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**THE RELATIONSHIP BETWEEN PERCEIVED  
ORGANIZATIONAL SUPPORT AND TURNOVER  
INTENTION: THE MEDIATING ROLE OF JOB  
MOTIVATION AND AFFECTIVE AND NORMATIVE  
COMMITMENT**

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**ABSTRACT**

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Aim/Purpose	The study aims to examine the mediating role of job motivation and affective and normative commitment on the relationship between perceived organizational support (POS) and job turnover intention.
Background	POS refers to employees' beliefs and perceptions concerning the extent to which the organization values their contributions, cares about their well-being, and fulfils their socio-emotional needs. To date, research has shown that employee turnover is a complex construct resulting from the interplay of both individual and organizational variables, such as motivation and climate.
Methodology	Cross-sectional data were collected from 143 employees of an Italian industrial company. Paper-and-pencil questionnaires were used to assess respondents'

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## Relationship Between POS and Turnover Intention

	POS, job motivation, affective and normative organizational commitment, and turnover intentions.
Contribution	Specifically, in this research, we aim at examining (i) the indirect effect of POS on turnover intention via (ii) job motivation and (iii) normative and affective commitment.
Findings	Results show that high POS is associated with high levels of job motivation and affective and normative commitment, which in turn are negatively linked to turnover intentions.
Recommendations for Practitioners	To limit employees' turnover intentions, organizations should be aware of the role of POS as conducive of high job motivation and, consequently, of affective and normative commitment, which, together, can serve to decrease turnover intention. To avoid turnover intention and keep workers and employees within an organization, it is necessary to consider that POS cannot prevent turnover intention on its own. Job motivation and organizational commitment were found to mediate POS influence over turnover intention; therefore, it is also necessary to increase the rate of affective and normative commitment in order to decrease turnover intention
Recommendations for Researchers	Researchers should not lose sight of the importance of studying and delving into the concept of turnover intention given that, from an organizational point of view, losing personnel means losing competencies, which need to be replaced through assessment, selection, training, and development, processes that are often challenging and expensive.
Impact on Society	Effective attention to employee needs can promote retention through motivation and engagement, thereby reducing the intention to leave the organization. This can help to lower effective turnover rates and mitigate the negative effects of resignations.
Future Research	Future research should further investigate the role of motivation and commitment, other than additional variables, for POS and turnover intention. Longitudinal studies and further testing are required to verify the causal processes stemming from our model. Future research could consider linking employees' self-reported measures with objective data concerning turnover rates.
Keywords	perceived organizational support, turnover intention, job motivation, affective commitment, normative commitment

## INTRODUCTION

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Organizations, whether they are for profit or not, are usually facing problems related to research, recruitment, management, and maintenance of personnel, with particular regards for those qualified workers and employees whose contribution is fundamental for organizational efficiency (Sartori et al., 2014, 2022). From an organizational point of view, losing personnel means losing competencies, which need to be replaced through assessment, selection, training, and development processes that are often challenging and expensive (Sartori & Ceschi, 2013; Sartori et al., 2018, 2022). Thinking about the very recent phenomenon of the Great Resignation (Sull et al., 2022), losing personnel represents a moral, pragmatic, and social issue. For these reasons, employee turnover, defined as the rate at which employees leave a company and are replaced by new ones, is a variable that organizations should keep under control (De Winne et al., 2018). Accordingly, much research has been conducted to investigate the relationship between turnover intention, i.e., employees' plans to leave their positions, and several organizational variables, such as job satisfaction (Mobley, 1977; Tett & Meyer, 1993), job performance (Tomietto et al., 2015), leader-member exchange (Harris et al., 2005),

emotional intelligence (Brunetto et al., 2012), organizational commitment (Galletta et al., 2011; Saeed et al., 2014) and perceived organizational support (Dawley et al., 2010).

