

## **Impact of Job Satisfaction on Workplace Behavior – Role of Perceived Organizational Support as a Mediator / Moderator**

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### **Abstract**

Decades of research on Job Satisfaction (JS) has found researchers emphasizing the association between employee attitudes and workplace behavior with more discreet deductions than most assume, but had failed to appreciate the nature of the relationship and grasp the set of moderators/ mediators that ultimately determine the actual impact. Given the significance of the topic, it seems apt to reconsider and reevaluate this relationship.

We surmise that reconceptualising Job Satisfaction as an attitude (comprising Affect, Cognition and Evaluation), and examining its impact on workplace behaviors through identified mediating/moderating variables (Perceived Organizational Support (POS) in this investigation) in the work environment would unlock the ambiguities of the Job Satisfaction – Workplace Behavior relationship. Premising on the Social exchange theory, we perpetrated to examine the mediating/moderating role of POS. We gathered the data from 223 employees belonging to four cement manufacturing units from Tamilnadu and Kerala in South India. This study hugely supports and contributes to the understanding of the attitude-behavior relationship in the workplace. We also demonstrate by unveiling the causal path of the Job Satisfaction-Behavior relationship, that some components of the Job Satisfaction construct are supplemental and more proximal to some of the organizational behaviors. Affect component of Job Satisfaction has a relatively stronger impact on Organizational Commitment (OC) and Performance, while Cognition strongly influences Intent to Stay. Further, we contend to the best of our knowledge, that the influence of Job Satisfaction attitude components on workplace behaviors, with the moderating /mediating effect of POS has not been examined empirically earlier, particularly, in the Indian milieu.

**Keywords:** JS Attitude, Affect, Cognition, Evaluation, JS outcomes, POS, Moderator, Mediator

### **Introduction**

OB investigations relate Job Satisfaction to many key employee outcomes like Performance (Iaffaldano & Muchinsky, 1985; and Judge et.al, 2001), Organizational Commitment (Meyer et.al, 1993; Meyer & Allen, 1997), turnover (Mobley et.al, 1979; Ohlin and West, 1993), and absenteeism (Tharenou, 1993). Satisfied employees lead to satisfied customers. It is more likely that satisfied employees stay back with the organization than those dissatisfied with their jobs and workplace factors (Mobley, Griffeth, Hand and Megliano, 1979, Larrabee et al., 2003). Job Satisfaction consequently, has been acknowledged as a principal contributor to employee behaviors that have been leading to success or failure of organizations.

For all the JS related literature that has been stacked emphasizing its significant impact on vital organizational variables, there is much to be desired regarding the strength and predictability of the relationships. For instance, studies by Judge et al. (2001) and Iaffaldano and Muchinsky (1985) confirm low and moderate Satisfaction-Performance relationship and Mobley et al. (1979) confirm moderate correlation between Job Satisfaction and turnover. Likewise several researchers have feuded that Job Satisfaction failed to predict

performance at work as existing JS measures were more reflecting a cognitive tone than an affective evaluation (example, Organ & Near, 1985; Brief & Roberson, 1989). Still others believed (example, Organ, 1988) that empirical studies failed to confirm strong Job Satisfaction–Performance relationship due to narrowed definitions often used to measure Job Performance. Consequently some investigations sorted to redesign the Satisfaction-Performance proposition as Emotions-Performance relationship (Staw et al., 1994; George & Brief, 1996). Reexamining the qualitative (Wicker, 1969) and quantitative (Iaffaldano and Muchinsky, 1985) reviews of the Job Satisfaction-Performance literature, we believe this postulate deserves reconsideration. We reckon the time has come for social science investigators and researchers to reconsider the Satisfaction-Outcome relationship.

Manpower retention is a huge challenge in this current day work environment. Intent to Stay refers to the degree of likelihood that an employee plans to remain with the organization (Al-Omari, Qablan, & Khasawneh, 2008; Lyons, 1971; Kim, Price, Mueller, & Watson, 1996). For more than several decades research has confirmed the association of Job Satisfaction with employees' Intent to Stay (Smart, 1990; Rosser and Tabata, 2010; Al-Hamdan, Z., Manojlovich, M., & Tanim, B. (2017). It is imperative at this juncture to investigate on the 'how' of this relationship between Job Satisfaction and the Intent to Stay. We believe that a causal investigation of Job Satisfaction, in terms of its components, would help uncover the nature of this relationship, the understanding of which would enable adoption of appropriate HR practices, aiding in manpower retention. We envisage in this study to clarify the nature of relationship between Job Satisfaction and Intent to Stay to the extent of examining intermediary variables that might impact the influence. We propose JS and Intent to Stay as the independent and dependent variable, respectively.

