



Does Trust Mediate Job Satisfaction Factor and Intention Factor to Keep on among the IT Employees?

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ABSTRACT

"Intention to stay with the organization befalls when a person's work nature, responsibilities, environment and the benefits are in line with his/her expectations. This sense of balance might be a product of several influences like Job satisfaction, trust among the coworkers, respectable performance of the organization and much more." Though he is bestowed with various amenities and welfare measure, low scores on these factors can induce the employees to leave the organization. Understanding the factors which impacts the intention of the employees to in the organization is vital because it will improve the productivity of the organization as the whole. The project aims at measuring loyalty of the IT and ITES employees. This study was undertaken to identify the factors influencing intention of Employees to remain in the organization. Descriptive research design is used for this project. Primary data was collected through Questionnaire. The statistical tools used were Regression, Correlation, Chi-Square and ANOVA. The variables were grouped into factors namely Job Satisfaction, Organization Performance and Trust among colleagues. The current study resulted that Trust partially mediates linking the relationship of Job Satisfaction and Intention to keep on. Few suggestions were drawn and presented to the companies to improve the Intention of Employees to stay.

Keywords: Job Satisfaction; Organizational Performance; Trust; Intention to Stay; Mediation

JEL Classifications: M1, L2, L8

1. INTRODUCTION

Over the past few decades it's been repeatedly proved that any satisfied employee show a strong dedication and loyalty towards the organization. An environment where there is Trust which enhances free flow of communication, performance and strategies which creates brand value for an organization. Still the HR researchers are validating the relationships between the HR practices and organizational performance which paved the way for the current research of exploring the relationship of Trust with that of employees job satisfaction, Performance and their purpose to stay. Meyer and Allen (1991) proposed the concept of "employees organization commitment represents the emotional and affectionate feel towards their work commitment," which is closely related to job satisfaction and

intention to keep on. The research by Colquitt et al. (2007), it was found that mediating factor is trust in the organization linking job satisfaction and various outcomes, including intention to stay. When employees trust their organization, they are more fulfillments on their jobs and intend to stay. Dirks and Ferrin (2002) also highlighted the importance of trust in fostering organizational commitment, which, in turn, influences employees' purposes to remain with the organization. Scant researchers only have premeditated the brunt of trust on the Job Satisfaction, Organizational performance and Intention to keep on. Gilson et al. (2015) emphasize the role of trust in virtual teams. Trust becomes crucial in remote work settings as it facilitates effective communication, collaboration, and coordination among team members. In India, Amidst the Covid'19 pandemic IT and ITES industry is steadily making

profits by adjusting their employees to work from home and flexible timings. This also creates the trust about their present organizations among the employees which in turn enhances the outcomes of this study like job satisfaction and intent to keep on with the organization. As India is known for its IT infrastructure and human resources capital for the world this study has marked its significance.

This research article investigates the effect of trust when act as a mediating factor what is the relationship it gives among the job satisfaction and intention to keep on among IT employees in India, particularly in light of the COVID-19 pandemic. Through empirical analysis, we aim to provide insights into the mechanisms through which trust influences employee attitudes and behaviors, thereby informing organizational practices aimed at enhancing employee satisfaction and retention in the dynamic IT landscape of India.

This research advances the understanding of employee retention by examining the under explored Indian IT/ITES sector in the post-COVID hybrid work era, where trust-building dynamics have shifted. It uniquely integrates the theories of Organizational Support, Social Exchange, and Social Identity to explain how trust mediates the link between job satisfaction and intention to keep on. Using PLS-SEM with bootstrapped mediation analysis, the study also incorporates perceived organizational performance as a parallel predictor, creating a multi-path retention model. The findings not only extend theory but also provide actionable guidance for IT managers on fostering job satisfaction, building trust particularly in virtual teams and enhancing organizational performance to reduce attrition.

