among nurses with high job overload and low supervisor support and consequently, the relationship between supervisor support and burnout is negative based on the JDR model. Therefore, the presence of supervisor support allows employees to work and return the favor to their organizations and thus, burnout decreases. Similarly, studies have found that coworker support develops a sense of work engagement and active assistance in employment and as a result, leads to an increase in the employees' productivity in the workplace, which in turn leads to minimizing burnout (Zhou, Martinez, Ferreira & Rodrigues, 2016). Coworkers support and facilitation of work problems aims to enhance job achievement and increase good working relationships which will lead to

boosting capacity, engagement and thus, fostering employment (Zhou et al., 2016). Based on the above, the following are suggested:

H₅: There is a negative relationship between supervisor support and burnout.

H₆: There is a negative relationship between coworker support and burnout.

3.1.5 Supervisor support moderates the relationship between employee engagement and turnover intention.

There are several studies that show the substantial impact of supervisor support on enhancing positive work-related outcomes and reducing negative work-related outcomes. As previously mentioned, employee engagement is negatively related to turnover intention and supervisor support is negatively associated with turnover intention (Abela, 2019).

When employees collaborate and share information between each other's in a certain work environment, their engagement and motivation are enhanced in accordance with the social exchange theory and employee engagement theory (Mohr, Hammer, Brady, Perry & Bodner, 2021). In agreement with the employee engagement theory, employees' exerted effort is what stipulates if they stay or leave their organizations, and if employees are engaged in their work, they would not decide to leave (Anita, 2014). Engaged employees may find it difficult to leave since they would have invested a high amount of energy in their work and hence, they would have feelings of work pride and desire that result in more attachment to their jobs. Accordingly, in the presence of supervisor support, the sharing of information between engaged employees is further enhanced and improved and as a result, leading to lowered turnover intention (Anita, 2014). Therefore, supervisor support

strengthens the negative relationship between employee engagement and turnover intention. Hence, the following is hypothesized:

H₇: Supervisor support moderates the relationship between employee engagement and turnover intention in such a way the relationship will be stronger.

3.1.6 Supervisor support moderates the relationship between employee engagement and burnout.

According to Maslach et al. (2008), engagement negatively relates to burnout and supervisor support is negatively correlated with burnout (Khan, 2015). In relation to the work-field, positive emotions, that are present when employees are engaged as a result of vigor, absorption and dedication, can increase employees' abilities in creating and recognizing resources in their workplace environments. However, the JDR model claim that these resources can enhance the well-being of employees and therefore, they reduce negative organizational outcomes such as employee burnout (Khan et al., 2012). Accordingly, the presence of job resources can reduce disengagement of employees and decrease their burnout levels as a result (Weigl et al., 2016). Therefore, the presence of supervisor support allows employees to work and return the favor to their organizations and thus, burnout decreases. Thus, supervisor support strengthens the negative relationship between employee engagement and burnout. Hence, the following is hypothesized:

H₈: Supervisor support moderates the relationship between employee engagement and burnout intention in such a way the relationship will be stronger.

3.1.7 Coworker support moderates the relationship between employee engagement and turnover intention

Research has shown the positive impact that the presence of coworker support in an organization can have on employees' performance outcomes (Gordon et al., 2019). Coworker support decreases turnover intention of employees and reduces their burnout levels (Bakker, 2017).

In accordance with the social exchange theory and employee engagement theory, the sharing of information that occurs between individuals in an organization is considered as a source of enhanced motivation and engagement (Schaufeli & Bakker, 2003). In agreement with the employee engagement theory, employees' exerted effort is what stipulates if they stay or leave their organizations, and if employees are engaged in their work, they would not decide to leave (Koch, 2020). Engaged employees may find it difficult to leave since they would have invested a high amount of energy in their work and hence, they would have feelings of work pride and desire that result in more attachment to their jobs. Accordingly, in the presence of coworker support, the sharing of information between engaged employees is further enhanced and improved and as a result, leading to lowered turnover intention (Schaufeli & Bakker, 2003). Therefore, coworker support strengthens the negative relationship between employee engagement and turnover intention. Hence, the following is hypothesized:

