

## Percepción del apoyo organizacional, satisfacción laboral y retención laboral en la Unisced en Mozambique

Perception of organizational support, job satisfaction, and job retention at the Unisced In Mozambique

Percepção do suporte organizacional, satisfação laboral e retenção laboral na Unisced em Moçambique

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### Resumen

**Introducción:** El tema de la retención ha despertado el interés de varios investigadores y ha crecido el interés de la investigación en esta área en particular. **Objetivo:** El presente estudio tuvo como objetivo verificar la influencia que la percepción del apoyo organizativo y la satisfacción laboral tienen sobre la retención laboral en trabajadores de una institución privada de educación superior en Mozambique. **Método:** En el estudio participaron 214 empleados, a los que se aplicó un cuestionario. Además de los datos sociodemográficos, respondieron a la Escala de Percepción del Apoyo Organizativo, a la Escala de Satisfacción en el Trabajo y a la Escala de Retención en el Trabajo. Se fue aplicada estadística descriptiva, análisis exploratorio, análisis confirmatorio y verificación del modelo teórico. **Resultados:** Se destaca que las escalas son confiables, los indicadores psicométricos correspondieron a lo esperado, en los criterios estadísticos requeridos por la literatura.

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**Conclusión:** Se puede observar que los resultados referentes a la asociación entre percepción del apoyo organizativo y la satisfacción laboral tienen sobre la retención laboral fueron confirmados al observar las estimativas predictivas, destacándose que el modelo alternativo fue el más adecuado, especialmente el que direccionó la relación jerárquica de los constructos, donde se vio que cuando los empleados sienten el apoyo de la organización tienden a estar satisfechos, lo que hace que deseen permanecer en la organización.

*Palabras clave:* Apoyo organizativo, Satisfacción laboral, Escala, Retención laboral.

## Abstract

**Introduction:** The topic of retention has sparked the interest of several researchers, and the interest in research in this area has grown. **Objective:** This study aimed to verify the influence that the perception of organizational support and job satisfaction have on job retention among employees of a private higher education institution in Mozambique. **Method:** The study involved 214 employees, who were given a questionnaire. In addition to sociodemographic data, they responded to the Organizational Support Perception Scale, the Job Satisfaction Scale, and the Job Retention Scale. Descriptive statistics, exploratory analysis, confirmatory analysis, and theoretical model verification were applied. **Results:** It is noteworthy that the scales are reliable, and the psychometric indicators corresponded to what was expected, according to the statistical criteria required by the literature. **Conclusion:** It can be observed that the results regarding the association between the perception of organizational support and job satisfaction with job retention were confirmed by observing the predictive estimates, highlighting that the alternative model was the most adequate, especially the one that directed the hierarchical relationship of the constructs, where it was seen that when employees feel the support of the organization, they tend to be satisfied, which makes them want to remain in the organization.

*Keywords:* Organizational support, Job satisfaction, Scale, Job retention.

## Resumo

**Introdução:** O tema da retenção tem despertado o interesse de vários pesquisadores, e o interesse pela pesquisa nesta área em particular tem crescido. **Objetivo:** O presente estudo teve como objetivo verificar a influência que a percepção do apoio organizacional e a satisfação no trabalho têm sobre a retenção laboral em trabalhadores de uma instituição privada de ensino superior em Moçambique. **Método:** No estudo participaram 214 funcionários, aos quais foi aplicado um questionário. Além dos dados sociodemográficos, eles responderam à Escala de Percepção do Apoio Organizacional, à Escala de Satisfação no Trabalho e à Escala de Retenção no Trabalho. Foram aplicadas estatísticas descritivas, análise exploratória, análise confirmatória e verificação do modelo teórico. **Resultados:** Destacase que as escalas são confiáveis, e os indicadores psicométricos corresponderam ao esperado, segundo os critérios estatísticos requeridos pela literatura.

**Conclusão:** Pode-se observar que os resultados referentes à associação entre a percepção do apoio organizacional e a satisfação no trabalho com a retenção laboral foram confirmados ao observar as estimativas preditivas, destacando-se que o modelo alternativo foi o mais adequado, especialmente o que direcionou a relação hierárquica dos constructos, onde se viu que quando os funcionários sentem o apoio da organização, tendem a estar satisfeitos, o que faz com que desejem permanecer na organização.

*Palavras-Chave:* Suporte organizacional, Satisfação no trabalho, Escala, Retenção no trabalho.

## **Introduction**

The individual's beliefs and expectations about the reward and recognition given by the organization for his work are issues directly related to the perception of organizational support (Fleury *et al.*, 2017). Under Rhodes and Brundrett (2012) The shortage of highly qualified personnel for key administrative and research positions within higher education institutions is caused by the lack of incentives to retain talent, the advanced age of the teaching staff, resignations, deaths, or involuntary turnover caused by change management.

The organizations are then concerned with making available, for example, incentives for training, performance bonuses, and daycare assistance, among others, which are understood as organizational support resources (Fleury *et al.*, 2017). Job satisfaction is a measure of the degree to which an employee is satisfied and happy with his or her work (Vesco *et al.*, 2016). "Due to the high costs associated with losing talent, it is difficult for organizations to gain and maintain a competitive advantage without retaining their talent"(Ott *et al.*, 2018). Therefore, organizations must be able to attract, develop and retain talent (Gebelein, 2006).

According to Letchmiah e Thomas (2017), is still a major concern for many organizations to retain high-performing employees, so leadership strength is negatively affected. Talent management is the process that ensures an organization has access to human capital and helps attract, develop, engage, retain, and utilize talent for the mutual benefit of the business and employees (Bussin, 2014).

