JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

PERCEIVED ORGANIZATIONAL SUPPORT AND TURNOVER INTENTION: THE INDIRECT ROLE OF JOB SATISFACTION AMONG PRIVATE-SECTOR EMPLOYEES IN SOUTHERN PUNJAB, PAKISTAN

Usama Yousuf[*1], Amir Shahzad Ahmad Shah[2]

[*1,2]*School of Business, Sichuan University, China*

DOI: https://doi.org/10.5281/zenodo.24080266

Keywords

Perceived organizational support; job satisfaction; turnover intention; social exchange theory; private service sector; Pakistan.

Article History

Received: 05 August 2026

Accepted: 19 October 2026

Published: 04 November 2026

Copyright @Author

Corresponding Authors: *

Usama Yousuf, Amir Shahzad

Abstract

This study examines whether job satisfaction carries the association between perceived organizational support (POS) and turnover intention among employees of private-sector service organizations in Southern Punjab, Pakistan. Drawing on organizational support theory and social exchange theory, a cross-sectional online survey was administered in July and August 2026 to employees in Bahawalpur, Multan, and Rahim Yar Khan, yielding 293 usable responses after seven invariant responders were removed. Confirmatory factor analysis supported a three-factor measurement model (CFI = .973, RMSEA = .052, SRMR = .039). Regression analysis with 5,000 bootstrap resamples, equivalent to PROCESS Model 4, showed that POS was positively associated with job satisfaction ($B = 0.69$, $p < .001$) and that job satisfaction was negatively associated with turnover intention ($B = -0.80$, $p < .001$). POS had a significant total association with turnover intention ($B = -0.68$, $p < .001$) and a negative indirect association through job satisfaction ($B = -0.56$, 95% CI [−0.68, −0.44]), whereas its direct association was not significant once job satisfaction was considered. The findings were robust to demographic controls and to retaining all 300 responses. The results suggest that organizational support is linked to lower intentions to leave mainly through more favorable job evaluations. Because the data are cross-sectional, the indirect association is not interpreted as causal mediation.

1. INTRODUCTION

One challenge that has been a constant issue with service companies is high employee attrition rates. The costs of turnover include recruitment and training expenses, loss of service to customers, and the loss of knowledge that may be hard to replace and tacit (Hom et al., 2017). These costs are magnified in service settings in which the quality of the service offering is greatly influenced by the individuals providing it. As the most proximal attitudinal precursor of turnover (Griffeth et al., 2000; Mobley, 1977; Tett & Meyer, 1993), turnover intention has been a subject of much study.

Pay and career opportunities aren't just the deciding factors in deciding to stay or go; they also factor into what employees think of their employer's treatment of them. Perceived organizational support (POS) is the employees' overall attitudes towards how valued their work is and how the organization treats them (Eisenberger et al., 1986). There are several theories

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

about organizational support, most notably, organizational support theory, which suggests that employees attribute themselves to the organization and react to positive treatment by becoming more attached and making more efforts (Rhoades & Eisenberger, 2002). Meta-analytic studies have been conducted to examine the relationship between POS and job satisfaction and withdrawal intentions: Kurtessis et al. (2017) and Rhoades & Eisenberger (2002) have found a connection.

Overall evaluation of the job (Spector, 1997), which may be called as job satisfaction is a possible mediator between POS and turnover intention. Employees who feel good about themselves are more likely to rate their jobs positively, and employees who rate their job positively are less likely to look for another job. (Tett & Meyer, 1993) While the links between POS and intention to leave the job are well documented individually, comparatively less attention has been paid to the nature of the link between POS to intention to leave in the Pakistani private service sector where most studies have focused on one sector only, like banking or nursing (Hasan et al., 2018; Islam et al., 2024).

Southern Punjab provides a pertinent background. The main urban centers of the region (Multan, Bahawalpur, Rahim Yar Khan) offer a burgeoning private sector education, banking, health care, information technology and retail service economy but have not received the level of organizational research attention that would be expected, given their size, compared to other urban centers such as Lahore, Karachi and Islamabad. The labour markets in these cities are smaller, alternative employment may be less available and organisational practices may rely on informal and relational management. It is thus a valuable empirical question whether the support–satisfaction–retention relationship applies in such a context.

The present study is not an attempt to discover new relationships. It's a threefold contribution. Firstly, it evaluates a model that is grounded in theory and is brief, as opposed to evaluating the model within a single sector; it is evaluated across multiple private service industries in a defined regional sample. Second, it uses a clear analytic procedure, including careful attention to inattentive responding; confirmatory assessment of the measurement model; explicit tests for common method variance; and bootstrapped estimation of the indirect association; and provides robustness checks. Third, it interprets the indirect association as being a pattern of covariation consistent with the theory, as per methodological recommendations on cross-sectional data (Maxwell & Cole, 2007).

