

Exploring the Role of Motivation in the Relationship between Work Environment, Peer Support, Organizational Support, and Productivity

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Abstract

Employee productivity remains a central concern in both public and private organizations, especially in an era marked by rapid change and heightened competition. This study examines how motivation mediates the relationship between workplace factors namely work environment, peer support, and organizational support and employee productivity. Drawing on Self-Determination Theory (SDT) and Organizational Support Theory, the framework emphasizes motivation as a key psychological mechanism that translates supportive workplace conditions into enhanced performance outcomes. To empirically test these relationships, a structured survey was administered to a sample of 200 employees from both sectors, and the data were analyzed using structural equation modeling, a method well-suited for capturing complex interactions among variables. The results confirmed that work environment and organizational support significantly boost productivity through the mediating role of motivation, whereas peer support demonstrated minimal influence but indicated potential for improvement through initiatives that strengthen collegiality and teamwork. Beyond validating these relationships, the study contributes to theory by highlighting the centrality of motivation in organizational research and offers practical recommendations for leaders to design strategies that integrate structural support with motivational practices. By doing so, organizations can build resilient, engaged, and high-performing workforces capable of sustaining productivity in today's demanding environments.

Keywords: Work Environment, Peer Support, Organizational Support, Motivation, Productivity, Self-Determination Theory, Employee Performance

Introduction

Employee productivity has long been recognized as a critical driver of organizational competitiveness and long-term sustainability, yet many organizations continue to face challenges in translating supportive workplace practices into consistent and sustainable

performance outcomes. In today's knowledge-driven and rapidly evolving work environments, organizations invest heavily in improving the work environment, strengthening peer collaboration, and providing organizational support, as these factors are widely acknowledged as essential to employee outcomes (Fleming, 2024). However, despite these efforts, the mechanism through which such supportive conditions actually enhance productivity remains underexplored, with growing evidence suggesting that workplace factors alone may be insufficient without the presence of motivation as the psychological engine that converts structural advantages into tangible performance results (Deci & Ryan, 2000; Fleming, 2024).

Self-Determination Theory (SDT) emphasizes that employees perform optimally when their psychological needs for autonomy, competence, and relatedness are fulfilled, thereby fostering autonomous motivation that enhances engagement and performance (Ryan & Deci, 2020; Van den Broeck et al., 2016), while Organizational Support Theory highlights that employees who perceive strong organizational support are more likely to feel valued, committed, and willing to exert discretionary effort in pursuit of organizational goals (Rhoades & Eisenberger, 2002; Umihastanti & Frianto, 2022). In the workplace context, a supportive work environment can enhance autonomy and competence, peer support can strengthen relatedness through collaboration and trust (Roussillon Soyer et al., 2021a), and organizational support can reinforce employees' belief that their contributions are recognized and appreciated. Yet, much of the existing empirical research has concentrated on the direct effects of these factors on performance, with relatively little attention given to the mediating role of motivation in explaining how these supportive conditions are transformed into higher productivity outcomes (Roussillon Soyer et al., 2021b; Ryan & Deci, 2020). For instance, while peer support has been linked to psychological relatedness and collaboration (Ryan & Deci, 2020), its interaction with motivation in driving productivity remains underexplored, and although organizational support has been associated with improved performance (Umihastanti & Frianto, 2022), the pathways through which this occurs are not fully clarified.

Addressing this gap is both theoretically and practically significant, as integrating SDT and Organizational Support Theory offers a comprehensive framework to examine how work environment, peer support, and organizational support influence motivation and, in turn, employee productivity. This study therefore investigates the mediating role of motivation in these relationships, contributing to the literature on organizational behavior and human resource management while also offering practical insights for organizations seeking to design motivation-driven strategies that not only provide structural support but also foster the psychological drivers of sustainable employee productivity.

Research Objectives

The primary objective of this study is to investigate the role of motivation as a mediator in the relationship between workplace factors, namely, work environment, peer support, and organisational support and employee productivity. Specifically, the study seeks to:

1. Examine the influence of work environment on employee motivation.
2. Determine the effect of peer support on employee motivation.
3. Investigate the impact of organisational support on employee motivation.
4. Assess the relationship between motivation and employee productivity.

