



**RESEARCH PAPER**

**Impact of Antecedents of Intrinsic Motivation on Organizational Citizenship Behavior**

**<sup>1</sup>Eimad Hafeez Gogia, <sup>2</sup>Dr. Rauza and <sup>3</sup>Dr. Aurangzeb Zulfiqar Khan**

1. PhD Management Science & Engineering, School of Management, Harbin Institute of Technology, Harbin, Heilongjiang, China.
2. Assistant Professor, Department of Management Sciences, National University of Modern Languages, Islamabad, Pakistan
3. Professor, Department of Project Management & Supply Chain Management, Bahria Business School, Bahria University, Islamabad, Pakistan

**Corresponding Author:** [aurangzebzulfiqarkhan@gmail.com](mailto:aurangzebzulfiqarkhan@gmail.com)

**ABSTRACT**

Drawing on social exchange theory, this study investigates how employees' perceptions of developmental investment in themselves, perceived organizational support, and satisfaction with their performance appraisal affect involvement in organizational citizenship behavior (OCB). It also investigates the mediated effect of intrinsic motivation on the aforementioned relationships. The data were collected from employees in the Pakistani telecommunications sector using a time-lagged field survey. Demographic and intrinsic motivation data were collected during the first session, followed by a 2-week interval, and subsequently, perceptions of investment in employee development, organizational support, and satisfaction with performance appraisal. Finally, OCB data were collected after another two weeks. The measurement model analysis and path coefficients were carried out using SmartPLS to assess factor loadings, discriminant validity, and reliability. Bootstrapping was also used to estimate the path coefficients. The findings showed that all hypotheses were supported, supporting the social exchange model. The findings underscore the importance of intrinsic motivation as a mediating mechanism in enhancing OCB in response to perceptions of organizational practices.

**KEYWORDS** Organizational Citizenship Behavior, Perceived Organizational Support, Perceived Investment In Employee Development, Performance Appraisal Satisfaction, Intrinsic Motivation, Telecom Sector

**Introduction**

Employee performance and engagement are essential for an organization to flourish in a highly competitive environment. The telecom industry in Pakistan is also undergoing remarkable change, and variables influencing employee behavior and organizational success need to be studied. This paper investigates how perceived investment in employee development (PIED), performance appraisal satisfaction (PAS), and perceived organizational support (POS) influence organizational citizenship behavior (OCB), with intrinsic motivation (IM) serving as a mediator. Organizational Citizenship Behavior (OCB) is considered vital for enhancing organizational effectiveness and facilitating teamwork. According to the social exchange theory, OCB is a voluntary conduct that is unrewarded by the organization and contributes to the achievement of its overall goals (Organ, 1988). For organizations seeking to expand and maintain a motivated workforce, understanding the precursors of OCB is important. Several studies have examined the relationship between OCB and performance appraisal. More crucially, it was also found that OCB can be distinguished from job performance and may depend specifically on the task in both employee performance appraisals and performance ratings, as does taking practices (Podsakoff et al., 2000).

The findings are very helpful for businesses in understanding how these factors impact employees' discretionary behavior outside their formal workplace tasks (Rasool &

Rajput, 2017). In the highly competitive telecommunications industry in Pakistan, knowledge of these dynamics is imperative for improving organizational effectiveness (Watto & Monium, 2020). By analyzing how organizational perceptions and practices influence employees' discretionary behaviors, this study bridges research on employee behavior in developing countries with practical implications for HRM. Also, it extends the motivational dynamics theory by examining the mediating role of intrinsic motivation in the association between organizational support and OCB (Ajmal et al., 2015b).

Although the impact of perceived organizational support on employee behaviors has been studied previously, this research further examines the mediating role of intrinsic motivation, which remains underexplored in Pakistan (Ajmal et al., 2015b). Additionally, this study examines the influence of PIED, a frequently overlooked facet of organizational support, on intrinsic motivation and OCBs (Waseem et al., 2025). By targeting the telecommunications industry of Pakistan, this study contributes culturally context-specific findings on organizational behavior in developing and transitional economies, going beyond general theories of employee behavior (Arshad, 2023). The results will therefore cover organizational processes that foster engaged, proactive behavior among employees in the telecommunications sector in Pakistan (Sekar et al., 2024).

After examining the impact of intrinsic motivation on OCB, it was recommended as a key indicator of OCB (Kuvaas, 2006). Employees are the organization's legitimate stakeholders and should be treated fairly (Sommerfeldt, 2010). This study focuses on the human resource processes that lead telecom sector employees to become intrinsically motivated and to engage in citizenship behavior within their organization. Therefore, intrinsic motivation has been treated as a mediator. In one of the most acclaimed journals on employee relations, the impact of emotional intelligence on OCB and role accomplishment has been examined (Liao et al., 2022). Recommendations included future studies on variables related to psychological perspectives, organizational measurements, and HRM practices. Therefore, in this study, employee growth ventures and PAS have been included as independent variables, and OCB's outcomes are examined through the mediation of intrinsic motivation. In another paper by Akhtar et al. (2021), the association between organizational performance and OCB, with perceived structural aid as a moderator, was studied. Future recommendations included studying other organizational factors or variables that influence employee behavior.

