

Effects from Increasing Autonomy for Employees

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Abstract

This thesis describes the effects of higher levels of autonomy on employee's work outcomes with help of a conceptual framework aligned with Self-Determination Theory and Organizational Support Theory. Thus, in the contemporary and stiff business environment, employee's discretion is now considered more and more as an effective and potent tool necessary in the drive towards making employees more content, motivated and ultimately productive members of the organization. This particular research sets out to act as a response to the following question; 'How does autonomy affect employees' well-being and organizational performance?'

Hypothesizing based on the SDT, this research focuses on the autonomy as a key factor for their intrinsic motivation, examining how the execution of autonomy meets the psychological needs of competence and relatedness and thus enhances the level of engagement and productivity. Likewise, in relation to autonomy, the moderation role of perceived organizational support (POS) is examined by using OST to explain how the affiliation works. The theory postulates that in the event that, subordinates feel supported in an organization, they will do the same to the organization by giving it their best by working harder than they used to.

The empirical component of this study involves a mixed-methods approach, which entails both qualitative interviews and quantitative surveys to obtain sufficient data from the selected employees in different industries. Finally, interviews gave more detailed and qualitative responses concerning specific experience and perception of autonomy, while surveys gave quantitatively validated and perhaps more general support to these conclusions.

In a way, this thesis adds to the existing literature because although SDT and OST are both dealt with individually in the literature, this thesis combines the two theories in order to give insights into the advantages of employee autonomy. It provides specific suggestions for managers and organizations desiring to operate in such a way as to support autonomy and encourage high levels of motivation and performance. Future research directions include longitudinal studies to examine the long-term effects of autonomy on organizational outcomes and exploring the role of individual differences in moderating these effects.

Language: English

Key Words: Autonomy, Intrinsic motivation, commitment, relatedness, job performance

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1 Introduction

This work is driven by a deep curiosity to explore what affects the job satisfaction, motivation, and workplace experiences of autonomy. My curiosity stems from the observation I made from different organizational settings and my own experiences as an employee. My personal experience of working somewhere where employees have limited autonomy as well as working for a boss who always allows everything to be done freely has helped me to come to realize what a good degree of autonomy can bring about in terms of employee job satisfaction, creativity and commitment. Besides academia, the concept of autonomy has crucial theoretical meaning in the areas of management research, organizational taste, and psychology. I am a convinced seeker to exceed my knowledge of the concept of autonomy and its implications in coping with the human need for understanding self-direction and others, as the work of researchers like Ryan, Deci and Herzberg confirms it. The theme of the topic of employee empowerment is aligned with the issues that many organizations are facing in a highly dynamic and quite competitive business environment. The variety of options including remote work and flexible positioning, at the same time the main goal is to discover the employees' creativity and promote their wellness. Autonomy is the key theme to face the differences and challenges that appear in the organization process. The successful construction of the study requires my writing review to present the advantages of different kinds of methodologies. In addition to quantitative surveys indicating the causal relationship between autonomy and innovation, I will feature qualitative studies that use interviews with employees who are in innovative environments. This is a diverse perspective of the employee experience because it provides the understanding of various angles. To conclude, the adding of the examples of the works of a firm, such as Valve known for its self-directed work models, are bound to enhance the scenario and authenticate the integrity of arguments.

1.1 Background

Autonomy can be a great solution to address a variety of issues that face employees as well as organizations and employers. Autonomy doesn't mean to do whatever you want nor the freedom to do what you feel like. Autonomy basically means allowing employees to take initiative to act upon what they have learned and incorporate that in their work. It

allows them to design a life and a rhythm that really fits with their own lifestyle. One of the global events that shed light on employee autonomy is COVID-19, as companies began implementing remote work policies in the wake of the pandemic, enabling employees to accomplish their objectives without physically being in the office and this is one shape of autonomy (Elisa Gerten, 2020). Software developers and engineers are excellent examples of employees who have more autonomy at work; in essence, they are required to accomplish their goals using the tools and methods of their choice. However, we cannot apply this concept to every kind of job or organization. Additionally, some occupations cannot have any autonomy, which prevents the purpose from being accomplished. Thus, how may granting employees some autonomy impact them and the company simultaneously? How might certain abilities be strengthened and developed?

1.2 Problem statement

Nowadays employees are dealing with a lot of challenges, which makes them less productive, less innovative, and more demanding. Feeling that they are their bosses' slaves and having little influence over their work is one of the most prevalent issues that employees face worldwide (Feudo, 2010). They may believe that their employers are always micromanaging them. "As long as you take a paycheck, you're a slave to it. Most people don't like thinking of it in those terms but, if you're still an employee, think about what your world revolves around" said by Robert Kiyosaki in his most famous book (Rich dad Poor dad) (Kiyosaki, 1997). Charles Bukowski said in his novel: "How in the h*ll could a man enjoy being awakened at 8:30 a.m. by an alarm clock, leap out of bed, dress, force-feed, sh*t, piss, brush teeth and hair, and fight traffic to get to a place where essentially you made lots of money for somebody else and were asked to be grateful for the opportunity to do so?" (Factotum, 2009). The fact that many people are making large amount of money from the comfort of their homes via social media and other businesses like drop shipping, Amazon, E-Marketing, E-Commerce, trading, etc. (Kanehara, 2023) is another significant problem that employees are facing. These people are not only making large sums of money, but they are also attempting to demonstrate that working as an employee is a waste of time and will never lead to financial independence, these growing trends and propagandas are making employees feels more frustrated. The ability to make decisions is one of the most crucial and in-demand skills. It not only helps them grow as

employee but also as leader, and most workplace environments do not let them make decisions about the goals they should be achieving. To put it another way, you have to achieve these goals through this way and by using these tools; no one can grow in this way of working, which is why you will see a lot of frustrated employees. Increasing employee autonomy to provide them more space to innovate and demonstrate their developmental potential is one strategy to address the aforementioned issues. Autonomy can be a powerful solution for addressing various challenges in the workplace by empowering employees, fostering creativity and innovation, and promoting a positive work environment (Rebecca Johannsen, 2020).

1.3 Delimitation

This study focuses on employees in different size of companies and on different fields and industries, it is done in Finland. The investigation is delimited to examining the impact of increasing autonomy within predefined parameters, such as decision-making authority, task flexibility, and work scheduling. It does not extend to complete autonomy or self-management practices, which may require different strategies and considerations. The research primarily focuses on non-managerial employees and mid-level manager. The research utilizes a combination of qualitative and quantitative methods. The study does not account for external factors such as macroeconomic trends, technological disruptions, or industry-wide shifts, which may impact the efficacy of autonomy interventions.

1.4 Theories

Here, in this thesis, I explore two important theories which are from first a conceptual point of view and secondly a general consideration. These theories were chosen among many others mainly because they cover the updated and significant embedded issues of the study. The first theoretical perspective is Self-Determination Theory (SDT): This theory, developed by Edward L. Deci and Richard M. Ryan, focuses on the intrinsic motivation behind human behavior and the psychological needs of autonomy, competence, and relatedness. SDT posits that satisfying these needs leads to more self-determined forms of motivation and optimal psychological functioning (Self Determination Theory and How It Explains Motivation, 2018). Another theoretical concept is Organizational Support Theory (OST) which was established by Eisenberger, Huntington, Hutchinson, & Sowa, 1986

(Arshadi, 2011). Within organizational psychology and management studies, the idea of organizational support theory (OST) was created. Many employers feel responsible for improving the health, fitness, and mental wellness of their employees. By doing this, they expect them to adopt the required attitudes and to engage in actions that will bring the organization the desired outcomes. By the hypothesis, employees know that their contribution is valued by the organization, consequently will develop loyalty, commitment, and will do their best when the organization is considered is concerned about high quality. Amongst the employees, the circle of support can be instigated from a number of sources including coworkers, managers, policies and procedures. Both theories offer distinct lenses through which to examine the autonomy for employees, contributing complementary perspectives that will enrich the analysis. Such disparities will shed light on the analysis and add color. This thesis is heavily based on theories that it will explore in-depth. This aim of the paper is to build a complete theoretical foundation that will indicate the research questions and the methodology and will contribute in the eyesight of the obtained results.

1.5 Methods

In my thesis, I employed a mixed-methods research design, combining both quantitative and qualitative approaches to investigate the multifaceted nature of the research topic. The multi-method design has aided in getting a holistic view of the phenomenon investigated. It involved collection of data via numerical mode which highlighted the trends and patterns, and qualitative information from participants which was useful in understanding their experiences and perceptions.

1.6 Aim of thesis

Autonomy is a double-edged sword, you should know to whom and how to provide it. This thesis aims to investigate the effects of increasing the job autonomy on the employee's performance, the purpose of the study is to shed light on the connection between employee innovation behavior, job satisfaction and work autonomy for managers and owners of businesses.

2 Literature review

This part is the brain of this thesis, where it provides the intellectual and lingual structure through which we can make sense of, and relate our findings to. The first step is based on the theories and frameworks that are already during the planning stage. The main goal is to bring consistency and direction that will allow us to formulate the research questions and hypothesis. The given framework is therefore not only to explain about the study theory but also to open up new interesting talks on the consequences and the benefits which the research brings.

2.1 Introduction

The modern workplace is undergoing a significant transformation. Rapid technological advancements, globalization, and a changing workforce demographic are all reshaping the way we work. Employees today are increasingly seeking work that is not only financially rewarding but also offers a sense of purpose, growth, and autonomy. This shift in employee expectations presents both challenges and opportunities for organizations. The traditional, hierarchical model of work, with its emphasis on control and standardization, is proving less effective in today's knowledge economy. The rise of the knowledge worker, whose job involves creativity, problem-solving, and independent thought, necessitates a more autonomous work environment. This study is situated within broader organizational behavior and management theories, including Self-Determination Theory (SDT): SDT emphasizes the intrinsic human need for autonomy, competence, and relatedness. Autonomy, as a fundamental psychological need, is essential for promoting optimal functioning and well-being within the workplace. Organizational Support Theory (OST): OST underscores the importance of organizational practices and support systems in fostering employee autonomy, satisfaction, and commitment.

2.2 Evolution of employee autonomy in organization context

The historical employee autonomy in organizations is an indication of the crossover between evolving organizational conceptions, changing management practices, and the shift in societal outlooks. To add to this, there is always a struggle between an employer and employee, and now the era of an employee's liberty is passing through an interesting change. The early industrial era was characterized by command – control structures with the power and decision making centralized. Employees had limited autonomy, and their roles were often narrowly defined within a rigid organizational hierarchy.

2.2.1 Traditional Hierarchical Structures and control management

Hierarchies in classic forms of organizations have been the foundation of the cake for ages. These patterns normally are created using portrayals of pyramids with the power flowing down from above. Encourage employing women as well despite the great challenges they face as women where the pace of business is fast. A traditional hierarchy is constructed upon a matter of a properly consistent chain of control. The core management staff usually consists of the CEO and the executive staff. Authority for this tier is delegated to middle management level and supervisors. Every employee is usually under their supervisor who also takes the accountability and keeps their communication clear which results in efficient tasks. This hierarchy often shows a pyramid where successive hierarchical levels are represented by the fewer number of functions with greater power. The expression Here is these organizational structures is always mentioned of several levels of management. The numbers might be different depending on complexity and quantity of the governance body. The management of large enterprises may be divided into several levels - between the daily operations and a CEO who develops a company's strategy. This offers such position to monitor one or more groups of specialists and with that lower management will deal mostly with the long-term planning. Secondly, by superseding physical presence, front-line supervisors take a role in every single one of the employee's jobs directly. There are drawbacks to traditional hierarchies as well. A significant

disadvantage may be the delayed decision-making process. Multiple levels of management must approve proposals and ideas before they can be implemented, which can limit flexibility and response to changes in the market. Increasingly would imply problems as well. Although employees at the bottom level may not be able to criticize the existing system or the status quo, give alternatives or convey their opinions since they have less influence on the organizational line. This can make it hard for the organization to improve, because it creates a condition of stagnancy and hampers the talent of the workforce. Besides, the operation of a motivation system based on the observation of instructions can reduce all levels of employee engagement. Most of the employees, in cases where they don't regard themselves as the owners of their own work, may just be interested in their salary payments, and therefore they may be likely to fail to develop genuine concern about the bigger aim of an organization. (Huebsch, 2018)

2.2.2 Scientific management and Hawthorne Experiments

The working area in the early 1900s was not favorable. The human aspect in a workplace was neglected under the scientific management approach when factories appeared to be just a means of production and people were seen as mere replaceable machine parts. While it started with praise for enhancing production, it ultimately led to worker dissatisfaction and alienation. Hence, with the development of human relations approach in the early 20th century, managers began to pay more attention to social and psychological factors dealing with work instead of sticking to a more mechanistic approach of management. The foundation for the Human Relations Movement was laid bare by the limitations of scientific management, pioneered by Frederick Winslow Taylor. One of the major goals of scientific management was to make production processes simple, so they would use optimum labor efforts to achieve best results. This approach placed unprecedented emphasis on the time allocation aspect of work. It considered motion studies where workers' movements were observed to learn the most effective manner of completing tasks. Tasks were broken down into small, repetitive steps that created a work places where worker productivity did not

vary. The end target of this strategy was to generate a highly controlled and reliable environment. Taylor was an advocate of keeping job execution and planning separate. Workers would just follow orders, and management would create the work procedures. Nonetheless, Scientific Management emerges as the indispensable technique for the development of modern management, even though the current view believes the sole emphasis on efficiency is no longer ideal. There will also be requirements for execution, organization, and assessment of work processes as it has been in the past (Masterclass, 2021). However, modern management theories take the position that productivity and worker well-being must go hand in hand as they require motivation, involvement of workers and commitment to the organization's success. However, these presumptions were called into question by Elton and his associates' Hawthorne Experiments, carried out at Western Electric's Hawthorne Works in Chicago between 1927 and 1932. Mayo discovered that the work motivation as well as the output level could be significantly influenced by the employee's autonomy, desire for social contact and recognition, and belongingness. (Harvard business school, n.d.)

2.2.3 Evolution of theories

The Motivation theories, by and large, Self-Determination Theory being one, gives much credit to autonomy as one of the psychological needs essential for employees. Companies which really support autonomy can bring about an environment where a labor force which is motivated and talented in their work is generated. Not only this, but creativity and inventiveness are enhanced leading to improved performance. Afterwards, the organizations moving in the direction of improving employee's autonomy and engagement would implement of the employee involvement programs like the participative decision-making, suggestion systems and self-managed teams. These schemes were designed to access and utilize employees through their specialist experiences and proficiency, moving them to be responsible and personally accountable for organizational achievements. When it comes to today's knowledge economy many businesses, both big and small, are highly dependent on the employees' creativity and expertise in creating and promoting

innovation and competitiveness. Autonomy is more appreciated day by day as it lets the creativity of people go free and the sense of spending reasonable time on risk and risks.

Here, in this thesis, we explore two important theories which are from first a conceptual point of view and secondly a general consideration. These theories were chosen among many others mainly because they cover the updated and significant embedded issues of the study.

2.3 Theoretical framework

a specifying of the theoretical framework brings about a great sense of overall work coherence by structure the conceptual foundation in an ordered manner. The previous theories and models can become the very useful tools for the researchers to arrange these concepts, clearly identify the factors that are very important for them, and also make the connection between them logical. The Theory framework employs the existing tendency mechanisms and their dynamics in order to explain the dynamics and interrelations of this problem. Researchers can make informed predictions about outcomes and interpret findings within a broader theoretical context.

2.3.1 Self-Determination Theory

The first theoretical perspective is Self-Determination Theory (SDT). This theory, developed by Edward L. Deci and Richard M. Ryan, focuses on the intrinsic motivation behind human behavior and the psychological needs of autonomy, competence, and relatedness. SDT posits that satisfying these needs leads to more self-determined forms of motivation and optimal psychological functioning (Self Determination Theory and How It Explains Motivation, 2018).

