

## The Role of Perceived Organizational Support and Interpersonal Justice in Shaping Affective Commitment Among Gen-Z Employees: The Mediating Effect of Intrinsic Motivation

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### ABSTRACT

*This study aims to investigate the influence of organizational support and interpersonal justice on affective commitment among Generation Z employees in the manufacturing sector, with intrinsic motivation examined as a mediating variable. Adopting a cross-sectional quantitative approach, the study surveyed 174 Gen-Z workers employed in manufacturing firms located in Cirebon, Indonesia. Data were analyzed using Structural Equation Modeling with the Partial Least Squares (PLS-SEM) technique via SmartPLS 3.0 software. The analysis comprised evaluations of the measurement model, structural model, mediation testing, and hypothesis verification. The results demonstrate that both organizational support and interpersonal justice exert significant positive effects on affective commitment, both directly and indirectly through intrinsic motivation. These findings highlight the pivotal role of supportive and fair workplace environments in cultivating intrinsic motivation and strengthening affective commitment among Gen-Z employees. The study offers practical insights for human resource strategies aimed at enhancing employee retention and engagement in labor-intensive industries.*

## INTRODUCTION

Generation Z, born between 1997 and 2012, is increasingly entering the global workforce and reshaping organizational dynamics. This cohort is known for valuing workplace flexibility, personal recognition, work-life balance, and alignment with personal value (Fajriyanti, Rahmah, & Hadiyandi, 2023). However, despite their potential, Gen Z employees often face challenges adapting to conventional organizational cultures and hierarchical structures. Their desire for meaningful work and sensitivity to relational fairness make them particularly responsive to how they are treated in the workplace.

This trend is evident in Cirebon, Indonesia, where growing manufacturing subsectors textiles, furniture, and food processing, are relying on Gen Z talent to maintain productivity and innovation. However, these industries still operate under traditional systems that conflict with Gen Z's expectations for open communication, autonomy, and recognition (Romadhona & Prawitowati, 2024). HR managers must develop strategies that accommodate generational expectations while fostering psychological bonds with the organization.

Affective commitment the emotional attachment and identification employees feel toward their organization has proven to be a decisive factor in retaining Gen Z staff and eliciting proactive performance. Workers who experience strong affective commitment display higher loyalty, greater discretionary effort, and markedly lower turnover intentions (S. Kurniawan et al., 2022). For Cirebon manufacturers, cultivating this commitment is therefore central to sustaining a stable and engaged Gen Z workforce.

Two workplace conditions are particularly influential: Perceived Organizational Support (POS) and Interpersonal Justice. POS refers to employees' perception that their organization values their contributions and cares for their well-being, while interpersonal justice reflects fair, respectful treatment in daily interactions (Musdalifah et al., 2022). These factors fulfill Gen Z's expectations for affirmation and equity, building emotional connection with the organization.

Although many studies support the positive effects of POS and interpersonal justice on affective commitment (Saleeha et al., 2024), little is known about how this link operates for Gen Z. One potential mechanism is Intrinsic Motivation, the internal desire to perform work that is meaningful and aligned with personal values (Pandya, 2024). Santiago-Torner et al., (2025) model suggests intrinsic motivation deepens emotional bonds with the organization. Given Gen Z's preference for purpose-driven work, understanding this mediation is essential.

Siddiq et al.,(2025) found that affective commitment and integrity significantly boost organizational citizenship behavior (OCB), with CEO altruism enhancing this effect. The study underscores the crucial role of altruistic leadership in supporting Gen Z employees and converting their commitment and values into positive organizational contributions.

This study investigates whether intrinsic motivation mediates the relationship between perceived organizational support, interpersonal justice, and affective commitment among Gen Z employees in Cirebon's manufacturing sector. It integrates motivation, justice, and commitment

theories, offering practical insights for HR to enhance Gen Z engagement through fairness, support, and value alignment. The model includes four variables: POS ( $X_1$ ), interpersonal justice ( $X_2$ ), intrinsic motivation ( $Z$ ), and affective commitment ( $Y$ ).

Employees who feel supported by their organization tend to align their personal goals with organizational values, fostering emotional attachment and increasing job satisfaction (Silva et al., 2022). According to social exchange theory, perceived organizational support (POS) encourages reciprocity through stronger affective commitment (Kurtessis et al., 2017). Thus, POS is expected to positively influence affective commitment (**H1**). Supportive environments also enhance intrinsic motivation by fulfilling psychological needs like autonomy, competence, and relatedness. Employees who feel valued are more likely to be driven by personal satisfaction rather than external rewards (Ryan & Deci, 2000 as cited in Ye et al., 2025). Venketsamy & Lew (2024) affirm that POS promotes self-determined motivation. Therefore, POS is predicted to enhance intrinsic motivation (**H2**). Interpersonal justice, defined as fair and respectful treatment by superiors and peers, fosters dignity and trust, key components of emotional commitment. In collectivist cultures like Indonesia, it plays a vital role in strengthening affective ties (Musdalifah et al., 2022; Singh et al., 2024). Thus, interpersonal justice is expected to positively impact affective commitment (**H3**).

It also contributes to intrinsic motivation by enhancing self-worth and a sense of belonging (Lee & Rhee, 2023; Ye et al., 2025). Hence, interpersonal justice is expected to boost intrinsic motivation (**H4**). Intrinsic motivation, based on meaningful engagement and internal value alignment, leads to stronger emotional bonds (Meyer et al., 2012; Santiago-Torner et al., 2025). Therefore, it is predicted to positively influence affective commitment (**H5**).