5. Evaluate the mediating role of motivation in the relationship between work environment, peer support, organizational support, and employee productivity.

Research Questions

In line with the objectives, the study addresses the following research questions:

1. How does the work environment influence employee motivation?
2. What is the effect of peer support on employee motivation?
3. How does organisational support affect employee motivation?
4. What is the relationship between motivation and employee productivity?
5. Does motivation mediate the relationship between work environment, peer support, organizational support, and employee productivity?

Literature Review and Hypotheses Development

Underpinning Theory

This study is underpinned by Self-Determination Theory (SDT) and Organizational Support Theory (OST), which together provide a comprehensive explanation of how workplace conditions influence employee motivation and productivity. SDT posits that the fulfillment of basic psychological needs for autonomy, competence, and relatedness fosters autonomous motivation, leading employees to engage in work with greater commitment and effectiveness (Ryan & Deci, 2020; Deci & Ryan, 2000). In organizational settings, supportive work environments enhance autonomy and competence, while peer support strengthens relatedness through collaboration and trust (Van den Broeck et al., 2021; Roussillon Soyer et al., 2021a). Complementing this, OST emphasizes that when employees perceive their organization as valuing their contributions and caring for their well-being, they develop stronger feelings of trust, obligation, and commitment, which translate into higher performance and discretionary effort (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). By integrating these perspectives, this study positions motivation as the key mediating mechanism that transforms supportive workplace factors; work environment, peer support, and organizational support into enhanced employee productivity.

Relationship between Work Environment, Motivation and Productivity

A supportive work environment (WEV) enhances employees' autonomy, competence, and relatedness needs core to SDT (Deci & Ryan, 2000; Ryan & Deci, 2020). Studies show that when jobs provide autonomy, resources, and constructive feedback, employees experience greater need satisfaction and motivation, which leads to higher performance (Roussillon Soyer et al., 2021a; Roussillon Soyer et al., 2021b). A meta-analysis confirmed that need-supportive work environments produce more persistent, self-regulated effort and productivity (Van den Broeck et al., 2016; Van den Broeck et al., 2021). Industry-specific evidence echoes this link: improved physical and organizational conditions increase job motivation and production output (Kaviya et al., 2025). At a policy level, supportive work-life and health policies foster satisfaction and enrichment that feed motivation and subsequent performance (Sharma & Barik, 2024). Similarly, Fleming (2024) emphasizes that autonomy, feedback, and trained managers improve productivity primarily by boosting motivation rather than structural inputs alone. Collectively, these studies affirm that the work environment enhances productivity through the mediating effect of motivation.

Relationship between Peer Support, Motivation and Productivity

Peer support (PSP) fulfils employees' relatedness need, boosting their motivation to engage and persist at work (Ryan & Deci, 2020). Studies during recovery phases show that colleague support stabilizes social-emotional resources and improves job performance (Raffin et al., 2023). In training contexts, both supervisor and peer support enhance transfer motivation, which drives on-the-job application of skills and productivity (Suleiman et al., 2017). Peer support can also influence performance indirectly through organizational commitment and innovative work behavior, especially in innovative climates (Vuong et al., 2023). However, the impact of PSP varies: a scoping review notes heterogeneous workforce outcomes influenced by individual and organizational factors (Bell et al., 2025). Research on collaboration shows that peer support only improves performance when systems like e-collaboration tools and shared norms exist (Karna & Ko, 2013). Supportive climates that build trust and self-efficacy convert PSP into effective learning and performance (Attiq et al., 2017). In sum, peer support tends to exert indirect or conditional effects on productivity, working mainly through motivation, engagement, and commitment.

Relationship between Organisational Support, Motivation and Productivity

Organizational Support Theory (OST) explains that organizational support is conceptualized in this study as employees' perceptions that the organization values their contributions and cares for their well-being, consistent with the Perceived Organizational Support framework developed by Eisenberger et al. (1986). This perception triggers a norm of reciprocity, increasing commitment and performance (Rhoades & Eisenberger, 2002). Studies show that organizational support influences performance through motivation, where internal support mechanisms enhance performance via psychological pathways (Li et al., 2022).

