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# HOW AND WHEN PERCEIVED ORGANIZATIONAL SUPPORT AND TRANSFORMATIONAL LEADERSHIP RELATE TO EMPLOYEE JOB PERFORMANCE: THE ROLES OF AFFECTIVE ORGANIZATIONAL COMMITMENT, INTRINSIC MOTIVATION, AND JOB AUTONOMY

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Anthony W. House

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To: Dean William G. Hardin
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This dissertation, written by Anthony W. House and entitled “How and When Perceived Organizational Support and Transformational Leadership Relates to Employees' Job Performance: The Roles of Affective Organizational Commitment, Intrinsic Motivation, and Job Autonomy, " having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

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The dissertation of Anthony W. House is approved.

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DEDICATION

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ABSTRACT OF THE DISSERTATION

WHAT IS THE IMPACT OF INTRINSIC MOTIVATION ON EMPLOYEE WORK PERFORMANCE?

by

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In today's globally competitive manufacturing sector, understanding the psychological and organizational mechanisms that drive employee commitment and performance is essential for sustained productivity and success. Recent empirical research underscores intrinsic motivation as a fundamental driver of employee engagement, creativity, and work performance (Deci & Ryan, 1985). Intrinsic motivation—fueled by inherent interest in the work itself—is influenced by multiple contextual factors, including job autonomy, transformational leadership, and perceived organizational support (POS).

Job autonomy, defined as the degree of independence and discretion employees have over task execution, is positively associated with intrinsic motivation and performance outcomes (Breaugh, 1985). When employees are given autonomy to plan, decide, and execute work tasks, their psychological needs for self-determination are

satisfied, resulting in higher motivation and stronger organizational attachment (Aarabi et al, 2013). Transformational leadership, characterized by inspiring vision, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994), fosters intrinsic motivation and emotional commitment by nurturing an environment where employees feel valued and empowered (Arnold, 2017). Similarly, POS—defined as the degree to which employees believe their organization values their contributions and well-being—has been consistently linked to elevated performance and stronger affective organizational commitment (Armeli et al., 1998; Eisenberger et al, 1990).

This research investigates the complex relationships among POS, transformational leadership, job autonomy, and their impact on job performance (JP) in the U.S. manufacturing industry. Specifically, it evaluates how intrinsic motivation (MI) and affective organizational commitment (AOC) mediate the relationships between these organizational factors and job performance, and how job autonomy moderates key pathways. Drawing from Self-Determination Theory (Deci & Ryan, 1985), Social Exchange Theory (Cropanzano & Mitchell, 2005), and Organizational Commitment Theory (Allen & Meyer, 1996), the study proposes a comprehensive model for understanding the psychological processes underpinning effective leadership and support structures.

The findings of this study affirm that both perceived organizational support and transformational leadership significantly and positively influence job performance, intrinsic motivation, and affective organizational commitment. Importantly, intrinsic motivation fully mediates the relationship between transformational leadership and job

performance and partially mediates the link between POS and job performance, suggesting that intrinsic drive is a key transmission mechanism through which leadership and support affect outcomes. Affective organizational commitment did not mediate these relationships, indicating its role may be more peripheral than motivational factors in predicting performance. Furthermore, job autonomy moderates the relationship between transformational leadership and affective commitment, enhancing its strength under conditions of high autonomy. However, no significant moderating effects of job autonomy were found in the POS-MI or TL-MI relationships.

These results not only contribute to theoretical frameworks by empirically validating and extending existing leadership and motivation models but also offer actionable insights for practitioners. Organizations should foster environments that emphasize psychological empowerment, supportive leadership, and autonomy to boost employee motivation and performance.

**Keywords**: perceived organizational support, transformational leadership, job autonomy, intrinsic motivation, affective organizational commitment, job performance.

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## CHAPTER 1: INTRODUCTION

In today's rapidly evolving and highly competitive organizational landscape, particularly within the U.S. manufacturing sector, organizations are increasingly challenged to foster environments that enhance employee performance, commitment, and motivation. Amid economic pressures, technological advancement, and rising turnover rates, the effectiveness of leadership in cultivating a resilient and high-performing workforce has gained heightened scholarly and practical attention. Among various leadership models, transformational leadership (TL) has emerged as a widely endorsed framework for inspiring and energizing employees toward shared goals. Transformational leaders engage followers by articulating a compelling vision, encouraging innovation, and attending to individual development. While abundant literature has highlighted TL's positive influence on employee outcomes such as engagement, satisfaction, and performance critical questions remain about how and under what conditions these outcomes occur.

Despite the extensive validation of TL's benefits, recent evidence suggests the need for a more nuanced understanding of its mechanisms. For example, case studies across industrial organizations have illustrated that TL's success is not uniform; its effectiveness often hinges on contextual and psychological factors within the workplace. There is a gap in the literature regarding how transformational leaders influence performance through internal motivational processes. Specifically, while TL is known to elevate employee morale, there is limited empirical exploration into the mediating role of intrinsic motivation the internal drive to perform tasks for their inherent satisfaction rather than external rewards.

Moreover, although TL has been linked to outcomes such as organizational commitment and job performance, less is known about the potential strain placed on leaders themselves, including emotional burnout and role overload. However, these issues though real represent a secondary focus. The present study centers instead on understanding TL's effects on followers, not the toll on leaders. Thus, arguments about TL-related burnout, though valid, are less pertinent to the core objectives of this research and have been repositioned accordingly.

Another gap involves job autonomy, a psychological climate factor that has been shown to moderate key workplace relationships. While autonomy is known to support employee motivation, its interactive role in strengthening or weakening the effects of TL and perceived organizational support (POS) remains under-explored. Employees may respond differently to leadership and organizational support depending on the degree of control they perceive over their work. This suggests that autonomy might not directly cause performance gains but instead conditions the strength of motivational pathways—a distinction that carries both theoretical and practical significance.

In addressing these gaps, the present study investigates a comprehensive model linking TL and POS to job performance, mediated by intrinsic motivation and affective organizational commitment (AOC), and moderated by job autonomy. Unlike past studies that often treat TL and POS in isolation, this research examines their joint influence, integrates psychological mediators, and explores the boundary conditions that shape their effects. In doing so, the study aims to contribute to the understanding of how supportive leadership and organizational climates interact with internal motivation to influence performance, especially in high-demand environments like manufacturing.

Ultimately, this research not only extends current theory but also offers actionable insights for leaders seeking to foster sustainable employee motivation and performance—especially in industries where efficiency, morale, and retention are critical for long-term competitiveness.

Perceived organizational support (POS) refers to employees' general belief that their organization values their contributions and is genuinely concerned about their well-being (Eisenberger et al., 1990). Rooted in social exchange theory (Cropanzano & Mitchell, 2005), POS suggests a reciprocal relationship: when organizations demonstrate care and appreciation for employees, employees, in turn, exhibit increased commitment, job satisfaction, and performance. This perception builds trust in the organization and nurtures emotional attachment, which is essential for sustaining long-term organizational effectiveness (Eisenberger et al., 1990). The importance of POS is well-documented. High POS is associated with numerous beneficial outcomes, including lower turnover intentions, enhanced job satisfaction, increased affective organizational commitment, and elevated job performance (Caesens, et al., 2014). POS satisfies employees' socio-emotional needs such as belongingness and esteem, which strengthens their psychological bond with the organization (Armeli et al., 1998).

A meta-analysis by Eisenberger et al. (1999) identified three primary antecedents of POS: fairness in organizational procedures, supervisor support, and rewards and working conditions. These elements create an environment in which employees feel recognized and supported, which is critical in competitive sectors like manufacturing, where retention and performance are closely tied to organizational climate.

A practical example of POS implementation is seen in Toyota Motor Corporation's approach to employee relations in its U.S. manufacturing plants. Toyota is renowned for its team-oriented culture and practices like job rotation, open communication, and continuous employee feedback. These strategies align with the core elements of POS, as they convey organizational care and recognition (Liker & Morgan, 2006). Some key support factors were validated, and employees at Toyota have reported higher levels of trust and commitment due to these support structures. Enhanced engagement and lower turnover rates have been observed in comparison to competitors, and POS-oriented practices have led to increased problem-solving and innovation at the operational level. However, some considerations were discovered that may create challenges when implementing these practices require significant cultural adaptation and training, particularly in diverse or unionized settings. There is a potential risk of perceived inequity if support is inconsistently distributed across departments. To enhance POS, organizations should invest in supportive leadership training, fair HR practices, and transparent communication. Leaders who provide regular feedback, show appreciation, and respond to employee needs build a stronger perception of support among their teams. Furthermore, ensuring procedural fairness and recognizing employee efforts contributes to a more committed and productive workforce.

Perceived organizational support plays a pivotal role in shaping employee outcomes. Its positive impact on commitment, satisfaction, and performance has been validated across industries and organizational contexts. However, as illustrated in the case studies, implementing POS requires strategic alignment, consistent execution, and adequate resource allocation. By understanding both the benefits and limitations of POS,

organizations can tailor their practices to sustain employee engagement and long-term performance.

Transformational leadership, a model developed by Bass and Avolio (1994) and further refined by Bass & Riggio (2006), emphasizes leaders who inspire, intellectually stimulate, and provide individualized attention to followers. This leadership style is grounded in four key dimensions: idealized influence (acting as role models), inspirational motivation (articulating a compelling vision), intellectual stimulation (encouraging innovation and problem-solving), and individualized consideration (attending to individual needs). It contrasts with transactional leadership by focusing on intrinsic motivation and long-term development rather than short-term rewards and punishments.

Numerous empirical studies underscore the link between transformational leadership (TL) and positive organizational outcomes, particularly in manufacturing and service industries. For instance, Gong et al. (2009) found that transformational leaders boost creativity by enhancing psychological empowerment and intrinsic motivation. Similarly, Judge et al. (2001) conducted a meta-analysis revealing that TL has a robust positive correlation with job performance and satisfaction. These studies demonstrate that TL not only improves employee morale but also fosters discretionary behavior that aligns personal effort with organizational goals.

However, TL is not without its challenges. One major drawback is its reliance on the leader's charisma and vision, which can be difficult to sustain or replicate across departments. In high-stress environments, such as emergency services or fast-paced manufacturing lines, the emotional labor demanded of transformational leaders can lead

to burnout (Arnold et al., 2017). Additionally, if not balanced with strategic execution, the inspirational focus may lack operational follow-through.

Furthermore, not all employees respond equally to transformational leadership. Cultural and individual differences can moderate the effectiveness of TL. For instance, collectivist cultures may respond more positively to group-oriented visioning, while individualistic cultures might prioritize personal development over collective goals (Walumbwa & Lawler, 2003).

In sum, transformational leadership has proven to be a powerful framework for enhancing motivation, commitment, and performance, particularly when intrinsic motivation and innovation are organizational priorities. Its success, however, hinges on context-specific implementation and the capacity of leaders to balance inspiration with pragmatic execution.

Job autonomy (JA), defined as the degree to which a job provides freedom, independence, and discretion to schedule work and determine procedures (Hackman & Oldham, 1976), also plays a pivotal role in employee motivation and creativity. When employees feel autonomous, they are more likely to take ownership of their tasks and responsibilities, thereby enhancing job satisfaction, performance, and commitment (Morgeson & Humphrey, 2006; Parker et al., 2006). Autonomy not only supports intrinsic motivation by fulfilling the psychological need for self-determination but also strengthens the effectiveness of leadership and organizational support initiatives (Deci et al., 1985; Spreitzer, 1995). Job autonomy encompasses the degree of freedom and discretion individuals have in performing their tasks. Breaugh (1985) identifies three facets of work autonomy: method autonomy (choice in procedures), scheduling

autonomy (control over timing), and criteria autonomy (freedom in setting performance standards). This autonomy is pivotal in enhancing employees' creative performance and allows them to manage their work activities effectively. Research indicates that such autonomy directly contributes to job satisfaction (Loher et al., 1985). Mortimer (2019) also highlights work autonomy as a significant determinant of job satisfaction, emphasizing its role in employee well-being.

Intrinsic motivation (IM) refers to engaging in activities for their inherent satisfaction rather than for external rewards. Rooted in self-determination theory (SDT), this concept emphasizes that individuals are most motivated when their basic psychological needs for autonomy, competence, and relatedness are fulfilled (Deci & Ryan, 1985). In organizational settings, fostering intrinsic motivation is crucial for enhancing employee creativity, persistence, and productivity.

Perceived organizational support (POS) and transformational leadership (TL) are pivotal in cultivating an environment conducive to intrinsic motivation. POS involves employees' beliefs about how much the organization values their contributions and cares for their well-being. When employees perceive high organizational support, they are more likely to feel valued and empowered, leading to increased intrinsic motivation (Eisenberger et al, 1999).

Transformational leaders, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, inspire and motivate employees by aligning organizational goals with employees' personal values and needs. Such leadership fosters a supportive environment that enhances employees' intrinsic motivation by fulfilling their psychological needs (Bass & Riggio, 2006).

Research has demonstrated the positive effects of POS and TL on intrinsic motivation. For instance, a study by Gagné (2010) found that supportive managerial behaviors, indicative of high POS, were associated with increased intrinsic motivation among employees. Similarly, transformational leadership has been linked to higher levels of intrinsic motivation, as leaders who provide intellectual stimulation and individualized consideration encourage employees to engage in tasks out of genuine interest and personal growth Bastari (2020).

In a case study conducted by a healthcare organization, the implementation of transformational leadership practices led to increased intrinsic motivation among nursing staff. Leaders who provided support, recognized individual contributions, and encouraged professional development created an environment where nurses felt autonomous and competent, resulting in improved job satisfaction and patient care outcomes (Abdelhafiz et al., 2016).

A technology firm introduced a program where employees could dedicate a portion of their time to projects of personal interest. This initiative, reflecting high POS and autonomy, led to increased intrinsic motivation and a surge in innovative ideas and products. Employees reported feeling more engaged and committed to the organization, highlighting the effectiveness of supporting intrinsic motivation through autonomy and organizational support (Amabile et al., 1996).

Intrinsic motivation is a critical driver of employee engagement, creativity, and performance. Organizations can foster this form of motivation by ensuring employees feel supported and valued (POS) and by adopting transformational leadership practices that align organizational objectives with employees' personal goals. By creating an

environment that satisfies employees' psychological needs for autonomy, competence, and relatedness, organizations can enhance intrinsic motivation, leading to sustained organizational success.

Affective organizational commitment (AOC), the emotional attachment an employee has to their organization, is also central to this model (Allen & Meyer, 1996). POS and TL have been shown to significantly influence AOC by fulfilling employees' socio-emotional needs, thereby strengthening their identification with organizational goals (Allen & Meyer, 1996; Rhoades et al., 2008). Employees with high affective commitment demonstrate higher levels of discretionary effort, loyalty, and performance (Mowday et al., 1982; Garg & Rastogi, 2006).

Empirical evidence supports the mediating roles of MI and AOC in the relationships between POS, TL, and JP. For instance, intrinsic motivation partially mediates the relationship between POS and performance, suggesting that support from the organization enhances internal drive, which in turn leads to better job outcomes (Mottazzi, 1985). Similarly, MI has been found to fully mediate the effect of TL on JP, illustrating that transformational leaders can inspire high performance primarily by cultivating intrinsic motivation among their followers (Luthans & Avolio, 2007; Gyamfi, 2014). However, not all pathways are moderated by JA. For example, although JA strengthens the relationship between TL and AOC, its interaction with POS is not significant, indicating that organizational support may foster affective commitment regardless of autonomy levels (Shalley & Gilson, 2004; Volmer et al., 2012).

This research contributes both theoretically and practically. Theoretically, it deepens the understanding of motivational and commitment-related processes within the

framework of social exchange theory and self-determination theory. Practically, it provides actionable insights for human resources leaders and organizational decision-makers in the manufacturing sector, suggesting ways to design jobs, lead effectively, and build cultures that maximize motivation and performance. Training programs focused on transformational leadership, enhancing perceived support, and encouraging job autonomy can drive significant improvements in employee commitment and outcomes.

**Research Questions**

The following central questions guide this research:

1. How do perceived organizational support (POS) and transformational leadership (TL) affect job performance (JP) directly and indirectly through intrinsic motivation (MI) and affective organizational commitment (AOC)?
2. Does job autonomy (JA) moderate the relationships between POS/TL and employee attitudes such as AOC and MI?

By exploring these questions, the current study contributes to a nuanced understanding of the psychological and organizational levers that shape high-performance cultures in the U.S. manufacturing sector.

## CHAPTER 2: LITERATURE REVIEW

Transformational leadership (TL), first conceptualized by Burns (1978) and expanded by Bass (1985), has long been recognized as a powerful driver of employee motivation and organizational outcomes. TL is characterized by four core behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). These behaviors not only improved job performance but also stronger emotional ties between employees and the organization. While early studies focused largely on TL's impact on productivity and satisfaction, more recent research has shifted toward its role in cultivating affective organizational commitment (AOC) an employee's emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1991).

In recent years, the link between TL and AOC has been reaffirmed and expanded. For example, Meyer, Stanley, and Vandenberghe (2019) argue that leadership styles rooted in authenticity and moral engagement tend to produce stronger affective commitment, particularly when employees perceive alignment between personal values and organizational vision. Similarly, Breevaart and Zacher (2019) found that daily experiences of transformational leadership behaviors significantly predicted fluctuations in employees' affective commitment, suggesting that TL exerts not only long-term but also moment-to-moment influences on commitment.