To date, research has shown that employee turnover is a complex construct resulting from the interplay of both individual and organizational variables, such as motivation and climate, that still need to be extensively described (Dawley et al., 2010). Accordingly, scholars have discussed how perceived organizational support (POS from here on) could play a critical role on leveraging turnover intention (Maertz et al., 2007). POS refers to employees' beliefs and perceptions concerning the extent to which the organization values their contributions, cares about their well-being, and fulfils their socio-emotional needs (Costantini et al., 2018; Eisenberger et al., 1986; Tomietto et al., 2019). Previous evidence showed that POS could affect and contribute to developing job satisfaction and performance (Chen et al., 2009; Jha, 2009; Mobley, 1977), as well as job motivation (Gillet et al., 2013) and normative and affective commitment (Aubé et al., 2007), which are further investigated in this study.

Indeed, based on the relationships proposed by scientific literature and further elaborated in the literature review, the relationship between workers' perceived organizational support and the reduction of turnover intention is explored, passing through the individual mechanisms underlying this relationship: work motivation and commitment. Also motivating this investigation is the fact that there is relatively little research in the literature that has specifically examined these individual mechanisms and their possible mediating effect on turnover intention. Therefore, we believe that our research fills an important gap in the existing literature by examining these relationships in more detail.

In this paper we aim to report an examination of (i) the indirect effect of POS on turnover intention via (ii) job motivation and (iii) normative and affective commitment. Precisely, we ask *whether job motivation and affective and normative commitment can mediate the effect of POS on turnover intention*. Furthermore, we ask *whether, in the mediating relationship with POS and turnover intention, job motivation predicts the level of organizational and affective commitment*.

Promoting empirical knowledge on the indirect hindering effect of perceived organizational support on turnover intention can support both organizational and the scientific aims. These pieces of knowledge can promote the development of strategies and interventions aimed at reducing turnover in organizations, ultimately leading to improved retention and productivity. Scientific literature has extensively discussed the role of perceived organizational support on reducing workers' intention turnover, but little has been said about the individual cognitive mechanisms that mediate this relationship. Thus, by sharing and disseminating these pieces of knowledge, researchers in the field can build on and advance existing theories and models related to organizational support and turnover intention.

## LITERATURE REVIEW

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### *EMPLOYEE TURNOVER AND TURNOVER INTENTION*

Employee turnover is defined as a process whereby employees decide to leave their organization, i.e., voluntary employee turnover, or the organization decides to dismiss employees, i.e., involuntary employee turnover (Anvari et al., 2014; Jha, 2009; Saeed et al., 2014). Our study focuses on voluntary turnover, specifically on the employees' intentions to interrupt their relationship with the organization, which may be due to low levels of satisfaction (Hom & Kinicki, 2001) or the finding of a more rewarding alternative (Albalawi et al., 2019). Our purpose is to examine the motivations behind voluntary, rather than involuntary, employee turnover in order to identify potential avenues for organizational intervention. Specifically, we aim to explore those individual factors that may contribute to an employee's intention to leave an organization and to explore how these factors can be addressed to reduce overall turnover rates.

Much research has been conducted on turnover intention (Cohen et al., 2015), its antecedents (W. J. A. Chang et al., 2013) and outcomes (Xiong & Wen, 2020). According to the Intermediate Linkage

Model (Mobley, 1977), employees might decide to leave their organization based on a process including negative evaluation of the current job, the experience of job dissatisfaction, and the search for alternatives (Cohen et al., 2015; Tommasi et al., 2020; Tommasi & Degen, 2022; Xiong & Wen, 2020).

In addition to the factors that may lead to employee turnover, literature also provides evidence of its several consequences (Jha, 2009; Saeed et al., 2014; Snodgrass Rangel, 2018). Specifically, authors highlight the high costs, both economic and in terms of other resources, that organizations need to face to replace the employees who quit (O'Connell & Kung, 2007). Organizations need to invest time, money and energy for assessment and selection processes that will lead to the admission of new personnel (Jha, 2009; Saeed et al., 2014). Indeed, from an organizational point of view, losing personnel often means losing competencies that need to be replaced through assessment, selection, training, and development processes, which can be challenging and expensive (Sartori et al., 2018, 2022).