However, employee retention can be defined as an organization's ability to retain possession and hire the services of high-potential and value contributors in mission-critical positions and scarce skills (Bussin, 2014). As UNISCED is a new institution concerned with market competitiveness, competitiveness can only be achieved from the delivery of its workers to achieve the goals and organizational success.

Thus, interest arose in studying the relationship between the perception of organizational support, job satisfaction and job retention; especially, on how the educational organization evaluated can provide an environment conducive to the development and retention of talents in the reality of the Isced open university in Mozambique.

### **Perception of organizational support**

According to Eisenberger et al. (1986) Organizational support refers to employees' perceptions about the quality of the treatment they receive from the organization in return for their efforts at work. These perceptions are based on the frequency, intensity, and sincerity of organizational expressions of approval, praise, and material and social rewards for the effort of its human resources. A favorable perception of organizational support, according to this perspective, would strengthen the employee's effort-outcome expectation and affective engagement with the organization, resulting in greater employee effort to achieve organizational goals. According to Oliveira-Castro et al. (1999) The worker would only develop favorable perceptions about organizational support when he/she considers the organizational actions to be sincere, well-intentioned, and non-manipulative, in return for the effort spent at work.

Organizational Support Perception Scale (EPSO): an instrument developed by Eisenberger et al. (1986). In Brazil, Siqueira (1995, 2008), conducted validation and adaptation studies of the instrument. The present scale is a single-factor measure, composed of 9 items, which explained 55% of the variance in her study. The author observed item-factor correlations above 0.40 and a Cronbach's alpha ( $\alpha$ ) of 0.86, which reveals that the scale is consistent.

The Organizational Support Theory proposes that employees build a systemic perception from the set of actions that the company has in place for the well-being of the worker, as well as in the interrelationships with the policies of recognition and appreciation of professional conduct (Kurtessis et al., 2017). That is, the worker develops a positive perception about the organization based on the sincere, intense and frequent acts of recognition and approval that occur, as well as the forms of social and material rewards for collective values (Oliveira-Castro et al., 1999).

The support measure was created by Eisenberger et al. (1986), to investigate aspects related to the formation of employees' beliefs regarding the valuing actions that the company practices, and their relationship with absenteeism. When the employee realizes that the organization offers labor support, he/she may dedicate him/herself more to his/her work environment; in this case, one can understand that such a professional would present a greater involvement with his/her organization. In Brazil, (Fleury et al., 2017) studied the individual's beliefs and expectations about the retribution and recognition given by the organization for their work are issues directly related to the perception of organizational support. Employees accept support from the organization when they realize that the company acts fairly with them and seeks to make their lives easier.

### **Job satisfaction**

Job satisfaction has been arousing the interest of scholars in several areas since the 1930s. This interest stems from the influence that satisfaction can have on the worker, affecting his physical and mental health, his attitudes, and his professional and social behavior. (Martines & Paraguay, 2003). Between the 1970s and the 1980s, the concept of satisfaction came to be conceived by scholars of human behavior as an attitude.

Therefore, Robbins (2005) defined job satisfaction as a person's general attitude toward the work he or she does. In this period satisfaction was seen as a factor capable of predicting different work behaviors, such as productivity, performance, turnover, and absenteeism (Siqueira, 2008).

Another strand of studies on job satisfaction has come to be considered as an emotional state. In this sense, Locke (1969) understands job satisfaction as a pleasant emotional state resulting from the evaluation that the individual makes of his work. Among these, the dimensions that have managed to maintain themselves over the decades have been satisfaction with wages, satisfaction with co-workers, satisfaction with management, satisfaction with promotions, and with the work itself.

Thus, considering job satisfaction as the pleasurable experiences that the individual experiences in the work environment, each of the five dimensions represents a source of such experiences (Siqueira, 2008). Based on this, Siqueira (2008) presents the Job Satisfaction Scale (EST), composed of 25 items whose objective is to measure the degree of contentment of the worker about his/her work. It is noteworthy that in this study we used the EST developed by Siqueira (2008) to evaluate the satisfaction of the employees of accounting service providers. This instrument has already been used and validated in surveys carried out by Coelho and Moura (2008), thus proving the validity of this instrument.

Research has been conducted to identify which factors could be triggering levels of satisfaction or dissatisfaction at work. From the results already obtained it can be concluded that the personal characteristics of the workers, such as gender, age or level of education, the physical environment, such as noise, temperature, and lighting, or the structure of the organization contribute very little to explain the variations in the level of satisfaction (Siqueira, 2008).

In this sense, some results point out that workers' satisfaction would be extremely sensitive to managerial policies and practices, especially those that define procedures and the distribution of returns for workers' behaviors, how much the company cares about the well-being of its employees, and how willing the company would be to repay its employees for the efforts and investments they apply in the organization (Siqueira, 2008).

## **Job retention**

Kibui et al. (2014) emphasized that retention is mainly to avoid the loss of competent workers in the organization, as this Loss can harm productivity and service provision. Notably, to understand the challenges faced by organizations in retaining workers, it is vital to understand the worker turnover (Dhanpat et al., 2018).

The study by Onyango et al. (2017) reveals that employee retention involves taking measures to encourage workers to remain with the organization for the maximum period of time. Onyango et al. (2017) also define worker retention as a systematic effort by employers to create and promote an environment that encourage workers to stay with the organization.

## **Methods**

This is a predominantly quantitative study, with an orientation based on the Post-positivist philosophical conception and its research strategy approach in the method of quantitative nature (Creswell, 2010). Thus, this study, based on the paradigm model of the social sciences and humanities, intends to adopt the structuralist paradigm and positivist epistemology, precisely because it is quantitative research (Burrell & Morgan, 1979), which, in turn, contributes to the development of the, exploratory and correlational study (Creswell, 2010; Flick, 2009). And because it is quantitative research, the approached typology intends to measure and evaluate dimensions, facts, and phenomena of a certain observed reality (Creswell, 2010).