The study is guided by two research questions. The relationship between perceived organizational support, job satisfaction and intention to leave in the service sector of the private sector employees in Southern Punjab was examined as follows: RQ1: How the perceived organizational support is correlated with Job Satisfaction & Turnover Intentions among the employees of service sector, in private sector in Southern Punjab? RQ2: Do perceived organizational support and job satisfaction mediate the relationship between perceived organizational support and turnover intention?

The rest of this paper will be structured as follows. It is the theory in section 2 and the hypotheses developed in this section that will be evaluated. Data and methodology are described in Section 3. The results are presented in Section 4 followed by discussion in Section 5. The implications of the theory and practice are presented in Section 6, the limitations are described in Section 7 and future research directions are outlined in Section 8.

2. Theoretical Review and Hypothesis Development

2.1 Theoretical Foundation

Social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) and organizational support theory (Eisenberger et al., 1986) are used in the study. Social exchange theory suggests that relationships come about through a series of exchanges that follow the "rules of reciprocity" (Gouldner, 1960): If one person gives another something, the latter feels obliged to give back. Organizational support theory takes this approach to the employment relationship. Employees develop a general sense of how much the organization values and cares for them, which results

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

in a felt obligation to care for the organizations welfare and to stay with the organization (Eisenberger et al., 2001). POS also fulfills socio-emotional needs for approval, esteem and affiliation, which makes the job itself a more rewarding experience (Rhoades & Eisenberger, 2002).

These mechanisms indicate two pathways of POS-to-lower intention to turn over. One is a commitment-based track, where employees repay commitment in return with loyalty. The latter is an attitudinal pathway in which the motivation to withdraw is lowered by an enhanced evaluation of one's job by the employees. Classic theories of the withdrawal process attribute job dissatisfaction as the first stage in a series of events including thoughts of leaving, search motives, and turnover (Mobley, 1977). The present study aims at attitudinal route.

2.2 Perceived Organizational Support and Turnover Intention

Working for an employer who values their contribution and cares about their well-being results in less reason for employees to seek an alternative employer. A moderate negative relationship between POS and turnover intention has been reported in the literature in the form of meta-analyses (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002), and longitudinal studies suggest that a person's POS is related to a corresponding decrease in withdrawal intention (Allen et al., 2003). The study results in Pakistan show similar trends in banking (Hasan et al., 2018). Accordingly:

H1: Perceived organizational support is negatively associated with turnover intention.

2.3 Perceived Organizational Support and Job Satisfaction

Recognition of effort, attention to employees' goals and assistance when things go wrong is supportive treatment, and it will be received as a positive sign of value. Organizational support theory suggests that POS serves as a way to meet socio-emotional needs of employees, thus encouraging expectations of organizational rewards for effort, which should result in more positive job attitudes (Rhoades & Eisenberger, 2002). Among the most robust correlates of job satisfaction in the meta-analysis literature is POS (Kurtessis et al., 2017). Therefore:

H2: Perceived organizational support is positively associated with job satisfaction.

2.4 Job Satisfaction and Turnover Intention

Job satisfaction is one of the most consistently documented correlates of turnover cognitions. Negative attitudes toward work are likely to increase the likelihood that workers will consider leaving their organizations and that they will actually quit (Mobley, 1977), and meta-analysis results show that job satisfaction is highly correlated with work withdrawal and actual turnover (Griffeth et al., 2000; Tett & Meyer, 1993). Evidence from the nurses of Pakistan also indicates that a negative relationship exists between job satisfaction and the intention to quit the job (Islam et al., 2024). Thus:

H3: Job satisfaction is negatively associated with turnover intention.

2.5 Job Satisfaction as an Indirect Link

Taken together, H2 and H3 imply an indirect pathway: Higher job satisfaction due to POS is related to lower intention to quit. This is because POS is an attitudinal construct, similar to the one described above, and previous studies have found that job satisfaction partially explains the relationship between POS and turnover intention in banks in Pakistan (Hasan et al., 2018). Since all constructs were measured one time, the indirect association is tested as a pattern that is consistent with the theory and not as a causal mediation (Maxwell & Cole, 2007). Hence:

H4: Perceived organizational support has a negative indirect association with turnover intention through job satisfaction.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

Figure 2.1: Conceptual Framework

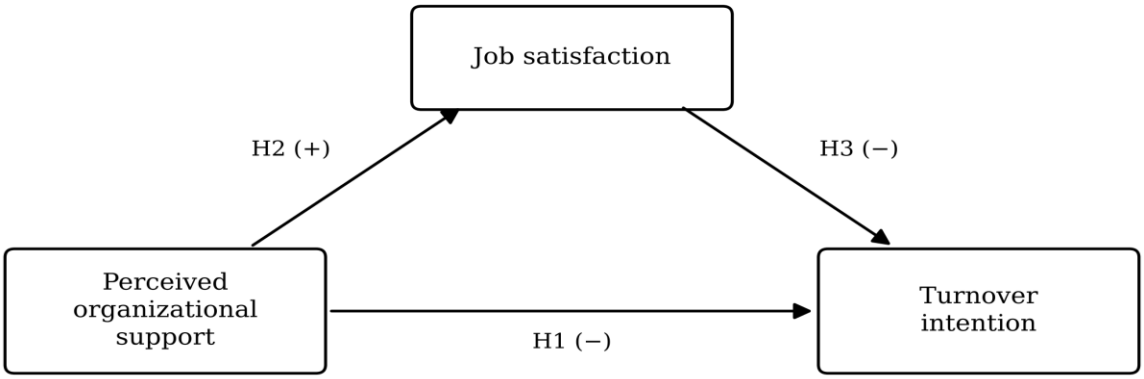

Figure 2.1 presents the conceptual framework.

