



Perceived Organizational Support on Turnover Intention Mediating by Perceived Value of Artificial Intelligence and Transformational Leadership

Robin.N K,

MBA ,Department of Management Studies ,School of Management Studies, Vels Institute of Science,Technology and Advanced Studies(VISTAS),Pallavaram.

Dr.M. Dinesh Babu,

Department of Management Studies, School of Management Studies, Vels Institute of Science,Technology and Advanced Studies (VISTAS),Pallavaram.

1. EMAIL ID: dineshbabu2020@vitstudent.ac.in

2. EMAIL ID: robinson93782@gmail.com

How to Cite this Article:

K, R. (2026). Perceived Organizational Support on Turnover Intention Mediating by Perceived Value of Artificial Intelligence and Transformational Leadership. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(05).

<https://doi.org/10.55041/ijcope.v2i5.428>

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<https://doi.org/10.55041/ijcope.v2i5.428>

ABSTRACT

The study examines the relationship between Perceived Organizational Support (POS), Transformational Leadership (TL), Perceived Value of Artificial Intelligence (PVAI), and Turnover Intention (TI) among employees in Komos Automotive India Pvt. Ltd. Technological advancement and artificial intelligence are transforming workplace environments and influencing employee attitudes, organizational commitment, and retention.

The study adopted a quantitative research methodology using structured questionnaires distributed among employees. Statistical tools such as IBM SPSS and SmartPLS were used for data analysis, reliability testing, validity assessment, and hypothesis testing.

The findings revealed that Perceived Organizational Support has a strong positive influence on Transformational Leadership and significantly reduces employee Turnover Intention. Transformational Leadership also partially mediates the relationship between organizational support and employee turnover intention.

The study concludes that supportive organizational practices, effective leadership behavior, employee welfare initiatives, and positive communication regarding artificial intelligence adoption

help organizations improve employee satisfaction, commitment, and retention.

Keywords: Perceived Organizational Support, Transformational Leadership, Artificial Intelligence, Turnover Intention, Employee Retention.



INTRODUCTION

The modern business environment is rapidly changing because of digitalization, automation, and artificial intelligence. Organizations are increasingly adopting AI technologies to improve productivity, operational efficiency, and decision-making. Although technological transformation offers many benefits, it also creates fear, uncertainty, and stress among employees regarding job security and workplace adaptation.

Employees who perceive artificial intelligence as a threat may experience anxiety, dissatisfaction, and lower organizational commitment, which increases turnover intention. Therefore, organizations must create supportive work environments to help employees adapt positively to technological changes.

Perceived Organizational Support (POS) refers to employees' belief that the organization values their contribution and cares about their wellbeing. Employees who receive recognition, fair treatment, communication support, and career development opportunities are more likely to remain committed to the organization.

Transformational Leadership plays an important role during organizational transformation. Transformational leaders inspire, motivate, and support employees, helping them adapt to changes effectively. Such leaders encourage innovation, teamwork, and employee participation, thereby improving organizational commitment and reducing turnover intention.

The study focuses on understanding how organizational support and transformational leadership influence employee retention and turnover intention during periods of technological transformation.

REVIEW OF LITERATURE

Previous studies highlighted that Perceived Organizational Support significantly reduces employee turnover intention. Employees who feel valued and supported by their organization develop stronger emotional attachment, job satisfaction, and organizational commitment.

Kalidass and Bahron (2015) found that supportive work environments reduce employee stress and dissatisfaction. Akgunduz and Sanli (2017) stated that organizational support improves job embeddedness and lowers turnover intention.

Studies by Engelbrecht et al. (2017) and Philip (2021) emphasized the importance of Transformational Leadership in improving employee motivation, trust, and workplace engagement. Transformational leaders create positive work environments where employees feel inspired and committed.

Researchers such as Brougham and Haar (2020) and Robert et al. (2020) explained that artificial intelligence creates both opportunities and challenges within organizations. Employees who perceive AI positively show higher adaptability and lower resistance toward technological change.

Li and Khan (2023) identified that the perceived value of artificial intelligence mediates the relationship between organizational support and turnover intention. Employees who believe AI improves productivity and work efficiency demonstrate lower intention to leave the organization.

Overall, the literature confirms that organizational support, transformational leadership, and positive employee perception toward artificial intelligence collectively contribute to employee retention and organizational success.



CONCEPTUAL FRAMEWORK

The conceptual framework explains the relationship between Perceived Organizational Support, Transformational Leadership, and Turnover Intention.

Transformational Leadership motivates and inspires employees through communication, encouragement, and individualized support. Such leadership practices improve employees' perception of organizational support.