The negative consequences of employee turnover do not impact only organizations. Employees are also likely to be affected, as employees who quit may lose the benefits of their job, ending up being victims of the possible *neighbour's grass looks greener* phenomenon (Jha, 2009), according to which employees may quit their job for another one estimated to be better but that turns out to be pretty much the same or even worse.

### ***PERCEIVED ORGANIZATIONAL SUPPORT***

In the light of the negative consequences of employee turnover, much research has been conducted to deepen knowledge on its drivers (Dawley et al., 2010; Griffeth et al., 2000; Hom et al., 1992; Tommietto et al., 2015). Among these, particular attention has been paid on POS as a critical precursor of turnover intention (Dawley et al., 2010; Fitria & Linda, 2019; Maertz et al., 2007). According to the Organizational Support Theory (OST; Eisenberger et al., 1986), employees develop POS in response to socio-emotional needs and the organization's willingness to reward the increased efforts made on its behalf (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Subsequently, based on a principle of social exchange with the organization, employees form opinions on their perceived values based on how they feel treated. That is, when the organization voluntarily guarantees certain resources, not because forced by circumstances, employees will perceive this as a recognition for, and approval of, their work (Kottke & Sharafinski, 1988).

To date, research has shown that POS is driven by a number of psychological perceptions, such as organizational justice (Ambrose & Schminke, 2003; Nazir et al., 2019), influence over policymaking (Eisenberger et al., 1986), participation in decision-making (Allen et al., 2003) and perceptions of organization-based self-esteem (Costantini et al., 2019). In addition, studies have shown that high POS leads to increased job satisfaction (Eisenberger et al., 1997; Maan et al., 2020), improvements in job performance (Shanock & Eisenberger, 2006), organizational commitment (Hochwarter et al., 2003; Ridwan et al., 2020) and decreased turnover rates (Rhoades & Eisenberger, 2002). Overall, the primary outcome of experienced continuous support from the organization is to incentivize employees and, consequently, reduce turnover intention by encouraging employees to put more effort into their duties (Abou-Moghli, 2015).

The objective of this research is to investigate the indirect relationship between employees' perceptions of organizational support and turnover intention. Relationship also shown to have direct effects in a study by Li et al.(2022). Adopting the well-established and mature job demands-resources model (JD-R), they conducted a cross-sectional study by which they found that perceived organizational support had a negative impact on the turnover intention of frontline healthcare staff. Besides, we expect such relationship to be mediated by job motivation and affective and normative commitment, as we will now outline.

## *JOB MOTIVATION*

Job motivation refers to an energizing force within the individual that encourages employees towards specific actions (Battistelli et al., 2013; Pinder, 1998). This *force* determines the direction, intensity, and persistence of employees' positive attitudes in the field of their working experience (Battistelli et al., 2013; Gagné & Deci, 2005). Therefore, motivated employees are likely to be driven towards a greater working efficiency in carrying out their duties. According to Maslow's Hierarchy of Needs (Maslow, 1954), motivation responds to a set of needs (e.g., rest, well-being, belonging and acceptance). When these needs are fulfilled, there will be an increase in motivation. While the intensity with which needs manifest themselves varies across individuals (Deci & Ryan, 2008; Gagné & Deci, 2005), this theory has had high relevance within various working contexts because it suggests that the ways in which organizations are able to respond to individual intrinsic and internalized needs can determine one's motivation (Gagné & Deci, 2005).

Many authors have studied the association between POS and motivation in various working sectors. For example, Gillet and colleagues (2013), using the self-determination theory (Deci & Ryan, 2008) as a guiding theoretical framework, analyzed the possible relationship between POS and job motivation in 235 French police officers. Results highlighted a positive relationship between the two constructs. Another study was carried out by Darolia and colleagues (2010). It explored the extent to which POS, job motivation, and organizational commitment predict individual differences in job performance. Results underlined a strong positive association between POS and job motivation.

