# INTRINSIC MOTIVATION'S MEDIATING ROLE: PERCEIVED ORGANIZATIONAL SUPPORT'S IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN INDIAN IT SECTOR

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## ABSTRACT

This study investigates the mediating role of intrinsic motivation in the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB) among IT employees in India. With the aim of understanding how POS influences OCB via intrinsic motivation, a quantitative approach was adopted, involving 257 full-time employees across various sectors. Data were analyzed using descriptive statistics, correlation, regression, and mediation analyses. The results indicate that POS significantly enhances intrinsic motivation, which, in turn, positively impacts OCB, as evidenced by a substantial indirect effect in the mediation analysis. These findings emphasize the pivotal role of intrinsic motivation in fostering positive workplace behaviors, thereby underscoring the importance of a supportive organizational environment. Practical implications include strategies to enhance employee engagement, performance, and retention through policies that strengthen POS and intrinsic motivation. This research extends the literature on organizational behavior, highlighting future opportunities for longitudinal studies to explore causality and contextual factors.

**Keywords**: Perceived Organizational Support, Organizational Citizenship Behavior, Intrinsic Motivation, Employee Engagement, Human Resource Management.

## 1. INTRODUCTION

In the evolving landscape of modern workplaces, fostering positive employee attitudes and behaviors is critical for achieving superior performance and maintaining a competitive advantage. Perceived Organizational Support (POS) emerges as a key construct, encapsulating employees' perceptions of their organization's appreciation and care. POS significantly influences employee attitudes, behaviors, and organizational outcomes, making it a cornerstone of effective workforce management (Morales-Sánchez & Pasamar, 2019).

Organizational Citizenship Behavior (OCB), defined as voluntary actions that extend beyond formal job requirements, contributes substantially to organizational success. Such behaviors—ranging from assisting colleagues to advocating for the organization—enhance teamwork, commitment, and overall performance (Ali & Anwar, 2021). Intrinsic motivation, driven by internal satisfaction and personal fulfillment, plays a vital role in sustaining these behaviors. POS fosters intrinsic motivation by making employees feel valued, which, in turn, propels OCB as employees willingly contribute beyond their prescribed roles (Eisenberger et al., 2020).

As organizations navigate dynamic and competitive environments, understanding and leveraging these dynamics becomes imperative. Employee perceptions of organizational support and their intrinsic motivation are pivotal in shaping workplace behaviors, underscoring the need for well-supported and engaged workforces (James & Jones, 1974).

In India's thriving yet volatile IT industry, characterized by high attrition rates, exploring how POS drives OCB through intrinsic motivation is particularly significant. This study addresses a critical research gap by examining these relationships, offering actionable insights to IT organizations striving to create supportive work environments, enhance employee engagement, and achieve sustained competitiveness.

## 2. METHODOLOGY

**Research Design**

This study utilized a quantitative, cross-sectional design to examine the mediating role of intrinsic motivation in the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB) among Indian IT professionals. The design allowed for data collection from IT professionals at a single point in time to explore the concurrent relationships between these variables. Standardized scales were used to measure POS, intrinsic motivation, and OCB, facilitating statistical analysis and hypothesis testing.

**Sample**

The study sample consisted of 250-300 full-time employees recruited from various IT companies across India. Purposive sampling was employed to select participants who met the inclusion criteria: individuals must have been employed full-time in the Indian IT industry for at least one year, with an age range of 22-59 years, ensuring diversity in gender and professional experience. Participants were excluded if they were freelancers, contractors, or had less than one year of experience in their current organization and had participated in similar research within the past six months.

**Method of Recruitment**

Purposive sampling targeted IT professionals with sufficient work experience to provide insights into organizational support systems and workplace behaviours. Participants were approached via professional networks and IT company associations, with recruitment occurring through email invitations and offline channels, ensuring a broad reach across the industry. Informed consent was obtained before participation.

**Materials**

Three reliable and validated instruments were used to measure the study variables:

The **Organizational Citizenship Behavior Checklist (OCB-C)** is a 10-item scale designed to assess the frequency of citizenship behaviours in the workplace. Items ask respondents to indicate how often each behaviour is performed by themselves or others (e.g., coworkers or subordinates)on a 5-point Likert Scale. Scores are computed by summing responses across items. A total score is the sum of responses to all items. The 10 ITEM Scale has a reliability of 0.90. (Martin et al., 2022).