Quantifying motivation was a challenge, given that it is a subjective variable influenced by many factors. However, surveys and questionnaires were used for the present investigation, which are tools capable of objectively and systematically measuring motivation. The Likert Scale was used, with an agreement scale of 1 to 5, to assess the level of motivation in response to various statements. Furthermore, the Work Motivation Inventory (IMT) was applied, a standardized questionnaire examining different employee motivation aspects.

In this way, the hypothetical-deductive model was adopted in the method, from which it is oriented "from the accepted generalizations, from the whole, from the comprehensive laws, to concrete cases, parts of the class that are already in the generalization" (Marconi & Lakatos, 2004). This method is intended to use the responses of a significant number of research participants to draw generalized conclusions from the study.

With this, with regard to the procedures, survey research was used, precisely because it evaluates a sample of the population (in this case, it will be UNISCED) against the direct knowledge of the reality that is intended to be evaluated (Creswell, 2010; Quinlan et al., 2015). The data collection method was the Survey, employing non-probabilistic methods, for convenience, of the intentional type, composed of closed questions, grouped in scales, which sought to identify the perception of the employee regarding the factors of influence in the retention by the company, factors of influence for permanence in the company, and factors of influence for leaving the company, since, considered exclusively, the person who, when consulted, agreed to participate and fully completed the answers to the questionnaire.

### **Research Locus**

The choice of UNISCED to conduct the research was because it is an institution with greater geographical representation in the Africa, in Mozambique, considered the only higher education institution found in all provincial capitals of the country, as well as being recent, with approximately 8 years of operation in the area of higher education, and it should be noted that it has shown with the prospect of great growth in the Mozambican higher education market. Despite this condition, there is still a high rate of employee turnover.

### **Survey Sample**

About the population of the study, it was considered the subject who works at UNISCED, as a collaborator (that is, whether permanent or hired). For this, we adopted a non-probabilistic sample, by convenience, of the intentional type (Hair et al., 2010).



Due to the scales validation calculations used for the article, we considered the design proposed by (Hair et al., 2010), for which, a research questionnaire based on a quantitative methodology, to have an adequate sample, at least 10 respondents per observable variable are required, but also, according to the aforementioned author, a minimum sample of 100 participants may be adequate to respond to the researched universe and the aforementioned statistical predictive analyses (Fávero & Belfiore, 2017).

From the suggestions highlighted above, they are intended only for guidance regarding the construction and definition of the sample; to verify the suitability of the sample we will use the statistical package G Power 3.1. This is a software package whose function is to calculate the statistical power (i.e., the hypothesis test) of sample representativeness. It is based not only on the 'n' needed for the research but also on the choice of the type of calculation (or calculations) to be performed for it (Faul et al., 2007).

For data collection in this study, a probability of 95% ( $p < 0.05$ ), the magnitude of the sample effect ( $r \geq 0,30$ ), and a hypothetical power standard ( $\pi \geq 0,80$ ) were considered for the collection of the sample destined for this research.

If a minimum sample of 200 participants was considered, this proved to be sufficient (having as statistical indicators:  $t \geq 1,98$ ;  $\pi \geq 0,97$ ;  $p < 0,05$ ) for the research, but, at the end of the collection, a final sample of 214 participants was observed.

### **Data Collection Techniques**

As exposed, regarding the type and empirical structure of this research, to collect the data, a structured questionnaire was used, applied electronically, inserted in the access platform google forms, and applied through e-mail and electronic messages (WhatsApp, etc.), using the convenience technique, of the intentional type.

It will thus use the survey method, which is widely applied to descriptive quantitative research, because it makes it possible to study a sample of the population and generalize the findings, since its application is done with standardized information, through structured questionnaires, that is, with closed and previously theoretically based questions (Creswell, 2010; Flick, 2009). For this, we considered the participation of the subjects to be voluntary, informing them that identification was not necessary and that it would be possible to withdraw from the research whenever they wanted, without causing any harm to the respondent or the researcher, and that the data would be treated only statistically.

### **Instrument**

In this research, the questionnaire was built based on the literature review about the variables proposed here, which are:

**General Labor Retention Scale** - this is a measure developed by Mitchel (1981), made up of four items (for example, I would refuse any job offer from another company if it came tomorrow; At the moment, I intend to stay in the company I am in; I need to spend the rest of my career in this company; I will stay in this company even if other companies offer me a better salary and a better position). The respondent should indicate on a five-point Likert-type scale, ranging from 1 (never) to 5 (always) their answer regarding each question applied to their working life.

**Organizational Support Perception Scale (EPSO):** an instrument developed by Eisenberger et al. (1986). Brazil, Siqueira (1995, 2008) conducted validation and adaptation studies of the instrument. This scale, is a single-factor scale, composed of 9 items, which explained 55% of the variance in her study. The author observed item-factor correlations above 0.40 and a Cronbach's alpha ( $\alpha$ ) of 0.86, a condition which reveals that the scale is consistent.

The main objective of the scale is to evaluate how much the workers perceive that the company is concerned about the employee's well-being. To measure the construct, the respondent should indicate his or her response by marking with an X or a circle, on a five-point Likert-type scale ranging from 1 = strongly disagree to 5 = strongly agree.