Scholars have also begun to explore the mediating mechanisms that explain how TL translates into AOC. A growing body of evidence suggests that psychological empowerment, value congruence, and trust in leadership are critical mediators (Caillier, 2020; Lee, Kim, & Park, 2021). These findings suggest that transformational leaders

foster affective commitment not merely through charisma or vision but by creating an environment where employees feel intrinsically valued and aligned with the organization's mission.

However, despite the strength of these associations, gaps remain. Much of the existing research has been conducted in public sector or service-based environments, with fewer studies exploring manufacturing contexts, where leadership demands and organizational cultures may differ significantly (Kuvaas et al., 2021). Additionally, while TL's influence on AOC has been established, less is known about how contextual factors like job autonomy might moderate this relationship or how affective commitment may function as a psychological bridge between leadership and performance outcomes in complex organizational systems.

To address these gaps, the present study investigates the mediating role of AOC in the relationships between both TL and perceived organizational support (POS) with job performance. It also incorporates job autonomy as a moderator, offering a more dynamic and context-sensitive understanding of how leadership styles interact with organizational structures to influence employee commitment and behavior.

**Perceived Organizational Support**

Perceived organizational support (POS) is deeply rooted in social exchange theory and organizational support theory. Social exchange theory, introduced by Blau (2017), suggests that social behavior results from an exchange process where individuals seek to maximize benefits and minimize costs. In organizational contexts, this theory implies that when employees perceive high levels of support from their organization, they feel obliged to reciprocate with positive attitudes and behaviors. Eisenberger et al. (1999)

expanded on this concept with organizational support theory, positing that employees form general beliefs about how much the organization values their contributions and cares about their well-being. These beliefs are influenced by various organizational actions and practices, such as fairness of treatment, supervisory support, and rewards.

Fair treatment in the workplace significantly influences POS. When employees perceive that organizational procedures and outcomes are fair, they are more likely to feel supported, which pertains to distributive, procedural, and interactional justice (Cropanzano et al., 2005). The support employees receive from their immediate supervisors is another crucial determinant of POS. Supportive supervisory behaviors, such as providing feedback, recognizing efforts, and showing concern for personal well-being, enhance employees' perceptions of organizational support (Kottke & Sharafinski, 1988). Additionally, the extent to which an organization rewards and recognizes employees' efforts contributes to POS. Tangible rewards, such as bonuses and promotions, along with intangible rewards, such as praise and acknowledgment, reinforce the belief that the organization values their contributions (Eisenberger et al., 1999).

Favorable job conditions, including safe work environments, adequate resources, and opportunities for professional growth, also enhance POS. When employees feel that the organization invests in their development and well-being, their perceptions of support are strengthened (Eisenberger et al., 1999). Organizational justice, involving the perceived fairness of organizational procedures and treatment, is another key component. Employees' perceptions of fairness in decision-making processes, distribution of resources, and interpersonal treatment significantly impact their sense of organizational support (Colquitt et al., 2001).

**Transformational Leadership**

Transformational leadership is characterized by leaders who inspire and motivate their employees through vision, stimulation, and personal attention, profoundly influencing the intrinsic motivation of their employees and fostering a work environment where commitment and high performance are likely to flourish (Bass & Avolio, 1994). This leadership style, marked by the ability to inspire and motivate, significantly impacts employees by focusing on higher ideals and moral values, providing a clear vision, support, and recognition, which dramatically increases the intrinsic motivation of team members, leading to greater commitment and improved performance (Bass & Avolio, 1994).

The core components of transformational leadership include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders serve as role models for their followers, embodying the values and behaviors they wish to instill, building trust and respect, and encouraging followers to emulate their actions (Bass & Avolio, 1994). They articulate a compelling vision that inspires and motivates followers, fostering enthusiasm and commitment by communicating high expectations and expressing important purposes in simple ways (Bass and Avolio, 1994). These leaders encourage innovation and creativity by challenging existing assumptions and encouraging new perspectives, supporting followers in thinking critically and solving problems independently, thus fostering a culture of continuous improvement (Bass & Riggio, 2006). They also attend to the individual needs of followers by providing personalized coaching and mentoring,

recognizing each follower's unique contributions, and supporting their personal and professional development (Bass & Avolio, 1994).

Transformational leadership is rooted in the broader theory of charismatic leadership proposed by Mahdinezhad (2013) and expanded by House (1992). This theory suggests that charismatic leaders, through their extraordinary qualities and actions, can inspire followers to achieve exceptional outcomes. Bass and Avolio (1994) integrated these ideas into a more comprehensive model of transformational leadership, emphasizing the role of leaders in fostering high levels of intrinsic motivation and commitment among followers.

Research has consistently shown that transformational leadership is associated with numerous positive organizational outcomes, including enhanced employee performance, satisfaction, and organizational commitment. Transformational leaders enhance employee performance by fostering an environment that encourages innovation, creativity, and a strong sense of purpose. Employees who perceive their leaders as transformational are more likely to go beyond their job descriptions to achieve organizational goals (Bass & Avolio, 1994). Additionally, by providing vision, intellectual stimulation, and individualized consideration, transformational leaders increase job satisfaction among employees by meeting followers' higher-order needs, leading to greater fulfillment and engagement at work (Judge & Patton, 2001). Finally, transformational leadership fosters strong organizational commitment by aligning followers' values and goals with those of the organization, creating a sense of belonging and loyalty, reducing turnover intentions, and promoting long-term organizational stability (Avolio et al., 2007).

**Job Performance**

Job performance is a multi-dimensional construct, referring to the effectiveness with which job duties are carried out by an employee. It encompasses various aspects including task performance, contextual performance, and counterproductive work behaviors. Understanding the factors that influence job performance is critical for organizations aiming to enhance productivity and achieve strategic goals. The study of job performance is grounded in several theoretical frameworks that provide insights into the determinants and outcomes of performance at work.

Role theory proposes that employees' job performance is influenced by their understanding of role expectations and their ability to meet these expectations. Clarity in roles and responsibilities helps employees align their efforts with organizational goals, thereby enhancing performance (Loher et al., 1985). Locke and Latham's (1990) goal-setting theory suggest that specific and challenging goals enhance performance by directing attention, mobilizing effort, increasing persistence, and encouraging the development of strategies. Employees who set clear and attainable goals are more likely to achieve higher performance levels. Bandura's (1985) social cognitive theory emphasizes the role of self-efficacy, or an individual's belief in their capability to execute tasks successfully. High self-efficacy is associated with greater motivation, resilience, and ultimately better performance. Oldham and Hackman's (1981) job characteristics model proposes that job design influences job performance through core job dimensions such as skill variety, task identity, task significance, autonomy, and feedback. Jobs that are enriching and provide meaningful work experiences tend to enhance employee performance.

Job performance is typically categorized into three main dimensions: task performance, contextual performance, and counterproductive work behaviors. Task performance refers to the effectiveness with which employees carry out the core job responsibilities that contribute directly to the production of goods or services, including both the quantity and quality of work produced (Campbell, 1990). Contextual performance involves behaviors that contribute to the organizational environment, such as helping colleagues, being proactive, and adhering to organizational norms. These behaviors support the social and psychological context in which task performance occurs (Borman & Motowidlo, 1997). Counterproductive work behaviors (CWBs) are actions that harm the organization or its members, such as theft, sabotage, and absenteeism. These behaviors detract from overall performance and can significantly impact organizational effectiveness (Spector & Fox, 2005).

Job performance is a multi-dimensional construct influenced by a variety of individual, job-related, and organizational factors. Understanding these factors and their interactions is crucial for fostering environments that promote high performance. By leveraging insights from theoretical frameworks and empirical research, organizations can implement strategies to enhance job performance and achieve sustainable success.

**Affective Organizational Commitment**

Affective organizational commitment (AOC) is rooted in psychological theories of motivation and attachment. The framework by Meyer and Allen (1987) emphasizes the emotional bonds employees form with their organizations, influenced by organizational support, job satisfaction, and alignment of personal values with organizational goals.

Social exchange theory, introduced by Blau (2017), provides a foundational basis for understanding AOC by positing that social behavior is the result of an exchange process aimed at maximizing benefits and minimizing costs. When employees perceive that their organization values their contributions and cares about their well-being, they are likely to reciprocate with higher levels of affective commitment. Organizational support theory, proposed by Eisenberger et al. (1999), suggests that employees develop beliefs about the extent to which the organization values their contributions and cares about their well-being, leading to stronger affective commitment when organizational support is perceived to be high.

Several factors contribute to the development of AOC, broadly categorized into individual, job-related, and organizational factors. Individual factors include the alignment of personal values and goals with those of the organization, which enhances affective commitment (Meyer et al., 1996), and job satisfaction, which is a strong predictor of affective commitment (Tett & Meyer, 1993). Job-related factors include job characteristics that provide autonomy, variety, and opportunities for skill use and development, fostering affective commitment (Hackman & Oldham, 1976), as well as role clarity and reduced role conflict, which enhance employees' emotional attachment to the organization (Rhoades et al., 2008).

Organizational factors that influence AOC include perceived organizational support (POS), a critical antecedent of affective commitment. When employees believe the organization supports them, they develop stronger emotional bonds with it (Eisenberger et al., 1990). Leadership style also plays a role, with transformational leadership—characterized by inspirational motivation, intellectual stimulation, and

individualized consideration—positively impacting affective commitment (Bass & Riggio, 2006). Additionally, perceptions of organizational justice in procedures, interactions, and distributions enhance affective commitment (Colquitt et al., 2001).

Affective organizational commitment is a crucial component of employee engagement and organizational success. It is associated with numerous positive outcomes, including improved job performance, job satisfaction, reduced turnover intentions, and increased organizational citizenship behavior. By understanding and enhancing the factors that contribute to affective commitment, organizations can foster a more motivated, committed, and productive workforce.

While there is extensive research on job autonomy, transformational leadership, and organizational support in various sectors, there might be a lack of studies specifically targeting the manufacturing industry. The manufacturing sector has unique characteristics such as standardized production processes, strict compliance with safety regulations, and a potentially less flexible work environment compared to service-oriented industries. These factors could influence the studied relationships, representing a significant research gap (Appelbaum et al., 2001).

Research often examines the impact of job autonomy, transformational leadership, or organizational support in isolation or in combination but may not consider all these factors simultaneously. A comprehensive model integrating all these elements along with their interaction effects could provide deeper insights into their collective impact on intrinsic motivation and subsequent employee outcomes (Mathieu & Zajac, 1990). Additionally, there is a need for longitudinal research to assess how changes in job autonomy, transformational leadership, and organizational support over time influence

intrinsic motivation, and how sustained changes in motivation affect long-term employee commitment and performance. Most existing studies might be cross-sectional, limiting the understanding of causality and long-term effects (Tierney, 2002).

The influence of cultural and regional differences on the effectiveness of job autonomy, transformational leadership, and organizational support might be underexplored. Different cultural contexts could significantly affect how these factors influence intrinsic motivation and other employee outcomes (Volmer, 2012). Furthermore, besides intrinsic motivation, other potential moderators such as job satisfaction, employee resilience, or organizational culture might play critical roles in the dynamics between leadership, support, autonomy, and employee outcomes. The impact of these moderators could be a vital area for new research (Judge & Bono, 2001).

In the manufacturing industry, rapid technological advancements such as automation and AI could alter job roles and, hence, the dynamics of job autonomy and leadership requirements. The implications of these changes on employee motivation and performance have not been fully explored (Bastari et al, 2020). By focusing on these gaps, future research could provide valuable insights into effectively managing workforce motivation and performance in the manufacturing industry, enhancing theoretical frameworks, and offering practical guidance for organizational leaders.

A research project investigating the factors influencing the mediating role of intrinsic motivation in the relationship between job autonomy, transformational leadership, and organizational support on employee commitment and work performance in the manufacturing industry could contribute significantly to both academic literature and practical management approaches. This research can deepen the theoretical

understanding of social exchange theory by explicitly examining how intrinsic motivation and affective organizational commitment interface between transformational leadership, perceived organizational support, and key outcomes like employee commitment and performance. The study would contribute to nuanced theory development and could validate or challenge existing models by providing empirical evidence on the strength and nature of these mediations (Ryan & Deci, 1985).

Manufacturing has unique characteristics such as operational demands, shift work, and reliance on technical skills, which may influence the dynamics of motivation and leadership differently than in other sectors. This research could uncover specific insights about how job design and leadership styles can be effectively adapted to the manufacturing context, enhancing the relevance of management theories to this specific sector (Karasek, 1979). By examining transformational leadership in conjunction with job autonomy and organizational support, the study could provide empirical evidence on which aspects of leadership are most effective in fostering intrinsic motivation and driving commitment and performance. This would be particularly valuable for organizations aiming to enhance their leadership development programs (Bass & Avolio, 1994).

The research could explore how different types of organizational support (emotional, instrumental, informational) influence intrinsic motivation and broader organizational outcomes. Findings could offer organizations targeted strategies for designing support systems that not only meet employee needs but also maximize motivational and performance outcomes (House, 1992). With intrinsic motivation playing a central role in employee behavior and attitudes, understanding its drivers allows

managers to craft strategies that enhance motivation naturally, without relying heavily on extrinsic rewards, leading to more sustainable engagement strategies in workforce management (Gagné, 2010).

Insights into how job autonomy influences motivation and subsequent commitment and performance could lead to innovations in job design, such as flexible work arrangements, enhanced decision-making powers at lower levels, and customized work roles tailored to boost intrinsic motivation (Hackman & Oldham, 1976). On a broader scale, this research could influence policy development within large manufacturing firms or even at an industry-wide level, promoting best practices that enhance employee engagement and productivity through intrinsic motivation (Pegler, 2012).

If this research incorporates cross-cultural analysis, it could offer insights into how these dynamics play out across different cultural contexts, providing a blueprint for multinational companies to manage their diverse workforce effectively (Hofstede et al., 1990). This research would not only fill identified gaps but also potentially revolutionize the way organizations understand and implement practices that enhance intrinsic motivation and affective organizational commitment, thereby improving employee commitment and work performance in the manufacturing industry.

Job autonomy is a critical factor in workplace psychology that significantly influences intrinsic motivation. The concept of autonomy in the workplace encompasses the level of control and discretion that employees have over how they perform their tasks. According to Self-determination theory (SDT), autonomy is one of the three basic psychological needs (along with competence and relatedness) that are essential for

enhancing intrinsic motivation (Deci & Ryan, 1985). Research indicates that when employees feel a sense of autonomy, they are more likely to experience satisfaction in their work, which in turn enhances their intrinsic motivation (Gagné et al., 2010).

This research aims to deepen theoretical understanding of social exchange theory (SET) by explicitly examining the interface between intrinsic motivation, affective organizational commitment, transformational leadership, perceived organizational support, and key outcomes such as employee commitment and work performance. By investigating these relationships, the study contributes to nuanced theory development, offering insights that validate or challenge existing models with empirical evidence on the strength and nature of these mediations (Ryan et al., 1999).

Empirical studies have demonstrated the positive impact of job autonomy on intrinsic motivation and subsequent organizational outcomes. For instance, Hackman and Oldham's (1976) Job Characteristics Model suggests that autonomy is a core dimension of job design that can enhance work outcomes by increasing psychological states, including intrinsic motivation, which leads to higher job satisfaction and better performance outcomes.

**Intrinsic Motivation**

Intrinsic motivation concept is deeply rooted in self-determination theory (SDT), developed by Deci and Ryan (1985). SDT proposes that human motivation is guided by the need to fulfill three basic psychological needs: autonomy, competence, and relatedness. When these needs are satisfied, individuals are more likely to experience intrinsic motivation. Autonomy refers to the feeling of volition and willingness when

engaging in an activity, involving a sense of choice and control over one's actions, reflecting an internal locus of causality (Deci & Ryan, 1985).

Environments that support autonomy, such as offering choice and encouraging self-initiation, significantly enhance intrinsic motivation. When individuals feel that their actions are self-endorsed and align with their personal values, they are more likely to be intrinsically motivated (Ryan & Deci, 1985). Competence involves the need to feel effective and capable of achieving desired outcomes, reflecting a person's ability to master tasks and challenges and to develop new skills (White, 1959; Deci & Ryan, 1999). Positive feedback and opportunities for mastery experiences enhance feelings of competence, thereby boosting intrinsic motivation. When individuals perceive that they can successfully complete tasks and overcome challenges, their intrinsic motivation is heightened (Deci, Koestner et al., 1999; Ryan & Deci, 1999). Relatedness is the need to feel connected to others, to care for and be cared for by others, and to experience a sense of belonging (Caesens & Luypaert, 2014). Supportive relationships and a sense of belonging enhance intrinsic motivation by fulfilling the need for relatedness. Positive social interactions and emotional support are crucial for maintaining intrinsic motivation, as they provide a sense of security and connectedness (Ryan & Deci, 1985).

Numerous studies have explored the antecedents and outcomes of intrinsic motivation across different contexts. Research in educational settings has consistently shown that intrinsic motivation is associated with better learning outcomes, higher academic achievement, and greater persistence (Ryan et al., 1999). For instance, Vallerand et al. (1988) found that students who are intrinsically motivated engage more deeply in learning activities and show greater academic success compared to those motivated by

external rewards. In the workplace, intrinsic motivation is linked to higher job satisfaction, creativity, and performance. Gagné (2010) demonstrated that employees who experience intrinsic motivation are more likely to exhibit proactive behaviors, contribute to organizational innovation, and show lower turnover intentions. Similarly, Mottaz (1985) found that intrinsic motivation is a key driver of creative performance in organizational settings. Intrinsic motivation also plays a significant role in personal and recreational activities. Studies have shown that individuals who engage in hobbies or leisure activities out of intrinsic interest experience higher levels of well-being and life satisfaction (Arnold, 2017). For example, research by Ryan and Koestner (1999) indicated that intrinsically motivated activities, such as sports or arts, contribute to psychological well-being and personal fulfillment.