Eisenberger et al. (1997) used a shortened version of the **Survey of Perceived Organizational Support (SPOS)** to measure employees' perceptions of their organization's support. The researchers chose a reliable subset of 8 items from the original 36-item SPOS. Participants indicated their level of agreement with each statement on a 7-point Likert scale. This scale demonstrated a high reliability of 0.90 in this study. Scoring - Adding the scores of all items. Items 6 and 7 reverse scored.

The **Work Intrinsic and Extrinsic Motivation Scale (WEIMS)** utilizes three questions (4,8,15)to assess intrinsic motivation, focusing on internal drives, personal interests, and psychological needs. 7-point Likert scale .Reliability - 0.84. (Kotera et al., 2022) .Scoring - (total score of 3 items on the scale ) The higher the score, the better intrinsic motivation.

**Procedure**

The study commenced with obtaining ethical clearance from the respective institutional review board. Participants were then briefed about the study's objectives and procedures, followed by the distribution of consent forms. Data collection occurred via both online and offline formats, allowing flexibility. The three scales, as mentioned earlier, were administered to the participants. Upon completion, data were anonymized and securely stored. Subsequently, statistical analysis was conducted using Jamovi software, employing regression and mediation analyses to explore the relationships between POS, intrinsic motivation, and OCB.

**Ethical Considerations**

Ethical clearance was obtained before conducting the study, adhering to institutional guidelines. Informed consent was mandatory, with participants assured of the confidentiality and anonymity of their data. Data were securely stored, and participants were given the option to withdraw at any stage. A debriefing was provided after the study, addressing any questions and explaining the study's objectives. Participant rights were upheld throughout, ensuring privacy and protection.

# 3. MODELING AND ANALYSIS

**Perceived Organizational Support (POS) and Employee Behavior**

Perceived Organizational Support (POS) is pivotal in shaping employees' perceptions of how their organization values their contributions and prioritizes their well-being (Côté et al., 2021). It influences work-related outcomes, including job satisfaction, commitment, and organizational citizenship behaviour (OCB) (Yang et al., 2018; Chen & Shaffer, 2017). POS fosters positive work experiences and mutually beneficial relationships between employees and organizations (Côté et al., 2021). Organizational Citizenship Behavior (OCB), characterized by voluntary contributions beyond formal job requirements, embodies a psychological contract between individuals and organizations (Organ et al., 1988). Studies across industries demonstrate the positive impact of POS on OCB, with dimensions such as altruism, courtesy, and civic virtue positively affected (Gupta, 2022; Joy & Sidhique, 2016). Furthermore, POS triggers intrinsic motivation, enhancing employee satisfaction and engagement (Tran et al., 2020).

The research underscores the interconnected dynamics of POS, OCB, and intrinsic motivation, highlighting their significance in fostering positive workplace behaviours and contributing to organizational success (Karatepe & Karadaş, 2015; Ahmad & Zafar, 2018). Overall, understanding the role of POS in influencing employee attitudes and behaviours is essential for effective HR management and organizational performance improvement.

**Organizational Citizenship Behavior (OCB) and its Determinants**

Organizational Citizenship Behavior (OCB) refers to voluntary actions by employees that go beyond their formal job requirements and contribute to the organization's overall effectiveness. OCB is crucial in enhancing organizational performance by fostering teamwork, improving employee morale, and creating a positive work environment(Organ et al., 1988). Several factors influence OCB, including organizational support, leadership behavior, and job characteristics.

Social exchange theory posits that employees reciprocate favorable treatment from their organization with increased OCB, highlighting the role of perceived organizational support as an antecedent. Moreover, studies suggest that job autonomy, task significance, and perceived fairness are also determinants of OCB. In the IT sector, factors such as the availability of resources, team dynamics, and the nature of tasks may influence employees' engagement in OCB. Understanding these determinants is essential for organizations to cultivate a supportive work environment and promote behaviors that contribute to organizational success. (Hermawan et al., 2020)

**Intrinsic Motivation and Workplace Behaviors**

Intrinsic motivation plays a vital role in driving employee engagement, performance, and satisfaction within the workplace. Rooted in individuals' inclination for challenging and gratifying tasks, intrinsic motivation fosters cognitive flexibility and heightened performance (Hon & Leung, 2011). Employees with heightened intrinsic motivation exhibit enhanced performance, achieve targets more effectively and experience greater happiness and satisfaction. Factors influencing intrinsic motivation include autonomy, mastery, and purpose, which contribute to employees' willingness to seek new knowledge and utilize unconventional approaches in decision-making (Garg & Dhar, 2016).

