

FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT,  
PERCEIVED CAREER MOBILITY, JOB SATISFACTION, AND  
ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE AND TURNOVER  
INTENTIONS

A dissertation submitted in partial fulfillment of  
the requirements for the degree of  
DOCTOR OF BUSINESS ADMINISTRATION

by

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2022

To: Interim Dean William Hardin  
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This dissertation, written by Everod A. Davis, and entitled The Relationship between Perceived Organizational Support, Perceived Career Mobility, Job Satisfaction, and Organizational Commitment on Job Performance and Turnover Intentions, having been approved in respect to style and intellectual content, is referred to you for judgment.

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## DEDICATION

I would like to dedicate this dissertation to my mother, Daphne Davis, whose unwavering love, support, and belief in me reinforced my commitment to complete the Doctor of Business Administration degree. To my children, Zachary, Zarek, and Amelia, I hope that my pursuit and accomplishment at this level will motivate you to transcend the ordinary. To my sister, Sophia, thank you for encouraging me to invest in this journey. To Michelle, thank you for supporting, encouraging, and believing in me. To Steve, thank you for instilling confidence in me early in my career. To God, who assures that He who began a good work in you, will be faithful to complete it....

## ACKNOWLEDGMENTS

I want to express my appreciation to the members of my committee, including Dr. George Marakas, Dr. Ronald Mesia, Dr. Arun Upadhyay, and Dr. Fred O. Walumbwa for their guidance and support throughout this dissertation journey. I especially would like to thank my committee chair, Dr. Fred O. Walumbwa, for his patience, guidance, and availability to assist with my numerous inquiries and uncertainties. It was truly a blessing having you as my major professor. Thank you for providing assurance and bolstering my confidence. I would like to thank Dr. Miguel Aguirre-Urreta for providing me with the guidance I needed for the statistical analysis. I cannot thank you enough for your willingness to provide insights. Dr. George Marakas has been a powerful source of inspiration. I would like to acknowledge his belief in me throughout this journey and the wisdom he imparted along the way, improving my research abilities and helping me accomplish this goal. A very special acknowledgment to the DBA administrative staff and, especially, Yasemin Shirazi, who made our focus on the academic portion of our journey so much easier. Special acknowledgments to Carlos Bared, Hernan Morales, Tamiko Sadler, and Nushine Hosseini, who provided support as we pursued our dissertations together. I also wish to acknowledge my instructors, who have all been instrumental in my journey.

ABSTRACT OF THE DISSERTATION  
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This research was intended to develop and test a model that examines the influence of perceived organizational support, perceived career mobility, job satisfaction, and affective organizational commitment on contextual job performance and turnover intentions. To do so, the study integrates three major theories to help explain the hypothesized relationships. For example, drawing on the concept of organizational equilibrium (March & Simon, 1958), which provides the foundational literature on turnover intentions, we use social exchange theory (Blau, 1964; Homans, 1961; Thibaut & Kelley, 1959) to explain the influence of perceived organizational support. Theories of human capital and economic opportunity are used to frame perceived career mobility. Finally, Herzberg's (1966) dual satisfaction theory is used to frame job satisfaction and organizational commitment.

The study sample consisted of 261 retained subjects from various industries in North America who belonged to the Amazon Mechanical Turk (Mturk) community.

Statistical Package for the Social Sciences (SPSS V. 27) software was used to analyze the data. Smart PLS V.3 PLS-SEM (Ringle, Wende, & Becker, 2015) was used for the measurement and structural model analysis of the data and to test the hypotheses. The results suggest that as employees' perception of organizational support increases, turnover intentions decreased as evaluated by measuring their relationships with the organization through their affective organizational commitment and job satisfaction. This suggests that psychological processes may influence these relationships.

Decision-makers can use the results of this study to formulate strategies to keep employees motivated for optimal performance, which will help to reduce the turnover rate within their organizations.

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## CHAPTER I. INTRODUCTION

The importance of attracting and retaining high-quality employees (Holtom, Mitchell, Lee, & Eberly, 2008) has driven organizations to continuously seek an understanding of the triggers leading to employee turnover. Global health and economic factors have prompted organizations to lay off personnel despite struggling to retain high-performing employees as they strategize to remain competitive. The costs associated with recruiting and training, in addition to the competition for top talent, have forced organizations to make every effort to discover how to win high performers (Mahan, Nelms, Yi, Jackson, Hein, & Moffett, 2020). The cost of employee replacement is a common and significant problem organizations face, reflected in the disruption of the firm's performance as firm-specific human capital drives organizational performance (De Winne, Marescaux, Sels, Van Beveren, & Vanormelingen, 2018). Successful organizations in all industries recognize employees as integral to their growth and competitive advantage and, thus, their profitability. For example, organizations have utilized the Balanced Scorecard (Kaplan & Norton, 1992) to align employees' individual goals and job performance with the organization's key performance indicators and objectives in developing and implementing successful competitive strategies (Narayanan, Rajithakumar, & Menon, 2019).

Competitive strategies developed with firm-specific human capital are recognized as valuable, rare, inimitable, and designed to capture value (Kennedy, 2020). Employees with high firm-specific capital will have few incentives to leave organizations (Shaw, 2011) while an individual's movement capital (Trevor, 2001) influences their career mobility opportunities (Forrier, Sels, & Stynen, 2009). Turnover research (Rubenstein,

Eberly, Lee, & Mitchell, 2017) has shown that economic, psychological, and sociological factors may also influence employee separation (Rubenstein et al., 2017). Shaw (2011) explains that employee turnover negatively affects a firm's human capital, leading to poor firm performance due to the costs associated with replacing employees and reduced employee performance.

To better understand behaviors related to employee mobility and retention, this study will treat turnover and job performance as complex, multi-faceted processes with links to individual attitudes based on employees' perception of organizational support by the organization. An employee, as a knowledge resource, is integral to the development of competitive strategies. Organizations need employees who understand and are empowered to execute the organization's strategies (Fischhoff & Chauvin, 2011). The resource-based view consists of centering the resources, including physical (specialized equipment, geographic location), human capital, and organizational capital resources (Eisenhardt & Martin, 2000), used to implement value-creating strategies. While individual resources alone do not yield a competitive advantage (West III & DeCastro, 2001), the combination of an organization's unique resources and the human resource element provides the foundation upon which a competitive advantage strategy can be developed. Identifying key talent pools that organizations can specifically target for human capital investments can lead to long-term competitive advantages (Fischhoff & Chauvin, 2011).

### **Background to the Study**

Strategic management of an organization's human resources requires an understanding of the triggers, influences, and antecedents of employees' commitment to

the organization. Employees' job satisfaction, such that they exhibit high standards in job performance, may indicate full commitment to the organization and a negative relationship between performance and the intent to quit (Zimmerman & Darnold, 2009). Human resources, with structural and relational resources, become part of the organization's intangible resources. Organizations may capitalize upon these intangible resources, including internal stakeholders' knowledge, ability, skills, experiences, and innovativeness (Jemielniak & Kociatkiewicz, 2009). The management of knowledge resources involves the ability to dynamically manage those resources to yield a competitive advantage to the organization. For example, Amazon has combined service and distribution resources to develop its competitive advantages (Greene, 2020), acknowledging the important role human resources play in attaining the organization's competitive advantage (Becker & Huselid, 2006; Huselid, 1995; Pfeffer & Veiga, 1999).

A well-defined strategy and vision for managing talent resources are necessary to ensure that employees are adequately cross-trained, facilitating growth within the organization. This stimulates commitment to the organization and job satisfaction. The talent management strategy must include recognition when an employee attains the highest level within their job role or career path. Employees will display interest in the pursuit and gratification of their higher needs (Maslow, 1954). People who perform better in their jobs are believed to have more external opportunities available (Holtom et al., 2008) and are more likely to avail themselves of career mobility options depending on their job satisfaction and commitment to the organization. External opportunities depend on the job market, which will constrain or facilitate employees' ease of leaving (March & Simon, 1958). The greater the alternate available options, the higher the likelihood that

employee career mobility will influence turnover intentions. Career mobility, an integral part of a worker's career (Sicherman & Galor, 1990), features prominently in turnover intention.

### **Statement of the Problem**

Total employee turnover in the United States in 2019 was approximately 65 million (Mahan et al., 2020) reflecting a total quit rate of 27.9% for all industries (Bureau of Labor Statistics, 2020). The high turnover rate in the hotel industry, for example, tends to disrupt the high service level that hotels seek to achieve and maintain. The consequent impediment is a significant contributing factor to operational expenses and revenue losses. Employee turnover harms any organization; for example, the hospitality industry shows a high turnover rate of 73.8% annually (Bureau of Labor Statistics, 2020). Employee turnover rates by industry in 2020 included retail and e-commerce at 30.7%; gaming, entertainment, and media at 22.6%; and technology at 22.6% (Andre, 2021). Narayanan et al. (2019) also found that Generation Y (millennials) have been job hoppers and organizations find them difficult to retain (Bednar, 2008; Ng, Schweitzer, & Lyons, 2010).

To better retain high-performing employees, decision-makers need to understand all aspects of the underlying factors that influence turnover. The recruitment, orientation, onboarding, and training costs associated with new employees represent expenses to the organization that increase with the need to replace employees regularly (Milman & Dickson, 2014). Labor gaps caused by high employee turnover and industry growth drive the demand for employees, increasing the operating costs driven by the recruitment process (Deloitte, 2019). The costs of recruiting, selecting, and training new employees

are exorbitantly high, reaching almost 100% of the annual salary for the open roles.

While organizations use various retention strategies to mitigate turnover, it is difficult to develop successful retention strategies without a broader expository and empirical understanding of the range of internal issues that affect employees.

The service industry, for example, offers low wages, poor working conditions, and a lack of job security or advancement opportunities (Holston-Okae, 2017). Employee turnover is attributed to the influence of these and other factors. The literature emphasizes low salaries as the most commonly reported reason for turnover, especially at the entry level (Deloitte, 2019). Many external factors that align with wages have been mentioned as influencing turnover in addition to issues that may be internal to the employee (Dusek, Ruppel, Yurova, & Clarke, 2014).

A strong work ethic and technical competence characterize the profiles of numerous employees who have been ensconced in their respective roles within organizations (Hutagalung, Purba, Silalahi, & Putri, 2020; Lou, So, & Hsieh, 2019). These qualities, displayed through their attitudes and behaviors, contribute notably to organizations' success. The service industry, for example, thrives on the quality of the services delivered by its employees as excellent service translates into increased revenue (Lou et al., 2019). Higher-level employee job performance is influenced by work motivation as well as human motivation, as elucidated in many theories of motivation (Herzberg, 1965; Maslow, 1954; McClelland, 1982). Various studies have shown that organizations are familiar with these theories but continue to struggle to retain employees for protracted periods.

## **Theoretical Framework**

The career mobility framework references the transferability of skills (Sicherman & Galor, 1990) across disciplines, facilitating seamless transitions across intrafirm and interfirm occupations. The ease of transition for employees carries the consequence of turnover costs for an organization. Each departure costs about one-third of that worker's annual earnings (Agovino, 2019). The Gallup Organization (2016) reported that the millennial generation tends to display a turnover rate of 21%, three times that of any other generation (Hollman & Luthans, 2020). Because millennials represent the majority of the current workforce, this turnover rate affects human resource planning, even after employees attain high levels of job performance. In 2013, more than 25 million U.S. employees voluntarily terminated their employment (Holston-Okae, 2017). The separation costs associated with turnover, such as exit interviews, separation pay, temporary replacement costs, and navigating schedules for adequate coverage until the role is filled, are aspects of turnover that concern operators in every industry.

Perceived organizational support (POS) is a key predictor of organizational commitment (Eisenberger, Huntington, & Hutchinson, 1986). Higher perceived organizational support scores were associated with higher commitment scores (Currie & Dollery, 2006). Meyer and Allen's (1991) three-dimensional commitment model incorporates affective, normative, and continuance commitment. Affective commitment is defined as an employee's emotional attachment to an organization (Meyer & Allen, 1997). Affective commitment involves the strength of an employee's belief in and embodiment of the organization's goals such that they willingly seek to immerse themselves in attaining the organization's goals. Continuance commitment reflects the



perceived cost an employee associates with leaving the organization and normative commitment is the sense of obligation employees feel to remain employed by the organization (Lorch, 2019; Meyer & Allen, 1997). According to social exchange theory and the premise of reciprocity (Gouldner, 1960), employees will feel an obligation to those they perceive as assisting them.

### **Purpose of the Study**

This study was intended to develop and test a model to examine the influence of perceived organizational support, perceived career mobility, job satisfaction, and affective organizational commitment<sup>1</sup> on contextual job performance and turnover intentions.<sup>2</sup> Decision-makers can use the results to guide strategies to keep employees motivated for optimal performance, which will help to reduce the turnover rate within their organizations.

Human resources have proven to be the foundation upon which these excellent services delivered by organizations are built. Their importance explains the attention given to employee training and development to attain the organization's desired service level. The information technology industry has emphasized human resource policies and practices that focus on career development opportunities, promotion from within, and greater worker participation (Hollman & Luthans, 2020). The service industry, also, builds its reputation and depends for revenue on the quality of services it provides (Markham-Bagnera, 2016). Customer satisfaction is the foundation on which hotel

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<sup>1</sup> Organizational commitment as “a state of mind (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991, p. 67).

<sup>2</sup> A cognitive activity in which serious consideration is given to quitting a job while employed at a job, such as searching for another job, and the reality of actually leaving a job or turning over (Holtom, Mitchell, Lee, & Eberly, 2008)

industry organizations benchmark their services and is predicated upon the initial touchpoint, through the reservation and check-in process, the actual stay on the property, and the eventual check-out process. Embedded within these processes is the human capital factor and organizations have been investing their efforts within. Despite these efforts, organizations tend to experience a high employee turnover rate. The cycle tends to be continuous and is characterized by the loss of knowledge, tempering organizations' attempts to maintain and transfer internal knowledge.

Job satisfaction and organizational commitment both display inverse correlations with turnover intentions (Saeed, Waseem, Sikander, & Rizwan, 2014; Tnay, Othman, Siong, & Lim, 2013); this research will add a dimension to how employees decide whether to stay or leave the organization based on the strength of their perceived career mobility index and perceived organizational support. Organizational, psychological, and economic perspectives will be applied to assess the extent to which the determinants of organizational commitment and job satisfaction are linked to an employee's job performance and turnover intentions. The concept of reciprocity within the social exchange theoretical framework will underlie this examination of relationships.