There are other sections in this study. Following the introduction, the literature review examines the relationships among the included variables for the development of the study's hypotheses. Subsequently, the research methodology, data analysis, and results are presented, and the findings are discussed. Lastly, the study's theoretical and practical implications and limitations are also presented along with suggestions for future research.

## **Literature Review and Hypothesis Development**

### **Perceived Organizational Support (POS) and OCB**

Perceived organizational support fosters organizational citizenship behaviors, as employees who feel appreciated and endorsed by their organization are more likely to go above and beyond (discretionary) in helping the organization (Sekar et al., 2024). This social-exchange-based reciprocation proposes that if the socio-emotional needs of an employee are fulfilled, along with sufficient material benefits, staff will be more willing to respond through enhanced productivity and by extending support beyond their formal job requirements to their colleagues (Shams et al., 2020). This situation is premised on the belief that an organization's care, approval, and respect enhance employees' identification with the organization's social identity, facilitate their internalization of organizational goals, and increase their willingness to exceed formal job requirements and written duties (Grego-Planer et al., 2023). Satisfied employees will go beyond their official job obligations to

enhance organizational effectiveness. Therefore, organizations that offer support to their employees may anticipate increased job satisfaction and, in turn, higher levels of OCB.

OCB consists of discretionary engagements by employees that go beyond their formal job responsibilities to support the organization's effectiveness (Organ, 1988). According to Bateman and Organ (1983), OCB comprises five variables: courtesy, altruism, sportsmanship, conscientiousness, and civic virtue. Altruism is defined as helping partners perform their work. Sportsmanship is an essential dimension of organizational citizenship behavior, defined as tolerating irritation, which is an unavoidable part of every organizational setting (Organ, 1988). Courtesy implies approaching others with respect. Civic virtue is characterized as behavior that demonstrates an inclination towards taking an interest in corporate life, for instance, by performing undertakings that are not required but which benefit the organization. Conscientiousness is a behavior that goes beyond the organization's working environment requirements, such as, for instance, putting in unpaid overtime for the organization's profit. Different Meta-analyses have revealed a significant, confirmed positive relationship between POS and OCB, indicating that workforces with elevated POS demonstrate higher levels of OCB (Rhoades & Eisenberger, 2002). Much of the literature supports a strong and consistent link between POS and OCB (Kapela & Pohl, 2020). When employees perceive their organization provides more assistance and support, they exhibit more organizational citizenship behavior (Kurtessis et al., 2017). Some studies report stronger effects at the organizational level than at the individual level, with prominent deviations also observed in samples from non-profit and public sector organizations (Kapela & Pohl, 2020). The literature demonstrates a significant relationship between perceived organizational support and its subsequent employee outcomes (Cheung, 2013). There is also the possibility of unequal perceptions of the organization's human resource management practices among individuals concerning the organization's investment in them (Islam & Ahmed, 2018). At the same time, the employees must repay the organization by helping it accomplish its targets (Eisenberger et al., 2020). Organizations can enhance their effectiveness and success by cultivating a work environment that promotes behaviors which go beyond official job requirements. Hence, it is reasonable to assume that:

H1. Perceived organizational support significantly effects organizational citizenship behavior.

### **Perceived Investment in Employee Development (PIED) and OCB**

Employee development is now widely acknowledged as a vital element of strategic HRM. Organizations that allocate resources to the growth and development of their employees increase their expertise, skills and capabilities and cultivate a culture in which members actively and eagerly work for the firm's betterment (i.e., OCB). Employees develop a positive perception of their organizations when they observe them investing in their workforce. Perceived investment in employee development can influence staff performance, thereby influencing the organization's performance. Business organizations can improve their performance by investing in employee development and improvement initiatives (Dachner et al., 2021). It has been observed that organizations pay for their workers' training to help them secure their careers by acquiring skills. Maintaining a long-term relationship with employees is difficult without investing in training and development (Winterton, 2004). Because their socio-emotional needs are met when they are treated well and supported through developmental opportunities, employees feel an obligation to reciprocate positively toward the organization (Aboramadan et al., 2022). Such dynamics, often influenced by perceived management support, can result in various forms of OCB, including helping behavior, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Pierce & Maurer, 2009). Employees may express their creativity and loyalty to the organization to a greater extent when they perceive the organization providing emotional and instrumental support, leading to greater contributions and stronger OCBs (Dai et al.,

2022). This is consistent with previous research findings that perceived organizational support and investment in HRD create a reciprocal environment, which, in turn, links employee developmental activity with OCB (Pierce & Maurer, 2009).