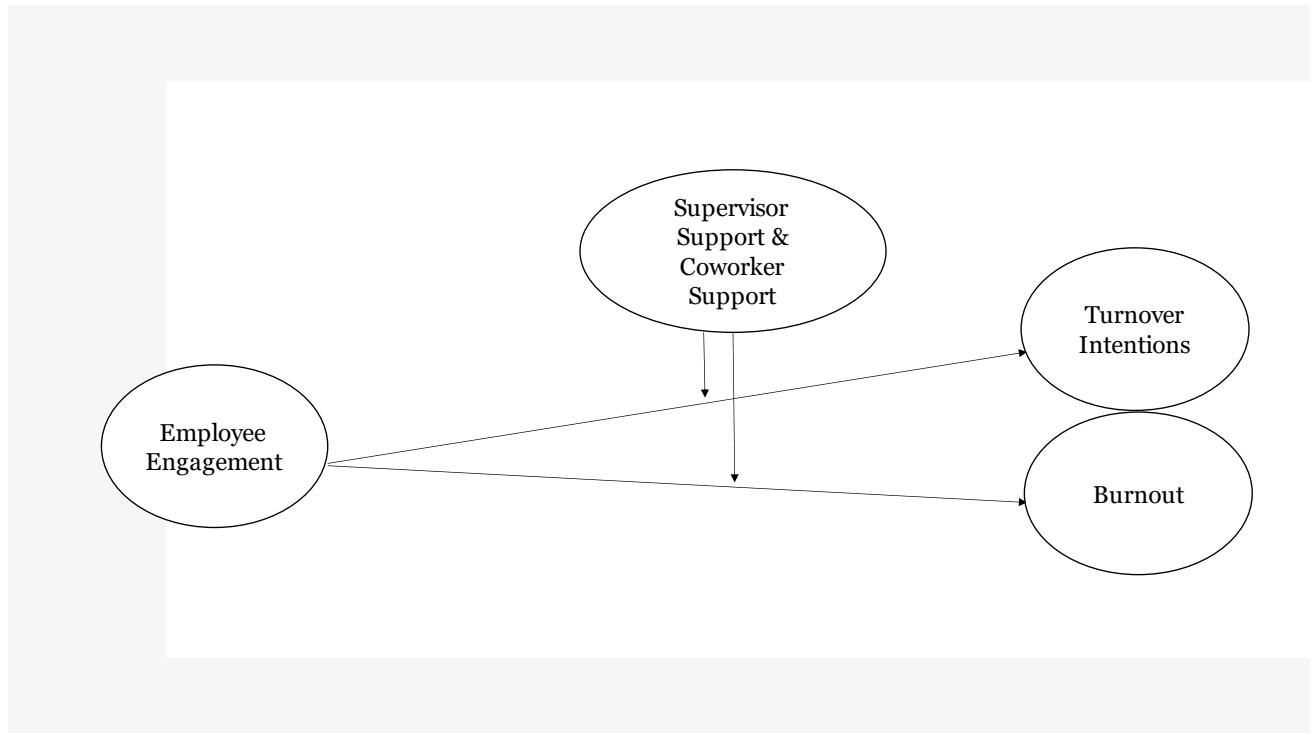
H₉: Coworker support moderates the relationship between employee engagement and turnover intention in such a way the relationship will be stronger.

3.1.8 Coworker support moderates the relationship between employee engagement and burnout.

When employees are engaged, the vigor, dedication and absorption that they feel enhance their ability in identifying job resources at work. In addition, in agreement with the JDR model, the identification of resources improves the overall well-being of employees and as a result, negative outcomes are reduced including burnout levels (Charoensukmongkol et al., 2016). Therefore, in the presence of coworker support, the impact of engaged employees on their burnout levels is strengthened (in accordance with the social exchange theory). Thus, coworker support strengthens the negative relationship between employee engagement and burnout. Hence, the following is hypothesized:

H₁₀: Coworker support moderates the relationship between employee engagement and burnout in such a way the relationship will be stronger.

Research Model:



H₁: Employee engagement is negatively related with turnover intention.

H₂: Employee engagement is negatively related with employee burnout.

H₃: There is negative a relationship between supervisor support and turnover intention.

H₄: There is a negative relationship between supervisor support and burnout.

H₅: There is a negative relationship between coworker support and turnover intention

H₆: There is a negative relationship between coworker support and burnout.

H7: Supervisor support moderates the relationship between employee engagement and turnover intention in such a way the relationship will be stronger.

H8: Supervisor support moderates the relationship between employee engagement and burnout such a way the relationship will be stronger.

H9: Coworker support moderates the relationship between employee engagement and turnover intention in such a way the relationship will be stronger.

H10: Coworker support moderates the relationship between employee engagement and burnout in such a way the relationship will be stronger.

Chapter Four

Methodology

This chapter describes the population, the survey and the sample scale and explains in detail the instruments used.

4.1 Sample

The survey was distributed online using google forms between December 2020 and March 2021. The target population for the study included individuals working for private companies in Lebanon. The main target audience involved MBA and MS HRM students at the Lebanese American University who are working. The survey was administered in English, which is considered the second language used in Lebanon. The total number of participant in this study is 179 employees (N=179). The following sections discuss the different instruments that were used to measure the variables of the study.

4.2 Instruments

The first section included a consent form that provides the choice for respondents whether to answer the questionnaire or not, and reassures that the identity of the respondents will remain anonymous as a part of maintaining research ethics and confidentiality. Before distributing the questionnaire, it was approved by the Institutional Review Board (IRB) (see Appendix).

The purpose of the study is to examine the moderating effect of supervisor support and coworker support on the relationship between employee engagement and employee burnout & turnover intention. The formulated questionnaire consisted of eight sections. After the consent form, the second part included ten demographic questions. The questions included gender, age, marital status, level of education, years of experience, industry working in, work position, employment status, number of employees working in the company, and if the respondent is the main provider for his/her family or not.

The third part measured employee engagement using 17 questions adopted from Schaufeli and Bakker (2003). Respondents rated their engagement activity on a 6-point Likert scale, where answers ranged between 0 (Never) to 6 (Always). Examples of items included are: "At my work, I feel bursting with energy.", "I find the work that I do full of meaning and purpose." and "Time flies when I'm working."