In small and medium-sized enterprises, organizational support improves performance and is strengthened further by job satisfaction (Abdullahi et al., 2025). In public sector settings, support from supervisors drives engagement and learning opportunities, energizing employee effort (Jin & McDonald, 2017). Organizational support is also associated with stronger commitment and reduced job insecurity (Hngoi et al., 2023). Leadership styles that show support heighten engagement when organizational support is perceived as high (Malaeb et al., 2023), while high-quality leader-member exchange reduces withdrawal behavior through support-driven motivation (Wu et al., 2023). Organizational support strengthens person-organization fit and retention (Naz et al., 2020; Yusliza et al., 2021), which preserves motivated human capital. Flexible work practices also enhance need satisfaction, aligning with SDT's motivational logic (Deci & Ryan, 2000). Altogether, these studies confirm that organizational support enhances motivation, which translates into higher productivity. Following these past studies, Figure 1 shows the research model for this study.

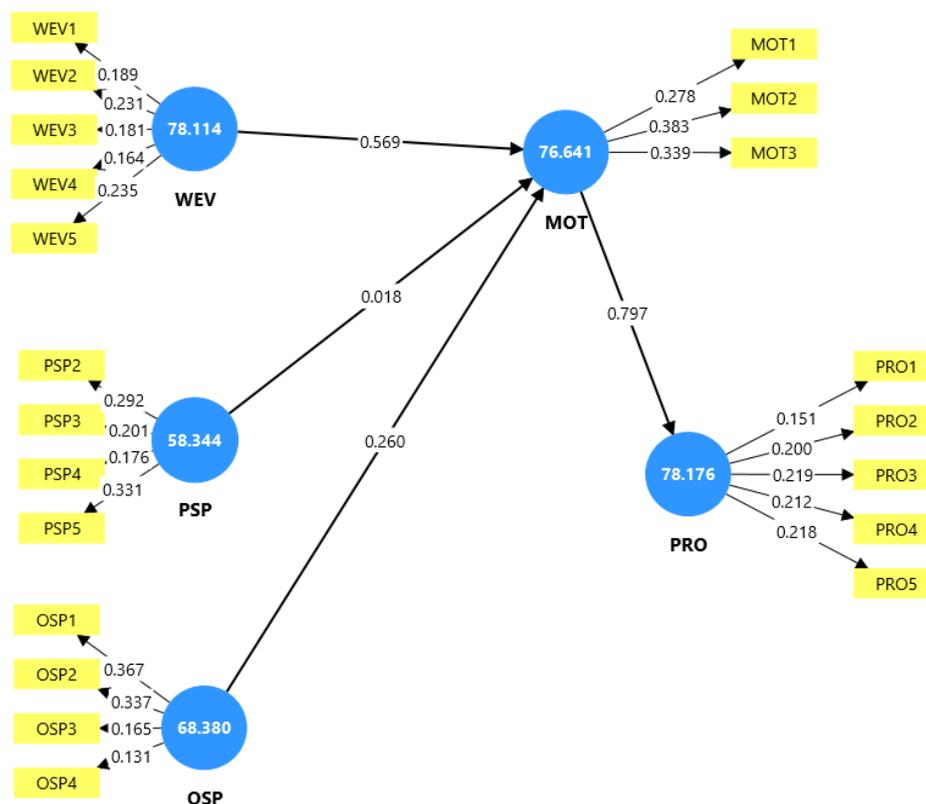


Figure 1: Research model

Notes: WEV=Work Environment PSP=Peer Support OSP=Organizational Support
MOT=Motivation PRO=Productivity

Based on the vast amount of past literature presented, this study presents the following hypotheses:

- H1: There is a significant positive relationship between employee motivation and employee productivity among employees in the organisation.*
- H2: There is a significant positive relationship between organisational support and employee motivation among employees in the organisation.*
- H3: There is a mediating effect of employee motivation on the relationship between organisational support and employee productivity among employees in the organisation.*
- H4: There is a significant positive relationship between peer support and employee motivation among employees in the organisation.*
- H5: There is a mediating effect of employee motivation on the relationship between peer support and employee productivity among employees in the organisation.*
- H6: There is a significant positive relationship between work environment and employee motivation among employees in the organisation.*
- H7: There is a mediating effect of employee motivation on the relationship between work environment and employee productivity among employees in the organisation.*