Development options, such as training programs, mentorship, and career development initiatives, equip employees with the proficiency and confidence to deliver their professional responsibilities. As employees enhance their competence, their likelihood of engaging in OCB and contributing beyond their job requirements increases, driven by greater capability and empowerment (Bandura et al., 1999). Intrinsically motivated employees who receive competitive training and compensation are more likely to recognize and value the organization's investment in their development. These employees are more enthusiastic about working for the organization in return for the compensation, benefits, and encouragement they receive. When employees experience job insecurity, demonstrating a strong commitment to their professional development can increase their perception of the organization (Nikolova et al., 2022). Therefore, employees are more likely to engage in organizational citizenship behaviors that benefit the organization as a whole. PIED can strengthen the perceived psychological contract between the organization and its employees, thereby increasing organizational support and productivity (Lee & Bruvold, 2003). Although research often focuses on traditional employment, studies suggest that temporary or part-time employees also respond to improved organizational values. This study examines whether such responses are influenced by employees' perceptions of development opportunities (Chen, 2010). The impact of employee development on OCB has been checked, and a positive relationship between these two variables has been found. The study suggested that organizations that invest in employee development report higher OCB as employees feel more supported and competent (Mehboob, 2020). Employees' perceptions of organizational investment in their development significantly influence their willingness to engage in behaviors that benefit the organization.

H2. Perceived investment in employee development significantly effects organizational citizenship behavior.

### **Performance Appraisal Satisfaction (PAS) and OCB**

It has been argued that a well-designed, transparent performance appraisal system will significantly reinforce the development of OCB by fostering perceptions of dignity among employees (Eyupoglu & Tashtoush, 2020). This complex relationship indicates that when employees believe their performance appraisals are honest and unbiased, they adopt extra-role behaviors which are beneficial for their organizations (Karim et al., 2024). In particular, satisfaction with performance appraisals could be an important antecedent of OCB by affecting employees' attitudes toward their work environment and their willingness to go beyond the call of duty (Karim et al., 2024). This is because perceptions of the fairness with which one's inputs are rewarded can create a sense of being valued, thereby increasing discretionary effort, which leads to greater firm efficiency (Ravikumar & Raya, 2019). Favorable attitudes toward the appraisal system increase the likelihood that employees engage in behaviors valuable to organizations, such as helping colleagues or willingly taking on extra roles, despite these behaviors not being formally rewarded (Khan et al., 2023). Hence, perceived satisfaction with PA is directly associated with increased affective commitment to the company and the fostering of OCBs (Ravikumar & Raya, 2019). This indicates that organizations that emphasize the fairness and transparency of performance appraisal systems are more likely to develop a committed workforce with greater engagement and intentions to support the company's success (Shinde, 2025). Furthermore, the fact that employees know they are being honestly and transparently appraised indicates to them that their inputs matter in creating an environment where OCB can be cultivated. For this reason, a well-designed performance management system can reduce workplace burnout among high performers by demonstrating that their discretionary behaviors are documented and combined into longer-term career development opportunities. The

potential impact of a biased and unfair appraisal system can be well explained by the relationship between PAS and OCB, which encourages employees to engage in behavior beyond formal job responsibilities (Karim et al., 2024).

Performance appraisal satisfaction leads employees to perform organizational citizenship behavior. The trust and positive feelings of employees in the organization can be built through their belief that the organization treats them fairly and with justice. Ultimately, PAS significantly influences the promotion of OCB. A satisfied workforce tends to engage in discretionary behaviors that improve organizational effectiveness through perceived organizational support, improved motivation, trust in management, and fulfillment of the psychological contract. Hence, organizations must prioritize fair and effective assessment processes to foster a workforce that contributes to organizational success by willingly going beyond task obligations. The performance appraisal framework can serve as a tool for accountability and an enhancer of efficiency and OCB. Hence, it can be hypothesized that:

H3. Performance appraisal satisfaction significantly effects organizational citizenship behavior.