2. THEORY AND HYPOTHESIS DEVELOPMENT

Social Exchange Theory suggests that individuals develop positive attitudes and intentions towards organizations when they perceive favorable outcomes from their efforts and contributions. Job satisfaction, as a result of this exchange, is expected to be assuredly deals among employees' intentions to continue in the organization (Cropanzano & Mitchell, 2005; Blader 2009). Social Identity Theory suggested that the social group membership can support people on their development of increase in their self-concepts and to create their identity (Tajfel & Turner, 2004). Organizational Support Theory posits understanding of the employees about the supports by the organization and appreciation influence their job satisfaction levels. Similarly, the value of the employees supported in the organization it will increase the satisfactory level of their job, which, in turn, can enhance organizational performance. Employees who recognize that the organization values their contributions and cares about an employee well-being are more likely to experience higher levels of job satisfaction and commitment (Eisenberger et al., 1986; Eisenberger et al., 2002). This theory suggests organizational support influence employees' trust in the organization and their intentions to stay.

According to Social Exchange Theory, individuals develop trust in organizations when they perceive favorable outcomes and support in exchange for their contributions. Job satisfaction, as an indicator of positive experiences and rewards, is likely to foster trust among employees. Additionally, Social Identity Theory suggests that job satisfaction can contribute the integration and identification with the firm, further enhancing trust (Ashforth and Mael, 1989). Trust in the organization serves as a mechanism through which employees align their identities with organizational goals and objectives, fostering a sense of belonging and commitment (Ashforth and Mael, 1989) and (Bhattacharya, 2025). According to Social Exchange Theory, individuals develop trust in organizations when they perceive favorable outcomes and support in exchange for their contributions. Job satisfaction, as an indicator of positive experiences and rewards, is likely to foster trust among employees. Additionally, Social Identity Theory suggests that job satisfaction can contribute to a sense of belonging and identification with the organization, further enhancing trust (Ashforth and Mael, 1989). Trust in the organization serves as a mechanism through which employees align their identities with organizational goals and objectives, fostering a sense of belonging and commitment (Ashforth and Mael, 1989).

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The following hypotheses are grounded in well-established theories and empirical evidence from the organizational behavior literature, providing a solid theoretical foundation for the research hypotheses.

2.1. Job Satisfaction- Hypothesis 1

Job satisfaction (JS) is having a significant relationship with intention to stay.

According to Glisson and Durick (1988), "Job satisfaction (JS) means the acceptance level of the employees, approach of the job, and personal feel of their job like the association with colleagues, recognition, acknowledgment, & working environment" (Chang and Chang, 2008; Jain et al., 2007; Kim et al., 2005; Newstrom, 2007). Responsibility is the link and the power of sensation of a worker in the company (Watchman et al., 1974; Solinger et al., 2008). Purpose to stick with the organization states to a worker's possibility of continuing an employed association (Cotton and Tuttle, 1986). Then again, Tett and Meyer (1993), stated to plan to remain as cognizant and intentional assurance to continue in the association. Much research has analyzed the influence of satisfaction on workers' responsibility and intention to stay with

the organization. Earlier researchers discussed that satisfactory of job and the organization responsibility is the more grounded interpreter of workers to continue in the organisation (Markovits et al., 2007; Mowday et al., 1984; Porter et al., 1974). Tett and Meyer (1993) examine the contending concept to distinguish the commitments of satisfactory in the job and responsibility on continue in the organization relate with the research of Hom and Griffeth's (1991) turnover model which explains the responsibility in the organization and the satisfactory level of workers are constant. Tett and Meyer identified that satisfactory level in the organization was one of the strong predictor of worker's intent to stay in comparing to organizational responsibility. Job satisfaction is having a positive significant correlation with worker's intention to continue in the organisation (Reshma, J., Velmurugan, G. 2024; Aydogdu and Asikgil, 2011; Lee et al., 2000; Mueller et al., 1994). In this way, satisfaction in the job had been interconnected among the employees considering of leave the association (Holtom et al., 2008; Mowday et al., 1984). Price and Mueller (1994) confirms the improvement in the satisfactory level in the job and their responsibility in the organization to perform well again for the organization (Perryer et al., 2010). Various other researchers had additionally discovered that better level of employee job satisfaction would additionally improve the feeling to keep on in the organization (Appellabum et al., 2000; Jiang et al., 2012; Mudor and Tooksoon, 2011; Van De Voorde et al., 2012). Kotzé and Roodt (2005) and Riggio (2012) identified that the high correlation among the higher satisfactory in the job and the employees (Getahun et al., 2008; Lambert, 2004; Malhorta and Mukerjee, 2004; Saari and Judge, 2004). Different investigations have given acknowledgment that job satisfaction formatively affects worker commitment to stay in the association (Clugston, 2000; Jernigan et al., 2002; Lok and Crawford, 2001; Mahanta, 2012; Alves et al., 2025). Different investigations have given acknowledgment that job satisfaction formatively affects worker commitment to keep on in the association (Clugston, 2000; Jernigan et al., 2002; Lok and Crawford, 2001; Mahanta, 2012). Consistent with these studies, we propose the following hypothesis:

2.2. Trust-Hypothesis 2

Job satisfaction is having a significant relationship with the organizational performance.

The working environment has a feel of trust supports on open communication, increase the performance of the company and development of the organization to improve its systems. Lebow and Simon (1997) reveals that management members must be honest and substantial belief in training, clarity and trust. As per Ellis and Shockley-Zalabak (2001), Faith is a basic concept of others about their work, colleagues, dependency and capabilities. A question between the trust or mistrust of an individual may give belief on others activities. The trust in the work environment may help the individual to understand, observe and perform their work. The theories about the organization confirm the trust must be there in all the levels of organization. It create the shape and culture for the interaction between administration and employees. As per the opinion of employees, trust is the main criteria to communicate with the management which will give the

positive work area (Gilbert and Tang, 1998). The belief of the top management of organization is the management team members must ensure to create the reliable trust model in the work space. When the trust of the work area is lost, the cooperation and the brainstorm cultivate the general exhaust (Adams, 2004). In contrast, the individual development may increase when they were not able to trust others and themselves said Haskins, 1996. Employee perception of organizational trust is imperative since employee opinions are normally based on assumptions and can develop and change over time (Gioia et al., 2000). Employees make their perceptions about the working atmosphere dependent on their practices, cooperation, and commitment with their co-workers including the stakeholders like client or representatives (Caldwell and Clapham, 2003). Kramer (1999) and Streams (2007) and Hacker et al., (2019) said the importance and sense of increasing the trust inside the organization can be made through the changes within the organization. The positivity towards works and commitment of an employee may relay on the trust within the organization. Dirks (2000) confirms the trust building inside the organization increases the productivity and growth of an employees. The main aim of building the organization trust is to increase the cooperation within the peer group, sustainable growth, to crease the motivation towards their work and to improve the organization growth. The trust can be created by using the methodology of adding the company objectives which can accompanies their objectives. The retention rate of the employees may increase because of trust and it may increase the responsibility and the dedication of the employees towards their goal within the firm. Organizational trust is a conclusive element of an employee outline of organizational trust and the decision to stay with an organization. Based on it we propose the following hypothesis:

2.3. Organizational Performance–Hypothesis 3

Job Satisfaction is said to have a significant relationship with Trust.

To know the opinion about the organization performance by the employees' public and private association is difficult task (Vigoda-Gadot and Kapun, 2005). Delaney and Huselid, (1996) and Hidayatullah, (2023), research talks about the real organization performance is the opinion of workers about the overall organization level performance.

It is an important idea that permits research workers captivate the connect among perspectives and its performance (Perry-Smith and Blum, 2000). Hinkin and Tracey (2000) noticed that in any event, the work which is not required high level of abilities, a maintenance methodology may create positive influence on the employees engagement, production and at last profit, particularly, for positions that include interaction with clients.