Note. All constructs are measured at the individual employee level. Arrows denote hypothesized associations, not causal effects.

3. Data and Methodology

3.1 Research Design

The research was deductive, quantitative, single wave, cross-sectional survey design. The unit of analysis for this study was the individual employee. The design allows for tests of association, but not temporal precedence or causality.

3.2 Population, Sampling and Data Collection

The population involved were the employees of private sector service organizations in Bahawalpur, Multan and Rahim Yar Khan. The respondents were selected for the study by keeping the following criteria in mind: Age 18 or more, working in a private sector service organization in Southern Punjab, and embezzlement experience of at least 6 months with the present organization. Eligible– Managerial and non-managerial staff, but not government workers, unemployed or students without eligible jobs.

Purposive eligibility screening was used along with convenience and employee-referral sampling methods, because there is no sampling frame for the private service employee population in the region. Google Forms questionnaire was sent through organisational contacts, alumni and professional networks, WhatsApp, LinkedIn and via referrals by eligible employees in the following sectors: private universities and colleges, banks and financial institutions, hospitals and clinics, information technology and telecommunications companies, retail and hospitality industry, and other private services. Data were collected between 1 July and 31 August 2026 (149 retained responses in July and 144 in August). The form began with an informed consent statement and four screening questions, and only those who answered "yes" to all four questions were allowed to continue. The participation was voluntary and anonymous, no name and no sign of employee identity was asked for or managers had no access to individual responses. Invitations were sent by email to employees via networks, so it is not possible to determine how many employees received the invitation and no response rate was possible.

300 full submissions were received. Seven respondents responded in the same way on all 14 substantive items, including items that went in opposite directions, which is a logical incompleteness and suggests insufficient-effort responses (Meade & Craig, 2012). 293 responses were usable, but these cases were removed. A

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

robustness check of all 300 cases was conducted by repeating the analysis.

3.3 Sample Size Adequacy

Since the sample size was not determined a priori based on a formal power analysis, a Monte Carlo power analysis for the indirect association was used (Schoemann et al., 2017). A sample of 500 replications and 500 percentile bootstrap replications to detect an indirect association was 293 with power of .99 when both component paths were small to medium (standardized a = b = .26) and 1.00 when both were medium (.39). Power was lower for very small paths (.66 when a = .14 and b = .39) which agrees with the sample sizes reported by Fritz and MacKinnon (2007). The sample size was thus sufficient for the effects previously reported in this literature.

3.4 Measures

All substantive items were adapted from existing English-language questionnaires and assessed using a seven-point scale of agreement (1 = strongly disagree; 7 = strongly agree). Items with negative wording were reverse-scored to provide higher composite scores with a greater amount of each construct. Available items were averaged to make composite scores. The wording for the items is displayed in table 4.2.

Perceived organizational support measured using eight items (four positive and four negative) from the Survey of Perceived Organizational Support (Eisenberger et al., 1986), e.g., 'My organization really cares about my well-being'. There are brief versions of this instrument that are frequently employed and have high internal consistency (Rhoades & Eisenberger, 2002).

The overall job satisfaction subscale of the Michigan Organizational Assessment Questionnaire (MOAQ; Cammann et al., 1983), which contained one item worded backwards ("In general, I do not like my job"), was used to measure job satisfaction. The scale has been documented to be reliable and has good construct validity (Bowling & Hammond, 2008).

Three items were used to measure turnover intention from the MOAQ intention-to-turnover subscale (Cammann et al., 1983): "I often think about quitting", "I will probably look for a new job in the next year" and "I intend to search for a different job in the coming year". There are two items as published here. The third has changed the original likelihood question of actively searching for a new job to an agreement statement, and all the items have been formatted in the same manner, which is the seven point scale. The following is a report of the adaptation for transparency.

The following factors were controlled: age bracket, gender, highest education, organizational tenure, industry, job position, organization size (count) and city. Gender, age, tenure and job position were used as control variables in a robustness analysis.

3.5 Participant Consent and Confidentiality

Informed consent was obtained before they answered the questionnaire; by closing the questionnaire they could leave, and they were informed that the results would only be reported in general terms.

3.6 Analytical Strategy

Analysis was performed in Python (using NumPy and SciPy). Of the nine respondents, nine (0.22%) item level values were missing after screening. Composite scores used the mean of available items, and the confirmatory factor analysis (CFA) used the 284 complete cases. Normality was checked by examining univariate skewness and kurtosis.