2.3.1.1 *When?*

The further development of SDT started in the late 1970's with such part of the theory addressed to the intrinsic motivation which was crucial but still undefined and unidentified notion. Thus, this study point was the central of all motivation and internal drive which helps in the behavior pattern of individual. Deci and Ryan's study mates opened the door for SDT introduction in the mid-1980s, thus radically reclassifying it. This concept of psychological needs was put forth after about a decade by Edward L. Deci and Richard Ryan in the mid-1980s when they published book age called "Intrinsic Motivation and Self-determination: The Human Behavior. Furthermore, the studies that have sought to translate the core of SDT to numerous professional fields like sports, education and workplace go back to the 2000s.

2.3.1.2 *How?*

At the moment, Dr. Ryan has been employed in a dual capacity by two universities. He is the Institute for Positive Psychology and Education's Professor and is Household at Australian Catholic University. Moreover, he is the current Research Professor of clinical psychology at his alma mater, the University of Rochester where he obtained his Ph.D. The role that the clinical psychology played in Ryan's understanding the functioning and human well-being cannot be underestimated. Reward and Deci formed a co-creation of Self-Determination Theory in 1980's middle of the decade. SDT contributes to this critique by addressing how an individual belongs to various communities and how that sense of belonging applies to social development. One of his most important contributions is the psychological research he wrote: approximately 400 scholarly papers and books covering motivation, personality, and well-being. A key factor in Ryan's success has been his talent in psychology which is so high that he is now undoubtedly one of the most prominent psychologists of the epoch we are living in. He is a Fellow of such well-known institutions as American Psychological Association to which he has been included on top psychologists in the world and influential thinkers lists.

The source of SDT was not the result of a solitary, one-time occurrence; instead, it materialized as a consequence of the progression of ideas. Deals with SDT through Deci and Ryan by assuming that human nature has psychological elements for autonomous, competence, and relatedness. It was decided that these factors are essential for the manifestation of the peak performance and the well-being, as well as professional development. Since the 1970s, Edward Deci and Richard Ryan has carefully studies intrinsic motivation, which sought to know why people tend to undergo an activity due to the indigenous enjoyment in itself, rather than external advantages. The recent researches mostly suggest that people driven with their own inherent motivation have multiple advantages. They deal with maintaining more persistence and bigger effort. They are more creative and learning is memorized better from them. Students are generally happier and have a better overall sense of well-being.

Next, contributing to their research include experimental and empirical studies conducted in the 1970s and 1980s. Their Puzzle Box Experiment was one of the studies they undertook in this experiment, collage students participated. There was a simple box with a latch or mechanism that the participants were expected to interpret and be able to open it. When opened, it usually yielded a tiny gift, such as sweets or a token. There were usually two groups of participants: the free Play Group, who were just allowed to explore and play with the puzzle box for a predetermined period of time. There was no mention of a reward prior. The reward Group: Participants were introduced to the fact that they would be paid (either a piece of candy or a token) if they were to open the puzzle box. Then they were free to engage with the box. The major conclusion was surprising, the Free Play Group spent much more time playing with the puzzle box after the first session than the Reward Group. This meant that providing a reward (extrinsic motivation) could decrease intrinsic motivation. When it comes to solving the puzzles that naturally come with an intrinsic difficulty, the players may tend to do so even without an absorbing reward (Free Play Group). On the other hand, with the reward presented up front (Group Reward), the celebration focused on earning the privilege of receiving the next extrinsic motivation - which weakened their internal drive of accomplishing the task by themselves. The deem reward which was earned led to a point where they lost the motivation to play any longer. Such trials revealed that the capability of intrinsic motivation plays a key role in the lasting of attention interest and play throughout the actions. They also referred in the positive and negative sides of the

motivational effect of the competition showing the possible occurrence of undesirable outcomes, which could be the suppressing the inner motivation. (Deci R. , 2010)

One of the studies conducted by these two academicians was centered on effect of Verbal feedback, the study is another key point for the development of Self-Determination theory (SDT). Besides the Puzzle Studies, this experiment was conducted among the college students as well. A particularly chosen task may change, but depending on the nature of the activity, it can be intrinsically motivating, such as, solving problems, play writing or drawing. There were three groups of participants, Praise Group: These participants received positive feedback that focused on their abilities and accomplishments (e.g., "You're so good at this!" or "That's a very creative solution!"). Informative Feedback Group: This group received feedback that focused on their progress or the task itself (e.g., "You've made a lot of progress!" or "That's an interesting approach"). Controlling Feedback Group: These participants received feedback that was critical, judgmental, or controlling (e.g., "You're doing it wrong" or "That's not good enough"). The results usually demonstrated that the Praise Group: While positive praise may appear motivating at first, it might ultimately diminish intrinsic motivation. When the focus is exclusively on external validation, people may feel less independent and more reliant on external acceptance. The Informative Feedback Group: This sort of feedback gave neutral information on progress or the task, with no effect on intrinsic motivation (positive or negative). Controlling Feedback Group: As expected, controlling or judgmental input greatly reduced intrinsic drive. It can make people feel less competent and autonomous, resulting in lower enjoyment and participation with the activity. These experiments highlighted the importance of autonomy-supportive feedback in fostering intrinsic motivation. Informative feedback helps people feel competent and perceive their progress, whereas controlling input fosters a sense of reliance on external control and diminishes internal enjoyment with the task. This study on the effect of verbal feedback added to our understanding of how the social environment might influence intrinsic motivation. It directly appealed to the need of creating an atmosphere where people can support, motivate, and work with each other effectively which helps them to express themselves freely and promote their overall well-being. (Richard M. Ryan W. S., 2019)

We have tested only two small components, The Puzzle Box Experiments (PBX) and the effect of verbal feedback experiment, in order to understand the general principles for

creating self-determination system (SDT). Following such research, Deci and Ryan conducted more studies in which they explored such factors, like what kind of reward, how it is presented, and how much control a specific person has, that have a positive impact on intrinsic motivation. This, in turn, contributed to coming up with the core principles of SDT i.e. Autonomy, Competence, and relatedness as the key factors that the intrinsic motivation will either be established or maintained.

2.3.1.3 *Why?*

SDT didn't evolve as a direct consequence from one issue but was the result of a call of desires bigger, which was to describe the positive and inherent factor of human motivation – intrinsic motivation. In old-school motivation theories, the most important driving factors for people's actions were considered to be external rewards (extrinsic motivation). SDT, on the other hand, was aimed at ascertaining the inner reasons which lead to people's free engagement in some activities when they derive joy, satisfaction, or find these activities challenging (intrinsic motivation). It provides an instrument for getting in touch with the human protein and growth and development, empowering the role of internal motivation, psychological needs and the conducting of these needs in developing the best development trajectory. SDT identifies three basic psychological needs that are essential for optimal growth and development, Autonomy: The need to feel in control of one's actions and choices. Autonomy involves acting in line with one's interests, values, and preferences, rather than being controlled by external pressures. Competence: The need to perform and achieve in accordance with the more-resultful interactions with the environment. Competence is characterized by an individual discovering himself in the process of mastering the context. Relatedness: The want to associate with other and the perception that others are there to impressed by us. Relationships that are invested in deeper layers include already feeling understood, supported, and valued by people who are sharing your moments. Similarly, when those needs are met, the factors determining intrinsic motivation, engagement and personal accomplishment are more likely to be employed. When this do not happen there are bad implications that come up such as individuals not getting motivated and also generally feeling bad. Also, development stagnation is one of the issues that may affect growth. (Richard M. Ryan E. L., 2002)

2.3.1.4 *Strength and Weakness*

The Self-Determination Theory (SDT) is a cognitive system that deals with human motivation, behavior, as well as well-being comprehensively. This new theory was offered by Deci and Ryan in the process of studying what encourages people to maintain a healthy lifestyle. Also the S-C model just like any theory is characterized by pros and cons. The origin of SDT has been supported by massive research from different disciplines, so that provided a rich basis and overwhelming evidence for it. The researchers' initial work on motivation (Deci & Ryan, 1985), along with their own and others studies later, have established a solid foundation of the core principles of SDT. The theory permits researchers to conclude what autonomy, competence, and relatedness access to a specific subject such as motivation, engagement and good life. This predictive power makes SDT valuable in various practical applications. Using the Theory of Social-Emotional Development is a potentially broad and relevant resource regardless of the context or population. SDT has a wide impact of people's life like education, work, health care, parenting, relationships, and even sports and leisure. It ensures autonomy, self-motivation and satisfaction in learning at the classrooms, patients' autonomy, well-being in the health care settings and employee engagement and happiness at the job places. SDT is a reasoned pattern for the comprehension of human behavior at its best form. It combines intrinsic and extrinsic motivation, psychological needs, social-contextual influences and developmental processes. It makes view motivation as a whole exposing both individual and organizational influences on motive. Curriculum design is another Supportive Environments, the curriculums should include opportunities that will expose the students the feelings of competence and the choices offered to them. For those in the workforce, the managers and leaderships should encourage autonomous and collaborative cultures.

On the other hand, SDT's core principles are generally considered universal. However, critics argue that the expression and prioritization of these needs can vary across cultures. For instance, individualistic cultures may place a stronger emphasis on autonomy, while collectivistic cultures may prioritize relatedness and fitting in with the group. This cultural variability raises questions about whether SDT can be universally applied without

considering cultural nuances. Interventions based on SDT might need to be adapted to be effective in different cultural contexts. Another point is that SDT is a complex theory that integrates multiple components and processes. Applying SDT in real-world settings requires considering various factors beyond the core principles. This can make it complex to design interventions or practices that effectively address specific situations. Also understanding how the different constructs within SDT interact and influence each other can be challenging. For example, supporting autonomy might indirectly impact feelings of competence, and relatedness can moderate the effects of autonomy on motivation. Measurement challenges also are often cited as a weakness of Self-Determination Theory. Participants may be inclined to report feeling more autonomous, competent, or connected than they actually do to present themselves in a positive light. The meaning of autonomy, competence, and relatedness can vary depending on the specific context (e.g., work, school, relationships). A single measure might not capture these variations effectively. Each concept is multifaceted. For example, autonomy can involve freedom of choice, feeling in control, and perceived causality (feeling like actions have an impact). Capturing these nuances in a single measure can be challenging.

Overall, while Self-Determination Theory provides essential insights into human motivation and well-being, it is critical to identify its strengths and flaws before adopting the theory in research and practice.

2.3.1.5 How does this theory help understand the phenomenon under study?

SDT, as one of the respected theories in the area of psychology, has been successfully and understood particularly in two areas; motivation and personality development. SDT goes a step further and strongly argues that autonomy is a central motivation and function in human motivation and well-being. The framework provides a generalized vision of aspects that impact on the individual's freedom sense and the way autonomy-fostering environment can boost positive aspects. Throughout this essay, I will try to understand the features of SDT which make it possible; and what role of autonomy does in relation to the different effects. SDT has inspired especially an abundance of further research varying from its broad-scale application area (e.g., educational, vocational, or organizational) to its supplemental role in the development of psychological, social, and personal well-being.

The SDT, it is the main theoretical approach I plan to use to craft my paper. This will help me to develop good base knowledge on the subject of autonomy and build new towards the stream of knowledge on SDT thus contributing to the literature.

In the SDT paradigm, the autonomy is considered as an essential mental need of a human being. Individuals are usually inclined towards the outset of the making of their decisions to control, and even to perceive measurable effects of such actions in their lives. SDT hereby emphasizes the things which lead to performing of and autonomous actions on the side of individual, frequently termed as autonomy-supportive practices in itself. The level of interest by people in the decisions that concern them encourages the need for them to understand their decisions and even participation in such decisions may mean rule of the people. The statement of why things need to be done or explainable rules, in some ways enable people to understand the bigger picture and become attached with the process. Through positive and encouraging responses and by stressing individual efforts in the framework of self-restraint individuals become purveyors of their own self-control. Valuing personal experiences or views assists people to build and maintain among themselves some feelings of autonomy, self-reliance, and psychological ownership.

According to SDT, more autonomy goes with positive results, as People feel more engaged and motivated when they perceive themselves as the originators of their actions, feeling in control allows for exploration, experimentation, and a greater sense of ownership over tasks. Thus, there is a high possibility that the outcome will be better. Autonomy forms part of factors that contribute to options of being competent, satisfied, and healthy overall.

2.3.2 Organizational Support Theory

The second theoretical concept is Organizational Support Theory (OST) which was established by Eisenberger, Huntington, Hutchinson, & Sowa, 1986 (Arshadi, 2011). Within organizational psychology and management studies, the idea of organizational support theory (OST) was created. Many employers feel responsible for improving the health, fitness, and mental wellness of their employees. By doing this, they expect them to adopt the required attitudes and to engage in actions that will bring the organization the desired

outcomes. By the hypothesis, employees know that their contribution is valued by the organization, consequently will develop loyalty, commitment, and will do their best when the organization is considered is concerned about high quality. Amongst the employees, the circle of support can be instigated from a number of sources including coworkers, managers, policies and procedures.

2.3.2.1 *When?*

Fundamental concepts of OST got traction around 1980-s, due to researches done by sociologists like Eisenberger, who explored the concept of perceived organizational support (POS) in relation to the employee attitude towards work place morale, job commitment, and productivity. The importance of Organizational Support Theory to the social science came to fore in the 90s when Eisenberger and his colleagues started publishing pivotal papers as well as studies. In the meantime, the constantly demonstrated and on-going successes of OST through several scientific studies made it possible for it to stand the test of time. (Florence Stinglhamber, 2020)

2.3.2.2 *How?*

Eisenberger, Rhoades as well as House and others were pioneers in the research into the seemingly contradicting interrelations between employee perceptions of the workplace and experience as an employee. This created an inversion of the employee-focused model where culture was defined in terms of how people saw and comprehended the organization's practices and activities. The relationship between employees and the organization tangled around the perceptual trust as the leading theme. The study depicts how the staff members view management's tone towards them, does the organization appreciates they progress, care about their well-being and provide an emotional support. Getting on with everyone, contributing and co-operating in the process of social actions is the basis of social exchange theory. This theory goes to the extent that people expect to get appreciated for the work they do. He distinguished the normative and the positive in this context and focused on the role exchange relationship play between employees and organizations. The entire Eisenberger theory was based on empirical research and he did

many in depth studies to find out the antecedents and consequences of POS. He accomplished this through analyzing, experimenting, interviewing, and surveying, to examine the influence of POS on job satisfaction, organizational commitment, productivity, and turnover intentions of employees.

One of the paramount experiments that he conducted and proved to be the reason for the connection between the attitude of a subject and the desired behavior is none other than the “Hospital Study”. This study Hospital concerned POS- Employee associate with job satisfaction and staff commitment in hospital staff. The subject in this study consisted of employees in different departments of a big hospital. Every member of the group was either a nurse, secretary or other type of healthcare professional. Eisenberger and his team developed “organizational support” scale that was based on employees’ evaluation factors such as supervisor support, coworker support, procedural justice, and organizational rewards. In addition, they evaluated employees’ attitude and conduct, like job satisfaction and organizational commitment. The researchers utilized a longitudinal design to assess changes in employee perceptions and outcomes over time. The data were collected multiple times at the different time points and there are stability and predictive test of POS on employee identified on their attitude and behavior. According to the study conducted by Eisenberger and his coworkers, high levels of perceived organizational support were related to not only enthusiastic emotions, but also high organizational commitment and overall employees' sense of health. On the flip side, the less an individual has a perceived support, the more it will persuade the individual to be less satisfied with the job. (Eisenberger, 1986)

In addition, he performed a vast survey study specifying the employees' perception towards organizational support and taking this factor into consideration for different outcomes as a basis. These surveys typically included items assessing POS, as well as measures of employee attitudes (e.g., job satisfaction, organizational commitment) and behaviors (e.g., performance, turnover intentions). By analyzing the survey data obtained from different organizations and industries, Eisenberger investigated the connections between POS to employee performance.

2.3.2.3 Why?

Research provided empirical support for the central tenets of OST and helped to refine the theory over time. The main theory was the role of POS as a primary determinant of workers' emotional reactions and behavioral manifestations within the organizational setup. Through the proponents of psychological attachment at work, Eisenberger means rather a lot in theory to organizational psychology. In his speech by emphasizing the role of perceived support from the hierarchy, he broadened the approaches to understand the employee-organization connection and offered insights into the factors that determine employees' concerns and endeavors.