Moreover, intrinsic motivation is hypothesized to mediate the link between POS and affective commitment (**H6**), as well as between interpersonal justice and affective commitment (**H7**), by converting perceived support and fairness into internalized motivation and lasting organizational loyalty. Based on analysis on hypotheses above, we have developed a hypotheses framework as presented in Figure 1 below.

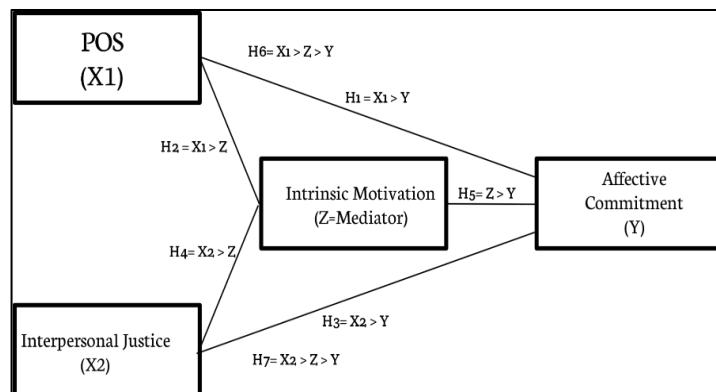


Figure 1. Hypotheses Framework

## RESEARCH METHODS

This study employed a quantitative research approach, which refers to a structured process of collecting, analyzing, and interpreting numerical data to examine relationships between variables (Creswell & Creswell, 2023). The objective was to analyze the effect of perceived organizational support (POS) and interpersonal justice on affective commitment, with intrinsic motivation as a mediating variable.

Data collection was conducted using a survey method, a widely used approach for obtaining standardized quantitative data (Sekaran & Bougie, 2016). The researchers utilized an online questionnaire distributed via Google Forms to ensure efficient and accessible participation. The questionnaire comprised two sections. The first gathered demographic and eligibility information such as age, education, and employment status to confirm respondents met the study's inclusion criteria. The second included items measuring the study variables using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) to capture perceptions and attitudes.

The study targeted several large-scale manufacturing companies in the Cirebon region, covering industries such as footwear, leather, garments, textiles, and food processing. These companies typically employ hundreds to thousands of workers, offering a rich and relevant setting to explore employee motivation, support, and commitment. Conducting research across multiple firms enhanced the generalizability of the findings to the broader manufacturing context.

The focus population was Generation Z individuals born between 1997 and 2012 due to their unique workplace preferences, including flexibility, meaningful work, and alignment with personal values. The selected respondents were aged between 18 and 28 years, representing young adults who have typically completed senior high school and are entering entry-level roles in labor-intensive sectors.

To select participants, the researchers applied a criterion-based purposive sampling strategy, a non-probability technique suitable for targeting specific populations when the total size is unknown (Etikan et al., 2016). Inclusion criteria were: (1) currently working in a manufacturing company in Cirebon, and (2) aged 18–28. A pre-screening process was used to reach out only to individuals likely to meet these criteria. Additionally, demographic questions in the survey were used to verify eligibility.

As the total number of Gen Z employees in Cirebon was not available, the sample size was determined using the guidelines from Hair et al., (2019), which recommend 5 to 10 respondents per indicator for Structural Equation Modeling (SEM). With 29 indicators in the model, a minimum sample of 174 respondents ( $6 \times 29$ ) was considered sufficient.

Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (SEM-PLS) technique, supported by SmartPLS software. The analytical process involved two stages: (1) evaluation of the measurement model (outer model), which tested indicator reliability and construct validity (convergent and discriminant); and (2) evaluation of the structural model (inner model), which examined the significance and direction of relationships between latent variables, including hypothesis and mediation testing.

To ensure construct validity and reliability, this study employed measurement instruments adapted from well-established academic sources:

Perceived Organizational Support (POS) was measured using a scale developed by Rhoades and Eisenberger (2002), as cited in Hendriatno & Marhalinda (2020), comprising eight indicators to assess employees' perceptions of being valued and supported for example, "*The organization really cares about my well-being.*"

Interpersonal Justice was measured based on the framework by Bies & Moag (1986), as cited in Singh et al. (2024), which focuses on respectful and fair treatment from supervisors; a sample item is, "*My boss treats me with respect.*"

Affective Commitment was assessed using the instrument by Meyer and Allen (1991), as cited in Aljamo & Prasetya (2025), which captures emotional attachment, loyalty, and organizational identification, exemplified by the statement, "*This company has a lot of personal meaning for me.*"

Lastly, Intrinsic Motivation was measured using the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) by Tremblay et al. (2009), as adapted by Andriyani et al. (2021). This scale includes subdimensions such as internal satisfaction, value alignment (integrated regulation), and ego involvement (introjected regulation), with a sample item being, "*I feel satisfied when I succeed in difficult tasks.*"

By integrating validated instruments with SEM-PLS analysis, this study seeks to offer a robust and comprehensive understanding of how perceived organizational support and interpersonal justice influence intrinsic motivation and affective commitment among Gen Z employees in the manufacturing sector.

## RESULTS & DISCUSSION

**Descriptive Statistic**, are a critical part of initial data analysis and provide the foundation for comparing variables with inferential statistical tests (Pyzdek, 2021). The following is the data generated regarding the characteristics and categories of respondents that have been successfully collected in Table 1.