**Job Satisfaction Scale (EST).** It is a multidimensional measure, constructed and validated to evaluate the degree of contentment of the worker facing five dimensions of their work. In its construction phase, 28 items were elaborated to represent job contentment from six dimensions: satisfaction with salary (five items), satisfaction with co-workers (five items), satisfaction with management (five items), satisfaction with promotions (five items), satisfaction with the nature of work (five items), and satisfaction with job stability (three items). The subjects' answers, were obtained using a 5-point scale (1= dissatisfied; 2 = very dissatisfied; 3 = dissatisfied; 4 = indifferent; 5 = satisfied; 6 = very satisfied; 7 = satisfied) (Siqueira, 2008).

### **Data Analysis Technique**

Regarding data analysis, we adopted a study subdivided into four stages, which are: 1st descriptive statistics; 2nd exploratory analysis; 3rd confirmatory analysis; 4th verification of the theoretical model. Each stage of the study is detailed below:

In the first stage, referring to the exploratory factor analysis of the scales used for this thesis, the statistical software SPSS (version 25.0) will be used; in this software, besides descriptive statistics (mean and standard deviation, mode, frequency), a Principal Components (PC) analysis will be performed, not establishing rotation, because, theoretically, the instrument presents originality in its composition and elaboration. For this, we consider for this analysis criteria such as KMO calculation equal to or greater than 0.70 and Bartlett's Test of Sphericity (chi-square,  $\chi^2$ ) significant ( $p < 0.05$ ) (Dancey & Reidy, 2006; Tabachnick & Fidell, 2001).

The Kaiser (eigenvalue equal to or greater than 1) and Cattell (graphical distribution of eigenvalues, aiming at distinguishing the spare ones) criteria tend to maximize the number of factors to extract, for this reason, it was decided to perform a Parallel Analysis, as indicated by specialized literature (Dancey & Reidy, 2006; Ledesma & Valero-Mora, 2007).

In this case, we take into account the SPSS syntax developed by O'Connor for the proposed parallel analysis. We also intend to calculate the internal consistency (Cronbach's alpha) of the factors resulting from each scale, as well as the intra-class correlations (ICC) (O'Connor, 2000).

In the second stage, confirmation of the factorial organization of the purported instruments was performed in a second study, with a new sample, selected from the total sample, where a confirmatory factor analysis was performed, as well as Structural Equation Modeling (SEM) aimed at the multivariate explanation of the hypothesized theoretical model. For both types of calculations, version 24.0 of AMOS Graphics was used.

This statistical program has the function of presenting, in a more robust way, psychometric indicators that aim at a better construction of the adaptation and accuracy of the instruments used in the thesis, as well as to design the theoretical model intended in the study. To this end, the covariance matrix of the items of the measures used was considered as input, the estimator ML (Maximum Likelihood) (Fleury, Formiga, Souza & Souza, 2017).

Being a more careful and rigorous type of statistical analysis, the theoretical structure observed in the exploratory analysis will be tested, as well as its alternative factorial comparisons (that is, the structures of one, two, three, or more factors). For this type of analysis's some indexes allow us to evaluate the quality of adjustment of the data to the factorial and theoretical model proposed Hair. et al. (2010) and Lattin, Carroll and Green (2011) which, which must be considered:

- The  $\chi^2$  (chi-square) tests the probability that the theoretical model fits the data: the higher the  $\chi^2$  value, the worse the fit. However, it has been little used in the literature, and it is more common to consider its ratio to the degrees of freedom ( $\chi^2/g.l.$ ). In this case, values up to 3 indicate an adequate fit.

- Residual Root Mean Square (RMR), which indicates the fit of the theoretical model to the data as the difference between the two approaches zero;

- The Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI) are analogous to the  $R^2$  in multiple regression and therefore indicate the proportion of variance-covariance in the data explained by the model. The values of these indicators range from 0 to 1, with values in the range of 0.80 and 0.90 or higher being satisfactory;

- The Root-Mean-Square Error of Approximation (RMSEA), with its 90% confidence interval (CI90%), is considered an indicator of maladjustment of fit, that is, high values indicate an unadjusted model. RMSEA is ideally assumed to be between 0.05 and 0.08, with values up to 0.10 being acceptable;

- Comparative Fit Index (CFI) - compares in general the estimated model to the null model, considering values closer to 1 as indicators of satisfactory fit;

- Tucker-Lewis Index (TLI), presents a measure of parsimony between the indices of the proposed model and the null model. It ranges from zero to one, with an acceptable index above 0.90;

- The Expected Cross-Validation Index (ECVI) and the Consistent Akaike Information Criterion (CAIC) are indicators commonly used to assess the adequacy of a given model relative to another. Low ECVI and CAIC values express the model with the best fit.

Both the composite reliability (CC) and the average variance extracted (AVE) were also calculated; the first indicator requires a score level above 0.70, while the second indicator requires a level above 0.50.

In the third and fourth steps, the proposal of the intended theoretical model was verified; it establishes an association between the variables; for this, the following statistical indicators were considered: The  $\chi^2/g.l.$ , RMR, GFI, AGFI, RMSE, A, and CFI).

Besides these calculations, the multivariate analysis (MANOVA), associated with Scheffé' post hoc test, as well as Wilks' Lambda ( $\lambda$ ) and the power of observation (PO), both to verify the significant effect of the differences between the groups, and the TDE (Size Of Effect), accompanied by Cohen's 'd', responsible for evaluating the dimension with which the phenomenon would be present in the population or sample researched, thus being exclusive to it (it is required by convention that a 'd'  $\geq$  80%). is observed).

## Results

Once data collection was completed, some analyses were performed regarding the quality of the sample; regarding multicollinearity among the variables, the correlations were  $\leq$  0.90, ranging from -0.08 to 0.82 (Tabachnick & Fidell, 2001) For multivariate outliers, the Kolmogorov-Smirnov (KS) normality test revealed normality (KS = 0.52,  $p < 0.29$ ) (Miot, 2017; Nascimento et al., 2015).