JS has been portrayed as “the positive orientation of an individual towards the work role which he is presently occupying” (Vroom, 1964). Locke (1976) described JS as “a pleasurable positive state resulting from one's job and job experience” and stated that individuals demonstrate positive congenial attitudes when satisfied with their jobs. It is accepted in general that a variety of factors including pay, working conditions, promotion system, I relationships in the workplace, leadership and the job itself influences a person's level of JS. It is also agreed that JS is dispositional and depends on one's expectation from his/ her job, and a mismatch in the 'expected' and the 'received', results in dissatisfaction. Locke's (1969) research identified three essential elements of JS: (1)Evaluation of the characteristics of the job; (2) value determination, for comparison of satisfaction with a standard ; and (3) determining the extent of agreement among an employee's value standard and employee's perception of JS. Hackman and Oldham (1980) also differentiated the various perceptions of the job. They established for example, that among blue-collar employees, completing interesting tasks were less important than job security and compensation. Cranny et.al, 1992 delineate JS as an employee's emotional state, reached after an evaluation of what was expected out of the job and was actually got out of it. This would mean that, an employee with lower expectations can still be more satisfied with a certain job than someone with higher expectations. One is satisfied and happy with the job when one's expectations are met by the job. According to Vroom's (1964) JS model, the strength or 'valence' of the job for its incumbent, is a deciding function or the compelling exertion on a worker to remain in his job.

JS in earlier literature has been expounded as an attitude (Locke, 1976; Saari & Judge, 2004; Mullins, 2005; Aziri, 2008). A host of researchers have portrayed Attitudes as containing at least two components (Eagly and Chaiken, 1993; Brief et.al., 1988; Crites, Fabrigar & Petty, 1994): an affective (feeling, emotional) component, and a cognitive (belief, comparison, judgment) component. Researchers claim that both these components are important, and contribute a distinctive variance to the overall attitude, while differentially caused and distinctly linked to behavior (Millar and Tesser 1986; Breckler and Wiggins, 1989; Weiss, 2000). JS is delimited as an affective reaction towards one's job (Cranny et al., 1992), and measured as an evaluative assessment of job attributes compared with external standards (Locke, 1976 and Rice et al., 1989; Weiss and Cropanzano, 1996). Sandelands (1988) pinpointed that for the most part, work attitude scales measured cognitions which were 'cold' responses, rather than recording the hot emotions about the job. JS scales primarily measured the feelings about the job. On the contrary, some investigators have critically opined that most JS measures were too cognitive (for example Organ and Near 1985, Pekrun and Frese, 1992). Literature supporting three-factor validated JS model (Tekell, 2008; Vajjyanthi & Vinodhini, 2021b) also postulate JS as an attitude.

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Earlier diverse investigations on JS had conceived the construct more as affective-based “morale” or “feelings” of employees (for example, Child, 1941; Locke, 1976). This affective ideation of JS interprets that based upon the affect (feelings) generated by their experiences at work employees are either satisfied or dissatisfied. While Locke’s account of JS was affective in nature it also implied a cognitive component (Dawis & Lofquist, 1984; Samson & Babu, 2017). For the attitude objects that had typical extensive preceding ,cognitive and operant learning experiences that influenced the attitude components it appears that both components need to be considered, since they would throw in independent influences on the prediction of behavior (for example,Bagozzi and Burnkrant, 1979). Tekell (2008) likewise believed that inadequate correlations between JS and its outcomes could be better explained by re-evaluating the composition of the measures of JS. This study, hence envisages to analyze JS manifestation in terms of its constituting elements so as to configure in a more clear terms the nature of influence of the JS constituents on the identified workplace behaviors.

Reviews of Satisfaction-Performance studies from as early as 1955 (Brayfield and Crockett, 1955; Herzberg et al., 1957; Vroom, 1964; Locke, 1970; Schwab & Cummings, 1970) had indicated a heavy paucity in theoretical frameworks involving Satisfaction-Performance relationship, which led researchers to seek for factors that might moderate or intermediate the relationship. Considerable number of studies have resorted to operationalizing positive emotions as related to job Performance (George & Bettenhausen, 1990;Cropanzano, James, & Konovsky, 1993; Staw & Barsade, 1993; Staw et. al., 1994; Wright & Staw, 1999; Wright, Bonett & Sweeney, 1993), thus delineating the feeling or ‘affect’ component of the JS compound. Therefore, the researchers deem it fit to investigate the JS-Performance interconnection with a recast of JS as an affect-cognition-evaluation compound.

