PERCEIVED ORGANISATIONAL SUPPORT AND WORK-LIFE BALANCE AS PREDICTORS OF TURNOVER INTENTION AMONG NON-ACADEMIC STAFF IN STATE OWNED UNIVERSITIES IN IMO STATE.

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Abstract

This Study explored the effect ofperceived organizational support and work-life balance on turnover intentions among non-academic staff at State owned Universities in imo state. Two hypotheses were postulated and tested. One Hundred and Ninety Seven(197)non-academic   staff were selected through convenience sampling technique which comprised of 108 females and 89 males out of which 112 were married and 81 were single,their ages ranged from 29-53 years with an average age of 35.23years and a standard deviation of 9.24. The participants were administered with perceived organizational support scale(POS),work-life balance scale(WLB) and turnover intentions inventory (TOI). A cross sectional survey design was adopted, hierarchical multiple regression was used to analyse data collected. The results revealed that perceived organizational support predicted turnover intentions among non-academic   staff at state owned universities in Imo State ($r=0.228, p<0.01$), (suggesting that higher organizational support is associated with greater turnover intention).Similarly, a significant positive correlation was found between work-life balance and turnover intention ($r=0.149, p < 0.05$) indicating that higher work-life balance is associated with greater turnover intention). The state government as a matter of urgency should strive to improve working conditions of non-academic staff through enhancing staff welfare and benefits, promoting job security, career progression and provide training and development opportunities.

Keywords: Perceived Organizational support, Work-life balance, Turnover intentions,Non-Academic Staff.

Introduction

Turnover intention is the willingness of an employee to move from his current organization to another probably in search of greener pasture. The dynamic, unstable and unpredictable competitive landscape necessitates that organizations make successful and efficient use of their physical, financial, legal and human resources to surpass competitors (Gulati& Monica., 2022). Employees who are completely devoted and satisfied should stay with the organization for a longer time are crucial for attaining organizational goals in a dynamic and complicated environment (Silva & Dias, 2023). Most organizations do their best to inspire and keep their employees. However, retaining employees and encouraging them to feel strong loyalty to the organization are significant challenges currently confronting some organizations.

High turnover intention (TOI) inhibits primary business goals and results in substantial organizational losses (Kumar, Akbar, & Khan, (2021). The loss of a highly competent employee affects organizational reputation, profitability and performance (Haider, 2022, Muzaffar & Javed, 2021) commitment and overall vision (Kumar, Akbar, & Khan, (2021). Additionally, the loss of competent academicians could negatively affect the reputation of a university and the quality of work produced. There are many things that become the question why an employee leaves the organization or company where he works. This action is called turnover intention, namely the tendency or intention of employees to quit their job. Of course, this is an important issue for companies to determine the cause because employee turnover requires a large amount of money. Factors that influence turnover intention. Factors that trigger turnover intentions include aspects of work, job satisfaction, work stress, age, education level, work culture, work pressure, workload, marital status and job insecurity. The factors that can reduce turnover intentions are good leadership, internal and external work environments, high organizational commitment and low role conflict(Wang & Wang,2020).

Employee turnover refers to the situation in which an employee leaves an organization. It can be classified as voluntary, when it is the employee who decides to terminate the working relationship, or involuntary, when it is the employer who decides (Silva & Diaz,2023). Voluntary turnover is further divided into functional turnover and dysfunctional turnover (Wang & Wang,2020), which refer to the exit of low-performing workers and high-performing workers respectively.The deterioration of a high-performing employee can have a detrimental effect on the organization itself (Chelengat&Kenyetta,2020)and the labour market at large (Eunice & Soyemi,2022). It is important for organizations to be able to retain their talented workforce as this brings stability and growth [Eunice & Soyemi,2022]. It is also important for governments to monitor whether organizations are able to do so as changes in employee turnover can be symptomatic of an ailing economic sector.Understanding why employees leave their jobs is crucial for both employers and policy makers, especially when the goal is to prevent this from happening.Turnover intention, which is an

employee's reported willingness to leave the organization within a defined period of time, is considered the best predictor of actual employee turnover. However, the link between the two has been questioned (Nadeem, Khan, Imtiaz, & Iftikhar (2019). Retaining skilled and motivated employees is a critical challenge facing organizations particularly tertiary institutions. However in general, turnover creates monetary and structural stress on the organization within which it occurs especially voluntary turnover. At least with involuntary turnover, the organization within can make preparations to reduce losses.