Several factors can enhance or undermine intrinsic motivation. Environments that provide autonomy support significantly enhance intrinsic motivation. For instance, Reeve et al. (2014) found that teachers who adopt an autonomy-supportive teaching style foster greater intrinsic motivation in their students. Positive feedback that emphasizes personal improvement and mastery can boost intrinsic motivation by enhancing feelings of competence. Lepper et al., (1999) showed that constructive feedback in educational settings leads to higher intrinsic motivation and academic performance. Supportive relationships and a sense of belonging enhance intrinsic motivation by fulfilling the need for relatedness. Ryan and Deci (1985) highlighted that positive social interactions and emotional support are crucial for maintaining intrinsic motivation. Conversely, extrinsic rewards, such as monetary incentives or grades, can undermine intrinsic motivation by shifting the focus from the inherent enjoyment of the activity to external outcomes. Deci,

Koestner, et al. (1999) conducted a meta-analysis showing that tangible rewards often decrease intrinsic motivation, particularly when they are perceived as controlling. Environments that exert excessive control and pressure, such as micromanagement or strict regulations, can diminish intrinsic motivation by undermining autonomy. Research by Deci and Ryan (1985) found that controlling teaching methods reduces students' intrinsic motivation and engagement. Negative feedback that focuses on failures and shortcomings can reduce intrinsic motivation by undermining feelings of competence. Vallerand and Reid (1988) demonstrated that critical feedback in sports settings lowers athletes' intrinsic motivation and performance.

Intrinsic motivation is a powerful and essential driver of human behavior, associated with numerous positive outcomes across various contexts. Grounded in self-determination theory, it emphasizes the importance of fulfilling basic psychological needs for autonomy, competence, and relatedness. By understanding and leveraging the factors that enhance intrinsic motivation, educators, managers, and policymakers can create environments that promote sustained engagement, creativity, and well-being.

**Job Autonomy**

Job autonomy is a fundamental aspect of modern work environments, playing a crucial role in enhancing employee motivation, commitment, and performance. It refers to the degree to which employees have the freedom and discretion to plan, schedule, and execute their work tasks independently (Ryan et al., 1999). This concept is rooted in the broader framework of job design and motivation theories, highlighting its significance in promoting a productive and satisfying work environment.

The concept of job autonomy is extensively explored in the Job Characteristics Model (JCM) developed by Hackman and Oldham (1976). According to JCM, job autonomy is one of the core job dimensions that influence critical psychological states, leading to positive work outcomes. Specifically, autonomy contributes to experienced responsibility for outcomes, which enhances intrinsic motivation and job satisfaction. When employees perceive high levels of autonomy, they feel a greater sense of ownership and control over their work, fostering a deeper commitment to their tasks and overall organizational goals.

Job autonomy satisfies key psychological needs as outlined by Self-determination theory (SDT; Deci & Ryan, 1985). SDT posits that autonomy is a basic human need that, when fulfilled, promotes intrinsic motivation. Autonomy in the workplace allows employees to experience a sense of volition and self-determination, critical for fostering intrinsic motivation. When employees can make decisions about their work processes, they are more likely to engage in their tasks with enthusiasm and creativity, leading to higher levels of job satisfaction and performance.

Empirical research consistently supports the positive impact of job autonomy on various employee outcomes. For instance, a study by Langfred and Moye (2004) demonstrated that job autonomy is positively correlated with job performance, particularly in complex and dynamic work environments. Their findings suggest that autonomy enables employees to adapt their work strategies to changing conditions, thereby enhancing their effectiveness. Additionally, research by Parker, et al.(2006) found that job autonomy is associated with proactive behavior at work. Employees with high levels of autonomy are more likely to seek new challenges and opportunities for

personal and professional growth, contributing to organizational innovation and overall performance.

Job autonomy also plays a critical role in reducing job stress and preventing burnout. When employees have the freedom to manage their workloads and make decisions about their work, they can better balance their professional and personal lives. This control reduces the likelihood of stress and burnout, often associated with rigid and highly controlled work environments (Gyamfi, 2014). By promoting a sense of ownership and personal responsibility, job autonomy helps create a more positive and sustainable work environment.

Moreover, job autonomy is instrumental in enhancing organizational commitment. Employees who feel trusted and empowered by their organizations are more likely to develop a strong emotional attachment to their employer. This commitment is crucial for retaining top talent and reducing turnover rates. As employees feel more valued and respected, their loyalty to the organization grows, leading to a more stable and productive workforce (Allen & Meyers, 1996).

This literature review integrates foundational theories and empirical findings to elucidate the interplay between perceived organizational support (POS), transformational leadership, job autonomy, intrinsic motivation, affective organizational commitment (AOC), and job performance. Rooted in social exchange theory and organizational support theory, POS reflects employees' beliefs about their organization's valuation of their contributions and concern for their well-being. Fair treatment, supervisory support, and appropriate rewards enhance POS, fostering a reciprocal relationship where employees exhibit increased commitment and performance. Transformational leadership,

characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has been shown to positively impact AOC and job performance, often mediated by employee engagement. Job autonomy, a core component of the Job Characteristics Model, satisfies the psychological need for autonomy as posited by self-determination theory, thereby enhancing intrinsic motivation. Intrinsic motivation, in turn, is linked to higher job satisfaction, creativity, and performance. AOC, reflecting an emotional attachment to the organization, is influenced by POS, job satisfaction, and value alignment, and is associated with reduced turnover intentions and increased organizational citizenship behaviors. Despite extensive research, gaps remain, particularly in the manufacturing sector, where unique operational demands may affect these dynamics. Future research should consider longitudinal studies and cross-cultural analyses to deepen understanding and inform strategies that enhance employee motivation and performance.

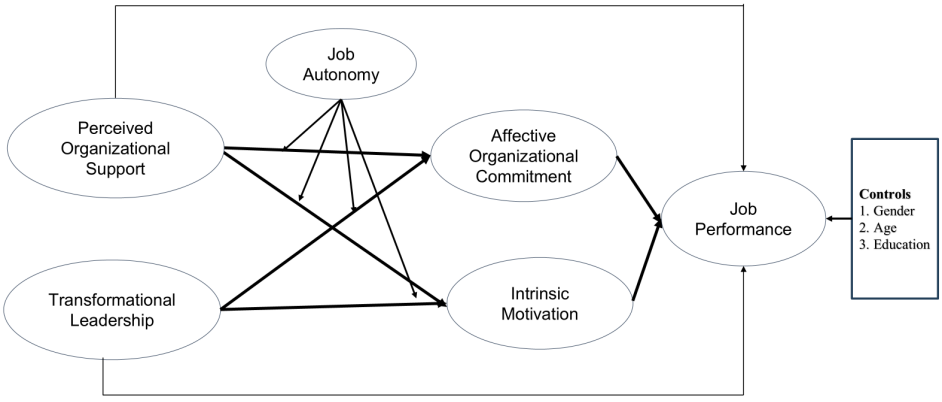
Table 1 below summarizes the constructs found in the literature and used in this study.

**Table 1. Construct Definitions Summary**

| CONSTRUCT | DEFINITION | SOURCE |
|---|---|---|
| Intrinsic motivation | "…doing an activity for its inherent satisfaction rather than for some separable consequence." | Deci & Ryan (1985) |
| Affective organizational commitment | "…the emotional attachment, identification, and involvement that an employee has with their organization." | Meyer & Allen (1987) |
| Transitional leadership | "is a leadership style where leaders inspire and motivate employees to exceed expectations by transforming their attitude and beliefs." | Bass & Avolio (1994) |
| Perceived organizational support | "refers to the employee perception of how much the organization values their contribution and cares about their well-being." | Eisenberger et al., (1998) |
| Job autonomy | "Refers to the degree which a job Provide an employee with substantial freedom, independence, and discretion | Hackman & Oldham (1976) |

| | | |
|---|---|---|
| | in scheduling the work and determining the procedures to be used in carrying it out." | |
| Job performance | "…is the efficiency and effectiveness with which job duties are caried out by an employee." | Campbell (1990) |

**Figure 1: Conceptual Model**



## CHAPTER 3: RESEARCH MODEL AND HYPOTHESES

Perceived organizational support (POS) refers to employees' perceptions of how much the organization values their contributions and cares about their well-being (Eisenberger et al, 1999). This concept is rooted in social exchange theory, which posits that positive reciprocal relationships between employees and organizations foster mutual benefits (Blau, 2017).

### Perceived Organizational Support

Perceived organizational support (POS) refers to employees' beliefs about the extent to which their organization values their contributions and cares about their well-being (Eisenberger & LaMastro, 1990). This concept is integral to understanding how organizations can foster a supportive work environment that enhances employee commitment and motivation. POS is grounded in social exchange theory, which posits that the quality of the relationship between employees and their organization is based on the reciprocal exchange of benefits and support (Blau, 2017).

Perceived organizational support (POS) and job performance (JP) are closely interrelated, with each reinforcing the other through psychological and behavioral mechanisms. Grounded in Social exchange theory (Blau, 2017), POS suggests that when employees perceive their organization as valuing their contributions and well-being, they are more likely to reciprocate with enhanced commitment, motivation, and performance. This reciprocal relationship fosters a positive work environment that encourages discretionary effort. Additionally, role theory (Avolio & Bhatia, 2004) emphasizes that employees perform better when they have clear expectations and feel equipped to meet organizational goals. POS contributes to this clarity by offering the support and resources

needed to fulfill role demands effectively. Thus, POS not only influences employee attitudes but also plays a direct role in improving job performance by shaping employees' perceptions of their roles and responsibilities.

**Job Performance**

Job performance is a multifaceted construct encompassing three primary dimensions: task performance, contextual performance, and counterproductive work behaviors (CWBs). Task performance refers to the effectiveness with which employees execute activities directly contributing to an organization's technical core, including both the quantity and quality of work produced (Campbell, 1990). Contextual performance involves behaviors that support the organizational environment beyond formal job requirements, such as assisting colleagues, volunteering for additional tasks, and adhering to organizational norms; these actions enhance the social and psychological context, facilitating overall organizational functioning (Borman & Motowidlo, 1997). In contrast, counterproductive work behaviors encompass intentional actions by employees that harm the organization or its members, including theft, sabotage, and absenteeism (Spector & Fox, 2005). Understanding these dimensions is crucial for organizations aiming to assess and enhance employee performance effectively.

**Transformational Leadership**

Transformational leadership, as conceptualized by Bass (1994), is defined by a leader’s ability to inspire, intellectually stimulate, and provide individualized consideration to their followers. This leadership style is built upon four core components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders serve as role models, articulate a compelling

vision, encourage innovative thinking, and offer personalized support, thereby fostering a climate of trust, motivation, and development. Rooted in charismatic leadership theory (House, 1992), transformational leadership has been shown to significantly enhance intrinsic motivation, which, in turn, leads to stronger organizational commitment and improved performance outcomes. Employees under transformational leadership are more likely to align with organizational goals, demonstrate discretionary effort, and perform beyond formal role expectations.

Job performance, a multidimensional construct encompassing task effectiveness, contextual behavior, and the reduction of counterproductive actions, is shaped by both psychological and structural factors. Role theory (i.e, Imhangbe & Obozuwa, 2019) emphasizes that performance improves when employees understand their responsibilities and receive adequate guidance and motivation to fulfill them. Transformational leaders contribute to this clarity and motivation by fostering a sense of purpose, empowerment, and support, which encourages higher levels of engagement and performance.

**Perceived Organizational Support, Transformational Leadership and Affective Organizational Commitment**

Perceived organizational support (POS) and transformational leadership (TL) are critical in fostering innovative employee performance, particularly within the service sector. POS, defined as employees' perceptions of organizational appreciation and care, has been shown to enhance affective commitment and performance. TL, characterized by leaders who inspire and motivate, positively influences employees' commitment to change and innovative behaviors. In the service industry, where personalized and memorable customer experiences are paramount, proactive employee innovation is

essential for creating unique offerings (wang & Chen, 2010). Employee performance is a driving force behind organizational growth, with service-focused employees playing a pivotal role in achieving business objectives and maintaining a competitive edge (Shore & Wayne, 1993). Therefore, management should prioritize fostering POS and TL, alongside continuous training and development, to enhance employee performance and sustain organizational success. Based on these theoretical foundations and empirical findings, it is proposed:

**Hypothesis H1** *Perceived organizational support positively relates to job performance.*

**Hypothesis H2** *Transformational leadership positively influences job performance*.

**Perceived Organizational Support, Transformational Leadership and Affective Organizational Commitment**

Perceived Organizational Support (POS), Transformational Leadership (TL), and Affective Organizational Commitment (AOC) are interrelated constructs that significantly influence employee attitudes and performance within organizations. POS refers to employees' beliefs regarding the extent to which their organization values their contributions and cares about their well-being (Eisenberger & Lynch, 1998). High levels of POS have been consistently linked to increased affective commitment, as employees who feel supported tend to develop stronger emotional attachments to their organization (Rhoades & Eisenberger, 2002). Similarly, transformational leadership—characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—plays a pivotal role in enhancing AOC (Bass & Avolio, 1994).

Transformational leaders inspire trust, model desired behaviors, and provide personalized support, thereby reinforcing employees' identification with organizational goals and fostering a deeper sense of loyalty and engagement (Amstrong & McMahon, 2013). Research shows that both POS and TL fulfill employees' socio-emotional needs, which in turn strengthens their affective commitment (Shore & Wayne, 1993). This convergence of supportive organizational culture and empowering leadership creates a motivational climate where employees are more likely to remain committed and contribute meaningfully to organizational success.

Consequently, various favorable work-related experiences have been found to be positively and significantly associated with high POS (Rhoades & Eisenberger, 1999). I offer the following hypothesis:

> **Hypothesis *H3*** *POS positively influences AOC, suggesting that employees who perceive high levels of organizational support are more likely to develop a strong emotional bond with their organization*. Similarly,
>
> **Hypothesis H5** *TL positively influences AOC, implying that leaders who demonstrate transformational behaviors contribute to the development of affective commitment by fostering trust, motivation, and alignment with organizational values.*

Together, POS and TL play complementary roles in strengthening affective commitment, with organizational support providing the structural and emotional foundation, and transformational leadership offering the relational and motivational influence necessary to enhance employees' emotional attachment to the organization.

**Perceived Organizational Support, Transformational Leadership and Intrinsic Motivation**

Perceived organizational support (POS) and transformational leadership (TL) are both recognized as key antecedents of Intrinsic Motivation (MI), the internal drive to engage in work for its inherent satisfaction, interest, or enjoyment (Ryan & Deci, 1999). Intrinsic motivation (MI) draws on organizational support theory (Eisenberger et al., 1986), which suggests that when employees feel valued, supported, and appreciated by their organization, they are more likely to experience greater autonomy and self-worth. These psychological conditions enhance internal motivation by fulfilling basic psychological needs, particularly the need for competence and autonomy (Deci & Ryan, 1985).

Transformational leaders inspire and energize employees through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). By articulating a compelling vision, encouraging innovative thinking, and providing personal support, transformational leaders foster a sense of purpose and engagement, which has been shown to elevate intrinsic motivation (Judge & Piccolo, 2004; Ryan & Deci, 1985).

Together, POS and TL contribute to the creation of a supportive and empowering work environment that satisfies employees' core psychological needs—autonomy, competence, and relatedness—as outlined in self-determination theory (Deci & Ryan, 1985). These conditions, in turn, promote higher levels of intrinsic motivation, encouraging employees to be more self-driven, engaged, and committed to their work.

*Intrinsic motivators*. Motivational factors are considered factors that motivate

employees to perform exceptionally (Zhang & Bartol, 2010). Noting that these factors are intrinsically rewarding, they can be classified as motivators because they represent employees' psychological needs, and they lead to long-term impetus (Njanja et al., 2013). The motivational factors include (a) challenging work, (b) recognition for one's achievement, (c) responsibility, (d) opportunity to do something meaningful, (e) involvement in decision making, and (f) sense of importance to an organization (Ackah, 2015). When they are part of an employee's work-life, these factors serve as motivation, but when they are not offered, employees are not necessarily dissatisfied (Herzberg, 1966; Herzberg et al., 1959). Based on these theoretical foundations and empirical findings, it is proposed:

> **Hypothesis H4** posited that *perceived organizational support (POS) would positively influence intrinsic motivation (MI)*, and
>
> **Hypothesis H6** proposed that *transformational leadership (TL) would positively influence MI*.

**Affective Organizational Commitment and Job Performance**

Affective organizational commitment (AOC) refers to the emotional attachment, identification, and involvement that an employee has with their organization (Meyer & Allen, 1991). This form of commitment is characterized by employees' desire to remain part of the organization because they want to, not because they need to. Understanding the relationship between AOC and job performance is critical for organizations aiming to

enhance productivity and achieve strategic goals. Organizational commitment has been consistently linked to extra-role behaviors, commonly referred to as organizational citizenship behaviors (OCBs). Avolio et al. (1982) define organizational commitment as encompassing three components: (a) a strong belief in and acceptance of the organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization, and (c) a strong desire to maintain membership in the organization. These facets suggest a predisposition toward prosocial behaviors, wherein committed individuals are inclined to contribute to the organization's well-being beyond formal job requirements. Such discretionary behaviors include assisting colleagues, cooperating, and sharing resources, which, although challenging to quantify, significantly enhance organizational efficiency and effectiveness (Garg & Rastogi, 2006).