Moreover, the fourth section of the questionnaire was concerned with turnover intention scale. The scale was adopted from Bothma and Roodt (2013). Participants were asked to answer 6 questions using a 5-point Likert scale ranging from 1 (Never) to 5 (Always). Examples of questions asked are: "How often have you considered leaving your job?", "To what extent is your current job satisfying your personal needs?" and "How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?".

The fifth part of the survey included a 9-items scale to measure employee burnout that was adopted from Maslach et al (2008). Participants rated the items on a 6-point Likert scale ranging from 0 (Never) to 6 (Everyday). Sample items included: "I deal very effectively

with the problems of my customers", "I feel I treat some customers as if they were impersonal objects" and "I feel emotionally drained from my work".

The sixth part of the survey included three items to measure supervisor support and was adopted from Susskind, Kacmar and Borchgrevink (2003). The items were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Sample items included "I find my supervisor very helpful in performing my duties" and "When performing my duties I rely heavily on my supervisor".

The seventh and final part of the survey included three items to measure coworker support which was adopted from Susskind et al., (2003). The items were measured using a 5-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Sample questions included: "I find my coworkers very helpful in performing my duties", and "When performing my duties, I rely heavily on my coworkers".

4.3 Reliability and Validity of Constructs

Cronbach's alpha was calculated to evaluate the reliability of the study's variables and was also considered for the purpose of validity. This tool is adopted to evaluate how strong, consistent and valid the structures are, specifically with the use of Likert-scales. According to Nunnally and Bernstein (1994), Cronbach's alpha values for established scales that falls below 0.6 implies low-reliability while the values above 0.6 implies strong reliability.

4.3.1 Reliability Analysis

The reliability analysis test implemented through the computation of Cronbach's alpha for the scales. The results of the Cronbach's alpha are recorded in Table 1 below.

Construct Reliability

Table 1Summary of Cronbach's alpha values for each scale:

	Cronbach's Alpha
ENG_VI	.890
ENG_DE	.921
ENG_AB	.903
TI	.840
BO	.719
SS	.851
CS	.819

The Cronbach's alpha values for all variables scored above 0.7 indicating high reliability of the scales (Hair et al., 2006).

4.4 Factor Analysis

In order to further analyze the data, factor analysis was conducted. First, factor analysis was run for the variable (ENG). Engagement has a higher order multi-level construct. Factor analysis was conducted on sub-dimensions which are vigor, dedication and absorption. Factor analysis was run for the variable (ENG_VI). Results indicated that the KMO and Bartlett's test was significant with a Chi-square value of 529.510 and a corresponding P value of 0.000. All factor loadings of the six items (ENG_1_V1, ENG_4_V12, ENG_8_V13, ENG_12_V14, ENG_15_V15, ENG_17_V16) were >0.7

indicating high scale reliability as seen in Table 2 below. Also, the total variance explained was 64.694% which is above the minimum required value of 50%. Finally, a single score for ENG_VI was generated using the regression model which will be used in the subsequent analysis.

Table 2Factor Loadings for Vigor (ENG_VR)

Component Matrix^a	
	Component
ENG_1_V1	.762
ENG_4_VI2	.852
ENG_8_VI3	.795
ENG_12_VI4	.805
ENG_15_VI5	.808
ENG_17_VI6	.802

Factor analysis was conducted on the dedication dimension of engagement variable and results indicated that the KMO and Bartlett's test was significant with a Chi-square value of 665.540 and a corresponding P value of 0.000. All factor loadings of the five items (ENG_2_DE1, ENG_5_DE2, ENG_7_DE3, ENG_10_DE4, ENG_13_DE5) indicated reliability above 0.7, as seen in Table 3 below. The overall explained variation was also 76,139 percent above the required minimum value of 50 percent. Finally, the regression model employed in the following study was used to produce a single score for ENG DE.

Table 3Factor Loadings for Dedication (ENG_DE)

Component Matrix^a	
	Component
ENG_2_DE1	.884
ENG_5_DE2	.918
ENG_7_DE3	.906
ENG_10_DE4	.883
ENG_13_DE5	.762
ENG_2_DE1	.884

The final component of employee engagement is absorption. The findings were analyzed by the factor, indicating a large KMO and Bartlett test with a Chi-square value of 622,741, and a corresponding P of 0,000. All factor loadings of the six items (ENG_3_AB1, ENG_6_AB2, ENG_9_AB3, ENG_11_AB4, ENG_14_AB5, ENG_16_AB6) were >0.7 indicating high scale reliability as seen in Table 4 below. The overall explained variation also exceeded the minimum necessary value of 50 percent at 67,790 percent. Finally, the regression model used for the following study has been used to produce a single score for ENG AB.

Table 4Factor Loadings for Absorption (ENG_AB)

Component Matrix^a	
	Component
ENG_3_AB1	.808

ENG_6_AB2	.850
ENG_9_AB3	.810
ENG_11_AB4	.868
ENG_14_AB5	.859
ENG_16_AB6	.745

The second variable in this study, turnover intention (TI) was examined. The results of KMO and Bartlett test showed a Chi-squared value of 368.718 and a P value of 0.000. The results showed that five out of the six items factor loadings were approximately >0.7, as shown by Table 5 (TI 1, TI 2, TI 3, TI 4, TI 5). The explicit cumulative variance was also 62,224%, which is above the mandatory minimum value of 50%. Finally, the regression model used for the corresponding study was used to produce a single TI ranking.

