

Understanding Decent Work, Job Satisfaction and Turnover Intentions amongst the Formal Sector

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Abstract - Employees are a vital for the growth and development of an organization. With growing turnover rates and poor work conditions in organizations often making headlines there is a need to examine employee's perceptions of their work conditions and the effect it has on work related outcomes. The present study examines the associations between, decent work, job satisfaction and turnover intentions among 200 (106 females and 94 males) employees working in the formal sector. The results indicate a positive association between decent work and job satisfaction and negative associations between decent work and turnover intentions as well as between job satisfaction and turnover intentions. Job satisfaction was also seen to mediate the relationship between decent work and turnover intentions underscoring the importance of creating and maintaining decent work conditions that prioritize aspects such as adequate compensation, safe working conditions, free time, access to healthcare and alignment of values.

Keywords: Decent Work, Job Satisfaction, Turnover Intentions, Turnover, Formal Sector.

I. INTRODUCTION

With a population of over 140 crores (WorldBank, 2021) India is on its way to become the world's largest workforce. Interestingly, India is seen to have labor market dualism where majority of the population consists of the informal sector while a very small proportion comprises of the formal sector. The Formal sector in India refers to as business entities which are officially registered and have a regulated status (ILO, 2021; Narayana, 2006). The organized sector is generally referred to as the formal sector. The formal sector includes government and public departments as well as public and private enterprises that employ ten or more people (ILO, Indian Economic Report, 2024). The Psychology of Working Theory (Duffy et al, 2016) has started to gain prominence in the recent years as it is a modern theory built on a holistic approach that helps overcome issues of traditional career counseling theories by addressing new advances in the field, emphasizes on the full scope of work, is inclusive and views work from an individual perspective. It aims to help provide a

framework to understand the psychological and social factors which influence an individual's relationship with their work as work is a factor that has an influence on various aspects of one's life. With decent work being the cornerstone of theory, it also explains how decent work once attained can then potentially lead to numerous beneficial outcomes including-need satisfaction, social connection, work fulfilment and well-being of an employee.

As stated by (Nizami & Prasad, 2017, p.ix) "Although conditions of work are pitiable in the informal sector, there is a need to examine them in the formal sector as well with a view to find status of decent work therein." Contradictory to the beliefs about the typical formal sector employment, researcher (Nizami, 2019) highlighted that only a small proportion of employees from the IT industry had access to the parameters of decent work. Similarly recent research by researchers (Vaidya & Patil, 2022) explored the aspects of decent work in Indian organizations from a qualitative perspective. Here it was seen that despite working in the formal sector employees faced deficits in aspects of decent work. Employees with multiple years of work experiences faced work pressures that interfered with their work life balance and took a toll on them with some even expressing their intentions to leave. Similarly researcher (Jaiswal, 2017) talks about the growing informalization of jobs in India, where even a sector like banking considered to be formal and regulated shows deficits in decent work and quality of work. Likewise, according to the ILO report 2021, Indians worked the longest and were seen to be paid the least with no leisure (Global Wage Report, 2021). This brings forth the question of whether ensuring decent work conditions and ensuring job satisfaction are important factors to investigate while trying to understand employees' intentions to leave. Thus, the present study addresses this question by studying the 3 variables in attempts to find association and possible causal pathways between variables.

Based on this, following hypothesis are formulated:

Hypothesis 1 (H1): Decent Work is Negatively Associated with Turnover intention

Hypothesis 2 (H2): Decent Work is Positively Associated with Job Satisfaction

Hypothesis 3 (H3): Job Satisfaction is Negatively Associated with Turnover intention

Hypothesis 4 (H4): Job Satisfaction mediates the relationship between Decent Work & Turnover intention.