Job performance is a multi-dimensional construct that includes task performance, contextual performance, and counterproductive work behaviors. Task performance refers to the effectiveness with which job duties are carried out, while contextual performance involves behaviors that contribute to the organizational environment, such as helping colleagues and adhering to organizational norms. Counterproductive work behaviors are actions that harm the organization or its members, such as absenteeism and theft (Borman & Motowidlo, 1997; Spector & Fox, 2005). Taken together, I offer the following hypothesis:

> **Hypothesis H7** predicted that *affective organizational commitment (AOC) would positively influence job performance (JP)*

**Affective Organizational Commitment Mediates Perceived Organizational Support, Transformational Leadership and Job Performance**

AOC refers to an employee's emotional attachment, identification, and involvement with their organization (Meyer & Allen, 1991). According to organizational support theory (Eisenberger et al., 1986), when employees perceive that their organization values their contributions and cares for their well-being, they are more likely to develop a strong affective bond with the organization. This emotional commitment encourages employees to reciprocate through positive work behaviors, including increased effort and improved job performance (Spector & Fox, 2005). Grounded in social exchange theory (Blau, 2017), this hypothesis suggests that POS leads to greater AOC, which subsequently enhances performance outcomes. Employees who perceive high levels of perceived organizational support (POS) tend to exhibit increased commitment and job satisfaction, resulting in reduced instances of tardiness, absenteeism, and turnover (Rhoades & Eisenberger, 2002). POS addresses socio-emotional needs such as approval, affiliation, and self-esteem, fostering a stronger emotional bond between employees and their organizations (Eisenberger et al., 2001). This enhanced affective commitment leads employees to develop a sense of ownership, actively engage in organizational activities, strive toward organizational goals, and express a strong desire to remain with the organization (Rhoades et al., 2008). Furthermore, POS reinforces employees' beliefs that their performance improvements are recognized and valued, promoting beneficial outcomes for both employees, such as heightened job satisfaction and positive mood, and organizations, including increased commitment, enhanced performance, and reduced turnover (Ahmed et al., 2021).

Transformational leadership is characterized by behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1994). Leaders who demonstrate these qualities foster trust, inspire followers, and strengthen employees' emotional connection to the organization (Judge & Patton, 2001). As employees become more effectively committed, they are more motivated to align with organizational goals and exceed performance expectations (Allen & Meyer, 1996). This mediating mechanism reflects the principles of social exchange theory, wherein positive leadership behaviors build affective bonds that ultimately influence employee performance. Based on these theoretical foundations and empirical findings, it is proposed:

> **Hypothesis H8a** proposed that *affective organizational commitment (AOC) mediates the relationship between perceived organizational support (POS) and job performance (JP)*.
>
> **Hypothesis H8b** proposed that *organizational commitment (AOC) mediates the relationship between transformational leadership (TL) and job performance (JP)*.

**Intrinsic Motivation and Job Performance**

Intrinsic motivation refers to the inner drive that energizes individuals to work towards better outcomes (Deci & Ryan, 1985). These motivators arise from the work itself and the individual's engagement with it, encompassing factors such as responsibility, achievement, challenging work, and competence (Luthans & Avolio, 2007). The presence of these intrinsic factors means that employees are motivated by internal satisfaction rather than solely by material or financial rewards. Mottaz (1985)

identified additional intrinsic motivators, including status, recognition, praise from superiors and colleagues, personal satisfaction, and feelings of self-esteem. Kilimo et al. (2016) further emphasized that these intrinsic motivation tools play a crucial role in enhancing employee performance and organizational effectiveness.

Intrinsic motivation is defined as the internal drive to engage in an activity for its inherent satisfaction, rather than for external rewards or pressures (Deci & Ryan, 1985). This form of motivation emerges from genuine interest, enjoyment, or personal fulfillment derived from the task itself. In the workplace, intrinsically motivated employees tend to exhibit greater engagement, persistence, and performance, as their efforts are self-directed and aligned with personal values and satisfaction rather than external incentives. Prior research has shown that intrinsic motivation is a key predictor of job performance, particularly in roles that require creativity, autonomy, and sustained effort (Deci & Ryan, 1985). Employees who find their work meaningful and stimulating are more likely to invest discretionary effort and demonstrate higher levels of effectiveness. Intrinsic motivators are rewards inherent to the individual and not directly tied to performance outcomes. According to Armstrong (2006), these motivators are likely to have a deeper and longer-term effect because they originate from within the individual and are not imposed externally. Based on this theoretical and empirical foundation,

**Hypothesis H9** is proposed: *Intrinsic motivation (MI) positively influences job performance (JP)*.

**Intrinsic Motivation Mediates Perceived Organizational Support, Transformational Leadership and Job Performance**

Motivation, defined by Aarabi & Akeel (2013) as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal, is fundamental in driving employee performance. Deci and Ryan (1985) highlight that motivation enables employees to engage in actions that lead to goal attainment and fulfillment of personal needs. Judge (2001) further delineates motivation as encompassing three key components: intensity (the amount of effort), direction (the focus of effort toward organizational goals), and persistence (the duration of effort). While intensity is often emphasized, it must be accompanied by direction and persistence to result in favorable work outcomes. Ahmed (2021) categorizes various theories of work motivation, providing a comprehensive framework for understanding the diverse factors that drive employee behavior.

Perceived organizational support (POS) refers to employees' beliefs about how much the organization values their contributions and cares for their well-being, which is crucial for achieving organizational goals and enhancing performance (Dhar, 2015). Perceived organizational support reflects the extent to which employees believe their organization values their contributions and well-being (Eisenberger et al., 1986). When employees perceive high organizational support, they are more likely to feel trusted, valued, and psychologically safe, which fulfills core psychological needs such as competence, autonomy, and relatedness (Deci & Ryan, 2000). These conditions foster intrinsic motivation—engaging in work out of personal interest or enjoyment rather than for external rewards (Ryan & Deci, 2000). Employees who are intrinsically motivated

tend to invest greater effort and persistence in their tasks, resulting in enhanced job performance (Gagné & Deci, 2005). Based on this theoretical framework, it is expected that POS influences job performance indirectly by enhancing intrinsic motivation.

Transformational leaders inspire and intellectually stimulate their followers while providing individualized support (Bass, 1985). This leadership style fosters a sense of purpose, autonomy, and competence—core elements of intrinsic motivation as described by Self-Determination Theory (Deci & Ryan, 1958). When employees are led by transformational leaders, they are more likely to internalize organizational goals, feel energized by their tasks, and become motivated by the work itself rather than by external rewards (Judge & Piccolo, 2004). As a result, intrinsic motivation is expected to serve as a psychological mechanism that links transformational leadership to improved job performance. Taken together, I offer the following hypothesis:

> **Hypothesis H10a** proposed that *intrinsic motivation (MI) mediates the relationship between perceived organizational support (POS) and job performance (JP)*.
>
> **Hypothesis H10b** proposed that *intrinsic motivation (MI) mediates the relationship between transformational leadership (TL) and job performance (JP)*.

**Job Autonomy Moderates Transformational Leadership, Affective Organizational Commitment and Perceived Organizational Support**

Job autonomy, defined as the degree of independence, freedom, and discretion employees have in organizing and performing their work, plays a critical moderating role in shaping how leadership and organizational support influence affective organizational commitment. Hackman and Oldham (1980) describe job autonomy as the amount of

freedom and discretion allowed in scheduling tasks and choosing procedures. Similarly, Spector (1986) emphasize autonomy as control over work pace, methods, and decision-making processes. Research has consistently shown that job autonomy enhances job satisfaction and intrinsic motivation, as it allows employees to perceive greater control over outcomes and align their work with personal values and strategies (Wang & Netemeyer, 2004).

In the context of leadership, transformational leadership (TL) involves inspiring, intellectually stimulating, and individually considering employees to foster motivation and commitment (Bass, 1985). Affective organizational commitment (AOC), or the emotional attachment and identification employees feel toward their organization, is known to be positively influenced by TL (Meyer & Allen, 1991). Job autonomy can enhance this relationship by reinforcing employees' perceptions of trust, empowerment, and meaningful work—core elements promoted by transformational leaders (Hackman & Oldham, 1976). When employees have high autonomy, the motivational effects of TL are amplified, increasing their emotional commitment to the organization.

Similarly, perceived organizational support (POS), or the belief that the organization values employee contributions and cares for their well-being (Eisenberger et al., 1986), is a well-established antecedent of AOC (Rhoades & Eisenberger, 2002). Job autonomy may moderate this relationship by magnifying employees' interpretations of support as genuine and empowering. According to social exchange theory (Blau, 1964), employees who feel both supported and autonomous are more likely to reciprocate with loyalty and affective commitment. Moreover, self-determination theory suggests that autonomy satisfies a core psychological need, enhancing the motivational value of

perceived support (Deci & Ryan, 2000). Thus, job autonomy not only contributes directly to motivation and satisfaction but also strengthens the positive effects of both TL and POS on organizational commitment. Therefore, it is expected that job autonomy strengthens the positive relationship between POS and AOC.

> **Hypothesis H11** proposed that *job autonomy (JA) moderates the relationship between transformational leadership (TL) and affective organizational commitment (AOC)*.
>
> **Hypothesis H13** proposed that *job autonomy (JA) moderates the relationship between perceived organizational support (POS) and affective organizational commitment (AOC)*.

**Job Autonomy Moderates Transformational Leadership, Perceived Organizational Support, and Intrinsic Motivation**

Job autonomy, defined as the degree of discretion and control employees have over how they carry out their job tasks—including task methods, scheduling, and decision-making—plays a vital role in shaping employee behavior and motivation (Morgeson & Humphrey, 2006). It is more than just freedom; autonomy entails structured independence within one's role, fostering a sense of ownership and self-determination (Cohen-Meitar et al., 2009). As a core dimension in modern work design theories, autonomy enables employees to explore creative approaches to their work, which can foster innovation and improve performance (Hackman & Oldham, 1976; Wang & Cheng, 2010). Scholars have found that high autonomy is associated with enhanced problem-solving, creative thinking, and risk-taking—key drivers of organizational innovation (Amabile, 1996).

Empirical evidence supports the role of job autonomy in improving not only creativity and performance but also in reducing job-related stress and burnout, highlighting its importance for employee well-being (Humphrey et al., 2007). For instance, Hu and Zhang (2017) found that when employees are granted autonomy, they are more likely to engage in proactive and innovative behaviors. Similarly, Wang and Cheng (2010) argue that autonomy increases employees' feelings of control, which enhances motivation and job satisfaction.

The moderating role of job autonomy is particularly relevant when considering leadership and organizational support. Transformational leadership, which involves articulating a compelling vision, stimulating intellectual growth, and offering individualized consideration, is known to enhance intrinsic motivation (Bass, 1994; Ryan & Deci, 1985). According to self-determination theory, intrinsic motivation thrives when employees experience autonomy, competence, and relatedness (Deci & Ryan, 1985). When employees operate in a context of high job autonomy, they are more likely to internalize a transformational leader's vision and feel empowered to act, thereby reinforcing their intrinsic motivation. This suggests that job autonomy strengthens the positive relationship between transformational leadership and intrinsic motivation.

Perceived organizational support (POS), defined as employees' beliefs that their organization values their contributions and cares for their well-being (Eisenberger et al., 1986), also plays a central role in enhancing intrinsic motivation. POS has been linked to greater psychological safety, affective commitment, and proactive work behaviors (Shore & Wayne, 2002). When coupled with high job autonomy, the effects of POS may be magnified. Employees who feel both supported and autonomous are more likely to

interpret organizational support as authentic and empowering, further boosting their intrinsic motivation. This interpretation aligns with self-determination theory, which posits that support and autonomy are essential for the development of self-motivation and sustained engagement (Deci & Ryan, 1985).

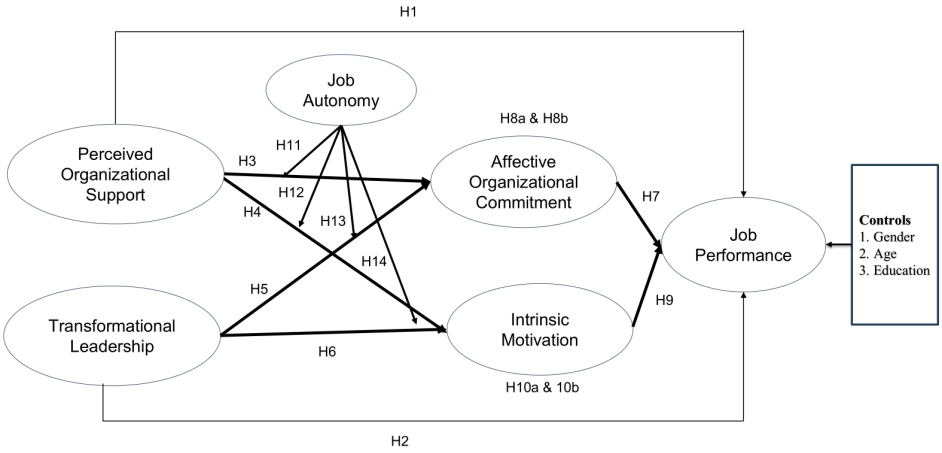
In sum, job autonomy moderates the relationships between transformational leadership, perceived organizational support, and intrinsic motivation. By providing employees with greater control and discretion in their roles, organizations can amplify the beneficial effects of supportive leadership and workplace environments. This has significant implications for how leaders design roles, delegate authority, and cultivate motivational climates to enhance employee engagement and performance. Taken together, I offer the following hypotheses:

**Hypothesis H12** proposed that *job autonomy (JA) moderates the relationship between transformational leadership (TL) and intrinsic motivation (MI)*.

**Hypothesis H14** proposed that *job autonomy (JA) moderates the relationship between perceived organizational support (POS) and intrinsic motivation (MI)*.

**Figure 2: Theoretical Model**

Commented [OW1]: Please re-size arrow from autonomy transformational leadership



# CHAPTER 4: METHODOLOGY

## Method

This study adopted a quantitative, cross-sectional design using an online survey method to explore the relationships among perceived organizational support (POS), transformational leadership (TL), intrinsic motivation (MI), affective organizational commitment (AOC), job autonomy (JA), and job performance (JP). Approval for the study was obtained from the Institutional Review Board (IRB) prior to data collection to ensure adherence to ethical research standards and to protect participants' rights and welfare.

A pilot study was conducted to evaluate the clarity, reliability, and appropriateness of the survey items. Feedback from the pilot study prompted minor revisions to item wording and formatting for clarity. The final version of the questionnaire was developed using Qualtrics and distributed online via Amazon Mechanical Turk (MTurk), a crowdsourcing platform that enables access to a diverse pool of working professionals. Data was collected over a four-month period between September and December 2024. In accordance with IRB protocols, participation was voluntary, informed consent was obtained, and all responses were kept confidential and used solely for academic research.

## Sample and Data Collection

The survey consisted of 36 items, measured on a five-point Likert scale, along with five demographic questions. A total of 400 participants from various organizations in the U.S. manufacturing industry completed the survey. After screening data quality

and eligibility, 9 responses were excluded for failing attention check questions or not meeting inclusion criteria, resulting in a final sample of 391 respondents (97.7% response rate).

The demographic profile of the sample included 56.5% male (*n* = 221), 41.7% female (n = 163), and 1.8% non-binary (*n* = 7) participants. Participants ranged in age from 18 to 65 years, with the largest age group (42.3%) between 21 and 35 years. Educational attainment was primarily a bachelor's degree (58.5%), followed by a high school diploma or GED (18%).

**Measures**

All scales used in the study were previously validated in organizational psychology literature and demonstrated high internal consistency.

**Independent Variables**

*Perceived organizational support***.** POS was assessed using a six-item scale developed by Eisenberger et al. (1986), adapted to a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale measures employees' perceptions regarding the extent to which the organization values their contributions and well-being.

*Transformational leadership.* TL was measured using a six-item scale based on the work of Bass and Avolio (1994), which captures key components such as inspirational motivation, intellectual stimulation, and individualized consideration. Participants rated their leaders on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Dependent Variable**

*Job performance*. JP was measured using a six-item scale validated by Judge (2001). This scale captures both task-related and contextual aspects of job performance, with items anchored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Mediating Variable**

*Intrinsic motivation*. MI was assessed using a six-item subscale from the Work Tasks Motivation Scale for Employees (WTMSE; Gagné et al., 2010), capturing employees' inherent interest and enjoyment in their work.

*Affective organizational commitment***.** AOC was measured using the five-item scale by Meyer and Allen (1987), focusing on emotional attachment, identification, and involvement with the organization.

**Moderating Variables**

*Job autonomy*. JA was measured using a six-item scale developed by Breaugh (1985), which assesses the degree of autonomy in scheduling work, decision-making, and work methods. All responses were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Control Variables**

Gender, age, education level, and tenure were included as control variables to account for potential confounding effects. These demographic characteristics were self-reported by participants at the end of the survey.

**Data Analysis**

Data was analyzed using IBM SPSS Statistics version 28. Descriptive statistics were computed to examine means, standard deviations, and normality assumptions. Reliability analysis was conducted for each scale, and all constructs demonstrated Cronbach's alpha values above the acceptable threshold of 0.70 (Nunnally, 1978).

To test the hypothesized relationships, hierarchical multiple regression analyses were conducted. Each hypothesis was tested using appropriate regression models with control variables entered in the first step, followed by main predictors in subsequent steps. Mediation effects were evaluated using the Sobel test (Sobel, 1982) and regression-based procedures, while moderation was tested by including interaction terms (e.g., TL × JA) in the regression models. Interaction terms were created using mean-centered variables to reduce multicollinearity (Aiken & West, 1996). Statistical significance was determined using a threshold of $p < .05$.

