
The influence of Perceived Organizational Support and Work Place Environment on Job Engagement among Journalists in Nigeria: Moderating Role of Job attitude

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Abstract

This study examines the direct effect of perceived organisational support (POS), work place environment (WPE) on job engagement (JE) and moderating role of employee job attitude (JA) on the relationship between organisational supports (POS), work place environment (WPE) and job engagement (JE). In this study survey method was conducted with a sample size of 226 respondents across the total population of journalists, which were analysed using PLS-SEM version 4.0.9.6. The findings of this study established that, the relationship between POS and JE was supported, while that of WPE reported an insignificant relationship, hence, rejected. Furthermore, the results revealed that job attitude moderate the relationship between POS and JE. However, job attitude does not moderate the association between WPE and job engagement. The findings offered interesting and significant avenues for future research for academics as well as useful managerial implications for managers and decision-makers in the Nigerian journalism industry. Therefore, in order to encourage journalistic engagement, corporate policies and strategies should prioritize WPE features such as culture and other additional organizational settings. These should be evaluated, while also taking the job attitude into consideration as well.

Keywords: Job attitude, Job Engagement, Journalist, perceived organisational support, Work place environment, Job attitude, Job Engagement, Journalist, perceived organisational support, Work place environment.

1. Introduction

Job engagement is crucial to organisational productivity as worker engagement and performance have major impact on the performance and success of the whole organisation (Dasgupta & Dey, 2021; Nurcholis & Budi, 2020; Adiarani, 2019). The argument coordinates that an engaged staff plays a crucial role in achieving organizational goals, hence a company could be saved from underperformance through job engagement. Job engagement is frequently regarded as active, rewarding and work-related state of mind that involves self-expression and a strong sense of affiliation with the organisation (Zhenjing, *et al.*, 2022; Gangan & Sankar, 2020; Ahmad & Novawiguna, 2018). Furthermore, it has been claimed that organizations have incredible potential to positively impact numerous parts of the organization when engagement is evaluated and recognized (Mahfuz, 2021; Kaur & Randhawa, 2020; Karia & Abu Hassan, 2019). Employee job engagement has been shown to improve performance and organizational support while lowering accident, absenteeism and resignation rates (Kumar & Bagga, 2023; Winarno *et al.*, 2022; Mascarenhas, Galvão & Marques, 2022; Saleem, Shenbei & Hanif, 2020).

Organisational support does not entail organisations acting quickly to fulfill the terms of their relationship with workers, but doing so may be necessary to improve workers' morale and encourage them to exert greater effort in carrying out their responsibilities (Kumar & Ansari, 2020; Nurcholis & Budi, 2020; Maan, *et al.*, 2020; Harris & Kacmar, 2018). The goal is to make the employees feel indebted through extending beyond what is required and coming up with a variety of concepts as their service condition may not fully reflect what they receive in turn (Iqbal, Zia & Khizar, 2021; Bergeron & Thompson, 2020; Asgari, Mezginejad & Taherpour, 2020). Organizations with a strong staff members' support are more appealing to work for and workers are less likely to seek out for other jobs since they are fully engaged and satisfied. Employees who receive organizational support are more likely to meet the goals of the business, which lowers the likelihood of resignations (Zulfikar & Putra, 2020; Samosir & Novliadi, 2019). Several studies of organisational support are predicated on the notion that when employers show concern for their workers' well-being, workers in turn become increasingly concerned about their jobs and tend to be dedicated to the organisation's success in a mutually beneficial manner that is built into regular social interactions (Iqbal, *et al.*, 2021; Aprilani, *et al.*, 2021; Asgari, *et al.*, 2020; Samosir & Novliadi, 2019; Caesens, *et al.*, 2019). It is asserted that there would be lower turnover intention and higher levels of affective commitment and engagement in organisations that show willingness to compensate workers for exerting more effort and to create a positive work environment (Zhenjing, *et al.*, 2022; Scrima *et al.*, 2021; Saleem, *et al.*, 2020; Tannady & Zami, 2019; Kamanja, *et al.*, 2019).