Methodology

This study sought to assess employees in Malaysia. To achieve this objective, researchers conducted a survey to collect primary data, precisely examining previous research to select reliable and valid measurements. The survey questionnaires were then emailed to selected participants, utilizing purposive sampling due to the unavailability of a comprehensive

population list. A total of 25 variables were scrutinized such as motivation, gauged using a 5-item scale (Ryan & Deci, 2020); work environment assessed with 5 items (Briner, 2010); peer support evaluated through 5 items from Steward et al. (2007); organisational support evaluated using 5 items from Eisenberger et al. (1986) while the dependent variable was work productivity, appraised via 5 items (Bhatti & Qureshi (2007).

A Likert scale featuring four response choices, ranging from strongly disagree to strongly agree, was employed to gauge elements within each construct. Out of 300 surveys disseminated, 233 were collected, resulting in a response rate of 77%, considered satisfactory for employing structural equation modeling (SEM) in data analysis. Of the collected surveys, 200 were identified as clean and suitable for analysis. For data analysis and hypothesis testing, researchers selected the Smartpls4 software, known for its use of structural equation modeling (SEM) techniques. This choice was driven by the software's robust assessment capabilities and proficiency in handling multivariate data analysis, aligning seamlessly with the study's objectives and adhering to the guidelines outlined by Ringle et al. (2022). Smartpls4 proved indispensable in effectively scrutinizing proposed hypotheses and conducting comprehensive multivariate data analysis, facilitating a thorough examination of both measurement and structural models.

Data Analysis

Respondents Profile

A total of 200 respondents participated in this study. The sample comprised 88 males (44.0%) and 112 females (56.0%). This indicates a slightly higher representation of female respondents compared to male respondents. In terms of age distribution, the majority of respondents were between 31 and 40 years old (33.5%), followed by those aged 41 to 50 years (29.5%). Respondents aged 51 to 60 years accounted for 16.5%, while younger respondents below 30 years made up 15.0%. The smallest group were those aged above 60 years, representing only 5.5% of the total. This shows that the sample primarily consisted of individuals in their mid-career stages. Regarding tenure, 22.5% of the respondents had worked for more than 20 years, while another 22.5% had been employed between 5 and 10 years. A further 22.0% reported working between 1 and 5 years. About 15.0% had worked for 10 to 15 years, 13.5% for 15 to 20 years, and only 4.5% had less than one year of employment. This reflects a diverse range of work experience among the respondents, with a considerable proportion being long-serving employees. The educational background of the respondents revealed that more than half (51.5%) held a Master's degree, followed by 24.0% with a Bachelor's degree. A significant portion, 23.0%, had completed Doctoral studies. Meanwhile, only 1.0% held a Diploma, and 0.5% had completed secondary school.

These findings suggest that the sample is highly educated, with the majority possessing postgraduate qualifications. Most respondents (68.0%) were employed in the private sector, while 32.0% worked in the public sector. This shows a stronger representation from the private sector. In terms of employment positions, the majority of respondents (83.0%) occupied non-managerial roles, while 17.0% were in managerial positions. This indicates that the sample largely reflects employees at the operational level.

Measurement Model

This study employed the measurement evaluation technique proposed by Hair et al. (2017) to assess both first-order and second-order measurements. The primary objective was to identify items with loadings below the 0.7 threshold. The examination of construct reliability and validity indicated that all constructs exhibited Average Variance Extracted (AVE) values exceeding 0.5, ranging from 0.596 to 0.764 (refer to Table 1), demonstrating the establishment of convergent validity (Hair et al., 2017). Additionally, composite reliability for all constructs surpassed 0.7, ranging from 0.808 to 0.932, and Cronbach's alpha values were greater than 0.7, ranging from 0.792 to 0.922 (see Table 1).