II. LITERATURE REVIEW

A study based in China (Wan & Duffy, 2022) on new generational employees showcased the negative impact of decent work on turnover intentions, with job satisfaction playing a mediating role. Furthermore, job autonomy was seen to positively moderate the relationship between decent work and job satisfaction as well as moderate the indirect effect of job satisfaction on the relationship between decent work and turnover intentions. Similarly, researchers (McIveen et al, 2020) in the Australian context showed that decent work was positively associated with job satisfaction and work engagement and negatively associated with withdrawal intentions of employees. Here, job satisfaction correlated with all of the subscales of decent work except for free time and rest.

In an empirical study based on the Hoogley district of West Bengal India, researchers (Banerjee & Kundu, 2020) aimed to evaluate some of the decent work achievements of workers on an individual level to help understand the conditions of decent work as well as get an understanding of the supply side mechanisms that have an influence on decent work. Based on their findings the rural workers were worse off than urban workers while the self-employed workers were the most disadvantaged with excessive work hours, inadequate compensation and job uncertainty. It was also seen that education had a negative impact on decent work index which the researchers claimed was possibly due to lack of vocational training and mismatch of demand and supply-side labour market.

Researchers (Rajeev & Bhandarkar, 2022) studied the challenges faced by the local fishermen in India with regards to the supply chain from a decent work perspective. It was seen that the fishermen were seen to get the lowest value share of the rupee, while middlemen, retailers, and wholesalers take a large part of the share, indicating that downstream actors reaped a bigger part of the product's value.

Researchers (Kashyap, et.al, 2021) explored the impact of decent work dimensions on employee engagement levels amongst the faculty members from educational institutes. It was observed that access to healthcare along with complementary values were the significant predictors of employee engagement.

A study (Sharma & Sharma, 2016) based on the hospitality sector in India showed that employee compensation was seen to have a significant impact on employee satisfaction. Likewise, the workplace environment was also a variable impacting employee satisfaction.

A study by (Abyas & Özçelik, 2022) based on 392 white collar employees from Turkey found that securing Decent work was seen to be a significant job resource as it can help sustain positive employee outcomes such as high performance and a reduced intention of leaving the organization.

In a study aimed to validate the Turkish version of the decent work questionnaire on Turkish knowledge workers, researchers (Çolakoğlu & Toygar, 2023) also illustrated that decent work was seen to have a significant and positive effect on job satisfaction levels.

A study (Sönmez, et.al, 2023) on nurses working in hospitals located in Turkey found that decent work had a direct relationship between physical and mental health. However, it did not have a significant relationship with job satisfaction.

Researchers (Arnoux-Nicolas, et al, 2016) noted that adverse working conditions were positively and significantly associated with turnover intentions meaning that when there is an increase in adverse work conditions then the turnover intentions will also increase.

In a multivariate study on plant workers by (Parasuraman, 2010) the influence of various variables such as personal, behavior and attitudinal on turnover intention were checked where it was seen that stress experienced, behavior intentions and organizational commitment were the main predictors of voluntary turnover as opposed to personal variables.

In a study (Arathy & Biju, 2022) was conducted on employees from both the public sector and private sector banks in India. It was seen that antecedents like psychological and structural empowerment had a significant effect on job satisfaction with psychological empowerment also mediating the relationship between structural empowerment and job satisfaction.

In a meta-analysis aimed to study the factors related to job satisfaction, especially among Korean nurses researchers (Yoon & Kim, 2022) found that that top 3 frequently measures variables included job stress, burnout and turnover intention.

In a study on early career employees based in China, researchers (Lee et al, 2017) found that among the various factors influencing job satisfaction, personal growth had the

greatest influence on job satisfaction, followed by salary and welfare, the work, interpersonal relationships, and leader behavior. Job competency was seen to have a minimal effect. Furthermore, the study showed a negative relationship between job satisfaction and turnover intention, suggesting that early-career employees prioritize personal growth and development space.