### **Research Question**

Within the context of the aforementioned current framework, there also exists an employees' inability to successfully gauge the promotion requirements within an organization and uncertainty regarding the length of time to achieve upward mobility at times. These factors tend to characterize their decisions to exit. Individuals have been acculturated into developing their careers across the boundaries of an organization (Arthur & Rousseau, 1996). While some occupations involve ascension up the proverbial

career ladder, some will inevitably be across organizational boundaries, consisting of lateral moves rather than an ascent. Similarly, some careers consist entirely of short-term relationships with multiple firms (Borkenhagen & Martin, 2018). For example, employees in information technology are seen as more committed to their profession than their organizations (Mcknight, Phillips, & Hardgrave, 2009). Employees also expect support from their employers for their efforts to control their careers by investing in personal development and growth (De Cuyper, Van der Heijden, & De Witte, 2011). A lack of reciprocity may influence employees to explore their employability outside the organization based on their perceived career mobility. The need to manage human resources by the organization thus follows a priori from any view of the organization (Morrell, Loan-Clarke, & Wilkinson, 2001).

The following two research questions will guide this dissertation:

1. **What is the influence of perceived organizational support, perceived career mobility, job satisfaction, and affective organizational commitment on contextual job performance?**
2. **What is the influence of perceived organizational support, perceived career mobility, job satisfaction, and affective organizational commitment on employees' turnover intentions?**

## CHAPTER II. LITERATURE REVIEW

The literature review includes a synthesis of the literature involved in the theoretical framework of the turnover model this study proposes. The theoretical foundation for this study is influenced by the concept of organizational equilibrium (March & Simon, 1958), providing the foundational literature on turnover intentions. The literature also recognizes the lack of a universally accepted framework for why people choose to leave organizations (Lee & Mitchell, 1994; Morrell et al., 2001); social exchange theory (Blau, 1964; Homans, 1961; Thibaut & Kelley, 1959) acts as the framework for the construct of perceived organizational support. The theories of human capital and economic opportunity are used to frame the construct of perceived career mobility. Herzberg's (1966) dual satisfaction theory is used to frame the constructs of job satisfaction and organizational commitment.

Research into employee organizational commitment<sup>3</sup> reveals that turnover intentions are often preceded by psychological withdrawal (Bettencourt & Brown, 2003). A survey of the extant literature reveals several models investigating the effect of self-efficacy on job performance, job satisfaction, and affective organizational commitment (Karatepe & Uludag, 2007). Researchers have indicated that strong perceived organizational support leads to positive organizational outcomes, such as increased organizational commitment, strong job satisfaction, strong job performance (Walumbwa, Hsu, Wu, Misati, & Christensen-Salem, 2019), and a reduction in turnover intentions. Additionally, the influence of strong perceived organizational support is evident in outcomes such as job satisfaction and organizational commitment. Bandura (1977)

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defined efficacy expectation as the conviction that one can successfully execute the behavior required to produce a given outcome. High performers typically hold self-efficacy beliefs (Karatepe et al., 2007) as they have undergone the orientation and training process for their respective roles to facilitate the relatively easy attainment of competency.

### **Definition of Terms**

*Perceived career mobility:* An underlying feature of career mobility is the potential to transition from one work role to another (Forrier, Sels, & Stynen, 2009). Personal competencies and attitudes influence the likelihood of obtaining and retaining a job. Individuals who favor career mobility would prefer career moves external to the organization, thus exhibiting turnover intentions.

*Job performance:* The total expected value to the organization of the discrete behavioral episodes that an individual conducts over a standard period (Motowidlo & Harrison, 2012).

*Job satisfaction:* This is achieved when the job and its environment meet an individual's needs; hierarchical needs at lower levels must be satisfied before those at the top of the pyramid can be fulfilled (Maslow, 1954).

*Organizational commitment:* The bond between an employee and an organization links the employee's identity to that organization. This bond, which Meyer and Allen (1991) refer to as organizational commitment, reduces employees' turnover intention. Organizational commitment as "a state of mind (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (Meyer & Allen, 1991).

*Turnover intention:* Both the cognitive activity in which serious consideration is given to quitting a job and searching for another and the reality of actually leaving a job or turning over (Holtom et al., 2008). One's intention to perform a specific behavior is the immediate determinant of that behavior (Hemdi & Nasurdin, 2006).

*Perceived organizational support:* The extent of employees' general perception of the degree to which the organization values their contributions and cares about their well-being (Eisenberger, Cummings, Armeli, & Lynch, 1997)

*Social exchange theory:* An attitude or behavior can result from a social exchange between two or more people and will produce a social structure in equilibrium, where the rewards and costs fluctuate to keep pace with the frequency of the interaction (Homans, 1958).

*Human capital theory:* Individuals who invest in themselves to improve job performance will be less inclined to leave that occupation (Ehrenberg, 2012; Ehrenberg & Smith, 2012). Potential earnings influence a person's decision-making regarding career choice or the industry within which they seek to be involved. From an organization's perspective, human capital is fundamental to the creation of value (Fitz-enz, 2010).

### **Social Exchange Theory**

The premise of social exchange theory (Homans, 1958) is that an attitude or behavior can result from a social exchange process between two or more people. Homans (1958) demonstrated that a process of exchanging behavior would produce a social structure in equilibrium where the rewards and costs fluctuate to keep pace with the frequency of the interaction. The objective with fluctuating benefits and costs is to fundamentally maximize the benefits and minimize costs. Positive results occur when the

benefits are perceived as outweighing the costs (Jabutay & Rungruang, 2020). Within the organizational setting, this manifests as an employee improving their attitude and commitment and feeling increased job satisfaction, reducing their turnover intentions.

Reciprocity within the context of an organization is reflected in an individual's favorable work outcomes being rewarded with greater compensation and benefits from the employer (Gouldner, 1960). Employees form general beliefs about the value organizations place on their contributions based on the benefits extended to them (Eisenberger et al., 1997). Good relationships between the individual and the organization are reciprocal, with the individual feeling increased obligation to the organization as well (Gouldner, 1960; Jabutay & Rungruang, 2020).

Thibaut and Kelley (1959) explored social exchange through the theory of interdependence. They maintained that a high-quality social exchange would be realized when the perceived rewards outweighed the costs (Haley, 2018). The organization–employee relationship becomes aligned in the level of mutual attractiveness (Blau, 1960) as high levels of power, value, and personality are factored in and reciprocated.

### **Human Capital Theory**

An individual who invests in themselves to perform optimally in a job will be less inclined to leave that occupation (Ehrenberg, 2012; Ehrenberg & Smith, 2012). The theory of human capital provides a framework to examine influences on individuals' career mobility decisions. Human capital theory advocates that potential earnings influence a person's career choices. In *The Economic Value of Education*, Schultz (1963) discussed the value of human capital and its potential to increase earnings. From the

organization's perspective, human capital plays a fundamental role in creating value (Fitz-enz, 2010), contributing to achieving the company's strategic objectives.

Career mobility is characterized by internal factors, such as vocational or job-related knowledge and skills (Rothwell et al., 2008). Employability helps employees cope with work transitions in a turbulent employment market (Fugate, Kinicki, & Ashforth, 2004). Employees will be confident in their ability to navigate the labor market if they believe that their current occupational expertise and the organization with which they are affiliated are perceived as high-value.

Individuals will evaluate the costs and benefits associated with a turnover decision. Salary, working conditions, and professional training are some of the most common benefits and costs associated with a career mobility decision. If a new job is perceived as offering greater utility and happiness compared with an employee's existing employment conditions and the mobility costs of the change are minimal (Ehrenberg & Smith, 2012), the net benefits derived will be greater. If the cost of quitting is perceived as greater than the benefits of remaining, the employee will perceive less career mobility (Finster, 2013).

The economic potential of career mobility to create positive outcomes for individuals depends on favorable external conditions and individual attributes (Forrier et al., 2009; Ng, Sorensen, Eby, & Feldman, 2007). Investments in training and development to enhance an organization's human capital, thus incentivizing employees to remain, will minimize their intention to leave (Hashimoto, 1981). An individual's value in the market depends on their level of education and remains a foundation of human capital that contributes to possible career opportunities (Kornblum et al., 2018).



## **Turnover Intentions**

Turnover intentions are the most reliable indicator of employee turnover. The study of turnover (March & Simon, 1958; Porter & Steers, 1973; Vroom, 1964) has considered job satisfaction, organizational commitment, age, and tenure as influencing factors (Van Breukelen, Van Der Vlist, & Steensma, 2004). Van Breukelen et al. (2004) concentrated on job satisfaction, organizational commitment, age, and tenure and examined additional variance in turnover intentions and voluntary turnover. A longitudinal study of 296 subjects was undertaken in the Royal Netherlands Navy. The study found that behavior intentions served as the best indicator of turnover, while job satisfaction and tenure explained the observed variance (Van Breukelen et al., 2004).

In a meta-analysis and path model to estimate the strength of the relationship between job performance and turnover, Zimmerman and Darnold (2009) utilized data from 65 studies consisting of 17,918 subjects. The power of the relationship between job performance and turnover intentions, while controlling for job satisfaction, highlighted that poor performers were more likely to exit the organization. In another study by Hemdi and Nasurdin (2006), a theoretical framework assessing employees' perception of human resource management practices with development tools such as performance appraisal, training and development, and career advancement was utilized. The study aimed to extend knowledge about employees' turnover intentions by examining the effect of trust in an organization on turnover intentions. The results indicated that hotel employees expressed confidence in their organizations through their perceptions of the various human resource management practices for career advancement, training and development, and performance appraisal (Hemdi & Nasurdin, 2006). These findings

reflected that trust in an organization significantly reduced turnover intentions (Hemdi & Nasurdin, 2006). Employees' confidence in their organizations tends to reduce turnover intentions. Walumbwa et al. (2019) found that the work meaningfulness exhibited by employees showed these employees being more engaged or involved in their jobs and displaying low turnover intentions.

### **Perceived Career Mobility**

The career mobility literature encompasses individual factors, such as vocational aspirations and competencies, and other factors, such as organizational structures of opportunity (Forrier et al., 2009), in the models that explain the construct. Ease of movement is centrally featured in the career mobility construct and supports but is distinct from the desire to move (March & Simon, 1958). Mayer and Schoorman (1998) found that many commitment antecedents are related to measures of commitment, which are inversely related to a career mobility mindset. Shortly after becoming employed, people often opt for career mobility outside their organizations.

Within the career mobility literature are factors such as the strength of an individual's organizational commitment, job performance, and satisfaction, which influence their turnover intentions. The strongly committed individual identifies with, is involved in, and enjoys membership in the organization (Allen & Meyer, 2001). Job satisfaction and turnover intentions have a negative relationship, and job satisfaction is a predictor of turnover intentions (Coomber & Barriball, 2007). Employability, or individuals' ability to retain or obtain jobs based on the skills and personal flexibility acquired through employment (Rothwell et al., 2009), supports a career mobility mindset and increases employee turnover intentions.

Career mobility implies transitioning from one position to another (Forrier et al., 2009). Personal competencies and attitudes influence the likelihood of obtaining and retaining a job. Individuals who display attitudes favoring career mobility would prefer a career move external to the organization, thus exhibiting turnover intentions. The traditional career model, characterized by a full-time permanent job with a single employer, has been progressively replaced by a contemporary career model that emphasizes interorganizational mobility (Samarra, Profili, & Innocenti, 2013). The boundaryless career concept requires employees to be open to transitions across departments, outside of their field of entry to an industry, outside of an organization but within the same sector, and across industries. Career mobility entails individuals assuming responsibility for their careers, indicating that their personal, unique factors are critical (Gubler, Arnold, & Coombs, 2014). Individuals become “self-directed” in their careers, taking responsibility for their career paths rather than being dictated or decided upon by the organization. Interorganizational career shifts are characteristic of the “boundaryless career,” defined as “sequences of job opportunities that go beyond the boundaries of single employment settings” (DeFillippi & Arthur, 1994, p. 2).

The literature on career mobility sees individuals’ motivation to move across organizations as influenced by the need to seek higher levels of job success and income and a desire for an upward trajectory along the career ladder (Cheramie, Sturman, & Walsh, 2007; Mao, 2004). The competencies to pursue this kind of transition across industries would have been acquired through individuals’ work experiences and are conceived of as the information, knowledge, and relationships individuals may deploy throughout their careers (Gerli, Boneso, & Pizzi, 2015). Career mobility also involves

individuals being deliberate about seeking careers external to their current organizations (Briscoe, Hall, & DeMuth, 2006). The pursuit of a career external to the organization with which they are currently employed depends on the perceived potential benefits of the role to be pursued (Gunz, Peiperl, & Tzabbar, 2007).

The economic, as well as the non-pecuniary, benefits of a role may serve as positive influencing factors that depend on an individual's perceived career mobility, which encompasses self-perceived employability. The relationship between self-perceived employability and self-efficacy is extended where self-efficacy is preceded by self-perceived employability among individuals with work experience (Bernstson, Naswall, & Syerke, 2008). The psychological contract with these individuals' employers is bounded by the expectation that they provide a service based on their skills and attributes, while the employer compensates for that utility with agreed-upon benefits.

An essential element of the career mobility framework is the individual's confidence in their ability to advance in their career based on their education, training, skills, and the potential labor market. This kind of confidence provides an individual with the mindset that because they can attain the performance goals established for their job functions, they will be able to perform similarly in comparable environments. This type of success produces a confident career mobility mindset conceptualized as a form of work-specific active adaptability that enables workers to identify and realize career opportunities (Fugate et al., 2004). An employee's job performance is bolstered by this confidence and reflected in the individual's openness to transitioning across departments or organizations. In a study on job performance, Meyer et al. (1989) found that affective commitment correlated positively with job performance among first-level managers,

whereas continuance commitment correlated negatively with job performance (Keller, 1997). An individual may display a higher intent to quit if the job no longer challenges them or if they have ascended to the highest capacity that the job offers.

### **Perceived Organizational Support**

Perceived organizational support refers to the degree to which employees believe their organization cares about them and values their contribution (Eisenberger, Huntington & Hutchison, 1986). The principles of social exchange theory underlying the premise of perceived organizational support depend on attributes of relational reciprocity, where individuals seek to maximize the benefits of the relationship (Blau, 1986). An employee feels a sense of obligation towards the organization when they are recognized for their work, achievements, and performance level within their role or the outcomes of their job functions (Gouldner, 1960). The rewards, recognition, and extrinsic benefits provided to the employee are indications that the organization seeks to establish and maintain a social relationship (Finster, 2013). The feelings of confidence the employee develops as a result of organizational support and recognition will further encourage the employee to immerse themselves fully in organizational goals and objectives (Eisenberger et al., 1997; Maertz, Griffeth, Campbell, & Allen, 2007; Newman, Thanacoody, & Hui, 2011).