The measurement model was assessed using maximum-likelihood CFA and fit was assessed using standard criteria (CFI and TLI ≥ .95, RMSEA ≤ .06, SRMR ≤ .08; Hu & Bentler, 1999). For reliability, Cronbach's alpha and the composite reliability (CR) were used, convergent validity was measured by the average variance extracted (AVE ≥ .50), and discriminant validity was assessed by the Fornell–Larcker criterion (Fornell & Larcker, 1981) and the heterotrait–monotrait ratio (HTMT < .85; Henseler et al., 2015). Common method variance was assessed and controlled both procedurally and statistically (Podsakoff et al., 2003, 2012) since all data were collected from a single self-report source.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

The hypotheses were tested with ordinary least squares regression following the logic of PROCESS Model 4 (Hayes, 2022), with POS as the predictor (X), job satisfaction as the intervening variable (M) and turnover intention as the outcome (Y). The indirect association (a × b) was estimated using 5,000 percentile bootstrap resamples (Preacher & Hayes, 2008) and constructed a 95% confidence interval (CI), with an interval that did not include zero being considered evidence of an indirect association. The primary model did not include any control variables. Two pre-specified robustness checks were carried out: first, re-estimating with the inclusion of dummy-coded gender, age, tenure and position as controls, and second, re-estimating on the full sample of 300 responses.

4. Results

4.1 Respondent Profile

Table 4.1 summarizes the profile of the 293 retained respondents. Most were aged 25–34 years (49.5%), and 62.1% were women. Half held a bachelor's degree (51.2%) and a further 38.6% held a master's, MPhil or PhD degree. Education (31.4%) and banking or financial services (24.9%) were the largest industries, followed by healthcare (14.0%) and information technology or telecommunications (13.0%). Respondents worked mainly in Multan (41.0%), Bahawalpur (32.1%) and Rahim Yar Khan (24.2%).

Table 4.1: Respondent Profile

Characteristic	n	%	Characteristic	n	%
Age (years)			Industry		
18–24	43	14.7	Education	92	31.4
25–34	145	49.5	Banking or financial services	73	24.9
35–44	63	21.5	Healthcare	41	14.0
45–54	32	10.9	Information technology or telecommunications	38	13.0
55 or above	8	2.7	Retail or hospitality	22	7.5
Prefer not to say	2	0.7	Other private services	27	9.2
Gender			Job position		
Female	182	62.1	Non–managerial	134	45.7
Male	104	35.5	First–line supervisory	70	23.9
Prefer not to say	7	2.4	Middle management	59	20.1
Highest education			Senior management	3	1.0
Intermediate or below	26	8.9	Other	27	9.2
Bachelor's	150	51.2	Organization size		
Master's	95	32.4	1–49 employees	46	15.7
MPhil/PhD	18	6.1	50–249 employees	146	49.8
Other	4	1.4	250 or more	93	31.7
Organizational tenure			Prefer not to say	8	2.7
6–11 months	52	17.7	City of employment		
1–2 years	93	31.7	Multan	120	41.0
3–5 years	82	28.0	Bahawalpur	94	32.1
6–10 years	53	18.1	Rahim Yar Khan	71	24.2

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

Characteristic	n	%	Characteristic	n	%
More than 10 years	13	4.4	Other city in Southern Punjab	8	2.7

Note. N = 293.

4.2 Measurement Model

The hypothesized three-factor CFA model fitted the data well: $\chi^2(74) = 130.42$, $p < .001$, $\chi^2/df = 1.76$, CFI = .973, TLI = .967, RMSEA = .052, SRMR = .039. As shown in Table 4.2, all standardized loadings were between .66 and .86. Cronbach's alpha (.80–.89) and CR (.80–.89) exceeded .70 for all constructs, and every AVE exceeded .50, supporting reliability and convergent validity.

Table 4.2: Measurement Items, Standardized Loadings and Reliability

Construct and item	λ	M	SD
Perceived organizational support (α = .89; CR = .89; AVE = .51)			
POS1. My organization values my contribution to its well-being	.73	4.14	1.56
POS2. My organization strongly considers my goals and values	.71	4.23	1.55
POS3. Help is available from my organization when I have a problem	.71	4.09	1.50
POS4. My organization really cares about my well-being	.78	4.27	1.49
POS5. My organization shows very little concern for me (R)	.75	3.85	1.51
POS6. My organization would take advantage of me if given the chance (R)	.69	4.00	1.57
POS7. My organization fails to appreciate any extra effort from me (R)	.66	3.98	1.47
POS8. My organization cares little about my opinions (R)	.70	3.77	1.51
Job satisfaction (α = .80; CR = .80; AVE = .58)			
JS1. All in all, I am satisfied with my job	.78	4.49	1.50
JS2. In general, I do not like my job (R)	.74	4.37	1.56
JS3. In general, I like working here	.75	4.60	1.51
Turnover intention (α = .88; CR = .88; AVE = .71)			
TI1. I often think about quitting	.83	3.66	1.85
TI2. I will probably look for a new job in the next year	.86	3.68	1.80
TI3. I intend to search for a different job in the coming year	.83	3.52	1.81

Note. Standardized CFA loadings from the three-factor model (n = 284 complete cases). Item means and standard deviations after reverse-coding (N = 293). (R) = reverse-coded. Items from Eisenberger et al. (1986) and Cammann et al. (1983); TI3 adapted (see Section 3.4). CR = composite reliability; AVE = average variance extracted.