Moreover, intrinsic motivation has been linked to discretionary workplace behaviours, including Organizational Citizenship Behavior (OCB). Studies have shown that employees driven by intrinsic motivation are more likely to engage in voluntary contributions that surpass formal job requirements (Organ et al., 1988). Intrinsic motivation enhances employees' commitment to organizational goals and fosters a heightened sense of reciprocity norms and organizational commitment (Kim et al., 2019).

These findings suggest that intrinsic motivation is a critical determinant of employees' willingness to exceed formal job expectations and contribute positively to organizational success.

However, the relationship between intrinsic motivation and workplace behaviours may be influenced by perceived organizational support (POS). POS, reflecting employees' beliefs about being cared for and appreciated by the organization, can trigger intrinsic motivation and enhance employee satisfaction (Tran et al., 2020). Moreover, POS has been found to positively influence Organizational Citizenship Behavior (OCB), highlighting its role in shaping discretionary workplace behaviours (Gupta, 2022; Joy & Sidhique, 2016). Thus, while intrinsic motivation significantly drives positive workplace behaviours, its effectiveness may be contingent on the organization's perceived level of support and appreciation.

**The Reciprocal Relationship between POS, OCB and Intrinsic Motivation**

The reciprocal relationship between Perceived Organizational Support (POS), Organizational Citizenship Behavior (OCB), and Intrinsic Motivation highlights a cyclical dynamic within organizational contexts. When employees perceive high levels of POS, they are more likely to be intrinsically motivated and exhibit OCBs (Tran et al., 2020). This positive feedback loop suggests that the perception of support from the organization fosters an environment where employees feel valued and motivated to go above and beyond their formal job requirements (Pepple & Davies, 2019). Employees who engage in voluntary behaviours that contribute to organizational goals, such as helping colleagues or participating in organizational initiatives, strengthen their sense of support and commitment to the organization (Piasecki, 2019).

Importantly, engaging in OCBs further reinforces employees' perception of support from the organization. When employees observe that their extra efforts are acknowledged and appreciated, it strengthens their belief in the organization's commitment to their well-being. This positive reinforcement creates a feedback loop wherein high levels of POS lead to increased intrinsic motivation and OCBs, which, in turn, reinforce perceptions of support from the organization. (Su et al., 2020)

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A supportive organizational environment can enhance employee motivation and encourage discretionary behaviours, increasing organizational effectiveness and employee satisfaction. Similarly, employees' engagement in OCBs can reinforce their perception of support, further contributing to a positive work environment and organizational success (Armstrong,2016).

**Research Question**

1. Does Perceived Organizational Support (POS) influence Organizational Citizenship Behavior (OCB) among employees in the Information Technology (IT) industry in India?

2. Does Intrinsic Motivation significantly mediate the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB) within the Indian IT context?

Building on the literature, this research examines the direct impact of POS on OCB and the mediating role of intrinsic motivation in this relationship. Given the strong links between these constructs in previous research, the following hypotheses are proposed:

**Hypothesis 1**: Perceived organizational support (POS) positively affects organizational citizenship behaviour (OCB).

**Hypothesis 2**: Intrinsic motivation mediates the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB).

This study aims to bridge the gap in current literature, especially within the context of the Indian IT sector, where little research has focused on the interplay between POS, OCB, and intrinsic motivation.

## 4. RESULTS

**Table 1:** Descriptive Statistics

| Descriptives | | | | | | |
|---|---|---|---|---|---|---|
| | **POS SCORES** | | **IM SCORES** | | **OCB SCORES** | |
| N | 257 | | 257 | | 257 | |
| Missing | 0 | | 0 | | 0 | |
| Mean | 45.4 | | 16.7 | | 34.5 | |
| Std. error mean | 0.263 | | 0.134 | | 0.350 | |
| Median | 46.0 | | 17.0 | | 35.0 | |
| Mode | 46.0 | | 17.0 | | 38.0 | |
| Standard deviation | 4.21 | | 2.14 | | 5.61 | |
| Minimum | 30.0 | | 10.0 | | 16.0 | |
| Maximum | 55.0 | | 21.0 | | 45.0 | |
| Shapiro-Wilk W | 0.946 | | 0.952 | | 0.967 | |
| Shapiro-Wilk p | < .001 | | < .001 | | < .001 | |

Table 1 presents the descriptive statistics for Perceived Organizational Support (POS), Intrinsic Motivation (IM), and Organizational Citizenship Behavior (OCB). The mean scores are 45.4 for POS, 16.7 for IM, and 34.5 for OCB, with standard deviations of 4.21, 2.14, and 5.61, respectively.