**Tabel 1.Respondent Characteristic and Categories**

Characteristics	Category	Frequency	Percentage
Gender	Male	117	67,24%
	Female	57	32,76%
Age	< 20 years	27	15,52%
	20 – 28 years	147	84,48%
	> 28 years	0	0%
Last Education	Junior High School	0	0 %
	Senior High School	123	70,69%
	College	51	29,31%
Years Of Service	< 1 years	15	8,62%
	1 - 3 years	86	49,43%
	3 - 5 years	73	41,95%

Source: Primary data processed using Smart PLS3, 2025

From Table 1 above, it can be seen that there are 117 (67.24%) male respondents and 57 (32.76%) female respondents. Then from the age range, it was found that <20 years of age were 27 (15.52%) respondents, and 20-28 years were 147 (84.48%) respondents. As for the last level of education of each respondent, starting from high school / vocational high school as many as 123 (70.69%) respondents, and college as many as 51 (29.31%) respondents. And when viewed from the range of working periods, namely <1 year of service there are 15 (8.62%) respondents, 1-3 years of service 85 (49.43%) respondents, and 3-5 years of service as many as 73 (41.95%) respondents.

**Measurement model test (outer model/measurement)**, also known as the outer model test, is used to evaluate the validity and reliability of the indicators that measure each variable. This step ensures that the questions or items used in the questionnaire accurately represent the intended constructs. It includes testing indicator reliability (how consistently each item measures the variable), convergent validity (whether items of the same construct are correlated), and discriminant validity (whether constructs are distinct from one another). If the outer model meets these criteria, the data is considered suitable for further analysis in the structural model.

**Convergent Validity** is a part of the measurement model assessment that tests whether the indicators of a construct truly measure the same underlying concept. It is typically evaluated using outer loadings indicators, where a value above 0.7. And Average Variance Extracted (AVE), where a value above 0.50 indicates that more than half of the variance in the indicators is explained by the construct. In simpler terms, convergent validity ensures that all items related to a variable are strongly correlated and consistently reflect the same idea, confirming that the measurement is accurate and meaningful. Based on this explanation, we can measure convergent validity using Tables 2 and 3.

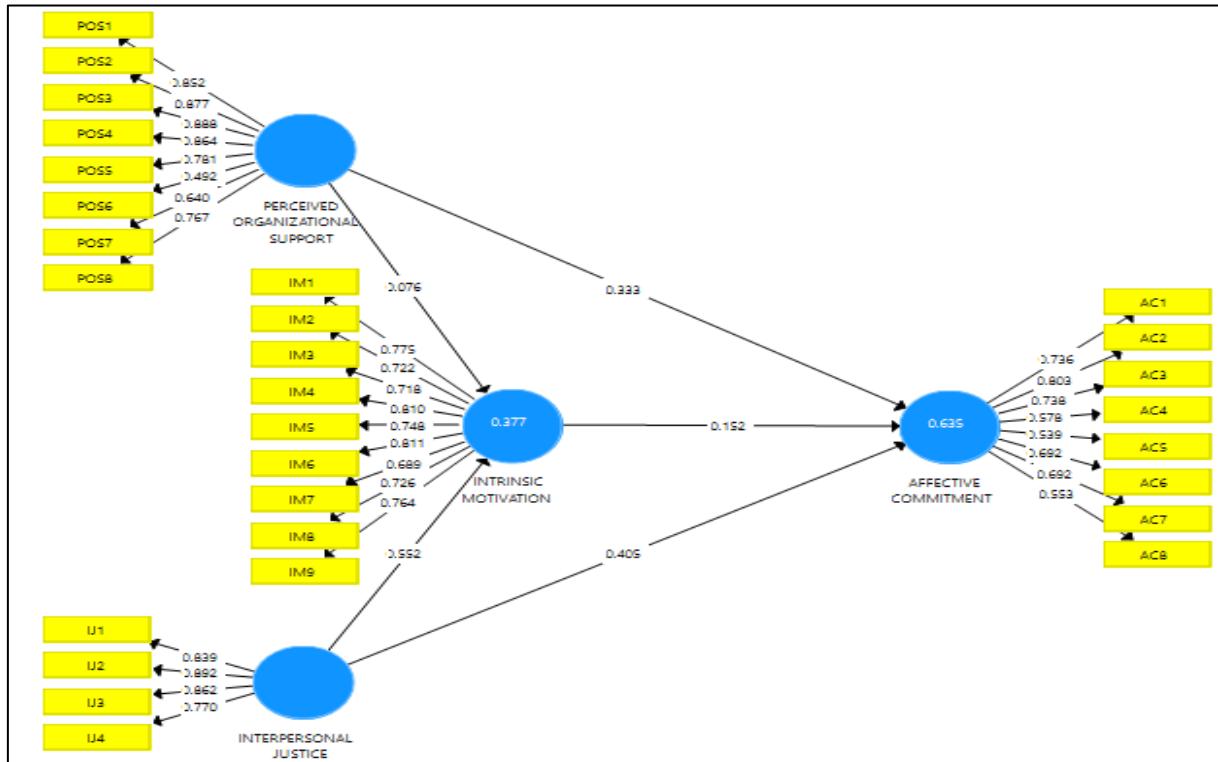
**Table 2. Outer Loadings**

<b>Construct</b>	<b>Category</b>	<b>Factor Loadings</b>	
		<b>(test 1)</b>	<b>(test 2)</b>
Perceived Organizational Support	POS1	0,857	0,861
	POS2	0,900	0,905
	POS3	0,894	0,896
	POS4	0,902	0,907
	POS5	0,820	0,814
	POS6	0,144	-
	POS7	0,070	-
	POS8	0,801	0,800
Interpersonal Justice	IJ1	0,895	0,895
	IJ2	0,930	0,930
	IJ3	0,898	0,898
	IJ4	0,806	0,806
Intrinsic Motivation	IM1	0,813	0,814
	IM2	0,772	0,773
	IM3	0,766	0,767
	IM4	0,840	0,840
	IM5	0,794	0,793
	IM6	0,835	0,836
	IM7	0,722	0,720
	IM8	0,737	0,737
	IM9	0,812	0,811
Affective Commitment	AC1	0,807	0,813
	AC2	0,871	0,881
	AC3	0,805	0,807
	AC4	0,215	-
	AC5	0,222	-
	AC6	0,126	-
	AC7	0,782	0,793
	AC8	0,282	-