### **Mediation of Intrinsic Motivation**

The hierarchical model of intrinsic motivation posits that various factors, including individual and environmental factors, can influence motivation. Improving the work environment is necessary to enhance employees' intrinsic motivation. POS is the employees' perception that the organization will fulfill their needs. When perceptions are positive, employees will be intrinsically motivated. Motivated employees show greater loyalty and commitment to the organization because of POS, thereby reducing employee turnover (Ajmal et al., 2015a). Several studies have shown that motivated employees are valued in organizations (Masri, 2009). Previously, straightforward examinations of the relationship between POS and intrinsic motivation were not conducted; however, they are often thought to be connected. There is a presumption that POS is associated with intrinsic motivation, based on the idea that POS would fulfill mental needs. Perceived organizational support focuses on employees, making them feel connected to their work and their organizations and encouraging a sense of autonomy in their responsibilities, ultimately increasing intrinsic motivation. The social exchange theory is the leading and essential reference for motivational processes in organizations. The theory holds that employees who believe their organization feels obligated to their advancement will perform better (Lee & Bruvold, 2003). Social development theory suggests that higher employee outcomes can be achieved by intrinsic motivation (Blau, 1964). PIED offers employees a better sense of control over their lives by providing opportunities to develop new abilities and competencies and revise outdated ones, which should raise their satisfaction levels and the likelihood of achieving greater independence (Pramanik & Chatterjee, 2015). Human resource management professionals must stimulate employee commitment, which, in turn, increases intrinsic motivation and helps the organization achieve long-term goals and remain stable and viable in the marketplace (Runhaar et al., 2019).

Empirical evidence shows that the relationship between perceived development, efficient performance and citizenship behavior is mediated by intrinsic motivation (Pramanik & Chatterjee, 2015).

To discuss work performance, it is necessary to acknowledge the three variables of skills and knowledge, workload, motivation, and different conditions and tools (Fakhimi & Raisy, 2013). Employees' activities, outcomes, and performance can help the organization clarify expectations through the performance appraisal system. Intrinsic motivation results from the relationships among employees and their work conditions. Activities related to the performance appraisal, such as goal setting, communication, and cooperation, can affect employees' satisfaction with the appraisal, which, in turn, influences motivation and

productivity (Fakhimi & Raisy, 2013). Productivity in the company will be reduced when the performance appraisal system is improper (Hee & Jing, 2018). Employees' performance will be poor when they are dissatisfied with the performance appraisal system. Biased, unfair performance appraisals will reduce motivation. Motivation is the driving force that reinforces, guides, and boosts employee performance (Imran & Ismail, 2020). When an individual pursues personal goals, that driving force (motivation) helps them perform better and achieve those goals, leading to intrinsic and extrinsic rewards (Bulto, 2017).

Employees can play a significant role in managing and directing key information processing, setting intentions, making decisions, and generating the motivation needed to engage in activities that influence emotional well-being, an important factor in organizational citizenship behavior. The manager can also have a fundamental impact on the employee. Management attitude will directly impact OCB. Barbuto Jr and Story (2011) used the Expectancy theory to develop the relationship between natural motives and public spirit toward the organization. Various relational behaviors of employees towards the organization can foster relationships and interactions that tend to promote employees' mental health, creativity, a more favorable spiritual state, and greater motivation to perform. Previous studies have confirmed a noteworthy linkage between intrinsic motivation and organizational citizenship behavior (Emami et al., 2012). Different studies show the relationship between intrinsic motivation and OCB. A study of Korean local government organizations found that motivation is essential for employees to perform OCB (Shim & Faerman, 2017). Another study conducted at universities in Iraq found a significant relationship between intrinsic motivation and academic OCB (Shareef & Atan, 2018). Employees' participatory, supportive, and enthusiastic behavior and contribution to creating an active learning environment can promote students' intrinsic motivation and satisfy their esteem and self-fulfillment needs.

First, although the correlation between work performance and intrinsic motivation is complex, the current study indicates that intrinsic motivation is a powerful predictor of task performance and OCB. The emergence of new tools for training and development is the change organizations globally expect (Williams, 2020). Due to rapid changes in digital transformation in human resource development, organizations are investing heavily in capital to acquire new tools and techniques for employee development (McGuire et al., 2021). The most important part of the social exchange theory is intrinsic motivation. Perceptions of organizational support lead to motivation and, in turn, to OCB through intrinsic motivation. The current study shows that intrinsically motivated employees go beyond their job demands and perform organizational citizenship behavior that formal rewards and incentive programs cannot recognize (Bolino et al., 2002). Citizenship behavior in the organization is voluntary, and the organization does not broadly support it. These behaviors go beyond the organizational duties. Employees who are intrinsically motivated may show citizenship behavior towards the organization. Hence, intrinsic motivation can positively mediate the relationships among POS, PAS and PIED, and OCB. Therefore, it can be hypothesized that:

H4. Intrinsic motivation significantly mediates the relationship between POS and OCB.

H5. Intrinsic motivation significantly mediates the relationship between PIED and OCB.

H6. Intrinsic motivation significantly mediates the relationship between PAS and OCB.