The Shapiro-Wilk test results reveal significant deviations from normality for all variables ($p < .001$), suggesting that the data is not normally distributed. This non-normality will guide the use of non-parametric methods for further analysis. The Shapiro-Wilk test results reveal significant deviations from normality for all variables ($p < .001$), suggesting that the data is not normally distributed. This non-normality will guide the use of non-parametric methods for further analysis.

**Table 2:** Correlation Matrix

| Correlation Matrix | | POS SCORES | | IM SCORES | | OCB SCORES | |
|---|---|---|---|---|---|---|---|
| POS SCORES | Spearman's rho | — | | | | | |
| | df | — | | | | | |
| | p-value | — | | | | | |
| IM SCORES | Spearman's rho | 0.528 | *** | — | | | |
| | df | 255 | | — | | | |
| | p-value | < .001 | | — | | | |
| OCB SCORES | Spearman's rho | 0.556 | *** | 0.600 | *** | — | |
| | df | 255 | | 255 | | — | |
| | p-value | < .001 | | < .001 | | — | |
| Note. * p < .05, ** p < .01, *** p < .001 | | | | | | | |

Table 2 displays Spearman's rho correlation coefficients between Perceived Organizational Support (POS) scores, Intrinsic Motivation (IM) scores, and Organizational Citizenship Behavior (OCB) scores.

Significant positive correlations were observed between all variables. POS scores were positively correlated with IM scores ($\rho=0.528$, $p<.001$) and OCB scores ($\rho=0.556$, $p<.001$). Additionally, IM scores were positively correlated with OCB scores ($\rho=0.600$, $p<.001$). These findings suggest that higher perceived organizational support and intrinsic motivation are associated with higher organizational citizenship behaviour, indicating that enhancing POS and IM may lead to increased OCB among employees.

**Table 3:** Regression Analysis

| Model Fit Measures | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | **Overall Model Test** | | | |
| **Model** | **R** | **R²** | **Adjusted R²** | **F** | **df1** | **df2** | **p** |
| 1 | 0.703 | 0.495 | 0.491 | 124 | 2 | 254 | < .001 |

| Model Coefficients - OCB SCORES | | | | |
|---|---|---|---|---|
| **Predictor** | **Estimate** | **SE** | **t** | **p** |
| Intercept | -5.412 | 2.7353 | -1.98 | 0.049 |
| POS SCORES | 0.454 | 0.0744 | 6.10 | < .001 |
| IM SCORES | 1.160 | 0.1461 | 7.94 | < .001 |

Table 3 presents the model fit measures and coefficients for the relationship between Perceived Organizational Support (POS) and Intrinsic Motivation (IM) with Organizational Citizenship Behavior (OCB). The model demonstrates a strong fit, with an R square of 0.495 and an adjusted R square of 0.491, indicating that POS and IM scores explain approximately 49.1% of the variance in OCB. The overall F-value is 124 (df1 = 2, df2 = 254), with a p-value < .001, signifying that the model is statistically significant.

The coefficients show that both POS ($\beta$ = 0.454, p < .001) and IM ($\beta$ = 1.160, p < .001) significantly predict OCB, highlighting their substantial impact on employee engagement in citizenship behaviours.

### Hypothesis Testing

Based on Table 3, Hypothesis 1, which posits that perceived organizational support (POS) positively affects organizational citizenship behaviour (OCB), is confirmed. The regression analysis reveals that POS significantly predicts OCB with a standardized coefficient ($\beta$) of 0.454 and a p-value less than .001, indicating strong statistical significance. The model demonstrates a good fit, with an R square of 0.495 and an adjusted R square of 0.491, suggesting that POS and intrinsic motivation (IM) explain approximately 49.1% of the variance in OCB. The overall F-value of 124 (df1 = 2, df2 = 254) and p-value < .001 confirm the model's significance. Therefore, POS has a significant positive effect on OCB.