As for the relationship between job motivation and turnover intention, the study by Galletta and colleagues (2011) carried out on 442 nurses found a positive link between them. In addition, a cross-sectional study on 256 health workers by Bonenberger and colleagues (2014) found that job motivation was significantly associated with turnover intention.

Overall, these findings suggest that job motivation may mediate the relationship between POS and employee turnover. Consequently, we assume that:

Hypothesis 1: POS positively relates to job motivation.

Hypothesis 2: Job motivation mediates the association between POS and turnover intention.

## *NORMATIVE COMMITMENT AND AFFECTIVE COMMITMENT*

According to the Social Exchange Theory (SET; Blau, 1964) and the Norm of Reciprocity (Gouldner, 1960), POS is considered as a precursor of organizational commitment. Commitment is defined as the employees' attachment to the organization, as well as its goals and values, which results in the employees undertaking some effort towards achieving the organization's aims (Meyer & Allen, 1997). This construct, as a three-dimensional model, consists of affective commitment (based on employees' emotional bonds with the organization evolved by positive work settings experience), continuance commitment (which refers to perceived economic and social costs of leaving, work-related as well as non-work-related), and normative commitment (which refers to the employees' sense of obligation to remain within an organization).

Specifically, based on results by Aubé and colleagues (2007), among others, which show that POS is positively and significantly correlated with affective and normative commitment but not with continuance commitment, we only focused on the first two dimensions of organizational commitment.

Well-motivated employees in a work setting can develop, over time, a sort of emotional attachment towards their organization. Regardless of the reasons for which this attachment is generated, the outcome will be an increasing identification between employees and organization in the way of acting (Meyer & Herscovitch, 2001).

Based on SET, Wayne et al. (1997) argue that over a certain period a norm of reciprocity between organization and employees develops, and those who perceive lower inducements would be more likely

to leave the organization. Consequently, an organization that offers greater support will probably create within the employees a sense of obligation to return the favor, i.e., high commitment (Allen et al., 2003). Moreover, it is likely that high commitment will result in low turnover, because, as a psychological attachment, commitment reduces voluntary turnover intention (Meyer & Allen, 1997).

Indeed, studies have shown commitment as one of the most critical negative precursors of turnover intention. Various empirical studies provided evidence from Asian, African, and western countries of the negative association between commitment and turnover intention (Galletta et al., 2011; Rashid & Raja, 2011; Van Dyk & Coetzee, 2012). Accordingly, commitment may stem as a result of POS and mediate its relationship with turnover intention. Therefore:

Hypothesis 3: POS positively relates to normative commitment and affective commitment.

Hypothesis 4: Normative commitment and affective commitment mediates the association between POS and turnover intention.

### ***THE RELATIONSHIP BETWEEN JOB MOTIVATION AND AFFECTIVE AND NORMATIVE COMMITMENT***

The literature suggests that both job motivation and organizational commitment are negatively associated with turnover intention (H. T. Chang et al., 2007; Houkes et al., 2003). In sharp contrast, in this study, in the wake of results by Aubé et al. (2007), we propose that the presence of high job motivation can lead in particular to the development of two out of three commitment dimensions, namely normative and affective. Based on the relationship between POS and job motivation, which is further investigated in this study, we propose the latter as a mediator between POS and commitment.

Meyer and colleagues (2004) noticed some similarities between motivation and commitment. In fact, they report that Pinder (1998) defined motivation as a body of energizing forces, while Meyer and Herscovitch (2001) identified commitment with a force connecting the individual to a course of action. Against this background, Battistelli and colleagues (2013) suggested that motivation and commitment could be complementary. Based on such a complementary perspective, we propose that job motivation constitutes a precursor of commitment. That is, highly motivated employees will develop an attachment to the organization because they perceive that their needs find satisfaction because of them belonging to the organization (Gambino, 2010). Moreover, such an attachment will lead to higher intentions to remain, which reflects in lower turnover intentions. Accordingly:

Hypothesis 5: Job motivation mediates the relationship between POS and affective and normative commitment

Hypothesis 6: Affective and normative commitment mediates the relationship between job motivation and turnover intention.