Three methods were used to check the discriminant validity. As described in Table 4.3, the three factor model fit significantly better than a two factor model comprising of job satisfaction and turnover intention ($\Delta\chi^2(2) = 80.54$, $p < .001$) and a one factor model ($\Delta\chi^2(3) = 428.71$, $p < .001$). Second, all HTMT ratios were below .85 (POS–JS = .73, POS–TI = .53, JS–TI = .82). Third, the Fornell–Larcker criterion was only partially satisfied, with the square root of the AVE of turnover intention (.84) higher than the other correlations, but the latent correlation between job satisfaction and turnover intention (|.82|) was higher than the square root of the AVE of job satisfaction (.76), and the POS–job

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

satisfaction correlation (.72) was higher than the square root of the AVE of POS (.715). The Fornell-Larcker criterion has been found to be insensitive in some instances and HTMT is more accurate (Henseler et al., 2015); in addition, the nested model comparisons clearly favored three factors and the constructs were treated as distinct. Despite this, an expected relationship, given that dissatisfaction is postulated as the first step in the withdrawal process (Mobley, 1977), the relationship between job satisfaction and turnover intention is close.

Table 4.3: Comparison of Measurement Models

Model	χ^2	df	χ^2/df	CFI	TLI	RMSEA	SRMR	$\Delta\chi^2$ (Δdf)
Three-factor (POS, JS, TI)	130.42	74	1.76	.973	.967	.052	.039	—
Two-factor (POS; JS + TI)	210.96	76	2.78	.935	.922	.079	.062	80.54 (2)***
One-factor	559.13	77	7.26	.768	.725	.149	.097	428.71 (3)***

Note. n = 284. $\Delta\chi^2$ relative to the three-factor model. ***p < .001.

4.3 Common Method Variance

The participants were assured of anonymity (Podsakoff et al., 2012), and both positively and negatively worded items were provided. While this was not a substantial difference, it is noteworthy that on a statistical basis, the first factor in the unrotated principal components analysis of the 14 items accounted for 48.1% of the variance, which is still below the conventional 50% threshold. The single factor CFA was a poor fit for the data (CFI = .768, RMSEA = .149) compared to the three factor model. It is unlikely that the results observed are from common method variance, but the possibility cannot be completely ruled out.

4.4 Descriptive Statistics and Correlations

Means, standard deviations and correlations are reported in Table 4.4. Mean POS (M = 4.04, SD = 1.14) was close to the scale midpoint, job satisfaction was moderately above it (M = 4.49, SD = 1.29), and turnover intention was below it (M = 3.62, SD = 1.64). Skewness (−0.11 to 0.12) and excess kurtosis (−0.89 to −0.31) were well within ±1. The correlation between POS and job satisfaction was positive (r = .62, p < .001); the correlation between POS and turnover intention was negative (r = −.47, p < .001); and the correlation between job satisfaction and turnover intention was negative (r = −.68, p < .001). There was no collinearity concern (variance inflation factor = 1.61) in the outcome model.

Table 4.4: Descriptive Statistics, Reliabilities and Correlations

Variable	M	SD	1	2	3
1. Perceived organizational support	4.04	1.14	(.89)		
2. Job satisfaction	4.49	1.29	.62***	(.80)	
3. Turnover intention	3.62	1.64	−.47***	−.68***	(.88)

Note. N = 293. Cronbach's alpha on the diagonal. Scales range from 1 to 7. Latent correlations: POS–JS = .72, POS–TI = −.53, JS–TI = −.82. √AVE: POS = .72, JS = .76, TI = .84. HTMT: POS–JS = .73, POS–TI = .53, JS–TI = .82. ***p < .001.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

4.5 Hypothesis Testing

The regression results are shown in Table 4.5 and in Figure 4.1. POS had a significant negative total association with turnover intention (c = −0.68, SE = 0.07, t = −9.11, p < .001, 95% CI [−0.82, −0.53]; R^2 = .22), supporting H1. POS was positively associated with job satisfaction (a = 0.69, SE = 0.05, t = 13.34, p < .001; R^2 = .38), supporting H2. Thus, POS was negatively associated with turnover intention (b = −0.80, SE = 0.07, t = −11.59, p < .001), which confirmed H3, and the two predictors accounted for 46.8% of the variance in turnover intention, F(2, 290) = 127.60, p < .001.