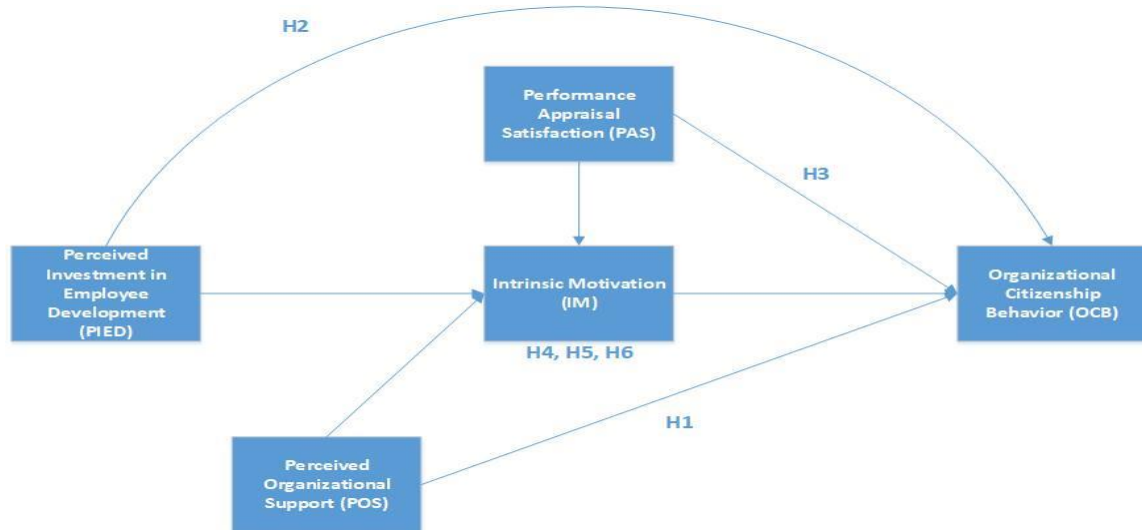


Figure 1: Conceptual Framework

## Material and Methods

### Target Group & Sampling Approach

Data were collected through a time-lagged field survey of full-time employees in Pakistan's telecommunications sector, specifically targeting major service providers such as Jazz, Telenor, and Zong. To ensure a representative sample of the corporate structure, we engaged members from both technical (engineering and IT) and managerial sections using a purposive sampling method. This method was chosen to include individuals directly involved in organizational development initiatives. Participants were required to have at least 1 year of tenure to ensure they could accurately perceive organizational investment. The study aimed to examine the relationships among intrinsic motivation, PIED, organizational support, PAS, and OCB. During the initial phase, employees were asked to provide demographic information and statistics on intrinsic motivation. In the first phase, data were collected on the employees' response to intrinsic motivation. After two weeks, the second phase was conducted, which collected data on perceptions of performance appraisal satisfaction, organizational support, and investment in employee development and growth. In the next phase, commencing four weeks after the first phase, the final data collection on perceptions of organizational citizenship behavior was conducted. Structural Equation Modelling (SEM) and path analysis were performed using SmartPLS. The data analysis involved two stages: the measurement model and the structural model. The item loadings on its intended factor were tested across all constructs. Discriminant validity was examined to ensure that each construct in the model was distinct from the others. We distributed 500 paper-based questionnaires in person to employees during their work shifts. This on-site approach generated 402 completed responses, representing an 80.4% response rate. Data were collected using a 5-point Likert scale to measure all primary constructs. Pilot testing was undertaken. Structural equation modelling (SEM) examines the correlations among variables and the mediation of intrinsic motivation in the relationship between the IV and the DV.

### Measures

A 5-point Likert scale is used in the questionnaire to collect responses to the items from employees in the telecom industry. The 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). We incorporated additional items from recognized scales to ensure a comprehensive assessment of employee perceptions. This method allowed for a more nuanced analysis of the variables than a single-source instrument would provide.

(Hinkin, 1998). Eight items to measure POS were adapted from Lynch et al. (1999) and two from Colbert (2004). Lee and Allen (2002) measurement was used for OCB, comprising ten items. PIED was measured using the Lee and Bruvold (2003) scale, which comprises 9 items. PAS items measured by Meyer and Smith (2000), as utilized by Kuvaas (2006). The seven items were taken from Meyer and Smith (2000), and the other three from Cook and Crossman (2004) to fully cover the variable. Cameron and Pierce (1994) scale was used to quantify intrinsic motivation, and Kuvaas (2006) verified its use. Of the nine items, six are adapted from Cameron and Pierce (1994), and the remaining three from Butler (1988).