Over years, an increasing number of social science researchers have been drawn to the area of providing employees in all domains of human endeavor with a convenient environment that ensures efficient job-related contentment. As a result, numerous empirical findings across multiple professions have been conducted (Dasgupta & Dey, 2021; Gangan & Sankar, 2020; Adiarani, 2019; De Silva & Tharanganie, 2018). This demonstrates the widely accepted view that the contribution of a supportive work environment in achieving organisational objectives cannot be overstated (Scrima *et al.*, 2021; Rasool, *et al.*, 2021; Saleem, *et al.*, 2020; Nurcholis & Budi, 2020). The contemporary business landscape is characterised by intense competition, prompting many different organizations to implement strategies aimed at attaining operational excellence to enhance their industry's positioning (Arfan, 2021; Dasgupta & Dey, 2021; Kumar & Ansari, 2020; Gangan & Sankar, 2020; Pieters, Van Zyl & Nel, 2019). In order to attain this, a lot of focus is being placed on the crucial roles that organisational support and the workplace environment play in job

engagement. One strategy used by organisations to guarantee success and become competitive is job engagement. This demonstrates the necessity of establishing policies in place that would guarantee that organisation members have a higher degree of engagement and commitment to the organisation. This is the reason why an organisation needs to take a variety of measures to increase employee involvement and engagement in its operations.

This study in the field of journalism and media falls under the broad category of media management, and it incorporates this area of research (POS, WPE, and job engagement). Media management has been assuming a more credible place in the history of communication and media studies for over a decade. According to Kuhn (2013), media management is no longer in its infancy, especially in light of the growing body of research on the subject and the interest that media researchers are generating. Numerous attempts have been made in journalism studies to investigate into journalists' work environments (MacDonald, et al., 2016; Jung & Kim, 2012; Reinardy, 2009). It is instructive to appreciate that this area of research falls within the domain of media management. With the ongoing effort directed towards making journalism profession a decent one (safety and welfare wise) as spearheaded by the United Nations Educational, Scientific, and Cultural Organization (UNESCO), studies of this nature prove to be significant. UNESCO has been at the forefront on the call for the need for an environment that is safe enough to facilitate effective role delivery among journalists worldwide and in this regard work condition is a critical factor. It is believed that academia, through empirical investigations, is an important partner in the realization of such a goal. It is as a result of this need that the current research effort seeks to investigate the work environment among journalists in Kano, Nigeria with a specific focus of perceived organisational support (POS) on job engagement. Additionally, the study investigates the moderating role of journalist's job attitude on the relationship between POS and work place environment (WPE) and job engagement. This is a significant effort as it will contribute to the required effort to fill the knowledge gap left open by the scarcity of empirical works in this research area in Nigeria and perhaps throughout the world of journalism research. The outcome of the study is expected to reflect the inner environment of journalism work in Kano and the perspective of the journalists regarding the state in which they go about their routine work. This will help to make clear the need for initiatives aimed at improving the work condition of journalists. It will also help the media executives to direct their resource management efforts to where they matter most.

2. Literature Review and Hypotheses Development

Employee actions that include paying sufficient attention to the role expectations that an employee is assigned is known as "job engagement". In the view of Adiarani (2019), engagement is the degree to which employees feel that their company values their contributions and that they have confidence in what they do for their paychecks. Due to the nature of the modern workplace, there has been an increasing research interest in the field of job engagement (Saks & M., 2006). Numerous studies have demonstrated the link between work-related behaviors such as motivation, work-life balance, organisational commitment and leadership style and JE (Zhenjing, et al., 2022; Aprilani, et al., 2021; Astuty & Udin, 2020; Kamanja, Ogolla & Gichunge, 2019).

The term engagement had been perceived in different ways such as work engagement, job engagement (JE), employee engagement (EE) or personal engagement (Mahfuz, 2021; Abdullahi, Raman & Solarin, 2021; Nurcholis & Budi, 2020; Pieters, Van Zyl & Nel, 2019; Kamanja, et al., 2019; Tannady & Zami, 2019; Ahmad & Novawiguna 2018; Karatepe, 2014). In accordance Karatepe (2014), EE is a simultaneous application and expression of an individual's preferred self in task behaviour that supports the relationship between work and

other personal qualities (emotional, physical and cognitive). Nurcholis and Budi (2020), Abdullahi et al. (2021) defined EE as an employee's cognitive, emotional, and behavioural state that guides individuals toward the expected outcomes of the organisation. Zhenjing *et al.* (2022) argues that sufficient EE in an organisation makes employees the pride of their workplace and increase the extent to which they intend to stay, desire to perform their best, and align their goals with organisational goals. This further highlights the notion that engagement leads to job satisfaction and job engagement.