H4 was supported as the indirect association of POS with turnover intention through job satisfaction was negative and its BCI did not include zero (a × b = −0.56, Boot SE = 0.06, 95% CI [−0.68, −0.44]; completely standardized effect = −0.39, 95% CI [−0.47, −0.31]). Once job satisfaction was included, the direct association of POS with turnover intention was small and not significant (c′ = −0.12, SE = 0.08, p = .129, 95% CI [−0.27, 0.03]). The indirect association accounted for approximately 82% of the total association. According to Zhao et al. (2010) this pattern is called "indirect-only. From the design, this implies that in these data this covariation between POS and turnover intention is largely similar to the covariation that exists between POS and job satisfaction, and that it is not necessarily a causal transmission of the effect of POS.

Table 4.5: Regression Results for the Indirect Association Model

Path	B	SE	t	p	95% CI
Model 1: Outcome = job satisfaction; R^2 = .38, F(1, 291) = 177.98, p < .001					
POS → JS (a; H2)	0.69	0.05	13.34	< .001	[0.59, 0.80]
Model 2: Outcome = turnover intention; R^2 = .47, F(2, 290) = 127.60, p < .001					
POS → TI, direct (c′)	−0.12	0.08	−1.52	.129	[−0.27, 0.03]
JS → TI (b; H3)	−0.80	0.07	−11.59	< .001	[−0.94, −0.67]
Model 3: Outcome = turnover intention; R^2 = .22, F(1, 291) = 82.94, p < .001					
POS → TI, total (c; H1)	−0.68	0.07	−9.11	< .001	[−0.82, −0.53]
Indirect association (H4)					
POS → JS → TI (a × b)	−0.56	0.06	—	—	[−0.68, −0.44]
Completely standardized	−0.39	—	—	—	[−0.47, −0.31]

Note. N = 293. Unstandardized coefficients. For the indirect association, SE is the bootstrap standard error and the CI is the 95% percentile bootstrap interval (5,000 resamples). Equivalent to PROCESS Model 4 (Hayes, 2022) without covariates.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

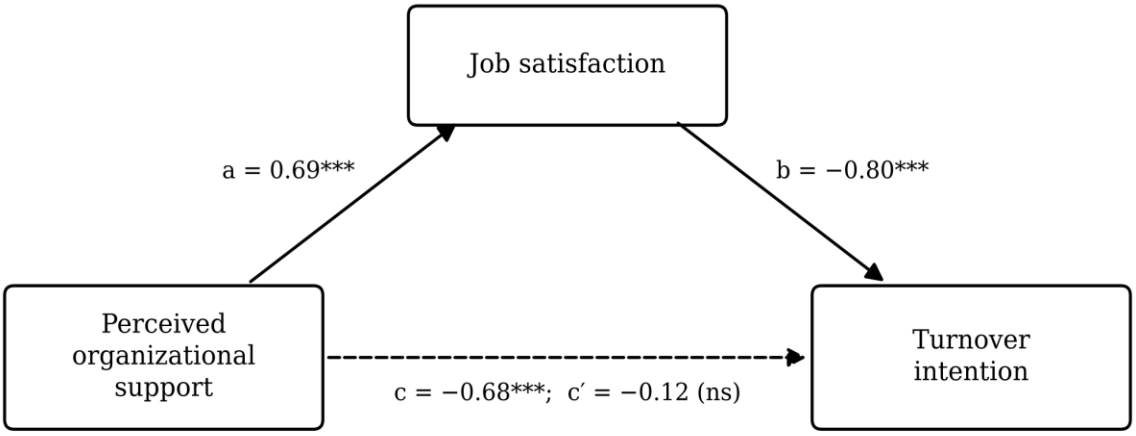

Figure 4.1: Estimated Path Coefficients

Note. Unstandardized coefficients (N = 293). c = total association; c′ = direct association controlling for job satisfaction (dashed line). Indirect association a × b = −0.56, 95% percentile bootstrap CI [−0.68, −0.44], 5,000 resamples. ***p < .001; ns = not significant.

4.6 Robustness Checks

The results were not affected by analysis options as reported in Table 4.6. With gender, age, tenure and job position as controls, the indirect association remained significant (−0.53, 95% CI [−0.66, −0.42]) and the direct association remained non-significant (c′ = −0.13, p = .106). All 300 respondents (including the seven participants who responded to all items the same) yielded an indirect association of −0.54 (95% CI [−0.67, −0.43]), and a direct association of −0.13 (p = .092).

Table 4.6: Robustness Checks

Specification	N	a	b	c′ (p)	c	Indirect [95% CI]
Primary model	293	0.69***	−0.80***	−0.12 (.129)	−0.68***	−0.56 [−0.68, −0.44]
With demographic controls	293	0.67***	−0.78***	−0.13 (.106)	−0.66***	−0.53 [−0.66, −0.42]
All responses retained	300	0.69***	−0.78***	−0.13 (.092)	−0.68***	−0.54 [−0.67, −0.43]

Note. Controls: gender, age, organizational tenure and job position (dummy-coded). Unstandardized coefficients; indirect CIs from 5,000 percentile bootstrap resamples. ***p < .001.

