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Exploring the Relationship of Perceived Social Support and Work Volition with Job Satisfaction and Turnover Intention: the Mediating Role of Decent Work

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In contemporary society, developing a conducive work environment that prioritizes decency holds paramount importance, given its implications on human welfare, societal cohesion, and economic prosperity. This study seeks to explain the relationship between perceived social support and work volition in relation to job satisfaction and turnover intention, with the mediating role of decent work, within the context of Khuzestan province's teachers in 2023. Through instruments, namely the multidimensional scale of perceived social support (Zimmet et al., 1988), the work volition questionnaire (Duffy et al., 2012), the job satisfaction questionnaire (Tso et al., 1992), and the turnover intention questionnaire (Cummann et al., 1979), data were collected from a sample of 320 teachers selected via convenient sampling methodology and

responding to online surveys. The findings revealed the direct effects of perceived social support and work volition on decent work, which in turn emerged as a significant predictor of job satisfaction and turnover intention. Through bootstrap analysis, it was further revealed that the indirect pathways via decent work significantly mediated the relationships between perceived social support and work volition with both job satisfaction and turnover intention. These results offer insights into the role of social support and volitional aspects in shaping the quality of work experiences among employees, ultimately informing interventions aimed at enhancing job satisfaction and mitigating turnover intention within workplace. Eventually, this study contributes empirically insights that underscore the importance of fostering supportive work environments and promoting individuals' volitional agency in cultivating decent work experiences, building employees' wellbeing and resilience.

Keywords: decent work, perceived social support, work volition, job satisfaction, turnover intention.

Decent work is a concept that has received significant attention in recent years, especially in the field of sustainable development. The International Labor Organization (2019) defines decent work as follows: "Work that is productive and delivers a fair income, security in the workplace, social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize, and participate in decisions that affect their lives, equality of opportunity and treatment for all women and men." This definition highlights the importance of decent work not only for individuals but for the entire society. Decent work can generally be divided into three categories: economic factors, social factors, and political factors. Economic factors include access to education, availability of jobs with fair wages, access to financial services such as credit and insurance, and access to markets. Social factors include gender equality,

non-discrimination based on race, ethnicity, or other characteristics such as disability, access to health care services including mental health services, safe working conditions including protection against harassment, abuse, or violence in the workplace. Political factors include good governance practices such as transparency in decision-making processes related to labor laws or regulations.

Effects and Consequences of Decent Work

The impacts of decent work are vast. Firstly, by increasing productivity through better working conditions, it leads to higher economic growth and increased job satisfaction among workers. Secondly, by providing fair wages that enable workers to meet their basic needs such as food, shelter, and clothing, it reduces poverty. Thirdly, by providing equal opportunities for all individuals regardless of their background or characteristics, it promotes social inclusion. Fourthly, it promotes gender equality by ensuring equal pay for equal work regardless of gender (ILO, 2019). Therefore, decent work is essential for sustainable development and vital for individuals and society. Its domains include economic, social, and political factors, with multiple outcomes including economic growth, poverty reduction, social inclusion, and gender equality. Governments, employers, and workers must collaborate to ensure that decent work is accessible to all individuals regardless of their background.

Despite the significance and role of the variable of decent work, there remains a dearth of studies on the subject, leading to substantial research gap. consequently, the present study, investigates and tests a model of some antecedents and consequences of decent work. A crucial aspect not to overlook is the importance of psychological variables and their somewhat

hidden yet influential role as precursors and outcomes of decent work. Perceived social support, work volition, job satisfaction, and turnover intention are psychological variables addressed in this research.