Researchers (Abdullahi et al 2023) studied the job satisfaction elements of pharmacists working in primary, secondary as well as tertiary healthcare facilities. Overall, it was seen that job satisfaction scores were quite low. Some of the major influences included remuneration, facility conditions and relations with colleagues. Amongst this researcher alluded that remuneration was a pressing concern for all employees given the country’s economic strains. It was also seen that there was a decrease in satisfaction with age, implying that enthusiasm and optimism wane with age.

In a study (Kunte, et al 2017) focusing on both the public and private banking sector in India, showed that employees had high role stress irrespective of their ranks. Job satisfaction partially mediated the role between role overload and turnover intentions. However, job satisfaction was positively impacted turnover intentions. Another cross-sectional study by (Xue, et al, 2024) on nurses from Hangzhou showed that job satisfaction as well as burnout acted as mediating variables in the relationship between decent work and turnover intention.

A study based on millennial employees aged between 20 to 30 years in India showed that job satisfaction was negatively correlated with turnover intention where job satisfaction partially mediated the relationships between job mismatch and turnover intentions (Chavadi et al, 2022).

In a study on 106 Tele Account Management (TAM) employees in Indonesia, researchers (Ramlah, 2021) found that that compensation had a significant and negative relationship with turnover intentions while job stress had a significant and positive relationship with turnover intention. Furthermore job satisfaction was seen to mediate the relationship between compensation and turnover intentions as well as the relationship between job stress and turnover intentions.

In view of the literature cited, there it is evident that that there is a lack of quantitative research illustrating the relationship between decent work, job satisfaction and turnover intentions in the Indian context, especially concerning the formal sector. Furthermore, with India considered to be the backend office of the world, often making headlines for erratic work hours being the norm and housing the hardest workers in the world, it brings forth the discussion of whether the presence of parameters of decent work can be

help predict turnover intentions and if job satisfaction plays a role in this equation.

III. METHODOLOGY

Sample

The study population comprised of working adults employed in a formal sector organization for a minimum of two years. After data cleaning and removing the outliers the sample size was 200 respondents (106 females and 94 males) between the ages of 34 to 59 with the mean age being 44 years ($SD= 0.5$) from various organizations including IT, Banking & Finance, Insurance, Training & Education, Consulting and Marketing. Their tenure with the current organization ranged from 2 years to over 34 years with the mean tenure being 12 years ($SD=11.2$). The demographic details of the sample have been illustrated in Table 1.

Table 1: Demographic Detail of Respondents

Gender	Count	Percentage
Male	94	47%
Female	106	53%
Type of Organization		
IT	64	32%
Insurance	42	21%
Banking & Finance	37	18.5%
Consulting	24	12%
Training & Education	22	11%
Marketing	11	5.5%
Tenure (in years)		
2 to 6	91	45.5%
7 to 11	37	18.5%
12 to16	14	7%
17 to 21	11	5.5%
22 to 26	8	4%
27 to 31	10	5%
Above 31	29	14.5%

Only those respondents who were currently employed in a formal sector on a full-time basis with a minimum tenure of 2 years in either the IT, Banking & Finance, Insurance, Training & Education, Consulting or Marketing were included for the study. Individuals who were working part time, retired, self-employed or had tenure less than 2 years were excluded from the study.

Tools

Decent Work

Decent work was measured by the 15 item Decent Work Scale (Duffy, et.al, 2017). The scale comprises of 5 Dimensions of decent work namely : Physically and Interpersonally Safe Working Conditions Access to Healthcare, Adequate Compensation, Hours that Allow for Free Time and Rest, Organizational Values Complement Family and Social Values. Some examples of the items include “At work, I feel safe from emotional or verbal abuse of any kind.” and “My employer provides acceptable options for healthcare.” Responses to all the 15 items followed a 7-point Likert scale ranging from 1- Strongly Disagree to 7- Strongly Agree. All the 5 subscales have a have a good reliability ranging from .82 to .97. Similarly, the scale was reliable in the present study where the Cronbach alphas for each of the 5 subscales ranged from .77 to .96.