## **RESEARCH DESIGN**

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### ***RESEARCH APPROACH***

This research adopts a quantitative approach with a cross-sectional design. A company, an industrial organization located in the north of Italy, was approached through a formal request to participate in the study, which was presented to the target participants as a research project focused on examining the relationship between perceived organizational support and various employee outcomes. The data were collected as part of a standalone study, rather than as part of a larger assessment process such as a routine stress evaluation or organizational culture assessment. The objectives and methods of the present study were initially explained to the organization's managers to ensure that they understood the purpose of the study and were able to accurately communicate this information to the organization's workers. Participants were informed about the scope of the study and that their responses would be kept anonymous and used solely for the purpose of the study. By providing

managers with information about the objectives and methods of the study, it was possible to ensure that the data collection process was conducted in an ethical and unbiased manner. The  $N = 159$  participants were given 25 minutes to fill out paper and pencil questionnaires and the entire evaluation process took one month. Questionnaires were administered to employees during working hours. Once filled in, completed questionnaires were submitted in a locked urn at their disposal and collected by the researchers. After data collection, we screened questionnaires for missing data, and 16 questionnaires were eliminated.

## **RESEARCH METHOD**

### **Research participants**

The final sample consist of  $N = 143$  (90% response rate) employees. Participants' age range between 20 and 58 years ( $M_{age} = 36$ ;  $SD_{age} = 9.4$ ). The length of service varies from a minimum of 1 year to a maximum of 28 years ( $M_{tenure} = 7.5$  years  $SD_{tenure} = 6.3$ ). As for education 0.7% indicated low education (elementary school diploma), 90.4% intermediate education (junior high school license, vocational and high school diploma), 4.2% higher education (bachelor's degree and postgraduate qualification). Gender-related information was not collected. In accordance with the scientific literature, it is difficult to identify significant differences for gender, especially on small samples. This limitation has been discussed in the Limitations section of the Discussion.

### **Measuring instruments**

Questionnaires were in Italian, and data were collected using the available Italian validated versions for each scale. Scales that were not available in Italian were translated using the forward-backward procedure (Brislin, 1970).

*Organizational Commitment.* Twelve items from the scale developed by Meyer and colleagues (1993) were used to assess organizational commitment. Of these, six items were used to measure Normative Commitment (Cronbach's  $\alpha = .79$ ) and six items to measure Affective Commitment (Cronbach's  $\alpha = .84$ ). Example items used to assess normative commitment are "I would not leave my organization right now because I feel a sense of obligation to the people in it" and "This organization deserves my loyalty". Example items used to assess affective commitment are "I really feel as if this organization's problems are my own" and "This organization has a great deal of personal meaning for me". Responses were given on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

*Job Motivation.* Job Motivation was measured by an Italian version of the 12-item of the Motivation at Work Scale by Gagné and colleagues (2010) (Cronbach's  $\alpha = .83$ ). Participants were asked to indicate for each of the statements the extent to which they currently correspond to one of the reasons why they do their work. Responses were given on a 7-point scale ranging from 1 (not at all) to 7 (exactly). Example items are "Because my work is my life and I don't want to fail" and "Because this job affords me a certain standard of living".

*Perceived Organizational Support.* POS was measured by an Italian version of the 36-item of the Perceived Organizational Support Scale by Eisenberger and colleagues (1986) (Cronbach's  $\alpha = .91$ ). Example items are "The organization really cares about my well-being" and "The organization is willing to extend itself in order to help me perform my job to the best of my ability". Responses were given on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

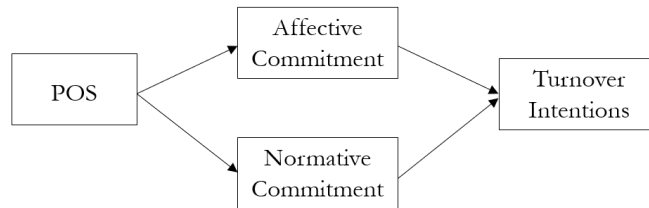
*Turnover Intention.* Turnover Intention was measured with the Italian version of the 2-item scale from Hom and colleagues (1984) (Cronbach's  $\alpha = .82$ ). Example items are "My current job is not addressing my important personal needs" and "I intend to search for a position with another employer". Responses were given on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Statistical analyses**