Eisenberger et al. (1997) found that employees personified their organizations by considering the actions that the organizations' agents exercise as representatives of the organization. When assessing supervisors' behavior, employees connected the supervisors' actions with dispositional tendencies, that is, the power that comes with the position. Thibaut and Riecken (1955) found that power relations influence individuals'

perceptions of the social environment. A supervisor will be viewed by an employee through the lens of how they display recognition and value of the employee's contribution by showing care for their well-being (Maertz et al., 2007). Perceived supervisor support will be manifested in instruments such as the balanced scorecard (Kaplan & Norton, 1992), which indicates the organization's interest in developing the individual. The practice and promotion of perceived organizational support modeled by the supervisor and the job's development facilities will influence employees to be obligated and motivated to engage in work behaviors that positively affect the organization (Blau, 1964; Gouldner, 1960; Panaccio & Vandenberghe, 2009).

Processes within an organization influence employee behavior (Armstrong-Stassen, 1998). For example, employees enjoying high levels of organizational support were shown to display high levels of job satisfaction based on a longitudinal survey undertaken by Armstrong-Stassen (1998). Individuals with a strong perception of organizational support from their supervisor and department were committed to them and had greater job satisfaction (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020). Within the context of social exchange theory, the relationship between an individual and an organization will be strengthened when the individual associates positively with their job and the organization (Armstrong-Stassen, 1998; Maan et al., 2020). Employees will be more satisfied with their jobs and reciprocate this organizational support in various ways (Maan et al., 2020).

### **Affective Organizational Commitment**

The bond between an employee and an organization links the employee's identity to that of the organization. This bond, referred to as organizational commitment by

Meyer and Allen (1991), will reduce employees' turnover intentions. A high organizational commitment will lead to lower turnover intentions (Dawley, Stephens, & Stephens, 2005). Meyer and Allen (1991) believed that organizational commitment is "a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization" (Meyer & Allen, 1996, p. 1). Porter, Steers, Mowday, & Boulian (1974) suggested that organizational commitment embodies an individual's accordance with the company's goals and values, as well as their inclination to accomplish those goals. Moreover, organizational commitment shows a person's enthusiasm to continue their employment with the current organization (Porter et al., 1974). Hackett, Lapierre, and Hausdorf (2001) defined organizational commitment as a strong belief in and acceptance of an organization's goals and values, a readiness to exert considerable effort for the organization and attain high job performance outcomes, and a strong desire to remain an organizational member.

An individual's positive regard of the work environment, pay, task satisfaction, coworkers, and their motivation to perform the job functions combine to create job satisfaction. Herzberg, Mausner, and Snyderman (1959) theorized that individuals are motivated more by intrinsic than extrinsic factors in their work. In fulfilling Maslow's (1954) hierarchy of needs, an individual will indicate greater satisfaction in the job. Larkin, Brantley-Dias, and Lokey-Vega (2016) suggest job satisfaction depends on how closely a person's abilities match the requirements of the job. An employee's satisfaction with their job will motivate them (Maslow, 1954; Vroom, 1964) to attain high performance standards. Affective commitment may be the essence of organizational commitment (Meyer & Herscovitch, 2001) that motivates an employee. Affective

organizational commitment positively correlates with organizational citizenship behavior (Meyer et al., 2002) and may also be affected by an individual's perception of organizational support (Allen & Shanock, 2013; Kawai & Strange, 2014; Rhoades, Eisenberger, & Armeli, 2001). An individual's affective organizational commitment has also been shown to help organizations meet their strategic goals and objectives when it positively influences contextual job performance (Kraimer & Wayne, 2004; Wright & Bonett, 2002).

### **Job Satisfaction**

Job satisfaction is achieved when the job and its environment meet an individual's needs (Maslow, 1954). Maslow's hierarchical needs must be satisfied at the lower level before the top of the pyramid can be fulfilled. For example, the most basic physiological needs must be met before safety needs, love and belonging, esteem, and self-actualization needs can be met. Similarly, when an employee feels connected, safe, and has a sense of belonging at their workplace, higher-level needs such as esteem and self-actualization can be achieved (Larkin et al., 2016). Herzberg's two-factor theory of motivation, hygiene, and motivators also appears in the job satisfaction literature. Intrinsic motivational factors, which include recognition, achievement, and self-satisfaction, contribute positively to increasing job satisfaction when attained. Extrinsic factors of hygiene, such as pay and associated benefits, organizational policies, and working environment, act as dissatisfiers (Herzberg et al., 1959). The implication within the realm of job satisfaction is that, as the measure of intrinsic factors increases, turnover intentions decrease (Holston-Okae, 2017). However, other working environment factors, such as being required to work additional hours interacting with demanding or overbearing customers,



may be reasons for employees to indicate turnover intentions as a consequence of job dissatisfaction. Hom et al. (2012) further elaborated that if an employee is dissatisfied, they will search for alternatives and compare those alternatives via a rational decision-making process.

### **Contextual Job Performance**

Performance is the expected organizational value of people's behaviors, while the results of their performance refer to states or conditions that are changed by what they do (Motowidlo & Kell, 2012). Viswesvaran and Ones (2008) refer to scalable actions, behaviors, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. This task performance concept considers only behaviors relevant to achieving the organizational goals that encompass the features of the job; for example, "assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery (Sonnentag & Frese, 2005). Peterson, Luthans, Avolio, Walumbwa, and Zhang (2011), in a study on psychological capital being comprised of efficacy, hope, optimism, and resilience, found that these necessary resources impact motivation and performance (Hobfoll, 2002). In the same vein, Walumbwa, Peterson, Avolio, and Hartnell (2010) demonstrated that employees build up their psychological capital over time to improve their future performance (see also Peterson et al., 2011).

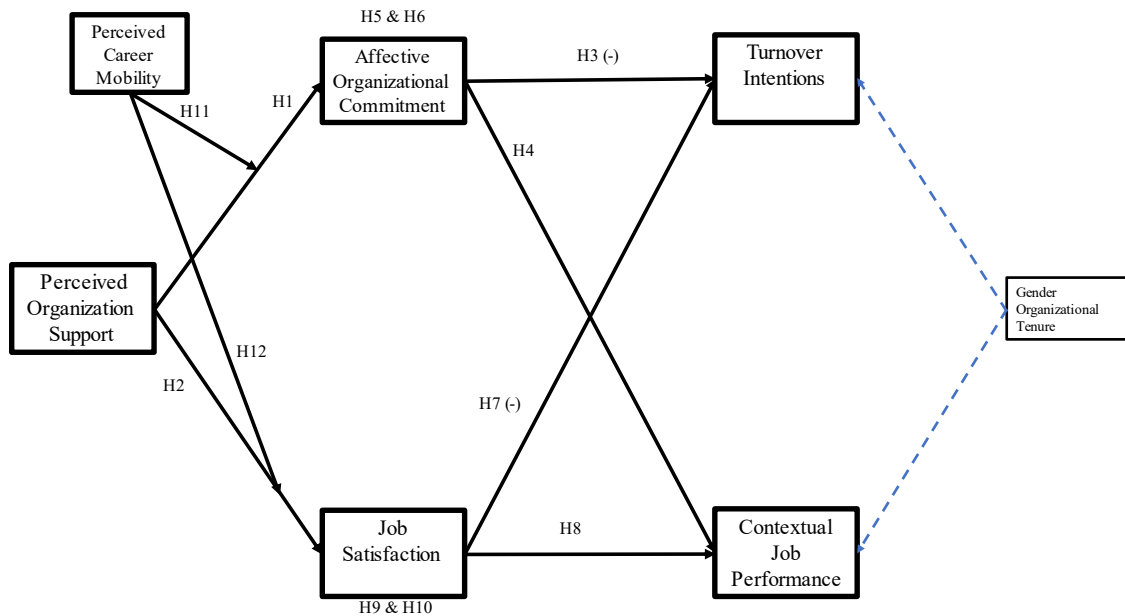
Performance at a high level is necessary for organizations to derive benefit from individuals' output, establish and maintain a competitive advantage based on their strategic implementation, and deliver excellent service or products to their customers. Optimum employee performance is the foundation of such organization outcomes.

Organizations need highly performing individuals to meet their goals (Sonnentag & Frese, 2005). High performance outcomes also satisfy the individual through their mastery, pride, recognition, financial rewards, and other benefits. High performers within an organization tend to experience career growth and enjoy potential career opportunities in the job market.

Performance as a multidimensional construct sees employees' behavior acknowledged in outcomes encompassing task performance, contextual performance, and counterproductive work behavior (Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek, & de Vet, 2012; Viswesvaran & Ones, 2000). Borman and Motowidlo (1993) provide a distinction between task and contextual performance by referring to contextual performance as behaviors the employee exercises, influencing the psychological, social, and organizational context of the job and contributing to organizational effectiveness; this is ubiquitous in most jobs (Koopman, 2014). Dimensions of contextual performance have been drawn from other frameworks, which Koopman (2014) and Motowidlo (2003) elucidate to include written and oral communication, demonstrable effort, personal discipline, facilitating peer and team performance, supervision and leadership, and management and administration. Wisecarver, Carpenter, and Kilcullen (2007) also detailed non-job-specific task proficiency, management peer-team interaction, discipline, and effort as dimensions of contextual performance. Counterproductive work behaviors refer to deviant activities such as sabotaging company implements, individual withdrawal activities, pilfering, and abuse (Spector, Fox, Penney, Bruursema, Goh, and Kessler, 2006).

### CHAPTER III. RESEARCH MODEL AND HYPOTHESES

Figure 1, below, summarizes the hypothesized relationships tested in this study.



**Figure 1. Hypothesized Model**

Based on the previous discussion, to fully understand employee turnover, additional factors must be examined for how they affect employee turnover intentions. An individual's perceived career mobility will moderate the influence of perceived organizational support on turnover intentions and job performance, mediated by an individual's organizational commitment and job satisfaction.

Perceived organizational support reflects the organization's willingness and actions to compensate individuals for efforts made on its behalf, meet their socioemotional needs, and assure necessary aid (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This assurance, provided by the organization, improves the individual's perception of organizational support. Employees reciprocate with a felt obligation to care about the organization's welfare and help the organization reach its

objectives (Eisenberger et al., 2001). Employees tend to value returns or rewards from the organization (Yahya, Mansor, & Warokka, 2012) that are perceived as the organization's valuation of their contributions and, thus, commit to the organization continually.

Employees who perceive favorable support from their organization will develop a strong commitment to the organization based on the expectation of a reciprocal employee attitude (Rhoades, Eisenberger, & Armeli, 2001). Employees who perceive positive organizational support will seek to develop an affective commitment to the institution, contributing to the achievement of organizational goals and objectives. It is hypothesized that:

*H1: Perceived organizational support positively relates to employees' affective organizational commitment.*

Employees view employment as a reciprocal-exchange relationship (Eisenberger et al., 1997). Reciprocity, which is the foundation of social exchange theory, implies that people respond positively to favorable treatment received from others (Blau, 1964; Gouldner, 1960). The favorableness of job conditions should contribute to perceived organizational support more substantially if it is believed to result from voluntary action by the organization (Eisenberger et al., 1997). Job conditions being favorable should increase job satisfaction. Perceived organizational support, being central to the social exchange process, will result in the employee associating positively with their job and organization, becoming loyal, and being more satisfied with their job and organization. It is hypothesized that:

*H2: Perceived organizational support positively relates to employee job satisfaction.*

The bond between employee and organization links the employee's identity to that of the organization. This bond, referred to as organizational commitment by Meyer and Allen (1991), will reduce employees' turnover intentions. A high commitment will lead to lower turnover intentions (Dawley et al., 2005). Organizational commitment, defined as a strong belief in and acceptance of the organization's goals and values (Watson, 2018), contains the element of affective commitment. An employee's emotional attachment is enhanced by their positive job satisfaction index. The higher the emotional attachment, the more committed an employee will be to an organization (Allen & Meyer, 2001).

The positive relationship between the strength of self-efficacy and the probability of successful performance (Bandura, 1977) will strengthen an individual's self-belief, influencing a positive attitude towards their likelihood of success in transitioning across careers. Individuals "assess their job skills and interests, set appropriate career objectives, develop realistic career plans" (Poon, 2004, p. 377), become "employable" (De Cuyper et al., 2011, p. 13), and establish an awareness of the organizational environment.

An intention to quit is the estimated probability of an employee planning to leave an organization shortly (Vandenberg & Nelson, 1999). Herzberg (1968) listed dissatisfiers that could influence an individual's dissatisfaction with their job and indicate an intent to quit. For example, variables such as salary, growth potential, status, and job security are extrinsic factors that contribute to employee job satisfaction. The more positively the employee feels about these factors, the less their desire to eventually leave the organization. Additionally, there have been suggestions that intrinsic factors offer

even more powerful motivation than extrinsic factors (Chiang & Jang, 2008). It is hypothesized that:

*H3: Affective organizational commitment negatively relates to employees' turnover intentions.*

Walumbwa et al. (2019), in an examination of service performance and collective turnover, iterated that individuals are more likely to engage in high-quality service performance when they feel that their work is rewarding, worthwhile, and valuable.

Weitz (1981) suggests salespeople will be more successful when they adapt their behavior to the sales situation or when they are more committed. Work motivation is the degree to which employees are willing to expend effort on their jobs, facilitated by their commitment to the organization. Job performance is partially a function of an employee's motivation to perform (Dubinsky & Hartley, 1986) and will increase as their commitment to the organization increases. Employees who enjoy positive work experiences tend to display affective commitment because they expect these experiences to continue. It is hypothesized that:

*H4: Affective organizational commitment positively relates to employees' contextual job performance.*

*H5: Affective organizational commitment will mediate the relationship between perceived organizational support and turnover intentions.*

*H6: Affective organizational commitment will mediate the relationship between perceived organizational support and contextual job performance.*

Job satisfaction refers to individuals' positive affection for the work environment, pay, task satisfaction, coworkers, and their motivation to perform job functions.