At the point when a critical portion of employees just stays temporarily with an organization, that is a pointer towards hidden problems that should be investigated and addressed by determining the most sufficient measures. Accordingly, managers have executed HR methodologies may indirectly reduce the avoidable businesses (Fulmer et al., 2003; Hom et al., 2008; Kacmar et al., 2006; Michaels et al., 2001). It was identified that when there is more

worker turnover it may decrease the organization performance (Glebbeck and Bax, 2004; Huselid, 1995; Phillips, 1996; Zumrah et al., 2022). While strategic human resource researchers are as yet investigating the fundamental methods between HR practices and organizational performance (Collins and Clark, 2003; Boxall, P., & Dyer, L. (2004), mostly include voluntary as a primary part of the equation (Shaw et al., 2005; Ulrich and Smallwood, 2005). To make it in an unusual way, the subject of voluntary Intention to stay is a crucial bridge among macro strategies and micro behaviour in organizations (Mrayyan, 2008). Intention to leave the organization would start in employees' mind when workers feel that the association they works for it doesn't satisfy their requirements or on the off chance that they are not satisfied with their firm from the expectation what they had in their mind. Allen et al. (2003) built up a model examining backgrounds of POS and its job in predicting Intention to stay. Hence, we propose the following hypothesis:

2.4. Intention to Stay Hypothesis 4

Organizational Performance is expected to have a significant relationship with Intention to Stay.

Intent to stay is the opinion of the "projected probability of sustained with participation in the firm" (Price and Mueller, 1981). As Investigated by Mian (2008), the choice for employees to continue in the firm may rely upon challenging work, whether they gain support at work and personal growth. Tett, R. P., & Meyer, J. P. (1993) proposed that intention to stay is the positive angle comparing with the intention to leave. He also recommended that intention to stay is the thing that causes employees to be willing and work in the organization. Research has shown that intent to stay and its opposite "intent to quit" are valuable forecasters of continuation and turnover (Vandenberg and Barnes, 1999; Wells, Roberts, and Medlin, 2002; Zhang, Y., 2024) although projecting capacity differs across studies. Researches use business purpose as a significant of actual turnover (Lambert, Hogan, and Barton, 2001) or as a result all by itself (Lum, Kervin, Clark, Reid, and Sirola, 1998; Feldman, Sapienza, and Kane, 1990). The purpose is an emotional precursor for the real conduct (Ajzen and Fishbein, 1980), people's intention to stay or quit, perform or not to play out a social act can be the basic determinant of activity. Intention to stay is something contrary to turnover intention (Kim, Value, Mueller and Watson, 1996) are adversely connected, (Steers and Mowday, 1981). Employee turnover prevents the organization's work arriving at its objectives, benefit of the association and damaging the association in general. (Huang et al., 2016). Intention to stay is characterized as workers' expectation to remain in the current business relationship with their present employer on a long-term basis.

2.5. Hypothesis 5: Trust Mediates the Relationship between Job Satisfaction and Intention to Stay

Social exchange theory suggests that trust develops when individuals perceive fairness, support, and positive outcomes in their interactions with the organization. Job satisfaction serves as a key determinant of trust, as pleased employees are likely to trust the organization and its leadership. Organizational Support Theory further supports this mediation, highlighting the role

of organizational support in fostering trust among employees (Eisenberger et al., 1986; Cropanzano and Mitchell, 2005).

3. RESEARCH METHODOLOGY

3.1. Sample and Study Setting

For current research we have distributed 300 questionnaires to the IT and ITES employees in India. The confidentiality of the information provided by the respondents was guaranteed. Convenience sampling was applied to identify the respondents to be a part of the study. All the respondents were administered with a self-reported questionnaire to identify and affirm the relationship among the hypothesized constructs. All of them were provided with enough time to respond so as to avoid any bias or missing data in the response which resulted in 232 samples.

3.2. Measures

A five-item scale was used to measure Intention to Stay which was validated by Mrayyan (2008). Job Satisfaction was measured with the help of three items taken from Back et al. (2011) and Stanton et al. (2002) Intent to stay is the opinion of the "projected probability. Organizational performance was measured using the scale by Ironson et al. (1989). Trust was measured with the help of seven item scale borrowed from Mayer and Davis (1999).

4. DATA ANALYSIS

The conceptualized model was tested using the PLS SEM technique using Smart PLS. The inner and outer model was tested for its reliability, validity and path estimations respectively. The results were in consistent with the recommendations by Hair et al (2010 & 2021) and only those which satisfy this criteria alone were used for the further analyses. All the descriptive results of the items used in the survey instrument is given in the Table 1. Mediation analysis was also done to find the mediating effect of Trust on the relationship between job satisfaction and intention to stay.