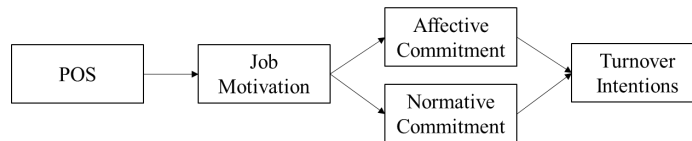
Data were processed using the statistical software package SPSS 21 for descriptive statistics and the structural equation modeling package AMOS 21 for hypothesis testing. We tested our hypotheses in three models by using Structural Equation Modeling (SEM). The proposed models are shown in Figures 1-3. Mediating relationships were further tested using Bootstrap and the PROCESS macro (Hayes, 2015) in SPSS.



**Figure 1 - Graphical Representation of Research Model 1.**



**Figure 2 - Graphical Representation of Research Model 2.**



**Figure 3 - Graphical Representation of Research Model 3.**

**RESULTS**

*STATISTICAL ANALYSES*

Table 1 shows the means, standard deviations (SD) and correlations among the study variables.

**Table 1. Means, Standard Deviations and Correlations Between the Study Variables**

	Items	Alpha	Mean	SD	2	3	4	5
1	POS	.91	89.85	20.40	.61*	.50*	.36*	-.28*
2	Job Motivation	.83	41.10	10.34	-	.65*	.51*	-.35*
3	Affective Commitment	.84	19.64	5.39	-	-	.58*	-.53*
4	Normative Commitment	.79	15.95	5.10	-	-	-	-.52*
5	Turnover Intentions	.82	4.10	2.06	-	-	-	-

\*  $p < .001$ ,  $N = 143$

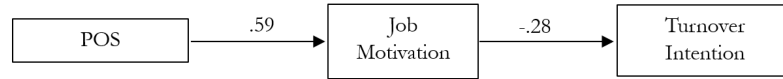
As can be seen in Table 1, POS was found to be positively related to job motivation and both types of organizational commitment. POS was more strongly related to affective commitment compared to normative commitment. Turnover intention was negatively related to POS, as well as to affective



and normative commitment. Job motivation was positively related to affective and normative commitment.

### ***HYPOTHESIS TESTING***

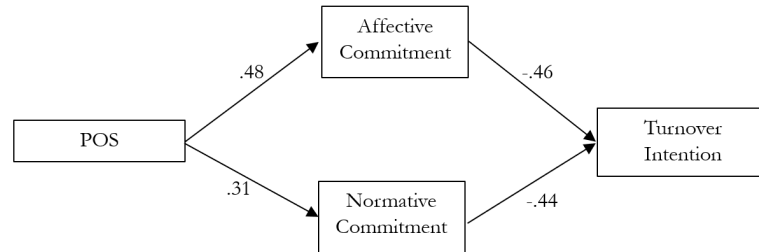
SEM of Model 1 fit the data well:  $\chi^2(2) = 5.09$ ,  $p = .05$ ;  $\chi^2/df = 2.55$ ; TLI = .98; CFI = .99; RMSEA = .02 (Hu & Bentler, 1999). Results from Model 1 are reported in Figure 4.



**Figure 4 Results from Model 1**

*Notes.* Standardized coefficients are reported.

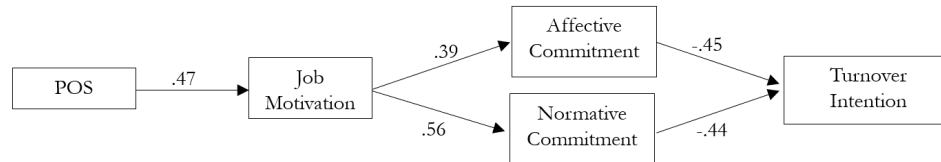
Also, SEM of Model 2 fit the data well:  $\chi^2(3) = 4.65$ ,  $p = .04$ ;  $\chi^2/df = 1.55$ ; TLI = .99; CFI = .99; RMSEA = .04 (Hu & Bentler, 1999). Results from Model 2 are reported in Figure 5.