Perceived social support is a concept that has received attention in various fields including psychology, sociology, and organizational behavior. Perceived social support refers to an individual's mental assessment of the availability and adequacy of supportive resources in their social network. Social support can be categorized into different dimensions: emotional support (provision of empathy and understanding), instrumental support (provision of tangible assistance), informational support (provision of advice or guidance), and appraisal support (provision of feedback or evaluation). These dimensions play a crucial role in shaping individuals' perceptions of their work environment (House, Umberson, & Landis, 1988). Research indicates that higher levels of perceived social support are associated with increased job satisfaction, decreased stress levels, improved mental health outcomes, increased productivity, and greater commitment to organizations. Individuals who perceive higher levels of social support are likely to experience favorable working conditions due to the availability of resources that facilitate positive experiences in the workplace (Adams, King, & King, 2019; Schaufeli & Bakker, 2004). Additionally, Neisi, Arshadi, and Shahbazi (2011) demonstrated in a study that perceived social support indirectly affects turnover intention through emotional exhaustion and job satisfaction. Also, Beshlideh et al. (2015) investigated the relationship between perceived organizational support which is part of social support and job satisfaction in

research and their results showed that there is a direct and significant relationship between these two variables.

Work volition refers to an individual's willingness and ability to engage in work-related activities, including job search, training, and career development. The relationship between work volition and decent work is complex and multidimensional. The relationship between work volition and decent work is such that individuals with a high desire towards work are more likely to pursue decent work and achieve it. This is because they are motivated to find a job that aligns with their values, interests, and skills. Conversely, decent work, in itself, can enhance individuals' sense of purpose and satisfaction in their jobs, leading to increased work volition. Consequently, the relationship between work volition and decent work is mutually reinforcing. Individuals with a high desire towards work are likely to obtain suitable jobs that can increase motivation and sense of purpose in their work (Judge and Bono, 2001). Therefore, the relationship between work volition and decent work is complex and multidimensional. However, recent research indicates that individuals with high levels of work volition are likely to experience job satisfaction, organizational commitment, job compatibility, and employability, all of which are key components of decent work.

Decent work and job satisfaction are closely related concepts. As mentioned earlier, decent work refers to a job that is productive, offers fair wages, social support, and opportunities for personal growth and development, while job satisfaction refers to the level of satisfaction an individual experience in their job. In recent years, numerous studies have examined the relationship between decent work and job satisfaction.

According to a study conducted by Kaur and Singh (2020), there is a positive relationship between decent work and job satisfaction. This study found that employees who had access to decent work were more satisfied with their jobs compared to those who did not have access. The authors suggest that this may be because decent work provides employees with a sense of security, independence, and control over their working conditions. Similarly, Alzahrani et al. (2021) found that decent work is positively associated with job satisfaction among healthcare workers in Saudi Arabia. The authors of this study suggest that providing appropriate working conditions and healthcare services for employees can improve their job satisfaction, which in turn can lead to better outcomes for patients. Another study by Gao et al. (2020) examined the relationship between decent work and job satisfaction among Chinese migrant workers. This study showed that access to decent work is positively correlated with job satisfaction among migrant workers. The authors believe that this may be because decent work provides migrant workers with a sense of belonging and social support. Therefore, it appears that there is a strong relationship between decent work and job satisfaction. Access to decent work can improve employees' sense of security, independence, control over working conditions, social support, and belonging, which can lead to higher levels of job satisfaction.

Turnover intention refers to an employee's desire to leave their current job and search for employment elsewhere. Several studies have examined the relationship between decent work and the Turnover intention, of which we provide a summary. A study conducted by Li et al. (2020) demonstrated that employees

who perceive their work environment as more favorable are less likely to consider replacement and quitting their job. Chen et al. (2020) found in their research that job satisfaction moderates the relationship between job characteristics and the Turnover intention, indicating that employees who are satisfied with their job are less likely to consider quitting. Wang et al. (2021) showed that perceived organizational support moderates the relationship between job characteristics and the Turnover intention, suggesting that employees who feel supported by their organization are less likely to consider quitting. Finally, Zhang et al. (2021) found in their study that psychological empowerment moderates the relationship between job characteristics and the Turnover intention, indicating that employees who feel empowered in their roles are less likely to consider quitting. Overall, these studies demonstrate that being engaged in a meaningful job can help reduce the Turnover intention among employees through increased job satisfaction, perceived organizational support, and psychological empowerment.