Individuals are motivated more by intrinsic than extrinsic factors in their work, as Herzberg et al. (1959) theorized. As an individual ascends Maslow's (1954) hierarchy of needs in their job, they will indicate greater satisfaction in the job. If the employee is not attaining stages four and five within Maslow's hierarchy of needs, they may seek a new opportunity. Vroom's (1964) expectancy theory suggests that employers reward employees who deserve rewards based on their performance. This expansion of Herzberg's motivational theory supports the view that job satisfiers and job dissatisfiers will influence an employee's intention to quit or stay at an organization. An employee's job satisfaction, viewed by human relations theorists as Strauss (1968) commented, should lead to higher productivity. Edward's (1954) model of behavioral decision theory proposes that, given the option to make a behavioral choice, an individual will select the option perceived to offer an expected utility at the highest value (Fishbein & Ajzen, 1975). It is hypothesized that:

*H7: Job satisfaction negatively relates to turnover intentions.*

The general assumption that attitudes predict behavior (Fishbein & Ajzen, 1975) implies a positive relationship between job satisfaction and job performance. Job satisfaction leads to job performance when the employee's central identity is obtained from their job (Judge et al., 2001). Charng et al. (1988) highlight the relevance of attitude-behavior relationships where the attitude will be positive towards the job if it is important to the individual's self-concept. Similarly, intrinsic satisfaction with a job and the desire to perform well may develop out of an employee's moral obligation as a personal standard is established (Schwartz & Tessler, 1972). Mood, in the form of affect, a derivative and indication of satisfaction, might affect job performance because

individuals who like their jobs are apt to experience good moods at work (Brief, Butcher, & Roberson, 1995; Staw & Barsade, 1993). It is hypothesized that:

*H8: Job satisfaction positively relates to contextual job performance.*

*H9: Job satisfaction will mediate the relationship between perceived organizational support and turnover intentions.*

*H10: Job satisfaction will mediate the relationship between perceived organizational support and contextual job performance.*

An employee's perceived career mobility is a product of micro-level individual and macro-level structural factors. Employees' confidence in their marketability based on their experience and educational level will be influenced concurrently by the characteristics of the economy (Ng et al., 2007). Available mobility options in the form of economic opportunities in the labor market within the context of organizational misalignment with the employee's desire for career advancement and increased income benefits will reduce the employee's organizational commitment and job satisfaction. Career mobility may indicate that the employee is not fully invested in seeking to attain maximum levels of job performance in their current role. Employees will exhibit withdrawal behaviors if they do not share values or identify with the organization and embrace career development as a personal mandate. This may be indicated by the employee displaying low performance and not achieving the goals of the job role. However, the employee may also recognize that performance can be the best foundation for future career development and success in the labor market (Sonnentag & Frese, 2005). The employee may sense the need to display positive work attitudes and achieve excellent performance rankings to obtain recommendations or references based on their



current job role. Within the context of trying to develop their career (Arthur and Rousseau, 1996), employees will exhibit increased job performance.

An underlying feature of career mobility is the implication of transitioning from one role to another (Forrier et al., 2009). Personal competencies and attitudes influence the likelihood of obtaining and retaining a job. Individuals who display attitudes favoring career mobility would prefer career moves external to their current organization, thus exhibiting turnover intentions. Individuals with a high career mobility index are likely to exit their current organization when executing a career move. Determinants within the perceived career mobility literature include several factors. For example, Yucel and Bektas (2012) found that age had a moderating effect on job satisfaction and organizational commitment outcomes. Demographic variables such as age, sex, education, and job level influence leadership outcomes (Walumbwa et al., 2008) and research on the influence of age showed mixed results based on the employee's tenure at various career stages. Age as an important measure of time is integrated into the work context of employees to the extent that research suggests employees who are older or have relatively long organizational tenure are likely to be emotionally connected to the organization (Riordan et al., 2003). Some researchers have found that as employees advance in age, they are more likely to remain with their organizations. They perceive fewer job alternatives as available to them and do not engage in frequent job searches (Riordan et al., 2003). Younger employees have indicated a greater propensity and social acceptance for changing jobs (Narayanan et al., 2019; Yucel & Bektas, 2012). Perceived career mobility will moderate the relationships of the latent constructs in the model.

*H11: Perceived career mobility moderates the relationship between perceived organizational support and affective organizational commitment such that the relationship between perceived organizational support and organizational commitment is strengthened based on the strength of an employee's perceived career mobility index.*

*H12: Perceived career mobility moderates the relationship between perceived organizational support and job satisfaction such that the relationship between perceived organizational support and job satisfaction is strengthened based on the strength of an employee's perceived career mobility index.*

## **CHAPTER IV. METHODOLOGY**

This chapter provides the methodology for this study. It presents the specifics of the chosen research method, data collection, the population of interest, operationalization of the constructs, and the process to validate all research instruments and protocols observed in the study. This study is a descriptive examination of the relationships between the independent variables of perceived career mobility, perceived organizational support, organizational commitment, job satisfaction, and turnover intentions. Structural equation modeling complements the examination of these latent variables and interrelationships to test the hypotheses.

### **Research Design**

This study used a cross-sectional quantitative research design and gathered data through an online survey questionnaire. Utilizing an online survey limits bias that may tend to disrupt the results, provides greater accuracy, facilitates the participation of respondents regardless of location, and reduces the costs associated with completing the survey (Couper, 2000). The research involved an examination of the relationships among perceived career mobility, perceived organizational support, affective organizational commitment, job satisfaction, contextual job performance, and turnover intentions by analyzing numerical data according to the quantitative research method. The respondents' demographic information was collected after their responses to the research construct questions.

### **Research Model**

This study's research model incorporates six latent variables, 23 observed variables, and a total of 12 hypotheses. All the constructs in the research model are latent

variables and difficult to measure. One approach is to measure them indirectly (Hair, Hult, Ringle, & Sarstedt, 2022) by allowing items and scales to be used as measures of latent variables (Sosik, Kahai, & Piovosio, 2009). All the latent variables in the model are reflective, representing the factor loadings emerging from the latent variables (Sosik et al., 2009). Jarvis, Mackenzie, and Podsakoff (2003) highlight a typical example of a reflective indicator model as one including constructs such as attitudes. The indicators are assumed to be interchangeable, reflect the same underlying construct, and have the same antecedents and consequences (Jarvis et al., 2003). In this model, the indicators are conceptually similar, making the latent variables reflective, and determined by the latent variable (Sosik et al., 2009).

The model consists of both endogenous and exogenous constructs. Endogenous constructs are those that the model explains, that is, they are influenced by the independent or exogenous variables in the model (Hair et al., 2022). They are the response variables of the model and may also influence other variables in the model (Bollen & Noble, 2011). In other words, they are the constructs in the model that the research seeks to explain (Smelser & Baltes, 2001). The exogenous constructs are those in the model that explain other constructs in the model (Hair et al., 2022). They are not influenced by other variables in the model (Kenny, 2011; Smelser & Baltes, 2001) but rather, are explained by variables outside the model (Nadeau, Lewis-Beck & Belanger, 2013). The exogenous variables in this model are perceived organizational support and perceived career mobility, while affective organizational commitment, job satisfaction, turnover intentions, and contextual job performance are the endogenous variables.

## **Structural Equation Modeling (SEM)**

A partial-least square approach to structural equation modeling (PLS-SEM) was used to test the hypotheses. Referred to as a second-generation technique (Hair et al., 2022) PLS-SEM accounts for measurement error and provides a method for the statistical analysis of the interrelationships between observed and latent constructs (Hair, Risher, Sarstedt, & Ringle, 2019). PLS-SEM is increasingly being used in disciplines such as human resource management (Ringle et., 2019), organizational management (Sosik et al., 2009), and strategic management (Hair et al., 2012).

PLS-SEM is appropriate for this study because it is an established method to analyze composite-based path models as reflected in the study's structural model. Structural equation modeling (SEM) is an examination of the relationships between exogenous (independent) and endogenous (dependent) variables, using a collection of statistical techniques (Crossman, 2020; Tabachnick, Fidell, & Ullman, 2019) and has proven a useful analytical framework for examining complex, interrelated, and multidimensional models (Hair et al., 2018; Tomarken & Waller, 2005). The appropriateness of PLS-SEM for this study is supported by the exploratory nature of this research (Yanez-Araque, Hernandez-Perlines, & Moreno-Garcia, 2017), the adoption of scales that have been validated in previous studies (Reinartz, Haenlein, & Henseler, 2009), and the complexity of the model (Hair et al., 2022).

Data analysis was conducted with Smart PLS 3.0 (Ringle, Wende, & Becker, 2015). This study considers factors such as how individuals perceive their organizations'

support, their affective organizational commitment, job satisfaction, contextual job performance, and turnover intentions.

### **Sample Selection and Context**

The unit of analysis in this study is at the individual level. The study population is workers employed in the United States. The participants had to be at least 18 years of age to be eligible for participation in the study, employed for at least six months, indicate the industry within which they were employed, and the time they had been employed. The study was open to individuals of any race, gender, or ethnicity. Random sampling is used to select participants in a quantitative study as it allows for an equal selection of individuals (Ingham-Broomfield, 2014). Non-probability convenience sampling (Davies & Hughes, 2014) was used. Non-probability convenience sampling involves collecting data from participants on a first-come-first-served basis upon meeting specific criteria (Robinson, 2014). Respondents were recruited on Amazon Mechanical Turk (Mturk), which has become increasingly popular for social science research (Antoun, Zhang, Conrad, & Schober, 2015) and gives access to a large population of willing participants for research studies. Researchers have also found that the data collected from Amazon Mturk participants are reliable and comparable to data collected from other convenience samples (Behrend, Sharek, Meade, & Wiebe 2011; Buhrmester, Kwang, & Gosling, 2011).

Evaluation and approval were sought from the institutional review board (IRB) and granted after an expedited review process confirmed that the study presented no more than minimal risk to human subjects and met the required criteria. After IRB approval was received, a pilot study was conducted with 30 adults across various industries. The

participants included male and female participants aged 19–55 years old. The pilot study was used to test the reliability and validity of the instruments, ensuring the clarity of the information presented in the survey. After analyzing the pilot study, the survey was distributed via Amazon Mturk with a link to the Qualtrics survey platform where it was hosted. Data were collected in September 2021 over a two-day period. Respondents' identities were confidential and could only be accessed by the researcher.

The questionnaire used in the study consisted of 79 items on a 5-point Likert scale. All scales in the survey were from previous studies and adapted with minor modifications for this study. Appendix A lists the retained items from the scales used in this study.

A total of 300 employees from various industries participated in the study. Of the 300 completed surveys, 39 participants were removed from the final dataset used in the analysis because of missing information. The final sample used for hypothesis testing was 261 participants, representing 87% of the total responses received. The final sample population is an adequate percentage of the total sample collected. Each participant received \$2.00 as compensation for completing the questionnaire. An informational letter was included in the survey to explain the purpose of the study to participants and their obligations. Appendix B presents a copy of the informational letter included in the survey. A psychological separation was included in the questionnaire between the items measuring the independent variables and those measuring the dependent variables to minimize non-response while addressing potential issues associated with common method variance concerns (Podsakoff, Mackenzie, & Podsakoff, 2012).

## Measures

The survey questionnaire (Appendix A) consisted of seven sections measuring one independent variable, two mediating variables, one moderating variable, two dependent variables, and a final section capturing demographic data, such as age, gender, and organizational tenure, used to measure control items. The survey instruments had already been used in the existing literature.

**Perceived organizational support:** Perceived organizational support was measured with four items following Rhoades and Eisenberger's (2002, p. 699) recommendation, using a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). The high internal reliability of the longer, unidimensional original scale transfers to the shorter version used in this study. Valuation of employees' contributions and care for employees' well-being, both elements of perceived organizational commitment, are represented in this questionnaire (Rhoades & Eisenberger, 2002). Sample items included "The organization values my contribution to its wellbeing" and "The organization really cares about my well-being." The Cronbach's alpha for this measure is 0.826.

**Perceived career mobility:** Perceived career mobility was measured with six items from a modified adapted scale Joao & Coetzee (2012) designed with items to assess intraorganizational as well as interorganizational constructs for their work on perceived career mobility, job retention, and organizational commitment in the financial sector in South Africa. Sample items included "There are many good jobs available for me within my industry" and "I have the opportunity to move easily between organizations." A 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree) was used to gather feedback. The Cronbach's alpha for this measure is 0.845.



**Perceived affective organizational commitment:** Perceived affective organizational commitment was measured with three items from a modified shortened version of Allen and Meyer's (1990) work, revised by Meyer, Allen, and Smith (1993). The scale used in this survey was a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). Sample items included, "I would be very happy to spend the rest of my career in the organization" and "This organization has a great deal of personal meaning for me." The Cronbach's alpha for this measure is 0.786.

**Job satisfaction:** Job satisfaction was measured with four items from the Minnesota Satisfaction Questionnaire's 20-item short-form version (1977), using a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). Sample items included: "I like my pay and the amount of work I do" and "I get a feeling of accomplishment from the job." The Cronbach's alpha for this measure is 0.795.

**Turnover intentions:** Turnover intentions were measured with three items from Roodt's (2004) turnover intention scale, modified and validated by Bothma and Roodt (2013), and using a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). Sample items included, "I often consider leaving my job" and "If offered, I am likely to accept another job at the same compensation level." The Cronbach's alpha for this measure is 0.765.

**Contextual job performance:** Contextual job performance was measured with four items from the individual work performance questionnaire (IWPQ) developed and validated by Koopmans et al. (2016), using a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree). The 18-item individual work performance questionnaire consists of the dimensions task performance (5 items), contextual performance (8 items),

and counterproductive work behavior (5 items). The cross-cultural adapted American English version of the questionnaire, which produced positive results for internal reliability and content validity, was used in the study. The development of the individual work performance questionnaire for research purposes is to measure individual work performance in a general population (Koopmans, 2015). Sample items included, “I took on extra responsibilities” and “I continually sought new challenges in my work.” The Cronbach’s alpha for this measure is 0.705.

**Control variables:** The survey included items to capture the participants’ demographic characteristics. The demographic information collected included the participants’ gender, age, education level, current industry, organizational tenure, role tenure, job classification, annual income, and work location. The demographic data, gender, and organizational tenure were the control variables used in this study (see Appendix A for the complete list of the retained measures).

## CHAPTER V. DATA ANALYSIS AND RESULTS

In this chapter, I will provide details of the data analysis. I will report the means, standard deviations, skewness, and kurtosis of the data. I will then report the demographic data describing the sample. The measurement model will be analyzed, describing the separate scales' subfactors, internal consistency reliability, convergent validity, and discriminant validity. The full structural model will be presented with the model assessment and the consequence level of the paths within the model describing the results of the hypotheses. Statistical Package for the Social Sciences (SPSS V. 27) software was used to review the data. Smart PLS V.3 PLS-SEM (Ringle et al., 2015) was used for the measurement model, the structural model analysis of the data, and to test the hypotheses.

### **Means, Standard Deviations, Skewness, and Kurtosis**

The overview of the data was conducted with SPSS V. 27 software. Each variable's minimum, maximum, mean, standard deviation, kurtosis, and skewness was calculated, as reported in Table 1.

For the reported dataset, the means ranged from a high of 6.89 (industry level) to a low of 1.33 (gender). The highest value for industry level was 14, which corresponded to the health industry. Gender was coded with a value of 1 for male respondents and 2 for female respondents.