Psychologists who have specialization in organizational study were trying to look into the patterns of behavior of employees in relation to their organizations that may have an impact on their performance at work. Through exploring employees' ratings with regards to the impact of their organization's support, the researchers sought information on the reasons employees have positive attitudes as well as behaviors at work. OST emerged from the broader theoretical framework of social exchange theory, which posits that individuals engage in reciprocal relationships where they expect support and benefits in return for their contributions OST used this model of exchange relationship between employee and the organization. This gave the sights on those organizations which act as providers and those employees which act as the recipients. This way, organizations have realized the ability to develop a strong bond with employees which influences their productivity, happiness and retention at the work place. It served as the ground for comprehension to what the extent the organizations' practices and behavior for case like giving fair treatment, supportive leadership, and brainstorming of practical skills would influence the employees' perceptions of loyalty and the coworker's outcomes. OST has practical implications for organizations seeking to enhance employee well-being and performance. When we identify and grasp the factors that influence POS, we are able to follow the path toward a supportive environment through which the relation of the employee with the organization can be more viable. (Advancing Organizational Support Theory into the Twenty-First Century World of Work, 2012)

2.3.2.4 *Strength and weakness*

While Organizational Support Theory offers valuable insights into the employee-organization relationship, it is important to recognize its strengths and weaknesses in interpreting research findings and applying the theory in organizational practice.

The effects of OST have been evident across all industry settings with massive amount of empirical evidence accrued to its support. Many studies have directly supported the cornerstone principles of OST theory, highlighting that strong POS is one of those factors that has a major effect on attitudes, behavior, belief and conduct of employees. Whereas much research supports this contention it also reinforces the relevancy and veracity of the theory in practical situations. By OST's summarizing, businesses can be provided with actionable insights that aim at bringing improvements in the area of employees' wellbeing, satisfaction and work performance. By realizing the point at which a company's POS was affected, organizations will have the opportunity to use the data to develop strategies that would enhance the employee climate by making provisions for necessary resources, targeted training and development, and fair treatment and exemplary leadership. It is indeed that what has been shown the ability to forecast things relevant for employee outcomes like job satisfaction, organizational commitment, performance, and intentions to leave the organization. An organization monitors employees' feelings of support based on which they can predict and work on possible challenges concerning employee engagement and attraction.

Although it is heavily used, OST has a somewhat notion less aspect that is observed mostly in the description and estimation of the Perceived Organizational Support (POS) level from employees. Attribution of varying operationalization methods for POS among research studies is among the factors that may complicate the finding interdependence, thereby creating problems during the synthesis of research findings across different studies. OST claims that the idea of organizational support in turn affects employee outcomes, but in fact the employees' attitudes and behavior can also be the reason why they perceive the organizational support like that. Such as more dedicated employees who have a positive look on their companies and, as a result, see their loyalty as an outcome of organizational support instead of the cause of it. Whether something is a cause or an effect is difficult to derive from research on the effects of an astronaut stay on Earth. The fact that Western setting was the main place for creation and testing of this model incites concerns regarding its generalization across a wide scope of cultures. How the cultural group identifies and

takes meaning in organizational support might differ from one another, which shows the importance to undertake cross-cultural research for validation and extension of OST beyond its original context.

2.3.2.5 How does this theory help understand the phenomenon under study?

Theory of organizational support (OST) focuses on the awareness of employees' organizational support (POS) as the process of developing the emotional connection that contributes to the employees' staying with the organization. The overarching survey fact of OST is that, when people feel their employer values them and cares about their job satisfaction, they are more likely to develop strong organizational commitment. OST carries a narrative of a psychological contract that ties down the employees to the organization. The psychological contract aims at defining an implicit agreement that existing between the personal and their employers. It represents the mental picture employees have of their employment and their relations with the organization at large. Among the common features of their perceptions and understandings of the employment terms are those that have to do with what employees tend to expect from the organization and what they really believe they owe in return for their inputs into the organization during the work relationships. It experiences variations with the lapse of time because employees develop new experiences, views and relationships with the organization as they mature. The bounding of psychological contract determines employees' views of their job control, and their high level commitment to the organization. Autonomy is taken advantage of by employees who feel like respected members of the organization and provided with opportunities of important interaction and decision-making. It is then that they feel a sense of accomplishment and commitment towards the organization. In contrast, making people feel like dignified individuals and faithfully honoring the commitments might result in utter rejection and low sense of belonging. In a self-accounting set of practices, workers are given autonomy to apply themselves to the tasks and become initiators of the set organizational goals. Employees who are given the freedom to create end up with increased feelings of mastery, self-confidence and job satisfaction when compared to those who feel they need approval first. Such sense of take responsibility translates to those who show positive work behavior and create long-term commitment for the organization. While autonomy may

lead to job engagement, which is about the level of enthusiasm, energy, and dedication that employees will give at their work, it is also true that a lack of autonomy may killed the job engagement. The workforce is greatly affected when employees have in anything concerning how they address the job tasks. They will always be fully engaged in their job and will be motivated always to achieve the result. Such a high level of job involvement is one of important mechanisms that keeps the worker motivated and focused on the work of the organization. It increases the likelihood that labor-intensive tasks will be completed. Organizations that offer autonomy as part of the psychological contract between the employer and employees are most likely to avert talent exodus and to have a loyal employee's base.

2.3.2.6 Conclusion

Both theories offer distinct lenses through which to examine the autonomy for employees, contributing complementary perspectives that will enrich the analysis. Such disparities will shed light on the analysis and add color. This thesis is heavily based on theories that it will explore in-depth. This aim of the paper is to build a complete theoretical foundation that will indicate the research questions and the methodology and will contribute in the eyesight of the obtained results.

2.3.3 Transactional Leadership Theory

While many theories emphasize the value of autonomy, the advantages of boosting it, and its beneficial effects, other theories contend that autonomy should be strictly limited or, at the very least, balanced with other organizational priorities. The Transactional Leadership Theory (TLT) caught my interest as one of the theories that addressed this idea. Transactional Leadership Theory introduced by Bernard Bass in 1981, focuses on the transactional relationship between leaders and followers. According to this theory, leaders utilizes the pieces of social conditioning by employing rewards and punishments to influence staff to maintain their targets. Transactional leaders will establish performance

standards, present their expectations in clear fashion and may use rewards or punishments for those whose performance is below par (Bass B. M., *Leadership and Performance Beyond Expectations*, 1985).

2.3.3.1 *When?*

In the 1940s Max Weber conducted extensive research on leadership styles and identified three ideal types: traditional, charismatic, and rational-legal. This type, let's call it the transactional one, which later would be known as the transactional leadership style, was explained as the leadership style based on authority, structure, and exchange. Leaders and followers have an implicit agreement of sorts: follower Dom is a gamble in which followers gain people who agree to follow and conform to particular orders while are rewarded with sought-after results. Although Weber never assumed formal direction, the rationale legal authority stream that he once proposed could be applied to his theories of today as we now know it as transactional leadership theory. In 1978 James McGregor Burns published his book, which he entitled "Leadership", where he drew a distinction between transactional and transformational leaders. Burns brooded upon Weber's thoughts and implied the angle of leadership who saw transactions as a key factor between leaders and their followers. Then in the 1980s Bernard Bass and other researchers further developed transactional leadership theory. They identified different dimensions of transactional leadership, such as contingent reward and management by exception (Bass B. M., *Leadership and Performance Beyond Expectations*, 1985).

2.3.3.2 *How?*

The transactional leadership theory began as an improvement of what was done before by leaders such as the followers of Max Weber and, James MacGregor Burns theories. Weber's conceptualization of transactional leadership appeared in parallel with his multidimensional view on authoritative power, and it highlights a crucial component of leader-follower relationships: the use of meaningful rewards and punishments. At the same time, Burns differentiated the transactional and the transformational ones, as he

classifies this into two separate types of leadership. Bass in his theory further developed the approaches of Weber and Burns, providing a more well-rounded model for comprehending the transactional element of leadership and its role within the organizational environment. Bass pointed out that transactional leadership is embodied by the application of two key factors, namely, contingent rewards and corrective measures. Term realization can be defined as the method of rewarding or reinforcing the desired behavior through preferences, praise and other forms of a positive reinforcement. Correctional practices involve, in particular, omissions from recognized norms or expectations thanks to reprimanding, monitoring, and punitive actions.

In his empirical studies and meta-analyses, Burns assessed the coefficients and consequences for the interrelationship of transactional leadership behaviors and follower results including performance, satisfaction, and organizational commitment. An in-depth exploration of transactional leadership abilities was conducted to analyze their effects on follower outcomes through survey-based studies by Bass and his research team. Novel surveys were carried out by collecting data from leaders and their followers mainly by using structured questionnaires to address transactional leadership behavior and its consequences. Furthermore, he also subjected his research to controlled experiments so as to establish causal relationships between transactional leadership behaviors and follower outcomes. In the process, Bass varied whether some of the transactional behaviors were present or absent. In experimental studies, trial ensemble members are assigned to different experimental groups in a random fashion for the achievement of the principle of similarity of other experimental conditions and thus independent variable control. It also comprises a control group apart from the manipulation. The control group, in fact, is the actual "zero" point that is used to compare furthermore the effect of the experimental manipulation. The outcome is compared in different conditions of experimental and control groups as a result of which the researchers can analyze the transmission effectiveness of leadership behaviors. In the transactional leadership, outcome measures typically include such thing as follower performance, job satisfaction, organizational commitment, and other relevant organizational behavior and attitudes. Bernard M. Bass was able to set forth connections between transactional styles of leadership and various follower's outcomes, producing scientific evidence for the adequacy of transactional leadership as an instrument to achieve organizational goals and improve

the performance and satisfaction of subordinates (Bass B. M., Stogdill's Handbook of Leadership: A Survey of Theory and Research, 1981).

Transactional leadership theory gained recognition and influence within the field of leadership studies, alongside transformational leadership theory. Bass's contributions helped establish transactional leadership as a prominent theoretical framework for understanding leadership behavior and its impact on organizational outcomes.

2.3.3.3 Why?

In line with the increased complexity of businesses, it came about as a need for people to comprehend and explore how leaders and employees could together channel energies and efforts. It was the actionable nature of the transactional leadership theory that made it relevant to my applied field. Through the study, actions of leaders were pointed out and specific behaviors were identified locating what leaders should do or act in order to convey clearly the expectations and consequences related to performance. It was determined that such approach aims not only to attain obedience, control, and stability in organizations. By focusing on transactional exchanges and contingent rewards, transactional leadership offers a pragmatic approach to leadership that aligns with organizational objectives and operational requirements. Transactional leadership theory highlights that the motivating the employees and attainment of organizational goals is a result of the implement of the rewards, including conditional rewards, penalties, and criticism. Utilizing transactional leaders; the rewarding of contingent behaviors will be a constant reminder and corrective actions will be necessary to ensure the team's compliance with the standards that are set. Through transactional leadership, organizations can even out capability to motivate their staff members by boosting their performance, satisfaction and commitment that will ultimately affect their organizational effectiveness in the long run (Judge, 2004).

2.3.3.4 Why didn't choose this theory to analyze and depend on it?

While transactional leadership theory offers valuable insights into leadership behavior and organizational effectiveness, it may not be the most suitable theoretical framework for a thesis focused on increasing autonomy. As I mentioned before transactional leadership theory primarily focuses on contingent rewards and corrective actions as mechanisms for motivating followers and achieving organizational goals. While these aspects of transactional leadership are important in certain contexts, they may not align well with a thesis focused on increasing autonomy. Autonomy is the ability to provide greater self-determination and regulation of their work and decision-making process, which may be at odds with transactional leadership approach that mainly lies with what visible rewards and applicable interventions. An example of this is the case when transactional leadership behaviors, like checking performances, and working out remedial measures as a result, tends to culminate into micromanaging, which is the situation where leaders closely supervise and manage the performances of their followers. The level of oversight here can be seen to be antithetical of autonomy and can hamper the employees' ability to be independent-minded, thinking, and decision-making. It has a tendency to find out one-dimensional behaviors, rather than helping their subordinates to create yours and to think critically. Autonomy refers to the delegation of decision making to individuals with the intention of allowing them to take ownership, make choices and work independently in which case a leader may need to champion a leadership style that emphasizes empowerment, supports trust and builds autonomy.

2.4 Leadership and autonomy support

Leadership and autonomy support are closely intertwined concepts within organizational contexts. Effective leaders play a crucial role in fostering autonomy among employees by creating a supportive environment that encourages independent thinking, decision-making, and initiative.

First of all, Leaders are obligated to instill in people their trust and invest them with authority. Leaders must communicate the organization's objectives, weaknesses, challenges, and decision processes that take place to the employees. We can build trust

and respect, among employees, with an open communication space. The one that works with on the floor firsthand to deliver a positive example of integrity will make the whole organization better. Individuals who are trusted by their supervisor feel more empowered to do risky and make their own decisions at work. Being on a show fulfills the promises, which demonstrate the reliability and the feeling of assurance among those people. If the leaders are committing to fulfil their promises every time, employees are likely to rely on their leadership judgement and decision-making. Leaders can encourage people to pursue a task by assigning them objectives that have direction and offering them the tools and aid they need to achieve high. This shows trust in their talents and promotes ownership. Provide autonomy within a defined context. Establish clear goals and objectives, but give staff flexibility in how they achieve them. This encourages innovation and problem-solving while guaranteeing alignment with organizational objectives. Leaders who establish a safe environment for calculated risks and experimentation help people feel empowered to attempt new things. This can lead to innovations and breakthroughs. (Lewis, 2022)

Secondly, Open communication and feedback. Leaders who urge that communication be open and of constructive kind, most likely, produce the comfortable atmosphere where employees are able to express their thoughts and share their worries. Through queries on teammates' feedback and using their inputs on determining decisions, leaders provide employees with enough room to participate in and contribute to organization's objectives. Promote an agency environment of collaboration in which employees possess the conditions to freely share their minds, opinions, and faults with their bosses. Organizing recurrent team meetings, having open doors policies, and introducing the anonymous feedback mechanisms among others can boost the communication between the managers and the employees. Managers need to serve as passionate listeners, who not only get involved but also understand at a deeper level their staff's views and issues. The empathy develops the relationships at an interpersonal level through trust and creating a safe sky for open discussion. Also, Feedback is most impactful when it's provided promptly after the event and specific enough to be actionable. Focus on both positive reinforcement and constructive criticism to guide improvement. Feedback should focus on specific behaviors and the outcomes of those behaviors, rather than personal attacks. This keeps the conversation objective and allows for learning and growth. (Wang Ro Lee, 2021)

Recognizing and rewarding autonomous behavior reinforces its value within the organization. Leaders who would appreciate and credit the autonomy and self-motivation in their employees would show that they truly are dedicated to autonomy - thereby provoking others to get the same idea and undertake analogous autonomous acts. Acknowledgement helps strengthening the connection between autonomous behavior and positive outcomes. When employees believe that they are autonomous and result in delighted, they happen to be more encouraged to keep doing such things. Perceiving (realizing) makes the staff characteristics by making them success-seekers, who take ownership of outcomes and take actions to lead to better outcome Organizations can follow a cyclic design of positive reinforcement by identifying and rewarding everything innovative. The workforce feels like the initiative-taking is appreciated, and consequently they tend to continue showing autonomy, which is to the benefit of the organization as it will have an increased productivity and more progressive employees. Make sure that you do not forget that a lonely and sincere compliment from a boss or a colleague may bring the whole difference in your team morale. (Gouldsberry, 2023)

Last but not least, Adaptability and flexibility. Effective leaders understand the value of adaptability and flexibility in promoting autonomy. They recognize that various people may demand different levels of autonomy depending on their talents, experience, and preferences. Leaders cultivate an autonomous culture that encourages individual and organizational growth by changing their leadership style to the demands of varied team members.