Another important variable in this study is perceived organizational support. perceived organizational support (POS) refers to the extent to which employees believe their organization values, support, and care about their well-being and contributions. It is a subjective measure of an organization's commitment to its employees. The key dimensions of perceived organizational support,include the following;

Caring:
The organization shows concern for employees' well-being.

Support:
The organization provides resources and help when needed.

Appreciation:
The organization recognizes and values employees' contributions.

Fairness:
The organization treats employees fairly and justly.

When the above occurs,it may lead to high perceived organizational support, which can be seen or showcased through the following: open communication, regular feedback and coaching, opportunities for growth and development,recognition and rewards, supportive leadership,and positive work environment work-life balance."Perceived organizational support is widely defined as the employees' 'beliefs concerning the extent to which the organization values their contribution and cares about their well-being' (Eisenberger, Huntington, Hutchison & Sowa, 1986,). To date, perceived organizational support has been shown to enhance job satisfaction turnover intentions (Zumrah & Boyle, 2015), and organizational citizenship behavior (Isfahani & Rezaei, 2017).Some of the benefits of positive perceived organizational support include increase levels of employee trust and organizational identification (Rhoades &Eisenberger, 2002), which, in turn, reduce turnover intention (Paille, Bourdeau, & Galois, 2010). Hence, the more an organization expends some reasonable effort towards the professional development of its human and intellectual capital, the more employees feel the obligation to stay and help the organization achieve its investment goals (Paille et al., 2010). In contrast, low levels of perceived organizational support are likely to be met with reduced morale, employee withdrawal symptoms and ultimately strong intentions to leave the organization(Eisenberger 2002). A meta-analysis revealed a strong negative relationship between perceived organizational support and turnover intention. In addition to reducing

turnover intention, perceived organizational support creates feelings of commitment in employees.

Work-life balance is about individuals feeling satisfied with the way they share their time and energy between paid work and all the other activities they need to do. Hence, it alludes to the need in each one of us to have an equilibrium in our lives. We perform better when we have some component of balance between our work and personal lives (Ibegbulam & Ejikeme, 2021). It is a significant issue for people's personal satisfaction across European and African nations and is extensively promoted by the EU/AU Social Plan, the Lisbon Procedure, and the Balance between fun and serious activities Drive of the European Commission (Ibegbulam&Ejikeme, 2021). Satisfaction with the balance between work and personal life is necessary which frequently contrasts with elevated degrees of work-home struggle. The idea of a work-home struggle, in any case, has a few shortcomings. It expects that contention generally prompts a low satisfaction with the balance between work and personal activities (Mordi, Mmieh, &Ojo, 2012).

Work-life balance may lead to positive outcomes such as increased performance [Putra and Cho,2019] and high affective commitment (Isfahani&Razaei, 2017). In contrast, work-life imbalance results in negative attitudes and behaviors such as job burnout, emotional exhaustion (Maharani & Tamara,2024) and high turnover (Aliyu & Nyadzayo,2018). In addition, work–life imbalance is associated with job dissatisfaction which in turn leads to negative outcomes such as workplace deviance (Fortuin,2017) and low performance (Muzaffar& Javed,2021). However, researchers believe that the influence of work-life imbalance on employees and organizations has yet to be identified (Silva & Dias,2023).

Non-academic staff in Imo State universities face various challenges, including:work-related challengespoor working conditions and inadequate infrastructure (e.g., offices, and equipment).Heavy workload and limited staff (Onwuamaegbu & Nwagbo,2024). They also face administrative challenges;, lack of autonomy, inefficient communication channels.Poor human resource management. Limited involvement in decision-making processes, etc. financial challenges are another problem faced by non-academic staff and includes low salaries and allowances, delayed salary payments, limited benefits (e.g., health insurance, pensions). High cost of living and financial constraints due to economic downturn.