Job Satisfaction

Overall job satisfaction was used as a measure to indicate individuals’ overall satisfaction with their job and the Brief Job Satisfaction Measure by (Judge, et, al, 1998) deemed to be the best fit. This scale has been adapted from Brayfield & Rothe’s (1951) job satisfaction scale. It has also been used in previous studies based in with workers of different occupations. The scale comprises of 5 items which are measured along a 7-point Likert scale ranging from 1- Strongly Disagree to 7- Strongly Agree. Some examples of the items on the scale include “I feel fairly satisfied with my present job.” And “I find real enjoyment in my work.”. The scale is popularly used given its validity with other job facets and its reliability with respect to internal consistencies (Cronbach alpha of .80 or above) similarly in the present study the scale had a good reliability of .81.

Intention to Leave

Turnover intention i.e the intention of employees to leave their organization was gauged by the short version of the Turnover Intention Scale i.e TIS-6 (Bothma & Roodt, 2013) that was adapted from the original version of the scale developed by (Roodt, 2004). The TIS-6 scale is a unidimensional construct comprising of 6 items measure on a 5-point Likert scale. Some of the items include “How often have you considered leaving your job?” and “How likely are you to accept another job at the same compensation level should it be offered to you?” It has been seen to have good reliability ($\alpha = 0.80$) and has been able to significantly distinguish between those who leave and those who choose to stay thereby confirming its criterion-predictive validity

(Bothma & Roodt, 2013). Likewise, in the present study the scale showed a good reliability with a Cronbach alpha of .81.

Procedure

The data was collected through an online survey via Google Forms and circulated to consenting individuals. Convenient sampling involving Snow ball sampling was used in order to reach to a wider pool of sample. The inclusion criteria were mentioned in the form and participants were given all the information about the purpose of the study. They were asked about their participation on a voluntary basis, assured that the data obtained would not be misused and that their responses would not be analyzed on an individual basis.

IV. DATA ANALYSIS & RESULTS

As indicated in Table 2, a significant negative correlation was seen between decent work and turnover intentions, $r(198) = -0.70, p < .01$, illustrating that decent work is negatively associated with turnover intention, providing support for H1.

As indicated in Table 2, the correlation between decent work and job satisfaction was found to be significant, $r(198) = 0.69, p < .01$, indicating a strong and positive correlation. This suggests that decent work positively associated with job satisfaction, thereby proving H2.

Similarly, a significant negative correlation was observed between job satisfaction and turnover intentions, $r(198) = -0.74, p < .01$, indicating a negative association with turnover intentions, thereby proving H3.

Table 2: Zero Order Correlations Between Variables

Variables	1	2
1. Decent Work	-	-
2. Job Satisfaction	0.69**	-
3. Turnover Intentions	-0.70**	-0.74**

** . Correlation is significant at the 0.01 level (1-tailed).

Furthermore the 5 subscales of decent work were correlated with job satisfaction and turnover intentions. As indicated in the Table 3, all the 5 subscales were found to be significantly and positively correlated with job satisfaction and negatively and significantly correlated with turnover intentions. Amongst the subscales adequate compensation showed the highest correlation ($r = .57$), closely followed by organizational values that complement family and social values ($r = .52$). Similarly in case on turnover intentions adequate compensation showed the highest negative correlation ($r = -.69$) followed by organizational values that complement family and social values ($r = -.49$).