To ascertain discriminant validity, the researchers initially evaluated cross-loadings to ensure the effective representation and measurement of each construct by its respective items (Table 2). Subsequently, the Heterotrait-Monotrait (HTMT) ratio, a recommended criterion for assessing discriminant validity in Variance-Based Structural Equation Modeling (VB-SEM) (Henseler et al., 2015), was employed. The HTMT ratios for the constructs, alongside the original sample, are presented in Table 3. All values were below the 0.90 threshold, with the highest observed between motivation and productivity at 0.895, suggesting slight conceptual overlap but acceptable distinctiveness, thus affirming adherence to discriminant validity. This analysis further strengthened confidence in the distinctiveness of the constructs and their ability to effectively measure various aspects of the phenomenon under investigation.

Table 1
Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
MOT	0.834	0.851	0.752
OSP	0.792	0.854	0.596
PRO	0.922	0.932	0.764
PSP	0.795	0.808	0.614
WEV	0.904	0.912	0.723

Table 2
Cross loading

	MOT	OSP	PRO	PSP	WEV
MOT1	0.799	0.444	0.567	-0.056	0.528
MOT2	0.923	0.473	0.793	-0.137	0.641
MOT3	0.876	0.447	0.694	-0.077	0.614
OSP1	0.518	0.846	0.5	-0.09	0.442
OSP2	0.481	0.845	0.478	-0.204	0.414
OSP3	0.259	0.686	0.336	-0.149	0.264
OSP4	0.215	0.697	0.227	-0.053	0.237
PRO1	0.54	0.447	0.76	-0.134	0.486
PRO2	0.695	0.497	0.902	-0.13	0.631

PRO3	0.756	0.464	0.908	-0.143	0.68
PRO4	0.725	0.432	0.907	-0.129	0.648
PRO5	0.739	0.495	0.884	-0.135	0.658
PSP2	-0.095	-0.131	-0.135	0.795	-0.127
PSP3	-0.068	-0.103	-0.114	0.793	-0.102
PSP4	-0.061	-0.131	-0.085	0.777	-0.088
PSP5	-0.098	-0.147	-0.131	0.769	-0.119
WEV1	0.576	0.42	0.6	-0.1	0.851
WEV2	0.669	0.445	0.673	-0.112	0.907
WEV3	0.563	0.406	0.548	-0.123	0.83
WEV4	0.496	0.35	0.527	-0.126	0.789
WEV5	0.603	0.358	0.678	-0.151	0.871

Table 3

Hetrotrait-Monotrait Ratio (HTMT)

	MOT	OSP	PRO	PSP	WEV
MOT					
OSP	0.58				
PRO	0.895	0.578			
PSP	0.125	0.198	0.174		
WEV	0.786	0.51	0.775	0.165	

Structural Model

Within this study, the assessment of the structural model involved a concurrent examination of pathway coefficients (β) and coefficients of determination (R^2) using the methodology outlined by Hair et al. (2017). The Partial Least Squares (PLS) technique was employed, utilizing 5000 subsamples to establish the significance level of path coefficients. The results of hypothesis tests, encompassing confidence intervals, path coefficients (beta), associated t-statistics, and p-values, are presented in Table 4. This thorough analysis provides valuable insights into the significance and robustness of relationships among the variables integrated into the structural model.

The hypothesis testing results indicate that motivation (MOT) exerts a strong and significant direct effect on productivity (PRO) with a path coefficient of 0.797 ($t = 18.656$, $p < 0.001$), thereby supporting H1 and confirming that higher levels of motivation are associated with stronger productivity. Organizational support (OSP) was found to positively and significantly influence motivation ($\beta = 0.26$, $t = 2.828$, $p = 0.005$), supporting H2, and its indirect effect on productivity through motivation was also significant ($\beta = 0.208$, $t = 2.79$, $p = 0.005$), supporting H3, which implies that organizational support enhances motivation that, in turn, strengthens productivity. In contrast, peer support (PSP) did not show a significant influence on motivation ($\beta = 0.018$, $t = 0.349$, $p = 0.727$), leading to the rejection of H4, nor did it exhibit a significant indirect effect on productivity via motivation ($\beta = 0.014$, $t = 0.352$, $p = 0.725$), resulting in the rejection of H5, suggesting that peer support does not play a meaningful role in shaping motivation or productivity within this context. Work environment (WEV), however, demonstrated a significant positive influence on motivation ($\beta = 0.569$, $t = 5.593$, $p < 0.001$),

supporting H6, and its indirect effect on productivity through motivation was also significant ($\beta = 0.453$, $t = 5.027$, $p < 0.001$), supporting H7, indicating that a supportive work environment fosters motivation, which in turn enhances productivity. Collectively, these results highlight motivation as a critical mediator that channels the positive effects of organizational support and work environment into strengthening productivity, while peer support does not appear to contribute significantly to this process.

