



Research Note 2022-07

**Effects of Organizational Justice and Supervisor
Support on Motivation to Lead**

Karly M. Schleicher

U.S. Army Research Institute

Michael McGraw

Consortium of Universities of Washington
George Mason University

Jessica R. Carre

U.S. Army Research Institute

Emily Flynt

Consortium of Universities of Washington
George Mason University

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**United States Army Research Institute
for the Behavioral and Social Sciences**

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Authorized and approved:

**MICHELLE L. ZBYLUT, Ph.D.
Director**

Technical Review by:

Cristina Kirkendall, U.S. Army Research Institute

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14. ABSTRACT (<i>Maximum 200 words</i>): Taking on leadership responsibilities is critical for promotion in many careers and developing effective leaders is critical for organizations to maximize potential and performance. To better understand leadership development, organizations and researchers have investigated employees' motivation to lead (MTL). Research has demonstrated that MTL is correlated with a variety of positive leadership behaviors (Badura et al., 2019). Given the importance of MTL, it is important to identify proximal factors that may affect employee's MTL. While there is research that has related MTL with some individual difference measures (e.g., Chan & Drasgow, 2001), there is a gap in understanding how organizational factors, such as fairness or supervisor support, relate to leadership motivations. The present research investigates the relationship between perceived organizational justice (POJ) and perceived supervisor support (PSS) on employees' motivation to lead (MTL). Results show that POJ was positively related to the social-normative and non-calculative dimensions of MTL, but not with affective-identity MTL whereas, PSS was associated with all three dimensions of MTL. When POJ and PSS were considered simultaneously, PSS was still related to all three dimensions of MTL, whereas POJ was only related to the social-normative dimension of MTL. Implications for future research are discussed.					
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Emily Flynt
Consortium of Universities of Washington
George Mason University

Selection and Assignment Research Unit

Tonia S. Heffner, Chief

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EFFECTS OF ORGANIZATIONAL JUSTICE AND SUPERVISOR SUPPORT ON MOTIVATION TO LEAD

EXECUTIVE SUMMARY

Research Requirement:

The present research investigates the relationship between perceived organizational justice (POJ) and perceived supervisor support (PSS) on employees' motivation to lead (MTL). Results show that both POJ and PSS were correlated with MTL, with PSS being a particularly important factor for influencing MTL.

Procedure:

The present research aims to investigate the effects of perceived organizational justice (POJ) and perceived supervisor support (PSS) on motivation to lead (MTL). A common initiative of organizations is leadership development, and previous research has demonstrated that MTL is related to a variety of different leadership behaviors, such as leadership emergence, potential, and effectiveness (e.g., Badura et al, 2020; Hendricks, & Payne, 2007). Given the importance of MTL for leadership development, it is critical that we understand underlying factors related to individual's leadership motivations. Studies have demonstrated that both POJ and PSS are related to leadership and workplace motivation. However, previous research has not addressed whether these factors are related to one's MTL. In this research, we examine the effect of POJ and PSS on the three dimensions of MTL with three hypotheses: POJ will be positively related to MTL; PSS will be positively related to MTL; and PSS will be most strongly related to the social-normative dimension of MTL.

To test our hypotheses, a sample of 3,159 junior enlisted Soldiers in the U. S. Army participated in an online survey. Participants responded to items assessing POJ, PSS, and MTL. Given their junior status in the organization, the measure of MTL focused on the participants' MTL related to peer leadership.

Findings:

Consistent with hypothesis 1, higher rates of perceived organizational justice (POJ) were related to more social-normative and less non-calculative motivations to lead (MTL). In contrast with hypothesis 1, there was not a significant impact of POJ on the affective-identity dimension of MTL. Further analyses indicated that the correlation between POJ and the social-normative dimension of MTL was stronger than the correlation between POJ and the other dimensions of MTL. These findings suggest that an employee's perception of fairness is most strongly related to leadership motivations centered on social obligations.