Source: Primary data processed using Smart PLS3, 2025

Table 2 above presents the outer loadings of each construct indicator item which can be used as an evaluation reference to prove the convergent validity of all variables with reflective indicators. From the results of the data processing above, it was found that there were two tests

because there were indicator items whose values did not meet the value limit requirements that should have been in the first test. According to Hair et al. (2019) the value limit for factor loading (outer loading) is 0.7, if the factor loading value is less than 0.7 then it must be removed and removed from the analysis.



**Figure 2. Outer Loadings Path**

Source: Primary data processed using Smart PLS3, 2025

In the first test, there were indicator items whose values did not meet the requirements for values  $> 0.7$ . Thus, the indicator item must be removed, then in the second test in table 2 all indicator item values have shown  $> 0.7$  which means that all construct indicators are said to be valid. Convergent validity testing is also carried out by looking at the AVE value in table 3, showing that all reflective indicators are worth  $> 0.5$ , which means convergent validity is achieved.

**Table 3. Construct Reliability and Validity**

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Perceived Organizational Support	0,932	0,947	0,748
Interpersonal Justice	0,905	0,934	0,780
Intrinsic Motivation	0,924	0,937	0,622
Affective Commitment	0,842	0,894	0,679

Source: Primary data processed using Smart PLS3, 2025

**Discriminant Validity**, can be determined by looking at the Fornell-Larcker Criterion value in

Table 4. In this study, the Fornell-Larcker Criterion was used to assess discriminant validity, a key aspect of the measurement model in Structural Equation Modeling using Partial Least Squares (SEM-PLS). The Fornell-Larcker approach is a well-established and classical method that compares the square root of the Average Variance Extracted (AVE) of each construct with its correlations with other constructs in the model. Discriminant validity is considered satisfactory when the square root of AVE for each construct is greater than its correlations with other constructs, indicating that the construct shares more variance with its own indicators than with other latent variables (Fornell & Larcker, 1981 as cited in Franke & Sarstedt, 2019).

Although more recent studies have recommended the HTMT criterion for detecting discriminant validity issues more sensitively (Henseler et al., 2015). The Fornell-Larcker method remains widely used, particularly in exploratory studies or when the model has acceptable AVE values and does not involve constructs with high conceptual similarity. In the present research, the constructs were conceptually distinct, and the AVE values exceeded the recommended threshold of 0.50, making the Fornell-Larcker approach both appropriate and sufficient for evaluating discriminant validity.

Furthermore, the use of Fornell-Larcker Criterion aligns with many established empirical studies in the organizational behavior and HRM domains, which continue to adopt this method as a standard practice in SEM-PLS analysis. We can see that the value in each variable column (bolded) is greater than the value of other variables. This proves that the Fornell-Larcker Criterion value in Table 4 below produces discriminant validity.

**Table 4. Fornell-Larcker Criterion**

	Affective Commitment	Interpersonal Justice	Intrinsic Motivation	Perceived Organizational Support
<b>Affective Commitment</b>	<b>0,824</b>			
<b>Interpersonal Justice</b>	0,770	<b>0,883</b>		
<b>Intrinsic Motivation</b>	0,682	0,666	<b>0,789</b>	
<b>Perceived Organizational Support</b>	0,720	0,817	0,560	<b>0,865</b>

Source: Primary data processed using Smart PLS3, 2025

**Reliability**, an indicator's reliability can be determined by looking at the Cronbach Alpha's and Composite Reliability values. According to Hair et al. (2019) that the minimum limit of Cronbach Alpha's and Composite Reliability values is 0.7. Table 3 shows the Cronbach Alpha's and Composite Reliability value of each variable  $> 0.7$  which means that it has met the requirements of a reliability.

**Structural Model Test (Inner Model). R square ( $R^2$ )**, The Structural Model Test can be tested through the R square value, which is to determine how strong the independent variable can explain the dependent variable. We can see in Table 5 R Square that in this study it was found

that the R Square value can explain the factors that can influence these variables. As described by (Ozili, 2022) that if  $R^2$  0-0.09 is declared too low so it must be removed; if the value of  $R^2$  0.10-0.50 is declared acceptable with a statistically significant variable note (moderate); if the value if the value of  $R^2$  0.50-0.99 is declared very strong as an explanatory variable (strong).

**Table 5. R Square and Q square**

Construct	R Square	Q Square
Affective Commitment	0,666	0,439
Intrinsic Motivation	0,444	0,261

Source: Primary data processed using Smart PLS3, 2025

In Table 5, the  $R^2$  value on the Affective Commitment variable is  $0.666 > 0.50$ , which means that the independent variable is strong as an explanatory variable that explains the dependent variable by 66.6% and the remaining 44.4% can be explained by other variable models. Meanwhile, the value of  $R^2$  on the Intrinsic Motivation variable is  $0.444 > 0.10$  but  $< 0.50$ , which means that the independent variable can adequately explain the dependent variable (moderate) by 44.4% and the remaining 66.6% can be explained by other variable models outside the study.