With many independent and dependent variables measuring the opinions of the same respondents, the common method variance was evaluated. According to Damba & Formiga (2020), such an analysis checks how much the data could represent some problem in the expected results, referring to response bias. Thus, through Harman's one-factor test, the existence of any common method bias (CVM) in the collected data was examined (Podsakoff et al., 2003). It was observed that, in the only factor with an eigenvalue above 1.00, there was an explanatory percentage  $\leq$  50% (37.58%) of the covariance in the variables. Thus, there were no common variance problems with the method, and response biases were not identified.

From these statistical criteria, the following socio-demographic data were observed: 74% are male, and their age ranged from 24 to 66 years (Mean = 37.31, p.d. = 7.76). Regarding the labor information, 65% have a fixed-term contract, and 37% have 4 to 9 years of work in the institution, as for the functional position occupied, there was a very diverse distribution, but 45% focused on the teaching function, the salary is between 30.000,01 to 50.000,00 Metical (MT) Mozambican, regarding the affection, 57% are in the academic direction on, and 68% have a master's degree.

Considering the measures used, which were administered in their reduced version, the factor structure and internal consistency of the scales were verified. Thus, the statistical package AMOS GRAPHICS 24.0 was used for confirmatory factor analysis, which hypothesized, for all scales, the organization of a one-factor model, already observed in its original form. Thus, it was decided to leave the covariances ( $\phi$ ,  $\varphi$ ) free, thus revealing indicators of quality of fit according to the recommendations presented in the literature (Byrne, 1989; Van de Vijver & Leung, 1997).

The proposed one-factor structure in the three scales presented statistical indicators that confirmed this condition. In addition to observing adequate statistical indicators, it was also noted that all saturations (Lambdas,  $\lambda$ ) were within the expected range  $|0 - 1|$ , with no problems from the proposed estimation (see Table 1).

**Table 1***Statistical analysis of the factoriality of the scales*

Scales	Statistics						Psychometric indicators			
	Confirmatory Factor Analysis			Consistency			GFI	AGFI	CFI	RMSEA
	Factorial Scores ( $\lambda$ )	$\epsilon$ (mistakes)	Item	CC	VME	$\chi^2/df$				
Organizational Support Perception Scale	0,54-0,83	0,33-0,69	5	0,85	0,53	2,10	0,98	0,94	0,99	0,05 (0,00-0,08)
Job Satisfaction Scale	0,56-0,81	0,31-0,66	14	0,93	0,52	2,50	0,99	0,94	0,99	0,08 (0,00-0,12)
General labor attention scale	0,56-0,72	0,32-0,52	4	,85	0,59	2,61	0,92	0,90	0,96	0,05 (0,06-0,12)

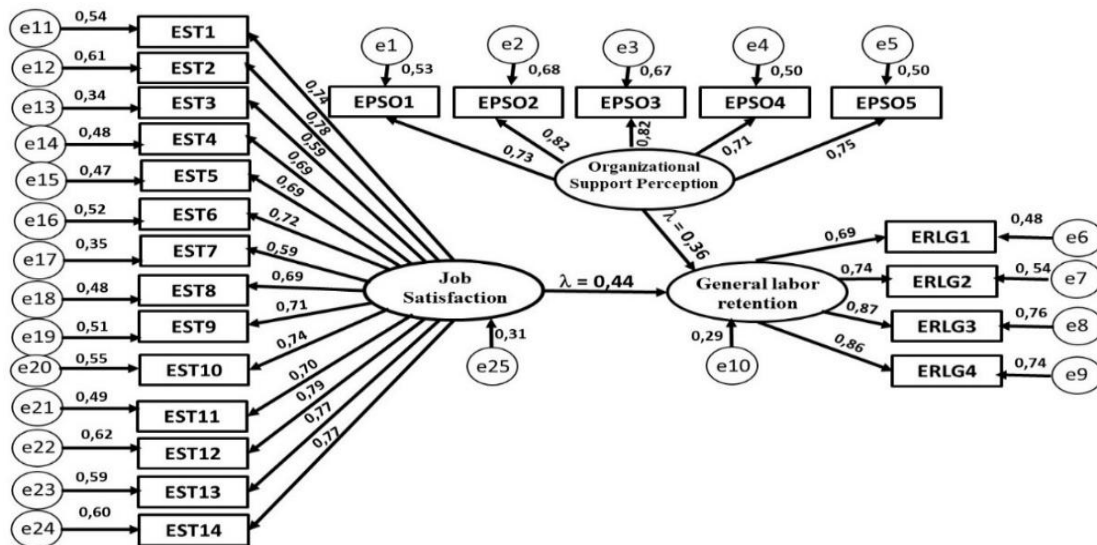
Not only were they statistically different from zero ( $t > 1.96$ ,  $p < 0.05$ ) proving the existence of the unifactorial models, but also, they presented positive Lambdas associations with scores higher than 0.50.

Regarding the validity of this construct, the calculation of composite reliability (CC) and the average variance extracted (VME), respectively, were above 0.70 and 0.50, which are above the required in the statistical literature and that highlights the quality of the factor structure of the constructs used (Hair et al., 2010; Maroco, 2010).

Having the measures been consistent in the evaluation of the constructs, it was sought to meet the main objective: to verify the relationship between organizational Support and job satisfaction as predictors of Retention of talent in employees of an institution of higher education in Mozambique. Through structural equation analysis and modeling, based on the non-recursive structural equation model, the influence of organizational support and job satisfaction on Talent Retention was evaluated and with the appropriate modifications in error adjustments, the model presented the following statistical ratio:  $\chi^2/g1 = 4.73$ , RMR = 0.28, GFI = 0.65, AGFI = 0.56, CFI = 0.77, TLI = 0.74, RMSEA = 0.13 (0.12-0.14)]. The model generated showed a positive association of organizational support ( $\lambda = 0,34$ ) and job satisfaction ( $\lambda = 0,42$ ) in Talent Retention (see figure 1).