A vast number of studies conducted in organizational behavior literature posited multiple antecedents of turnover (Griffeth, Hom, & Gaertner, 2000; Martin, 2007; Loveday, 1996; Ahmad, Bashir et al., 2012; Khadija Al Arkoubi,et al., 2011). Turnover Intention has been confirmed to be the strongest antecedent on turnover behavior (Shore & Martin, 1989; Tett & Meyer, 1993; Cohen & Golan, 2007; Kuean, Kaur, & Wong, 2010). Thus , since it is important to observe Turnover Intention as a key variable in human resource management, the attitudinal and behavioral precursors to this intention also needs to be examined to practically manage it in organizations. Important among the antecedents are, Organizational Commitment and JS which are crucial variables to predict Turnover Intention (Stumpf & Hartman, 1984; Newton, & Thornton III., 1990; Blau, 1993; Tett & Meyer, 1993; Shields & Ward, 2001; A. Scott et al.. 2006). Although these two attitudinal variables premised have been postulated to wield Turnover Intention, past research models on the turnover process, JS and OC appears to be indecisive about how these two variables involve in the turnover process. Studies also claim that employees satisfied with their jobs perform better in the organization than those who are less satisfied and as a consequence, can be inferred to stay at their present organizations and are thus less apparent to develop the intention to quit the organization (Eberhardt et al., 1995). We propose to investigate the nature of relationship between JS constituents and Turnover Intention.

Organizational Commitment describes the attitude of an employee towards the goals of an organization and feels identified with, and which inspires them to throw in maximized efforts for the effectiveness of the organization as a valued member (Mowday, Steers, & Porter, 1979). Allen and Meyer (1990) presented a hugely accepted three – dimensional construct of Organizational Commitment. The affect component involves the employee’s affect or emotion depicting the feeling of attachment with the organization (Mowday et al.,1979, 1982).The component of continuous commitment (Becker,1960) is based on an employee’s perception of the pros and cons , and the costs involved,in case of discontinuing the service in the organisation. The third commitment is illustrated as normative commitment (Allen & Meyer, 1990) is founded on the feeling of obligation or normative demands( Wiener ,1982). In this investigation we intent to clarify the relationship between the JS components and Organizational Commitment.

Intent to Stay is described as planning to stay with one's current employer. JS has often been stated as a powerful predictor of labor turnover (Cavanaugh & Coffin, 1992; Chan and Morrison (2000); Larrabee et al., 2003). It is generally understood that employees who enjoyed their jobs were more likely to stay longer in their organisations. Similarly Larrabee et al. (2003) put it across that , dissatisfaction in their jobs was a considerably strong predictor of employees' intention to leave. Leveck & Jones (1996) reiterated the importance of job and professional satisfaction. Employees who have more control over their practice are deemed to prefer to stay in their current position (Hart, 2005). Findings showed that intrinsic rewards, Organizational Commitment, satisfaction with workload and the management were all predictors of intent to leave (Lynn and Redman, 2005). Whether satisfaction in one's job impacts Intent to Stay is clarified in this empirical study.

Investigative groundwork in organization and workplace behaviors have shaped and focused on a limited array of job-related attitudes to understand workplace behavior, and POS is one of the distinct variables under increased scrutiny. Since POS is ground on the social exchange theory it has been recognized for studying interpersonal connections in organizations. Perceived Organizational Support is directly linked with ,and has been recognized as a vital ingredient in various workplace variables including subordinate-manager relations (Shanock and Eisenberger, 2006), positive treatments from the organization such as rewards , favorable working conditions and fair justice received by employees (Rhoades and Eisenberger, 2002), and in promoting positive outcomes such as elevated JS, enhanced commitment, lowered turnover, constructive emotions and improved Performance (Yu and Frenkel ,2013). Researchers have thus begun to study Perceived Organizational Support as an variable linked with interpersonal connections within organizations, and recognized it as a variable connecting workplace attitudes to behavior (Zorlu & Bastemur, 2014; Moorman & Blakely, 1998; Nasurdin et.al., 2008; Kim, 2017; Xu & Yang, 2018; Malik, 2015). Nine moderators of the satisfaction-Performance relationship identified by Iaffaldano and Muchinsky (1985), were not distinctly successful (as they did not correlate above .20 with the Satisfaction-Performance correlation), underlying the need to identify influential moderators for understanding the attitude-behavior interconnection. A meta-analysis of POS (Rhoades & Eisenberger, 2002) identified three major classes of assistance received by employees: supervisor support, fairness and organizational rewards, and constructive job conditions, which were closely associated with Perceived Organizational Support. Reciprocally, POS was associated with outcomes favorable to employees (example, positive mood, JS) and to organizations (example, lessened withdrawal behavior, affective commitment, and Performance).

In general moderator is a quantitative or qualitative variable that influences the direction and/or strength of the association between an independent / predictor variable and a dependent / criterion variable. Research issues sometimes get sorted when identified mediators are treated as moderators (Baron & Kenny, 1986; Hayes, 2009). Therefore, this study envisages to examine the linkage between JS and its outcomes by the mediating/moderating role of employees' POS.

Shore and Tetrick (1991) argued that POS and JS are distinctive but related notions. POS assesses employers' commitment and set of values on how much organizations care for their employees' well-being, while JS focuses and includes diverse areas of work and viewpoints, and is the affective response to the various aspects of work. In essence, several investigations have shown that POS was positively associated with the level of JS. High levels of POS resulted in high levels of JS (Armstrong-Stassen, Cameron & Horsburgh, 1996; Burke & Greenglass, 2001; Stamper & Johlke, 2003).