2.1 Theoretical Background and Hypotheses Development

This study is similar to many others that have used the social exchange theory (SET) as a research paradigm (Mahfuz, 2021; Aprilani, *et al.*, 2021; Asgari, Mezginejad & Taherpour, 2020; Astuty & Udin, 2020). According to the SET, when an organisation acts in a constructive way toward its employees, it generates reciprocity. This means that employees are more likely to respond positively which helps the organisation (Blau, 1964). The SET provides a useful framework for comprehending the processes involved in perceived organisational support, work place environment and responses to journalist job engagement. From the framework perspective, it is presumed that social exchange theory is the mechanism that explains how POS and WPE can convert into journalist engagement through job attitude. SET aids in illustrating the link between the variables by using the reciprocal method. The framework of this study which is designed to examine the effect of POS and WPE on journalist job engagement is depicted in figure 1 below.

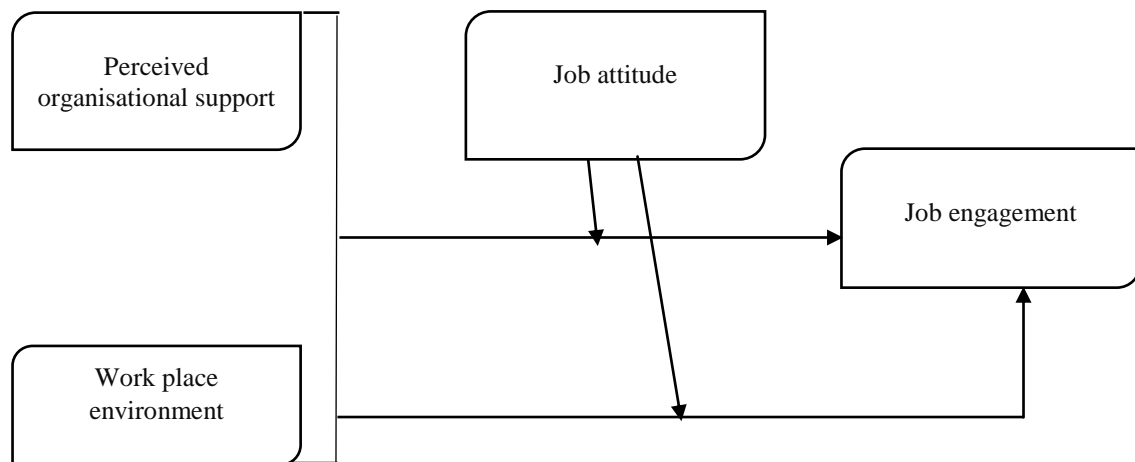


Figure 1: Conceptual Model

Perceived Organisational Support and Job engagement

Organisational support is defined by Eisenberger *et al.* (1986) as the extent to which an organization recognizes the work of its employees and the degree to which it attends to their well-being, hence fostering a sense of belonging among employees. Furthermore, POS can be defined as the way in which workers perceive the degree to which their employers value their involvement and well-being, as well as the extent to which workers believe that their employers offer them benefits at their discretion (Nurcholis & Budi, 2020; Harris & Kacmar, 2018). From a theoretical standpoint, workers who discover their employer to be providing

strong support are more likely to exhibit activities that enhance their degree of job engagement.

Previous studies have demonstrated that job attributes, POS, rewards, and recognition are the antecedents of worker engagement. Consequently, the results of an engagement include work satisfaction, organisational commitment, organisational citizenship and POS (Dasgupta & Dey, 2021; Gangan & Sankar, 2020; Dai & Qin, 2016). JE is one of the major factors that promote high-level achievements, as numerous studies indicate (Adriana et al., 2020; Tannady & Zami., 2019; Ahmad & Novawiguna, 2018; Harris & Kacmar, 2018). It has been shown that in order to attain the level of JE, POS is main criterion (Maan, et al., 2020; Kaur & Randhawa, 2020; Kumar & Ansari, 2020). Based on the above arguments, the current study proposed the following hypothesis.

H₁: Perceived organisational support significantly affects job engagement

Work place Environment and Job engagement

According to Madsen et al. (2014), the term working environment refers to the organisational structure, work culture, and actual physical aspects of the employment. Workplace performance and productivity are directly related to employee motivation and engagement and are therefore correlated with all aspects of the workplace. Organisational productivity and performance are ultimately determined by how the organisation manages its WPE. Furthermore, the term work environment is perceived as a condition under which employees operate in an organisation. These conditions include the physical aspects of the workplace, such as the equipment and heat, as well as the job-specific aspects, such as task complexity and workload (McCusker, et al., 2005). Several studies found that EE is highly influenced by work environmental conditions (Zhenjing, et al., 2022; Arfan, 2021; Kamanja, et al., 2019; Adiarani, 2019). This shows that utilising an appropriate working condition that include both physical and psychosocial components raise the job engagement level (Rasool, et al., 2021; Saleem, Shenbei & Hanif, 2020). From the above previous studies, the current study hypothesised thus:

H₂: Work place environment significantly affects job engagement

Moderating role of Job Attitude

According to one definition, job attitude is a function of the perceived fit between one's goals and what they consider their employment to be able to provide. It includes aspects of job satisfaction such as pay, incentives, promotions, working conditions and coworker relationships. Furthermore, satisfied worker engages in more inventive activities, continuous quality improvement and participate in organisational decision-making (Brefo-Manuh & Anlesinya, 2023; Cabrera & Estacio, 2022; Scrima, Mura & Fornara, 2021; Agbenyegah & Mvelase, 2019). Furthermore, satisfied employees are more loyal, have a creative attitude for continual improvement, and participate more in the decision-making process in the best interests of the company success (Cabrera & Estacio, 2022; Nuhu, Salisu & Abdullahi, 2018; Al-Kasasbeh, 2016; Anjum, et al., 2014).

Employee attitudes about a variety of both intrinsic and extrinsic job components make up employment satisfaction, which is a multidimensional entity. Many organisations encounter challenges with not being able to meet established targets on time due to a poor level of employee engagement, which results in the many negative consequences. Job characteristics and determinants for extrinsic and intrinsic satisfaction have been shown to have a substantial impact on JS in previous studies. In addition, task identity was found to be

a highly significant and positive predictor of JS, with both intrinsic and extrinsic characteristics being employed to predict JS (Agbenyegah & Mvelase, 2019; Irabor & Okolie, 2019; Jackson & Fransman, 2018; Mabaso & Dlamini, 2017; Jehanzeb, *et al.*, 2012). Individual personality, work characteristics, reward system, attitude, and ethical climate have all been identified as key predictors of job attitude in numerous research (Scrima, *et al.*, 2021; Nuhu, *et al.*, 2018; Maan, *et al.*, 2020; Asgari, *et al.*, 2020). Based on the above arguments, the current study proposes:

H₃: Job attitude moderate the relationship between perceived organisational support and job engagement

H₄: Job attitude moderate the relationship between work place environment and job engagement

3. Material and Methods

A standardised questionnaire on five-point Likert scale with closed-ended multiple items was utilised in this study. Scales with midway options are thought to produce better and more accurate results (Ramayah, *et al.*, 2018; Hair *et al.*, 2014; Sekaran & Bougie, 2013). Furthermore, the proposed model was investigated using Structural equation Modeling PLS in this current study, as shown in Figure 1.

3.1 Sample and Procedures

In order to have a clear definition of the population for this research, the researcher selected all journalists residing in Kano State who registered with Nigerian union of journalist (NUJ). The study focused on all journalists in Kano State. The NUJ Kano State chapter provided a comprehensive record of its registered members and their various media organizations. There are 501 total members in NUJ Kano State, Nigeria. All the chapels chosen for this study have been in operation in Kano state for a minimum of 3 years and have been recognized as a member institution of NUJ. Thus, according to Krejcie and Morgan (1970) from the total population of Five hundred and one (501) members, two hundred and twenty-six (226) is good sample size for this research. However, the units of analysis are the registered NUJ members. The survey instruments were addressed to individual members located in Kano.

Table 1: NUJ registered members

S/N	Chapel	Staff
1.	Ministry of Information Chapel	214
2.	Bello Dandago Radio Kano Chapel	49
3.	Abubakar Rimi TV (ARTV) Chapel	30
4.	Triumph Newspapers Chapel	41
5.	NTA Kano Chapel	21
6.	Correspondents' Chapel	38
7.	Pyramid Radio Chapel	36
8.	Freedom Radio Chapel	47
9.	Rahama Radio Chapel	11
10.	Vision FM, Kano Chapel	11
11.	Guarantee Radio Chapel	19
12.	Aminci Radio Chapel	28
13.	Express Radio Chapel	23
	Total	501

Source: Nigeria Union of Journalists, Kano State Chapter, 2023

3.2 Measures

The current study examines the relevant literature to ensure the content and face validity of the study's constructs. The scale of JE was adapted from the study of Schaufeli, et al. (2002), and it was measured with eight items. POS measurement questionnaire developed by Eisenberger et al. (1986) was adopted. It is a 7-item questionnaire that appropriately captures the subjects' POS. Nine items adapted from McCusker et al. (2005) were employed to measure WPE. Similarly, the scale of job attitude was adapted from the study of Price and Mueller (1981), and it was measured with five items. The study items have been modified to suit a 5-point likert scale "strongly disagree" (1) to "strongly agree" (5) as it was used in the studies of Brefo-Manuh & Anlesinya (2023), Cabrera & Estacio, (2022), Abun (2021) and Kamselem, *et al.* (2020). Therefore, the pilot study result revealed a good reliability for all the variables having 0.720 for job engagement, 0.825 for POS, 0.883 and 0.860 for work place environment and job attitude, respectively. These values are within the permitted range for the coefficient yardstick. An instrument's coefficient of 0.60 is regarded as average, that of 0.70 and higher as having a high reliability and that of 0.50 as being acceptable (Hair *et al.*, 2014; Sekaran & Bougie, 2013).