Furthermore, psychological challenges, which include stress and burnout, low morale, and job insecurity, are eminent among non-academic staff. Poor work–life balance. Specific challenges in the Nigerian context include the following:

1. ASUU (Academic Staff Union of Universities) strikes and disruptions
2. Funding constraints and budget cuts
3. Corruption and mismanagement
4. Politicization of university administration

Despite the crucial role of non-academic staff in supporting the academic mission of

higher education institutions, high turnover rates among this group remain a persistent concern. Research suggests that perceived organizational support and work–life balance are critical factors influencing turnover intentions. However, there is a lack of empirical research exploring the relationships between these factors and turnover intentions, specifically among non-academic staff in higher education institutions. This study aims to address this knowledge gap by investigating the impact of perceived organizational support and work–life balance on turnover intentions among non-academic staff, with a view to informing strategies to reduce turnover and improve retention in this critical workforce group."

Marx (2025) in his Push-Pull-Mooring (PPM) model of Turnover intentions provided a framework used to understand why individuals or groups might switch from one situation or platform to another. It categorizes the influencing factorsinto three types: push factors, pull factors, and mooring factors. Push factors drivepeople away from their current situation, pull factors attract them to a new one,and mooring factors act as barriers or facilitators to the decision to switch. Thepush factors are negative aspects of the current situation that motivate individualsto leave. Examples include dissatisfaction with a service, lack of opportunities,or negative experiences. The pull factors are positive aspects of a potentialalternative that attract individuals to switch. Examples include better features,lower prices, or a more desirable environment. The mooring factors element thathinder or facilitate the decision to switch.

They can be related to switching costs,social connections, or personal habits.

Clark (2000) propounded the Work-Family Border Theory of work-life balance, Work family border theory addresses the integration and blurring of behavior in work and family life and contributes to the study of work-family linkages by describing the conditions under which varying degrees of work-family integration are likely to improve or diminish individual wellbeing.Work-family border theory is devoted only to work and family domains. The outcome of interest in this study is work-family balance which refers to satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000). This theory also differs from boundary theory in that its definition of borders encompasses not only these psychological categories but also tangible boundaries that divide the times, place and people associated withwork versus family. This suggests that one is more likely to experience work family conflict if one is a peripheral domain participants. In addition, to role centrally, border permeability influences work family balance. Less defined borders are said to allow border permeability and facilitate work-family balance where the work and family domains are comparable (Clark, 2000). However, Clark (2000) failed to provide enough information on factors that contribute to border permeability.

Perceived Organizational Support and Turnover intentions
Dany and Praningrum (2025) analyzed turnover intention behavior, they researchers formulated factors which include perceived organizational support, organizational

commitment, and job satisfaction. This study uses the role of job satisfaction as a mediator to analyze the effect between perceived organizational support and organizational commitment on employee turnover intention. This study uses a quantitative approach and stratified random sample technique, the sample amounted to 165 employees of Narendra Dewa Yoga Company in Bengkulu City. Using Smart PLS version 4 software, the structural equation modeling partial least square technique was used to analyze the data. The findings state that perceived organizational support, organizational commitment, and job satisfaction negatively and significantly affect turnover intention. Perceived organizational support and organizational commitment positively and significantly affect job satisfaction. Job satisfaction can mediate the effect of perceived organizational support and organizational commitment on turnover intention. Therefore, companies can improve their practices by paying more attention to employees through programs that support employee welfare, recognition, and contribution. The company also needs to consider aspects that can enhance employee job satisfaction and create a more harmonious work atmosphere to foster employee loyalty and prevent turnover, furthermore Khan and Dukya (2025). investigated employee engagement at work for employees as the employee engagement ,innovative work behavior and turnover intention with the aim of perceived organizational support, leader member exchange, proactive personality, for management. quantitative approach to investigate the relationships under this study.

Findings confirm member exchange, and proactive personality on turnover intention and innovative work and managers in Saudi context, and statistical analysisis performed on SPSS 28 and Mplus and turnover intention. The mediation of employee engagement in the effect of perceived literature regarding the struggle of disengagement in the workplace and it's simplications. The results are concluded by the organizational support, leader member exchange and proactive personality on turnover increasing creativity and innovative work behavior. Data was collected from 142 employees behavior. It critically reflects on the issue of employee engagement to develop the impact of mediation of employee engagement in the effect of perceived organizational intent is a negative correlation. At theoretical framework is proposed whereby the model is mediating mechanism for the influence of perceived organizational support, leader theoretical model of this study and provide empirical evidence to explain the link between increasing the levels of engagement in the workplace, lowering the turn over intention and support, leader member exchange and proactive personality on innovative work behavior evaluated with SPSS and structural equation modeling.