Table 5 Factor Loadings for Turnover Intention (TI)

Component Matrix^a	
	Component
TI_1	.872
TI_2	.682
TI_3	.724
TI_4	.833
TI_5	.817

For the third variable, Burnout, the factor analysis was executed. The results showed that the test for KMO and Bartlett had a Chi square value of 200,016 and a corresponding P value of 0,000. Six out of the nine items their loadings were >0.7 , and were used in this study as seen in Table 6 below, (BO 2, BO 4, BO 5, BO 7,BO 8,BO 9). Furthermore, the overall variance was 43.653%, which is below the mandatory minimum value of 50%.

Table 6Factor Loadings for Burnout (BO)

Component Matrix^a	
	Component
BO_2	.672
BO_4	.666
BO_5	.736
BO_7	.600
BO_8	.712
BO_9	.561

The fourth variable supervisor support (SS), a factor analysis was executed for SS. Results showed that the KMO and Bartlett tests were meaningful with Chi-square values of 327.226, and P values of 0.000. The four items (SS 1, SS 2, SS 3, SS 4) factor loadings were >0.7 , which indicate high level reliability as shown in Table 7 below. In addition, 69,412 percent of the overall variation described was above the mandatory minimum value of 50 percent.

Table 7Factor Loadings for Supervisor Support (SS)

Component Matrix^a	
	Component
SS_1	.859
SS_2	.709
SS_3	.890
SS_4	.863

Finally, the last variable coworker support (CS), a factor study was executed for CS. Results indicate a substantial Chi-square value of 204,546 and an equivalent P-value of 0,000 were presented at KMO and Bartlett. The three items factor loadings (CS 1, CS 2, CS 3), were >0.7 and this indicated high reliable dimensions, as shown in Table 8 below. The overall variance described also exceeded the minimum required value of 50 percent by 73.880 percent.

Table 8Factor Loadings for Coworker Support (CS)

Component Matrix^a	
	Component
CS_1	.879
CS_2	.804
CS_3	.894

Chapter Five

Findings

A total of 179 respondents were included in this study. The characteristics of the respondents are presented in Table 9 below. The majority of the respondents were 56.4% females and 43.6% males and 78.8% were between 20-30 years old. Additionally, 3.9% of the respondents have a doctorate degree, 15.1% have four years higher education degree, 3.9% have high school degree, 55.3% have masters, 19.6% have a three-year higher education degree and 2.2% of the respondents have two-year higher education degree. Moreover, the majority of our sample had less than five years work experience (46%).

Table 9Summary of participant demographic characteristics

Characteristic	Description	n	Percent (%)
Age	<20	2	1.1
	20-30	141	78.8
	31-40	32	17.9
Gender	41-50	2	1.1
	>50	2	1.1
	Male	78	43.6
	Female	101	56.4
	Prefer not to say	0	0.0
Marital status	Single	103	57.5
	Married	43	24.0
	Divorced	1	0.6
	Widowed	0	0.0
	In a relationship	32	17.9

Level of education	Elementary school	0	0.0
	High school	7	3.9
	Two-year higher education degree	4	2.2
	Three-year higher education degree	35	15.1
	Four-year higher education degree	27	55.3
	Masters of professional degree	99	3.9
	Doctorate degree	7	
Work experience	Less than 5 years	83	46.4
	5-10 years	66	36.9
	11-15 years	26	14.5
	16-20 years	3	1.7
	More than 20 years	1	0.6
Industry	Banking	23	12.8
	Insurance	8	4.5
	Education	21	11.7
	Healthcare services	18	10.1
	Engineering	17	9.5
	Hospitality and tourism	12	6.7
	Family business	16	8.9
	Other	64	35.8
Work position	Non-managerial position	76	42.5
	Operational level/Supervisor	45	25.1
	Middle level manager	34	19.0
	Top level manager	5	2.8
	Other	19	10.6
Employment status	Full-time	142	79.3
	Part-time	37	20.7
Number of employees	Less than 100 employees	85	47.5
	100-250 employees	35	19.6
	251-500 employees	26	14.5
	501-1000 employees	11	6.1
	More than 1000 employee	21	11.7
Main provider for family			23.5
	Yes	42	76.5
	No	137	

5. Hypotheses

According to the statistical analysis of the data collected, the results of the hypotheses tested as follows:

Hypotheses	Results
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H ₁ : Employee engagement is negatively correlated with turnover intention.	Supported
H ₂ : Employee engagement is negatively correlated with burnout.	Supported
H ₃ : There is negative a relationship between supervisor support and turnover intention.	Supported
H ₃ : There is negative a relationship between supervisor support and turnover intention.	Supported
H ₄ : There is a negative relationship between supervisor support and burnout.	Supported
H ₅ : There is a negative relationship between coworker support and turnover intention.	Supported
H ₆ : There is a negative relationship between coworker support and burnout.	Supported
H ₇ : Supervisor support moderates the relationship between employee engagement and turnover intention in such a way the relationship will be stronger.	Supported
H ₈ : Supervisor support moderates the relationship between employee engagement and burnout in such a way the relationship will be stronger.	Not supported
H ₉ : Coworker support moderates the relationship between employee engagement and turnover intention in such a way the relationship will be stronger.	Not supported
H ₁₀ : Coworker support moderates the relationship between	Not supported

employee engagement and burnout in such a way the relationship will be stronger.	
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5.1 Partial Least Squares (PLS) Structural Equation Modeling

The Smart PLS software was used in order to conduct the analysis needed for testing the hypotheses.