According to what has been represented, the aim of the current research is to investigate the simple and multiple relationships between perceived social support and work volition with decent work and job satisfaction and the turnover intention variables.

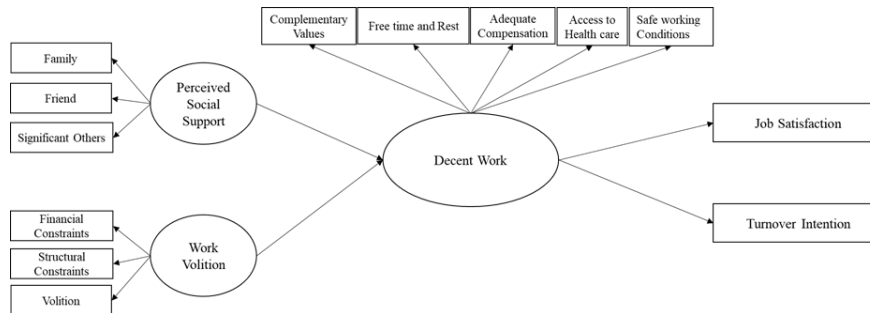


Figure1. Research Model

The hypotheses of this research are:

- There is a direct relationship between Perceived social support and decent work.
- There is a direct relationship between work volition and decent work.
- There is a direct relationship between decent work and job satisfaction.
- There is a direct relationship between decent work and turnover intention.
- There is an indirect relationship between perceived social support and job satisfaction mediated by decent work.
- There is an indirect relationship between perceived social support and turnover intention mediated by decent work.
- There is an indirect relationship between work volition and job satisfaction mediated by decent work.
- There is an indirect relationship between work volition and turnover intention mediated by decent work.

Method

The current research design is Structural Equation Modeling (SEM), which is a multivariate correlation method. Structural Equation Modeling is actually an extension of General Linear Model (GLM), enabling researchers to simultaneously examine a set of regression equations. In the current study, the population consists of teachers in Khuzestan province. Due to the specific conditions of the population and the constraints on travel and social interactions, an online sampling method was utilized. The method involved designing the questionnaire online and distributing it through social networks (Telegram, WhatsApp, and Bale). Out of the distributed questionnaires, 320 were returned, and after removing outliers, the data of 305 participants were analyzed.

Instruments

Multidimensional Scale of Perceived Social Support (MSPSS):

This scale is used to measure an individual's perception of the support received from their social network. The MSPSS, developed by Zimet, Dahlem, Zimet, and Farley in 1988, evaluates perceived availability of emotional, informational, and instrumental support from family, friends, and significant others.

The scale comprises three subscales: family social support, support from friends and support from significant others. It consists of 12 items rated on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Internal consistency reliability of this scale has been reported between 86% and 90% for subscales and 86% for the total questionnaire using Cronbach's alpha method. In the current study, the reliability

coefficient of this questionnaire was calculated as .89, .74, and .83 for the three subscales, respectively. Confirmatory factor analysis indices were also calculated using AMOS-25 software (IFI = .90, CFI = .90, RMSEA = .08), indicating satisfactory validity and reliability of this questionnaire.

Work Volition Questionnaire

In this study, the Work Volition Questionnaire developed by Duffy et al. (2012) was used to measure work volition. It comprises three subscales: volition, financial constraints, and structural constraints. The questionnaire consists of 13 items rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Duffy et al. (2012) reported reliability coefficients of .69, .78, and 0.64 for the three subscales, respectively. In the present study, the reliability coefficient of this questionnaire was calculated as .87, .69, and 0.75 for the three subscales, respectively. Confirmatory factor analysis indices were also calculated using AMOS-25 software (IFI = .97, CFI = .97, RMSEA = .02), indicating satisfactory validity and reliability of this questionnaire.