Davaasuren, Zanabazar, Gantumar, and Basanjar (2024) investigated the associations between perceived organizational support, job satisfaction and turnover. Data were collected from 213 full-time Professionals working across four construction companies in Iran via self-administered questionnaires. Data analysedvia structural equation modelling revealed a significant positive

relationship between perceived organizational support and job satisfaction. Furthermore, the findings also showed that perceived organizational support was negatively associated with turnover intentions. Another study carried out by Sharif, Bolt, Turner and Nia (2021) investigated organizational support and turnover intentions viaa moderated mediation approach. The design of the study was a cross-sectional study used to test the hypotheses. The study used purposive sampling,and 341 self-completed survey data points were collected from nurses working in two public hospitals in Iran. Structural equation modelling was used to analyse the data collected. The results revealed that organizational support and job satisfaction were negatively related to healthcare professionals' turnover intentions. Moreover, job satisfaction mediated the negative relationship between organizational support and turnover intention.

Wang andWang (2020) examined the effects of perceived organizational support (POS) on burnout and turnover intention in the Chinese context and added to the literature on frontline employee burnout. Using data from a survey of frontline employees at a gas station in Beijing, they examined the mediating effects of frontline employee burnout on their perceived organizational support and turnover intention. This study shows that perceived organizational support has a significant negative effect on burnout and turnover intention and that job resources cannot substitute for perceived organizational support. Arsil and Ramli (2020) carried out a study on the impact of perceived organizational support and

turnover intentions among hospital personnel. The data were collected viaa survey, namely, questionnaires. The population was 330 people. This research employed smart PLS version 2.0 for data analysis from questionnaires. The dataanalysed revealed that Perceived Organizational Support has a negative effect and is significant for turnover intentions.

Work-life balance and turnover intention

Yoshita and Zainner (2025) investigated on The Effect of Work load and Work life Balance on Employee Turnover Intentions. The moderating Role of Organizational Support variable at Swiss-Belhotellampung. Specifically, this study focuses the positive or negative effect whether workload and work-life balance on employee turnover intention at Swiss-Belhotel Lampung, and the moderating role organizational support in the positive or negative effect whether workload and work-life balance on employee turnover intention. The study Utilized a quantitative approach a structural equation modelling (SEM) approach based on Partial Least Squares (PLS). This study involved a sampel of 120 contract and daily worker employees at Swiss-Belhotel Lampung. Data were collected through a structured questionnaire distributed online via Google Forms via WhatsApp. Analysis was performed using smartPLS version 4.1.1.2 to test the proposed model and hypotheses.The results indicate that workload has no significant effect on turnover intention, where as work-life balance shows a positive and significant effect on turnover intention. This suggests that employees who perceive a better work-life balance may paradoxically show a higher tendency to leave. The moderation test

further reveals that organizational support does not significantly moderate the relationship between workload and turnover intention. However, it significantly weakens the effect of work-life balance on turnover intention, indicating that higher organizational support can mitigate the tendency of employees to resign even when they perceive a good work-life balance. These findings emphasize the strategic importance of organizational support in managing employee retention within the hospitality sector. The results of this study indicate that workload is not a primary factor influencing employee turnover intentions. Conversely, work-life balance shows a positive relationship with turnover intentions, suggesting potential dissatisfaction or a conflict between personal values and job demands, even when employees perceive their work-life balance as adequate. Organizational support is not effective in reducing the impact of workload, it has been shown to strengthen the influence of work-life balance on turnover intentions, functioning as a compensatory mechanism when work-life balance is not optimal.