**Q Square ( $Q^2$ )**, in the structural model according to (Hair et al., 2022) the Q Square ( $Q^2$ ) value which is more than zero, it is stated that the model is able to predict the dependent variable.  $Q^2$  is used to evaluate how well the observed value can be reconstructed by the model and its parameters (Hair et al., 2022). Seen in Table 5, the  $Q^2$  value for the Affective Commitment variable is 0.432 and the Intrinsic Motivation variable is 0.261, meaning that both values are able to predict the dependent variable, because both values are more than zero.

**Hypothesis Test.** According to Hair et al. (2022) the analysis on the structural model coefficient path is intended to determine the relationship of the structural model, which will display the relationship of the hypothesis on each variable construct. To measure whether a hypothesis is accepted or not, it can be seen from the t-statistic value and p-value of each variable relationship. The hypothesis is accepted if the t-statistic is above 1.96 (significance level 5%) and the p-value is below 0.05. The Direct Effect Test Result is presented as Table 6.

**Table 6. Direct Effect Test Result**

Relationship Variable	Path	T-Statistics	P-Values	Description
	Coefficient			
POS → Affective Commitment	0,260	2,545	0,011	H1, accepted
POS → Intrinsic Motivation	0,046	0,409	0,683	H2, rejected
Interpersonal Justice → Affective Commitment	0,359	3,613	0,000	H3, accepted
Interpersonal Justice → Intrinsic Motivation	0,629	5,722	0,000	H4, accepted
Intrinsic Motivation → Affective Commitment	0,297	4,997	0,011	H5, accepted

Source: Primary data processed using Smart PLS3, 2025

The results of this study reveal that the direct effect test presented in Table 6 shows the effect

of perceived organizational support on affective commitment, yielding a t-statistic value of  $2.545 > 1.96$  and a p-value of  $0.011 < 0.05$ . This indicates that Hypothesis 1 is accepted, as perceived organizational support has a positive influence on the affective commitment of Generation Z employees. Furthermore, the direct effect test also explains that the influence of perceived organizational support on intrinsic motivation produces a t-statistic value of 0.409 and a p-value of  $0.683 > 0.05$ . This result means that Hypothesis 2 is rejected, indicating that perceived organizational support does not have a positive effect on intrinsic motivation.

This study also finds that the direct effect of interpersonal justice on affective commitment produces a t-statistic value of  $3.613 > 1.96$  and a p-value of  $0.000 < 0.05$ . This implies that Hypothesis 3 is accepted, as interpersonal justice positively influences affective commitment. Moreover, the study finds that the influence of interpersonal justice on intrinsic motivation is positive, as evidenced by a t-statistic value of  $5.772 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus it can be stated that Hypothesis 4 is accepted.

The discussion of the direct effect test is continued by examining the influence of intrinsic motivation on affective commitment. The results show a t-statistic value of  $4.997 > 1.96$  and a p-value of  $0.011 < 0.05$ , indicating that Hypothesis 5 is accepted. Therefore, it is concluded that intrinsic motivation positively influences affective commitment.

Based on these findings, it can be seen that interpersonal justice has a domino effect on the psychological aspects of employees. Employees who feel valued will exhibit higher levels of trust in management, as well as increased job loyalty and engagement. Conversely, unfairness in interactions can create frustration and significantly reduce intrinsic motivation.

**Table 7. Indirect Effect Test Result**

Variable Relationship	Path Coefficient	T-Statistics	P-Values	Description
POS → Intrinsic Motivation → Affective Commitment	0,014	0,414	0,679	H6, rejected
Interpersonal Justice → Intrinsic Motivation → Affective Commitment	0,187	3,377	0,001	H7, accepted

*Source: Primary data processed using Smart PLS3, 2025*

After discussing the direct effects, this study proceeds to discuss the indirect effects, as presented in Table 7. In this research, there are two hypothesized indirect effect pathways. First, the effect of perceived organizational support on affective commitment through intrinsic motivation as a mediator yielded a t-statistic value of  $0.414 < 1.96$  and a p-value of  $0.679 > 0.05$ . This indicates that intrinsic motivation does not positively mediate the effect of perceived organizational support on affective commitment, thus Hypothesis 6 is rejected.

This study also finds that the influence of interpersonal justice on affective commitment through intrinsic motivation as a mediator yielded a t-statistic value of  $3.377 > 1.96$  and a p-value of

0.001. This means that intrinsic motivation positively and significantly mediates the effect of interpersonal justice on affective commitment, thus Hypothesis 7 is accepted.

The Effect of Perceived Organizational Support on Affective Commitment, is confirmed that perceived organizational support (POS) directly and significantly influences affective commitment. This means when employees recognize their organization consistently appreciates their contributions, prioritizes their well-being, and addresses their personal and professional needs, they're more likely to develop a deep emotional attachment to it. Thus, Hypothesis 1, positing that perceived organizational support positively influences affective commitment, is supported.

The analysis confirms that perceived organizational support (POS) directly and significantly influences affective commitment. This means when employees recognize their organization consistently appreciates their contributions, prioritizes their well-being, and addresses their personal and professional needs, they're more likely to develop a deep emotional attachment to it. Thus, Hypothesis 1, positing that perceived organizational support positively influences affective commitment, is supported.