Decent Work Questionnaire

The Decent Work Questionnaire developed by Duffy et al. (2017) was used in this study to measure decent work. It comprises five subscales: safe working conditions, access to health facilities, fair compensation, free time and rest, and complementary values. The questionnaire consists of 15 items rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Duffy et al. (2017) reported reliability coefficients ranging from .82 to .97 for the five subscales. Abedini (2021) reported a reliability coefficient of .83

for the total questionnaire and confirmed its validity. In this study, the reliability coefficient of this questionnaire was calculated as .79, .83, .87, .75, and .77 for the five subscales, respectively. Confirmatory factor analysis indices were also calculated using AMOS-25 software (IFI = .95, CFI = .95, RMSEA = .07), indicating satisfactory validity and reliability of this questionnaire.

Job Satisfaction Questionnaire

In the current study, the Job Satisfaction Questionnaire developed by Tzeng, Iyigun, and Ariel (1992) was used to measure job satisfaction. This questionnaire consists of 6 items rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Abedini (2021) reported the reliability of this questionnaire as .81 using Cronbach's alpha method and confirmed its satisfactory validity. In the present study, the reliability coefficient of this questionnaire was calculated as .84 using Cronbach's alpha method. Confirmatory factor analysis indices were also calculated using AMOS-25 software (IFI = .98, CFI = .97, RMSEA = .04), indicating satisfactory validity and reliability of this questionnaire.

Turnover Intention Questionnaire

This Questionnaire developed by Cummann et al. (1979) was used to measure turnover intention. This questionnaire consists of 3 items rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cummann et al. (1979) reported the reliability of this questionnaire as .78 using Cronbach's alpha method. This scale was translated by Arshadi (2007) for the first time. Arshadi (2007) reported a correlation of .61 and reliability coefficients of .73 and .79 using test-retest and Cronbach's alpha methods, respectively. In the current

study, the reliability coefficient of this questionnaire was calculated as .71 using Cronbach's alpha method. Confirmatory factor analysis indices were also calculated using AMOS-25 software (IFI = .96, CFI = .96, RMSEA = .06), indicating satisfactory validity and reliability of this questionnaire.

Results

Descriptive findings regarding sample members indicate that 106 individuals (34.7%) had a bachelor's degree, 147 individuals (48.1%) had a master's degree, and 52 individuals (17.2%) had a PhD degree. Moreover, 198 participants (64.9%) were male, and 107 participants (35.1%) were female. The mean (standard deviation) age of the participants was 31.67 (7.09), and the mean (standard deviation) work experience of participants was 4.05 (1.54) years.

The means, standard deviations, and correlation coefficients between research variables are reported in Table 1.

Table 1
Means, Standard Deviations & Correlation Coefficients of the Research Variables

Variables	Mean	SD	1	2	3	4	5
Perceived social Support	54.91	9.02	1				
Work volition	48.21	13.17	.63**	1			
Descent work	53.84	15.05	.51*	.23**	1		
Job satisfaction	26.40	9.12	.44**	.37*	.48**	1	
Turnover intention	9.07	4.11	.38***	-.29*	-.36**	-.27**	1

Based on the results in Table 1, all correlations between variables are statistically significant.

Bivariate correlation analyses provide insight into the relationships between pairs of research variables. To evaluate the proposed model, Structural Equation Modeling (SEM) was used. Before analyzing the data, the assumptions of the structural equation model were assessed, including the normality of data distribution and multicollinearity.

In the current study, the Shapiro-Wilk test was used to assess the normality of data distribution. If the significance level of the test is greater than .05, it can be concluded that the data distribution is normal. The results are reported in Table 2.

Table 2
Result of Shapiro-Wilk test

Variables	Statistic	Sig
Perceived social Support	.22	.08
Work volition	.15	.14
Descent work	.26	.53
Job satisfaction	.14	.12
Turnover intention	.27	.09

As Table 2 indicates, no deviation from normality was observed based on the normality criterion.