The symmetry of the data was evaluated by determining the skewness values. A symmetric distribution (Guthrie, 2020; Myers, Well, Lorch, & Well, 2010) is represented by a value of 0. The normality of the data was assessed by the kurtosis values, reflecting the distribution peaks (Myers et al., 2010). Skewness values below an absolute value of 3

are generally accepted, as are kurtosis values below an absolute value of 10 (Guthrie, 2020).

The highest skewness value is 1.01, for age, and the highest kurtosis value is 1.48, for gender. Both values for each variable for the data set are accepted based on the general rule. Normality and symmetry are assumed.

**Table 1: Means, Standard Deviation, Skewness, and Kurtosis**

Construct	Item	Min	Max	Mean	Standard Deviation	Kurtosis	Skewness
Demographics of Respondents	GENDER	1	2	1.33	0.47	-1.48	0.73
	AGE	1	7	3.24	1.45	0.35	1.01
	EDUCATION	1	5	3.06	0.89	0.77	-0.99
	INDUSTRY	1	14	6.89	3.71	-1.22	0.09
Perceived Organizational Support	ORG_TENURE	1	5	3.17	1.13	-0.97	0.29
	POS_1	1	5	3.81	0.97	0.87	-0.99
	POS_4	1	5	3.75	1.05	0.10	-0.79
	POS_6	1	5	3.74	1.08	0.01	-0.79
Perceived Career Mobility	POS_8	1	5	3.87	0.97	0.32	-0.81
	PCM_1	1	5	3.82	0.97	0.70	-0.90
	PCM_2	1	5	3.64	1.13	-0.41	-0.58
	PCM_3	1	5	3.64	1.10	-0.35	-0.63
	PCM_4	1	5	3.60	1.18	-0.51	-0.64
Affective Organizational Commitment	PCM_6	1	5	3.67	1.08	-0.14	-0.65
	PCM_9	1	5	3.71	1.06	-0.26	-0.67
	ORGCMT_1	1	5	3.69	1.12	0.31	-0.94
	ORGCMT_2	1	5	3.65	1.17	-0.10	-0.79
Job Satisfaction	ORGCMT_5	1	5	3.61	1.14	-0.27	-0.70
	JSS_12	1	5	3.82	1.03	0.32	-0.87
	JSS_17	1	5	3.87	1.02	0.55	-0.93
	JSS_19	1	5	3.79	1.05	-0.14	-0.71
Turnover Intentions	JSS_20	1	5	3.91	0.98	0.74	-0.94
	TIS_1	1	5	3.28	1.34	-1.07	-0.43
	TIS_3	1	5	3.51	1.14	-0.63	-0.44
Contextual Job Performance	TIS_5	1	5	3.40	1.21	-0.81	-0.40
	JP_10	1	5	3.96	0.90	0.92	-0.96
	JP_11	1	5	3.79	1.03	-0.13	-0.65
	JP_12	1	5	3.83	0.96	0.31	-0.82
	JP_13	1	5	3.85	1.08	0.09	-0.83

## Data Demographics

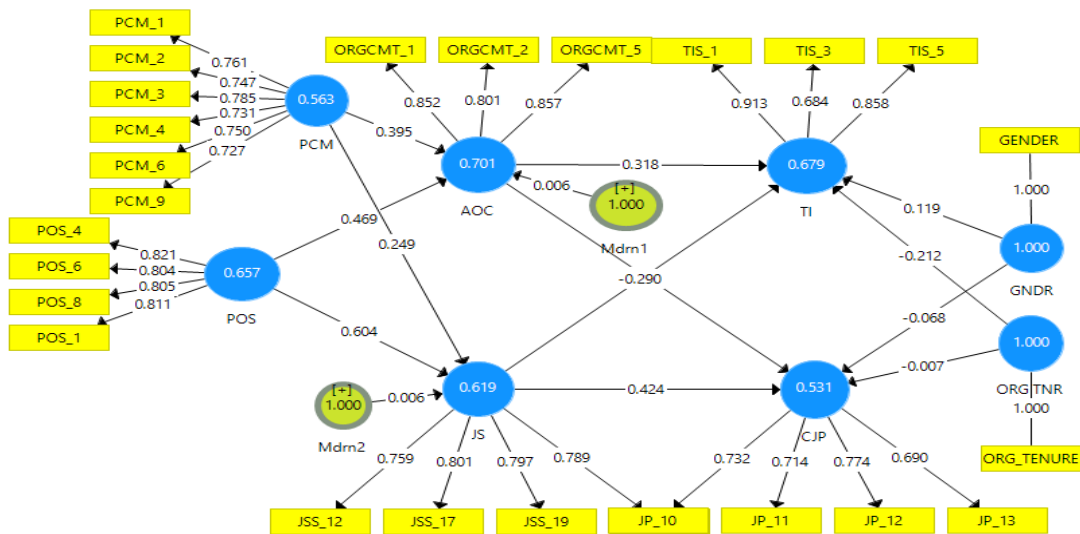
The sample consisted of 261 respondents. Of these, 33% (86 respondents) were female compared to 67% (175) male. The majority of the respondents were aged 25–30 years old (37.9%), followed by those 31–35 years old (25.7%), 36–40 years old (15.3%), 41–50 years old (10.3%), 56 years old and older (5.0%), 51–55 years old (3.4%) and 19–24 years old (2.3%). The organizational tenure of the respondents showed 31.8% of them at 4–5 years of tenure, followed by 30.3% at 2–3 years, 18.0% over 7 years, 16.9% at 6–7 years, and 3.1% at 0–1 year. Of the 175 male respondents, 31.4% (55) had tenures of 4–5 years, 29.1% (51) had tenures of 2–3 years, 18.3% (32) had tenures of 6–7 years, 17.1% (30) had tenures of over 7 years, and 4.0% (7) had tenures of 0–1 year. Of the 86 female participants, 32.6% (28) had tenures of 2–3 years, 32.6% (28) had tenures of 4–5 years, 19.8% (17) had tenures of over 7 years, 14.0% (12) had tenures of 6–7 years, and 1.2% (1) had a tenure of 0–1 year. The educational level showed that 55.6% of respondents had a 4-year degree, followed by 29.5% with master's degrees, 11.1% high school graduates, 3.1% with associate's degrees, and 0.8% with doctoral degrees. The demographics of the respondents are listed in Table 2.

**Table 2: Demographics of the Sample (n=261)**

Variable	Variable Value	Frequency	Percent
Gender	Female	86	33%
	Male	175	67%
Age	19–24	6	2.3%
	25–30	99	37.9%
	31–35	67	25.7%
	36–40	40	15.3%
	41–50	27	10.3%
	51–55	9	3.4%
	56 and older	13	5.0%
Organizational Tenure	0–1 year	8	3.1%
	2–3 years	79	30.3%
	4–5 years	83	31.8%
	6–7 years	44	16.9%
	Over 7 years	47	18.0%
Educational Level	High school graduate	29	11.1%
	Associate degree	8	3.1%
	Bachelor’s degree	145	55.6%
	Master’s degree	77	29.5%
	Doctoral degree	2	0.8%
Industry	Extraction of raw materials/Farming/Fishing	2	0.8%
	Manufacturing	57	21.8%
	Utilities—electricity, gas	3	1.1%
	Construction	21	8.0%
	Retail	19	7.3%
	Financial services	35	13.4%
	Communication	8	3.1%
	Hospitality and leisure	8	3.1%
	Real estate	2	0.8%
	Information technology	69	26.4%
	Education	16	6.1%
	Public sector	3	1.1%
	Research and development	7	2.7%
	Health	11	4.2%

## Measurement Model

All items met the requirements for normal distribution assumptions via skewness and kurtosis, as discussed earlier. I used Smart PLS 3.0.M3 to evaluate the model. The measurement model was tested for internal consistency reliability, convergent validity, and discriminant validity before the structural model was tested. To evaluate a reflective measurement model, first, the outer (indicator) loadings are examined (Hair et al., 2017). Indicator loadings above 0.708 indicate that the construct offers acceptable item reliability and are recommended. In this study, as Hulland (1999) suggested, subfactor loadings above 0.50 were accepted. The subfactors that least explained the latent constructs and did not meet the threshold were removed to improve the model fit. The path model representing the final results is displayed in Figure 2. Primarily, associations were found among perceived organizational support, perceived career mobility, affective organizational commitment, job satisfaction, turnover intentions, and contextual job performance.



**Figure 2. The Final Path Model**

## **Reliability**

The measurement model's inner consistency was analyzed with Cronbach's alpha and composite reliability (Jöreskog, 1971). Cronbach's alpha produces lower values than composite reliability and should be above 0.60 according to Hair et al. (2010). Higher levels of reliability are generally indicated by higher values of composite reliability. Reliability values between 0.70 and 0.90 are considered "satisfactory to good" (Hair et al., 2017). The factor loadings, Cronbach's alphas, and composite reliabilities meet the required thresholds, suggesting sufficient levels of indicator reliability (Hair et al., 2017). These values are displayed in Table 3.

## **Internal Consistency Reliability**

PLS-SEM also uses the "rho\_A" coefficient to verify construct values in PLS. Reliability coefficient scores of 0.6 or higher for constructs are adequate to meet the threshold (Bagozzi & Yi, 1988, p. 80) and serve as a good representation of a construct's consistency reliability (Hair et al., 2022). "Rho\_A" values above 0.70 and below 0.95 (Hair et al., 2017) are a good indication of reliability and should range between the lower bound of the Cronbach's alpha and the higher bound of composite reliability. The "rho\_A" of the constructs for perceived organizational support (POS), affective organizational commitment (AOC), job satisfaction (JS), contextual job performance (CJP), turnover intentions (TI), and perceived career mobility (PCM) are 0.826, 0.787, 0.798, 0.708, 0.812, and 0.847 respectively. Table 3 provides a list of the reliability and validity values.



**Table 3: Validity and Reliability**

Latent Variable	Indicators	Convergent Validity			Internal Consistency Reliability			Discriminant Validity
		Factor Loadings	Indicator Reliability	AVE	Cronbach's Alpha	Rho_A	Composite Reliability	HTMT confidence does not include 1
		> 0.70	> 0.50	> 0.50	0.60–0.90		0.60–0.90	
Perceived Organizational Support	POS_1	0.811	0.658	0.657	0.826	0.826	0.884	Yes
	POS_4	0.821	0.674					
	POS_6	0.804	0.646					
	POS_8	0.805	0.648					
Perceived Affective Organizational Commitment	ORGCMT_1	0.852	0.726	0.701	0.786	0.787	0.875	Yes
	ORGCMT_2	0.801	0.642					
	ORGCMT_5	0.857	0.734					
Job Satisfaction	JSS_12	0.759	0.576	0.619	0.795	0.798	0.867	Yes
	JSS_17	0.801	0.642					
	JSS_19	0.797	0.635					
	JSS_20	0.789	0.623					
Contextual Job Performance	JP_10	0.732	0.536	0.531	0.705	0.708	0.819	Yes
	JP_11	0.714	0.510					
	JP_12	0.770	0.593					
	JP_13	0.690	0.476					
Turnover Intentions	TIS_1	0.913	0.834	0.679	0.765	0.812	0.862	Yes
	TIS_3	0.684	0.468					
	TIS_5	0.858	0.736					
Perceived Career Mobility	PCM_1	0.761	0.579	0.563	0.845	0.847	0.885	Yes
	PCM_2	0.747	0.558					
	PCM_3	0.785	0.616					
	PCM_4	0.731	0.534					
	PCM_6	0.750	0.563					
	PCM_9	0.727	0.529					

### **Convergent Validity**

The convergent validity of each construct is the extent to which the construct converges to explain the variance of its items. The average variance extracted (AVE) is the metric used to evaluate a construct's convergent validity. The AVE is calculated by squaring the loading of each indicator on the constructs and then computing the mean value. An AVE is acceptable and indicates that the construct explains at least 50 percent of the variance items if the value is 0.50 or greater. All AVE values, as displayed in Table 3, range from 0.531 to 0.701, exceeding the threshold value of 0.50 (Hair et al., 2017) and confirming convergent validity.

### **Discriminant Validity**

The discriminant validity is the extent to which a latent variable is distinct from other latent variables in the structural model. To assess the discriminant validity of a reflective model in SEM, the heterotrait–monotrait (HTMT) ratio of the correlations is used. Bootstrapping, with an upper bound of the 95 percent confidence interval, is applied to test whether the HTMT value is statistically significantly different from 1.00 (Henseler, Ringle, & Sarstedt, 2015; Ringle et al., 2020). For all the constructs in this study, the HTMT confidence interval does not include 1.00, confirming discriminant validity.

The distinctiveness of the construct is traditionally measured by the Fornell–Larcker criterion (1981) as well, which compares each construct's AVE to the squared inter-construct correlation (Hair et al., 2017) of itself and all other reflectively measured constructs in the model. The AVEs should be larger than the shared variance of all constructs in the model. Calculating the square roots of the AVEs of the first-order

constructs produced values exceeding the correlations between each construct and the others. As a second approach to confirm discriminant validity, the results of the Fornell–Larcker criterion are displayed in Table 4.

**Table 4: Fornell–Larcker criterion**

	Affective Organizational Commitment	Contextual Job Performance	Job Satisfaction	Perceived Career Mobility	Perceived Organizational Support	Turnover Intentions
<b>Affective Organizational Commitment</b>	<i>0.837</i>					
<b>Contextual Job Performance</b>	0.622	<i>0.728</i>				
<b>Job satisfaction</b>	0.704	0.657	<i>0.787</i>			
<b>Perceived Career Mobility</b>	0.702	0.656	0.644	<i>0.75</i>		
<b>Perceived Organizational Support</b>	0.726	0.633	0.763	0.661	<i>0.81</i>	
<b>Turnover Intentions</b>	0.074	0.065	0.107	0.183	0.02	<i>0.824</i>

*Note: The square root of the AVE is shown in italics on the diagonal. Correlations are below the diagonal.*

### **Structural Model**

To evaluate the structural model in SmartPLS (Ringle et al., 2015), a bootstrapping sampling technique of 10,000 subsamples (Aguirre-Urreta & Ronkko, 2018; Streukens & Leroi-Werelds, 2016) was used after testing the model for validity and reliability. A two-tailed test was used in the bootstrapping procedure. The significance of the path coefficients (betas) is determined when the *t*-values exceed 1.96, using a significance level of 5% ( $p < 0.05$ ). The assessment of the path coefficients is included in the structural model analysis as indicated by the power of the relations among the R-square value, independent variables, and dependent variables. The examination of the

size and significance of the path coefficients (Hair et al., 2019) enables the testing of the hypothesized relationships among the constructs in the structural model. In the path SEM, I tested whether perceived organizational support influenced affective organizational commitment and job satisfaction. I further tested whether affective organizational commitment and job satisfaction mediated the relationship between perceived organizational support and turnover intentions and that between perceived organizational support and contextual job performance. I also used moderation analysis to test whether perceived career mobility had a moderating influence on the relationship between perceived organizational support and affective commitment and the relationship between perceived organizational support and job satisfaction.