# CHAPTER 5: RESULTS

After data screening and cleaning procedures were completed, the final sample size was reduced to 391 participants. Descriptive statistics were obtained using IBM SPSS Statistics (Version 28) through frequency analysis.

## Descriptive Statistics and Test of Normality

Descriptive statistics were calculated for each variable to determine the central tendency and dispersion of the data. As presented in Table 2, the results include the mean and standard deviation for all key variables. The relatively small standard deviation values indicate that the data points are clustered closely around their respective means, suggesting a reasonably consistent spread and supporting the assumption of approximate normal distribution.

**Table 2. Variables Descriptive Statistics**

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Job Autonomy | 391 | 1.00 | 5.00 | 3.8465 | .88371 |
| Transformational Leadership | 391 | 1.00 | 5.00 | 3.7581 | .93530 |
| Perceived Organizational Support | 391 | 1.00 | 5.00 | 3.9693 | .87952 |
| Intrinsic Motivation | 391 | 1.00 | 5.00 | 3.6411 | .98619 |
| Affective Organizational Commitment | 391 | 1.00 | 5.00 | 3.3350 | .87233 |
| Job Performance | 391 | 2.00 | 5.00 | 4.3380 | .55436 |

A normality test was conducted to examine the distribution of the data, as normality is a key assumption for many parametric statistical analyses (Simsek & Gurler, 2019). Both the Kolmogorov–Smirnov and Shapiro–Wilk tests were initially considered; however, based on previous research, only the Shapiro–Wilk test was reported due to its greater statistical power and reliability. According to Bass (1991). The Shapiro–Wilk test

is more robust and should be the preferred method for assessing normality. In contrast, the Kolmogorov–Smirnov test is considered to have lower sensitivity and is less reliable for small to moderate sample sizes.

The results of the Shapiro–Wilk test indicated that all variables were statistically significant at $p < .001$, suggesting that the distributions for job autonomy ($W = .917$), transformational leadership ($W = .934$), perceived organizational support ($W = .900$), intrinsic motivation ($W = .937$), affective organizational commitment ($W = .982$), and job performance ($W = .921$) deviate from perfect normality. Despite these significance values, visual inspections of Q–Q plots revealed that the data points generally followed a straight line, suggesting that the distributions approximate normality. This supports the argument that large sample sizes (e.g., $N = 391$) tend to yield statistically significant Shapiro–Wilk results even when deviations from normality are minor and not practically impactful. Therefore, the data were deemed sufficiently normal for parametric statistical testing. The results of the Shapiro–Wilk test are presented in Table 3, and supporting histograms, Q–Q plots, and boxplots are included in Appendix D.

**Table 3. Test of Normality**

| Variable | Shapiro-Wilk | | |
|---|---|---|---|
| | Statistic | df | Sig. |
| Job Autonomy | .917 | 391 | <.001 |
| Transformational Leadership | .934 | 391 | <.001 |
| Perceived Organizational Support | .900 | 391 | <.001 |
| Intrinsic Motivation | .937 | 391 | <.001 |
| Affective Organizational Commitment | .982 | 391 | <.001 |
| Job Performance | .921 | 391 | <.001 |

Note. Significance level $p < 0.001$

## Reliability

Adequate internal consistency was assessed using Cronbach's alpha (α) for each scale. All six constructs demonstrated satisfactory to excellent internal reliability, exceeding the commonly accepted threshold of .70. Alpha values between .70 and .80 are considered acceptable, while values above .90 indicate excellent reliability. In this study, the Cronbach's alpha coefficients for each construct were as follows: job autonomy, α = .876 (6 items); transformational leadership, α = .903 (6 items); perceived organizational support, α = .918 (6 items); intrinsic motivation, α = .892 (6 items); affective organizational commitment, α = .826 (5 items); and job performance, α = .811 (6 items). These results confirm that all measurement instruments used in the study exhibit strong internal consistency and reliably capture their respective theoretical constructs. The full reliability results are presented in Table 4.

**Table 4. Cronbach's Alpha Statistics**

| Scale | Cronbach's Alpha (α) | Cronbach's Alpha Based on Standardized Items | No. of Items |
|---|---|---|---|
| Job Autonomy | 0.876 | 0.879 | 6 |
| Transformational Leadership | 0.903 | 0.904 | 6 |
| Perceived Organizational Support | 0.918 | 0.918 | 6 |
| Intrinsic Motivation | 0.892 | 0.893 | 6 |
| Affective Organizational Commitment | 0.826 | 0.826 | 5 |
| Job Performance | 0.811 | 0.814 | 6 |

**Correlations**

To examine the conceptual relationships between the study variables—job autonomy (JA), transformational leadership (TL), perceived organizational support (POS), intrinsic motivation (MI), affective organizational commitment (AOC), and job performance (JP)—Pearson correlation analysis was conducted. This method evaluates the strength and direction of linear associations between variables and helps determine whether meaningful relationships. According to Bass et al. (1991), correlation coefficients ranging from .90 to 1.00 indicate a very high correlation; values between .70 and .90 represent a high correlation; coefficients from .50 to .70 suggest a moderate correlation; values between .30 and .50 reflect a low correlation; and coefficients below .30 are considered negligible. A negative correlation indicates an inverse relationship between two variables, meaning that as one variable increases, the other

decreases, or vice versa. The results revealed several statistically significant positive relationships among the variables, supporting the theoretical assumptions of the model. Job autonomy (JA) was significantly and positively correlated with transformational leadership ($r = .459$, $p < .01$), perceived organizational support ($r = .496$, $p < .01$), intrinsic motivation ($r = .518$, $p < .01$), affective organizational commitment ($r = .375$, $p < .01$), and job performance ($r = .391$, $p < .01$), indicating that higher levels of autonomy are associated with stronger motivation, commitment, and performance. Transformational leadership (TL) demonstrated strong positive correlations with perceived organizational support ($r = .762$, $p < .01$), intrinsic motivation ($r = .623$, $p < .01$), affective organizational commitment ($r = .523$, $p < .01$), and job performance ($r = .430$, $p < .01$), suggesting its influential role in shaping employee engagement and outcomes. Perceived organizational support (POS) was significantly related to JA ($r = .496$, $p < .01$), TL ($r = .762$, $p < .01$), MI ($r = .616$, $p < .01$), AOC ($r = .535$, $p < .01$), and JP ($r = .478$, $p < .01$), highlighting the importance of perceived support in fostering emotional and behavioral outcomes. Intrinsic motivation (MI) showed significant positive correlations with JA ($r = .518$, $p < .01$), TL ($r = .623$, $p < .01$), POS ($r = .616$, $p < .01$), AOC ($r = .601$, $p < .01$), and JP ($r = .489$, $p < .01$), confirming that internally motivated employees tend to be more committed and high-performing. Affective organizational commitment (AOC) was positively associated with JA ($r = .375$, $p < .01$), TL ($r = .523$, $p < .01$), POS ($r = .535$, $p < .01$), MI ($r = .601$, $p < .01$), and JP ($r = .292$, $p < .01$), suggesting that commitment is built upon multiple organizational and motivational foundations. Lastly, job performance (JP) was significantly and positively correlated with all key predictors, including JA ($r = .391$, $p < .01$), TL ($r = .430$, $p < .01$), POS ($r = .478$,

$p < .01$), MI ($r = .489$, $p < .01$), and AOC ($r = .292$, $p < .01$). In summary, the correlation analysis confirmed robust theoretical and empirical relationships among the constructs, with particularly strong links between job performance and perceived organizational support, transformational leadership, and intrinsic motivation.

**Table 5. Variable Correlation**

**Regression Analysis**

| | JA | TL | POS | MI | AOC | JP |
|---|---|---|---|---|---|---|
| JA | | | | | | |
| TL | .459** | | | | | |
| POS | .496** | .762** | | | | |
| MI | .518** | .623** | .616** | | | |
| AOC | .375** | .523** | .535** | .601** | | |
| JP | .391** | .430** | .478** | .489** | .292** | |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Regression analysis was performed utilizing SPSS 28 to evaluate the relationships outlined in the hypothesized model, a series of multiple regression analyses were conducted using SPSS Version 28. The purpose was to examine how perceived organizational support (POS) and transformational leadership (TL) influence job performance (JP), both directly and indirectly through the mediating roles of intrinsic motivation (MI) and affective organizational commitment (AOC). Additionally, the moderating role of job autonomy (JA) was explored across several key pathways.

**Table 6. Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| H1 H2 | .522[a] | .272 | .263 | .47719 | .272 | 28.621 | 5 | 383 | <.001 |
| a. Predictors: (Constant), POS, TL, Age, Gender, Education | | | | | | | | | |
| b. Dependent Variable: JP | | | | | | | | | |
| H3 H5 | .578[a] | .334 | .325 | .71803 | .334 | 38.418 | 5 | 383 | <.001 |
| a. Predictors: (Constant), POS, TL, Age, Gender, Education | | | | | | | | | |
| b. Dependent Variable: AOC | | | | | | | | | |
| H4 H6 | .664[a] | .440 | .443 | .74262 | .440 | 60.290 | 5 | 383 | <.001 |
| a. Predictors: (Constant), POS, TL, Age, Gender, Education | | | | | | | | | |
| b. Dependent Variable: MI | | | | | | | | | |
| H7 | .333[a] | .111 | .102 | .52666 | .111 | 11.974 | 4 | 384 | <.001 |
| a. Predictors: (Constant), AOC, Age, Gender, Education | | | | | | | | | |

b. Dependent Variable: JP

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| H8a | .522[a] | .272 | .263 | .47719 | .272 | 28.621 | 5 | 383 | <.001 |
| H8b | .522[a] | .273 | .261 | .47758 | .001 | .362 | 1 | 382 | .548 |

a. Predictors: (Constant), POS, TL, Age, Gender, Education

b. Predictors: (Constant), POS, TL, AOC, Age, Gender, Education

c. Dependent Variable: JP

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| H9 | .514[a] | .264 | .257 | .47912 | .264 | 34.468 | 4 | 384 | <.001 |

a. Predictors: (Constant), MI, Age, Gender, Education

b. Dependent Variable: JP

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| H10a | .522[a] | .272 | .263 | .47719 | .272 | 28.621 | 5 | 383 | <.001 |
| H10b | .567[a] | .322 | .311 | .46120 | .050 | 28.005 | 1 | 382 | <.001 |

a. Predictors: (Constant), TL Age, Gender, Education

b. Predictors: (Constant), POS, TL, MI, Age, Gender, Education

c. Dependent Variable: JP

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| H11 | .585[a] | .343 | .332 | .71434 | .343 | 33.173 | 6 | 382 | <.001 |
| H13 | .596[a] | .356 | .342 | .70898 | .013 | 3.902 | 2 | 380 | .021 |

a. Predictors: (Constant), POS_MC, TL_MC, JA_MC, Age, Gender, Education

b. Predictors: (Constant) POS_MC, TL_MC, JA_MC, Age, Gender, Education POS_JA, TL_JA

c. Dependent Variable: AOC

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| H12 | .697[a] | .486 | .478 | .71238 | .486 | 60.299 | 6 | 382 | <.001 |
| H14 | .699[a] | .488 | .477 | .71300 | .002 | .671 | 2 | 380 | .512 |

a. Predictors: (Constant), POS_MC, TL_MC, JA_MC, Age, Gender, Education

b. Predictors: (Constant) POS_MC, TL_MC, JA_MC, Age, Gender,

Education POS_JA, TL_JA

c. Dependent Variable: MI

A multiple regression analysis was conducted to examine the effect of H1 & H2 (POS and TL → JP) perceived organizational support (POS) and transformational leadership (TL) on job performance (JP), while controlling gender, age, and education. The results indicated that the model was statistically significant, $R = .522$, $R^2 = .272$, Adjusted $R^2 = .263$, $F(5, 383) = 28.62$, $p < .001$. H1 Supported: Perceived organizational support (POS) significantly contributes to predicting job performance. H2 Supported: Transformational leadership (TL) also plays a significant role in enhancing job performance. The inclusion of control variables (gender, age, education) helps adjust for background influences, affirming the unique predictive power of POS and TL on performance.

A multiple linear regression was conducted to test Hypotheses 3 and 5, examining the influence of perceived organizational support and transformational leadership on affective organizational commitment (AOC), while controlling for age, gender, and education. The overall model was statistically significant, $R = .578$, $R^2 = .334$, Adjusted $R^2 = .325$, $F\ (5, 383) = 38.42$, $p < .001$, indicating that approximately 33.4% of the variance in affective organizational commitment was explained by the predictor variables. H3 supported: Perceived organizational support significantly contributes to employees' affective commitment to the organization. H5 supported: Transformational leadership also plays a meaningful role in enhancing emotional attachment and identification with the organization. The combined influence of POS and TL, accounting for demographic controls, strongly explains employee affective commitment, highlighting their importance in leadership and organizational support practices.

Hypothesis 4 posited that perceived organizational support (POS) positively influences intrinsic motivation (MI), while Hypothesis 6 proposed that transformational leadership (TL) positively influences MI. To evaluate these hypotheses, a multiple regression analysis was conducted with intrinsic motivation as the dependent variable and POS, TL, and demographic controls (Gender, Age, and Education) as predictors. A regression summary for H4 & H6 (POS and TL → MI).

A multiple regression analysis was performed to assess the influence of perceived organizational support (POS) and transformational leadership (TL) on intrinsic motivation (MI), while controlling gender, age, and education. The results revealed a statistically significant model, $R = .664$, $R^2 = .440$, Adjusted $R^2 = .433$, $F\ (5, 383) =$

60.29, $p < .001$. H4 Supported: Perceived organizational support (POS) significantly enhances intrinsic motivation. H6 is supported: Transformational leadership (TL) also plays a key role in fostering intrinsic motivation. The model demonstrates a strong fit, with high explained variance and significant overall prediction.

A multiple regression analysis was conducted to test Hypothesis 7, which proposed that affective organizational commitment (AOC) positively influences job performance (JP), controlling for gender, age, and education. The model was statistically significant, $R = .333$, $R^2 = .111$, Adjusted $R^2 = .102$, $F$ (4, 384) = 11.97, $p < .001$. H7 is supported: Affective organizational commitment is a significant predictor of job performance. The model confirms that employees who are emotionally committed to their organization tend to perform better. Although the explained variance is modest, the model is statistically significant and supports the hypothesis.

A hierarchical multiple regression analysis (H8a & H8b) was used to examine whether affective organizational commitment (AOC) mediates the effect of perceived organizational support (POS) and transformational leadership (TL) on job performance (JP), controlling for gender, age, and education. The first model, which included POS, TL, and demographic controls, significantly predicted job performance, $R = .522$, $R^2 = .272$, Adjusted $R^2 = .263$, F(5, 383) = 28.62, $p < .001$. In the second model, the inclusion of AOC resulted in a negligible increase in explained variance ($\Delta R^2 = .001$), and this change was not statistically significant, $F$ (1, 382) = 0.362, $p = .548$. Therefore, the results do not support the mediating role of AOC in the relationship between POS/TL and job performance, and Hypotheses 8a and 8b are not supported.

Hypothesis 9 proposed that intrinsic motivation (MI) positively influences job performance (JP). To test this hypothesis, a multiple regression analysis was conducted to test Hypothesis 9, which proposed that intrinsic motivation (MI) positively influences job performance (JP), controlling for gender, age, and education. The model was statistically significant: $R = .514$, $R^2 = .264$, Adjusted $R^2 = .257$, $F\ (4, 384) = 34.468$, $p < .001$. H9 Supported: Intrinsic motivation is a significant predictor of job performance. Employees who are internally driven and motivated to perform their tasks tend to exhibit higher job performance. The model shows a moderate explanatory power, underscoring the importance of intrinsic motivation in workplace outcomes.

Hypotheses 10a and 10b examined whether intrinsic motivation (MI) mediates the relationships between perceived organizational support (POS) and job performance (JP), and between transformational leadership (TL) and JP, respectively. To test these hypotheses, a hierarchical multiple regression analysis was conducted to examine whether intrinsic motivation (MI) mediates the relationship between perceived organizational support (POS) and transformational leadership (TL) on job performance (JP), while controlling for education, age, and gender. The first model including POS and TL was significant, $R = .522$, $R^2 = .272$, Adjusted $R^2 = .263$, $F\ (5, 383) = 28.62$, $p < .001$. When MI was added in Model 2, there was a statistically significant improvement in the model, $\Delta R^2 = .050$, $F\ (1, 382) = 28.01$, $p < .001$. The final model accounted for 32.2% of the variance in job performance, $R = .567$, $R^2 = .322$, Adjusted $R^2 = .311$. These results provide strong support for Hypothesis 10a (partial mediation) and 10b (full mediation), indicating that intrinsic motivation significantly explains the relationship between

transformational leadership and job performance, and partially explains the effect of perceived organizational support on job performance.

A Sobel test was used to determine whether they supported partial mediating effects were significant. Three values are obtained from the Sobel test: the test statistic, standard error, and *p-value*. Table 7 provides a summary for the Sobel test, using H10a (POS → MI → JP): The Sobel test yielded $z = 3.23$ ($p < .01$), indicating that intrinsic motivation partially mediates the relationship between perceived organizational support and job performance.