In summary, leadership elates autonomy support level which results in the organizations. Through the engagement of trust, guiding employees effectively, using communication channel candidly and offering support and acknowledgment, leaders give a field day for workers to take over the ownership of their work, and be independent enough in the company growth process. Autonomy-supporting leadership is not only that kind that makes workers have sting and enjoy the work, but it is also influential in boosting innovation, flexibility and performance in the business world that times are dynamic

2.5 Trends, challenges and limitation of autonomy

In the dynamic terrain of modern enterprises, the concept of increased autonomy has emerged as a critical force in reshaping workplace interactions and organizational structures. A lot of trends, challenges, and limitations associated with the ongoing quest to empower individuals and teams with greater control over their work processes and decision-making.

2.5.1 Trends

The idea of autonomy is the trend that matter today has been prompted by multiple factors. An evidence of technologies' contribution to independently steps has been visible in the workplace as supported by Artificial Intelligence and automation, how work is done and autonomy in workplace is being restructured. As these technologies enable faster and more accurate task completion and minimize the number of errors, they however produce concerns regarding the equilibrium of human autonomy and the machine control. Businesses must learn how to benefit from robotics and automation without reassigning employee responsibilities and transferring the job to machines. AI-driven tools can do with data a volume interaction and supply knowledge that could be used as a decision-making basis. Workers are capable using these understanding to take wiser decisions, which will result in decrease off supervisions, in the environment where staff members will rely on their decision-making power. Robotics and intelligent machines are going to replace many nondescript manual and routine jobs that were until now done by man. This in turn liberates valuable time and mental capacity for workers to concentrate on holding on to the ambitious tasks that simulate creativity, critical thinking and problem solving. From that way, AI and automation allow staffs to deal with mundane tasks, thus enabling them to be autonomous in dealing with complicated tasks. This will make them to feel some sense of accomplishment (Flip, 2023). One the other hand, there is a Rise of Decentralized Decision-Making, which entails a move towards decentralized decision-making structures where members of the organization, from different levels and teams, participate in decision-

making processes. This growth trend is characterized by the speed of adjustments to changing market demands, self-sufficiency for the workers, and the ownership feeling among the members of the team. It fosters them by giving the opportunity to learn new skills, practical wisdom and leadership development. When the employees are trusted with the responsibility of making decisions, this provides them with valuable experience, helps them in developing critical thinking and solving complex problems and also the leaders in the organization.

2.5.2 Challenges

While autonomy provides numerous benefits to both employees and businesses, both face several hurdles in properly implementing autonomy-supportive policies. These include overcoming cultural hurdles; the concept of autonomy differs among cultures. While Western societies frequently value individual autonomy and control, other cultures may prioritize collectivism and group decision-making. Navigating cultural variations is necessary while implementing autonomous work methods. To overcome the cultural Conduct research or consult cultural specialists to obtain a deeper grasp of the values and work patterns prevalent in your organization's cultures. Do not impose a total revamp of old work styles. Gradual modifications and an emphasis on collaborative decision-making can encourage acceptance. Open communication between teams is critical. Explain the justification for additional autonomy, and address any concerns about responsibility or performance. Overcoming reluctance to change, even within a same culture, some employees may resist changes to increasing autonomy. The leading challenge is to mitigate the risks that rise from increased automation. Talking about autonomy of robots it brings up a lot of benefits, but the disadvantages are not less than that. Under such conditions, there may be some people who cannot adapt well to a such an increased responsibility and these are the same people who are prone to the performance issues. Lack of Coordination: An ability to work autonomously of other work groups might expect rigorous structure to be added to ensure the objective of the group is followed without a deviation. In the line of self-rule, workers may opt for decisions that can create more serious consequences than what we predict or conflict, hence it is risky. Risk management techniques and boundaries

of autonomy have to be established by the organizations to ensure safety of human operators considering the massive increase of autonomy and ensure the accidents while which may occur without a human operator. Ensure congruence with organizational goals and objectives. Autonomy should not imply a free-for-all; instead, break down organizational goals into specific objectives for teams and individuals, maintaining alignment at all levels. Without sufficient structure, autonomous teams may struggle to coordinate their efforts and ensure that their work is consistent with overall company goals. Create a unified vision and set of values to influence decision-making, even across autonomous teams. Maintain open communication channels and provide regular feedback to ensure that individual efforts contribute to the larger aim. Employees face a problem since not all of them are prepared to succeed in a highly independent atmosphere. Traditionally, many businesses have followed a more directive style, with employees receiving explicit instructions and adhering to predefined protocols. Transitioning from a structured role to one that requires self-management, time management, and independent decision-making can be daunting for some.

2.5.3 Limitations

Although a degree of autonomy would allow a worker to have a lot of benefits, it needs to be known that it is not the same for all types of jobs. Sometimes, the functions of counsellors include performing activities which are rigid and hence demand structured dealing. Let's take it one detail at a time to explain to you that both types of jobs are non-negligible in this respect. For work involving safety codes or handling of hazardous materials, heavy machinery, or critical infrastructure that may pose a threat to public health and safety, the adherence to health and safety protocols should be extremely stringent at all times. Autonomous environments might not be the place for these roles as individual decision making might affect human safety in terms of health protocols and machine settings are not always the solution. Proper procedure, training of staff, and supervisor monitoring are vital for these sectors to avert any risks that could've arisen. Tasks that need precise Coordination, as the airstrip organization or the line assembly ones, involve exact alignment and synchronization of others, an autonomous situation could lead

to delays in workflow and can ultimately compromise the efficiency or safety. Of course, it's necessary to have people having defined roles, standardized procedures, and strong communication links in order for any job that takes place in that environment to be successful. Film-making jobs that involve quality control, for example medical transcription, an auditing position in the financial sector, require precision and full attention to as well as strict quality monitoring standards. A constant and respected surveillance of the quality control may, in fully autonomous settings, turn out to be rather dicey to implement. Transparent rules, talented quality-checkers, and supervisors control are among the key features needed for credible and consistent roles that are representative of clients. Very interactive conditions could be prone to situations, whereby some employees may find it hard to adjust the load of their tasks and others find themselves occupying more roles than they can handle. It can also lead to tensions and reduce the efficiency of the teams if not properly used. There are cases, for example, where some of the employees might not know how to manage their schedule, prioritize tasks or do self-evaluation; These are critical skills for managing workload in an autonomous environment. This is usually characterized by them being unable to carry out the heavy load, the fact that they give in at the end or by delegating uneven tasks among their groups. The lower ranking workers might have some issues with showing off their quality because of that which would make them take more in the projects as others who have more personality would take up for themselves with lighter job. On the other hand, this can occur when the goal setting process remains unclear and driven by vaguely defined goals for individuals and groups. As a consequence, it might be a challenge for the workers to understand the scope of their work properly, and even then prioritize the tasks that need urgent attention, resulting in some burden. A mechanization of management is another potential limitation, where some managers struggle to fully relinquish control; which would cause micromanagement that would certainly demotivate the employees and thus contradicting with the commendable benefits of the autonomy. And this could result from a number of aspects, for instance, one may end up creating a sense that there is trust in every nuance and fail to delegate responsibilities. This is a case of indecision on robots' part: remaining frozen most of the time, regularly checking in, and offering a plethora of irrelevant opinions. Uncertainty among managers if they are not sure about the fact that their workers are capable enough to handle complex tasks, with high priority or being in an autonomous environment, managers might be forced to take advantage of that situation through micro-management, as they try to compensate for the

perceived lack of competence. To put it simply, there are both upsides and downsides to micromanagement. However, employee engagement and responsible roles should be of paramount importance. Moreover, some managers might establish a culture of blame or fear of failure, which might make them averse to the autonomous work patterns that might lead to mistakes. These can cause employees less motivated, engaged, little invention of new and problem-solving, enable dependence and decrease self-reliance, waste resources and time hence.

2.5.4 Conclusion

However, these are not the only trends, challenges, and limitations of increasing autonomy in organizational contexts. They also emphasize the benefits and complications of giving people and teams more authority over their work processes and decision-making.

2.6 Conclusion

2.6.1 Factors influencing employee's autonomy

Employees' perception of autonomy at work can be influenced by a variety of factors, which can be generally classified as work-related and work-environmental (organizational culture and leadership).

The fundamental values and fundamental beliefs of an organization are what constructs the culture and the decision basis. If the organization puts emphasis on autonomy, creativity, and trust, then it will have realized its capacity to make its workers more decisive. Culture in the organizations is obeying the rules of the leaders. Being as these sound, visual, and verbal cues determine the mood of the whole organization, they play a critical role in

getting the organizational culture right. The leader who trusts the people around, creates the environment of responsibility delegation, and develops vision for barring the initiative is the one who fosters autonomy.

Understanding that they are trusted by their managers and colleagues, employees enjoy considerable liberty to exercise their judgment. Trust grants the employees autonomy with which they take responsibility and the initiative to act on their own. Having a set of well-defined goals as well as objectives gives an employee a networking in which they can freely act (Edmondson, 2018). The knowledge of what is expected of employees allows them to make choices in addition to aligning with organizational aims. He who has invested in enrichment and motivation of the employees, would enable them master new skills and encourage them to do the work on their own efforts. When a process gets familiar to employees and they get introduced to making it without fear of failure, they tend to have more confidence to lead and take decisions independently (Conger, 1988). Leaders who offer direction, nurture, and recognition can build an atmosphere of confidence among the workers, where they confidently begin to make independent decisions. Responsive leaders stir up workers to take risks and make decisions free from concerns about the potential negative consequences. Those positions that let workmanship be recognized and rewarded develop an employee's independence. When employees feel that their ideas are appreciated and they are encouraged to do more they make self-governance and contributed to innovation (Bass B. M., 1998). Whatever might be involved, communication that is effective is principal for building trust and being open inside an organization. Transparent communication systems strike the right balance between the information flow, a safe environment for proposing thoughts and creativity, as well as inclusiveness at the workplace. In a communication-oriented culture, people will be more inclined to feel confident enough to take independent, or even autonomous, decisions as they will be better understood by their peers (Kahn, 1990).

Contrary could be that absence of trust in relationship with manager and employees may cause not to allow delegation of authority and autonomy. When there is no trust among managers and absence of giving employees the required scope, the management often take in control the decision making. What happens is, confusion from unclear or changing expectations merely serves to impair their job autonomy. Lack of knowledge regarding what is desired may make the employees to step back and make individual decisions. The

micromanagement is considered as the biggest challenge to employee empowerment. Positive psychology provides a powerful lens through which we can understand and improve our own lives and the lives of those around us. When managers are overly authoritative, keeping tabs on every detail of their staffs' work and dismissing their judgement, it will be a recipe for discontentment as this undermines their freedom (Deci E. L., 2000). If one does not explain things properly, he may create spectrums of misunderstandings and his co-workers may not understand their role and responsibilities well. Maintaining the channels of communication will help employees stay connected and secure in the way they might take control of some tasks.

2.6.2 Importance of autonomy for organization's outcome

Autonomy is the key factor that determines the final outcomes of the organization because of the several following reasons, autonomy allows employees to make their decisions as in in case of their expertness, experience and understanding the situation. Decentralization of the decision-making can speed up the world of challenges and opportunities and these systems pushes employees to implement what they can, without waiting for approval from the upper level. The environment businesses operate in is a dynamic one, thus organizations need to be responsive and adaptable in order to be competitive any way. Autonomy makes the employees be more active and autonomous in the face of changes in the market, the preferences of customers, or the development of the industry, and that the company anticipates new opportunities and stays ahead of the competition. It is interesting that jobs which give the person independence in the work process bring the person more job satisfaction as he thinks he is more appreciated and trusted a lot by the organization. This is due to the fact that this happiness mitigates employee turnover, which means reduction in turnover outlays and maintenance of the level of talent and experience for the organization. It can help them find the meaning and belonging, and letting them take a great sense of ownership and personal responsibility for the job. The resulting deeper engagement of the members results in improved levels of production, thinking, and problem solving, a quadratic growth determinant for the company. (Deci E. L., 2000)

3 Methodology

The methodology section of a thesis stands for the plan regarding the research procedures that were used during the study, guiding readers through the processes and procedures as a road map in helping them to understand ways the research questions were addressed or objectives were met. Its significance is due to the rigor that it allows for the results which are to be timestamped, proven and replicable. The section which deals with methodology is the most important because it highlights a 4 stage process of data; collection, analysis, and finally interpretation. The methodology part provides significant evidence of study design, level of effort, and reliability hence improving the trustworthiness of a particular research among their colleagues and readers. A study should provide its methodology in detail in order to permit an independent replication of the study by others that can either verify the dependability of the findings or instead demonstrate other context variations. The replication of the results is pivotal to account for the research outcomes and to support the advancement in the science. This methodology is guided by the overall goals of the project which serves as an introduction to the data gathering procedure and formation of a stronger conclusions. It will help in establishing that the methodology selected is the best that is suitable for the purpose of research questions or hypotheses (Clark, September 2017).

3.1 Research design

The design for this research is differentially not merely quantitative surveys as well as qualitative interviews are used to have a better understanding on how employee autonomy and its effects go together even more. This blended-method approach is chosen to be reason of research challenge and capturing the trends in the research data and the qualitative nature; the mixed methods.

The survey based quantitative, which accommodates the collection of structured data from a big sample size, applies to this stage. Surveys can be used for the collection of data and for their further quantitative analysis, thus making it possible to determine not only the general trends, levels, patterns and relationships between staff autonomy and its consequences, but also to identify correlations between these factors. With the aid of surveys, we will try to figure out if independence is one of the main factors bringing about good performance, enjoyment of work, and success of businesses.

To augment the quantitative surveys, qualitative interviews are carried out to elicit a more objective understanding of how employees perceive autonomy, think, and act in the office. Through open-ended questions and in-depth discussions, qualitative interviews can take the exploration of individual opinions, background and associated factors, and the unearthed filing mechanisms that are not covered by the quantitative measures on their own to a new level. Through interviews, we try to get a substantive idea how people throughout the organizations make a sense about the autonomy, exercise it, and use it in the routine.

Building from feedbacks through questionnaires and interviews, we aim to fully comprehend the intricate chain of events between giving workers more control and its multi-faceted consequences on the individual and organizational level. This amalgamation of methods plays an important role in checking the study results' dependability and precision, and it finally offers worthwhile suggestions on how business organizations should foster employee autonomy for them or their company to become more proper and efficient.

The current study aims to analyze a group of employees from the whole spectrum of industries and different work contingencies who are involved in decisions involving the automation of the work processes. More specifically, our objective is to study the perspectives, involvement and findings of individuals who have experienced alterations in degree of autonomy in their workplace.

The quantitative component of which includes surveys, is stratified at random sampling level that is set aside to ensure each hierarchal level position, department, and role's representation. This ensures that the survey sampling depicts the common diversity of the demography and of the organizational population of those being observed, evaluated, or who are targeted. Stratified random sampling is a method that splits the population into a number of strata representing certain characteristics (e.g. job level, department), and then randomly choose some participants from every stratum to ensure proportional representation.

Whereas the approach for the qualitative portion which incorporates the interviews, both maximum variation sampling as well as snowball sampling are used. Variety quota sampling is focused on attaining representation by deliberately choosing respondents with differing demographic characteristics (e.g. age, ethnicity, tenure) and organizational contexts (e.g. industry, size of an organization). Snowball sampling, involves the recruitment of first participants who fulfill the inclusion criteria and further, to ask them to refer other participants to the study who can provide essential information which get included in the sample through this referral.

3.2 Data collection

In the context of my thesis, interviews and surveys play a pivotal role in capturing rich quantitative and qualitative data related to employee autonomy. Also interviews provide an opportunity to delve deeper into employees' experiences, perceptions, and insights. By engaging in thoughtful conversations you can explore nuances that quantitative surveys might miss.

3.2.1 Quantitative method (Survey)

This section, which is being expressed via a well-thought-out poll, investigates the voters' viewpoints about a greater degree of employee autonomy and its effect in detail.