Thuy and Welshen (2025)examined the moderating in–uence of organizational commitment on the relationship between work-life balance and turnover intecntion, and the mediating role of job satisfaction on the relationship between the same two of them. A survey of corporate employees in Vietnam yielded 304 effective responses. The model testing with Hayes (2015)'s PROCESS macro was used for the data analysis. With the unstandardized regression coeff cient of Int_1 being - 0.130 < 0 with by a p-value of less than 0.01 and con–-

dence interval [- 0.0803; - 0.0025] not including the value 0, this research found that job satisfaction played a partial mediating role between work-life balance and turnover intention, while organizational commitment had a moderating effect on the relationship between job satisfaction and turnover intention. Based on these –ndings, it is clear that establishing a work-life balance within corporations with careful consideration of organizational com-mitment and job satisfaction could contribute to reducing employee turnover in an organization. Additionally, the study's conclusions have a number of signi–cant applications for Human Resource practitioners and the study suggests some more directions for future research on the similar topics so that they could be more practical and comprehensive.

Alves, Limao and Lourenco(2024). Investigated Work-life balance, Auditors Turnover intentions: The moderators Role of motivation. This study addresses this gap in the literature by revealing the crucial role of motivation and identifying differences between Big 4 and Non-Big 4 firms. Using questionnaire data from 301 auditors analysed via structural equation modelling, we find that work overload is positively but indirectly related to turnover intention via work–life balance. Additionally, organisational commitment (job satisfaction) is directly (indirectly) and negatively related to turnover intention. Moreover, owing to work overload, a lack of work–life balance may be responsible for increasing auditors' turnover intention. Furthermore, Meharani and Tamara (2024) investigated the effects of work-life balance and occupational stress on turnover intentions, with job satisfaction

serving as a mediator. Data were collected via quantitative measures by distributing questionnaires to 900 employees in financial service industries in Indonesia. Partial least squares structural equation modelling was used to analyse the data analytically and test hypotheses from the 427 returned and qualified questionnaires. The findings indicated that there was no direct correlation between work-life balance and turnover intentions or between occupational stress and turnover intentions. Furthermore, Ahmad, Aidara, Nawi, Permarupan, Binti and Kakar (2023) examined the impact of work-life balance, human resource practices and organisational reputation on the turnover intentions of academics working in HEIs. Data were collected through an online survey of 466 respondents and were analysed via partial least squares structural equation modelling. The findings of the study showed that work-life balance and organizational reputation were negatively related to turnover intentions. Eunice and Soyemi (2022) investigated the influence of work-life balance on the turnover intentions of librarians at University South West, Nigeria. Implications and Strategies for Improvement The research design adopted in the study. The study population consisted of 412 Academic librarians at universities in Southwest Nigeria. Taro Yamene's sample size determination formula and multistage sampling technique were used to determine and select a sample of 203 librarians for the study. For data collection, a validated structured questionnaire was distributed with a 98.5% response rate. The findings of this study revealed that the level of turnover intentions among librarians at universities in Southwest Nigeria is high

(M=3.43,SD=1.10) on a 5-point scale. Librarians experienced work-life balance to some extent (M=3.39,SD=1.13), and work-life balance had a significant influence on the turnover intentions of Librarians at universities in southwestern Nigeria.

Research Questions

1.   Will Perceived organizational support predict Turnover Intentions among Non Academic staff in state owned university.
2.   Will Work life Balance significantly Predict Turnover Intentions among Non Academic staff in state owned university.

Research Hypotheses

This study was guided by two hypotheses;

1.   Perceived organizational support has a statistically significant effect on turnover intentions among non-academic staffat state-owned universities in Imo State.
2.   Work–life balance has a statistically significant effect on turnover intentions among non-academic staffat state-owned universities in Imo State.

Method.

Design

The design adopted for this study was a cross Sectional study design because data were collected at one point in time. Respondents also cuts across people with different Age,Gender and Rank.

Sampling

The Researcher adopted the Taro Yamane

Formula to determine the sample Size,The total population for Non Academic Staff as at 2023 is 389. Using Taro Yamane Formula: n=N/1+N(e)2). The sample size is 197.

Participants.

The researchers selected one hundred and ninety seven (197) non-academic staff for this study, which were drawn through a convenience sampling technique from Imo State University Owerri, University of Agriculture and Environmental Sciences Umuagwo, and Kingsley Ozumba Madiwe University Orlu. These institutions were selected because they are state owned and to ensure that respondents have similarly characteristics. The participants included 108 females and 89 males, 112 of whom were married and 81 of whom were single. Their ages ranged from 29--53 years, with a mean age of35 years. 23 years and a standard deviation of 9.24.