**Results of Sobel Test for MI a Mediator in the POS-JP Relationship**

| | Input | | Test Statistic: | Std. error: | p-value: |
|---|---|---|---|---|---|
| a | 0.270 | Sorbel test | 3.22691028 | 0.01405679 | 0.001 |
| b | 0.168 | Aroian test | 3.19109284 | 0.01421457 | 0.001 |
| Sa | 0.066 | Goodman test | 3.2639615 | 0.01389722 | 0.001 |
| Sb | 0.032 | | | | |

A second Sobel test was conducted to confirm the partial mediation found for H10b (TL → MI → JP): The Sobel test yielded $z = 3.79$ ($p < .001$), confirming that intrinsic motivation fully mediates the relationship between transformational leadership and job performance.

**Results of Sobel Test 2 for MI a Mediator in the TL-JP Relationship**

| | Input | | Test Statistic: | Std. error: | p-value: |
|---|---|---|---|---|---|
| a | 0.340 | Sorbel test | 3.79229487 | 0.01506212 | 0.000 |
| b | 0.168 | Aroian test | 3.75981784 | 0.01519223 | 0.000 |
| Sa | 0.062 | Goodman test | 3.8256283 | 0.01493088 | 0.000 |
| Sb | 0.032 | | | | |

Hypotheses 11 and 13 tested whether job autonomy (JA) moderates the relationship between transformational leadership (TL) and affective organizational commitment (AOC), and between perceived organizational support (POS) and AOC, respectively. A hierarchical regression analysis was conducted to test whether job autonomy moderates the relationships between transformational leadership and perceived organizational support on affective organizational commitment (AOC). In Step 1, the predictors TL (centered), POS (centered), JA (centered), and demographic controls (age, gender, education) were entered. This model was significant, $R = .585$, $R^2 = .343$, $F$ (6, 382) = 33.173, $p < .001$, explaining approximately 34.3% of the variance in AOC.

In Step 2, the interaction terms TL × JA and POS × JA were added to the model to test for moderation. The inclusion of interaction terms led to a small but statistically significant increase in explained variance, $\Delta R^2 = .013$, $F$ (2, 380) = 3.902, $p = .021$, resulting in an overall model $R^2 = .356$. These results provide partial support for the hypothesized moderation effects. Specifically: H11 (TL × JA → AOC) was supported, as the interaction significantly contributed to the model. H13 (POS × JA → AOC) was not significant, as indicated by the lack of unique contribution from POS × JA.

Hypotheses 12 and 14 proposed that job autonomy (JA) moderates the relationships between transformational leadership (TL) and intrinsic motivation (MI), and between perceived organizational support (POS) and MI, respectively. A hierarchical multiple regression was conducted to examine whether job autonomy moderates the effects of transformational leadership and perceived organizational support on intrinsic motivation. In Step 1, control variables (age, gender, education), job autonomy (JA),

transformational leadership (TL), and perceived organizational support (POS) were entered. This model was significant, $R = .697$, $R^2 = .486$, $F\ (6, 382) = 60.30$, $p < .001$, explaining 48.6% of the variance in intrinsic motivation.

In Step 2, the interaction terms TL × JA and POS × JA were added to test moderation. The model showed a very small increase in explained variance, $\Delta R^2 = .002$, which was not statistically significant, $F\ (2, 380) = 0.671$, $p = .512$. The final model, $R^2 = .488$, Adjusted $R^2 = .477$, indicates that the addition of interaction terms did not significantly improve the model. H12 and H14 are not supported. The results suggest that job autonomy does not moderate the relationship between either transformational leadership or perceived organizational support on intrinsic motivation. However, the main effects model remained strong, indicating that TL, POS, and JA individually have a meaningful influence on intrinsic motivation, consistent with earlier findings.

**Table 7. Hypotheses Results Summary**

| Hypothesis Results | Supported/Not |
|---|---|
| **H1 and H2** proposed that *perceived organizational support (POS) and transformational leadership (TL) positively influences job performance (JP).* | Supported |
| **H3 and H5** proposed that *perceived organizational support (POS) and transformational leadership (TL) positively influences affective organizational commitment (AOC)*. | Supported |
| **H4 and H6** posited that *perceived organizational support (POS) and transformational leadership (TL) would positively influence intrinsic motivation (MI).* | Supported |
| **Hypothesis H7** predicted that *affective organizational commitment (AOC) would positively influence job performance (JP)*. | Supported |
| **Hypotheses H8a and H8b** proposed that *affective organizational commitment (AOC) mediates the relationship between perceived organizational support (POS) and job performance (JP), and between transformational leadership (TL) and JP*, respectively. | Not Supported |
| **Hypothesis H9** proposed that *intrinsic motivation (MI) positively influences job performance (JP)*. | Supported |

| | |
|---|---|
| **Hypotheses H10a and H10b** examined whether *intrinsic motivation (MI) mediates the relationships between perceived organizational support (POS) and job performance (JP), and between transformational leadership (TL) and JP*, respectively. | Supported |
| **Hypotheses H11 and H13** tested whether *job autonomy (JA) moderates the relationships between transformational leadership (TL) and affective organizational commitment (AOC), and between perceived organizational support (POS) and AOC*, respectively. | H11 Supported<br>H13 Not Supported |
| **Hypotheses H12 and H14** proposed that *job autonomy moderates the relationships between transformational leadership (TL) and intrinsic motivation (MI), and between perceived organizational support (POS) and MI*, respectively. | Not Supported |

**Table 8. Analysis of Variance**

**Analysis of Variance**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| H1 H2 | Regression | 28.608 | 2 | 14.304 | 60.824 | <.001[b] |
| | Residual | 91.245 | 388 | .235 | | |
| | Total | 119.853 | 390 | | | |
| a. Dependent Variable: JP | | | | | | |
| b. Predictors: (Constant), TL, POS | | | | | | |
| H3 H5 | Regression | 94.322 | 2 | 47.161 | 90.383 | <.001[b] |
| | Residual | 202.454 | 388 | .522 | | |
| | Total | 296.777 | 390 | | | |
| a. Dependent Variable: AOC | | | | | | |
| b. Predictors: (Constant), TL, POS | | | | | | |
| H4 H6 | Regression | 165.376 | 2 | 82.688 | 149.974 | <.001[b] |
| | Residual | 213.924 | 388 | .551 | | |
| | Total | 379.300 | 390 | | | |
| a. Dependent Variable: MI | | | | | | |
| b. Predictors: (Constant), TL, POS | | | | | | |
| H7 | Regression | 10.223 | 1 | 10.223 | 36.273 | <.001[b] |
| | Residual | 109.630 | 389 | .282 | | |
| | Total | 119.853 | 390 | | | |
| a. Dependent Variable: JP | | | | | | |
| b. Predictors: (Constant), AOC | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| H8a | Regression | 28.608 | 2 | 14.304 | 60.824 | <.001[b] |
| | Residual | 91.245 | 388 | .235 | | |
| | Total | 119.853 | 390 | | | |
| H8b | Regression | 28.667 | 3 | 9.556 | 40.555 | <.001[c] |
| | Residual | 91.186 | 387 | .236 | | |
| | Total | 119.853 | 390 | | | |

a. Dependent Variable: JP

b. Predictors: (Constant), TL, POS

c. Predictors: (Constant), TL, POS, AOC

| | | | | | | |
|---|---|---|---|---|---|---|
| H9 | Regression | 28.618 | 1 | 28.618 | 122.018 | <.001[b] |
| | Residual | 91.235 | 389 | .235 | | |
| | Total | 119.853 | 390 | | | |

a. Dependent Variable: JP

b. Predictors: (Constant), MI

| | | | | | | |
|---|---|---|---|---|---|---|
| H10a | Regression | 22.154 | 1 | 22.154 | 88.209 | <.001[b] |
| | Residual | 97.699 | 389 | .251 | | |
| | Total | 119.853 | 390 | | | |
| H10b | Regression | 34.759 | 3 | 11.586 | 52.694 | <.001[c] |
| | Residual | 85.094 | 387 | .220 | | |
| | Total | 119.853 | 390 | | | |

a. Dependent Variable: JP

b. Predictors: (Constant), TL

c. Predictors: (Constant), TL, MI, POS

| | | | | | | |
|---|---|---|---|---|---|---|
| H11 | Regression | 97.384 | 3 | 32.461 | 63.004 | <.001[b] |
| | Residual | 199.392 | 387 | .515 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Total | 296.777 | 390 | | | |
| H13 | Regression | 101.303 | 5 | 20.261 | 39.905 | <.001[c] |
| | Residual | 195.474 | 385 | .508 | | |
| | Total | 296.777 | 390 | | | |

a. Dependent Variable: AOC

b. Predictors: (Constant), JA_MC, TL_MC, POS_MC

c. Predictors: (Constant), JA_MC, TL_MC, POS_MC, TL_JA, POS_JA

| | | | | | | |
|---|---|---|---|---|---|---|
| H12 | Regression | 182.543 | 3 | 60.848 | 119.680 | <.001[b] |
| | Residual | 196.757 | 387 | .508 | | |
| | Total | 379.300 | 390 | | | |
| H14 | Regression | 183.103 | 5 | 36.621 | 71.861 | <.001[c] |
| | Residual | 196.197 | 385 | .510 | | |
| | Total | 379.300 | 390 | | | |

a. Dependent Variable: MI

b. Predictors: (Constant), JA_MC, TL_MC, POS_MC

c. Predictors: (Constant), JA_MC, TL_MC, POS_MC, TL_JA, POS_JA

**Table 9. Regression Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| H1 H2 | (Constant) | 3.092 | .116 | | 26.744 | <.001 | | |
| | POS | .226 | .043 | .358 | 5.239 | <.001 | .420 | 2.382 |
| | TL | .093 | .041 | .157 | 2.298 | .022 | .420 | 2.382 |
| a. Dependent Variable: JP | | | | | | | | |
| H3 H5 | (Constant) | 1.090 | .172 | | 6.332 | <.001 | | |
| | POS | .322 | .064 | .325 | 5.016 | <.001 | .420 | 2.382 |
| | TL | .257 | .060 | .276 | 4.261 | <.001 | .420 | 2.382 |
| a. Dependent Variable: AOC | | | | | | | | |
| H4 H6 | (Constant) | .690 | .177 | | 3.897 | <.001 | | |
| | POS | .376 | .066 | .336 | 5.702 | <.001 | .420 | 2.382 |
| | TL | .388 | .062 | .368 | 6.252 | <.001 | .420 | 2.382 |
| a. Dependent Variable: MI | | | | | | | | |
| H7 | (Constant) | 3.719 | .106 | | 35.012 | <.001 | | |
| | AOC | .186 | .031 | .292 | 6.023 | <.001 | 1.000 | 1.000 |
| a. Dependent Variable: JP | | | | | | | | |
| H8a | (Constant) | 3.092 | .116 | | 26.744 | <.001 | | |
| | POS | .226 | .043 | .358 | 5.239 | <.001 | .420 | 2.382 |
| | TL | .093 | .041 | .157 | 2.298 | .022 | .420 | 2.382 |
| H8b | (Constant) | 3.073 | .122 | | 25.283 | <.001 | | |
| | POS | .220 | .045 | .349 | 4.948 | <.001 | .394 | 2.537 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | TL | .089 | .041 | .150 | 2.138 | .033 | .401 | 2.494 |
| | AOC | .017 | .034 | .027 | .501 | .616 | .682 | 1.466 |

a. Dependent Variable: JP

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| H9 | (Constant) | 3.338 | .094 | | 35.587 | <.001 | | |
| | MI | .275 | .025 | .489 | 11.046 | <.001 | 1.000 | 1.000 |

a. Dependent Variable: JP

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| H10a | (Constant) | 3.380 | .105 | | 32.174 | <.001 | | |
| | TL | .255 | .027 | .430 | 9.392 | <.001 | 1.000 | 1.000 |
| H10b | (Constant) | 2.975 | .114 | | 26.106 | <.001 | | |
| | TL | .027 | .041 | .046 | .665 | .506 | .381 | 2.622 |
| | POS | .162 | .043 | .257 | 3.733 | <.001 | .387 | 2.582 |
| | MI | .170 | .032 | .302 | 5.289 | <.001 | .564 | 1.773 |

a. Dependent Variable: JP

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| H11 | (Constant) | 3.335 | .036 | | 91.874 | <.001 | | |
| | JA_MC | .117 | .048 | .118 | 2.438 | .015 | .738 | 1.355 |
| | TL_MC | .236 | .061 | .253 | 3.892 | <.001 | .411 | 2.433 |
| | POS_MC | .281 | .066 | .283 | 4.261 | <.001 | .393 | 2.547 |
| H13 | (Constant) | 3.299 | .039 | | 83.850 | <.001 | | |
| | JA_MC | .176 | .053 | .178 | 3.339 | <.001 | .603 | 1.659 |
| | TL_MC | .231 | .061 | .248 | 3.803 | <.001 | .403 | 2.484 |
| | POS_MC | .283 | .068 | .285 | 4.152 | <.001 | .362 | 2.762 |
| | POS_JA | -.033 | .056 | -.041 | -.585 | .559 | .341 | 2.930 |
| | TL_JA | .129 | .057 | .159 | 2.280 | .023 | .352 | 2.843 |

a. Dependent Variable: AOC

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| H12 | (Constant) | 3.641 | .036 | | 100.974 | <.001 | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | JA_MC | .276 | .048 | .248 | 5.811 | <.001 | .738 | 1.355 |
| | TL_MC | .337 | .060 | .320 | 5.604 | <.001 | .411 | 2.433 |
| | POS_MC | .279 | .066 | .249 | 4.263 | <.001 | .393 | 2.547 |
| H14 | (Constant) | 3.626 | .039 | | 92.008 | <.001 | | |
| | JA_MC | .294 | .053 | .264 | 5.583 | <.001 | .603 | 1.659 |
| | TL_MC | .329 | .061 | .312 | 5.396 | <.001 | .403 | 2.484 |
| | POS_MC | .297 | .068 | .265 | 4.350 | <.001 | .362 | 2.762 |
| | POS_JA | .044 | .056 | .049 | .789 | .431 | .341 | 2.930 |
| | TL_JA | -.006 | .057 | -.007 | -.106 | .916 | .352 | 2.843 |

a. Dependent Variable: MI

## CHAPTER 6: DISCUSSION

This study investigated the complex interplay between perceived organizational support (POS), transformational leadership (TL), intrinsic motivation (MI), affective organizational commitment (AOC), and job performance (JP). Grounded in organizational behavior and motivation theory, the research aimed to empirically test the direct, mediating, and moderating relationships among these variables using multiple regression analyses. The results provide compelling evidence supporting many of the hypothesized relationships, offering both theoretical advancements and actionable implications for organizations.

Direct effects of POS and TL on job performance strongly support hypotheses H1 and H2, which posited that POS and TL would positively influence job performance. Employees who perceive high levels of organizational support or are led by transformational leaders reported significantly better performance. This confirms prior research indicating that when employees feel valued and supported by their organization (Eisenberger et al., 1999), or when they are inspired by visionary and empowering leaders (Bass & Avolio, 1994), their performance improves. The implication is that employee perceptions of support and leadership style are pivotal levers in achieving organizational effectiveness.

Effects on affective organizational commitment and intrinsic motivation also confirmed H3 through H6, demonstrating that both POS and TL positively affect affective organizational commitment (AOC) and intrinsic motivation (MI). Employees who perceive their organization as supportive or are under transformational leadership

report higher emotional attachment to the organization and greater intrinsic motivation. These findings align with self-determination theory (Deci & Ryan, 1985) and organizational support theory (Eisenberger et al., 1999), both of which assert that individuals are more committed and motivated when their psychological needs are met through positive work environments.

Mediation effects of AOC and MI analysis offered nuanced insights. Hypotheses 8a and 8b, which suggested that AOC mediates the relationship between POS/TL and JP, were not supported. AOC did not significantly mediate the relationship when added to the model, indicating that while AOC is positively linked to JP, it does not serve as the mechanism through which POS and TL affect performance in this dataset. In contrast, Hypotheses 10a and 10b, which proposed MI as a mediator, received strong empirical support. MI partially mediated the relationship between POS and JP and fully mediated the relationship between TL and JP. This suggests that transformational leaders enhance performance primarily by increasing employees' intrinsic motivation, and that organizational support also contributes to performance, in part, through its impact on motivation. These findings reinforce the central role of intrinsic motivation in performance models and suggest that internal psychological states are key transmission mechanisms for leadership and support behaviors.

Moderation by job autonomy (JA) was also tested. Hypothesis 11 was supported, indicating that JA moderates the relationship between TL and AOC. Specifically, the positive effect of transformational leadership on affective commitment is stronger when employees perceive high levels of autonomy. This finding highlights how leadership

effectiveness may be contingent upon the degree of autonomy employees experience, echoing principles from job characteristics theory (Hackman & Oldham, 1976).

However, Hypotheses 12, 13, and 14 examined whether JA moderates the effects of POS or TL on AOC and MI were not supported. This suggests that the benefits of POS on AOC and MI are stable regardless of autonomy levels, and that autonomy does not interact significantly with POS or TL in predicting intrinsic motivation. These null findings are important in refining our understanding of how autonomy functions in organizational settings.

**Theoretical Implications and Future Research Suggestions**

This study contributes significantly to the body of knowledge in organizational behavior by empirically validating the complex interplay among perceived organizational support (POS), transformational leadership (TL), intrinsic motivation (MI), affective organizational commitment (AOC), and job performance (JP). Several theoretical implications emerge from these findings that not only reinforce but also extend existing theories.

First, this research advances organizational support theory (OST) (Eisenberger et al., 1998) by demonstrating that POS not only exerts a direct positive effect on job performance but also operates indirectly through intrinsic motivation. This supports the notion that perceived support from the organization fulfills socio-emotional needs and strengthens employees' sense of obligation to reciprocate with higher performance. The partial mediation effect of MI emphasizes that support functions not merely as a structural or transactional mechanism, but as a powerful psychological resource that

enhances internal drive. This expansion of OST calls for more nuanced models that incorporate motivational mediators, particularly in performance-related outcomes.