In accordance with the Organizational support theory, the concept of POS is premised on the tendency of employees to assign the organization, a human-like characteristic (Eisenberger et al., 1986). Organizational support theory also answers the psychological processes that are the consequences of POS. Principled on the reciprocity norm, POS IS supposed to create a felt obligation in the employees to be concerned about the welfare of the organization. and its superordinate goals. Likewise the reciprocated approval ,care, and respect implied by POS is expected to fulfill the socio-emotional needs of the workers, leading to embracing of a sort of organizational membership and certain role status into their social identities. Most importantly, POS should reinforce employee beliefs, that increased Performance is automatically recognized and rewarded in the organization. These procedures should result in consequent complimentary outcomes both for the employees

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(for example, increased JS) and the organization (for example, incremental affective commitment, Performance, and reduced Turnover). Thus the foundation to the Social Exchange Theory is the rule of reciprocity, which obligates employees to respond positively to favorable conventional treatment (Gouldner, 1960; Blau, 1964). Rousseau (1989, 1990) explicated this characterized psychological agreement as an unspoken consideration between employees and their work organization. The continued retaliation of resources further than those mandated by formal contracts would subsequently reinforce this psychological contract. On the contrary failure on the part of employers to discharge the conditions of the psychological contract would lessen the inclination of employees to work beyond their specific work responsibilities (Robinson & Morrison, 1995; Rousseau & Parks, 1993).

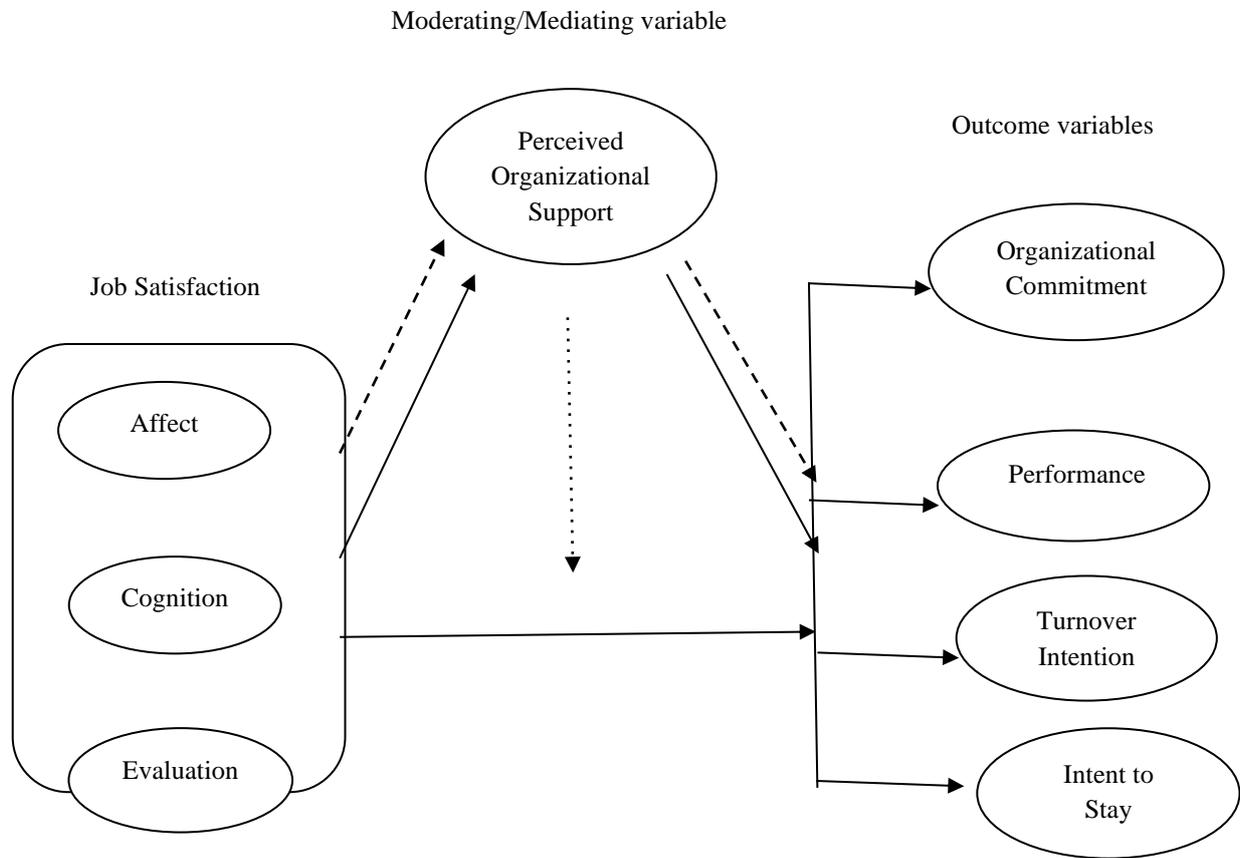
Hypothesizing on the perspective of Social exchange theory, this study contends that POS influences essential workplace behaviors of Performance, Organizational Commitment, Turnover Intention and Intent to Stay, by prevailing on JS. The salient hallmark of this model would be the conception of the JS construct as a tripartite attitude. This study would be unique in that it examines the influence of individual JS constituents namely Affect, Cognition and Evaluation on the dependent outcome variables, namely Organizational Commitment, Performance, Intent to Stay and Turnover Intention. The study also envisages to decide the role of POS as Mediator/ Moderator in the JS-Outcome relationship in the Indian milieu.