**Figure 1**

*Graphic representation of the predictive theoretical model*



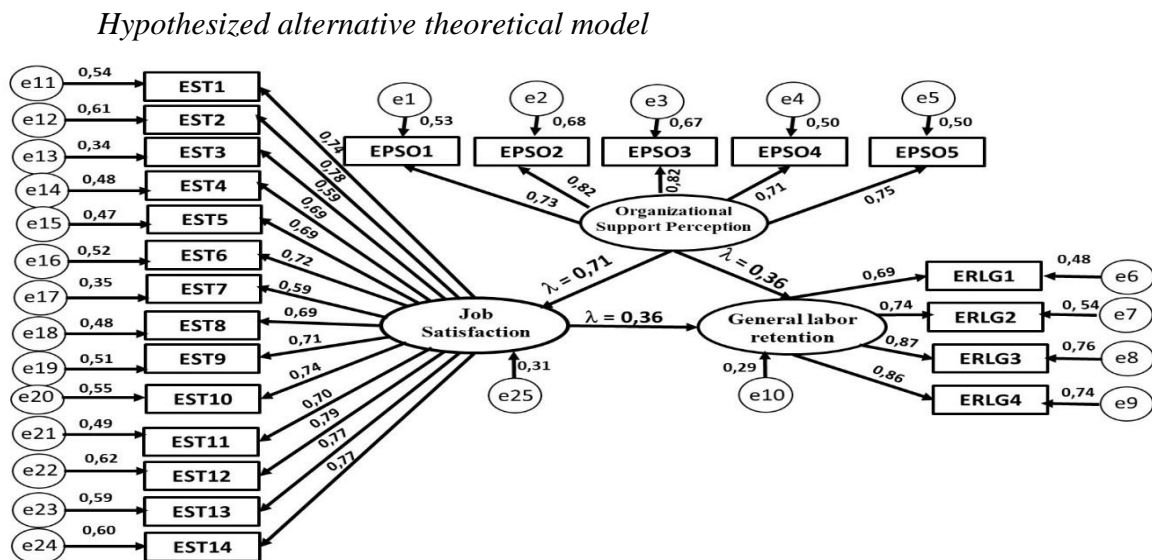
Notes: EST 1...EST 14 = items from the job satisfaction scale; EPSO 1...EPSO 5 = items from the organizational support scale; ERLG 1...ERLG 4 = items from the job retention scale.

Although these Lambdas indicators are in the expected  $|0 - 1|$ , significant and different from zero ( $t > 1.96$ ,  $p < 0.05$ ), in this model, the associations did not correspond to the quality of the scores above 0.50, proposed by the psychometric literature (Hair et al., 2010), leading to the rejection of the hypothesis concerning the predictive model.



Having rejected the hypothesized model, an alternative model was generated, recursive of structural equations, which suggests that organizational support, job satisfaction, and talent retention would have an interdependent association. After the calculation of structural equations and their due modifications in error adjustments, the following results were observed:  $\chi^2/g1 = 3.13$ ,  $RMR = 0.08$ ,  $GFI = 0.85$ ,  $AGFI = 0.87$ ,  $CFI = 0.80$ ,  $TLI = 0.78$ ,  $RMSEA = 0.09 (0.18-0.13)$ . Also in this model, the psychometric indicators were not in line with the literature. In addition to being a test developed decades ago, there is also no study in Africa to compare them. Even with Lambdas being in the expected range  $|0 - 1|$ , the association of organizational support and job satisfaction on talent retention remains below 0.50 (see Figure 2).

**Figure 2**

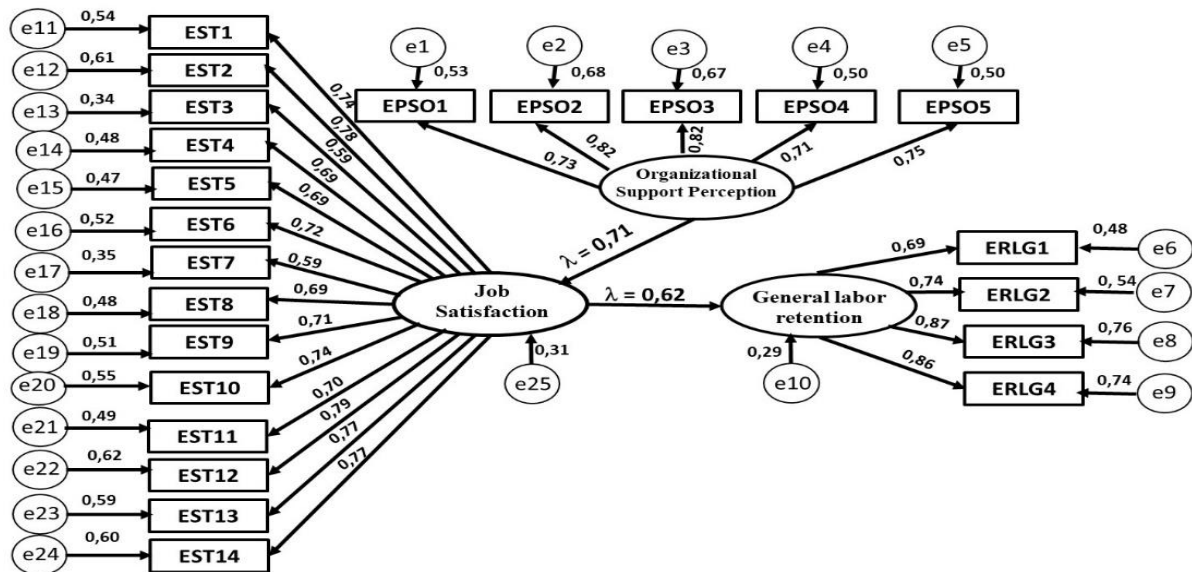


Notes: EST 1...EST 14 = items from the job satisfaction scale; EPSO 1...EPSO 5 = items from the organizational support scale; ERLG 1...ERLG 4 = items from the job retention scale.