### **Multicollinearity**

The structural model contains six constructs, of which two are exogenous (perceived organizational support and perceived career mobility). To assess the multicollinearity of the exogenous constructs, variance inflation factor (VIF) measures are used in SmartPLS (Ringle et al., 2015). Hair et al. (2020) and Garson et al. (2016) reiterate the common rule of thumb that multicollinearity may exist when the variance inflation factor (VIF) coefficient is higher than 4.0 and may be problematic. The lower the VIF, the lower the chances of correlation among the exogenous variables. A maximum VIF of 5.0 was established by Ringle et al. (2015) and tolerance values greater than 0.2 are considered acceptable. In this model, all VIF values are below the conservative threshold established by Hair et al. (2010). The values are between 1.3 and 2.045, indicating that multicollinearity is not an issue among the independent variables. The tolerance values are greater than 0.2, indicating that there are no issues with

multicollinearity. SmartPLS gives the VIF coefficients for structural models (Ringle et al., 2015) as “inner VIF values,” which are shown in Table 5.

**Table 5: Inner VIF Values**

	AOC	CJP	JS	POS	TI
AOC		2.045			2.045
CJP					
JS		2.005			2.005
PCM	1.789		1.789		
POS	2.045		2.045		
TI					

*Note: AOC = affective organizational commitment, CJP = contextual job performance, JS = job satisfaction, PCM = perceived career mobility, POS = perceived organizational support, and TI = turnover intentions.*

### Path Coefficients and Significance

The bootstrapping process in SmartPLS (Ringle et al., 2015) was conducted on the model. The significance of the paths was evaluated by examining their *t*-statistics results. A *t*-value greater than 1.96 indicates that the path coefficient (betas) is significant. An evaluation of the structural model showed that all *t*-values are greater than 1.96 as shown in Table 6. All *t*-values are greater than 1.96 for the outer model, as shown in Table 7. This confirms that the results are significant as displayed in Figure 3.

**Table 6: *t*-Statistics of the Inner Model**

	Beta	<i>t</i> -Values ( O/STDEV )	<i>p</i> -Values
POS -> AOC	0.469	6.205	< 0.001
POS -> JS	0.604	8.437	< 0.001
AOC -> TI	0.321	4.003	< 0.001
AOC -> CJP	0.328	3.742	< 0.001
JS -> TI	-0.285	3.424	< 0.001
JS -> CJP	0.426	4.792	< 0.001

*Note: AOC = affective organizational commitment, CJP = contextual job performance, JS = job satisfaction, PCM = perceived career mobility, POS = perceived organizational support, and TI = turnover intentions.*

**Table 7: *t*-Statistics of the Outer Model**

<b>Outer Path</b>	<b>Beta</b>	<b><i>t</i>-Values ( O/STDEV )</b>	<b><i>p</i>-Values</b>
POS_1	0.811	33.323	< 0.001
POS_4	0.821	27.839	< 0.001
POS_6	0.804	26.283	< 0.001
POS_8	0.805	30.276	< 0.001
AOC_1	0.849	39.160	< 0.001
AOC_2	0.804	30.426	< 0.001
AOC_5	0.858	36.666	< 0.001
JSS_12	0.756	19.228	< 0.001
JSS_17	0.800	27.747	< 0.001
JSS_19	0.798	34.095	< 0.001
JSS_20	0.792	27.273	< 0.001
TIS_1	0.899	29.675	< 0.001
TIS_3	0.694	9.500	< 0.001
TIS_5	0.866	24.894	< 0.001
JP_10	0.736	17.556	< 0.001
JP_11	0.714	15.195	< 0.001
JP_12	0.775	20.806	< 0.001
JP_13	0.686	14.667	< 0.001
PCM_1	0.760	25.321	< 0.001
PCM_2	0.747	20.888	< 0.001
PCM_3	0.785	29.090	< 0.001
PCM_4	0.731	20.945	< 0.001
PCM_6	0.750	22.169	< 0.001
PCM_9	0.727	23.675	< 0.001

**Assessment of Fit**

In PLS path modeling, goodness-of-fit (GoF) has been proposed as “an operational solution” (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005, p. 173) to the need for a global fit statistics measure. GoF ( $0 < \text{GoF} < 1$ ) is defined as the geometric mean of the average  $R^2$  for endogenous constructs and their average communalities (AVEs). Henseler and Sarstedt (2013) noted that higher GoF scores reflect a better explanation of a model’s dataset (Garson, 2016). The GoF value calculated for this model was 0.534 (Table 8).

GoF =  $\sqrt{\text{average } R^2 * \text{average communality}} = \sqrt{0.457 * 0.625} = 0.534$  (Tenenhaus et al., 2005).

**Table 8: Goodness-of-fit**

<b>Factors</b>	<b>R<sup>2</sup></b>	<b>AVE</b>
Affective Organizational Commitment	0.614	0.701
Contextual Job Performance	0.487	0.531
Job Satisfaction	0.617	0.619
Perceived Career Mobility		0.563
Perceived Organizational Support		0.657
Turnover Intentions	0.112	0.679
<b>Average</b>	<b>0.457</b>	<b>0.625</b>
GoF = $\sqrt{\text{average } R^2 * \text{average communality}/\text{AVE}} = \sqrt{0.457 * 0.625} = \mathbf{0.534}$ (Tenenhaus et al., 2005).		

PLS-SEM analysis confirms the measurement model's CCA hypotheses by applying reliability, convergent validity, and discriminant validity metrics (Hair et al., 2016, 2018). SmartPLS produces the standard root mean square residual (SRMR) as a measure of fit, defined as the root mean square discrepancy between the observed and the model-implied correlations (Hair et al., 2022). A value less than 0.08 is considered a good fit (Hu & Bentler, 1998). The fit summary of this research model produced an SRMR of 0.065, which is below the 0.08 threshold (Hu & Bentler, 1999).

The extent to which the model explains and predicts endogenous constructs and their indicators is further assessed by the goodness of the model fit in PLS-SEM (Hair et al., 2019; Sarstedt et al., 2014). The coefficient of determination ( $R^2$ ) is the most

commonly used measure to evaluate the structural model's explanatory power (Hair et al., 2022). This is the amount of variance in the endogenous construct explained by all the exogenous constructs linked to it, indicated by the coefficient. The strength of each structural path, described by the  $R^2$  value for the dependent variable, indicates the explanatory power of the model (Shmueli & Koppius, 2011), also referred to as the in-sample predictive power of the model (Rigdon, 2012).  $R^2$  values should be equal to or greater than 0.1 (Falk & Miller, 1992). Table 9 displays the coefficient of determination ( $R^2$ ) values for the endogenous constructs in the model. All exceed the 0.1 threshold, indicating the model's explanatory or predictive power (Hair et al., 2018).

**Table 9: Coefficient of Determination ( $R^2$ ) and Predictive Relevance ( $Q^2$ ) Results**

Latent Variables	$R^2$	$Q^2 (=1-SSE/SSO)$
Affective Organizational Commitment	0.614	0.421
Contextual Job Performance	0.487	0.245
Job Satisfaction	0.617	0.371
Turnover Intentions	0.112	0.063

### Model's ( $f^2$ ) Effect Size

The effect size ( $f^2$ ) of the structural model gives an estimation of each independent construct's predictive ability. The strength of the association between the latent variables (the  $f^2$  effect size) is evaluated based on the extent to which the  $R^2$  value quantifies the relationships in the model (Hair et al., 2022). SmartPLS provides the calculations for this evaluation by comparing the  $R^2$  with the predictor in the model against the  $R^2$  without the predictor in the model. The omitted construct is assessed as a meaningful predictor of the dependent construct based on the difference in the two  $R^2$  values (Hair, et al., 2017). Cohen (1988) indicates that  $f^2$  values are ranked as small,



medium, or large, with values of 0.02–0.15 considered small, 0.15–0.35 considered medium, and 0.35 and above considered large. The effect size the exogenous latent variable of PCM has on the AOC endogenous latent variable is 0.225, denoting a medium effect size, while its value of 0.090 on the JS endogenous variable indicates a small to medium effect. The effect size the exogenous latent variable POS has on the AOC endogenous latent variable reveals a value of 0.279, denoting a medium effect size, while its value of 0.466 on the JS endogenous variable indicates a large effect. These values and their effect sizes are displayed in Table 10.

**Table 10: Model’s ( $f^2$ ) Effect Size Results**

Variables	$f^2$	Effect Size
PCM -> AOC	0.225	Medium
PCM -> JS	0.090	Small
POS -> AOC	0.279	Medium
POS -> JS	0.466	Large

*Note: AOC = affective organizational commitment, JS = job satisfaction, PCM = perceived career mobility, and POS = perceived organizational support.*

### **Predictive Relevance: The Stone–Geisser ( $Q^2$ ) Values**

The Stone–Geisser predictive relevance value ( $Q^2$ ) is a suitable assessment of a model’s predictive power (Geisser, 1974; Stone, 1974).  $Q^2$  values greater than zero are indicative of predictive relevance (Hair, Howard & Nitzi, 2020).  $Q^2$  values below zero indicate a lack of predictive relevance; medium and large predictive relevance are indicated by values of 0.25 and 0.50, respectively. The Stone–Geisser ( $Q^2$ ) value is determined in SmartPLS through the blindfolding procedure and shown in the construct cross-validated redundancy output. The model’s predictive relevance is confirmed by the  $Q^2$  values illustrated in Table 9, all of which are greater than zero.

## Results

The results of the SEM were examined to analyze the hypothesized relationships in the model while controlling for gender and organization tenure. The full structural model is summarized in Figure 3 with the SEM results. The complete hypothesized results are illustrated in Table 11.

**Table 11: Hypotheses and Results**

Hypotheses	Path	Beta/Path Coefficient	t-Values ((O/STDEV))	p-Values	Result
H1: Perceived organizational support positively relates to employees' affective organizational commitment	POS -> AOC	0.469	6.205	<b>0.000</b>	<b>Supported</b>
H2: Perceived organizational support positively relates to employee job satisfaction	POS -> JS	0.604	8.437	<b>0.000</b>	<b>Supported</b>
H3: Affective organizational commitment negatively relates to employees' turnover intentions	AOC -> TI	0.321	4.003	<b>0.000</b>	Not Supported
H4: Affective organizational commitment positively relates to employees' contextual job performance	AOC -> CJP	0.328	3.742	<b>0.000</b>	<b>Supported</b>
H5: Affective organizational commitment will mediate the relationship between perceived organizational support and turnover intentions	POS -> AOC -> TI	0.151	3.319	<b>0.001</b>	<b>Supported</b>
H6: Affective organizational commitment will mediate the relationship between perceived organizational support and contextual job performance	POS -> AOC -> CJP	0.154	3.119	<b>0.002</b>	<b>Supported</b>
H7: Job satisfaction negatively relates to turnover intentions	JS -> TI	-0.285	3.424	<b>0.001</b>	<b>Supported</b>
H8: Job satisfaction positively relates to contextual job performance	JS -> CJP	0.426	4.792	<b>0.000</b>	<b>Supported</b>
H9: Job satisfaction will mediate the relationship between perceived organizational support and turnover intentions	POS -> JS -> TI	-0.172	3.126	<b>0.002</b>	<b>Supported</b>
H10: Job satisfaction will mediate the relationship between perceived organizational support and contextual job performance	POS -> JS -> CJP	0.257	4.027	<b>0.000</b>	<b>Supported</b>
H11: Perceived career mobility moderates the relationship between perceived organizational support and affective organizational commitment	Mdrn1 -> POS -> AOC	0.002	0.209	<b>0.834</b>	Not Supported
H12: Perceived career mobility moderates the relationship between perceived organizational support and job satisfaction	Mdrn2 -> POS -> JSP	0.003	0.161	<b>0.872</b>	Not Supported

*Note: AOC = affective organizational commitment, CJP = contextual job performance, JS = job satisfaction, PCM = perceived career mobility, POS = perceived organizational support, and TI = turnover intentions.*

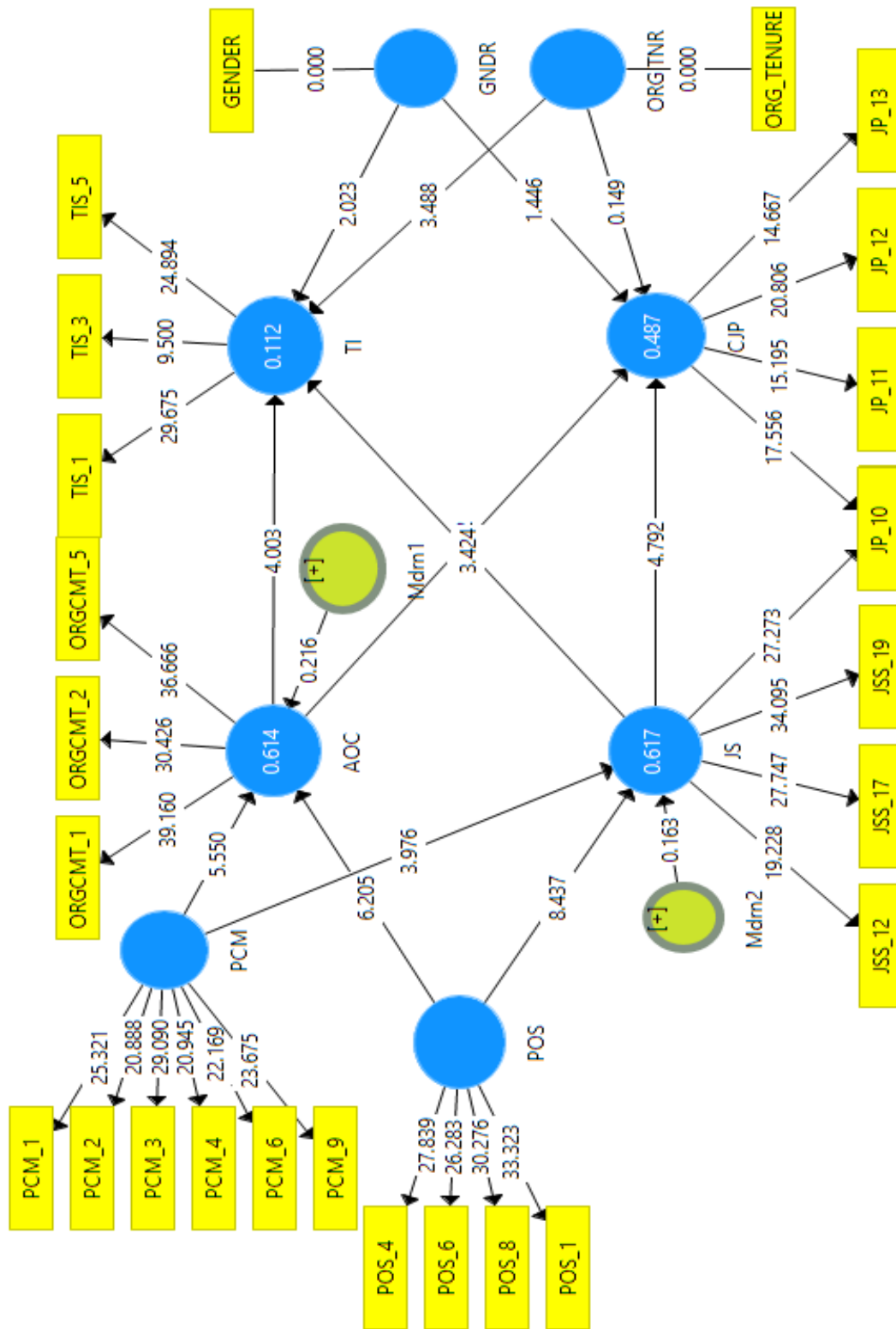


Figure 3: Summarized Structural Model

Hypothesis 1 stipulated that perceived organizational support would positively relate to employees' affective organizational commitment. The results show that the relationship between perceived organizational support and affective organizational commitment was supported and significant, with the original sample  $\beta = 0.469$ ,  $t = 6.205$ , and  $p < 0.001$ , indicating that employees' affective organizational commitment is influenced directly by perceived organizational support. Hypothesis 1 is thus supported.