Table 3: Correlations with DW Subscales

		safety	health	compensation	free time	values	DW	JS	TI
Safety	Pearson	1	.451**	.308**	.083	.378**	.630**	.497**	-.407**
	Correlation								
	Sig. (1-tailed)		<.001	<.001	.122	<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Access to Health	Pearson	.451**	1	.489**	.055	.409**	.733**	.368**	-.429**
	Correlation								
	Sig. (1-tailed)	<.001		<.001	.220	<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Compensation	Pearson	.308**	.489**	1	.287**	.510**	.771**	.577**	-.697**
	Correlation								
	Sig. (1-tailed)	<.001	<.001		<.001	<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Free time	Pearson	.083	.055	.287**	1	.293**	.501**	.407**	-.351**
	Correlation								
	Sig. (1-tailed)	.122	.220	<.001		<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Values	Pearson	.378**	.409**	.510**	.293**	1	.756**	.523**	-.497**
	Correlation								
	Sig. (1-tailed)	<.001	<.001	<.001	<.001		<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
DW	Pearson	.630**	.733**	.771**	.501**	.756**	1	.691**	-.701**
	Correlation								
	Sig. (1-tailed)	<.001	<.001	<.001	<.001	<.001		<.001	<.001
	N	200	200	200	200	200	200	200	200
JS	Pearson	.497**	.368**	.577**	.407**	.523**	.691**	1	-.741**
	Correlation								
	Sig. (1-tailed)	<.001	<.001	<.001	<.001	<.001	<.001		<.001
	N	200	200	200	200	200	200	200	200
TI	Pearson	-.407**	-.429**	-.697**	-.351**	-.497**	-.701**	-.741**	1
	Correlation								
	Sig. (1-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	200	200	200	200	200	200	200	200

** . Correlation is significant at the 0.01 level (1-tailed).

A mediation analysis was conducted to examine the association between decent work, job satisfaction, and turnover intentions using PROCESS Macro Model 4 by (Hayes, 2022).

As indicated in Table 4, the results revealed that decent work was seen to significantly predict job satisfaction (a = 0.28, R²= .47p < 0.001)

Similarly, job satisfaction was found to be significantly predict turnover intentions ($b = -0.40, R^2 = .61, p < 0.001$).

Table 4: Results of Pathways

Results of Pathways	M (JS)				Y (TI)			
	B	SE	p		B	SE	P	
X (DW)	a	0.28	0.02	000	c'	-0.12	0.02	000
M (JS)	-	-	-	-	b	-0.409	0.05	000
	R ² = .47 F (1,98) = 180.50p<.001				R ² = .61 F (2,197) =158.7, p<.001			

*Note: B = unstandardized coefficient; SE = standard error, F= Degrees of Freedom

Furthermore, as seen in Table 4 and Table 5, the direct effect analysis showed that the direct effect of decent work on turnover intentions was also statistically significant ($c' = -0.122, p < 0.001$).

The indirect effect of decent work on turnover intentions through job satisfaction was examined using bootstrapping where the bootstrap confidence interval for the indirect effect was set at 5,000 bootstrap resamples. As illustrated in Table 5 the indirect effect (ab) was found to be -0.1151 (BootSE = 0.0180, BootLLCI = -0.1503, BootULCI = -0.0808), indicating a significant indirect effect. This point to the fact that the relationship between decent work and turnover intentions is mediated by job satisfaction, thereby supporting H4.

Table 5: Results of Mediation Analysis

Effect	Path	B	SE	95%CI		p
				LLCI	ULCI	
Total	DW -> TI	-0.23	0.17	-0.271	-0.203	<.001
Indirect	DW-> JS -> TI	-0.11	0.01	-0.15	-0.088	<.001
Direct	DW -> TI	-0.12	0.02	-0.163	-0.081	<.001

*B= Unstandardized effect

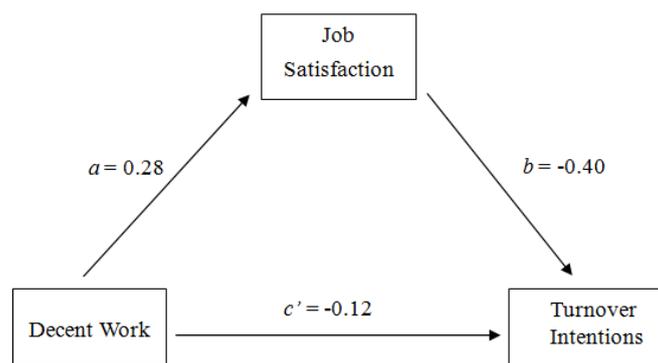


Figure 1: Path Coefficients of the Proposed Model

V. DISCUSSION

Employees are one of the most valuable assets to any organization. They are the drivers of change at both micro and macro level. However, recent times have seen high instances of voluntary turnover rates among employees. Apart from affecting the profitability of organizations turnover raises the chances of losing good employees who are crucial for an