Even the theoretical framework may prove it to be a good basis, experience with those in real life is what puts things in light. The present study is to get more data points other than those from hypothesis concerning the autonomy on employee performance which are favorable. To illustrate, the results of the survey can provide conclusive evidence for the argument that "the more autonomy is exercised, the higher job contentment." With surveys, you can get numeric or quantifiable information about any autonomy-related issue. undefined (process of work, level of independence, level of decision-making, work flexibility). Searching through the opinions of the people about this issue compared to established facts by analyzing the responses is one of the question's possibilities. Moreover, this strict analysis will be helpful not only in better understanding the problem. It will also insinuate severe gaps between public and scientific opinion on this matter. He/she should give well-advised proposals concerning company rules and structure as a result of surveys. Let's say, if the survey result shows that workers want more freedom to choose what assignments they work on, flexible project assignments can be recommended.

The constructed-questionnaire of survey lines up with the basic principle of (POS) OST and (SDT) Autonomy, competence, and relatedness. SDT and OST theoretical principles were implied throughout the design of the questionnaire. Autonomy: Questions in this area concern how much decision-makers influence the workers by regarding their authority, task control, and goal-setting flexibility and autonomy. Relatedness: The question pinpoints people who doubt they will get sufficient guidance and resources from the company to successfully undertake what is essentially a one-man-show. Organizational Support Theory: The survey will find out whether workers perceive management to be confident in their employee's abilities and have adequate resources at their disposal. how much they feel like they are contributing to the organization as a whole, and other topic.

3.2.2 Survey's questions

So let's go deeper in to each question in the survey, explain it, how it is connected to the theories from the literature and what are the key terms used in each question. All the

question is answered through a scale from 1 to 5. The surveys are carried out here in Finland using a Google Form, and the results will thereafter be analyzed.

1. I feel that I have the freedom to decide how to accomplish my work tasks

Key term: Autonomy in decision making

This question, aimed at determining the respondent's feeling of controlling a task, is what might be considered. Self-Determination Theory, which states that autonomy is the elements of necessitous psychological condition, indicates that people are more effective when they have power and control over their actions and choices. Similarly, substantial benefit of OST can be found in the sense that employees have autonomy; as a result, it gives them a feeling of empowerment and ownership over their work tasks and they keep being motivated and satisfied with their job.

2. My supervisors encourage me to make decisions about how to perform my work

Key term: Autonomy Support

This question allows to measure the degree of engagement of the supervisors in the construction of the aura of autonomy. Similarly, when managers create situations in which employees are permitted to make their own decisions in search of best practices for performing their duties, it fits well with the need for autonomy support according to SDT and this, in turn, increases intrinsic motivation and engagement. Moreover, it highlights an embraced side of workplace support as it is a responsibility for supervisors to generate a autonomy-supportive work environment.

3. I feel supported by my organization in exercising autonomy in my work

Key term: Perceived Organizational Support for Autonomy

This question explores the broader organizational support for autonomy. Organizations participating in OST who provide tools for own decision making, give guidance and recognition are all-inclusive for the provision of a favorable working climate. Besides, this

support aligns with two other important aspects of SDT, namely, competence and relatedness which help employees to better distinguish their work and automatically get more joy from it.

4. I feel a sense of belonging and connection with my coworkers?

Key term: Sense of Relatedness

This question has been designed to assess, first, the social dimension of the workplace that is common among SDT and OST approaches. SDT highlights the relatedness factor, which indicates that having feelings of strong social attachment is not only imperative for psychological development but also it is a key to optimal motivation and prosperity. Feeling at home improves engagement and increases the desire to maintain the organization. OST also understands that positive social relationships have a large impact on co-worker's satisfaction and how they think about staying in their current workplace.

5. I am committed to my organization.

Key term: Employee Commitment

The study issue above is a question of organizational commitment of the respondent that can be due to either SDT or OST. As per SDT, the organizational commitment is likely to get deeper when people's ability to act autonomously, perform well, and feel related to others gets satisfied. OST posits that organizational support and recognition contribute to employees' commitment and loyalty to the organization.

6. I work on tasks because I find them interesting and enjoyable.

Key term: Motivation Regulation (SDT)

This question arouses the instinct of doing something by one's own will which is a main component of SDT. Inborn motivation on the contrary is participating in hobbies because they provide there one and only purpose and do the things we enjoy. When employees interact with their tasks on the base of their interests and enjoyment without feeling

overwhelmed, they become actually fulfilling their psychological needs in autonomy, competence, and relatedness. This brings about their arousal of high motivation and engagement.

7. I receive feedback that helps me improve my autonomy

Key term: verbal feedback in OST

The following question is about assessment of the effect of feedback on promoting independence. Supportive feedback, like guidance and admissions for decisions making, engage employees and lets them improve and develop their skills. It complies OTS by enabling one to harness one's capabilities in a favorable organizational environment.

8. My personal goals align with my work tasks?

Key term: Motivation and job satisfaction

This question asks about the amount of interaction employees between the personal goals and a job. An employee feels more motivated for the job and behaviors supportive of their value system with this congruence between personal aspirations and job responsibilities. This compatibility supports that speak to their personal meaning within the content of their vocation which adhere to SDT rules.

9. My organization supports me through helping me to maintain a healthy balance between work and personal life?

Key term: Support for Work-Life Balance

This asks, whether the company fosters work-life balance, which is significant to OST. The firms that support work life balance reveal that the company officials care for the workers' well-being and personal time independent of the work which promotes a positive organizational culture. Giving employees the ability to combine work and home improves perceived organizational support and becomes a motivating factor in their work leading to job satisfaction.

10. I voluntarily go above and beyond the expectations of my job to help others or contribute to the organization?

Key term: Intrinsic motivation

Consequently, question that looks into the employees' self-control that equals the amount of effort they are ready to exploit in getting all the indirect activities completed. Employees whose voluntary contributions extend beyond those of an ordinary employee to serve the goals at work or supporting their co-workers are an example of workers' high levels of commitment and dedication. This behavior might be driven by the essence in the model, permitted by the SDT theoretical framework, and created by a congenial organizational climate, as perceptual by the OST model.

11. I feel empowered to voice my opinions and ideas in the workplace.

Key term: Workplace Empowerment

This question specifically canvasses about employees' perceived empowerment with respect to the giving of their opinions and ideas. When employees are given the confidence to express their ideas but this without intimidation protection from retribution, it lets it known that free and open communication is recognized and it lets everyone feel trusted which are conducive for autonomy and engagement. This is thoroughly in line with the SDT's autonomy support approach and with the OST, which focuses on the identification of supportive organizational practices that enhance the potential of the employees.

12. I feel recognized and rewarded for my contributions and achievements at work?

Key term: Recognition and Rewards

This problem concerns recognition and reward's impact on motivation of the employees. When staff get a feeling that they are needful and important, it increases their self-competence, and relatedness as it had it in SDT theory. Moreover, the acknowledgment and the rewards in particular position organizational elements in a way which demonstrate support from the employer's side for employee's efforts, and hence, they in return, motivate employees, improve their satisfaction at work and their commitment to the organization, as follows from OST.

13. I am likely to leave my current job within the next year?

Key term: Turnover Intention

This is concerned with intentions to turn over that are affected by job satisfaction, organizational commitment and some others, for example, realized opportunities elsewhere. It is more probable that employees are quite inclined to move to a different job who are prone to lower job satisfaction, weaker organizational commitment, or dissatisfaction with autonomy and support. Knowledge of resignation purposes is paramount for organizations where they can identify and address the upcoming problems and to accomplish the goal of retention of competent employees.

14. Overall, how satisfied I am with my current job?

Key term: Job Satisfaction

This question assesses a person's general work satisfaction, which is affected by many dimensions, like the level of autonomy, support, and the plan to meet psychological needs. SDT theory states that people are able to fulfill their true selves in a scenario where their autonomy, competence, and relatedness are fully recognized. Also, OST emphasizes the organization's support and recognition to develop a healthy and productive work environment, which, in turn, increases job satisfaction and reduces intention to quit. Evaluating overall job satisfaction provides those insights that staff's well-being and engagement in work are.

3.2.3 Qualitative Method (Interviews)

Here, we analyze the qualitative element of our research methods which is earned through interviews. Speaking with the interviewees is an excellent way of looking deeply into how personalized the world of an individual is. This is where main tool of dialog comes to the rescue as we strive to obtain better data on employee autonomy and its influence, through Self-Determination Theory (SDT) and Organizational Support Theory (OST).

Every single question has been scrutinized to identify a perfect answer that can give us a well-rounded insight on the topic study. The open-ended inquiries help us to rise above looking at the phenomenon on the surface level but see its motivations, and entanglements that are significantly influenced by the drive of autonomy.

3.2.4 Interview's question

Let's analyze and provide explanations for each interview question based on Self-Determination Theory (SDT) and Organizational Support Theory (OST).

1. **How do you define autonomy at your workplace?**

Key term: Autonomy Definition

This question directly asks respondents about their understanding of autonomy in their particular work environment. It reflects their perception of what their role entails in terms of authority, decision-making ability and competence discretion. This question does not directly address the needs of SDT or OST, but answers may reveal how employees relate the definition of autonomy to their sense of competence (have the skills to complete tasks

independently) or relationships (feel connected to work for some reason) Independence has been felt).

2. In your opinion, what skills are needed for autonomy to be given?

Key term: Skills for Autonomy

This question explores the link between skills and autonomy. It reveals what employees believe is necessary to be trusted with control, decision-making, and independent work.

- **SDT Analysis:** In terms of SDT, autonomy-supportive behaviors imply specific skills on the part of a supervisor or a teammate. Actively, engaging communication, active listening, empathy, and trust-building enable the development of an atmosphere where a person is open to exercising autonomy. Therefore, the abovementioned skills contribute to the satisfaction of people's psychological needs for autonomy, competence, and relatedness.
- **OST Analysis This:** question conceals no discernible OST assumptions, but some interviewees could elaborate on how being provided with the opportunity to attend helpful training or developmental classes helped them acquire the skills to act autonomously.

3. In what ways does the supportiveness of your supervisors and colleagues influence your sense of autonomy in the workplace?

Key term: Supportive Influence on Autonomy

This question directly addresses the influence of supervisor and colleague support on employee autonomy. It reveals how a supportive environment fosters or hinders employees' ability to exercise control and make decisions.

- **SDT Analysis:** There is a direct linkage of this with OST is about its interaction with autonomy. This is a responsibility of others to underpin SDT needs. In the above notion, a supportive supervisor or colleague acts to promote competence giving strengths and weakness but letting the individual accomplish the tasks where the weakness is a concern constantly And relatedness, essentially acting to boost an employee's sense of the amount of autonomy they have.
- **OST Analysis:** And who is a supportive supervisor and colleagues? Support from a supervisor and colleagues is at the center of the existing literature on OST because both predictors of organizational support lead to a supportive supervisor, and colleague provides the resources and feedback they need to feel that they can achieve the autonomy in their job they want.

4. How does receiving autonomy support from your team members and supervisors impact your sense of connection and relatedness within the organization?

Key term: Autonomy support, connection, relatedness.

This question explores the bidirectional relationship between autonomy and relatedness. It reveals how feeling trusted and empowered by supervisors and colleagues can foster a stronger sense of connection to the team and organization.

- **SDT Analysis:** As per the assumption from the SDT, supportive interpersonal relationship is responsible for contributing to the third core psychological need of relatedness that is essential for intrinsic motivation and wellness. When team members or supervisors are constantly supportive of individuals and show them the trust needed to exercise autonomy, these individuals feel proud and connected with the organization, hence more engaged and satisfied.
- **OST Analysis:** From the OST point of view, the good relationships and support from the team members and supervisors are important factors of the workers' organizational support, which, in its turn, causes the increase of their feeling of belonging and connection to the organization. If employees realize that they take part in important decisions and feel that they are self-driven, they will, most likely, develop a sense of relationships and common ground with their co-workers, which will, in turn, create a friendly atmosphere in the company.

5. **In what ways does the organization encourage your independence and self-governance in your role?**

Key term: Organization's Encouragement of Independence/Self-Governance

This question directly asks about the organizational practices that promote employee autonomy. It reveals the types of structures and processes in place that allow employees to work independently and make decisions.

- **SDT Analysis:** SDT argues that an autonomy-supportive environment is a place where people can make their own choices and be creative. Organizations can support the development of self-reliance and self-

governance by creating an atmosphere conducive to trust, by empowering people in decision-making, and granting them flexibility in working style and schedules.

- **OST Analysis:** OST gives the impression that a strong support system in an organization is essential for creating independent workers and self-governance. Policies that are aimed at empowering employees, giving them the freedom to make their own decisions and developing their skills are the ones that make employees feel that the organization supports them, and this in turn, leads to their commitment and performance.

6. How does the support you receive for autonomy and decision-making from the organization affect your commitment to the organization?

Key term: Autonomy support, decision-making, organizational commitment.

This question explores the link between autonomy support and organizational commitment. It reveals how feeling trusted and empowered by the organization can lead to a stronger desire to stay with the company.

- **SDT Analysis:** This question is a continuation of the earlier ones. Employees will possibly have autonomy and relatedness needs met, which may lead to more motivation and commitment to the organization (all SDT dimensions).
- **OST Analysis:** On an OST basis, autonomy and decision-making opportunities create an environment of organizational support that is perceived by employees as such, which, in turn, leads to their commitment and an intent to contribute to the organization's success. In case employees

are appreciated and given the freedom to work, they will be more likely to show loyalty and dedication to the company.

7. Can you describe a situation where you felt the organization's support for your autonomy positively influenced your dedication and loyalty to the company?

This is a behavioral question that asks interviewees to provide a specific example of how the organization's support for autonomy influenced your dedication and loyalty to the company.

3.3 Data Analysis

The respondents' answers were systematically categorized from both survey and interview data to provide the basis for the subsequent analysis. The survey results were entered into the spreadsheet and the interviews were typed out verbatim. Every item of data was labeled and put into its appropriate category based on the relevant themes and variables.

Thematic analysis was used to highlight the emergence of the repeated themes within interview transcripts. The process will include a detailed analysis of the transcripts, coding pertinent passages into classes, and then deducing these classes into topics that reflect the experiences of the respondents with regard to the advancement of autonomy.

Survey data was analyzed by using statistical software. By the aid of descriptive statistics, I generalized the main variables, like employee satisfaction and perceived levels of autonomy. Moreover, inferential statistics can serve as a means to test hypotheses relating autonomy and single outcomes, for example, job performance.

4 Result and Data Analysis

For this chapter, I set out to answer the question of whether employees need autonomy in the workplace and understand the myriad of ways it influences industries. I am interested in the dynamic relationship between increasing autonomy for employees and its impact on organizational culture, performance, and employee satisfaction.

Drawing from a diverse array of industries, I deploy a mixed approach utilizing both interviewing and surveying techniques in revealing the impact of such autonomy projects. By interviewing employees at various levels in the business, I aim to learn from their firsthand experience the benefits and risks its accompanied by higher autonomy at the workplace. Meanwhile my quantitative surveys give quantitative evidence in relation to the qualitative description of how autonomy affects key performance indicators. To assess the proposed impacts, we will collect data related to such factors as employee turnover rate, productivity, and customer satisfaction rate to establish the link between the employees' autonomy and organizational performance.

This study involving the two areas will seek to address the complex relationship between autonomy and organizational dynamics and the effects arising from autonomy on workers' well-being in the workplace across various industries and sectors.

4.1 Interviews Result

By interviewing employees at various levels in the business, I aim to learn from their firsthand experience the benefits and risks its accompanied by higher autonomy at the workplace.

In this section, I present the findings from interviews conducted with employees at different companies regarding their experiences with increasing autonomy in the

workplace. I conducted interviews with 8 persons in all; two of them were conducted online, and the other one had to be sent the question to get his perspective and experience because he was unable to locate a time that worked for both of us.

Responses:

The name of the interviewee and the organization they work in is as follow, and this order follow all the questions answers:

- Nahil Serhan, Senior Expert / Area Manager in Catalyst Systems R&D – Wärtsilä Finland OY.
- Hassan Hammoud, Senior Software Engineer at Zalando SE.
- Omar Hamdy, Electrical Design Engineer, VEO.
- Khin Phyu Cyn Kyi, Vaasa University of Applied Sciences.
- Ahmed Thabit, Material Coordination, Wärtsilä Finland OY.
- Wafa Abid, Automation Engineer at Sandvik Mining and Rock Technologies.
- Sami Kautiainen, Technical Engineer, Uwira OY
- Alex Martinez, Mechanical Design Engineer.