For the job satisfaction variable, the tolerance statistic (and the variance inflation factor) for perceived social support variables was .31 (1.46), for work volition was .48 (1.07), and for decent work was .37 (1.12). The obtained tolerance values

for the variables are above .10, indicating no multicollinearity among the variables. Additionally, the obtained variance inflation factor values for the variables are less than 10, indicating the absence of multicollinearity among the variables.

The fit indices of the current research model are presented in Table 3.

Table 3
Model Fit Indices

Model	χ^2	Df	χ^2/df	GF I	AG FI	IFI	TL I	CF I	NF I	RMSEA
Proposed model	154.44	54	2.86	.93	.92	.97	.95	.97	.96	.03

As the results of Table 3 show, the fit indices of the current research model indicate a very good fit of the research model with the data. Table 4 presents the standardized path coefficients. All assumed path coefficients in this study were significant. Therefore, all direct hypotheses of this study were confirmed.

Table 4
Path Coefficients and Significance Level

Model paths	Standard path coefficients	Significance level
Perceived social Support to Decent work	.53	.0001
Work volition to Decent work	.48	.0001
Decent work to Job satisfaction	.35	.0001
Decent work to Turnover intention	-.29	.0001

Figure 2 illustrates the standardized path coefficients of the current research model.

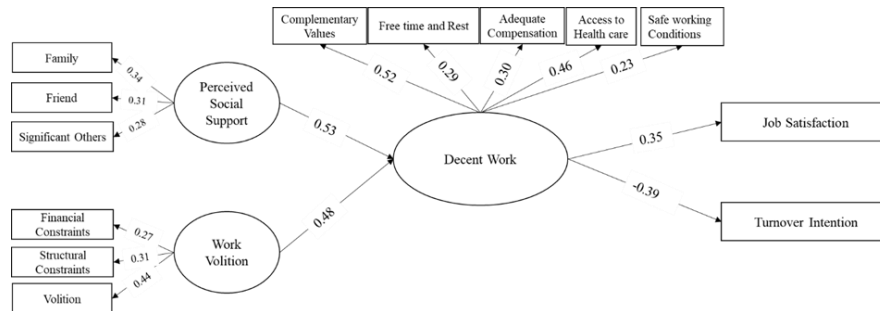


Figure 2. Research model with path coefficient

One underlying assumption of the current research model was the presence of mediating paths. To determine the significance of these mediating relationships, the bootstrap method was used. Table 5 presents the results of the bootstrap method for mediating relationships.

Table 5
Bootstrap Result for Indirect Effects

Path	β	Sig	Lower Bound	Upper Bound
Perceived social Support → Decent work → Job satisfaction	.28	.0001	.21	.48
Perceived social Support → Decent work → Turnover intention	-.41	.0001	.32	.64
Work volition → Decent work → Job satisfaction	.19	.0001	.14	.39
Work volition → Decent work → Turnover intention	-.39	.0001	.22	.56

As Table 5 demonstrates, the indirect effect of perceived social support on job satisfaction through decent work ($p = .001$, $b = .28$), the indirect effect of perceived social support on turnover intention through decent work ($p = .001$, $b = .41$), the indirect effect of work volition on job satisfaction through decent work ($p = .001$, $b = .19$), and the indirect effect of work volition on turnover intention through decent work ($p = .001$, $b = .39$) were statistically significant. Thus, all indirect paths in the proposed model were confirmed statistically significant.

Discussion

In the current study, the theoretical model delineating the relationships between variables was supported by the research findings.

According to the findings of this study, perceived social support is significantly and positively associated with decent work, aligning with the research of Adams, Kings, and Kings

(2019) as well as Schaufeli and Bakker (2004). Thus, individuals with higher levels of social support likely experience better working conditions due to access to resources facilitating positive workplace experiences.