### Methods

The sample for the study consisted of workers and supervisors from private cement manufacturing units in Tamilnadu and Kerala. The employees were males aged between 25-50 years, and had served the same organization at least for two years. The data were collected through administering the questionnaire personally to the respondents in their workplace during the breaks/ intervals during their office hours with required consent from top management. Total of 250 questionnaires were distributed and 223 filled and returned at 89% response rate. Most of the participants showed their willingness to participate in the study.

This study uses a comprehensive JS scale developed based on psychometric research, which perceives JS as an attitude comprising three components namely, Affect, Cognition and Behavior components (Vaijyanthi & Vinodhini, 2021a). The affect items were extracted and adapted from Brayfield & Rothe, 1951. The cognitive items were extracted and adapted from Weiss et. al., 1967 and Hackman & Oldham, 1975. The behavioral component has been conceptualized as evaluative judgments and extracted and adapted from Porter & Lawler, 1961; Weiss et.al., 1967; Hackman & Oldham, 1975. The data for the study were obtained through self-report measures. The measures used in this investigation were adopted from their original source and adapted for the Indian work setting. The Organizational Commitment Questionnaire (OCQ) by Allen & Meyer (1990) was employed in the study for measuring Organizational Commitment, constituting 3 sub-scales namely Affective, Continuance and Normative Commitment Scales. Performance was measured using the (Griffin et.al., 2007) scale after reducing the factors. Turnover Intention was based on the scale developed by (Wayne et.al., 1997 and Metcalf et.al., 2015b). Intent to Stay was measured using the scale developed by (Gary A. Markowitz, 2012) and Perceived Organizational Support was measured using the reduced scale developed by (Eisenberg et. al., 1986). The constructs were operationalized using a 5-point Likert scale, ranging from strongly disagree to strongly agree.

**Proposed Research Model**



**Figure 1: Proposed Research Model**

- Direct effects →
- Indirect effects - - - - ->
- Moderator effect ······>

**Results & Discussion**

Table 1 presents the descriptive statistics, scale reliabilities and intercorrelations of the study variables. Results reveal relatively high correlation of JS and the outcome variables. Correlations among outcome variables are moderate.

Table 1: Descriptive statistics, scale reliabilities and intercorrelations of study variables

Factors	Mean	SD	1	2	3	4	5	6
Job Satisfaction	2.7472	.66377	(.967)					
Organizational Commitment	3.2745	.57704	.649	(.764)				
Performance	3.1064	.75112	.836	.676	(.768)			
Turnover Intention	2.5495	.64616	.543	.014	.060	(.564)		

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Intent to Stay	2.6832	.82681	.580	.079	.549	.089	(.855)	
Perceived Organizational Support	3.1252	.53816	.805	.619	.835	.100	.594	(.616)

The mean score of all the variables were above the scale mid-point 2.5, indicating a positive status of the variables in the study units. Cronbach’s Alpha measures (Nunnally, 1978; Malhotra, 2004; Hair, et al., 2006) have been computed to test the reliability of the scales used to measure the study variables. The hypothesised model was tested using PLS-SEM by applying the moderation and mediation techniques (Becker et.al, 2018; Chin et.al, 2003; Hair et. al, 2017; Nitz et.al, 2016).

Table 2: Job Satisfaction and its outcomes – Direct and Indirect relationship

Variables	Direct relationship ( $\beta$ )	Indirect relationship (t-value)	p value
Job Satisfaction -> Organizational Commitment	0.154	2.079	0.038
Job Satisfaction -> Performance	0.648	2.462	0.014
Job Satisfaction -> Intent to Stay	0.766	1.829	0.068
Job Satisfaction -> Turnover Intention	-0.205	1.231	0.219

Table 2 portrays the direct, indirect relationships and p-values of JS with its outcomes. Results indicate significant relationship between JS and its outcomes namely, Organizational Commitment ( $\beta = 0.154$ ; t-value = 3.180), Performance ( $\beta = 0.648$ ; t-value = 2.740), Intent to Stay ( $\beta = 0.766$ ; t-value = 4.371), and a negative significant relationship between JS and Turnover Intention ( $\beta = -0.205$ ; t-value = 2.420). With regard to the indirect relationship of JS with its outcomes the PLS-SEM bootstrap (Figure 2 & Table 2) shows that perceived organizational support has a moderating effect on Organizational Commitment (t-value = 2.079, p = 0.038) and Performance (t-value = 2.462, p = 0.014). Whereas, Perceived Organizational Support was not found to moderate the relationships between JS and Turnover Intention (t-value = 1.829, p = 0.068), and Intent to Stay (t-value = 1.231, p = 0.219).