1. How you define autonomy at your workplace?

According to my work perspective with Wärtsilä, autonomy is guided by influencing each employee individually as a mini project manager for the bigger project scope. In nutshell, the idea and task development mostly come from bottom to top with the top management in charge of accepting the task proposal and ensuring the needed resourcing. Autonomy is also achieved throw weekly/monthly/quarterly and yearly feedback meetings with line managers where personal development tasks are discussed, and future vision is documented in order to ensure the right development plan takes place in the present.

In my team we have a margin of freedom to invest our time working on projects that matter to us, or services we believe could improve the workflow of the team or the organization. As long as we're not behind on deadlines or deliveries for our stakeholders

Full autonomy is not possible in my career, as one is obligated to submit his associated tasks within the allowed time, as the projects have a schedule that shall be followed and contract terms that must be satisfied. Also, regarding the working concepts and steps, usually, one shall follow the existing standard or regulations inside the company itself and in executed projects, as it's forced by the country where the project is executed. However, on the other hand, regarding the flexibility in the work environment, like a flexible hour's system and full access to express my opinion, I can say I have full autonomy.

To me, autonomy at my workplace would be the ability to make independent decisions and take initiative in my own projects. It means that I have the freedom to explore my own ideas and do them without constant supervision or mandatory reporting back to the supervisors at all stages.

In my roles as a material coordinator and personal assistant, autonomy manifested in my ability to independently manage material flow, handle supply chain logistics, and efficiently address any issues that arose. I was entrusted with the autonomy to utilize SAP management systems, operate forklifts, and ensure the seamless flow of materials to production sites.

At my workplace, the workload is usually related to customers, their needs and deadlines. Also as I work in a small team, you don't really have a big choice of what you're doing. We also work 60% 40% office home with an obligation of being at your desk no later than 10am and no earlier than 7am.

The term refers to the right or power to control how my project is undertaken and in what way. This relates to all the autonomy to select the methods, tools and resources that I deem appropriate as well as my control over how to solve problems in my own unique way without supervision.

2. In your opinion, what skills are needed for the autonomy to be given?

Autonomy requires personnel that have achieved several years of experience in different task execution and management role before shall being granted. In general, for autonomy to prove successful and more as a development tool and not as a burden, employee shall at least have developed its own self-Discipline and time Management skills. Decision making, problem solving and efficient communication skills from C—personnel level to technician shall also be satisfactory.

For the autonomy to be given, a person must possess good estimation skills, in order to ensure we have a high level understanding of the investment we'll take or the blockers we might face. Also a person must know how to unblock themselves and how to navigate the organization if needed. Good communication and documentation skills are a must, as eventually the team must learn about the work we've been doing and why it was needed or implemented with a particular solution.

The autonomy can be given gradually based on everyone's experience and ability to adapt to the company policies, with time one can have full autonomy, however, in certain areas. Overall, autonomy can be given for everyone to have a sense of responsibility and integrity, which can be proven with time and from work results.

In my opinion, essential skills to be able to get autonomy also depend on the individual itself. Focusing on the individual, it would be whether this person has strong decision-making abilities, own creativity that is aligned with the job and role, effective time

management, and a high level of interest, passion self-motivation. Additionally, good communication skills and responsibility sense would also be important. Because if autonomy is given to a person who do not possess these skills, the results might not be in a certain good quality level.

Problem-solving skills: The ability to independently identify and address challenges that arise in day-to-day tasks is crucial for autonomy.

Decision-making abilities: Autonomy requires individuals to make decisions confidently and efficiently. Having strong decision-making skills, including the capacity to weigh options, assess risks, and choose the best course of action.

Time management: Autonomy often involves managing one's workload and priorities without constant oversight. Effective time management skills enable individuals to allocate time appropriately to various tasks, meet deadlines, and maintain productivity.

Communication skills: Clear and concise communication is essential for autonomy, especially when working independently or remotely.

Adaptability: Autonomy may require individuals to navigate unexpected situations or changes in priorities. Being adaptable and flexible allows individuals to adjust their approach, strategies, and priorities as needed to maintain effectiveness in their roles.

Technical proficiency: Depending on the nature of the work, proficiency in relevant tools, software, or equipment is crucial for autonomy.

Regarding my title, sufficient knowledge about the products, such as production methods, production times, possibilities and limitations, which materials to use and their costs etc. In general, the worker needs to be disciplined, highly skilled and able to make decisions on their own to be allowed to work independently.

To be granted autonomy, a mechanical engineer needs strong technical skills, effective problem-solving abilities, and a good understanding of project management. Additionally,

excellent communication skills, reliability, and a track record of making sound decisions are crucial

3. In what ways does the supportiveness of your supervisors and colleagues influence your sense of autonomy in the workplace?

Supporting environment from line managers and colleagues is a must to have condition to achieve autonomy. Support, good collaboration, at some level also guidance, resourcing availability and encouragement are all the needed precursors to achieve autonomy and they are mainly influenced by other colleagues' behaviour.

Having the manager's support, I feel empowered to make my own decisions. While a manager might understand the system from a higher level, they should be responsible for presenting the problem, and we're supposed to figure out the hows and whys. Usually any work in a corporate will involve other stakeholders so if a manager has my back, I feel more confident reaching out to other teams with necessary changes from their side.

I can say, the supportiveness of my supervisors and colleagues has a great effect on my sense of autonomy in the workplace, usually to obtain that right, it came from supervisors' trust and confidence, that you can make the right choice and decision in the critical times.

I feel that despite being a trainee at VAMK, I truly get the supportiveness of my supervisors and colleagues in the team. Their trust and encouragement provide me with the confidence to take initiative and make decisions independently. For example, they would encourage me to try to do things, like creating a video for an event without any step-by-step guidelines and let me create in the way I want to. Knowing that I have their trust allows me to experiment and do the work I want to in my own way even though I am sometimes doubtful of myself; questioning what I am doing is right.

The supportiveness of supervisors and colleagues profoundly impacts my sense of autonomy in the workplace. Their encouragement and empowerment can instill confidence in my abilities to independently make decisions and take ownership of my work. Additionally, their guidance and mentorship provide valuable insights and support, enhancing my autonomy while navigating challenges. Open communication within a supportive environment facilitates collaboration and ensures access to necessary resources. Constructive feedback and recognition for my contributions reinforce autonomy by validating my efforts. Moreover, the flexibility and trust demonstrated by supportive supervisors and colleagues allow me to manage my workload and make decisions autonomously, fostering a sense of ownership and accountability.

It's easier to work autonomously in a supportive work environment as there is less pressure to do everything perfectly and never making any mistakes. This makes it easier to make decisions independently.

The supportiveness of my supervisors and colleagues enhances my sense of autonomy. This is how it is when supervisors set the expectations of the work they want to see and give me the freedom and responsibility to handle my projects. My colleagues who are good at working in teams and have no problems in sharing their knowledge also make me more confident in taking risks and looking for new ways of solving tasks.

4. How does receiving autonomy support from your team members and supervisors impact your sense of connection and relatedness within the organization?

Receiving autonomy support from team members and supervisors enhances your sense of connection and relatedness within the organization by building trust, encouraging mutual respect, and promoting a collaborative and supportive work culture.

Having my team's support while I get to make my own decisions makes me feel more connected to the organization. In some ways I feel like this is also my business and I'm responsible for making sure my work has positive impact, and that I'm not messing up after the trust I've been given.

Receiving autonomy support from my team members and supervisors has a major result in my sense of connection and relatedness within the organization, without this support and guidance, no one can reach good access to autonomy at work, overall, autonomy at work cannot exist immediately, it came with time and experience, and by increasing the level of trust over the time.

Receiving autonomy support from my team members and supervisors makes me feel that I am able to do more things in my role connection and relatedness within the organization. It makes me feel valued and recognized for my contributions despite being a trainee, which is something I would not usually experience in my home country.

Receiving autonomy support from team members and supervisors can significantly impact my sense of connection and relatedness within the organization in several ways. Firstly, when colleagues and supervisors empower me to make decisions and take ownership of my work, it fosters a sense of trust and respect, strengthening my bond with them. This mutual trust cultivates a supportive and collaborative atmosphere where I feel valued and respected as a member of the team. Moreover, autonomy support encourages open communication and sharing of ideas, creating opportunities for meaningful interactions and relationship building. As a result, I feel more connected to my peers and supervisors, fostering a sense of belonging within the organization. Additionally, when autonomy is coupled with support and encouragement, it enhances my sense of competence and confidence in my abilities, leading to greater engagement and satisfaction in my work.

When I get support from my organization I tend to feel appreciated and honestly I feel like I am a valued member of the team. This appreciation of my skills and knowledge fed my self-esteem and re-energized my desire to deliver top-notch results.

It makes me feel trusted by my organization, like they trust that I can do my job on my own.

5. In what ways does the organization encourage your independence and self-governance in your role?

In my role, self-governance and independence is mainly proven by promoting my work role in general from technical aspect to area management leadership. By that I am solely responsible in guiding the development of the product in question and plan the needed tasks to achieve the goals. These task proposals are guided at different levels, starting from an area team where different colleagues and stakeholders in relation to the product discuss around the needed and potential development subjects. Afterwards, there are quarterly planning meetings in which every area manager highlights the needed resourcing either as manhours or cashout and seek approval from higher management for execution or modifications.

The expectations for my role suggest that I can self-operate with minimum interference from my manager. I must be able to identify problems, prioritize solutions and deliver them if I see fit.

My organization encourages us to be fully independent and self-governance in certain kinds of roles, but as I mentioned earlier, in some situations and some positions, you have to be a part of a team, but in other matters not related to projects, our organization encourages us to have self-governance in our roles.

As mentioned previously, the organization encourages my independence and self-governance by providing me with opportunities such as making content decisions and participating in a panel talk. This empowerment demonstrates their trust in my capabilities and encourages me to take ownership of my work.

The organization encourages my independence and self-governance in my role through various means. Firstly, it provides clear guidelines and expectations, empowering me to take ownership of my work and make decisions autonomously within defined boundaries. Additionally, the organization fosters a culture of trust and empowerment, where you are encouraged to take initiative, innovate, and explore new ideas without fear of micromanagement. Moreover, it offers resources, training, and support to enhance your skills and competencies, enabling me to effectively fulfill my responsibilities with confidence. Furthermore, the organization values open communication and feedback, providing opportunities for me to voice my ideas, concerns, and suggestions, and actively engages in dialogue to foster continuous improvement. Additionally, it recognizes and rewards individual contributions and achievements, reinforcing a sense of autonomy and accountability. Overall, the organization's commitment to fostering independence and self-governance empowers me to thrive in your role, contribute to the organization's success, and pursue professional growth and development.

It's just the way the company is run. The management doesn't "micro manage" or interfere too much. Everyone has their own role and own task.

My organization encourages independence and self-governance by setting clear goals and providing the necessary resources while allowing me the freedom to determine how to achieve those goals.

6. How does the support you receive for autonomy and decision-making from the organization affect your commitment to the organization?

Autonomy and decision making are two key parameters that increases the commitment towards the organization. However, considering that autonomy is the new standard for the way of working in international organizations, I personally would not rate it as the most prominent fact to commit for an organization. Personal development and independence at work is valued and needed for efficient business model, however, what matters the most is the clear planning for the future vision, not only in the same working title but make a vision for the promotion and award the good working employee by having systematic bonuses based on clear Key Performance Indicator (KPI) that is related to the personnel performance and NOT to the key financial figures of the department in question or the organization high key financial figures.

Because I have my own legacy in the organization, I feel committed to go all the way and contribute to the success of the organization because I know no one else will be able to work on my stuff better than myself, the one who actually been through the problem definition, thought about multiple solutions and was blocked several times before having a working solution, which I coded myself.

the support I receive for autonomy and decision-making from the organization has a great impact on my commitment to the organization, giving the employee a high level of autonomy will allow him to be more creative and related to the organization as one is not forced to follow certain roles and measures all the time.

The support I receive for autonomy and decision-making really affects my commitment to VAMK. It creates a positive work environment where I feel motivated and engaged to do more, and contribute.

The support received for autonomy and decision-making from the organization significantly influences commitment in several key ways. Firstly, when the organization empowers

individuals to make autonomous decisions, it demonstrates trust and confidence in their abilities, fostering a sense of ownership and responsibility. This sense of ownership cultivates a deeper connection to the organization and a greater commitment to its goals and success.

It improves my commitment as there is more room to work the way I want to work.

Trust intuitively makes me feel appreciated and that my work is valuable, enhancing my job satisfaction and commitment. I feel that the organization values me and my abilities and can nurture my career, this keeps me more motivated to work and stay on with the organization and strive for its success.

7. Can you describe a situation where you felt the organization's support for your autonomy positively influenced your dedication and loyalty to the company?

Autonomy is a wide area as to describe, therefore I will pick one item related to it – open and positive communication towards direct line management. Emergency sick leave: I had to take a long sick leave for 6 months and the notice period for that was only one day due to the medical urgency. Line management support was on the highest standard where every manager in question has supported the leave and agreed to split my tasks on them to keep the work in progress. During the 6 months of leave, the contact with the managers was only to check on the health status and improvement but not work related and no pressure to come back without having a full recovery.

I've recently felt that my organization is using an outdated code formatting tool. This tool was giving a hard time to the majority of engineers and it has been there for 10 years. I created a proposal document for alternative solutions and picked a particular one and

added a proof of concept. I presented this to my manager and principal engineer and the three of us worked together to introduce the rest of the organization to this solution before getting the buy-in. Which ultimately was a nice moment as I felt like I could actually contribute into making the day to day flow of the organization better.

Yes, sure, the most important situation is the flexible hours system, which enables us to work within certain hours, while the most important thing is having a sense of responsibility toward your duties and tasks, which increases my dedication and loyalty to the company.

One situation where the organization's support for my autonomy positively influenced my dedication and loyalty was when I was given the responsibility to host and manage my own podcast series. They would give me certain tips on how the podcast should be directed but I was given the main responsibility to plan the whole podcast series, starting from contacting the potential people who would be part of the podcast, learning how to use the podcast studio and system, editing the podcasts and etc. This trust and freedom allowed me to showcase my creativity and potential, leading to the result of the very first international podcast series of VAMK. After conducting the series and also the overall performance during my trainee experience, both my supervisors and colleagues supported in a way that I have done a great job despite being a trainee that reinforced my sense of belonging and commitment to VAMK and would like to do more in the future if possible.

The organization provided me with the autonomy to lead a team responsible for a material coordinating project worth more than 100000 euros independently, allowing me to make key decisions and implement strategies without constant supervision. This trust and support from the organization not only empowered me to take ownership of the project but also instilled a sense of confidence in my abilities.

I was in a small company and shortly after I joined I became a product owner. It made me more responsible, confident, more dedicated and trusted

Not really, just happy about being in a positive environment. However, in previous jobs the lack of autonomy has been a big factor in me quitting them as every small detail was being criticized for no reason.

One notable situation was when I was leading the redesign of a critical component for a major client. The project had tight deadlines and high stakes. My supervisors gave me full autonomy to assemble my team, choose the design approach, and manage the project timeline. Their trust and support allowed me to innovate and address challenges effectively.

4.2 Interviews Analysis

The study findings show that autonomy can be defined in a broad and complex sense from the organizational responses that embraced individual initiative, "Autonomy is guided by influencing each employee individually as a mini project manager for the bigger project scope.", decision making freedom and flexible work environments. However, it functions not only for creativity but also under conditions like deadlines, regulations and customers' expectations. Since autonomy is linked to the position within an organization, the degree of autonomy may differ significantly between individual roles within the same organization. Altogether, although there can be no question that full self-governance may be impossible, there is a substantially enhanced focus on providing individual workers with some ample authority to direct their own work and make their own choices.