Instruments

Three instruments were used for data collection: the Perceived Organizational Support Scale, Work-life Balance Scale and Turnover Intention Inventory.The perceived organizational support scale was developed by Eisenberger, Huntington, Hutchinson and Sowa (1986).The scale was designed to describe employee perceptions about the extent to which an organization is willing to reward greater efforts by the employee because the organization values the employees' contribution and cares about their wellbeing. The scale has a 7-point response format ranging from 1-Strongly Disagree to 7-Strongly Agree. Items 2,3,5,6,13 and 14 were reverse scored, whereas items 1,4,7,8,9,10,11,12,15,16 and 17 were scored

directly. The researcher validated the scale through a pilot study using 100 workers drawn from the Ministry of Works, Education and Sports. Using the split half method, a reliability of .73 was obtained, and the validity coefficient was .48. The norm for the scale is 63.05. A score above the norm indicates poor organizational support, whereas a score lower than the norm indicates adequate organizational support.

The work-life balance scale was developed by Hayman (2005). It contains 15 items scored on a five-point Likert scale ranging from 1-- Strongly Disagree to 5--- Strongly Agree. The scale assesses how fit individuals are in controlling their work and life domains. It has a five-point response pattern that ranges from 1-- Strongly disagree to 5-- Strongly agree. Sample items include personal life suffers because of work), "My job gives me energy to pursue personal things, etc.", etc. Hayman (2005) provided a reliability index of .76. The work-life balance scale was validated in Nigeria by Oluwayemisi and Opeyemi (2022). For the purpose of this study,the scale was subjected to a pilot study involving 50 participants. The results from the pilot study yielded a Cronbach's alpha of .93, which exceeded Nunnaly's (1978) minimum internal consistency criterion of .70 for determining the adequacy of a measure's internal consistency. Similarly, the corrected item totals ranged from .32--.87, exceeding the .31 benchmark (Pallant,2005) and indicating that the scale has a uniform factor structure. The norm for the scale is 51.27. Scores above the norm indicate a high level of work-life balance, whereas scores lower than the norm indicate low work-life balance.

The third instrument is the self-developed turnover intentions inventory, which contains 15 items scored on a five-point Likert scale: 1-- Strongly disagree to 5--- Strongly,the scale was given to two professionals in this field for face validity. To ascertain the internal consistency and validity of the scale, it was subjected to a pilot study involving 102 personnel drawn from Abia State University, Uturu. The data analysis yielded an overall Cronbach's alpha coefficient of .87, which exceeded Nunnaly's (1978) minimum internal consistency criterion of .70. The corrected item totals ranged from .33--0.75, indicating that the scale items are validly measuring the same construct. The norm for the scale is 50.06. Scores higher than the norm indicate high employee intentions, whereas scores lower than the norm indicate low turnover intentions.

Procedures

The Researchers started this study by collecting a letter of Ethical considerations, prepare their three(3) instruments (Perceived organizational Support Scale,Work life balance scale and Turnover intention Inventory). They researchers picked some individuals who served as research assistants, these persons were trained on this topic and how to approach respondents, this training helped them to answer questions that arose in the course of carrying out their task. Afterwards,the Researchers and their assistants proceeded to the three state owned universities in Imo State namely, Imo State University, Owerri, University of Agriculture and Environmental Sciences Umuagwo, and Kingsley Ozumba Mbadiwe University, Orlu. On getting to the field, the researchers introduced themselves to non-academic staff built rapport with them and administered the three questionaires to those who were eager to participate in the study,the researchers gave the respondents the opportunity to withdraw if they want to. One hundred and three (108) copies of the questionaires were distributed at Imo state university,Ninety five(95) were returned completed. Sixty Four(64) copies of the questionaires were distributed at University of Agriculture and Environmental Sciences, Umuagwo, Fifty six(56) copies were returned completed, Sixty one (61) copies of the questionnaires were also distributed at Kingsley Ozumba Mbadiwe University, fourty two (47) were returned completed. In all, Two hundred and thirty three(233) copies were distributed, only One hundred and Ninety seven (197) were returned completed and used. It took the Researcher and assistants Three weeks to undergo these processes.