To evaluate the model's capacity for drawing conclusions and offering managerial recommendations, an out-of-sample predictive analysis was conducted using the PLSpredict technique, following the methodology outlined by Shmueli et al. (2016, 2019). Table 5 illustrates the Q^2 forecasts, where values exceeding 0 indicate that the predictions generated by PLS-SEM surpassed the outcomes of standard naive mean predictions. Furthermore, the Root Mean Square Error (RMSE) values associated with the PLS-SEM predictions demonstrated lower values than those derived from the Linear Model (LM) prediction benchmark in one out of the eight instances, highlighting the predictive capability of the proposed model (refer to Table 5). These findings further substantiate the efficacy of the structural model in producing precise forecasts and offering valuable insights for managerial decision-making.

Importance Performance Analysis (IPMA), proposed by Ringle et al. (2022) and Hair et al. (2017), was employed to assess the significance and effectiveness of latent variables in elucidating acceptance. The outcomes presented in Table 6 reveal that concerning the overall impact on productivity, work environment exhibits the most substantial influence (0.569), followed by organisational support (0.26), and peer support (0.018). Regarding performance, productivity achieved the highest score (78.176) on a scale spanning 0 to 100, indicating relatively robust performance. In contrast, peer support garnered the lowest score (58.344), signifying a lower level of accomplishment.

These findings suggest that efforts to enhance the work environment and organizational support should be prioritized to boost motivation and productivity, while peer support, though less important, may need improvement due to its consistently low performance.

Table 4
Hypothesis testing

	Beta	T statistics	P values	2.50%	97.50%	Results
H1: MOT -> PRO	0.797	18.656	0	0.694	0.866	<i>Accepted</i>
H2: OSP -> MOT	0.26	2.828	0.005	0.09	0.444	<i>Accepted</i>
H3: OSP -> MOT -> PRO	0.208	2.79	0.005			<i>Accepted</i>
H4: PSP -> MOT	0.018	0.349	0.727	-0.051	0.174	<i>Rejected</i>
H5: PSP -> MOT -> PRO	0.014	0.352	0.725			<i>Rejected</i>
H6: WEV -> MOT	0.569	5.593	0	0.357	0.747	<i>Accepted</i>
H7: WEV -> MOT -> PRO	0.453	5.027	0			<i>Accepted</i>

Table 5

PLSpredicts

	Q ² predict	PLS-RMSE	LM_RMSE	PLS-LM
MOT1	0.295	0.709	0.76	-0.051
MOT2	0.41	0.606	0.63	-0.024
MOT3	0.374	0.642	0.659	-0.017
PRO1	0.268	0.731	0.742	-0.011
PRO2	0.409	0.635	0.647	-0.012
PRO3	0.436	0.619	0.618	0.001
PRO4	0.397	0.631	0.653	-0.022
PRO5	0.42	0.616	0.627	-0.011

Table 6

Importance-Performance Map Analysis (IPMA)

	Total effect	performance
MOT		76.641
OSP	0.26	68.38
PRO		78.176
PSP	0.018	58.344
WEV	0.569	78.114

Discussion and Conclusion

The findings of this study highlight the mediating role of motivation in linking organizational factors to productivity among employees in both public and private sectors. The results indicate that organizational support and work environment positively influence productivity, but their impact becomes stronger when channeled through motivation, with the work environment identified as the most influential driver. This suggests that providing positive workplace conditions, fair policies, and adequate resources alone is not sufficient; employees must also feel motivated for these factors to translate into higher productivity. Although organizational support contributed to productivity, its relatively weaker performance points to the need for improved recognition practices, transparent career pathways, and adequate resource provision to sustain employee motivation. Peer support had limited influence on motivation and productivity, yet its underperformance suggests potential value in initiatives such as mentorship, collaboration, and teamwork to foster stronger collegial ties.