The responses highlight that for autonomy to be effectively granted; experience, technical skill, autonomy is often granted based on a person's experience and technical skills. This includes several years of task execution and management roles, decision making and problem solving skills, "Having strong decision-making skills, including the capacity to weigh options, assess risks, and choose the best course of action.", self-discipline and time

management, "Employee shall at least have developed its own self-discipline and time management skills." and communication skills. Other qualities that are also valued include versatility, thinking outside the box, enthusiasm, accountability, and ethical standards. It specifies that it is established step by step, and it depends on the employee's capacity to perform work assignments without needing much supervision but must follow organizational rules and regulation.

The duality of supervisors and fellow workers plays a key role in the amount of personal authority experienced by the individual at work. These include trust and confidence built by supervisors, "Their trust and encouragement provide me with the confidence to take initiative and make decisions independently.", encouragement and directions given by supervisors, "Encouragement and empowerment can instill confidence in my abilities to independently make decisions and take ownership of my work.", availability and accessibility of resources, free communication process, , "Open communication within a supportive environment facilitates collaboration and ensures access to necessary resources." and availability of constructive comments. This is because people feel less pressured when working or making decisions in a supportive environment, rather than being pressured to continually perform. Additional to the autonomy in decision-making, generalizability, and freedom, flexibility in executing tasks and the progressive delegation of accountability for more tasks over time as the user builds confidence and competence amplifies the feeling of ownership and responsibility.

Self-determination theory opines that autonomy support from supervisors and peers entails a significant influence of the feeling of belonging and relatedness in particular organization. Some of them are concerning the strengthening of mutual trust and respect, the improvement of the feeling of the subject's ownership, "Having my team's support while I get to make my own decisions makes me feel more connected to the organization." and the encouragement of commitment with defined rewards and cooperative teamwork. Employees gain the sense of appreciation, "It makes me feel valued and recognized for my contributions despite being a trainee." which also helps them to have increased self-

esteemed, and productivity levels due to the recognition they received from the employer. In addition to encouraging openness in sharing ideas, this also promotes relationship development and this results in high levels of enthusiasm, satisfaction and enhanced feelings of commitment to the organization, "When autonomy is coupled with support and encouragement, it enhances my sense of competence and confidence in my abilities, leading to greater engagement and satisfaction in my work."

Three major ways that organizations achieve independence and self-governance includes; rendering employees into leaders, "I am solely responsible in guiding the development of the product in question and plan the needed tasks to achieve the goals.", setting clear expectations with minimal managerial interference, "The expectations for my role suggest that I can self-operate with minimum interference from my manager." and fostering a culture of trust and empowerment "This empowerment demonstrates their trust in my capabilities and encourages me to take ownership of my work.". Cultivating independence through offering the necessary amount of materials, education on their usage, and training, as well as encouraging and appreciating each participant's efforts and work, enhances the perception of independence. Moreover, encourage communication and define loosely their goals with added benefit to the independence and self-responsibility of the employees who were given the task.

The commitment level of the employees is highly boosted by the support provided to them in the area of autonomy as well as decision making by an organization. They include: fostering a sense of ownership and responsibility, "When the organization empowers individuals to make autonomous decisions, it demonstrates trust and confidence in their abilities, fostering a sense of ownership and responsibility." utilization of incentives and rewards for staff and creating staff friendly environment "The support I receive for autonomy and decision-making really affects my commitment to VAMK. It creates a positive work environment where I feel motivated and engaged to do more and contribute.". On the same note, trust and appreciation from the organizational side, "Trust intuitively makes me feel appreciated and that my work is valuable, enhancing my job satisfaction and commitment.", plus the chance to be creative and to have relative

flexibility in the job enhances commitment. Also, personal investment as well as a clear vision of the further development and growth of the company, and the insurmountable motivation that is inherent in the employee, are considered to be significant for enhancing organizational commitment.

This study showed that participants although receiving robust support from their organizations in autonomy and decision-making express full dedication and commitment to their organizations. The major themes for the study entailed established from the results which outlined the overall essence of autonomy or the broad ways in which it enhanced organizational commitment among employees. Autonomy-supporting climate makes employees to feel valued, trusted, and empowered to take their own decisions that boosts their job satisfaction, organizational commitment, and eventually organizational performance. This, in turn, makes the performance of the organization better as the motivated employees are likely to do more and make positive contribution towards the goals and objectives of the company.

4.3 Surveys Result and Analysis

This section provides the survey findings and discussion which focus on the level of employees' autonomy within the work setting and the subsequent level of motivation, commitment, and job satisfaction they exhibit. To achieve the study objective, I developed a survey that sought to establish the experiences of the employees in relation to the level of autonomy regarding a number of aspects that include decision-making freedom and task management. To gather the responses, a Likert scale questionnaire was developed and administered, which includes 1-5 scores; The participants recorded were 52. Majority of them was from Tech based company out of which 75% of the population was from profiles like Engineers, Developers, Technical, Technician, Marketing, etc; the rest belongs to various other fields and organizations.

The analysis of the survey responses is guided by two key theoretical frameworks: Self-Determination Theory (SDT) and Organizational Support Theory (OST). The subsequent

section highlights responses of participants to each survey question, results in an analytical type, or statistical data, and percent distribution of responses where necessary. In light of this, the following extensive review seeks to give a clear standpoint on the current position of autonomy among employees, in the facet of the organization, accompanied by corresponding impacts on organizational activities and policies.

Question 1: I feel that I have the freedom to decide how to accomplish my work tasks

I feel that I have the freedom to decide how to accomplish my work tasks

52 responses

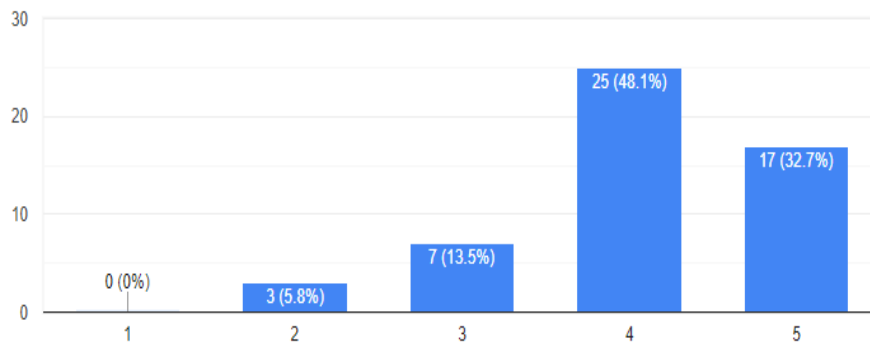


Figure 1: Responses of question 1

Average = 4.08

Based on the analyses of the results of the questionnaire as illustrated in the tables below, 80.77% of the respondents are of the opinion that they often or always have the discretion on how they need to complete their workflow. This suggests that the employees in the organization are empowered and they may be given autonomy in decision making processes.

In the survey, the self-organizing work survey received an average response that shows that employees in the company feel as though they have a considerable amount of control when it comes to deciding how the work should get done. This is a positive sign for organizational practices given that it can be deduced that employees are more likely to be committed to organizational tasks because of the amount of autonomy they feel they have in their jobs. This finding affirms the need for organizations to adopt both the SDT and OST

tenets in the management and boosting of the level of satisfaction and performance among the workforce.

Question 2: my supervisors encourage me to make decisions about how to perform my work

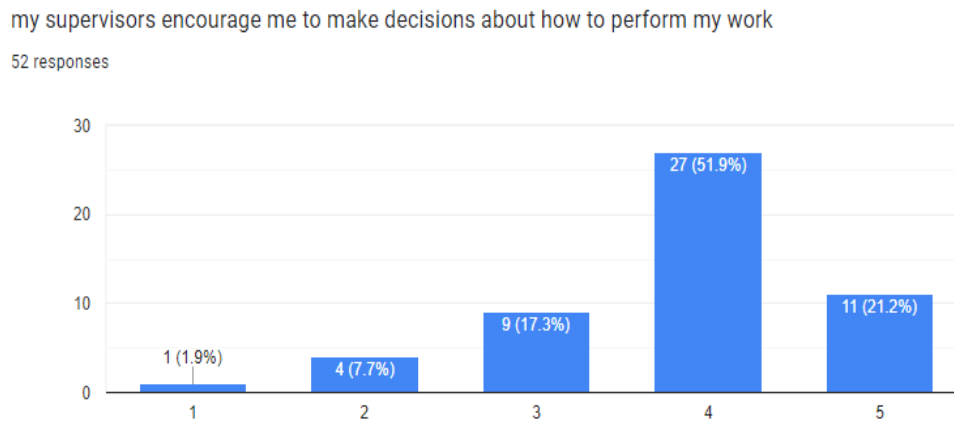


Figure 2: Responses of question 2

Average = 3.83

The above average reflects the fact that supervisors are regarded as positively inclined towards facilitating decision-making self-direction of subordinates. This means that supervisors created a favorable organizational climate that encouraged autonomy in the work place, a factor that improves employees, morale, and productivity.

This not only helps to satisfy employees' level of growth for autonomy but also increases motivation due to the encouragement by supervisors. Employers benefit from the situation as the employees are likely to feel valued and trusted, which will in turn lead to increased level of satisfaction in their jobs as well as taking a greater sense of responsibility towards the tasks that they are assigned.

Strengthening the literature on Self-Determination Theory and Organizational Support Theory, this perception of autonomy can potentially have a favorable effect on their motivation, commitment and job satisfaction.

Question 3: I feel supported by my organization in exercising autonomy in my work

I feel supported by my organization in exercising autonomy in my work

52 responses

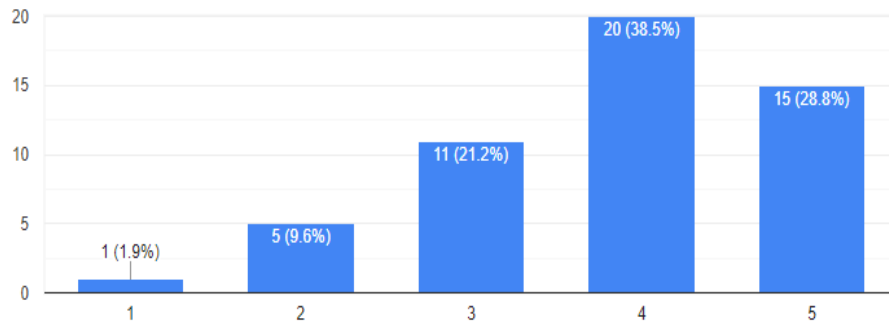


Figure 3: Responses of question 3

Average = 3.81

The percentages indicate that even though the average response is tolerable, employees feel that their current organization offer an adequate level of support for exercising self-control. In this regard, the organizational climate was viewed as positive because tools and direction were offered within the working environment to foster and support employee decision-making as well as reward efforts.

This support for autonomy not only considers self-direction of work as well as the perceived motivation to increase control for those work tasks but also fosters the aspects of competence and relatedness. This is because employee support promotes job satisfaction and work enjoyment, as the employee is being developed in terms of capability and inspired to feel like they are part of the organization.

It is also an important factor in understanding the functioning of a workplace, motivation, and personal satisfaction at the workplace. By continuing and even strengthening this degree of support, organizational stakeholders can indeed enhance productive and active work force.

Question 4: I feel a sense of belonging and connection with my coworkers

I feel a sense of belonging and connection with my coworkers?

52 responses

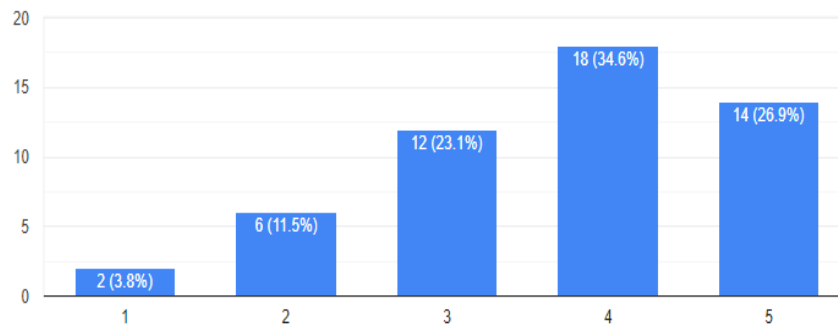


Figure 4: Responses of question 4

Average = 3.65

Taking all the means of this average, it can be concluded that the majority of the employees have a satisfactory level of integration with the co-workers. Another type of perceived relatedness has to do with work contextual factors that foster supportive and cooperative work-related relations, which ultimately lead to higher levels of job satisfaction and commitment. There is evidence to suggest that when employees report higher levels of social connection to one's workplace; their work engagement, job motivation and organizational commitment is augmented. This can lead to lower turnover rates and a more solid team; thus, the idea would help in achieving the goal. The continuing and even expanding of these social relationships can add to the fortification of resources such as team cohesiveness and organizational effectiveness.

Question 5: I am committed to my organization.

I am committed to my organization.

52 responses

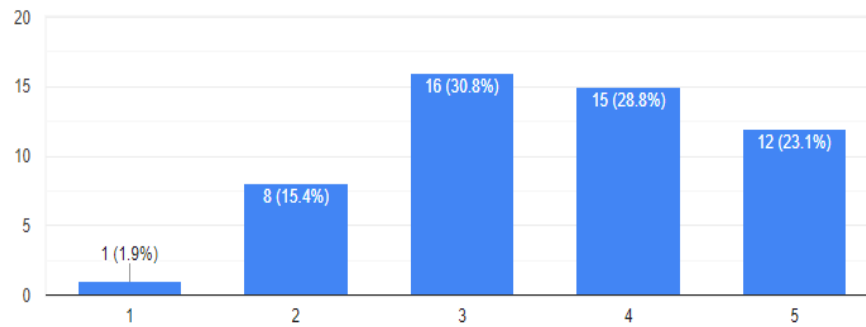


Figure 5: Responses of question 5

Average = 3.48

In the case of average response, the findings imply that employees have moderate level of organizational commitment. This commitment may be influenced by; autonomy which is the level of control that the employee has over his/her work, positive support given to the employee, recognition they receive from others, and their levels of interactions with other people in the workplace.

According to the Organizational Support Theory (OST) organizations and employees in specific groups receive support and recognition hence enhancing commitment towards the organizations. Socialized employee's experience is that if they are supported by their organization, they will give the same amount of commitment and loyalty in return.

Question 6: I work on tasks because I find them interesting and enjoyable.

I work on tasks because I find them interesting and enjoyable.

52 responses

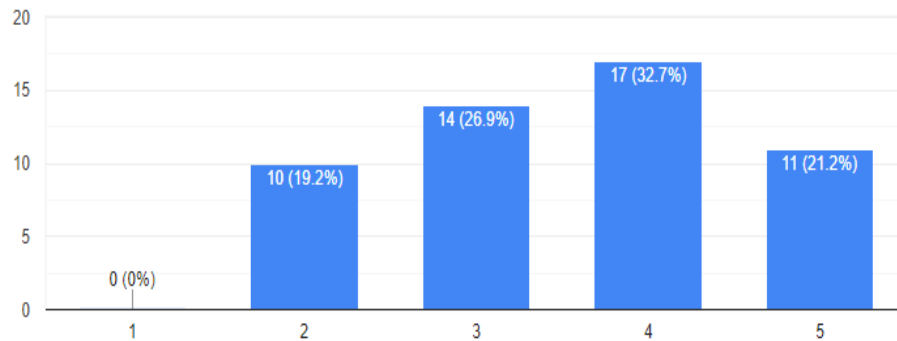


Figure 6: Responses of question 6

Average = 3.61

The results disclosed that the targeted average response indicates a moderate intrinsic motivation to work among the employees. This intrinsic motivation can be attributed to the process of performing a particular task not because one wants a particular reward or fears a certain penalty, but because the task itself is interesting and enjoyable.

This question is therefore relevant given that SDT is built on the premise of autonomous or intrinsic motivation as one of the basic psychological needs for individuals to lead healthy and fulfilling lives. This is because it is more fulfilling for an employee to engage in tasks that he or she enjoys and finds fascinating rather than have to do a given task due to pressure from the employer or organization.

Question 7: I receive feedback that helps me improve my autonomy

I receive feedback that helps me improve my autonomy?