JOURNAL FOR SOCIAL SCIENCE STUDIES
An International Peer-Reviewed Open Access Journal
ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

5. Discussion

This study aimed to assess the relationship between POS, Job Satisfaction and intention to leave among the employees of service sector in southern Punjab working in private sector organizations. The four hypotheses were all confirmed. The relationship between organizational support and job satisfaction was statistically significant, with those who felt they had more organizational support having higher levels of job satisfaction and lower turnover intention. Job satisfaction was strongly and negatively related to turnover intention. The effect of POS on turnover intention was mainly indirect because, when job satisfaction was included in the model, POS did not provide significantly different information about turnover intention.

The results of the present study confirmed the positive correlation between POS and job satisfaction ($r = .62$), which is in line with the theory of organizational support and the findings of meta-analyses indicating that POS is among the strongest correlates of job attitudes (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). Formal human resource systems are not well established in many private organizations in the region studied, and signals of being valued, such as recognition of effort, attention to employees' goals, and assistance with issues seem to be related to employees' job evaluations.

A strong negative correlation ($r = -.68$) between job satisfaction and intention to quit was observed, consistent with the classic withdrawal theory, which stipulates that dissatisfaction is a precursor to thoughts of quitting and job search (Mobley, 1977), as well as with meta-analytic findings (Griffeth et al., 2000; Tett & Meyer, 1993). It is the largest of published estimates. The high latent correlation between the overall satisfaction and intention to turnover scale could be a factor, as could the single-source design that can lead to higher associations between attitudes measured together (Podsakoff et al., 2012).

The findings build on previous Pakistani studies of the indirect-only pattern. In the present multi-industry sample, job satisfaction was directly associated with block belief, but the findings by Hasan et al. (2018) revealed the partial mediation of job satisfaction among bank employees. In the Private Service Sector of Southern Punjab, one explanation is that support is linked to a reduction in intention to leave, primarily via an employee's general evaluation of their job, but not via a unique feeling of obligation to the organization. An alternate view is that the obligation-based route exists, but it was not captured because it was not measured because the constructs of felt obligation and affective commitment were not measured (Eisenberger et al., 2001). These explanations would only be distinguishable if the designs involved models of both routes and measurements of them at different times.

The findings are useful because they demonstrate that the support–satisfaction–retention pattern is replicated in education, banking, healthcare, and information technology and retail employees in a region that is not commonly studied and because the robustness analyses indicate that the pattern is not dependent on the demographic composition of the samples or on how the inattentive responders were treated.

6. Implications

6.1 Theoretical Implications

The results support the organizational support theory hypotheses that pos is related to employees' job attitudes, and these attitudes are related to withdrawal cognitions (Kurtessis et al., 2017). The relatively small direct association indicates that, in this context, the attitudinal route could be more dominant than the obligation route, raising the prospect of theoretical investigations of the factors that would determine the dominance of each process in this context. The results also support the notion of reporting only indirect associations of cross-sectional data with caution—the data are consistent with the proposed sequence, but just as consistent with other sequences (Maxwell & Cole, 2007).

6.2 Practical Implications

Findings for managers in private service firms indicate that job satisfaction and perception of

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

support should both be considered when attempting to retain employees. Job evaluations are linked to practices that convey that employees are valued, including acknowledging extra effort, consulting employees on decisions that will impact them, making timely responses to work-related and personal issues, and refraining from behaviours that can be perceived as exploitative. Turnover intention was most related to job satisfaction, so it may be beneficial for organizations to periodically assess job satisfaction using brief anonymous pulse surveys and take action before the dissatisfaction becomes a search for another position. The mean scores for the negatively worded POS items (which measure perceived neglect and exploitation) were among the lowest in the sample, indicating that it may be just as critical to reduce this perceived neglect/exploitation as to provide additional benefits. Because the recommendations are based on correlational evidence, organizations need to recognize that there is no guarantee that these recommendations will impact turnover.

7. Limitations and Future Research

There are some restrictions on the conclusions. First, cross-sectional design does not allow conclusions of temporal order and/or causality; the indirect association can be a result of other causal patterns, such as the reverse pattern in which dissatisfied employees who are already planning to quit experience less support. To test the proposed sequence, a longitudinal design with at least three waves or experimental and quasi-experimental studies of support interventions are needed (Maxwell & Cole, 2007).

Second, all variables were self-reported at one time by the same respondents. While there is little evidence for common method variance in the measurement model, the single-factor tests can be interpreted to mean that common method variance is likely to account for some of the associations, with this first factor explaining almost half of the item variance. Future studies might identify distinct times of measurement or include self-reports with actual turnover data.

Third, the recruitment process used is non-probability in nature, for example, from professional networks and referrals, which reduces the generalizability. The sample includes a disproportionate number of women and younger employees and may be under-representative of employees who don't have access to online networks, among others. The results may not be applicable to the general population of the private sector in Pakistan.