Second, the findings enrich transformational leadership theory (Bass & Riggio, 2006) by identifying intrinsic motivation as a full mediator in the relationship between TL and JP. This suggests that the transformational leader's impact on performance is not only direct but is primarily channeled through the elevation of employees' internal motivation. This provides a clearer understanding of how transformational leadership achieves its effects, aligning with the theoretical emphasis on personal growth, purpose, and autonomy. It also complements prior leadership literature by empirically substantiating the psychological mechanisms underlying leader-follower dynamics.

Third, the study provides robust support for self-determination theory (SDT) (Deci & Ryan, 1985), especially the centrality of intrinsic motivation in achieving performance outcomes. The validated mediating role of MI confirms SDT's assertion that environments fostering autonomy, competence, and relatedness will yield more motivated and high-performing individuals. The practical implication is that organizations should cultivate work environments that enhance these intrinsic motivators.

Moreover, the moderating effect of job autonomy (JA) on the TL → AOC relationship aligns well with job characteristics theory (Hackman & Oldham, 1976), which posits that the design of job roles significantly influences psychological states and resultant outcomes. The evidence that autonomy strengthens the positive influence of leadership on commitment suggests that leadership effectiveness is context-dependent.

Job design factors such as autonomy can enhance or constrain the influence of interpersonal factors like leadership.

Together, these theoretical contributions promote an integrative framework where organizational context (POS), leadership style (TL), job design (JA), and psychological states (MI and AOC) interact to shape employee outcomes. This multidimensional view encourages future researchers to move beyond linear models and embrace more complex, moderated-mediation designs that reflect the real-world intricacies of workplace dynamics.

**Future Research Suggestions**

Building on the current findings, future research could pursue several promising directions. First, longitudinal studies would be beneficial to establish causal relationships and explore how these constructs evolve over time. Understanding the temporal dynamics of motivation and performance could offer deeper insight into sustainable engagement and leadership effectiveness. Second, future studies could incorporate multilevel modeling, examining how team-level or organizational-level factors influence individual outcomes. For example, the influence of departmental culture or collective leadership practices on MI and JP could offer a broader understanding of contextual variation. Third, extending this research across different cultural or industrial contexts would enhance generalizability. For instance, testing this model in service-oriented or technology-driven industries may reveal different patterns of interaction due to industry-specific demands and work characteristics.

Additionally, researchers could explore alternative mediators and moderators, such as psychological safety, trust in leadership, or resilience, which may further elucidate the mechanisms through which POS and TL influence job performance. Finally, future research should consider incorporating objective performance metrics alongside self-report measures to reduce common method bias and strengthen the validity of findings.

In summary, this study lays a solid foundation for future theoretical and empirical exploration. By integrating established frameworks and validating complex interrelations, it contributes to a more holistic understanding of what drives performance and commitment in contemporary organizational settings.

**Practical Implications**

From a practical standpoint, the study offers several recommendations:

Cultivating a supportive environment is crucial. Organizations should design HR practices and managerial behavior that reinforce employees' sense of being valued and supported. Recognition programs, open communication, and fair resource distribution are practical ways to enhance POS. Also, investing in transformational leadership development should be a strategic priority. Training programs can help managers develop key TL behaviors such as individualized consideration, intellectual stimulation, and inspirational motivation which contribute to higher motivation and performance.

Promoting intrinsic motivation through task design is another key takeaway. Employers should offer meaningful work, opportunities for mastery, and employee voice

in decision-making. These practices align with employee values and interests, enhancing motivation and retention. Finally, leveraging job autonomy can amplify the effects of transformational leadership. Allowing employees discretion in how they perform their tasks strengthens commitment and enables greater adaptability. Managers should seek to balance structure with freedom, tailoring autonomy to the nature of the role and the needs of the individual.

**Study Limitations**

Despite its contributions, the study has limitations. Most notably, its cross-sectional design limits causal interpretations. While relationships were statistically significant, longitudinal data are necessary to confirm the directionality of effects. Second, the reliance on self-reported measures may introduce common method bias. Future studies should include multi-source data (e.g., supervisor ratings) and possibly objective performance indicators.

Another limitation is the context-specific nature of the sample, which may affect generalizability. Future research should replicate these findings across different industries, cultures, and organizational levels. Lastly, while intrinsic motivation was explored as a mediator, other important mediators (e.g., job engagement, psychological empowerment) and moderators (e.g., organizational culture) were not included. These represent promising areas for future inquiry.

**Conclusion**

In sum, this study affirms the significant roles of organizational support, transformational leadership, and intrinsic motivation in shaping job performance and

organizational commitment. It provides a richer understanding of how workplace practices and leadership behavior can foster an engaged, motivated, and high-performing workforce. By adopting evidence-based strategies rooted in the findings, organizations can drive performance while also supporting employee development and well-being. This research not only supports existing theories in organizational psychology but also provides a practical roadmap for leaders and managers seeking to enhance workplace outcomes through supportive structures, empowering leadership, and intrinsic engagement.

In closing, this study contributes to organizational behavior literature by empirically validating a complex model linking leadership, motivation, commitment, and performance within a traditionally structured industry. The evidence underscores the synergistic effect of supportive practices and internal motivation in driving employee outcomes. Future research should consider longitudinal designs and cross-industry comparisons to further explore how these dynamics evolve over time and across cultural contexts. By doing so, scholars and practitioners alike can continue to refine strategies that not only enhance performance but also promote psychological well-being in the workplace.

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## APPENDIX A

**Table A**

Measurement Items

| | |
|---|---|
| Construct: Perceived Organizational Support - Source: Eisenberger (1986) | |
| Scale: 1 = strongly disagree; 5 = strongly agree | |
| Prompt: Please indicate your perception regarding the statements below: | |
| Factor | Question |
| POS1 | How valued do you feel by your organization? |
| POS2 | To what extent does your organization provide the resources you need to succeed? |
| POS3 | How much does your organization care about your well-being? |
| POS4 | Does your organization recognize your achievements? |
| POS5 | How supported do you feel in pursuing professional development? |
| POS6 | To what degree does your organization offer help when you encounter work problems? |
| Construct: Transformational Leadership - Source: Xerxes (2015) | |
| Scale: 1 = strongly disagree; 5 = strongly agree | |
| Prompt: Please indicate your perception regarding the statements below: | |
| Factor | Question |
| TL1 | How frequently does your leader inspire you with a compelling vision? |
| TL2 | To what extent does your leader challenge you to think about old problems in new ways? |
| TL3 | How often does your leader encourage you to develop your strengths? |
| TL4 | In what ways does your leader demonstrate consideration for your personal feelings? |
| TL5 | How much does your leader motivate you to go beyond your self-interest for good of group? |
| TL6 | How often does your leader provide you with new opportunities for learning? |
| Construct: Job Performance - Source: Williams & Anderson (1991) | |

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate your perception regarding the statements below:

| Factor | Question |
|---|---|
| JP1 | I fulfill all the responsibilities required by my job. |
| JP2 | I meet all the formal performance requirements of my job. |
| JP3 | I consistently complete assigned duties on time. |
| JP4 | I perform tasks that are expected of me efficiently and effectively. |
| JP5 | I achieve the objectives of my job. |
| JP6 | My performance is considered satisfactory by my supervisor. |

Construct: Affective Organization Commitment - Source: Meyer & Allen (1991)

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate your perception regarding the statements below:

| Factor | Question |
|---|---|
| AOC1 | I feel a strong sense of belonging to my organization. |
| AOC2 | I am proud to tell others that I am part of this organization. |
| AOC3 | I stay with this organization because the cost of leaving is too high (e.g., financial, social, or professional costs). |
| AOC4 | I feel that I have too many investments in this organization to consider working elsewhere. |
| AOC5 | I feel a moral obligation to remain with my current employer. |
| AOC6 | I would feel guilty if I left this organization now. |

Construct: Intrinsic Motivation - Source: Terea Amabile (1983)

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate your perception regarding the statements below:

| Factor | Question |
|---|---|
| IM1 | How often do you find your work to be genuinely interesting? |
| IM2 | To what extent do you engage in tasks for the sheer enjoyment of them, external rewards? |

IM3 How much passion do you feel towards your work tasks?

IM4 Do you find yourself working on tasks because they are personally rewarding?

IM5 How often do you lose track of time while working because you're engrossed in your tasks?

IM6 To what degree do you go above and beyond what is required you like the challenge?

Construct: Job Autonomy - Source: Wang & Cheng (2010).

Scale: 1 = strongly disagree; 5 = strongly agree

Prompt: Please indicate your perception regarding the statements below:

| Factor | Question |
|---|---|
| JA1 | To what extent can you decide how to execute your tasks at work? |
| JA2 | How much freedom do you have in setting your work goals? |
| JA3 | Are you allowed to choose the methods to complete your assignments? |
| JA4 | Can you prioritize your tasks without external input? |
| JA5 | How often do you have the opportunity to make decisions that affect your work? |
| JA6 | To what degree can you plan your work schedule? |

## APPENDIX B

Informational Letter

Hello, my name is Anthony House. You have been chosen at random to be in a research study about Organizational Commitment. The purpose of this study is to understand the important factors needed to contribute sustained competitive advantage through employee commitment. If you decide to be in this study, you will be one of 400 people in this research study. Participation in this study will take 30 minutes of your time. If you agree to be in the study, I will ask you to do the following things:

1. This survey is intended for working individuals, ages 18-59, that work in various industries. The duration of the survey is expected to take approximately 30 minutes and will require answering basic questions about your work experience.

2. At the end of the survey, you will be presented with a Survey ID that you must copy and provide in the box below for payment.

There are no foreseeable risks or benefits to you for participating in this study. It is expected that this study will benefit society by providing employers with detailed analysis on how to keep valued employees committed to the overall success and profitability of the organization.

There is no cost or payment to you. If you have questions while taking part, please stop me and ask.

You *will* remain anonymous.

If you have questions for one of the researchers conducting this study, you may contact Anthony House at 386-569-4374.

If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

Your participation in this research is voluntary, and you will not be penalized or lose benefits if you refuse to participate or decide to stop. You may keep a copy of this form for your records.

## APPENDIX C

MTurk Requester Advertisement

Survey Link Instructions

We are conducting an academic survey about perceived organizational support and transformational leadership and the relationship to job performance. Results will provide insights into how worker performance increases when job autonomy is fostered in the workplace. Please select the link below to complete the survey. At the end of the survey, you will receive a code to paste into the box below to receive credit for taking this survey.

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.

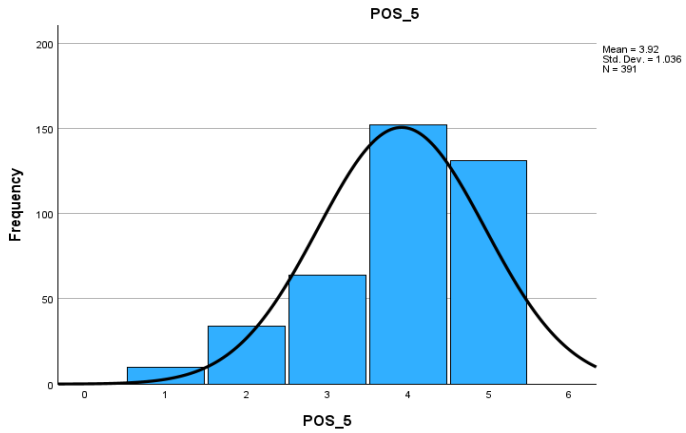
| |
|---|
| Template note for Requesters - To verify that Workers complete their survey, require each Worker to enter a unique survey completion code to your HIT. Consult with your survey service provider on how to generate this code at the end of your survey |

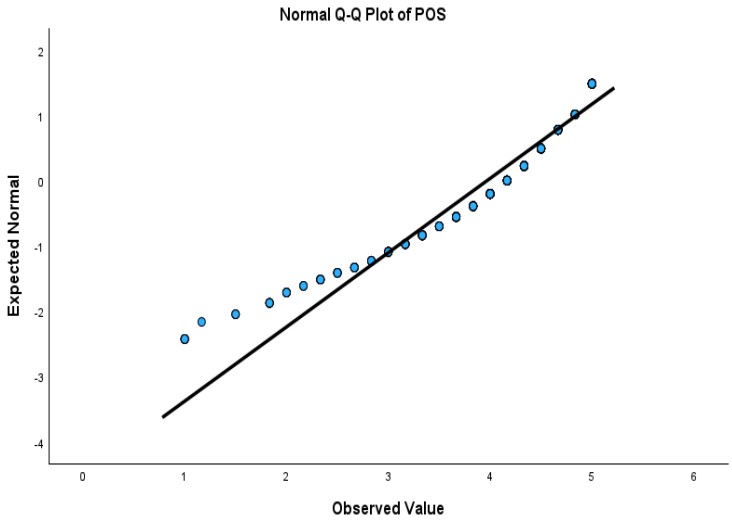
Survey link:

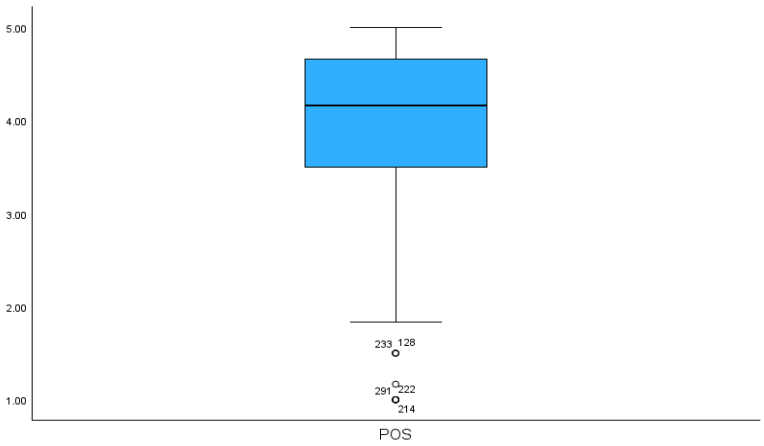
https://fiu.qualtrics.com/jfe/form/SV_6RaxWcNzglcQKjk