With the associative failure of both models, which were rejected, it was generated the second alternative model; this hypothesis zeds a hierarchical association, inch the Organizational Support uninfluenced Satisfaction and, the Talent Retention. The calculation and modifications in error adjustments were performed, and the following indicators were observed:  $\chi^2/g1 = 1.67$ ,  $RMR = 0.07$ ,  $GFI = 0.93$   $AGFI = 0.91$ ,  $CFI = 0.97$ ,  $TLI = 0.95$ ,  $RMSEA = 0.05 (0.04-0.07)$  (see Figure 3).

Figure 3

*Hypothesized alternative theoretical model*



Notes: EST 1...EST 14 = items from the job satisfaction scale; EPSO 1...EPSO 5 = items from the organizational support scale; ERLG 1...ERLG 4 = items from the job retention scale.

In this model, the Lambdas were both in the expected range  $|0 - 1|$  and significant, and in the association organizational support, job satisfaction, and talent retention were above 0.50.

In Table 2, it can be seen that the results concerning the association between the constructs were confirmed when observing the predictive estimates from the regression analysis; therefore, the alternative theoretical model presented a criterion ratio that not only corresponded to what was statistically expected but was different from zero ( $t > 1.96$ ,  $p < 0.05$ ), with all of them significant (see table 2).

Considering the results of this study, the alternative model was the most appropriate, especially the one that directed the hierarchical relationship, because it followed a more logical and methodologically structured theoretical perspective, and all statistical criteria met the requirements of the literature regarding these psychometric analyses.

**Table 2***Indicators of the predictive estimates of the theoretical model.*

Variables	Relation	Constructs	Estimation	d.p.	Reason Criterion	p-value
Job satisfaction	<---	Organizational support	,635	,080	7,892	0,001
Retained jobs	<---	Job satisfaction	,661	,095	6,964	0,001
EPSO1	<---	Organizational support	1,000	---	---	---
EPSO2	<---	Organizational support	1,014	,090	11,273	0,001
EPSO3	<---	Organizational support	1,005	,089	11,251	0,001
EPSO4	<---	Organizational Support	,875	,089	9,784	0,001
EPSO5	<---	Organizational Support	,735	,071	8,683	0,001
EST5	<---	Job satisfaction	1,000	---	---	---
EST4	<---	Job satisfaction	1,018	,107	9,516	0,001
EST3	<---	Job satisfaction	,936	,115	8,140	0,001
EST2	<---	Job satisfaction	1,040	,098	10,623	0,001
EST1	<---	Job satisfaction	,935	,093	10,067	0,001
ERLG1	<---	Retained jobs	1,000	---	---	---
ERLG2	<---	Retained jobs	1,041	,107	9,771	0,001
ERLG3	<---	Retained jobs	1,292	,115	11,267	0,001
ERLG4	<---	Retained jobs	1,327	,119	11,153	0,001
EST6	<---	Job satisfaction	1,027	,104	9,870	0,001
EST7	<---	Job satisfaction	,868	,106	8,172	0,001
EST8	<---	Job satisfaction	,866	,091	9,546	0,001
EST9	<---	Job Satisfaction	1,042	,107	9,760	0,001
EST10	<---	Job Satisfaction	,960	,094	10,171	0,001
EST11	<---	Job Satisfaction	1,018	,106	9,569	0,001
EST12	<---	Job Satisfaction	1,055	,098	10,719	0,001
EST13	<---	Job Satisfaction	1,069	,102	10,506	0,001
EST14	<---	Job Satisfaction	1,013	,096	10,541	0,001

Thus, based on these findings, a MANOVA was performed to evaluate the differences in mean scores on the dependent versus independent variables. With this, the results were as follows: both in the direct effect of SORG and ST, it was observed that higher scores at the high level of these constructs, and in the interaction effect of SORG versus ST, in which, there was a high score at the highest level of high SORG and high ST, with all being significant as a function of job retention.

Scheffé's test revealed in the SORG versus ST interaction results that the mean scores were distinct, confirming that as a function of RT, the higher the SORG and higher the ST for the respondents ( $c > b > a$ ).

**Table 3***Differences between the means in the constructs according to work retention*

Construct	Levels	Average	d.p.	Statistics		
				F Friedman	G1	p-valor
SORG	Low	1,45	0,26	4,75	2	0,05
	Moderate	1,65	0,09			
	High	1,86	0,13			
ST	Low	1,30	0,19	12,15	2	0,01
	Moderate	1,89	0,08			
	High	2,43	0,33			
SORG versus ST	Low	1,25 <sup>a</sup>	0,25	7,52	2	0,01
	Moderate	1,76 <sup>b</sup>	0,32			
	High	2,50 <sup>c</sup>	0,09			

Notes: SORG = Organizational Support; ST = Job Satisfaction. c&gt;b&gt;a

## Discussion

With this research, we sought to verify the relationship between organizational support and Job satisfaction as predictors of talent retention in employees of a Mozambican higher education institution using a predictive theoretical model. even though the scales presented here have been validated in the Brazilian context by Siqueira (1995, 2008), were not found, in the database of international scientific production, studies that addressed both the variables assessed and the relationship between them in workers in Mozambique.