Fourth, 1 item on intention to turnover was adapted to be an agreement statement and the instrument was administered in English. The scale was well psychometrically, however the exact wording of the scale must be used or a validated Urdu translation must be used in future studies.

Lastly, the model was deliberately "short." Other future research that could be considered is including affective commitment, felt obligation or job embeddedness (Mitchell et al., 2001) as additional intervening variables, and testing whether the indirect relationship is different across industry, career stage and local labor market conditions.

8. Conclusion

In the private sector service employees of Southern Punjab, perceived organizational support was found to be associated with higher job satisfaction and lower turnover intention and the relation between perceived organizational support and turnover intention was predominantly mediated by job satisfaction. The results of the pattern were not sensitive to demographic controls, nor to treating inattentive responders. The cross-sectional design does not allow for causal inferences, but the results indicate that perceived support and job satisfaction should be considered as closely related organizational concerns to attract and keep employees.

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

REFERENCES

Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. Journal of Management, 29(1), 99–118. https://doi.org/10.1177/014920630302900107

Blau, P. M. (1964). Exchange and power in social life. Wiley.

Bowling, N. A., & Hammond, G. D. (2008). A meta-analytic examination of the construct validity of the Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale. Journal of Vocational Behavior, 73(1), 63–77. https://doi.org/10.1016/j.jvb.2008.01.004

Cammann, C., Fichman, M., Jenkins, G. D., & Klesh, J. R. (1983). Assessing the attitudes and perceptions of organizational members. In S. E. Seashore, E. E. Lawler, P. H. Mirvis, & C. Cammann (Eds.), Assessing organizational change: A guide to methods, measures, and practices (pp. 71–138). Wiley.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. Journal of Management, 31(6), 874–900. https://doi.org/10.1177/0149206305279602

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. Journal of Applied Psychology, 86(1), 42–51. https://doi.org/10.1037/0021-9010.86.1.42

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. Journal of Applied Psychology, 71(3), 500–507. https://doi.org/10.1037/0021-9010.71.3.500

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39–50. https://doi.org/10.2307/3151312

Fritz, M. S., & MacKinnon, D. P. (2007). Required sample size to detect the mediated effect. Psychological Science, 18(3), 233–239. https://doi.org/10.1111/j.1467-9280.2007.01882.x

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. American Sociological Review, 25(2), 161–178. https://doi.org/10.2307/2092623

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. Journal of Management, 26(3), 463–488. https://doi.org/10.1177/014920630002600305

Hasan, A., Noreen, S., & Mohsin, M. (2018). The relationship among perceived organizational support, trust, job satisfaction and turnover intention: A study of banking sector in Pakistan. International Journal of Human Resource Studies, 8(4), 227–241.

Hayes, A. F. (2022). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach (3rd ed.). Guilford Press.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. Journal of Applied Psychology, 102(3), 530–545. https://doi.org/10.1037/apl0000103

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural Equation Modeling, 6(1), 1–55. https://doi.org/10.1080/10705519909540118

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063
Volume 4 • Issue 7 • November 2026

Islam, T., Sharif, S., Ali, H. F., & Jamil, S. (2024). Zooming into paternalistic leadership: Evidence from high power distance culture. European Journal of Management and Business Economics, 33(4), 505–525. https://doi.org/10.1108/EJMBE-05-2021-0149

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. Journal of Management, 43(6), 1854–1884. https://doi.org/10.1177/0149206315575554

Maxwell, S. E., & Cole, D. A. (2007). Bias in cross-sectional analyses of longitudinal mediation. Psychological Methods, 12(1), 23–44. https://doi.org/10.1037/1082-989X.12.1.23

Meade, A. W., & Craig, S. B. (2012). Identifying careless responses in survey data. Psychological Methods, 17(3), 437–455. https://doi.org/10.1037/a0028085

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. Academy of Management Journal, 44(6), 1102–1121. https://doi.org/10.2307/3069391

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. Journal of Applied Psychology, 62(2), 237–240. https://doi.org/10.1037/0021-9010.62.2.237

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. Journal of Applied Psychology, 88(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. Annual Review of Psychology, 63, 539–569. https://doi.org/10.1146/annurev-psych-120710-100452

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. Behavior Research Methods, 40(3), 879–891. https://doi.org/10.3758/BRM.40.3.879

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. Journal of Applied Psychology, 87(4), 698–714. https://doi.org/10.1037/0021-9010.87.4.698

Schoemann, A. M., Boulton, A. J., & Short, S. D. (2017). Determining power and sample size for simple and complex mediation models. Social Psychological and Personality Science, 8(4), 379–386. https://doi.org/10.1177/1948550617715068

Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. Sage.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. Personnel Psychology, 46(2), 259–293. https://doi.org/10.1111/j.1744-6570.1993.tb00874.x

Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. Journal of Consumer Research, 37(2), 197–206. https://doi.org/10.1086/651257.