5.1.1 Outer Model Analysis

The five variables ENG, TI, BO, SS and CS were tested for reliability and discriminant validity as shown in tables 10, 11, 12 and 13.

Table 10 Construct reliability and validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
ENG	0.962	0.964	0.975	0.929
TI	0.837	0.850	0.881	0.554
BO	0.739	0.758	0.819	0.433
SS	0.850	0.879	0.899	0.693

Table 11 Construct reliability and validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance
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				Extracted
ENG	0.962	0.964	0.975	0.929
TI	0.837	0.849	0.881	0.555
BO	0.739	0.784	0.816	0.428
CS	0.822	0.866	0.893	0.736

Table 12 Discriminant Validity

	BO	ENG	SS	TI
BO	0.658			
ENG	-0.453	0.964		
SS	-0.417	0.431	0.833	
TI	0.497	-0.700	-0.575	0.745

Table 13 Discriminant Validity

	BO	CS	ENG	TI
BO	0.655			

CS	-0.216	0.858		
ENG	-0.465	0.270	0.964	
TI	0.504	-0.321	-0.699	0.745

5.1.2 Inner Model Analysis

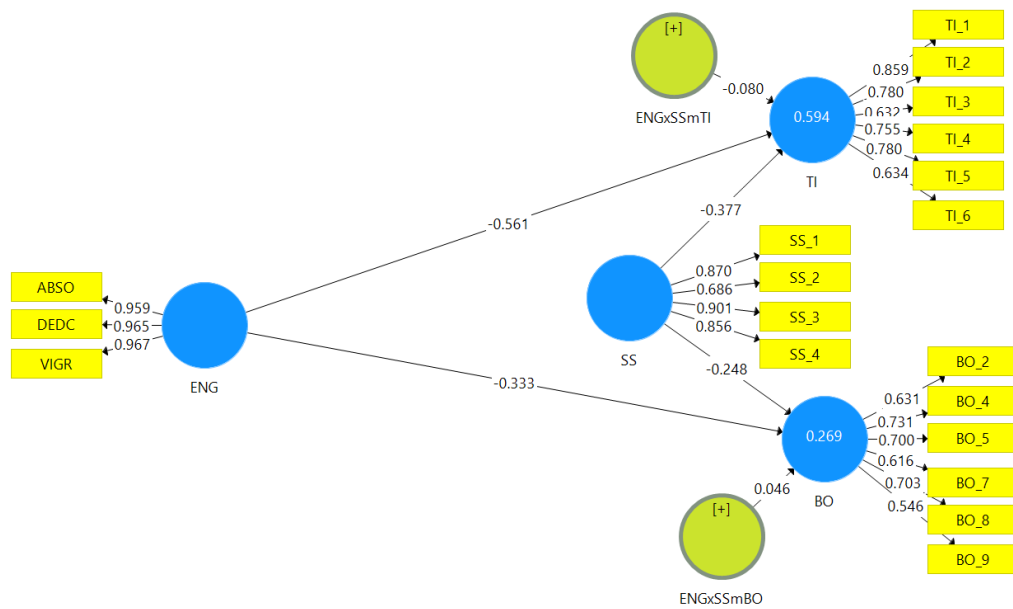
Employee engagement (ENG) has a significant direct effect on Burnout (BO) (path coeff. = -0.333, p-value = 0.000 < 0.001). ENG also has a significant direct effect on Turnover intention (TI) (path coeff. = -0.561, p-value = 0.000). Additionally, SS has a significant relationship with TI (path coeff. = -0.378, p-value = 0.000). In addition, SS moderates the relationship between ENG and TI (path coeff. = -0.371, p-value = 0.018). The p value of SS as a moderator between ENG and BO seems to be insignificant because of the limitation of participants in this study otherwise; the model would be supported with an enlarged sample. SS also has a significant relationship with BO (path coeff. = -0.248, p-value = 0.000). Please see Table 14 below.