3.3 Method Variance

The data in this study was subjected to common method variance (CMV), since each measure was self-reported. To ascertain whether common method bias is a problem, the Zero-constrained test and Harmon's single factor procedure were both applied. The fact that Harmon's single factor only contributed to 14.5% of the total variance shows that CMV is not a problem. Overall, less than 45% of the variance was explained by Harmon's single factor. Furthermore, comparisons between the zero-constrained and unconstrained common factor models were made. Further evidence proved that in this research, CMV is not a problem as it chi-square difference was found to be insignificant.

4. Results and Discussions

Total of 226 questionnaires were administered to study participants with 211 questionnaires completed and returned, producing an average 93% of response rate. Baruch and Holtom (2008) suggests that average response rate for studies in organisational research is 52.7%. However, the current study's response rate is 93% greater than the average response rate, it is therefore deemed satisfactory. From the demographic profile of the respondents, 82.4 % and 17.5 % were male and female, respectively. The age of respondents, (46%) were between 31 and 40 years of age; 35.5% and 7.11% were between 41-50 and 51 years and above respectively; and the rest were between 18-30 (10.9%). The findings of Table 2 also show the level of education of the respondents which 27 of the respondents are Diploma holders (12.7%), 120(56.8%) of the respondents are BSc holders, 22 respondents are MSc holders (10.4%), 6 respondents are PhD (2.9%) while 36 (17%) of the respondents are other specify that are not listed above. The highest number of respondents possessed Bachelor of Science qualifications, with a total of 120 respondents (56.8%). The Table also indicates that 26 (12.7%) of the journalists have experience of less than 5 year. The Table also shows that 78(37%) of the respondents have experience of between 6 to 10 years, 63(29.8%) of the respondents have experience of between 11 to 15 years and the remaining 44 (20%) respondents have experience of more than 16 years as journalists.

Table 2: Socio-Demographic Characteristics of the Respondents

Demographic Variable	Category	Sample (n = 211)	
		Frequency	Percentage (%)
Gender	Male	174	82.4
	Female	37	17.5
	Total	211	100.0
Age	18-30 years old	23	10.9
	31-40 years old	98	46.4
	41-50 years old	75	35.5
	51 years old and above	15	7.11
	Total	211	100
Educational Qualifications	Diploma	27	12.7
	Bachelor	120	56.8
	Masters	22	10.4
	Doctor of Philosophy (PhD)	6	2.9
	Other Specify	36	17.0
	Total	211	100.0
Years in the organization	Less than 5 years	26	12.4
	6-10 years	78	37.0
	11-15 years	63	29.8
	16 years and above	44	20.8
	Total	211	100

Source: Field Survey (2023)

4.1 Measurement Model

To establish the convergent (CV) and discriminant validity (DV) of the instrument used in this study, reliability analysis, CR, AVE and Fornell-Larcker Criterion, were used to confirm its internal consistency and reliability (Henseler, *et al.*, 2015; Hair *et al.*, 2013). Hair *et al.* (2014) set guidelines for evaluating the measurement model, which included investigating CV and DV.

The extent to which individual indicators represent a concept is known as CV (Liengard, *et al.*, 2021). Hair *et al.* (2013) proposed that factor loadings, CR, and AVE can be utilised to assess the CV. The suggested loading values are >0.5 , ≥ 0.5 for the AVE, and 0.7 for the CR (Hair *et al.*, 2014). Figure 2 shows that all of the analyses' variables are considered as a single construct. Furthermore, out of 29 measurement items, 24 were retained to attain the CV, while five were excluded from the model due to low factor loadings. As a result, CV has been greatly improved. Furthermore, the measurement model results outperformed the proposed values, as seen in Figure 2 below.