**Figure 5 Results from Model 2**

*Notes.* Standardized coefficients are reported.

Finally, SEM of **MODEL 3** fit the data well too:  $\chi^2(4) = 4.81$ ,  $p = .04$ ;  $\chi^2/df = 1.20$ ; TLI = .99; CFI = .99; RMSEA = .03 (Hu & Bentler, 1999). Results from **MODEL 3** are reported in Figure 6.



**Figure 6 Results from Model 3**

*Notes.* Standardized coefficients are reported.

The results of mediating relationships are shown in Table 2. The table presents the results of the mediating role of work motivation and organizational commitments (affective and normative) between POS and turnover intention. The confidence intervals in Table 2 indicate the absence of zero in this interval, the overall indirect effect (across two mediators) and also the individual paths. The significance level of the confidence intervals is 95% and the number of samples is 5000 Bootstrap. Overall, the results show that there is no significant direct link between work motivation and turnover intention. In addition, no significant direct relationship was found between POS and turnover intention. While Hypotheses 1 and 3 had already been partially confirmed based on the correlations, Figures 4-6 show that the SEM results confirmed the hypotheses regarding indirect and mediation pathways. Therefore, Hypotheses 2, 4, 5 and 6 are also confirmed.

**Table 2. Bootstrap Results of the Indirect Effects Between POS and Turnover Intention**

Independent Variable	Mediator/s	Boot	p.	Confidence intervals (.95)	
				Lower	Upper
POS	Job Motivation (JM)	-.0705	<.001	-.1286	-.0180
POS	Affective Commitment (AC)	-.1017	<.001	-.1544	-.0659
POS	Normative Commitment (NC)	-.0684	<.001	-.1140	-.0364
POS	JM & AC	-.1029	<.001	-.1633	-.0497
POS	JM & NC	-.0840	<.001	-.1449	-.0307
POS	AC & NC	-.1148	<.001	-.1686	-.0725
POS	JM & AC & NC	-.1049	<.001	-.1654	-.0473

*Notes.* Results are based on 5000 resamples.

## DISCUSSION

### *OUTLINE OF THE RESULTS*

The present study examined the indirect associations between POS and turnover intention, considering the mediating role of job motivation and organizational commitments, namely affective and normative. The assumption was that the effect of POS on turnover intention could be explained based on three paths (highlighted by the three models), representing indirect effects. The first path (H1-2, Model 1) occurs when POS positively relates to job motivation, indirectly relating to turnover intention. The second path (H3-4, Model 2) concerns the relation between POS and turnover intention via affective and normative commitment. Finally, the third path (H5-6, Model 3) refers to the negative relationship between POS and turnover intention mediated by job motivation and organizational commitment in this order.

Results suggest that when workers and employees perceive the organization to be highly supportive their job motivation to benefit the organization in return increases. Our study found that POS is positively related to job motivation (partially confirming H1), which is consistent with the predictions made by Osman and colleagues (2015). Additionally, the detected negative relationship between job motivation and turnover intention indicates that job motivation leads to lower turnover intention, which is consistent with research results by Gagné and colleagues (2010). Significant correlations between POS and affective commitment and normative commitment were found (partially confirming H3). Thus, our research showed that POS is an important factor associated to positive attitudes towards the organization. These findings are aligned with Meyer, et al. (1993), who reported a positive correlation between affective commitment and desirable organizational behaviors and a negative one with undesirable behaviors such as turnover intention. Finally, our models confirmed the mediating hypotheses of affective and normative commitment (H4) and job motivation (H2) in the relationship between POS and turnover intention. This, both in Paths 1 and 2, where the mediation effects of job motivation and commitments are separated, and in Path 3, where the model sees the mediation effect go first through job motivation and then through commitments.