## APPENDIX D

**Test of Normality**

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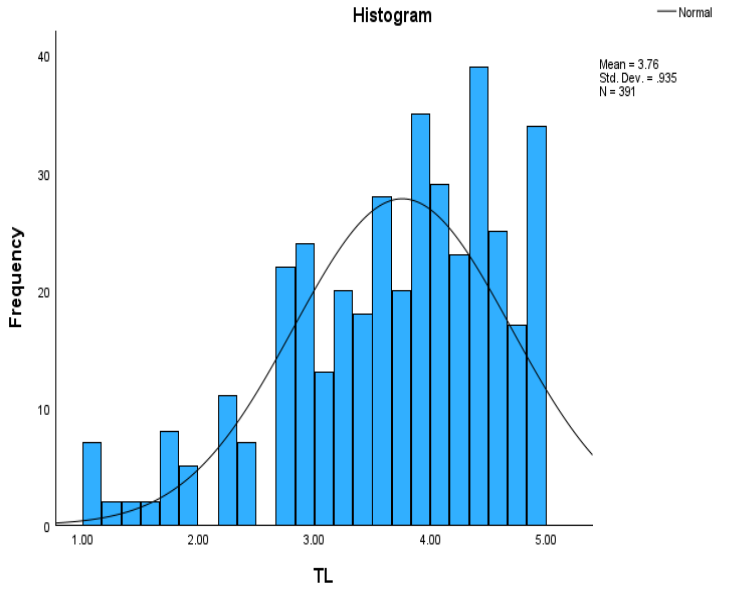
POS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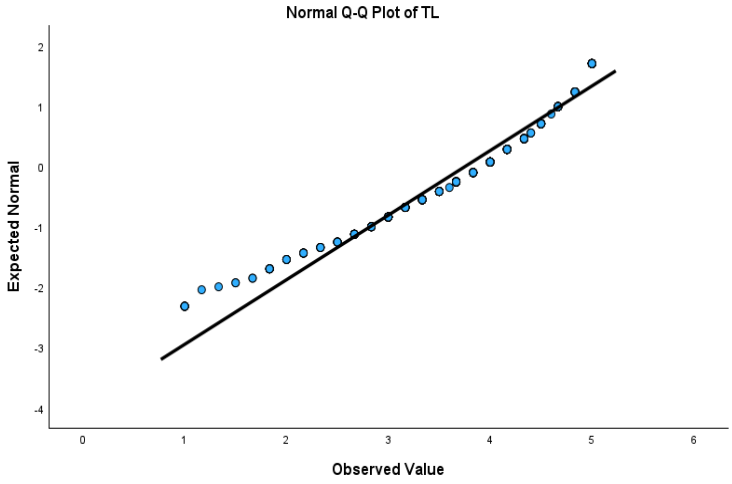
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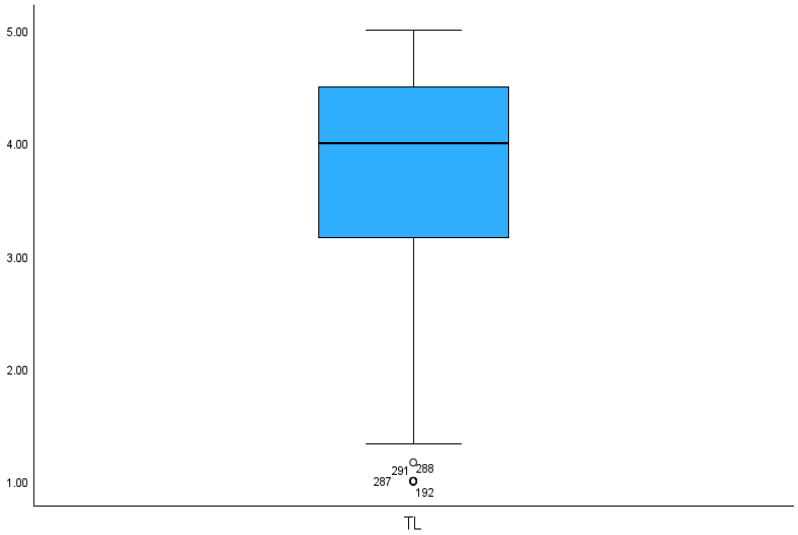
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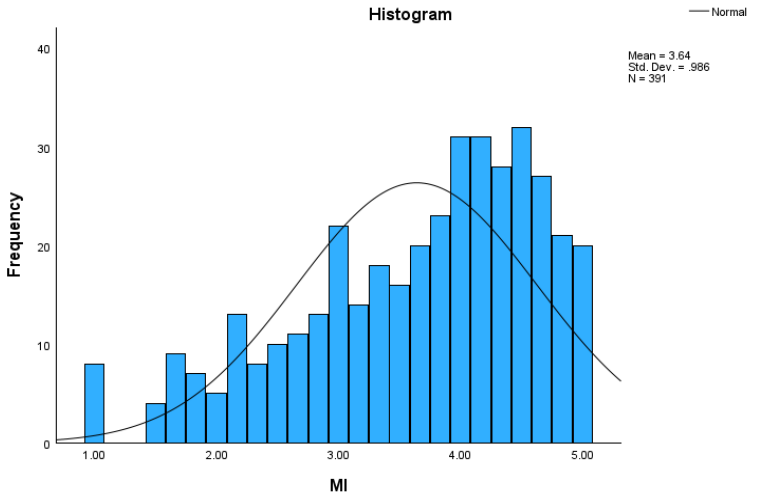
TL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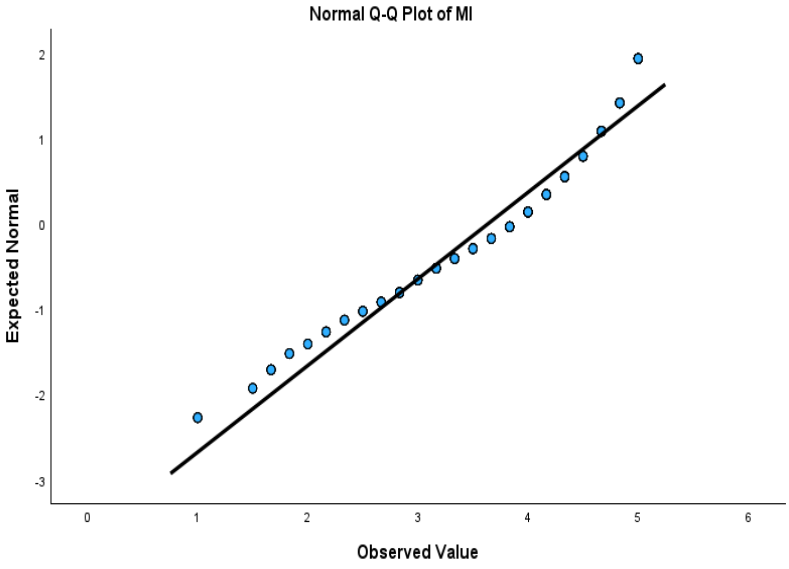
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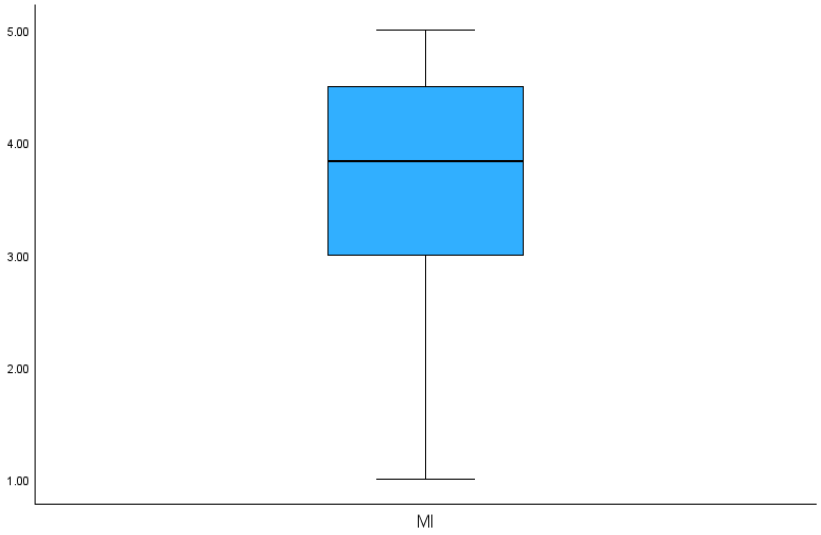
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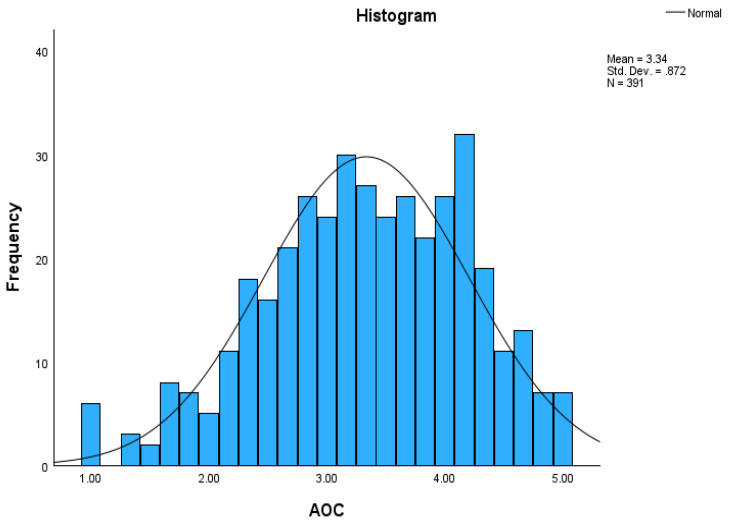
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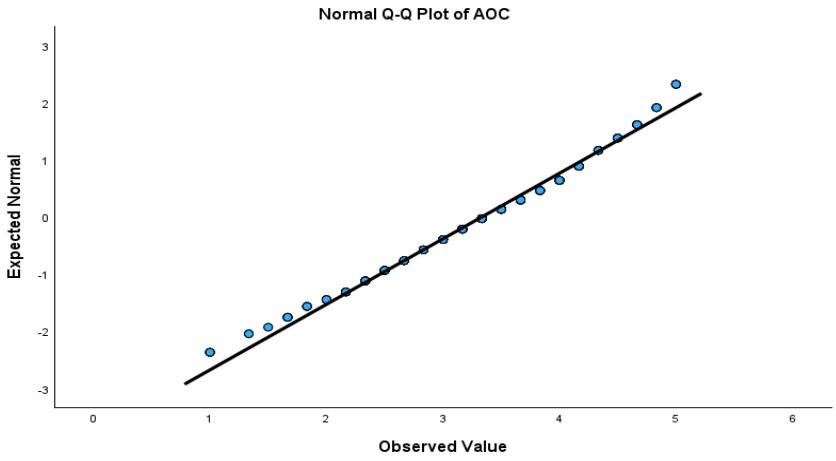
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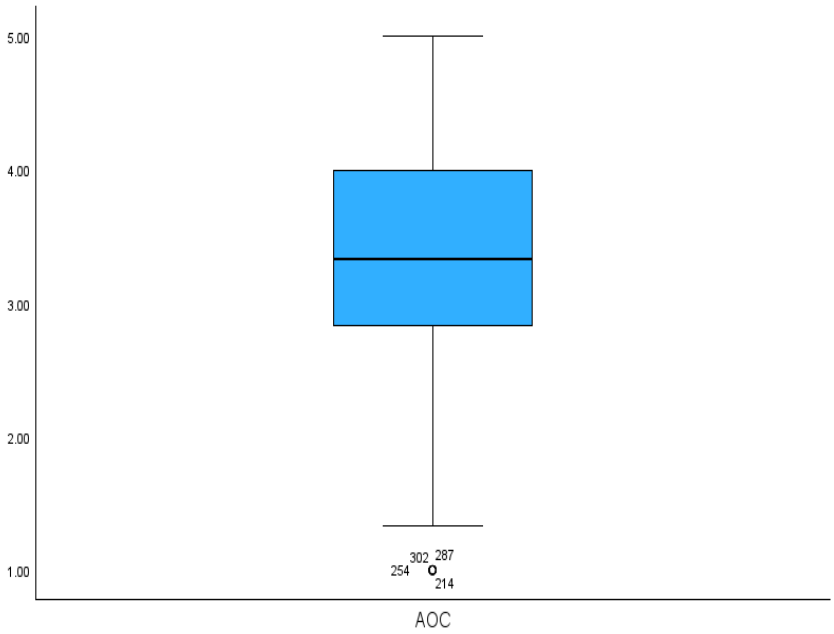
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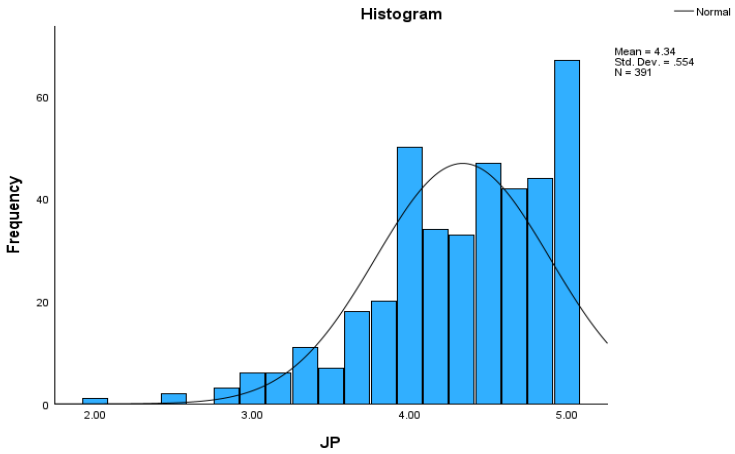
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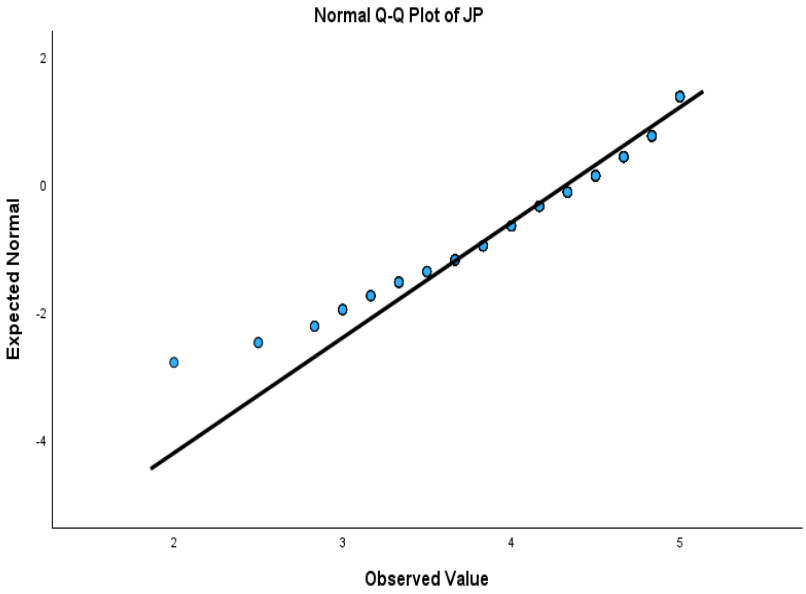
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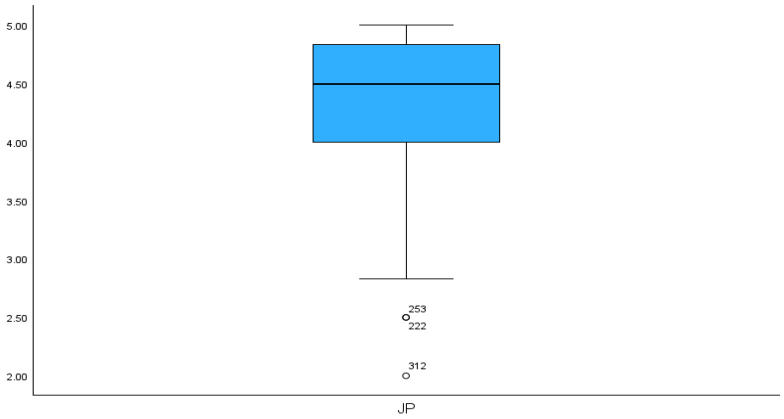
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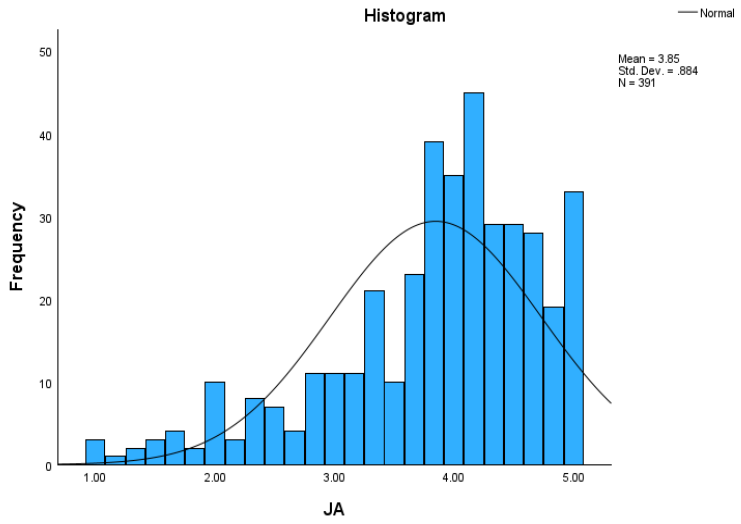
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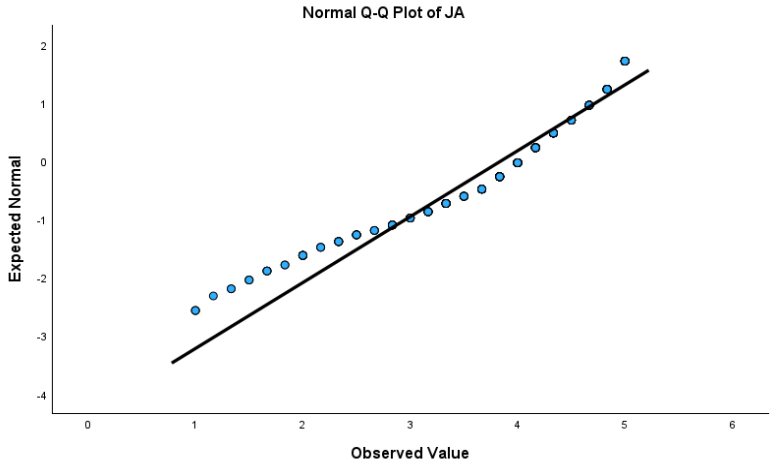
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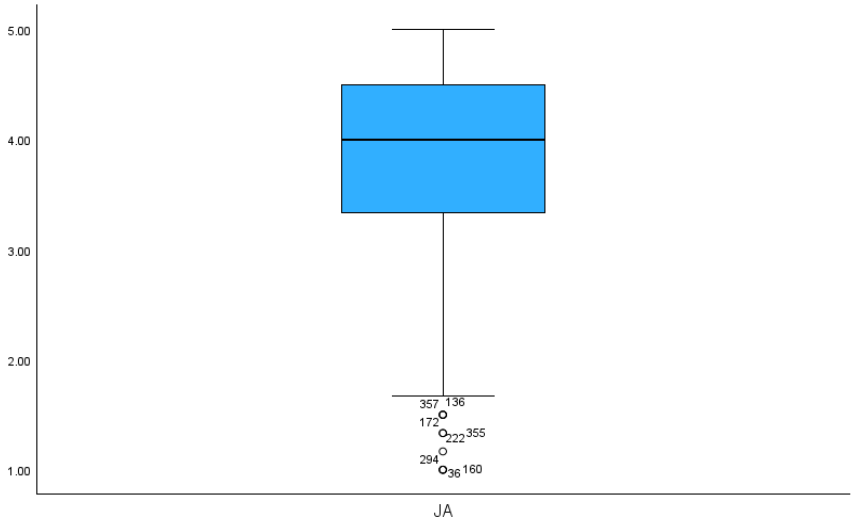
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JA

**VITA**

Anthony W. House

| | |
|---|---|
| 1986-1995 | U.S. Navy<br>Chief Petty Officer<br>Global Deployment |
| 1993-1995 | AS Science<br>Georgia Military College<br>Milledgeville, Georgia |
| 2006-2008 | B.A., Business Administration<br>Colorado Technical University<br>Colorado Springs, CO |
| 2008-2010 | M.A. Operations Management<br>Colorado Technical University<br>Colorado Springs, CO |
| 2009-2011 | Reliability Engineering<br>Reliability Solutions<br>Atlanta, Georgia |
| 2023-2025 | Doctoral Candidate<br>Florida International University<br>Miami, Florida |
| 2014-Present | Director of Maintenance and Engineering<br>Symrise<br>Holzminden, Germany |