organization to thrive. The present study was conducted to study the association between DW, JS and TI and further see if JS could mediate the relationship between DW and TI.

First, the correlations showed that decent work was positively correlated with job satisfaction thereby proving support for H1. It points to the fact that when high decent work is perceived then job satisfaction will also be high and

vice versa. Similarly, job satisfaction was seen to be negatively correlated with turnover intentions, indicating that when there is high job satisfaction then the turnover intention of an employee will be low and vice versa supporting H2. Lastly decent work was also negatively correlated to turnover intentions meaning that high perceptions of decent work would mean low turnover intentions and vice versa supporting H3.

Following this mediation analysis was conducted. Based on the simple mediation analysis conducted by using ordinary least square path analysis by PROCESS SPSS macro, Hayes, 2022, results were in support of H4 which revealed that job satisfaction significantly mediated the relationship between decent work and job satisfaction. These findings suggest that employees who perceive their work conditions as decent are more likely to experience increased job satisfaction, which in turn decreases their intentions to leave the organization and vice versa. This is in accordance with previous research (Wan & Duffy, 2022; Xue, et al, 2024; McIveen, et al, 2022) conducted in the context of China and Australia. These finding can be best explained through the framework of Psychology of Working Theory (PWT). One aspect of this theory explains how work in general has an impact on various aspects of our life and needs. Securing a job with decent work conditions allows one to survive through the attainment of food, shelter etc., it helps foster social connectedness and build relations with people at work, it leads to the attainment of self-determination of our future, a sense of meaning and accomplishment along with dignity. Thus when individuals have access to safe conditions, adequate compensation, time for rest and leisure, access to healthcare and alignment of family and social values then they are likely to fulfil the 3 basic needs including survival or power, social connectedness and self-determination (Allan et al, 2016) and the fulfillment of all these basic needs together can then potentially lead to the overall satisfaction at work as well as overall well-being (Duffy et al, 2016). It has also been seen that securing decent work allows an individual to get access to healthcare, safe conditions, adequate free time, and rest which in turn can impact the physical health of an individual (Duffy, et al. 2021).

Likewise, there has been an abundant body of literature showing the negative impact of job satisfaction on turnover intentions (Yoon & Kim, 2022; Lee et al, 2017; Chavadi et al., 2021) which are in line with the findings from the present study emphasizing on the need to foster satisfaction among employees through the attainment of decent work. These findings are in accordance with the turnover model which shows that the an employee's intention to quit is preceded by one's appraisal of their dissatisfaction or satisfaction with their job (Mobley, 1997).

It is also necessary to acknowledge that some of the past research carried out in different countries and context has indicated varying results about the various dimensions of decent work and their ability to predict job satisfaction. For instance, some research (Kashyap et al, 2021) that showed access to healthcare dimension was associated with job satisfaction. Consequently, through a qualitative thematic analysis done on decent work in a Portugal based research (Ferreira, et al 2019) showed that among the dimensions of decent work, compensation showed the most frequent responses followed by organizational values while access accounted for the lowest frequency of respondents which the researchers attributed to well established health policies in the country. Similarly, a meta-analysis by (Judge et al., 2010) based on 115 studies showed that pay level was marginally related to job satisfaction however (Abdullahi et al, 2023) showed that remuneration had a significant influence on job satisfaction given the economic constraints in the country. This alludes to the fact that what an individual perceives as a need may differ from country to country depending on the established policies and economic status. Thus, while ensuring decent work, it is also important for organizations to engage with their employees to understand what they prioritize, value, and need after which tailor made policies and HRM practices can be implemented accordingly.