Concerning the scales administered in this study, all of them revealed reliable psychometric indicators, which proved the theoretical proposal regarding the measurement of constructs in Mozambican workers; thus, considering that the scale of the perception of organizational support, which consists of the assumption that employees build a systemic perception from the set of actions that the company has for the welfare of the worker, as well as the interrelationships with the policies of recognition and appreciation of professional conduct (Kurtessis et al., 2017), the job satisfaction scale according to Siqueira (2008)

The job satisfaction scale was conceived as a multidimensional measure, constructed and validated to evaluate the degree of contentment of the worker about his/her work. Siqueira (2008), it can be stated that they were consistent in their reduced factorial structure adapted for the Mozambican context. These results not only presented psychometric scores similar to the aforementioned studies in the Brazilian context but also were able to corroborate the theoretical-empirical perspective administered for the aforementioned research context.

Based on the theoretical premises highlighted in this article, I hypothesized that the perception of organizational support and job satisfaction directly explained the retention of talent, a condition in which, despite having acceptable psychometric indicators (Hair. et al., 2010), the scores between the constructs did not support the hypothesis (see figure 1).

Opting for an independent theoretical model, it was also observed that it was not feasible, precisely because of the association between its scores (see Figure 2). Thus, the following empirical possibility was theorized: The objective of this study was to verify a theoretical model between organizational support and the perception of turnover with 219 employees, who answered the scale of perception of organizational support.

The research conducted by Hughes e Rog (2008) found that key retention motivators for Canadian workers included manager understanding of individual employee motivations and satisfaction with the organization's personnel decisions.

Organizational commitment is defined as the psychological state characterized by the relationship between employees and the organization that influences their decisions to remain or not as a member of this organization. (Meyer & Allen, 1991). Therefore, based on the findings of this article, it is emphasized that, for talent retention in organizations, it is not enough that the worker is satisfied in the work context, but this condition will be possible, if and only if when the organization values and creates bonds with the worker.

The results expressed in this article can be corroborated with the findings of Girardi (2022) which, evaluated the relationship of organizational support, social capital, and job satisfaction in the context of the pandemic with the technical-administrative servers of the Federal Institute of Education, Science and Technology of Rondônia (IFRO).

The author observed positive relationships between the variables analyzed, being able to highlight that the impact of organizational support has an important condition of evaluation to contribute to better development in the networks of social capital towards the well-being in the work environment.

Also, Formiga *et al.* (2021), considering the variables contemplated in the article and Girardi (2022) observed that organizational support is crucial for the worker to develop innovative attitudes, and is supported by the types of social capital, which are essential in the relationships of workers about the importance of interaction, connection, and sharing of professional experience.

In general terms, all the models presented in this research necessarily aimed to verify the influence that the constructs of organizational support and job satisfaction would have on job retention. Of the three models generated, the alternative model was validated and demonstrates the assumptions presented and validated in the literature by Fleury *et al.* (2017) and Siqueira (1995, 2008).

It can be observed that when an employee realizes that he or she has organizational support becomes more satisfied with the work he or she does. According to Robbins (2005), which understands that job satisfaction is a person's general attitude towards the work he/she does; therefore, once this person is satisfied with the work, he/she has the desire and need to stay in the organization, because, according to Sparrow e Makram (2015), talent retention and talent protection is the process by which organizations develop isolation implements to protect their talent resources from being lost to other organizations.

In this context, it is highlighted that, theoretically, being satisfied at work influences the retention condition, being valued and motivated to remain in the workplace, either by the prestige or even the labor justice that the organization has regarding the rewards for doing the job (Campos & Malik, 2008; Girardi, 2022; Lemos et al., 2021).

There is a need in higher education institutions in Mozambique to retain their talents, improve their productivity, and ensure competitiveness. According to (Riccio, 2010) there is a lack of talent management in educational institutions, as they spend very little time identifying their future leaders while claiming to be higher education and training institutions.

According to Rhodes and Brundrett (2012) the shortage of highly qualified personnel for key administrative and research positions within higher education institutions is caused by the lack of incentives to retain talent, the advanced age of the teaching staff, resignations, deaths, or involuntary turnover caused by change management.

Finally, considering that the results of this research are not conclusive, it opens the door to various types of research in this thematic area for future studies involving labor retention associated with various variables. It becomes essential for educational institutions to invest more in policies aimed at retaining talent, because their departure brings with it high costs for the organization, "Due to the high costs associated with the loss of talent, it is difficult for organizations to obtain and maintain a competitive advantage without retaining their talents" (Ott et al., 2018).

## **Final Considerations**

This article aimed to verify the influence that the perception of organizational support and job satisfaction have on job retention, the topic of retention has aroused the interest of several researchers and has grown the interest of research in this area in particular, it is a case study that was carried out at the Open University Isced (Unisced).

The research proposed by the author is of great importance, not only at the academic level, but also for organizations, since it will contribute to a better understanding of the variables that influence retention at work in organizations.

Uniscad is a new higher education institution operating in the Mozambican market that is not free from the challenges imposed in this area of labor management and retention. In this way, 'retaining' means keeping talents in the organization for the appropriate period so that the organization can gain advantages by having them and so that they can perform their functions in the best way possible. Martins and Von der Ohe (2002), Organizations with high turnover can be overtaken by their competitors (Doh et al., 2011), thus, with this research it was possible to conclude how these constructs are interconnected.

It can be observed that the results regarding the association between the constructs were confirmed when observing the predictive estimates, highlighting that the alternative model was the most appropriate, especially the one that directed the hierarchical relationship of the constructs, where it was seen that when employees feel the organization's support they tend to be satisfied, which makes them want to stay in the organization.

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