**Table 4:** Mediation Analysis

| Mediation Estimates | | | | |
|---|---|---|---|---|
| **Effect** | **Estimate** | **SE** | **Z** | **p** |
| Indirect | 0.356 | 0.0534 | 6.67 | < .001 |
| Direct | 0.454 | 0.0740 | 6.13 | < .001 |
| Total | 0.809 | 0.0660 | 12.27 | < .001 |

Table 4 shows the mediation estimates for the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) through Intrinsic Motivation (IM). The indirect effect, representing the mediation of IM, is 0.356 (SE = 0.0534, Z = 6.67, p < .001), indicating a significant mediation effect. The direct effect of POS on OCB is 0.454 (SE = 0.0740, Z = 6.13, p < .001), and the total effect, combining both direct and indirect pathways, is 0.809 (SE = 0.0660, Z = 12.27, p < .001). These results confirm significant mediation and highlight the crucial role of IM in the POS-OCB relationship.
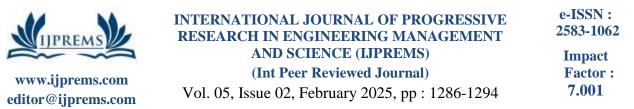
### Hypothesis Testing

Based on Table 4, Hypothesis 2, which states that intrinsic motivation (IM) mediates the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB), is supported. The indirect effect of POS on OCB through IM is 0.356, with a standard error (SE) of 0.0534 and a Z-score of 6.67. This result is statistically significant, with a p-value less than .001. The direct effect of POS on OCB is 0.454 (SE = 0.0740, Z = 6.13, p < .001), and the total effect, including both direct and indirect effects, is 0.809 (SE = 0.0660, Z = 12.27, p < .001). These findings confirm that IM significantly mediates the relationship between POS and OCB.

## 5. DISCUSSION

Table 1 provides a summary of the descriptive statistics for Perceived Organizational Support (POS), Intrinsic Motivation (IM), and Organizational Citizenship Behavior (OCB). The means for POS, IM, and OCB are 45.4, 16.7, and 34.5, respectively, indicating moderate levels of these constructs within the sample. The standard deviations are 4.21 for POS, 2.14 for IM, and 5.61 for OCB, reflecting variability in the data. The median and mode values are consistent with the means, suggesting that the data distribution is approximately symmetric. However, the Shapiro-Wilk test results (p < .001 for all variables) indicate significant deviations from normality, necessitating the use of non-parametric methods for further analysis (Ghasemi & Zahediasl, 2012).

Table 2 presents the Spearman's rho correlation coefficients among POS, IM, and OCB scores. The results reveal significant positive correlations between all variables. POS scores are positively correlated with IM scores ($\rho$=0.528,p<.001) and OCB scores ($\rho$=0.556,p<.001). Similarly, IM scores correlate positively with OCB scores ($\rho$=0.600,p<.001). These correlations suggest that higher levels of perceived organizational support and intrinsic motivation are associated with increased organizational citizenship behaviour. This finding supports previous research

highlighting the positive role of organizational support in fostering employee behaviours beyond job requirements (Kurtessis et al., 2015).

The linear regression analysis, detailed in Table 3, assesses the impact of POS and IM on OCB. The model shows a substantial $R^2$ value of 0.495, indicating that POS and IM can explain approximately 50% of the variance in OCB scores. The F-test is significant ($p < .001$), confirming the model's validity. In Model 1, both POS and IM are significant predictors of OCB. The coefficient for POS scores is 0.454 (SE = 0.0744, t = 6.10, $p < .001$), indicating a positive effect on OCB. Similarly, the coefficient for IM scores is 1.160 (SE = 0.1461, t = 7.94, $p < .001$), also showing a positive effect. These results underscore the importance of perceived organizational support and intrinsic motivation in enhancing organizational citizenship behaviours. The intercept of -5.412 (SE = 2.7353, t = -1.98, p = 0.049) is statistically significant but not practically meaningful in this context. These findings align with theories suggesting that organizational support and intrinsic motivation contribute significantly to positive employee behaviours. Eisenberger et al. (1997) state that perceived organizational support increases employees' motivation and discretionary behaviours. Similarly, Hon (2011) asserts that intrinsic motivation is critical for fostering positive work behaviours in supportive environments.

As outlined in Table 4, the mediation analysis provides insights into the indirect effects of POS on OCB through IM. The indirect effect is estimated at 0.356 (SE = 0.0534, Z = 6.67, $p < .001$), indicating that IM significantly mediates the relationship between POS and OCB. This suggests that the positive effect of POS on OCB is partially explained through its impact on IM. The direct effect of POS on OCB is 0.454 (SE = 0.0740, Z = 6.13, $p < .001$), which remains significant even when accounting for IM. The total effect is 0.809 (SE = 0.0660, Z = 12.27, $p < .001$), reflecting the combined influence of both direct and indirect pathways. The mediation findings highlight the critical role of intrinsic motivation in the relationship between perceived organizational support and organizational citizenship behaviour. This result supports the theoretical framework that perceived organizational support enhances employees' intrinsic motivation, boosting organizational citizenship behaviours. The significance of the indirect effect underscores the value of fostering an environment that supports employees and motivates them intrinsically to improve their engagement and performance.(Hon, 2011;Gagné & Deci, 2005).