Table 14 Mean, Stdev, T-values, P-values (Total Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ENG -> BO	-0.333	-0.340	0.073	4.562	0.000

ENG -> TI	-0.561	-0.559	0.056	9.966	0.000
ENGxSSmBO -> BO	0.046	0.038	0.053	0.857	0.392
ENGxSSmTI -> TI	-0.080	-0.081	0.034	2.360	0.018
SS -> BO	-0.248	-0.255	0.071	3.514	0.000
SS -> TI	-0.377	-0.382	0.059	6.414	0.000

Figure 1 Relationship between ENG, TI, BO & SS



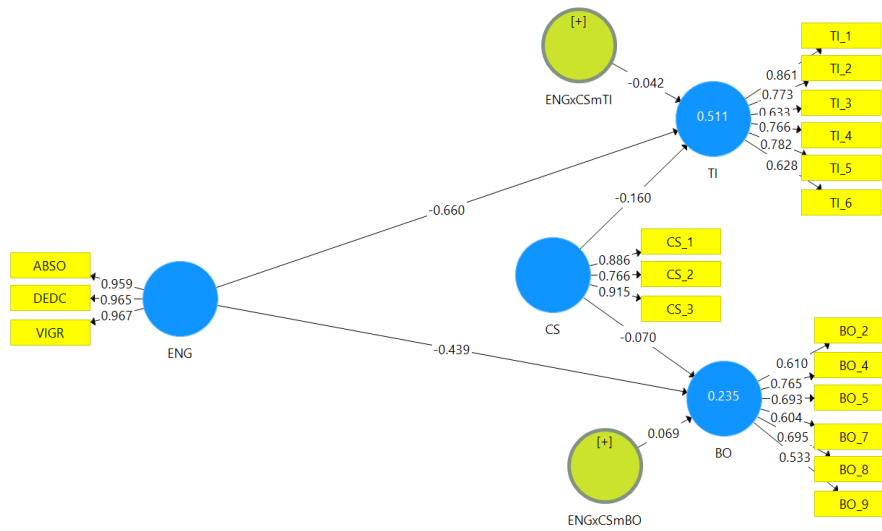
The above figure shows the relationship between the variables and its significance. The relation between Engagement and Turnover Intention and that of Engagement and Burnout indicated significance with path coefficient of -0.615 and -0.333 respectively. However, the relation between Supervisor Support and Turnover Intention and between Supervisor Support and Burnout indicated a path coefficient of -0.337 and -0.248 respectively. This would usually be considered significant if the study were tested on a bigger sample. Therefore, we recommend looking at a larger sample.

ENG has a significant direct effect on Burnout (path coeff. = -0.439, p-value = 0.000 < 0.001). ENG also has a significant direct effect on TI (path coeff. = -0.660, p-value = 0.000). In addition, the p values of CS as a moderator between ENG and TI & between ENG and BO seem to be insignificant because of the limitation of participants in this study otherwise; the model would be supported with an enlarged sample. CS also has a significant relationship with TI (P-value = 0.008) but has an insignificant relationship with BO (p-value = 0.373).

Table 15 Mean, Stdev, T-values, P-values (Total Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CS -> BO	-0.070	-0.072	0.078	0.892	0.373
CS -> TI	-0.160	-0.160	0.060	2.658	0.008
ENG -> BO	-0.439	-0.449	0.064	6.813	0.000
ENG -> TI	-0.660	-0.664	0.041	15.905	0.000
ENGxCSmBO -> BO	0.069	0.059	0.063	1.091	0.275
ENGxCSmTI -> TI	-0.042	-0.045	0.034	1.245	0.213

Figure 2 Relationship between ENG, TI, BO & CS



The above figure shows the relationship between the variables and its significance. The relation between Engagement and Turnover Intention and that of Engagement and Burnout indicated significance with path coefficient of -0.660 and -0.439 respectively. However, the relation between Coworker Support and Turnover Intention and between Coworker Support and Burnout indicated a path coefficient of -0.143 and -0.097 respectively. This would usually be considered significant if the study were tested on a bigger sample. Therefore, we recommend looking at a larger sample.

Chapter Six

Discussion, conclusion, limitations and implications

6.1 Discussion

Employee engagement has been identified to be as one of the most important constructs that can help managers in maximizing their employees' positive work-related outcomes and in reducing their negative work-related outcomes. In accordance with the social exchange theory and employee engagement theory, through the sharing of information that occurs with engaged employees, turnover intention decreases (Koch & Hauknes, 2020) and thus, supporting hypothesis 1. Similarly, as per the JDR model, when employees are engaged, their ability to recognize job resources is enhanced leading to decreased burnout and thus, hypothesis 2 is supported. Based on the results of hypotheses 1 and 2, there is evidence that engaged employees will show a negative connection with turnover intention and burnout. This is in congruence with Bakker et al. (2003) & Maslach et al. (2008) who recommended that organizations should focus on implementing initiatives that keep employees engaged to minimize their turnover intention and burnout levels. Hence, managers should emphasize the formulation and execution of HR activities that promote employee engagement, participation and retention at work (Singh, 2018).

In reference to the JDR model, supervisor support and coworker support are considered job resources that can help employees in coping with their job demands and enhance their well-being at work. From the social exchange theory perspective, when there is a positive

perception of employees about the network of ties that they have with their managers and colleagues in specific, their intentions towards quitting their organizations decrease. Consequently, supervisor support and coworker support reduce the turnover intentions of employees and by that, supporting hypotheses 3 and 4. These findings are consistent with the studies of Fukui, Wu and Salyers (2019) and Self and Gordon et al. (2019) that support from supervisors and coworkers helps employees in coping with their work-related demands and as a result, reducing their turnover intentions. In line with the studies, organizations should create work environments that encourage support from superiors and coworkers in order to retain their employees (Fukui et al., 2019; Self & Gordon, 2019).