52 responses

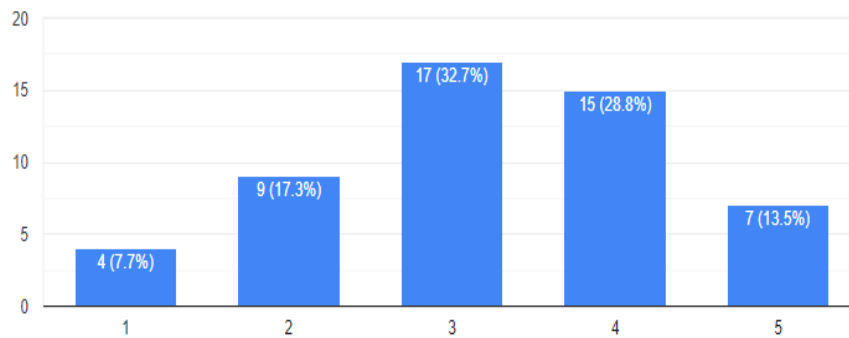


Figure 7: Responses of question 7

Average: 3.24

The average response is also gratifying, implying that employees get feedback that is partially useful for their level of autonomy. This feedback probably also involves mentoring and other helping behaviors that assist staff in making their own choice and personal growth.

Survey results reveal that organizations' feedback to employees in terms of boosting their autonomy is moderately beneficial. They are as follows Though consistent with, Organizational Support Theory, this feedback is a very valuable tool in creating a supportive and empowering culture. With this kind of pointers, organizations will be able to facilitate growth for their employees as well as increase their levels of satisfaction among workers.

Question 8: My personal goals align with my work tasks

My personal goals align with my work tasks?

52 responses

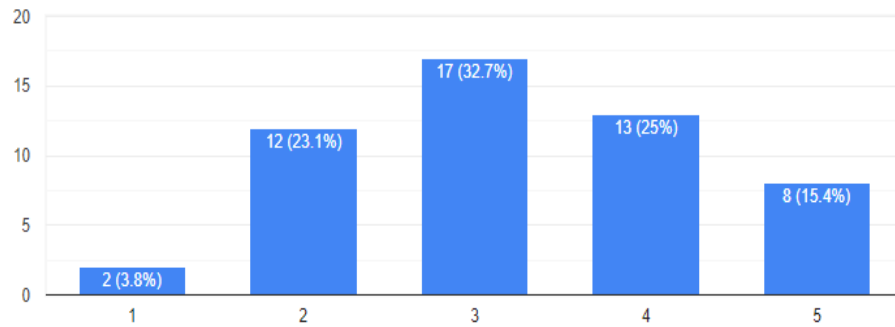


Figure 8: Responses of question 8

Average = 3.28

The mode of response supports the overall tentative impression that the employees are confident in a moderate degree of congruency between their personal goals and work tasks. This alignment is relevant as it shows that employees have reverential opinion about their job and perceive it to be noble in their perceived goals.

It is therefore possible to deduce that whereby a person establishes personal goals and objectives that may correspond with work activities, that person is bound to be motivated and satisfied in their place of work. This resonates with their personal level of significance in terms of context inherent in their chosen profession, which legislates with the norms of the Self-Determination theory.

Question 9: My organization support me through helping me to maintain a healthy balance between work and personal life

My organization support me through helping me to maintain a healthy balance between work and personal life?

52 responses

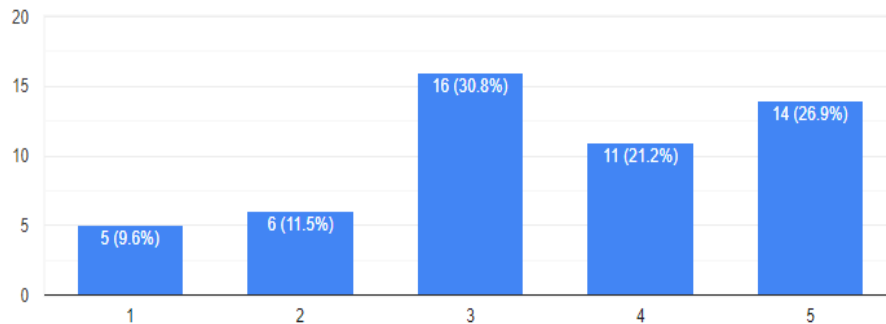


Figure 9: Responses of question 9

Average = 3.72

The survey results show that employees seem fairly well supported in their quest for the achievement of a healthy balance between working time and leisure time within their respective organizations. This support is important in securing positive outcomes for the welfare of employees, their satisfaction and appreciation in organizations.

Question 10: I voluntarily go above and beyond the expectations of my job to help others or contribute to the organization

I voluntarily go above and beyond the expectations of my job to help others or contribute to the organization?

52 responses

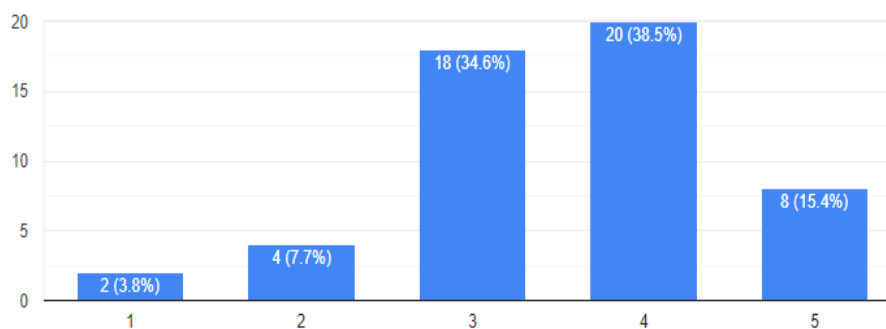


Figure 10: Responses of question 10

Average = 3.64

The mean response indicated that employees are fairly motivated over and above their call of duty in equally moderate measures. This action demonstrates the workers' loyalty and seriousness towards the objectives of the company as well as helping their colleagues. This augurs well in enhancing the work culture and in bringing about commitment and engagement of the employees.

Question 11: I feel empowered to voice my opinions and ideas in the workplace.

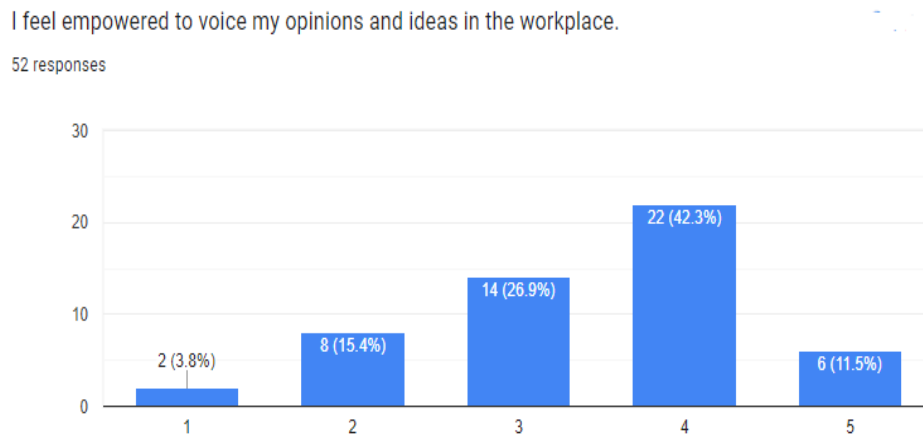


Figure 11: Responses of question 11

Average = 3.73

The samples show that employees express the moderate level of power to speak their voice and share their opinions or ideas in organization. This type of encouragement ensures people at the workplace are motivated, empowered and are given freedom making work to be fun, in accordance with Self-Determination Theory and the Organizational Support theory.

Question 12: I feel recognized and rewarded for my contributions and achievements at work

I feel recognized and rewarded for my contributions and achievements at work?

52 responses

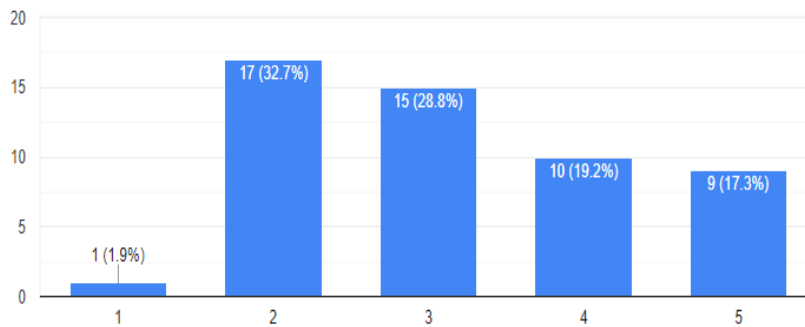


Figure 12: Responses of question 12

Average = 3.04

Taking the results of the survey, it is possible to conclude that employees tend to experience moderate levels of perceived organizational recognition and rewards for their efforts and performance at the workplace. These methods of employee induction are crucial for the encouragement of the staff, since they facilitate their satisfaction in the workplace and bring out their commitment towards the company. Thus, the recognition and reward emphasis can be deemed as one of the crucial approaches for establishing a healthy work environment that helps boost both workers' morale and efficiency.

Question 13: I am likely to leave my current job within the next year

I am likely to leave my current job within the next year?

52 responses

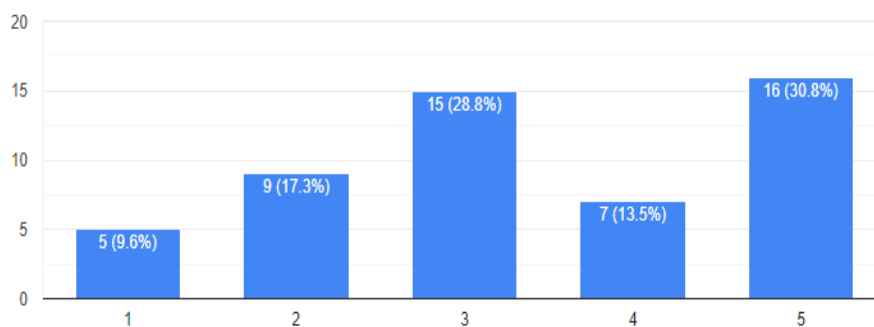


Figure 13: Responses of question 13

Average = 3.44

The moderate likelihood indicates that these employees are on average only slightly so or quite likely to not leave their current job in the next one year. Turnover intention sometimes might depend on some issues such like job satisfaction, organizational commitment, and perception of other potential employers and available job vacancies.

Employers who provide their employees with good human relations practices and measure up to the desired organizational commitment standards could be sure that their employees have reduced inclination to leave their organizations. Positive factors for instance, organization support, decision-making authority, recognition and work-life balance have been proved to enhance job satisfaction and organizational commitment, consequently decreasing turnover intention.

Question 14: Overall, how satisfied I am with my current job

Overall, how satisfied I am with my current job?

52 responses

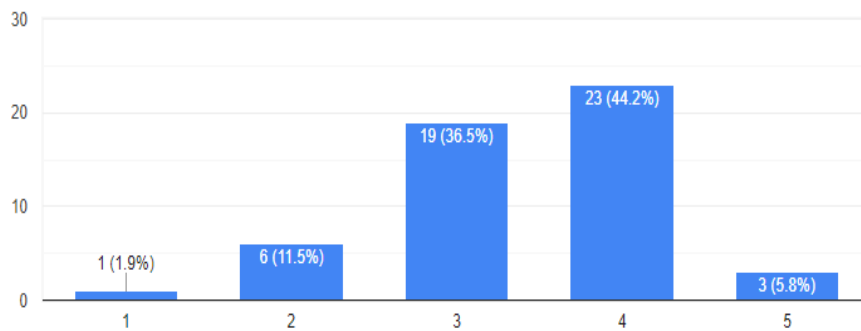


Figure 14: Responses of question 14

Average = 3.51

This evaluation based on the survey undertaken suggests that organizational employees have moderate level of satisfaction with the current job. These factors comprise autonomy, where the employee has the freedom to decide on their tasks and how it is done; support, where the jobs assigned to the employee are stimulated and appreciated; recognition, where the talents of the employees are considered and valued; and alignment of personal

goals with work tasks, meaning that the goals of an employee and the organization are in harmony.

Evaluating overall job satisfaction provides insights into employees' well-being and engagement in work. In other words, satisfied employees are those who are more likely to get involved in productive processes in their organizations and are more likely to remain loyal to organizations to which they belong.

5 Discussion

The primary objective of this research was to explore the effects of increasing employee autonomy on various aspects of their work experience according to Self-Determination Theory (SDT) and Organizational Support Theory (OST). These theories give the context by which autonomy, support as well as recognition influences the motivation, satisfaction and commitment levels of employees. This chapter discusses the findings from both the survey responses and interview answers in relation to the purpose of this research and the theoretical framework.

The responses from the survey and the interview information this paper helped in obtaining a clear understanding of the current position of the organization concerning autonomy, support, and satisfaction of employees.

Overall, the results of the survey can be framed in terms of their assessment of the perceived autonomy in the workplace, and the results are able to show that there is a strong level of perceived autonomy, where the majority of the employees feel that they are able to decide how they should go about their work. This finding complements the results from the interviews, which showed that employees pointed out autonomy as one of the most valuable facets of work.

It has also been seen from the survey and interview responses that availability of autonomy and positive relationship with colleagues affect commitment and performance of

employees in a positive way. Autonomous and supportive working circumstances where employees said that they felt more satisfaction, motivated and proprietorial of the task they were handling.

The use of SDT and OST enables a better understanding of the impact of autonomy on motivation, commitment, and performance among employees. The assessment of this paper suggests that by increasing autonomy and the adoption of supportive relationships, organizations can generate an environment that is not only good for the overall welfare of the employees but also beneficial for organizational imperative.

The findings emphasize the idea that raising or lowering the degree of autonomy is one of the essential aspects that influences various qualities such as commitment, job satisfaction, job performance, and internal motivation. The individual groups with decision-making authority and those receiving support in the workplace from their Supervisor and other Personnel are highly motivated, committed and satisfied with their job. They in turn encourage higher performance and success of an organization.

Although this research does not give primary outcomes of the effect of higher autonomy in the transition from low degree to high degree, it is possible to speculate relying on prior studies and the given outcomes. In theory, the shift to a higher level of decentralization may present various difficulties, including possible resistance to the changes, the demands for new skills, and the setting of new expectations for performance. On the other hand, the cost could comprise in the development of an empowered workforce that enhances organizational commitment and participation in returns acquiring competitive edges within the talent marketplace.

It is crucial to note that many companies fail to recognize that these two factors are vital in driving engagement and staff turnover, therefore, the necessity of developing an organizational culture that advocates for autonomy as well as support. Introducing the practices in organizations according to the principle of SDT and OST can help to motivate the workforce, enhance their performance and productivity, and thus provide the organization's continuous growth and competitiveness.

Unless direct control is needed due to crisis, organizations should extend personal control by letting workers decide what they do and how they do it. This can be done by permitting an employee to work at any time of the day and / or from any location, engaging employees in decision-making processes, and through embracing new ideas and out-of-the-box thinking.

This means that autonomy must be supported and encouraged, and such a role of supervisors and colleagues should be appreciated when found. Specifically, improving the supervisors' coaching or mentoring skills during training and encouraging cross-training and collaboration in general will help fortify these structures.

Policies should be in compliance with principles of SDT and OST, whereby implementing them should ensure perceived organizational support for employees' psychological resources. This alignment can be rationally executed in the form of feedback mechanisms, recognition programs and other career development avenues..

There is need to develop proper recognition and reward programs since this will help in identifying the efforts of the employees and rewarding them for their good deeds. They can extend tangible incentives such as money, promotions, and awards, as well as other less tangible incentives such as public acknowledgement and chances for professional growth. The authors also noted that recognition of efforts provided by employees may influence motivation and commitment levels.

Future research should explore the long-term effects of increased autonomy and support on employee outcomes. Longitudinal studies can provide insights into how these factors influence motivation, satisfaction, and commitment over time. Additionally, research should investigate the impact of autonomy and support in different cultural contexts to enhance the generalizability of the findings.

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