In the public sector, efforts to reduce bureaucratic barriers, ensure fairness in promotions, and strengthen recognition systems can enhance motivation, thereby improving productivity. In the private sector, strategies such as flexible work arrangements, innovation-driven environments, and competitive rewards can act as motivators that convert organizational support and workplace conditions into tangible performance outcomes. Across both sectors, motivation emerges as the crucial pathway that explains how organizational practices and environments contribute to productivity, highlighting the need for leaders to prioritize motivational strategies that align with institutional goals.

Theoretical Implication

This study holds significance for both theoretical advancement and practical application in the field of organizational behavior and human resource management. From a theoretical perspective, the study contributes to the growing body of knowledge on workplace dynamics by integrating SDT and OST to explain how workplace factors influence productivity through motivation. While previous studies have largely examined the direct effects of work environment, peer support, and organizational support on performance (Fleming, 2024), this research advances existing scholarship by highlighting motivation as a mediating mechanism. By empirically testing this mediation, the study provides deeper insights into the psychological processes that link supportive workplace conditions with productivity outcomes. This theoretical integration not only validates but also extends prior models, offering a more comprehensive framework for understanding the drivers of employee performance in contemporary organizational settings.

Practical Implications

Practically, the study offers actionable insights for managers, human resource practitioners, and policymakers. Organizations often invest heavily in improving work conditions, strengthening team collaboration, and providing structural support, yet fail to see corresponding gains in productivity. This research highlights that such initiatives are most effective when they actively foster employee motivation. By identifying motivation as the psychological engine that translates supportive conditions into performance outcomes, the study provides organizations with evidence-based strategies to enhance employee engagement and productivity. Managers can leverage these findings to design motivation-driven interventions, such as autonomy-supportive leadership practices, peer mentoring programs, and recognition systems that strengthen employees' sense of value and belonging.

Suggestions for Future Study

Future studies could expand this research by examining additional variables such as leadership styles, organizational culture, and employee engagement to gain a more comprehensive understanding of factors influencing productivity in both public and private sectors. Distinguishing between intrinsic and extrinsic motivation as mediators may also provide more clear insights into employee behavior and performance. Comparative studies across industries, job categories, or cultural contexts would help determine whether the mediating effect of motivation is consistent or varies by setting. Longitudinal designs could further strengthen causal inferences by capturing how motivation and productivity evolve over time, while mixed-method approaches combining surveys and interviews could offer deeper perspectives. Finally, future research should also consider the role of digital tools, remote work, and AI-driven systems in shaping the links between organizational support, work environment, motivation, and productivity.

Conclusion

This study concludes that motivation plays a vital mediating role in linking organizational factors to employee productivity in both public and private sectors. The findings reveal that a supportive work environment and strong organizational support significantly enhance productivity when they foster employee motivation, with the work environment emerging as the most influential factor. Although peer support showed limited impact, its low performance suggests potential for improvement through initiatives that strengthen

teamwork and collegiality. Overall, the results highlight that organizational practices and workplace conditions alone are insufficient to drive productivity unless they are coupled with strategies that actively nurture and sustain motivation, making it essential for leaders across sectors to prioritize motivational approaches that align with institutional goals.

Theoretical and Contextual Contribution

This study makes both theoretical and contextual contributions to existing knowledge. Theoretically, this study advances theoretical understanding by integrating Self-Determination Theory (SDT) and Organizational Support Theory (OST) into a unified framework that explains how supportive work environment, peer support, and organizational support enhance productivity through the mediating role of motivation. It extends prior research by empirically validating motivation as the psychological mechanism linking structural and relational aspects of the workplace to performance outcomes.

Contextually, the study contributes evidence from Malaysia's public and private sectors, where productivity issues are often viewed through structural rather than motivational lenses. By establishing motivation as the key pathway through which supportive conditions drive productivity, this study provides a culturally grounded understanding of employee performance and highlights the need for motivation-centered strategies in sustaining organizational effectiveness.

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