This finding aligns with prior empirical research, including studies by Silva et al. (2022), which also reported POS positively impacts employees' affective commitment. Similarly, S. Kurniawan et al., (2022) argue that high perceived support enhances emotional attachment, strengthening connection and dedication. Such support fosters trust, motivation, and a psychologically safe, inclusive work environment.

Social Exchange Theory predicts employees reciprocate tangible support with positive attitudes. Among Gen Z manufacturing workers, this reciprocity appears even stronger for three key reasons:

High First, Gen Z has a high need for psychological safety, as many are at the beginning of their careers. Clear and explicit reassurance from the organization helps alleviate anxiety related to demanding production targets and steep learning curves, thereby fostering affective commitment.

Second, Gen Z values rapid feedback loops. In assembly-line or shop-floor contexts where performance data is frequently available, supervisors who provide genuine appreciation and developmental feedback help fulfill Gen Z's desire for immediate recognition, reinforcing their emotional attachment to the organization.

Third, alignment with fairness norms strengthens their loyalty. When perceived organizational support signals that management is committed to protecting younger workers from exploitative overtime or unsafe working conditions issues historically prevalent in labor-intensive industries—employees are more likely to develop a deep sense of trust and long-term commitment. Collectively, these factors enhance the impact of organizational support on Gen Z's affective commitment.

Consequently, the positive, direct effect of POS on affective commitment found in this study not only echoes prior research but also offers a concrete retention lever for manufacturing HR

managers facing high Gen Z turnover. By institutionalizing supportive practices like career-progression pathways, wellness programs, and participatory problem-solving teams, firms can convert transactional shop-floor jobs into meaningful career experiences, strengthening both productivity and long-term organizational attachment among their youngest employees.

The Effect of Perceived Organizational Support on Intrinsic Motivation, is contrary to predictions. This study's findings indicate that Perceived Organizational Support (POS) does not significantly positively influence intrinsic motivation. This suggests that employees' perception of organizational care, recognition, and support for their well-being and development does not directly translate into a heightened internal drive to engage in work for its own sake, without reliance on external incentives. Consequently, Hypothesis 2, which posited that perceived organizational support positively affects intrinsic motivation, is not supported.

This finding contrasts with previous research, such as that by Kumalasari et al., (2024), which identified a significant positive relationship between POS and intrinsic motivation. The divergence may stem from contextual differences like industry sector, organizational culture, and demographic characteristics of respondents, or perhaps structural/cultural barriers within the manufacturing setting of this study. Methodological considerations, including data collection timing, sample distribution, or omitted moderating variables, might also have influenced the outcomes.

The non-significant relationship doesn't necessarily diminish POS's theoretical relevance. Rather, it highlights the complexity of motivational dynamics in the workplace and suggests that other factors such as leadership style, job design, or opportunities for autonomy may exert a more substantial influence on intrinsic motivation.

From a theoretical standpoint, while self-determination theory (Grenier et al., 2024) acknowledges the role of environmental factors such as POS in nurturing intrinsic motivation, it also emphasizes the importance of satisfying autonomy, competence, and relatedness. The results of this study suggest that perceived support alone may be insufficient if it does not simultaneously foster these core psychological needs.

One possible explanation for the insignificant effect of Perceived Organizational Support (POS) on intrinsic motivation, particularly for Gen Z in Cirebon's large-scale manufacturing, likely stems from their unique expectations. While Gen Z values organizational attention and recognition, they also strongly prioritize autonomy, rapid growth, and task variety elements often limited in routine, structured, and shift-based manufacturing environments.

Even if Gen Z feels supported, this doesn't automatically translate into a sense of belonging or inner work satisfaction if the work remains monotonous and lacks self-exploration opportunities. Within Self-Determination Theory, support without fostering autonomy and competence can feel paternalistic, rather than empowering. Consequently, Gen Z employees may remain reliant on external motivators like salary or promotion, rather than being driven by internal

interest. These findings highlight that manufacturing companies must complement POS policies with work design interventions. Initiatives like cross-training, small-group continuous improvement projects, or digital upskilling programs can provide younger employees greater space to experience autonomy, task mastery, and meaningful engagement, fostering true intrinsic motivation.

The Effect of Interpersonal Justice on Affective Commitment, based on the analysis demonstrates that interpersonal justice has a significant and positive effect on affective commitment. This finding supports a substantial body of prior research indicating that fair and respectful treatment from supervisors and coworkers fosters stronger emotional attachment to the organization (Singh et al., 2024). Interpersonal justice, a dimension of organizational justice, refers to the degree to which employees perceive they are treated with dignity, empathy, and respect in their daily workplace interactions. Accordingly, Hypothesis 3, which proposed that interpersonal justice positively affects affective commitment, is supported.

When employees experience fairness in interpersonal relations such as being listened to, receiving constructive feedback, and feeling respected they are more inclined to embrace and integrate the organization's values and goals. This strengthens affective commitment, reflected in feelings of connection, confidence, and emotional attachment to the organization. Employees who perceive interpersonal justice tend to feel valued and acknowledged, leading to positive emotional responses that reinforce their commitment and reduce tendencies to disengage or leave.

This finding underscores the pivotal role of interpersonal dynamics in shaping employee attitudes and reinforces the theoretical premise of social exchange theory. This theory posits that employees respond to fair treatment with positive organizational behaviors, including increased loyalty and commitment. Furthermore, the result has important practical implications: fostering a culture of interpersonal fairness can serve as a strategic tool for organizations to enhance engagement, reduce turnover, and build a cohesive work environment.

