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**Abstract**

Some universities rely on their élitism as one mechanism to attract and retain talented faculty. This paper examines two groups of élit and non-élit universities and the mediating effect that work engagement has on affective commitment and intention to quit. Findings indicate partial support for the mediating effect of work engagement in the non-élit group but no support in the élit university group. The implications of these diverse results are posed for the management of academics in élit and non-élit universities, suggesting that a "one size fits all approach" to performance outcomes does not always fit. (HRK / Abstract übernommen)