Hypothesis 2 stipulated that perceived organizational support would positively relate to employees' job satisfaction. The results show that the relationship between perceived organizational support and job satisfaction was supported and significant, with the original sample  $\beta = 0.604$ ,  $t = 8.437$ , and  $p < 0.001$ , indicating that employees' job satisfaction commitment is influenced directly by perceived organizational support. Thus, Hypothesis 2 was supported.

Hypothesis 3 stipulated that affective organizational commitment would negatively relate to employees' turnover intentions. The results show that the relationship between affective organizational commitment and turnover intentions is significant, with the original sample  $\beta = 0.328$ ,  $t = 4.003$ , and  $p < 0.001$ , indicating that affective organizational commitment relates positively to turnover intentions. Thus, Hypothesis 3 was not supported.

Hypothesis 4 stipulated that affective organizational commitment would positively relate to employees' contextual job performance. The results show that the relationship between affective organizational commitment and contextual job performance was supported and significant with the original sample  $\beta = 0.328$ ,  $t = 3.742$ ,

and  $p < 0.001$ , indicating that employees' contextual job performance is influenced directly by affective organizational commitment. Therefore, Hypothesis 4 was supported.

Hypothesis 7 stipulated that job satisfaction would negatively relate to turnover intentions. The results show that the relationship between job satisfaction and turnover intentions was supported and significant with the original sample  $\beta = -0.285$ ,  $t = 3.424$ , and  $p < 0.001$ , indicating that employees' turnover intentions have a negative relationship with job satisfaction and supporting Hypothesis 7.

Hypothesis 8 stipulated that job satisfaction positively relates to contextual job performance. The results show that the relationship between job satisfaction and contextual job performance was supported and significant with the original sample  $\beta = 0.426$ ,  $t = 4.792$ , and  $p < 0.001$ , indicating that employees' contextual job performance is influenced directly by job satisfaction and supporting Hypothesis 8.

### **Mediation Results**

Mediation analysis was performed to assess the mediating role of job satisfaction and affective organizational commitment. Hypothesis 5 stipulated that affective organizational commitment would mediate the relationship between perceived organizational support and turnover intentions. The results show that the direct effect of perceived organizational support on turnover intentions was negative and insignificant ( $\beta = -0.021$ ,  $t = 0.409$ , and  $p = 0.683$ ). The indirect effect of perceived organizational support on turnover intentions through affective organization commitment (AOC) was significant ( $\beta = 0.151$ ,  $t = 3.319$ , and  $p < .001$ ). Thus, Hypothesis 5 was supported.

Hypothesis 6 stipulated that affective organizational commitment would mediate the relationship between perceived organizational support and contextual job performance. The results show that the direct effect of perceived organizational support on contextual job performance was significant ( $\beta = 0.411$ ,  $t = 7.945$ , and  $p < 0.001$ ). The indirect effect of perceived organizational support on contextual job performance through affective organizational commitment was significant ( $\beta = 0.154$ ,  $t = 3.119$ , and  $p = .002$ ). This affirms that the relationship between perceived organizational support and contextual job performance is partially mediated by affective organizational commitment. The product of the direct and indirect effects ( $0.411 * 0.154 = 0.063$ ) further substantiated the type of partial mediation. The direct and indirect effects are both positive and affective organizational commitment complementarily mediates the relationship between perceived organizational support and contextual job performance, supporting Hypothesis 6.

Hypothesis 9 stipulated that job satisfaction would mediate the relationship between perceived organizational support and turnover intentions. The results show that the direct effect of perceived organizational support on turnover intentions was negative and insignificant ( $\beta = -0.021$ ,  $t = 0.409$ , and  $p = 0.683$ ). The indirect effect of perceived organizational support on turnover intentions through job satisfaction was significant ( $\beta = -0.172$ ,  $t = 3.126$ , and  $p = 0.002$ ). This shows that the relationship between perceived organizational support and turnover intentions is indirect-only and mediated by job satisfaction, supporting Hypothesis 9.

Hypothesis 10 stipulated that job satisfaction would mediate the relationship between perceived organizational support and contextual job performance. The results

show that the direct effect of perceived organizational support on contextual job performance was significant ( $\beta = 0.411$ ,  $t = 7.945$ , and  $p < 0.001$ ). The indirect effect of perceived organizational support on contextual job performance through job satisfaction was significant ( $\beta = 0.257$ ,  $t = 4.027$ , and  $p < .001$ ). This shows that the relationship between perceived organizational support and contextual job performance is partially mediated by job satisfaction. The product of the direct and indirect effects ( $0.411 * 0.257 = 0.106$ ) further substantiated the type of partial mediation. The direct and indirect effects are both positive and job satisfaction complementarily mediates the relationship between perceived organizational support and contextual job performance, supporting Hypothesis 10.

### **Moderating effects**

Hypothesis 11 stipulated that perceived career mobility would moderate the relationship between perceived organizational support and affective organizational commitment. The results show that the original sample  $\beta = 0.002$ ,  $t = 0.209$ , and  $p = 0.834$ , indicating an insignificant moderating role of perceived career mobility on the relationship between perceived organizational support and affective organizational commitment. Thus, Hypothesis 11 was not supported.

Hypothesis 12 stipulated that perceived career mobility would moderate the relationship between perceived organizational support and job satisfaction. The results show that the original sample  $\beta = 0.003$ ,  $t = 0.161$ , and  $p = 0.872$ , indicating an insignificant moderating role of perceived career mobility on the relationship between perceived organizational support and job satisfaction. Thus, Hypothesis 12 was not supported.

## CHAPTER VI. DISCUSSION AND CONCLUSION

In this chapter, I will summarize my findings with a discussion of the results, theoretical and managerial implications, limitations of the study, and future research opportunities.

### **Discussion of Results**

This study was intended to examine the influence of perceived organizational support, moderated by perceived career mobility and mediated by job satisfaction, and organizational commitment on job performance and turnover intentions. Perceived organizational support was hypothesized to result in lower turnover intentions and increased job performance. The influence of an individual's perceived career mobility on these relationships was also examined. Table 11 provides an overview of the findings.

An evaluation of the structural model results provided an understanding of the influence different factors exert on the relationships presented in the model. The first hypothesis proposed that perceived organizational support would have a positive influence on an individual's affective organizational commitment. This hypothesis was supported and is consistent with the findings in the literature (e.g., Karatepe & Uludag, 2007; Walumbwa et al., 2019). An employee's belief that the organization cares about and values their contributions encourages the employee to be more committed to the organization's goals and objectives. This further confirms the principle underlying social exchange theory, that the relationship between the individual and the organization will be enhanced by the employee's positive associations with the organization (Armstrong-Stassen, 1998; Maan et al., 2020). Perceived organizational support was also found to positively relate to employees' job satisfaction, confirming Hypothesis 2. This support



aligns with previous research (e.g., Maan et al., 2020) and a previous longitudinal survey (Armstrong-Stassen, 1998) indicating that employees who perceive high levels of organizational support show high levels of job satisfaction.

Hypothesis 3 proposed that an employee's turnover intentions would be reduced if they had high affective organizational commitment. This hypothesis was not supported; despite displaying high levels of affective organizational commitment, an employee may still choose to leave their organization in the presence of other powerful influences, such as better economic benefits elsewhere (Solinger et al., 2008). Employees may continue to think about leaving an organization even when exhibiting a strong emotional commitment to their jobs (Hartmann & Bambacas, 2000) as this may reflect equity and expectancy considerations. The influence of affective organizational commitment on contextual job performance was found to be positive, confirming Hypothesis 4. Both results support the position Porter et al. (1974) and Wiener and Vardi (1980) take, that organizational commitment, representing employee attitudes towards the organization, impacts organization-oriented outcomes such as turnover. Specific attitudes, such as job satisfaction, are closely associated with task-oriented outcomes, such as job performance, confirming Hypothesis 8, that job satisfaction positively relates to contextual job performance. The learned disposition to respond, defined as attitudes by Fishbein and Ajzen (1975), underlies the causal effect of job satisfaction on job performance. As job satisfaction reflects an employee's favorable attitude, satisfied employees tend to engage in behaviors producing positive outcomes that benefit the organization through higher contextual job performance and lower turnover intentions.

The mediation analyses reveal that affective organizational commitment fully mediates the relationship between perceived organizational support and turnover intentions while partially mediating the relationship between perceived organizational support and contextual job performance. An employee's emotional attachment (affective organizational commitment), enhanced as a result of their developed psychological capital (Walumbwa et al., 2010), positively relates to their job performance. Job satisfaction also fully mediates the relationship between perceived organizational support and turnover intentions while partially mediating the relationship between perceived organizational support and contextual job performance. Notably, job satisfaction had a greater mediating effect on the POS–CJP relationship than AOC did and supports the idea that affective commitment and performance are not strongly related (Mowday et al., 1982; Mowday et al., 1979). Employees exhibiting high perceived organizational support tend to similarly display high levels of job satisfaction, potentially because they trust and believe that their employers support their efforts to achieve optimal performance (Maan et al., 2020). Furthermore, the employees exhibiting a positive relationship between perceived organizational support and job satisfaction, embody a heightened sense of loyalty and devotion to ensuring the organization's optimal performance as a result of the employees' contextual job performance. The mediating effect of job satisfaction on the relationship between perceived organizational support and contextual job performance displays positive outcomes, such as better performance as a result of rewards from the organization and the employee reciprocating, as social exchange theory predicts. This aligns with the findings of a meta-analysis conducted by Rhoades and Eisenberger (2002) that reveals that organizations experience the benefit of employees' extra-role

performance if they sense elevated levels of organizational support (Maan et al., 2020). The finding that satisfied employees are more productive should weigh more heavily than employees' affective organizational commitment, which refers to their emotional attachment and feelings of belonging related to personal characteristics and alignment with the organization's structure, including role clarity and supervision (Hartmann & Bambacas, 2000).

This study also proposed that an individual's perceived career mobility would affect the relationships within the model to the extent that the outcomes would reflect the influence of an employee's perception on their behavior. Perceived career mobility within the context of this study refers to Cheramie, Sturman, and Walsh (2007) and Mao's (2004) interpretation, where individuals influenced to seek higher levels of career success, higher levels of income, and career advancement will be motivated to transition across organizations. The potential economic opportunities favorable external market conditions offer may indicate positive outcomes for employees if their attributes meet the requirements of a robust job market (Forrier et al., 2009; Ng, Sorensen, Eby, & Feldman, 2007). The model proposed that perceived career mobility would moderate the relationship between perceived organizational support and affective organizational commitment and that between perceived organizational support and job satisfaction. The insignificant path coefficients for both moderation hypotheses may be attributed to the complexity of the proposed model in addition to the high correlation of the exogenous constructs (the moderator and independent variable). We were unable to draw valid conclusions as we found insignificant paths for both hypotheses.

## **Theoretical Implications**

In this study, a model was proposed to assess the role of career mobility as a moderator of the influence of perceived organizational support on turnover intentions and contextual job performance mediated by affective organizational commitment and job satisfaction. These queries were framed within the context of social exchange theory (Homans, 1958; Gouldner, 1960), assuming perceived organizational support would be a key predictor of organizational commitment and its derivatives (Currie & Dollery, 2006; Eisenberger, Huntington, & Hutchinson, 1986;), while controlling for respondents' gender and organization tenure. Social exchange theory is accepted as featuring in interactions that elicit obligations (Emerson, 1976). The interdependence of the interactions highlights the behavior of the actors within the relationships (Blau, 1964). The reciprocity of interdependence is central to the social exchange as it signals cooperation between the participants (Molm, 2003).

Many studies have investigated various iterations of the relationships explored within this study; for example, perceived organizational support and organizational commitment, perceived organizational support and turnover intentions, organizational commitment and job satisfaction, and job satisfaction and job performance (Bienkowska & Tworek, 2020; Judge et al., 2001; Locke, 1970; Shore & Martin, 1989). The retained factors on the perceived organizational support scale align with the literature highlighting the importance employees place on the recognition employers give to their efforts. The value placed on this support demonstrated in the literature suggests that a strong social exchange relationship tends to be heightened when it involves individuals with a high exchange ideology (Eisenberger et al., 1986). In analyzing these results, this study

indicates implications beyond the theories guiding the research by incorporating the resource-based view of a firm's organizational resources that offer potential competitive advantages. The potential to develop human talent and the firm's resources that produce exceptional internal contextual performance capabilities offer a human capital advantage (Wright, Dunford & Snell, 2001) that then characterizes the organization.