These findings are also particularly relevant for Gen Z employees in the manufacturing sector, as this generation is highly sensitive to relational justice and interpersonal treatment. For Gen Z, feeling valued, listened to, and treated with respect by superiors and coworkers is not merely a preference but a major factor determining their emotional attachment to an organization. In a manufacturing environment that tends to be hierarchical and structured, interpersonal justice is crucial for creating an inclusive and supportive work environment for the younger generation. When Gen Z feels treated fairly and humanely in everyday interactions such as through constructive feedback, equal communication, and empathy from leaders they are more likely to build loyalty and demonstrate high affective commitment. Therefore, building a culture of interpersonal justice in the manufacturing workplace can be an effective strategy for retaining Gen Z employees and encouraging their long-term engagement.

The Effect of Interpersonal Justice on Intrinsic Motivation, in this research reveals that interpersonal justice has a positive and significant effect on intrinsic motivation. This implies that employees who perceive fair, respectful, and considerate treatment from supervisors and peers

are more likely to develop a strong internal drive to perform their work with enthusiasm, consistency, and a sense of personal responsibility, without relying on external rewards or pressure. Accordingly, Hypothesis 4, which posited that interpersonal justice positively influences intrinsic motivation, is supported.

This finding aligns with Lee & Rhee, (2023) research, which found that interpersonal justice significantly fosters intrinsic motivation by enhancing employees' perceptions of being valued and respected. According to Self-Determination Theory Ryan & Deci (2000), as cited in Grenier et al. (2024), fair and compassionate treatment satisfies the three basic psychological needs necessary for promoting intrinsic motivation: competence, relatedness, and autonomy.

Moreover, interpersonal justice nurtures a psychologically safe and emotionally supportive work environment, enhancing employees' confidence and self-worth. When employees feel their dignity is upheld, they are more likely to perceive their work as meaningful, invest fully in their roles, and demonstrate proactive behavior and self-initiative. These dynamics ultimately contribute to higher levels of personal engagement and organizational identification.

Therefore, this study confirms that interpersonal justice plays a critical role not only in shaping affective commitment but also in fostering intrinsic motivation, highlighting its dual function in supporting both emotional and motivational outcomes. This underscores the importance for organizations to cultivate a culture of mutual respect and fairness as a foundation for internal employee motivation and long-term performance sustainability.

The Effect of Intrinsic Motivation on Affective Commitment, in this study demonstrates that intrinsic motivation has a significant and positive effect on affective commitment. This means employees with a strong internal drive motivated by interest, enjoyment, personal fulfillment, and alignment with their values are more likely to form a deep emotional bond with their company. Affective commitment, in this context, refers to employees' pride, loyalty, and emotional identification with the organization, stemming from internalized goals and meaningful engagement rather than obligation or external rewards. Accordingly, Hypothesis 5, which posited that intrinsic motivation positively affects affective commitment, is supported.

This finding aligns with prior work by Emiyanti et al., (2020), which found that intrinsic motivation fosters affective commitment by reinforcing psychological ownership and emotional connection to the workplace. When employees find their work meaningful and experience autonomy and competence, they are more likely to stay because they *want* to, not because they *have* to.

However, it's also important to acknowledge contrasting evidence. For instance, I. S. Kurniawan & Karanita (2022) found that intrinsic motivation did not significantly predict affective commitment in their study. This suggests the relationship might be contingent on moderating variables like leadership style, organizational culture, or individual differences, implying the link between intrinsic motivation and affective commitment may not always be direct

or universal but rather context-dependent.

These mixed findings highlight the importance of considering the broader organizational ecosystem. While intrinsically motivated employees are generally more committed, their affective bond is more likely to be sustained when they also perceive fairness, recognition, and alignment with organizational values.

In conclusion, this study provides further empirical support for intrinsic motivation's positive role in fostering affective commitment. However, organizations must complement efforts to enhance intrinsic motivation with structural and cultural conditions that support employee autonomy, development, and fairness. These findings are crucial for Gen Z employees in manufacturing, who highly value meaningful work, personal values, and experiences aligned with their self-identity. When work offers a sense of personal accomplishment beyond just income, Gen Z forms stronger emotional attachments.

In often routine manufacturing settings, the challenge lies in fostering Gen Z's autonomy, competence, and connectedness their basic psychological needs per Self-Determination Theory. Therefore, to retain Gen Z long-term, manufacturing companies must create work systems that allow for active involvement, meaningful challenges, and a sense of contributing to something larger than just production targets. This approach optimally develops intrinsic motivation, strengthening their affective commitment.

The Mediating Role of Intrinsic Motivation analysis yielded two contrasting findings. First, intrinsic motivation was not found to mediate the relationship between perceived organizational support (POS) and affective commitment. This suggests that even if employees perceive organizational support through appreciation, resources, or concern for well-being this perception alone doesn't necessarily enhance their intrinsic drive to work. This outcome is particularly relevant for Generation Z employees, known for unique workplace expectations emphasizing personal development, flexibility, and value alignment. Consistent with this, Hypothesis 6, which posited that intrinsic motivation mediates the relationship between perceived organizational support and affective commitment, is not supported and thus rejected.

This contrasts with prior research (Kumalasari et al., 2024) that highlighted a positive chain between perceived support, intrinsic motivation, and commitment, suggesting that in some contexts, organizational support may not translate into internalized motivation, especially where structural or cultural factors limit autonomy, mastery, and meaningful work opportunities.