**Results and Discussion**

**Demographic Analysis**

**Table 1  
Demographics**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	306	76.1%
Female	96	23.9%
<b>AGE</b>		
20-25	59	14.7%
26-30	119	29.6%
31-35	93	23.1%
36-40	96	23.9%
41-45	33	8.2%
46-Above	2	0.5%
<b>EXPERIENCE (Years)</b>		
0-5	108	26.9%
6-10	116	28.9%
11-15	78	19.4%
16-20	80	19.9%
21-Above	20	5.0%
<b>Educational Qualification</b>		
Intermediate	61	15.2%
Bachelors	150	37.3%
Masters	133	33.1%
MS/MPHIL	54	13.4%
Others	4	1.0%

The demographic distribution of the study population is catalogued in Table 1. According to the demographic data, the population was evenly split, with 76.1% male and 23.9% female respondents. The population is largely young, with the 26-40 age group most prevalent. The 26-30 age group is the largest, accounting for 29.6% of the population. The 36-40-year-olds are a close second, accounting for 23.9% of the population. The majority of respondents are early or mid-career, with 10 years or less of experience. As for the number of working years, 28.9% of respondents have 6-10 years, while only 5% have over 21 years. The data showed that the majority of employees are young men, commonly quite early in their careers. As a further point, the majority of respondents have a bachelor’s degree (37.3%). The second-largest group of respondents holds master’s degrees, representing 33.1% of the total sample. Degree holding is lowest among those in the ‘other’ category, which includes respondents with certifications, diplomas, and PhDs.

**Structural Equation Modeling**

**Analysis of the Measurement Model**

**Table 2  
Discriminant Validity**

	<b>IM</b>	<b>OCB</b>	<b>PAS</b>	<b>PIED</b>	<b>POS</b>
<b>IM</b>					
<b>OCB</b>	0.636				

PAS	0.632	0.660		
PIED	0.506	0.576	0.485	
POS	0.636	0.718	0.739	0.556

However, a more robust test of discriminant validity has been conducted using the Heterotrait-Monotrait Ratio (HTMT). Two indices for the HTMT ratio are derived by calculating the average correlations between different traits (heterotrait-heteromethod correlations) and the average moderating relationships among items referring to the same constructs (monotrait-heteromethod correlations). Threshold values commonly used for HTMT are 0.85 or 0.90 (Henseler et al., 2015). Values below these thresholds provide evidence of discriminant validity.

**Table 3**  
**Factor Loading and Reliability**

	Items	Factor Loading	Cronbach's Alpha	CR	AVE
	IM1	0.719			
	IM2	0.797			
	IM3	0.848			
	IM4	0.763			
IM	IM5	0.814	0.940	0.941	0.638
	IM6	0.802			
	IM7	0.799			
	IM8	0.759			
	IM9	0.877			
	PAS1	0.893			
	PAS2	0.552			
	PAS3	0.828			
	PAS4	0.738			
PAS	PAS5	0.819	0.938	0.939	0.611
	PAS6	0.796			
	PAS7	0.691			
	PAS8	0.762			
	PAS9	0.860			
	PAS10	0.822			
	PIED1	0.707			
	PIED2	0.713			
	PIED3	0.800			
PIED	PIED4	0.708	0.915	0.914	0.544
	PIED5	0.674			
	PIED6	0.666			
	PIED7	0.769			
	PIED8	0.803			
	PIED9	0.782			
	POS1	0.555			
	POS2	0.735			
	POS3	0.820			
	POS4	0.717			
POS	POS5	0.756	0.916	0.918	0.532
	POS6	0.754			
	POS7	0.810			
	POS8	0.567			
	POS9	0.758			
	POS10	0.770			
	OCB1	0.752			
	OCB2	0.788			
	OCB3	0.740			
	OCB4	0.766			
OCB	OCB5	0.711	0.936	0.936	0.594
	OCB6	0.797			
	OCB7	0.828			
	OCB8	0.775			
	OCB9	0.783			
	OCB10	0.763			

Hair et al. (2013) asserted that factor loadings should be at least 0.5, with values greater than 0.7 preferable. All factor loadings for the included instruments are presented in Table 3. Factor Loadings of most measures are higher than > 0.7, and a few factor loadings are > 0.5, demonstrating that all dimensions were reliable for further analysis. Reliability analysis consists of calculating Cronbach’s alpha and Average Variance Extracted (AVE). A Cronbach’s alpha coefficient of 0.70 or greater reflects good internal consistency, while an average variance extracted of at least 0.50 shows that the construct accounts for over half of the variance among its items (Fornell & Larcker, 1981). Composite Reliability (CR) estimates the relationship among items, ruling out irrelevant and random errors, and is correlated with Cronbach’s Alpha; however, it is believed to be a more reliable measure than alpha. Values over 0.7 suggest good reliability. Since the measurement reliability has already been established by a Cronbach’s alpha of 0.944, we can assume that the construct shows internal consistency. This should be interpreted as evidence that the scale items consistently measure what they are intended to measure. Bagozzi and Yi (1988) reported that the minimum acceptable level of reliability was a CR threshold of 0.7 or higher. All values in this table exceed a threshold, demonstrating that the items are consistent and applicable for scrutiny.