4.1. Descriptive Statistics

A confirmatory factor analysis (CFA) was done to find a model fit for the data and were presented in Figures 1 and 2. The fit indices are presented in Table 2 and the results were found to be satisfactory. The final factors emerged are then analyzed in CFA to refine them and additionally to confirm whether the structure emerged is perfectly fit. Further, the item-loadings and t-values are also shown in the Table 2 which indicates highly significant factor loadings. As per the rule of thumb suggested by (Hair et al., 2014), the generally agreed lower limit of Cronbach's alpha is 0.70 and the values in the Table 2 satisfies the threshold recommended by (Hair et al., 2014; Netemeyer et al., 2003).

In addition, the standardized loading estimates need to be 0.5 or greater, and preferably 0.7 or greater; secondly, average variance extracted must be 0.5 or greater to support adequate convergent validity; and third, composite reliability (CR) have to be 0.7 or higher to indicate adequate convergence or internal consistency. As all factor loadings presented in Table 2 were above 0.6 and were significant with t-values ranging from 2.567 to 41.982

Table 1: Organizational commitment item wise mean and standard deviation

Variables	Mean	Standard deviation	Skewness statistics	Kurtosis
IS1	3.45	1.056	-0.384	-0.500
IS2	3.59	0.863	-0.744	-0.561
IS4	2.98	0.843	-0.258	-0.900
IS5	3.14	1.147	-0.208	-0.850
JS1	3.87	0.878	-1.039	1.427
JS2	3.79	0.805	-0.727	0.930
JS3	3.51	0.878	-0.348	-0.233
OP2	3.79	0.978	-0.887	0.600
OP3	3.65	0.877	-0.551	0.468
OP4	3.55	0.961	-0.782	0.391
OP5	3.98	0.734	-1.013	2.567
OP6	3.72	0.976	-0.747	0.362
T1	3.55	0.877	-0.817	0.772
T2	3.36	0.735	-0.395	0.228
T4	3.64	1.048	-0.962	0.700
T5	3.56	0.911	-0.251	-0.187
T7	3.56	0.906	-0.987	1.074

Table 2: Outer model results

Constructs	Items	Loadings	t-values	AVE	CR	α
Intention to stay	IS1	0.828	14.562	0.504	0.793	0.655
	IS2	0.889	41.982			
	IS4	0.523	4.377			
	IS5	0.513	4.561			
Job satisfaction	JS1	0.776	9.929	0.702	0.812	0.787
	JS2	0.905	40.886			
	JS3	0.828	18.484			
Organizational performance	OP2	0.600	4.987	0.517	0.785	0.765
	OP3	0.793	11.520			
	OP4	0.818	18.189			
	OP5	0.697	8.058			
Trust	OP6	0.664	8.934	0.524	0.824	0.609
	T1	0.855	30.955			
	T2	0.844	22.327			
	T4	0.687	2.567			
	T5	0.811	16.161			
	T7	0.630	7.831			

AVE represents average variance extracted. **P<0.001, CR represents composite reliability, α represents Cronbach alpha value

Table 3: Discriminant validity

Constructs	1	2	3	4
Intention to stay	0.710			
Job Satisfaction	0.603	0.838		
Organizational performance	0.502	0.263	0.719	
Trust	0.578	0.362	0.492	0.724

Diagonals (in bold) represents square root of AVE while off-diagonals represent correlations

Table 4: Structural path estimates

Direct effects	Path coefficient	t-values	P-values
JS-ITS	0.429	6.002	0.000
JS-ORG. PERF	0.263	3.160	0.002
JS-TRUST	0.362	4.321	0.000
ORG. PERF-ITS	0.240	2.934	0.003
TRUST-ITS	0.304	3.502	0.000

ITS: Intention to stay, ORG. PERF.: Organizational performance, JS: Job satisfaction, TRUST: Trust

(P < 0.000), the results provided evidence indicating Convergent validity of the data.