Data Analysis

Data collected were analysed using Pearson Correlational and Regression Analysis. This is because the relationship between the variables will be examined and to also check the extent to which the independent variables(Perceived organizational support and work life balance) will predict the dependent variable (Turnover Intentions).

Results

Table 1: Pearson Correlation Results for The Relationships Between Turnover Intentions, Age-Perceived Organizational Support, And Work–Life Balance

Variables	1	2	3	4
1. Turnover Intentions	-			
2. Age	0.100	—		
3. Perceived Org. Support	0.228**	0.047	—	
4. Work-Life Balance	0.149*	-0.029	-0.021	—

Note: $p < 0.05$, $p < 0.01$

The Pearson correlation results for the relationships between turnover intentions, age, perceived organizational support (POS), and work–life balance (WLB) are displayed in Table 1. As indicated, POS and turnover intentions were found to have a significant positive correlation ($r = 0.228$, $p < 0.01$), suggesting that high perceived organizational support is associated with greater turnover intentions. Similarly, a significant positive correlation was found between work–life balance and turnover intentions ($r = 0.149$, $p < 0.05$), indicating that higher work–life balance is associated with greater turnover intentions. Age, on the other hand, did not have a significant relationship with turnover intentions ($r = 0.100$, $p = 0.163$), suggesting that age does not play a significant role in influencing the intent to leave.

Table 2: Hierarchical Regression Analysis for Perceived Organizational Support and Work Life Balance on Turnover Intentions among Non-academic Staff in State-Owned Universities in Imo State

Model	Predictor Variables	.	..	B	SE	β	t	p
1	Perceived Organizational Support	0.052	.	0.125	0.038	0.228	3.265	0.001
2	Perceived Organizational Support	0.075	0.024	0.127	0.038	0.231	3.344	0.001
	Work-Life Balance			0.148	0.067	0.154	2.225	0.027

A hierarchical regression analysis was conducted to test the hypotheses and determine the predictive power of POS and WLB for turnover intentions among non-academic staff at state-owned universities in Imo State. Table 2 displays the regression results. In Model 1, POS alone accounted for 5.2% of the variance in turnover intentions ($R^2 = 0.052$, $F(1, 195) = 10.661$, $p < 0.01$). The standardized beta coefficient for POS was significant ($β = 0.228$, $p < 0.01$), suggesting that high perceived organizational support is associated with greater turnover intentions.

In Model 2, both POS and WLB were included. This model accounted for 7.5% of the variance in turnover intentions ($R^2 = 0.075$, $F(2, 194) = 7.914$, $p < 0.01$), representing an additional 2.4% improvement in explanatory power over Model 1. The standardized beta coefficients for both perceived organizational support ($β = 0.231$, $p < 0.01$) and WLB ($β = 0.154$, $p < 0.05$) were significant, confirming that both variables are significant predictors of

turnover intentions.

The significant positive relationship betweenperceived organizational support and turnover intentions suggests that when non-academic staff perceive higher organizational support, they are more likely to have greater intentions to leave their jobs. Likewise, the significant positive relationship between work-life balance and turnover intentions implies that higher work-life balance contributes to increased turnover intentions. Together, Perceived organizational Support and Work-life Balance explain 7.5% of the variance in turnover intentions, with perceived organizational support having a slightly stronger influence than work-life balance does.

Discussion

This study aimed to explore how perceived organizational support (POS) and work–life balance (WLB) predict turnover intentions among non-academic staffat state-owned universities in Imo State. On the basis of these findings, both perceived organizational support and work-life balance emerged as significant predictors, supporting the study's hypotheses that these factors substantially influence employees' decisions to stay or leave their jobs. The positive relationship between perceived organizational support and turnover intentions aligns with literature that positions POS as a key determinant of employee retention (Davaasuren et al., 2024). According to organizational support theory (OST), employees who perceive greater support from their organizations tend to develop stronger affective commitment, reducing their turnover intentions (Sharif et

al., 2021). In contrast, when perceived support is low, employees may feel undervalued, which could increase their likelihood of leaving. This theory is strongly supported by the current findings, where POS was found to account for a significant portion of the variance in turnover intentions (5.2%).