**Analysis of Structural Model**

**Table 4  
Summary of Results**

Hypothesis	Original estimate	t-Stats	p-Value	R <sup>2</sup>	F <sup>2</sup>	Results
POS → OCB (H1)	0.350	4.247	0.000	0.610	0.124	Supported
PIED → OCB (H2)	0.200	3.084	0.002	0.610	0.068	Supported
PAS → OCB (H3)	0.180	2.293	0.022	0.610	0.035	Supported
POS → IM → OCB (H4)	0.058	2.059	0.040			Supported
PIED → IM → OCB (H5)	0.038	1.973	0.049			Supported
PAS → IM → OCB (H6)	0.067	2.194	0.028			Supported

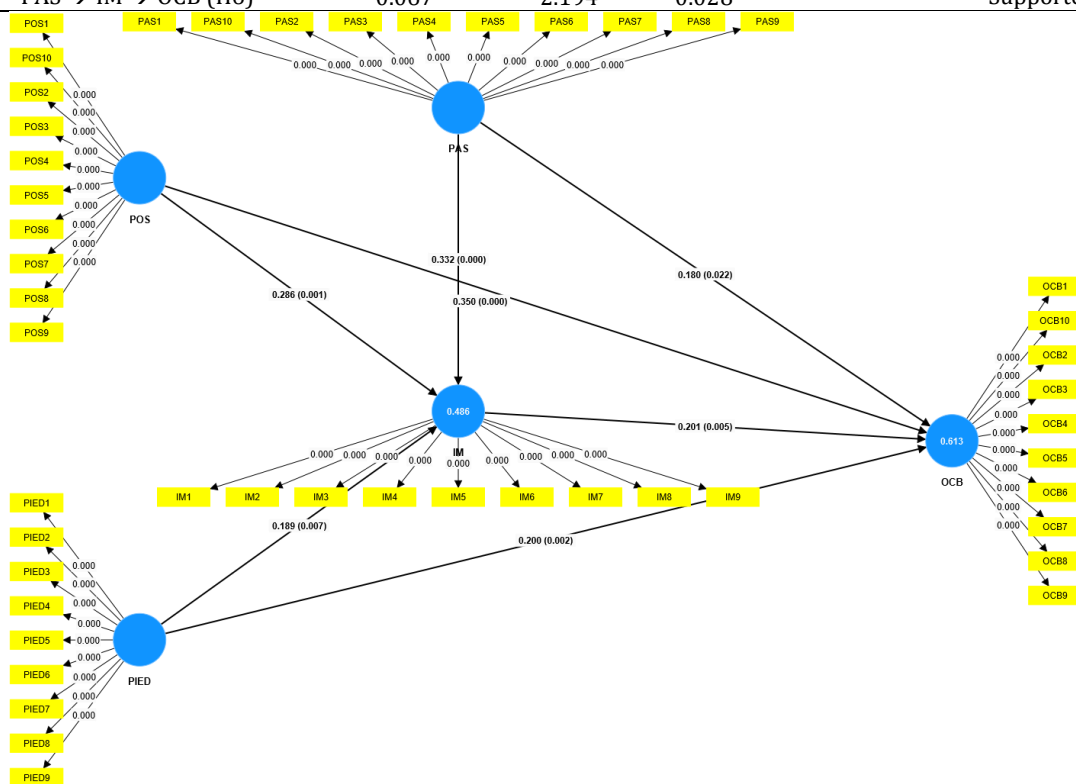


Figure 2: Path Coefficient

The findings of the path coefficients analysis are shown in Table 4 and Figure 2. The first hypothesis pertains to the link between POS and OCB. POS positively and significantly affects OCB, with a coefficient of .350 and a t-value of 4.247 ( $p < .05$ ), which supports the significant positive influence of perception of organizational support on OCB. The second hypothesis focuses on the association of PIED, whose influence is shown to be significant to OCB as evidenced by an original estimated value of .200 with a t-statistic of 3.084 and p-value  $< 0.05$ , which is sufficient evidence for this influence, meaning that employees who perceive that their organization invests more in their development tend to express greater OCB. The third hypothesis explained the relationship between PAS and OCB. The results confirm that PAS has a positive and significant effect on OCB, with an estimate of .180 and a t-statistic of 2.293. The  $p = 0.022$  supports this relationship, indicating that PAS fosters OCB.

The fourth hypothesis is related to the mediating effect of IM in the relationship between POS and OCB. The output reveals that mediation is strong (est = 0.058, t-statistic = 2.059, and p-value = 0.040). The fifth hypothesis concerns the mediation of IM in the relationship between PIED and OCB. The estimated indirect effect, with a value of 0.038, was significant at  $p < 0.05$  (t-statistic = 1.973), providing significant evidence for mediation of intrinsic motivation in the relationship between PIED and OCB. The sixth hypothesis concerns how IM mediated the relationship between PAS and OCB. They show an estimated value of 0.067, a t-statistic of 2.194, and a p-value  $< 0.05$ , indicating that the mediation effect of intrinsic motivation is significant at the 0.05 level.