Table 5: Serial mediation analysis test results

Indirect paths	Indirect effect	LLCI	ULCI	Decision
JS-ITS	0.173	0.101	0.276	Supported

LLCI: Lower limit confidence interval, ULCL: Upper limit confidence limit. Indirect effects were tested using the bootstrapping procedure with 5000 bootstrap samples. JS: Job satisfaction, ITS: Intention to stay

Figure 1: Hypothesized model of job satisfaction and intention to stay

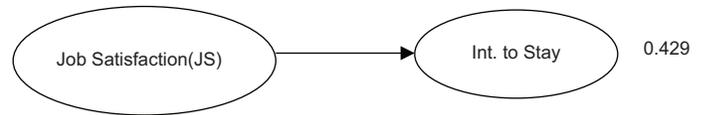
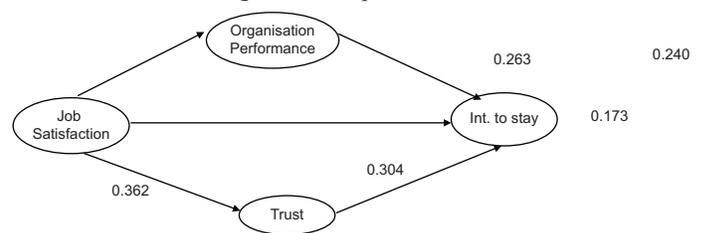


Figure 2: Hypothesized Model showing mediating effects of trust and organizational performance



4.2. Discriminant Validity

The Table 3 shows that, the values range from 0.710 to 0.838 which states adequate convergence and the composite reliability is above the recommended level of 0.7 which is in accordance with (Fornell and Lacker, 1981), The Average variance extracted (AVE) exceeded the value of 0.50 which suggested the proof for convergent validity of the four factors.

In this step to test the hypothesized relationship, the purpose was to test the structural model proposed in this study. According to the result from Table,4, Job satisfaction exerted significant effects on intention to stay, organizational performance and trust. Organizational performance has direct effects on intention to stay whereas, Trust exerted significant effects on Intention to Stay. All the hypotheses were supported by the results significantly.

Mediation analysis tests that job satisfaction affects trust and trust in turn, affects Intention to stay. Based on the observed values from Table 5, it is understood that Trust mediates between Job Satisfaction and Intention to stay among the employees of the information technology sector. Since there was a significant direct relationship which was existing between job satisfaction and intention to stay is affected by the trust, we can conclude that there exists a partial mediation.

5. DISCUSSION AND CONCLUSION

The inter-relationship between job satisfaction, trust, and intention to stay has been widely researched in the context of IT employees. Consistent with previous research, this study found that job satisfaction is a significant predictor of intention to stay among IT employees. This suggests that when IT employees are satisfied with their jobs, they are more likely to stay with the organization.

This finding is in line with previous studies conducted by Chiu et al. (2017) and Shin et al., (2016), which also reported significant relationship between job satisfaction and employee retention.

This research also found that trust plays an important mediating role in studying the relationship between job satisfaction and intention to stay among IT employees which is in line with the study conducted by Tsai and Huang (2008) and Seo and Lee (2017), which also states that, trust significantly mediates the relationship between job satisfaction and turnover intentions and organizational commitment respectively. This research supplements the existing body of research by representing that trust is an important factor that influences IT employees' intention to stay.

Furthermore, the study found that organizational performance has a direct effect on intention to stay among IT employees. This finding is consistent with previous research conducted by Shuck et al. (2014), which reported that opinions on organizational support, which are closely related to organizational performance, were an important reason of employee retention. This shows that when IT employees perceive their organization as performing well, they are more likely to stay with the organization (Edwards, 2005).

Overall, the present study provides further evidence for the importance of job satisfaction, trust, and organizational performance in predicting the intention to stay among IT employees. The findings of the study provide practical insights to organizations that wish to retain their IT employees by focusing on improving job satisfaction, building trust, and enhancing organizational performance. The research suggests that trust may mediate the inter-relationship between job satisfaction and intention to stay, highlighting the importance of building trust among employees as a strategy for improving retention in the IT industry.

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