Similarly, according to the JDR model, the occurrence of burnout can be due to the absence of sufficient job resources in the workplace (Mohr et al., 2021). Accordingly, the presence of job resources can reduce disengagement of employees and decrease their burnout levels as a result. Therefore, the presence of supervisor support and coworker support allow employees to work and return the favor to their organizations and thus, their burnout levels decrease and by that, supporting hypotheses 5 and 6. The results of this study are consistent with Zhou et al. (2016) that when there is sufficient support from supervisors and coworkers, they can better deal with stress during work and by that, their burnout levels are decreased.

Moving to the moderation hypotheses, supervisor support was proven to strengthen the negative relationship between employee engagement and turnover intention. In specific, in relation to the social exchange theory, in the presence of supervisor support, the sharing of information between engaged employees is further enhanced and improved and as a result, leading to the decrease of turnover intentions (Koch & Hauknes, 2020). Therefore,

supervisor support strengthens the negative relationship between employee engagement and turnover intention, supporting hypothesis 7.

However, the findings showed that supervisor support does not moderate the relationship between employee engagement and burnout, and coworker support does not have a significant impact as a moderator between engagement and turnover intention and burnout. Accordingly, hypotheses 8, 9 and 10 are not supported. The results could be due to the small sample size collected because of limited time constraints and COVID-19.

6.2 Implications

This research has further examined the relationships between the variables particularly in terms of the moderating influence of coworker & supervisor support on employee engagement and its impact on turnover intention & burnout. If companies build positive work environments, they can decrease employees' turnover intentions and burnout levels. Since the findings suggest that coworker and supervisor support alone can lessen the decision of workers to leave and can reduce their burnout levels, it is recommended that HR practitioners focus on ensuring a positive environment that favors coworker and supervisor support to reduce their employees' negative work-related outcomes.

This research significantly contributes to the field of study on employee engagement, turnover and burnout through the moderating impact of supervisor support. It urges managers and supervisors to continually support and assist their subordinates in order to keep their turnover intentions at minimal levels. Therefore, this can help them with the retention of their employees who are irreplaceable for the successful performance of organizations. In addition, this study is among other few studies that showed the negative

association between employee engagement and turnover intentions & burnout in a Middle Eastern country, Lebanon. In a country that is passing through an excessive economic recession, turnover and burnout have been recognized as prevalent issues that most organizations suffer from.

6.3 Limitations and recommendations for future studies

There are some potential limitations that are associated with this study. The sample population consisted of 179 participants from the MBA and the MSc HRM graduate programs at the Lebanese American University and accordingly, this contributes carefully to examine the results of this study and limits the generalizability of the results. Collecting data from a larger sample and from different regions will help in improving the validity of the moderating impact of supervisor support and coworker support between employee engagement and turnover intention & burnout. In addition, all responses were self-reported and accordingly, future studies should collect responses from both employees and managers, and should use other research methods such as interviews. Furthermore, examining other moderators, such as organizational rewards or working conditions, enhances the understanding of the relationship between employee engagement and turnover intention & burnout thus, suggesting the importance of initiating new studies. Since data were collected from one country, future studies should examine the relationships between the variables in other Arab countries. Finally, referring to the results of the demographics, the majority of the respondents belonged to the age group between 20-30 years and had less than five years of work experience. Since employees with more years of experience would be seeking less support from their supervisors or coworkers,

future studies should target a specific group of employees to show the real impact of supervisor and coworker support on the aforementioned relationships.

In conclusion, the research examined the moderating effect of coworker and supervisor support on the relationship between engagement and burnout & intention. Due to the attention that employee engagement has been gaining, managers should ensure that there is support for their employees and as a result, engaged employees would have decreased turnover intentions and burnout levels. The findings of this study highlighted the importance of supervisor support and can be a significant help to push organizations towards ensuring its presence.

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Appendix

The Impact of Employee Engagement on Job Outcomes

Consent to participate in a survey

I would like to invite you to participate in a research project by completing the following survey. I am a student at the Lebanese American University and I am completing this research project as part of my master's degree thesis. The purpose of this survey aims to examine how the impact of employee engagement on turnover intentions and burnout is moderated by supervisor and coworker support.

There are no known risks, harms or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to develop a better understanding of the effects of supervisor and coworker support on job outcomes. You will not directly benefit from participation in this study. The study will involve 150 participants. Completing the survey will take 7 minutes of your time.

By continuing with the survey, you agree with the following statements:

1. I have been given sufficient information about this research project.
2. I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records.
3. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me.
4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer.
5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.
6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University
7. I understand that if I have any additional questions, I can ask the research team listed below.
8. I have read and understood all statements on this form.
9. I voluntarily agree to take part in this research project by completing the following survey.