## **Conclusion**

This research investigates the interrelationships among PAS, PIED, POS, and OCB in Pakistan's telecommunications industry, while incorporating intrinsic motivation as a mediating variable. The correlations are in favour of PAS, PIED, POS, and OCB, clearly indicating that positive appraisal and support by employees lead to better OCB. These findings are consistent with those of Eisenberger et al. (2001) and Kalidass and Bahron (2015), who argued for the organization's supporting role in promoting employee prosocial behavior. Intrinsic motivation was also identified as a significant mediator, with the reporting employee being more likely to perform OCB if they felt valued and supported by the organization (Gagné & Deci, 2005).

Moreover, this study replicates the results of Pichler (2012) and Shim et al. (2024), who demonstrated that PAS is positively related to OCB. In addition, employees who perceived development opportunities (Lee & Bruvold, 2003) and support (Rhoades & Eisenberger, 2002) had positive, significant relationships with OCB. These findings indicate that employees' development programs need to be supported by the organization if OCB is required. In addition, the mediating effect of intrinsic motivation indicates that learning to be motivated by internal factors should be encouraged to maximize the impact of PAS, PIED, and POS on OCB. This is consistent with self-determination theory (Deci & Ryan, 2000), which indicates that intrinsic motivation is associated with more favorable workplace behaviors. Overall, the findings provide practical implications for managers seeking to enhance OCB by demonstrating the roles of PAS, PIED, POS, and intrinsic motivation in retaining and promoting employees' citizenship behaviors in the formal context of a telecommunications corporation. To generalize the results to other cultural and industrial contexts, future research should investigate these relationships.

## **Theoretical Implications**

The study confirmed the significant and positive impact of perceived organizational support, performance appraisal satisfaction, and perceived investment in employee development on organizational citizenship behavior. Intrinsic motivation also has a significant mediation effect on these relationships. The study has been conducted on employees of the Pakistan telecom industry, in light of the social exchange theory. This

research has theoretical implications for factors that may predict OCB in the Telecom industry in Pakistan. The results indicate strong, positive effects of POS, PAS, and PIED on OCB, thus providing evidence of the applicability of SET in the organizational context. SET suggests that employees will respond to the favorable treatment provided by their organization with behavior beyond role prescriptions (e.g., OCB).

In addition, the mediation of intrinsic motivation between POS, PAS, PIED, and OCB helps us understand the mechanisms by which these factors affect OCB. It proposes that when employees have a stronger sense of organizational support and opportunities for development, they are more likely to trigger the force mechanism, in which intrinsic motivation compels them to engage in extra-role behaviors. The results of this study highlight the role of psychological empowerment in stimulating employee proactivity; moreover, they indicate that this proactivity would be influenced by employees' development programs and fair appraisals, which are necessary for fostering a positive organizational culture and improved performance. This research makes unique contributions to the literature: the application of social exchange theory in the telecom sector and empirical evidence on the mediating role of intrinsic motivation in the context of OCB.

### **Practical and Managerial Implications**

The results confirmed that perceived organizational support, perceived investment in employee development, and performance appraisal satisfaction have a positive and significant impact on organizational citizenship behavior, with intrinsic motivation as a mediating factor. The study has been conducted on employees of the telecom sector in Pakistan, in light of social exchange theory. The study suggests that organizations in the telecom industry should improve organizational support, as employees who feel supported tend to engage more frequently with OCBs. It is also important to develop employees, as it increases their motivation and makes them more engaged in OCB. Additionally, being satisfied with the investment in employee development and performance appraisals is very important, as employees who perceive they are appraised fairly tend to exhibit higher levels of intrinsic motivation and OCB. At the managerial level, intrinsic motivation serves as an important mediator between support and development of OCBs. Managers should create the conditions for intrinsic motivation: make tasks interesting and provide recognition. The study, grounded in social exchange theory, emphasizes the role of reciprocity: when employees feel supported, they are more likely to reciprocate with positive behaviors. Strong, supportive employee relationships lead to engagement and long-term success.

### **Limitations and Recommendations for Future Research**

The study also demonstrates some limitations that need to be considered. First, the study was conducted in one industry (i.e., telecommunications) in one country (Pakistan), which may limit its generalizability to other industries and countries. What works in organizations and cultures may vary quite significantly. The survey employed a time-lagged design for data collection. Nonetheless, more can be done than this in causal studies of the dynamic interplay among variables. A further restriction is the reliance on self-report measures, which may be biased by factors such as social desirability and common method variance. The findings may be unreliable because participants were likely to over- or underreport their responses. The study also focused on the impact of PAS, PIED, POS, and intrinsic motivation on job satisfaction and organizational commitment. However, other possible variables that may influence OCB have been neglected. Other considerations, such as ostracism and workplace exclusion, can act as moderators of the links between these variables.

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