Amongst the subscales adequate compensation showed the highest correlation closely followed by organizational values that complement family and social values similarly in case on turnover intentions adequate compensation showed the highest negative correlation followed by organizational values that complement family and social values. These findings are consistent with past research (Ferreira, et al 2019; Ramlah, 2021; Sharma & Sharma, 2016) who show that compensation plays a significant role in job satisfaction and turnover intentions. The strong correlation of values seen can be explained through the theoretical framework of Person-Organization Fit (Kristof, 1996) is a term that refers to the extent to which an employee values, personality and other characteristics match with that of the organization. Research has indicated that when employee fits well with an organization, they tend to be more satisfied, job performance, committed and remain longer in their organizations (Kristof-Brown, et. al., 2005; Saks & Ashforth, 2002; Farooqui & Nagendra, 2014) thereby underscoring the importance of values that align with that of the organization, family and community.

Implications of the Present Study

Given the lack of studies that have shown the associations between decent work, job satisfaction and turnover intentions amongst the formal sector. The present

study has a number of implications that can be useful for policy makers and managers for creating better workplaces for all. Following are some of the implications:

- The present study fills the literature gap by studying the mediating effect of job satisfaction on the relationship between decent work and turnover intentions from the Indian context and amongst the formal/organized sector.
- The findings suggest the need of decent work & a decent work agenda to be formulated and implemented even in the formal sector which is in line with the standards laid down by the ILO. It is also necessary to look at decent work from an individual perspective as opposed to considering only the economic and global perspective.
- It brings forth the need for the implementation of policies and HRM practices that address various aspects of decent work, including adequate compensation, safe working conditions, free time, access to healthcare and alignment of values through careful consideration and collaboration between stakeholders.
- As seen earlier, the factors influencing one's perception of job satisfaction and turnover may differ. Hence it is important for managers to engage in a dialogue with their employees to fully comprehend what they need and prioritize in terms of their satisfaction with their jobs. Based on these inputs further measures can be taken by management for the betterment.

Limitations

The present study can give useful insights about the relations between the 3 variables at an individual level from a qualitative and quantitative perspective. However, there are a few limitations that need to be accounted for.

- Nature of Sample- The study looked at multiple types of entities amongst the formal sector considering and grouping various different types firms into one. This could give rise to generalizations of findings as the needs and preferences of people working in different firms can be different. Similarly, since the topic of study involved turnover intentions the criteria of inclusion involved a minimum tenure of 2 years. However, as a result of this the sample mainly comprised of employees who were experienced and had a relatively high tenure. Furthermore the sample comprised of individuals primarily located in the urban cities.
- Very simplified model- As stated earlier, job satisfaction and turnover intentions are influenced by multiple factors that can be related to the individual, job or external circumstances. The present study showcases a simplified relationship between variables but there may also be the possibility of other variables influencing this

relationship. Previous studies have shown how variables like work volition, autonomy; employee well-being and commitment could also have an influence over the variables used in the study.

- Issues with self-report measures- As with other measures of self-report, there exists the issues in terms of social desirability of responses and self-report bias.

VI. CONCLUSION

With the growing informalization of the formal sector and poor work conditions in organizations often making headlines there is a need to examine employee's perceptions of their work conditions. The findings from the present study underscore the importance of creating and maintaining decent work conditions that prioritize factors such as adequate compensation, safe working conditions, free time, access to healthcare and alignment of values. These aspects of decent work contribute significantly to employees' overall job satisfaction, which in turn acts as a buffer against turnover intentions. Thus, it is important for organizations to implement HRM practices in line with the principles of decent work for the betterment of work conditions and work-related outcomes.

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