In contrast, the study confirms that intrinsic motivation significantly mediates the relationship between interpersonal justice and affective commitment. This indicates that when employees experience fair, respectful, and dignified treatment from supervisors and colleagues, they are more likely to develop intrinsic motivation an inner drive fueled by a sense of relatedness, competence, and autonomy. This enhanced intrinsic motivation, in turn, strengthens their emotional attachment to the organization.

This finding aligns with interpersonal justice theory (Friedman et al., 2018), which posits that respectful treatment enhances psychological well-being and fosters higher work engagement and motivation. The data suggest that fair social treatment acts as a psychological catalyst, activating intrinsic motivation, which then reinforces affective commitment. Thus, intrinsic motivation serves as a psychological bridge between justice perceptions and long-term emotional bonds with the organization. Consistent with this, Hypothesis 7, which posited that intrinsic motivation mediates the relationship between interpersonal justice and affective commitment, is supported and accepted. For Gen Z employees, interpersonal justice serves not merely as a fairness signal but as a validation of identity and dignity in the workplace. This explains why justice-driven motivation outweighs formal organizational support in shaping affective commitment.

These mediation findings are particularly relevant for Gen Z employees in the manufacturing sector, given their high expectations for interpersonal relationships and meaningful work. The study shows that while intrinsic motivation mediates the link between interpersonal justice and affective commitment, it doesn't do so for perceived organizational support (POS).

This suggests that fair and respectful social interactions hold greater sway over Gen Z's intrinsic motivation than general structural support or broad organizational policies. In hierarchical manufacturing settings, direct, tangible personal attention like polite treatment, open communication, and recognition from superiors is more impactful for Gen Z's work engagement. Conversely, systemic organizational support, if it lacks autonomy or opportunities for active involvement, may be insufficient to drive their intrinsic motivation. Therefore, cultivating a culture of interpersonal fairness in manufacturing workplaces is a crucial strategy to foster intrinsic motivation and strengthen Gen Z employees' emotional loyalty.

## CONCLUSION & SUGGESTION

The stated aim of this study was to determine (1) whether perceived organizational support (POS) and interpersonal justice directly influence affective commitment among Generation Z employees in Cirebon's manufacturing sector and (2) whether intrinsic motivation mediates those relationships.

The results directly confirm and refine each element of that aim presented in Table 8:

**Table 8. Result Aim of this Study**

Research Aim	Empirical Result	Confirmation / Clarification
<b>A1.</b> Test the direct effect of POS on affective commitment.	POS → Affective Commitment ( <b>significant, positive</b> ).	Aim confirmed. Feeling valued by the organization strengthens Gen Z workers' emotional ties.
<b>A2.</b> Test the direct effect of interpersonal justice on (a) affective commitment and (b) intrinsic motivation.	Interpersonal Justice → Affective Commitment ( <b>significant, positive</b> ). Interpersonal Justice → Intrinsic	Aim confirmed. Fair, respectful treatment boosts both commitment and internal drive.

Motivation (significant, positive).		
<b>A3.</b> Test the direct effect of intrinsic motivation on affective commitment.	Intrinsic Motivation → Affective Commitment ( <b>significant, positive</b> ).	Aim confirmed. Internally driven Gen Z employees are more loyal.
<b>A4.</b> Examine intrinsic motivation as a mediator between POS and affective commitment.	POS → Intrinsic Motivation → Affective Commitment ( <b>nonsignificant mediation</b> ).	Aim <b>partially disconfirmed</b> : support alone does not translate into internal motivation in this context.
<b>A5.</b> Examine intrinsic motivation as a mediator between interpersonal justice and affective commitment.	Interpersonal Justice → Intrinsic Motivation → Affective Commitment ( <b>strong partial mediation</b> ).	Aim confirmed. Fair interpersonal treatment triggers intrinsic motivation, which in turn cements commitment.

Source: Processed data from research findings, 2025

How the findings answer the research aim. First, both perceived organizational support (POS) and interpersonal justice demonstrated significant positive direct effects on affective commitment, thereby validating the core assumptions of the model for Generation Z employees in manufacturing contexts.

Second, the analysis revealed that intrinsic motivation did not mediate the relationship between POS and affective commitment, indicating that structural or organizational support alone may be insufficient to foster intrinsic motivation among Gen Z workers. In contrast, intrinsic motivation fully mediated the relationship between interpersonal justice and affective commitment, underscoring the importance of fair interpersonal treatment in cultivating both motivation and emotional attachment to the organization.

These findings contribute to the research objective by clarifying which pathways are supported and which are not, ultimately demonstrating that fairness in interpersonal interactions plays a more critical role in driving intrinsic motivation and commitment than organizational support, particularly in the context of a highly structured manufacturing environment.

Because the aim centered on improving affective commitment through specific workplace levers, the evidence pinpoints interpersonal justice practices (respectful communication, dignified treatment, constructive feedback) as the most reliable route: they both directly and indirectly (via intrinsic motivation) enhance commitment. HR policies should therefore prioritize supervisor training in interpersonal fairness, alongside but not instead of supportive organizational policies.

**Limitations and Suggestions.** Despite using bootstrapping via SEM-PLS for statistical robustness, this study has limitations. Our reliance on self-reported questionnaires may introduce common method and social desirability biases. Furthermore, the focus on Cirebon's manufacturing sector limits the generalizability of these findings. Future research should incorporate multi-source data (e.g., supervisor ratings), use broader cross-sector and multi-regional samples, include moderating variables (like job satisfaction or organizational culture) for deeper insights, and conduct longitudinal studies to understand how these constructs evolve as Gen Z employees progress in their careers.

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