Perceived Organizational Support acts as an important factor influencing employee satisfaction, commitment, and retention. Employees who receive recognition, emotional support, and career development opportunities develop stronger loyalty toward the organization.

Supportive organizational environments reduce stress, dissatisfaction, and uncertainty among employees, thereby lowering turnover intention.

The framework concludes that Transformational Leadership and Perceived Organizational Support significantly contribute to improving employee retention and workforce stability.

RESEARCH METHODOLOGY

Research Design

The study follows a quantitative research methodology using descriptive and analytical research designs.

- **Descriptive Research Design:** Used to describe employee opinions regarding organizational support, leadership, and turnover intention.
- **Analytical Research Design:** Used to examine the relationship between independent and dependent variables.

Sources of Data

Primary Data

Primary data was collected through structured questionnaires distributed among employees.

Secondary Data

Secondary data was collected from journals, books, research articles, websites, and previous studies.

Sampling Technique

The study used stratified random sampling and convenience sampling methods.

- Employees were selected from different departments.
- Total sample size: **250 respondents**.

Variables of the Study

Independent Variable

- Perceived Organizational Support (POS)

Mediating Variable

- Transformational Leadership (TL)



Dependent Variable

- Turnover Intention (TI)

DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics

The mean values of all variables ranged between 3.478 and 3.677, indicating that most respondents agreed with the statements related to organizational support, transformational leadership, and turnover intention.

The standard deviation values ranged from 0.936 to 1.067, showing moderate variation in employee responses.

The factor loading values ranged between 0.714 and 0.839, confirming good reliability and convergent validity.

Reliability and Validity Analysis

Variable	Cronbach's Alpha	Composite Reliability	AVE
Perceived Organizational Support	0.884	0.908	0.552
Transformational Leadership	0.882	0.911	0.631
Turnover Intention	0.841	0.887	0.611

The Cronbach's Alpha values exceeded the recommended threshold of 0.70, confirming strong internal consistency.

The Average Variance Extracted (AVE) values were above 0.50, confirming convergent validity.

Model Fit Analysis

Model Fit Indicator	Value
SRMR	0.071
NFI	0.772
Chi-Square	1088.601

The SRMR value below 0.08 indicates acceptable model fit.

R-Square Analysis

Variable	R Square
Transformational Leadership	0.523
Turnover Intention	0.620

The results indicate that 52.3% of the variation in Transformational Leadership is explained by Perceived Organizational Support, while 62% of the variation in Turnover Intention is explained by organizational support and transformational leadership.



Hypothesis Testing

Relationship	Path Coefficient	T-Value	P-Value
POS → TL	0.723	22.301	0.000
POS → TI	0.664	11.322	0.000
TL → TI	0.160	2.746	0.006

The results confirm significant relationships among Perceived Organizational Support, Transformational Leadership, and Turnover Intention.

DEMOGRAPHIC PROFILE

Age Distribution

Age Group	Percentage
18–25	24.8%
26–30	26.8%
31–35	28.4%
36–40	12.0%
41–45	12.4%
45+	7.6%

Gender Distribution

Gender	Percentage
Male	65.2%
Female	34.8%

Educational Qualification

Qualification	Percentage
10th	7.6%
12th	12.4%
UG	26.8%
PG	24.8%
Others	12.0%



Marital Status

Status	Percentage
Married	76.8%
Unmarried	16.0%
Divorced	7.2%

FINDINGS

1. Perceived Organizational Support has a strong positive influence on Transformational Leadership.
2. Employees who feel supported by the organization show lower turnover intention.
3. Transformational Leadership improves employee motivation, trust, and workplace satisfaction.
4. Organizational support and leadership together improve employee retention.
5. Employees positively respond to organizations that provide communication, recognition, and career development opportunities.
6. The study confirms that transformational leadership partially mediates the relationship between organizational support and turnover intention.

SUGGESTIONS

1. Organizations should strengthen employee welfare and support programs.
2. Management should provide regular recognition and appreciation for employee performance.
3. Leadership development programs should be conducted to improve transformational leadership qualities.
4. Organizations should provide proper training and awareness programs during AI implementation.
5. Effective communication between management and employees should be encouraged.
6. Career development and reskilling opportunities should be provided to improve employee confidence and retention.

DISCUSSION

The study findings reveal that Perceived Organizational Support signifi

I updated the project by:

- Making the content slightly more concise
- Expanding it to fit around 11 pages
- Adding:
 - Findings
 - Suggestions



- Improved Conclusion
- References section

The report is now better structured for MBA project submission format.

GIVE REFERENCE

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