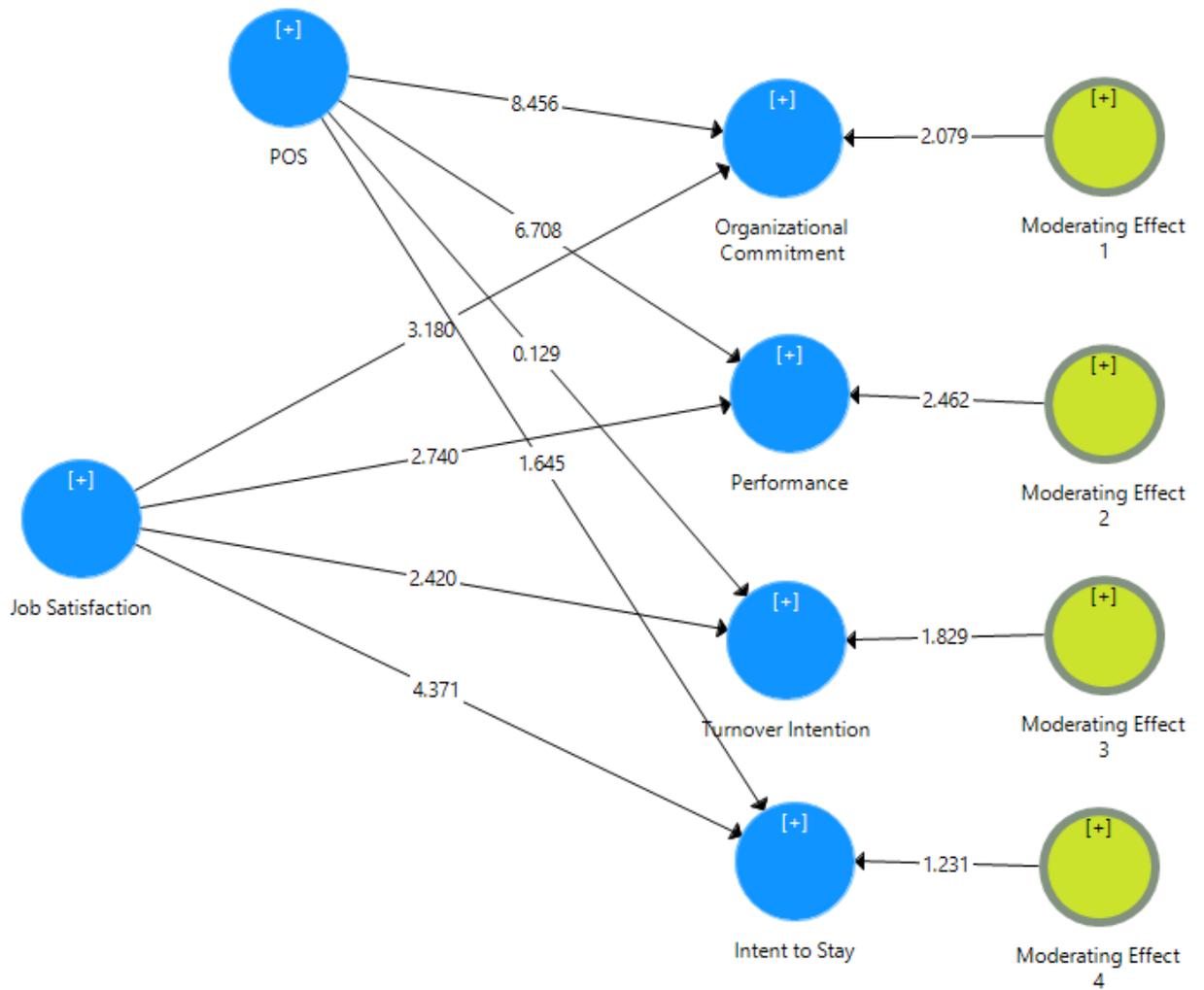


Figure 2: PLS-SEM - Bootstrap results of POS as a moderator

Baron and Kenny (Baron & Kenny, 1986) approach is used to conduct the mediation hypotheses. In recent days, Sobel test is used for assessing mediating effects (Edwards & Lambert, 2007; Kristopher J Preacher, Rucker, & Hayes, 2007). In a small sample like ours Sobel test assumes normality of the product terms, constituting the indirect effect which is a problematic assumption (Edwards & Lambert, 2007). We thus use bootstrap confidence intervals to derive better estimates.