The results also indicate a significant and positive direct relationship between work volition and decent work. As mentioned, work volition refers to an individual's desire and ability to engage in job-related activities, including job search, training, and career development. Hence, individuals with higher work volition are more likely to pursue and attain decent work, motivated by finding a job that aligns with their values, interests, and skills. Individuals with a high work inclination are likely to find suitable employment, which can enhance motivation and sense of purpose in their job (Judge and Bono, 2001).

Furthermore, Gao et al. (2020) found in their study that work volition has a positive relationship with job adaptability, another important aspect of decent work. Job adaptability refers to the ability to adjust job goals and plans in response to changing conditions or opportunities. According to the authors, individuals with a high work tendency are likely to develop adaptive job strategies, enabling them to navigate the changing world of work effectively.

Finally, a study by Kooij et al. (2011) highlights the importance of age-related changes in work volition for promoting decent work among older workers. The authors argue that older workers with a high work inclination are better able to adapt to changing job demands and maintain their employability over time.

The relationship between perceived social support and turnover intention through decent work has been confirmed in this study. In explaining this finding, it can be said that individuals with greater social support experience better working conditions or in other words, have more decent jobs. As literature indicate, higher levels of perceived social support reduce stress levels, leading to increased job satisfaction (Schaufeli and Taris, 2014), improved mental health outcomes, increased productivity, and greater commitment to organizations, all of which can significantly reduce turnover intention (Adams, Kings, and Kings, 2019; Shafi'i and Baker, 2004; Jaj et al., 2017; Schaufeli and Taris, 2014).

Additionally, the indirect effect of perceived social support on job satisfaction through decent work has been confirmed. In other words, perceived social support, with its various dimensions, can create better working conditions and experiences for individuals, resulting in higher quality of life, more decent work experiences, and consequently greater job satisfaction. These findings are consistent with the results of studies by Gao et al. (2020) and Adams, Kings, and Kings (2019), as well as Schaufeli and Bakker (2004).

Furthermore, the indirect relationship between work volition and job satisfaction through decent work in this study was significant. This means that work volition leads to obtaining decent employment or decent work experience, which in turn increases job satisfaction. These results are consistent with the studies by Kim et al. (2020) and Kanfer et al. (2013), who demonstrated that work volition is positively associated with job satisfaction and organizational commitment, key components of decent work. The authors argue that individuals with a high

work inclination are more likely to seek jobs that align with their values and interests, leading to job satisfaction and greater commitment.

In conclusion, given what has been stated in this paper, it can be said that decent work is not only essential for economic stability but also plays a vital role in the overall well-being of individuals, enhancing feelings of dignity, self-esteem, and social inclusion. Employees who experience decent work likely have better physical and mental health outcomes, greater life satisfaction, and improved work-life balance (International Labor Organization, 2019; World Health Organization, 2020), and as demonstrated in this study, are less likely to intend to leave their jobs.

The present study, like any other study in the humanities, has some limitations that can be mentioned to the limitation of doing it in a particular organization that leads to caution in the generalizability of the findings and the research method was a correlation that makes a causal inference from research results impossible. Also, have been included limitation on the use of self-report tools in this research.

Although the study is non-experimental, several measures were taken to maintain internal validity and address potential threats commonly associated with non-experimental research. Maturation: The study was conducted over a short period of time, reducing the likelihood that changes in participants' characteristics or attitudes influenced the findings. The homogeneity of the sample, all being teachers, minimized variability caused by individual differences. History: External events that could influence participants' responses were controlled by conducting the survey during a stable period in the

academic calendar, with no significant changes in educational policies or major disruptions during data collection. Testing: As the study utilized well-validated, self-report measures for the constructs of interest and participants were surveyed only once, testing effects such as practice or fatigue were avoided. There was no opportunity for participants to alter their responses based on repeated exposure to the same instruments.

For example, further research is needed to understand the mechanisms through which perceived social support affects individuals' perceptions of decent work. Additionally, longitudinal studies can clarify the long-term effects of perceived social support on job satisfaction and well-being.

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