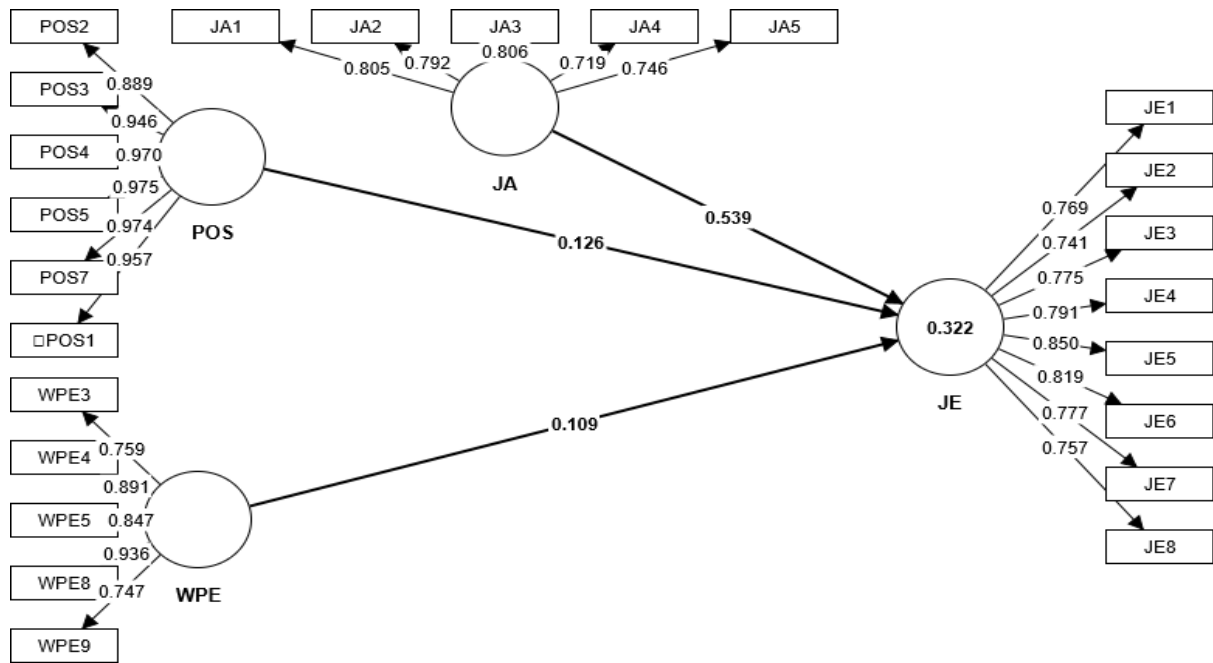


Figure 2: Measurement Model

Table 3: Items loadings, Composite Reliability and Average Variance Extracted

Constructs	Items	Loading	(CR)	AVE
Perceived organisational support	POS01	0.957	0.943	0.705
	POS02	0.888		
	POS03	0.946		
	POS04	0.970		
	POS05	0.975		
	POS06	Deleted		
	POS07	0.974		
Work place environment	WPE01	Deleted	0.897	0.597
	WPE02	Deleted		
	WPE03	0.759		
	WPE04	0.891		
	WPE05	0.847		
	WPE06	Deleted		
	WPE07	Deleted		
	WPE08	0.936		
	WPE09	0.748		
Job attitude	JA01	0.805	0.934	0.503
	JA02	0.792		
	JA03	0.806		
	JA04	0.719		
	JA05	0.749		
Job engagement	JE01	0.769	0.901	0.566
	JE02	0.741		
	JE03	0.775		
	JE04	0.791		
	JE05	0.850		
	JE06	0.819		
	JE07	0.777		
	JE08	0.757		

The degree to which predictors distinguish across constructs or measure various construct is referred to as DV when investigating the correlations between potential overlapping measures (Ramayah *et al.*, 2018). Fornell and Larcker (1981) technique was used to estimate DV, and it was determined by comparing the AVE with square correlations. When the diagonally indicated square root of the AVE surpasses the values in the columns and rows on that particular construct, the measurements are considered discriminating. According to Table 4, the values in the diagonals are higher than the values in the columns and rows in which they appear. As such, the measurements utilised in this study shows sufficient DV.