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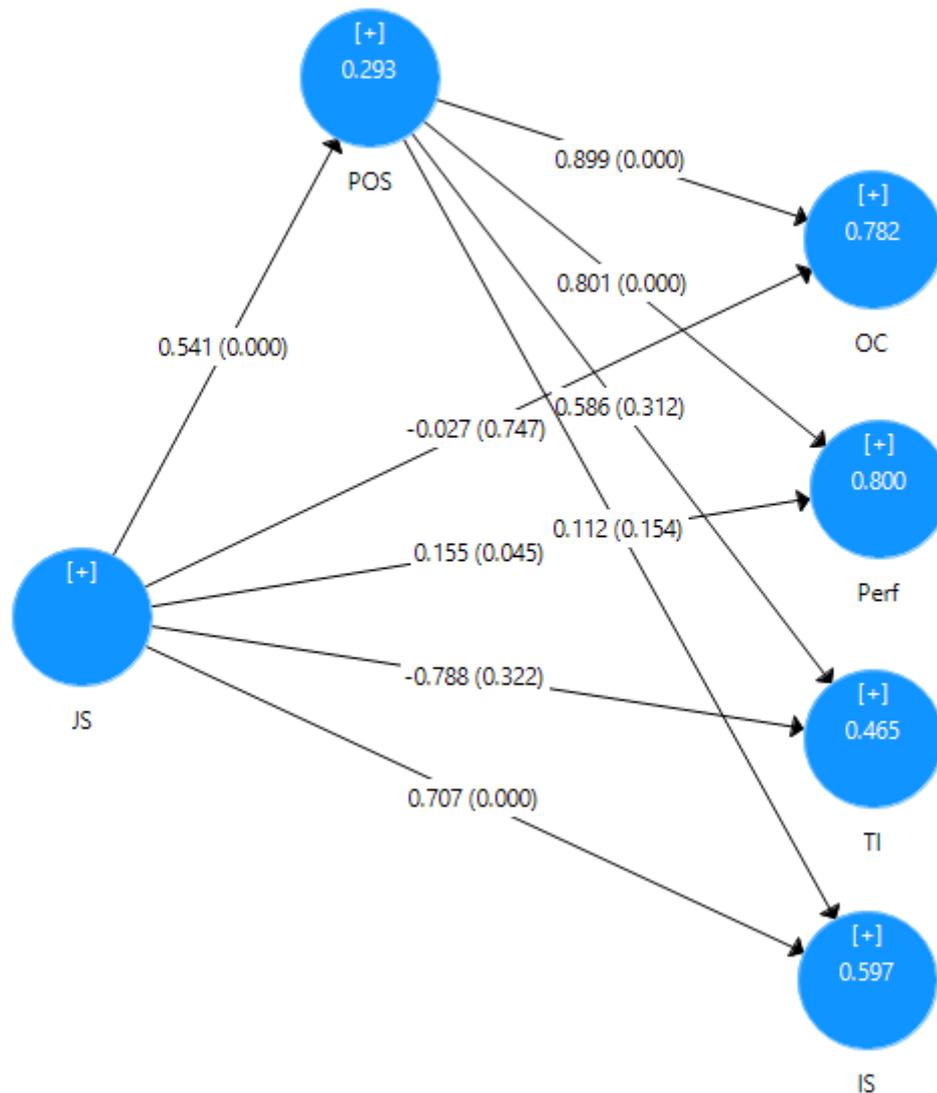


Figure 3: PLS-SEM – Bootstrap results of POS as mediator

To start with, the path model was estimated via bootstrapping, without the interaction of a mediator (Table 2). The results reveal that all direct paths are statistically significant. Therefore, inclusion of perceived organizational support as a mediator is meaningful. We require the significance of indirect paths in order to verify that POS mediates the relationship between JS and Organizational Commitment, Performance, Turnover Intention, and Intent to Stay. From Figure 3, it is clear that the direct effect of JS with Organizational Commitment (-0.027, p-value=0.744) is non-significant and the indirect effect (0.486, p-value=0.000) through perceived organizational support is significant. Hence there exist a total mediation. Similarly, there exists total mediation of POS between JS and Performance (0.433, p-value=0.000). Though there exists a non-significant direct effect of JS with Turnover Intention (-0.788, p-value=0.324) and Intent to Stay (0.112, p-value=0.150), the indirect effect of Turnover Intention (0.317, p-value=0.332) and Intent to Stay (0.061, p-value=0.171) are insignificant and hence there is no mediation of POS.

In addition to the testing of the hypothesized assumptions, analyses were further performed to examine the independent impact of the three dimensions of the JS attitude on outcome variables. A correlation test was applied to establish the relationships among variables.