The main innovation this research provides is the identification and accurate placement of the variables considered within a functional relationship. Findings on Model 3 showed that job motivation and both commitments mediate the association between POS and turnover intention. The structural equation modelling indices support the arrangement, where job motivation comes first, while

affective and normative commitments are placed in the second afterwards. Thus, our proposed model represents a way to explain the underlying mechanism of POS relating to employees' turnover intention by placing job motivation as a first mediator and organizational commitments (affective and normative) as second mediators.

### ***PRACTICAL IMPLICATIONS***

The research findings enable organizations to target and intervene more precisely on those factors that, if attended to, can prevent the desire to leave from growing in employees. In fact, the perception of organizational support plays a key role in reducing the effects of turnover intention, in that, through the satisfaction of employees' needs, they will feel greater work motivation, which in turn will directly (or indirectly through higher levels of commitment) result in a lower desire to leave the organization.

As Spector (2003) points out, there are many needs of individuals that, if met, can motivate them to work. Some employees are motivated by tangibles, such as financial support, others by intangibles, such as recognition, development, and social support. Therefore, managers should identify and properly use these variables to create strategies that enable them to support employees in meeting these needs. According to Nwokocha and Iheriohanma (2012), such strategies are based on, among other things, supportive management. Consequently, to increase motivation to work, management in organizations should focus on improving POS by considering the various mediators that can influence the relationship between POS and its consequences.

Furthermore, an organization that responds to the needs of its workers by offering more support may create a sense of obligation to return the favor, leading to high commitment (Allen et al., 2003), which in turn is likely to result in low turnover because of the psychological attachment of commitment that reduces the intention for voluntary turnover (Meyer & Allen, 1997).

Lastly, the model we presented in this study will give a more accurate and specific picture of the relationships between POS and turnover intention to managers and employees. It means that the presence of POS must be maintained to a suitable level in order to produce a proper level of job motivation and, consequently, of affective and normative commitment, which, in this combination, negatively relate and contribute to decreasing turnover intention.

### ***LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH***

This study also has some limitations that must be acknowledged. First, we studied the members of only one industrial company. Furthermore, the lack of information about the gender of the study participants can be a limitation in examining the relationship between perceived organizational support, work motivation, commitment, and intention to leave the workplace. These factors limit the generalization of our results to other samples. Future research could try to replicate our findings with participants from different and wider organizations. Second, given the cross-sectional design of this study, causal relationships among the variables considered cannot be established. Longitudinal studies and further testing are required to verify the causal processes stemming from our model.

It is important to note that common method bias may have influenced the results of this study. Common method bias occurs when a single method of data collection is used, which can lead to artificially inflated correlations between variables. In this study, we used self-report surveys to measure all of the variables, which could have resulted in some degree of common method bias. To address this potential limitation, we recommend using multiple methods of data collection in future research to increase the validity of the reported correlations and ensure that they reflect the true relationships among the investigated variables. Future research could consider linking employees' self-reported measures with objective data concerning turnover rates.

Finally, it is possible that further future research will consider an alternative model in which the order of the mediators present in Model 3 is reversed. In this alternative model, the mediating effect of one of the variables on the relationship between POS and turnover intention could be examined before the mediating effect of the other variable. This could help clarify the issue of complementarity between the two mediating variables.

In the absence of evidence from the literature, this alternative model could be used to explore whether the order in which the mediating variables operate has an impact on the overall relationship between the independent and dependent variables. This could provide insights into the mechanisms through which the mediating variables operate and whether their effects are complementary or independent of each other. Overall, this approach could help deepen the understanding of the relationships between these variables and inform the development of more comprehensive and nuanced models of their relationships.

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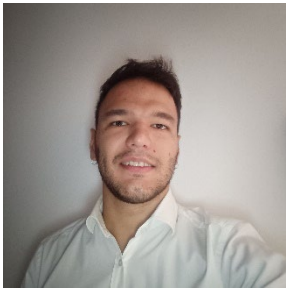


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