The findings strengthen our understanding of the relationships between perceived organizational support, perceived career mobility, affective organizational commitment, job satisfaction, turnover intentions, and contextual job performance. The results suggest that as employees' perception of organizational support increases, their turnover intentions decrease as evaluated by their relationships with the organization in terms of affective organizational commitment and job satisfaction, implying that some psychological processes may influence these relationships. Affective organizational commitment and job satisfaction both partially mediate the relationship between perceived organizational support and job performance, suggesting that employees' emotional attachment to the organization can manifest in positive contextual job performance outcomes. This confirms the existing literature on high-quality service performance resulting from a service climate that is influenced by leader behavior (e.g., Walumbwa et al., 2010) within the foundations of social exchange theory (Gouldner, 1960; Homans, 1958). Specifically, respondents weighted their responses to the item "I would be very happy to spend the rest of my career in the organization" heavily on the affective organizational commitment scale. Job satisfaction as a complementary mediator for the relationship between perceived organizational support and contextual job performance was weighted heavier than affective organizational commitment and

research subjects' responses to "I get praise for doing a good job" on the job satisfaction scale depend on feedback provided through recognition, reputation enhancement, and praise. This may represent psychological well-being relating to contextual performance as an extension of job satisfaction (Wright & Cropanzano, 2000).

Finally, this study proposed perceived career mobility as a potential moderating influence on the relationship between perceived organizational support and affective organizational commitment, as well as the relationship between perceived organizational support and job satisfaction. Although we failed to detect significant interaction effects, the correlations observed within the results may help to explain some elements of employee behavior within the organizational employee exchange relationship context. This is an important area for future research exploration.

### **Managerial Implications**

Turnover and job performance are two important aspects of organizational behavior where the influencing factors represent major areas of interest to organizational managers. The extremes of both outcomes can be beneficial or detrimental to the organization. Organizations need talented, reliable, and committed employees. These findings suggest that maintaining employee-beneficial programs and organizational practices integral to the retention of employees while also supporting contextual job performance are extremely important. In an economy where organizations face elevated and unprecedented employee turnover levels, it is difficult to overstate the importance of proactive policies to counteract what is being referred to as the "great resignation." Organizations have spent much of the last two years navigating staff shortages within a global pandemic, searching for answers, and attempting to craft solutions to mitigate

future potential staffing challenges. They are being faced with employees reassessing their work lifestyles as they seek satisfaction in their jobs and fulfillment in their careers. Furthermore, the most recognizable organizational challenge related to commitment is high turnover and the financial implications of advertising a role, recruiting, orienting, and training new employees (Mercurio, 2015).

Organizations will continue to experience an evolving relationship with their employees as technology, work attitudes, expectations, societal norms, and lifestyles maintain fluid trajectories. In addition, organizations are now facing increased pressure to meet employees' expectations as they adjust their career goals and personal standards. The significant, strong positive relationship between perceived organizational support and affective organizational commitment and between perceived organizational support and job satisfaction highlights the value employees place on factors such as recognition of their contributions and their general well-being. The perception that the organization cares about them increases the affection an employee develops for the organization and hence increases their commitment, reducing their turnover intentions and increasing their level of job performance. Employee recognition programs show appreciation for employee efforts. When organizational leadership supports and even drives such initiatives, they endear themselves to individuals within the organization. This is a signal of good leadership to employees as it suggests that the leaders of the organization care for them. Organizations should strive to ensure the implementation of recognition programs to enhance employees' organization-based self-esteem. Recognition and award programs influence employees' feelings of being valued and appreciated by the organization will help to increase their affection and emotional attachment to the organization. The

relationships between the organization and employee are based on economic exchanges in that the employee satisfies the requirements of the employment contract and is compensated based on that contractual agreement. Rewards and recognition transcend the basic exchange expected from the organization, contributing to higher perceived organizational support, which then leads to increased emotional attachment that influences employees to reciprocate with optimal contextual job performance results characterized by additional job role activities.

The implementation of policies that support employees' training and development feature strongly within the principles of human capital theory and benefit both the individual and the organization. Investment in employee development provides the organization with more competent individuals who can contribute to improved efficiency, higher productivity, and the potential for optimal job performance outcomes. An employee displaying high performance outcomes who is emotionally committed to the organization is likely to invest themselves in behaviors beyond their task roles that are beneficial to the organization. For example, an employee will feel more affection for the organization with an increased perception of the organization's support of their development. Furthermore, an employee trained to do their job well and cross-trained to support other job functions increases the versatility of the organization's workforce. An employee who is competent in their job functions will increase organizational productivity. This supports the resource-based view of the firm, as expressed by Barney (1991), that occupational competencies can facilitate a competitive advantage by improving employees' job performance. Lado and Wilson (1994) suggested that human resource practices that invest in the human capital of a firm are potential sources of



competitive advantages. Similarly, employees who are cross-trained to support other functions within the organization may see opportunities for career advancement within the organization. Providing clear opportunities for advancement further signals to employees that the organization is interested in their growth and committed to a long-term psychological contract and collaboration.

Within the current environment, having committed and satisfied employees who perceive organizational support may provide organizations with a human capital strategy to navigate strong external demands for employees. Organizations should act on employee feedback to indicate that they take it seriously. Younger generations of employees are reluctant to accept the conditions previous generations facilitated with employers. Managers should advocate for employees to be provided with health care coverage for their families, family leave, and child-care support; benefits that tend to improve employee well-being. To support this, organizations would do well to revamp employees' individual scorecards (Kaplan & Norton, 1992) with revised personnel development targets that are aligned with revised organizational goals and supported by incentives, earnings growth, benefits, work flexibility options, and better work-life balance to increase employees' quality of life. This study confirms the prevailing notion that psychological well-being is an operationalization of happiness (Wright & Cropanzano, 2000), and that employees who are happy with their organizations have a strong affective commitment, supporting higher performance and commitment.

### **Study Limitations and Future Research**

This study's limitations should be considered when the results are interpreted. The study was organized as a cross-sectional quantitative research design, where the data are

observed from the study population at a single point. The outcomes observed within the study may not necessarily establish causal relationships (Wang & Cheng, 2020). Future research could include observational studies over a longer period.

The second limitation is the collection of data from research subjects on Amazon Mturk. The employees who participated in the study are from various industries, which may confound the validity of the results. Future research should consider participants from specific organizations and specific industries, which may provide further contextual qualities to control for. A third limitation is the use of a non-probability convenience sampling method, which involves the collection of data from respondents who meet the criteria established on a first-come-first-served basis. This reduces the generalizability of the results. Future research could use more rigorous sampling and a more sophisticated model.

The final limitation in the study is common source bias, as the data collected were used for the exogenous and endogenous variables (Park, 2020). This limitation could be addressed in future research by measuring perceptions using self-reporting scales, as in this study, as well as supervisory reports on job performance. The variables within the study, however, are based on respondents' perceptions (George & Pandey, 2017) which curtail the risk of bias.

## **Conclusion**

This study sought to examine employees' turnover intentions and job performance based on their perception of organizational support through the indirect factors of affective organizational commitment and job satisfaction. Perceived career mobility was

proposed as a potential moderating factor. The analysis revealed that the independent variables that directly or indirectly affected turnover intentions negatively and positively relate to job performance. Consistent with Eisenberger et al.'s (2001) conclusions, perceived organizational support has a direct, negative influence on turnover intentions that is reduced by the complementary or partial mediating effect of affective organizational commitment. To an extent, this implies that an employee will reciprocate organizational support with a strong affective commitment until they decide that benefits such as salary, work-life balance, or career advancement opportunities are not being maximized. This highlights the continued and increased importance of pecuniary benefits to employees, especially in an environment where employees are exercising leverage in their negotiations, such as the current environment.

Employees, encouraged by their new bargaining power, are choosing to forego and quit jobs where they perceive poor working conditions, insufficient pay for their worth, and or a lack of non-pecuniary benefits they consider critical to their health and well-being. For example, organizations that do not adjust to meet employees' demands for flexible work options, such as working from home on certain days and paid leave to recalibrate for mental health, are finding employee retention challenging. Prior research has revealed that employees who are satisfied with their work environment and have a positive perception of their organizations engage in higher job performance outputs (Shore & Martin, 1989; Lyubomirsky, King, & Diener, 2005; Seppälä & Cameron, 2015; Leitão, Pereira, & Gonçalves, 2019). Perceived organizational support and satisfaction encouraged by employee-ownership and retirement plans have proven immensely

successful where these plans have been implemented and this study's findings can be used as support for organizations to consider their value for employee longevity.

Finally, human capital theory argues that organizations will see the benefits of investing in their employees as the practice allows them to strategize around employees for competitive advantage based on the culture and competencies they have developed. These core competencies, resources, and attributes become valuable, rare, and inimitable over time as they are organized around the organization's strategic modus operandi for success. Likewise, employees invest in themselves as they see the value of their skills, competence, and qualifications to their social and economic elevation. Employees are leveraging these personal qualities to have organizations meet them at the negotiating table. My intent in undertaking this research was to explore and describe how and if organizational behavior can be better understood in an environment of numerous ongoing global changes, interconnected global markets and economies, rapid technological advancement, and greater dependence on human resources for organizations to execute successful strategies. I hope this research will invigorate and heighten interest in once again examining concepts that can be successfully applied within the organizational context. Research shows that when individuals receive supportive resources from their organizations, they will develop organizational commitment and trust and, thus, the possibility of turnover behavior will be reduced while job performance will increase.

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## APPENDIX A

### QUESTIONNAIRE ITEMS

This appendix lists all the retained items of the questionnaires presented to the respondents who participated in the research.

#### **Scale Questionnaire to Measure Perceived Organizational Support**

Table A1 shows the retained items measuring the employee's perceived support being provided by the organization scale developed by Rhoades and Eisenberger (2002). The original questionnaire presented to the respondents consisted of eight items measured using a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

#### **Table A1**

##### *Perceived Organizational Support Scale*

Item #	Question
1 (1)	The organization values my contribution to its wellbeing.
2 (4)	The organization really cares about my wellbeing
3 (6)	The organization cares about my general satisfaction at work
4 (8)	The organization takes pride in my accomplishments at work.

*Note.* In brackets the item assigned number in the original perceived organizational support scale developed by Rhoades and Eisenberger (2002).

## Scale Questionnaire to Measure Perceived Career Mobility

Table A2 shows the retained items measuring the employee's perceived career mobility intraorganizational and interorganizational scale developed by Joao and Coetzee, (2012). The original questionnaire presented to the respondents consisted of 12 items measured by a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

**Table A2**

### *Perceived Career Mobility Scale*

Item #	Question
1 (1)	There are many good jobs available for me within my industry
2 (3)	I have the opportunity to move easily between organizations.
3 (4)	I have the opportunity to move easily between jobs within the organizations.
4 (5)	I have the opportunity to move easily between occupations.
5 (7)	I believe I have a good chance of obtaining a higher-level job at another organization.
6 (10)	Employees within the organization are always informed of job vacancies available in this organization

*Note.* In brackets the item assigned number in the original perceived career mobility scale developed by Joao and Coetzee, (2012).

## Scale Questionnaire to Measure Affective Organizational Commitment

Table A3 shows the retained items measuring the employee's perceived affective organizational commitment on the scale developed by Allen and Meyer (1990) and revised by Meyer, Allen, and Smith (1993). The original questionnaire presented to the

respondents consisted of five items measured by a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

**Table A3**

*Affective Organizational Commitment Scale*

Item #	Question
1 (1)	I would be very happy to spend the rest of my career in this organization
2 (2)	I really feel as if this organization's problems are my own
3 (5)	This organization has a great deal of personal meaning for me

*Note* In brackets the item assigned number in the organizational commitment scale revised by Meyer, Allen, and Smith (1993).

**Scale Questionnaire to Measure Job Satisfaction**

Table A4 shows the retained items measuring the employee's job satisfaction with the Minnesota Satisfaction Questionnaire developed by – Weiss, Dawis, England, and Lofquist, (1967). The original questionnaire presented to the respondents consisted of 20 items measured by a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

**Table A4**

*Minnesota Satisfaction Questionnaire Scale*

Item #	Question
1 (12)	I like the way company policies are put into practice
2 (17)	I like the working conditions
3 (19)	I get praise for doing a good job
4 (20)	I get a feeling of accomplishment from the job

*Note* In brackets the item assigned number in the Minnesota Satisfaction Questionnaire developed by Weiss, Dawis, England, and Lofquist, (1967).

## Scale Questionnaire to Measure Turnover Intention

Table A5 shows the retained items measuring the employee's turnover intention with the turnover intention scale developed by Roodt (2004), modified, and validated by Bothma and Roodt (2013). The original questionnaire presented to the respondents consisted of six items measured by a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

**Table A5**

### *Turnover Intention Scale*

Item #	Question
1 (1)	I often consider leaving my job
2 (3)	I am frustrated when not given the opportunity at work to achieve personal work-related goals.
3 (5)	If offered, I am likely to accept another job at the same compensation level.

*Note* In brackets the item assigned number in Turnover Intention Scale developed by Roodt (2004), modified, and validated by Bothma and Roodt (2013).

## Scale Questionnaire to Measure Contextual Job Performance

Table A6 shows the retained items measuring the employee's contextual job performance with the cross-cultural adapted American-English version of the Individual Work Performance Questionnaire (IWPQ) developed and validated by Koopmans et al., (2016). The original questionnaire presented to the respondents consisted of eight contextual job performance items measured by a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

**Table A6**

*Contextual Job Performance Scale*

Item #	Question
1 (10)	I came up with creative solutions for new problems.
2 (11)	I took on extra responsibilities.
3 (12)	I continually sought challenges in my work.
4 (13)	I actively participated in meetings and/or consultations.

*Note* In brackets the item assigned number in the Individual Work Performance Questionnaire (IWPQ) developed and validated by Koopmans et al., (2016).

## APPENDIX B

### Mturk Requester Informational Letter

#### Invitation to Participate in a Research

You are invited you to participate in a study examining the relationship between job performance, organizational commitment, career mobility and employee turnover intentions based on your knowledge and experience of working in your organization.

We are looking for Adults between the ages of 18 – 74 years old, who are willing to share their opinions. The survey will take less than (20) minutes to complete.

We know that you care how information about you is used and shared, by accessing this survey using the Amazon Mechanical Turk (“Mturk”) platform your privacy is protected pursuant to the Amazon Privacy Notice which you may visit and review in detail at [Amazon Privacy Notice](#).

For participating in this survey, you will receive payment directly through the Mturk platform.

We greatly appreciate your willingness to partake in this research.

Sincerely,

Everod Davis

FIU Co-Investigator/Author

DBA Candidate at Florida International University

**Make sure to leave this window open as you complete the survey.** When you are finished, you will return to this page to paste the code into the box.

**Template note for Requesters** - To verify that Workers actually complete your survey, require each Worker to enter a **unique** survey completion code to your HIT. Consult with your survey service provider on how to generate this code at the end of your survey.

Survey link: [https://fiu.qualtrics.com/jfe/form/SV\\_5j280b2LCw0FKQe](https://fiu.qualtrics.com/jfe/form/SV_5j280b2LCw0FKQe)

## VITA

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