Table 3: Correlation – Job Satisfaction dimensions and its outcomes

Dimensions /Constructs	Organizational Commitment	Performance	Turnover Intention	Intent to Stay
Affect	.556***	.568***	-.207**	.149**
Cognition	.113**	.559***	-.217**	.747***
Evaluation	.150**	.433***	-.362***	.745***
Overall Job Satisfaction	.628***	.823***	-.412***	.584***

\*\*p<0.05, \*\*\*p<0.001

Among the outcome variables, Job Satisfaction-Performance relationship is found to be very strong followed by JS-OC relationship. Affect component of JS is found to be most influential dimension in both these relationships (r = .568 & .556 respectively). Similarly, cognition seems to be the most influential sub-component that impacts JS-Intent to Stay relationship (r = .747).

Though JS dimensions have inverse relationship with Turnover Intention, they are much weakly correlated, which results in high turnover. Hence regression analysis was undertaken among the dimensions of JS and Turnover Intention to find the dimension which needs to be improved. The regression analysis results are presented in table 4.

Table 4: Regression Analysis – Job Satisfaction dimensions and Turnover Intention

Predictors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Statistical Inference	
	B	Std. Error	Beta			F value	
(Constant)	2.701	.269		10.055	.000	R = 0.496	10.555** *
Affect	-.135	.064	-.194	-2.117	.037**	R <sup>2</sup> = 0.246	
Cognition	-.125	.049	-.275	-2.579	.011**	Adjusted R <sup>2</sup> = 0.223	
Evaluation	-.096	.042	-.242	-2.281	.025**		

\*\*\* p<0.01 \*\* p<0.05

Results of the regression analysis in table 4 shows that the three dimensions of JS together contributed to Turnover Intention to the extent of 49.6%. The R<sup>2</sup> value for the three dimensions of JS shows that there is a moderate variance of these variables on Turnover Intention. Based on the adjusted R<sup>2</sup> value of 0.223, the elements contribute 22.3% to Turnover Intention. The F value (10.555) is significant at 1% level which implies that the model is fit. The unstandardized coefficients, gives the coefficients of Turnover Intention in the regression equation

$$\text{Turnover Intention} = (-0.135*\text{affect}) + (-0.125*\text{cognition}) + (-0.096*\text{evaluation}) + 2.701$$

Hence for each unit of affect, cognition and evaluation, Turnover Intention will decrease by 0.135, 0.125 and .096 units respectively. In other words, affect and cognition dimensions of JS yield more impact on the Turnover Intention.

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Utilizing POS grounded in the social exchange theory we have attempted to establish its role in connecting workplace attitudes to behavior. The study attempts to find out the impact of JS on its outcomes, namely Organizational Commitment, Performance, Turnover Intention and Intent to Stay and investigate the mediating /moderating impact, if any, of POS. For the purpose, a sample of 223 workers were chosen to examine the model proposed. JS is found to be highly correlated with Performance and Organizational Commitment. This finding corroborates with extant literature (Judge et al. 2001; Netemeyer & Maxham, 2010; Siengthai & Pila-Ngarm, 2016), and thus contributes empirical support. Similarly, this study contributes to the available literature on moderating / mediating effect of perceived organizational support on JS and its outcomes. This inference is in line with the several empirical studies (Ohana, 2012; Malik & Noreen, 2015; Jain et. al., 2013).

We believe that this unique empirical analysis in the Indian milieu, concludes in line with the foundational examination by Eagly & Chaiken (1993) reproofing the unreasonable overall pessimism (Wicker, 1969), on the attitude-behavior relationship. The present findings provide a greater understanding of the relationship between JS and its outcomes, since the tripartite JS construct has uncovered the causal direction of the Job Satisfaction-Outcome path, which is of paramount significance both for the researchers and the HR consultants. This study also provides evidence concerning the role of moderating and mediating variables in the attitude-behavior relationship. This supposition is consistent with, and adds support to the organizational support theory, which holds that employees form a generalized perception concerning the extent to which the organization values their contributions and cares about their well-being.

This study has made very important additions in the field of applied psychology by providing an integrated model that unveils certain dimensions in the relationship between JS and its behavioral outcomes that would solve certain unresolved ambiguities in the attitude-behavior postulations. The take-home for the researchers and academicians would be the assessment and confirmation in the direction of causality in the relationship between JS and the predominant outcomes of Organizational Commitment, Performance, Turnover Intention and Intent to Stay. The principal learning for the practicing managers would be that more than the employee need fulfillment, which is the 'Evaluation' of the JS, the 'Affect' or feelings component and the 'Cognition' component, which is the perception of the JS factors in the work environment needs to be exerted appropriately. The organizations need to focus not only on the well-being of the employees but also cognize the influences of indirect effect mechanisms that ultimately decide the extent of impact of these employee measures on employee behaviors.

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