Moreover, this study corroborates earlier findings by Chelangat and Kenyatta (2020), which suggest that employees with low organizational support are more likely to report greater intentions to leave their current roles. The results emphasize the importance of creating an organizational environment that fosters employee support, particularly for non-academic staff, who may feel more disconnected from institutional core activities than academic staff. Work–life balance also significantly predicted turnover intentions, although its effect size was smaller than that of perceived organizational support. This result is consistent with studies by Alves et al. (2024) and Arsil and Ramli (2020), who reported that work-life balance significantly affects job satisfaction and organizational commitment, ultimately influencing turnover intentions. Employees who struggle to maintain a healthy balance between work demands and personal life may feel overwhelmed, leading to burnout and increased turnover intentions (Burke, 2016)

These findings have practical implications for university administrators and policymakers, particularly in the Nigerian context, where university systems are often plagued by administrative inefficiencies and staff dissatisfaction (Akanji et al., 2020). To address the high turnover rates among non-

academic staff, universities should focus on enhancing organizational support mechanisms, such as providing resources for professional development, ensuring job security, and promoting a supportive work environment. By fostering an organizational culture that prioritizes staff welfare, universities can potentially mitigate turnover intentions. In addition, promoting policies that encourage better work–life balance is crucial. Initiatives such as flexible work schedules, remote work options, and mental health programs could help non-academic staff manage their work and personal responsibilities more effectively. Given that work–life balance was a significant predictor of turnover intentions, albeit weaker than POS was, addressing these issues could still provide meaningful improvements in employee retention.

The results of this study are broadly in line with findings from similar contexts globally. For example, in a study of university staff in Malaysia, Mustapha et al. (2021) reported that perceived organizational support had a significant negative effect on turnover intentions, supporting the universal applicability of perceived organizational supportin predicting employee retention across different cultures and organizational settings. Similarly, Ahmad and Omar (2016) reported that work–life balance plays a critical role in determining employees' commitment and turnover intentions in the higher education sector in Pakistan, further validating the importance of balancing work demands and personal life across different regions. However, it is worth noting that while the effect of work–life balance in this study was statistically significant, it

accounted for a smaller portion of the variance in turnover intentions than did perceived organizational support. This contrasts with findings in some Western contexts, where work–life balance has been found to play a greater role in predicting turnover intentions (Kossek et al., 2014). This discrepancy may be attributable to cultural differences in work values. In the Nigerian context, factors such as job security and organizational support may take precedence over work–life balance, which could explain the weaker impact of work–life balance on turnover intentions in this study. Future research could further explore how cultural values mediate the relationship between work–life balance and turnover intentions.

Conclusion
In conclusion, this study highlights the importance of perceived organizational support and work–life balance in predicting turnover intentions among non-academic staff at state-owned universities in Imo State. By enhancing organizational support and promoting better work–life balance, universities can mitigate turnover intentions and improve staff retention. These findings contribute to the growing body of literature on turnover intentions, particularly within the higher education sector in developing countries. The study underscores the need for organizational leaders to prioritize staff welfare and create supportive work environments that encourage employee engagement and reduce turnover intentions.

By fostering a culture of support and implementing policies that promote a healthy work-life balance, universities can reduce the

adverse effects of turnover, such as recruitment and training costs, loss of institutional knowledge, and disruption of administrative functions. Furthermore, this research provides a foundation for future investigations into the broader organizational and personal factors that influence employee turnover intentions, emphasizing the importance of context-specific studies in understanding employee retention dynamics.

Recommendations

On the basis of the findings of the study, the researcher here recommends the following:

1. The government should endeavor to address financial constraints and ensure timely salary payments for non-academic staff. Furthermore, they can involve them in decision making, as this will give them a sense of belonging there by reducing turnover intentions.

2. The management of tertiary institutions should plan and organize workshops and seminars where non-academic staff are taught on how to balance their work, family and personal life; when this is done, they address the social and psychological challenges of their employees. This will help reduce turnover intentions.

3. The state government, through the Commissioner of Education, should draw up programs on how staff welfare, recognitionrewards and benefits can be attained. This will motivate them to put in more effort while keeping in mind that there are physical, financial and psychological rewards.

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