Table 4: Fornell-Larcker criterion

	JA	JE	POS	WPE
JA	0.774			
JE	0.544	0.786		
POS	0.037	0.140	0.852	
WPE	0.006	0.105	-0.058	0.939

4.2 Structural Model

The strength of the moderating effect of job attitude on the link between POS, WPE and job engagement (JE) was estimated using a product indicator approach in this study. Collinearity was tested among the predictor variables in the analysis, and the results show that collinearity is not an issues as all VIF values are less than the threshold of 5 (Hair *et al.*, 2013). The R^2 was calculated to determine the structural model's predictive strength. According to Chin (1998), R^2 values of 0.322 may be regarded significant. The findings are shown in Figure 3 and Table 5. T-statistics and path estimates for the hypothesised relationships were calculated using a bootstrapping approach with a resampling of 10,000. The association between perceived organisational support and job engagement was significant ($\beta = 0.154$, $t = 2.788$, $p \leq 0.005$), according to findings. Thus, hypothesis 1 supported. However, the results revealed that the relationship between WPE and JE was insignificant ($\beta = 0.108$, $t = 1.256$, $p \geq 0.05$), indicating that hypothesis 2 was not supported. Hypothesis 3 of the indirect association is supported as job attitude moderates the relationship between POS and JE ($\beta = 0.153$, $t = 2.380$, $p \leq 0.017$). Additionally, the relationship between WPE and JE is not moderated by journalist job attitude ($\beta = 0.041$, $t = 0.571$, $p \geq 0.05$), hence hypothesis 4 is also not supported. For evaluating PLS-SEM results using a prediction-oriented approach, the cross-validated predictive ability test (CVPAT) stands in for PLS predict. Liengard *et al.* (2021) created the CVPAT for comparison of prediction-oriented models in PLS-SEM. In order to support the model's stronger predictive capabilities when compared to the prediction benchmarks, the result reveals that the difference of the average loss values is much below zero.

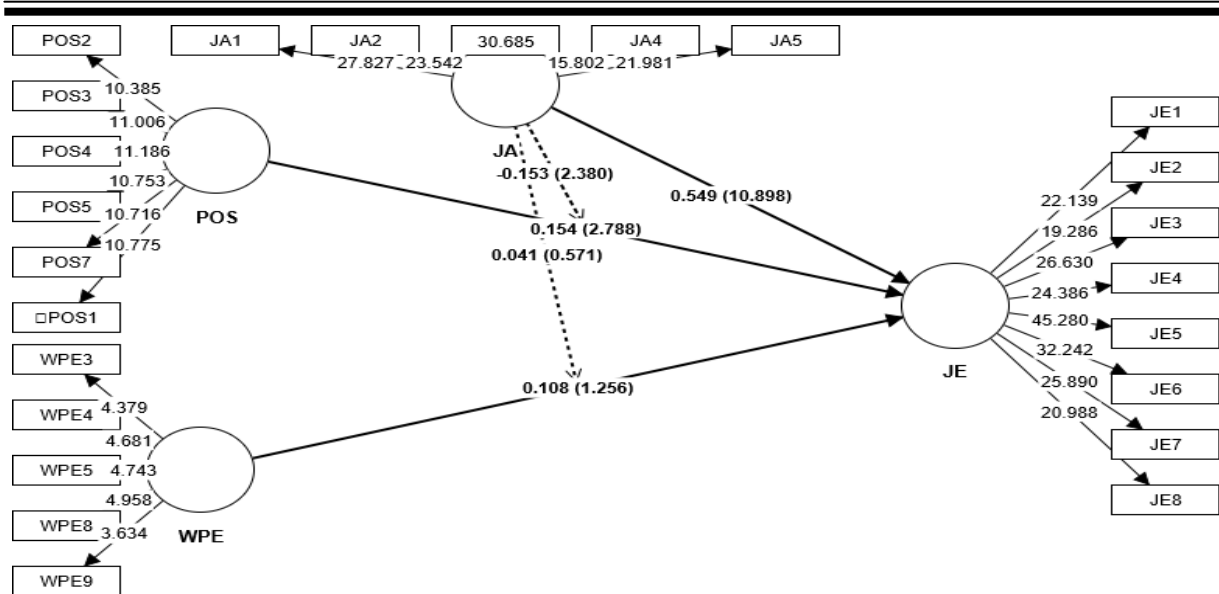


Figure 3: Structural Model

Table 5: Results of direct and indirect structural model

Paths	Beta coefficient	Standard error	t-statistics	Lower bound (2.5%)	Upper bound (97.5%)	p-values	Decision
POS -> JE	0.154	0.055	2.788	0.029	0.250	0.005	Supported
WPE -> JE	0.108	0.086	1.256	-0.192	0.198	0.209	Not supported
JA -> JE	0.549	0.050	10.89	0.431	0.632	0.000	supported
JA x POS -> JE	0.153	0.064	2.380	0.270	0.020	0.017	supported
JA x WPE -> JE	0.041	0.071	0.571	-0.093	0.181	0.568	Not supported

Note: $p < *p < .05$; $p < **p < .01$; $*** p < .001$

Table 6: The cross-validated predictive ability test (CVPAT)