**Practical Implications**

The findings of this study carry significant practical implications for organizations seeking to enhance employee engagement and foster positive workplace behaviours, particularly Organizational Citizenship Behavior (OCB).

First and foremost, enhancing Perceived Organizational Support (POS) is vital for improving both Intrinsic Motivation (IM) and OCB among employees. Organizations should actively invest in practices designed to increase employees' perceptions of support. This can be achieved through a variety of initiatives. For example, recognizing and rewarding employee contributions acknowledges their hard work and reinforces their organizational value. Implementing recognition programs, such as employee of the month awards or performance-based bonuses, can enhance POS. Furthermore, providing adequate resources, whether in training, tools, or personnel, signals employees that the organization is invested in their success. Cultivating a supportive work environment—where open communication is encouraged and employees feel comfortable expressing their concerns and suggestions—can significantly enhance employees' sense of support, thereby improving their motivation and commitment to the organization.

Secondly, given the significant mediation effect of IM, organizations should focus on strategies that enhance intrinsic motivation among their employees. Providing meaningful work that aligns with employees' interests and values is crucial for fostering IM. Organizations should consider conducting regular assessments to understand employees' personal and professional goals, ensuring that job roles and responsibilities resonate with these aspirations. Opportunities for growth and development, such as professional training, mentorship programs, and clear career advancement pathways, can further bolster IM. Employees who see a direct link between their work and personal growth are more likely to be intrinsically motivated, promoting OCB.

Moreover, organizations must understand that fostering POS and IM is not merely a one-time effort but requires ongoing commitment and assessment. Regular feedback mechanisms can help organizations gauge employee perceptions of support and motivation levels, allowing for timely adjustments to strategies and initiatives.

# 6. LIMITATIONS AND FUTURE DIRECTIONS

This study faced several limitations that warrant consideration. A primary challenge was the non-normal distribution of the data. Non-parametric methods were employed to address this issue, as Ghasemi and Zahediasl (2012) recommended for managing skewed data. While these methods offer robustness, they inherently lack the statistical power of parametric tests, potentially impacting the precision of the estimates obtained.

Another limitation involved reliance on self-reported measures, which can introduce biases such as social desirability, as Podsakoff et al. (2003) highlighted. This reliance may compromise the accuracy of the data. Future research should consider adopting a multi-source approach, integrating supervisor ratings and peer assessments alongside self-reports to mitigate these biases and enhance the validity of the findings.

Moreover, the cross-sectional design of this study limits the ability to infer causal relationships between Perceived Organizational Support (POS), Intrinsic Motivation (IM), and Organizational Citizenship Behavior (OCB). Establishing causality requires longitudinal studies that can assess changes over time and elucidate the directionality of these relationships.

Future research should also explore diverse organizational contexts and industries to enhance the generalizability of findings. Additionally, examining the potential moderating variables, such as employee demographics or organizational culture, could provide a more nuanced understanding of the dynamics between POS, IM, and OCB. Such endeavours will contribute to a more comprehensive framework for understanding the mechanisms that drive positive employee behaviours in various organizational settings.

## 7. CONCLUSION

This study highlights the pivotal relationships among Perceived Organizational Support (POS), Intrinsic Motivation (IM), and Organizational Citizenship Behavior (OCB), demonstrating that POS and IM significantly enhance OCB, with IM serving as a key mediator in this dynamic. These findings underscore the critical role of fostering a supportive organizational environment that nurtures intrinsic motivation, driving higher employee engagement and voluntary contributions beyond prescribed roles. By adopting targeted strategies to enhance perceived support and intrinsic motivation, organizations can encourage citizenship behaviors, ultimately strengthening overall performance. While this research offers valuable insights, limitations such as non-normal data distribution and its cross-sectional design warrant consideration, as they constrain the generalizability and causal interpretations of the findings. Future studies should address these limitations by employing longitudinal designs and exploring the impact of contextual factors to deepen the understanding of these interrelationships and provide more robust guidance for organizational practices

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