If you have any questions, you may contact:

Rahaf Al Rashidi +961 71 263 633 rahaf.rashidi@lau.edu

If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:

Institutional Review Board Office,

Lebanese American University

3rd Floor, Dorm A, Byblos Campus

Tel: 00 961 1 786456 ext. (2546)

irb@lau.edu.lb

This study has been reviewed and approved by the LAU IRB:
LAU.SOB.GD1.21/Dec/2020

Demographics

What is your gender?	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say
What is your age?	
What is your marital status?	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/> Other:
What is your level of education?	<input type="checkbox"/> Elementary school <input type="checkbox"/> High school <input type="checkbox"/> Two-year higher education degree <input type="checkbox"/> Three-year higher education degree <input type="checkbox"/> Four-year higher education degree <input type="checkbox"/> Masters or professional degree <input type="checkbox"/> Doctorate degree
How many years of work experience do you have?	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> 5-10 years <input type="checkbox"/> 11-15 years

	<input type="checkbox"/> 16-20 years <input type="checkbox"/> More than 20 years
In which industry are you employed in?	<input type="checkbox"/> Banking <input type="checkbox"/> Insurance <input type="checkbox"/> Education <input type="checkbox"/> Healthcare services <input type="checkbox"/> Engineering <input type="checkbox"/> Hospitality and tourism <input type="checkbox"/> Family business <input type="checkbox"/> Other:
What is your work position?	<input type="checkbox"/> Non-managerial position <input type="checkbox"/> Operational level/Supervisor <input type="checkbox"/> Middle level manager <input type="checkbox"/> Top level manager <input type="checkbox"/> Other:
What is your employment status?	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time
What is the number of employees in your organization?	<input type="checkbox"/> Less than 100 employees <input type="checkbox"/> 100-250 employees <input type="checkbox"/> 251-500 employees <input type="checkbox"/> 501-1000 employees

	<input type="checkbox"/> More than 1000 employees
Are you the main provider for your family?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Please read the statements below and select the answer that best describes you or your situation.

Employee Engagement:

<i>Never</i>	<i>Almost Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Often</i>	<i>Very often</i>	<i>Always</i>
0	1	2	3	4	5	6
<i>Never</i>	<i>A few times a year or less</i>	<i>Once a month or less</i>	<i>A few times a month</i>	<i>Once a week</i>	<i>A few times a week</i>	<i>Every day</i>

1. At my work, I feel bursting with energy.	0	1	2	3	4	5	6
2. I find the work that I do full of meaning and purpose.	0	1	2	3	4	5	6
3. Time flies when I'm working.	0	1	2	3	4	5	6
4. At my job, I feel strong and vigorous.	0	1	2	3	4	5	6
5. I am enthusiastic about my job.	0	1	2	3	4	5	6
6. When I am working, I forget everything else	0	1	2	3	4	5	6

around me.							
7. My job inspires me.	0	1	2	3	4	5	6
8. When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
9. I feel happy when I am working intensely.	0	1	2	3	4	5	6
10. I am proud on the work that I do.	0	1	2	3	4	5	6
11. I am immersed in my work.	0	1	2	3	4	5	6
12. I can continue working for very long periods at a time.	0	1	2	3	4	5	6
13. To me, my job is challenging.	0	1	2	3	4	5	6
14. I get carried away when I'm working.	0	1	2	3	4	5	6
15. At my job, I am very resilient, mentally.	0	1	2	3	4	5	6
16. It is difficult to detach myself from my job.	0	1	2	3	4	5	6
17. At my work I always persevere, even when things do not go well.	0	1	2	3	4	5	6

Turnover Intention:

(Never=1.....Always=5)

1. How often have you considered leaving your job?	1	2	3	4	5
2. To what extent is your current job satisfying your personal needs?	1	2	3	4	5

3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	1	2	3	4	5
4. How often do you dream about getting another job that will better suit your personal needs?	1	2	3	4	5
5. How likely are you to accept another job at the same compensation level, should it be offered to you?	1	2	3	4	5
6. How often do you look forward to another day at work?	1	2	3	4	5

Burnout:

<i>Never</i>	<i>A few times a year</i>	<i>Once a month or Less</i>	<i>A few times a month</i>	<i>Once a week</i>	<i>A few times a week</i>	<i>Every day</i>
0	1	2	3	4	5	6

1. I deal very effectively with the problems of my patients.	0	1	2	3	4	5	6
2. I feel I treat some patients as if they were	0	1	2	3	4	5	6

impersonal objects.							
3. I feel emotionally drained from my work.	0	1	2	3	4	5	6
4. I feel fatigued when I get up in the morning and have to face another day on the job.	0	1	2	3	4	5	6
5. I've become more callous towards people since I took this job.	0	1	2	3	4	5	6
6. I feel I'm positively influencing other people's lives through my work.	0	1	2	3	4	5	6
7. Working with people all day is really a strain for me.	0	1	2	3	4	5	6
8. I don't really care what happens to some patients.	0	1	2	3	4	5	6
9. I feel exhilarated after working closely with my patients.	0	1	2	3	4	5	6

Supervisor Support:

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	2	3	4	5

1. I find my supervisor very helpful in performing my duties.	1	2	3	4	5
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2. When performing my duties, I rely heavily on my supervisor.	1	2	3	4	5
3. My supervisor provides me with important work-related information and advice that make performing my job easier.	1	2	3	4	5
4. I can count on my supervisor to do the “right thing” when serving customers.	1	2	3	4	5

Coworker Support:

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	2	3	4	5

1. I find my coworkers very helpful in performing my duties.	1	2	3	4	5
2. When performing my duties, I rely heavily on my coworkers.	1	2	3	4	5
3. My coworkers provide me with important work-related information and advice that make performing my job easier.	1	2	3	4	5