	Average loss difference	t value	p value
JE	-0.452	7.819	0.000
Overall	-0.452	8.876	0.000

4.4 Discussions

The findings of this study revealed that POS has significant influence on JE. The finding suggests that enhancing organisational support could help employee's JE among journalists. The findings are in accordance with the previous studies (Aprilani, et al., 2021; Abdullahi, Raman & Solarin, 2021; Iqbal, et al., 2021; Bergeron & Thompson, 2020; Gangan & Sankar, 2020; Astuty & Udin, 2020; Adiarani, 2019; Samosir & Novliadi, 2019; Dai & Qin, 2016). This outcome is consistent with the previous studies showing that enhanced JE and equity are facilitated by good organisational support. This finding suggests that when organisational support for journalists is appropriate and effective, it certainly raises staff engagement. The results also show that WPE had no effect on JE. This result suggests that an improvement in worker engagement is not anticipated to occur when WPE is insignificant. Nonetheless, research demonstrates that as WPE improved, employee's commitment increases due to the establishment of a desirable, positive environment, which in turn results in good perceptions about the journalists' performance and eventually promotes their engagement. The outcome might have been caused by employees' psychological capacity to shape or alter their behaviors in both conducive and constrained WPE. Although varied workplace contexts have led to distinct working styles, employees may not all operate in the same capacity.

Whereas certain workers benefit from a supportive workplace, others are the ones who perform with the highest potential regardless of their environment. The finding is inconsistent with the previous studies which indicates that WPE has significant association with firm's performance and job satisfaction (e.g. Mahfuz, 2021; Arfan, 2021; Dasgupta & Dey, 2021; Scrima, *et al.*, 2021; Astuty & Udin, 2020; Saleem, *et al.*, 2020; Kamanja, *et al.*, 2019). Numerous studies in the past have examined the same different types of interactions in which changing workplace settings and WPE elements significantly affect individuals' job performance (Zhenjing, *et al.*, 2022; Cabrera & Estacio, 2022; Rasool, *et al.*, 2021; Abun, 2021; Abdullahi, *et al.*, 2021; Pieters, *et al.*, 2019; Karia & Abu Hassan, 2019).

The findings in Table 5 show that the moderating effect of job attitude (JA) on the relationship between POS and JE is significant. This shows that an individual's journalist with higher JA have a stronger relationship than those with lower JA. Despite the fact that no previous research has examined the indirect effect between POS and JE through JA. The current study findings establish that a successful JA implementation guarantees journalists' JE. However, the current findings indicate that the relationship between WPE and JE through JA is statistically insignificant. Although no previous research has examined the indirect relationship between the WPE and JE through JS. The findings of this study also indicate that WPE does not have an important role in enhancing journalist job engagement through job attitude in the Nigerian context.

5. Conclusion and Implications for Theory and Practice

The primary objective of this study is to explore the effect of POS and WPE on JE. The observations from the analysis of data in this study have identified that POS is significantly associated with JE among journalists in the Nigerian context. It may be argued that journalism in Nigeria placed a high value on organisational support as the journalist's motivational engine which consequently serves as the driving force and a concept which is very crucial in this context. In addition, this study also provides evidence that the association between the POS and JE is affected by job attitude. This suggests that journalist's job attitude strengthens the relationship between POS and JE. Moreover, this established that employees with higher level of organisation's support tend to show a higher level of job engagement. It is possible to conclude that a positive work atmosphere does not enhance employee job engagement within journalists' circuits based on the empirical findings of this study. More precisely, employees' ability to strive for achievement cannot be enhanced by the work environment, and they typically overcome obstacles. In a similar vein, a pleasant WPE fosters a supportive positive atmosphere that encourages commitment and renders workers more likely to remain engaged with their employer.

From a theoretical perspective, the study's contribution tends to add to the current body of knowledge through investigating the influence of WPE and POS on staff engagement. Additionally, perhaps most uniquely, this study has also explored moderating mechanisms and demonstrates that POS improves employee JE through JA. Furthermore, this study contributes to the documentation of journalists' personal perceptions on the role of WPE, POS and job engagement. From a practical view point, this study suggests that in order to increase employee JE, an organisation should concentrate on developing and providing a favorable WPE. In a similar vein, organisations should prioritise promoting employees' ability through effective organisational support. The findings offered interesting and significant avenues for future researchers as well as provides useful implications for managers and decision-makers in the Nigerian journalism industry. Therefore, in order to encourage journalistic engagement, corporate policies and strategies should prioritise WPE

features such as culture, as well as additional organisational settings like work-home relationships. These should be evaluated while also taking job attitude into consideration.

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