Supporting our second hypothesis, higher rates of perceived supervisor support were related to more social-normative and affective-identity MTL, and less non-calculative MTL. We also hypothesized that PSS would be most strongly associated with the social-normative dimension of MTL. Follow-up analyses supported this hypothesis, suggesting that there is a

strong connection between supervisor support and socially driven leadership motivations. This finding is consistent with social exchange theory (Cropanzano & Mitchell, 2005) which assumes a reciprocal relationship exists between supervisors and employees, such that an employee who feels supported by their supervisor will reciprocate supportive behavior.

The relative importance of POJ and PSS in predicting the three dimensions of MTL was also examined. PSS uniquely predicted all three dimensions of MTL, whereas POJ only uniquely predicted the social-normative dimension of MTL. Although POJ and PSS both uniquely predicted the social-normative dimension of MTL, PSS was more strongly associated with this dimension than was POJ.

Utilization and Dissemination of Findings:

This research provides evidence that PSS is an important factor influencing MTL, particularly social-normative MTL. Thus, this research suggests that organizations that want to support employees to strive for leadership positions should make efforts to ensure their current supervisors support their employees.

EFFECTS OF ORGANIZATIONAL JUSTICE AND SUPERVISOR SUPPORT ON
MOTIVATION TO LEAD

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INTRODUCTION

The present research aims to investigate the effects of perceived organizational justice (POJ) and perceived supervisor support (PSS) on motivation to lead (MTL). A common initiative of organizations is leadership development, and MTL has been shown to correlate to leadership emergence, leadership effectiveness, and ideal forms of leadership such as transformational and transactional leadership (Badura et al., 2019). Given the importance of MTL for leadership development, it is critical that we understand underlying factors related to individual's leadership motivations. Numerous studies have also demonstrated that both POJ and PSS are related to leadership and workplace motivation. Specifically, past research has shown that when POJ and PSS are high, employees are more likely to be committed to the organization and be highly motivated to succeed (Nwokolo et al., 2016; Baqir et al., 2020; Cropanzano & Rupp, 2003). In turn, employees with high organizational commitment and motivation are more likely to take on leadership positions (Jones-Carmack, 2019). However, the effect of POJ and PSS on MTL has yet to be examined. As such, we bridge this knowledge gap in this research by examining the relationship of POJ and PSS with MTL.

Motivation to Lead

Motivation to lead (MTL) is defined as an individual's desire to lead or persist as a leader. MTL involves decisions to undergo leadership training and experiences and assume leadership roles and responsibilities (Chan & Drasgow, 2001). Importantly, MTL relates to leader emergence (Luria & Berson, 2013). MTL consists of three dimensions, which are defined based on the kind of motivation that drives an individual to lead. Affective-identity motivation is reliant on an individual's intrinsic motivation to take on leadership responsibilities, whereas non-calculative motivation is the extent to which individuals view leadership roles positively regardless of costs and/or insignificant benefits that such roles offer (Chan & Drasgow, 2001). The third dimension, social-normative motivation, is defined by a sense of obligation to lead based on social circumstances (Chan & Drasgow, 2001).

Several studies have examined the relationship between MTL and leadership outcomes. In a laboratory study, non-calculative MTL was positively related to leadership effectiveness after controlling for personality characteristics (Hendricks & Payne, 2007). In another study, Stiehl and colleagues (2015) examined the role of MTL on the effectiveness of leadership training. Drawing participants from a variety of different industries, individuals participated in a leadership development training, and were then evaluated immediately following the training and a year later. Results indicated that MTL was positively associated with training effectiveness, suggesting that those who scored high on MTL also tended to report more effective outcomes a year after the training. Similarly, MTL was also positively related to leadership competencies directly following the training, suggesting that individuals with higher MTL also indicated greater improvement in leadership development upon completing the training. Furthermore, higher leadership competencies immediately following the training were associated with more effective leadership behavior a year following the training. Taken together, these results suggest that individuals who are more motivated to lead may also perform better as leaders and respond more positively to leadership development efforts.

In a meta-analysis, Badura and colleagues (2019) investigated the uniqueness of MTL's three dimensions to better understand if MTL should be considered as a single construct or as its three separate dimensions. While there are similarities across the three dimensions, the modest correlations between them suggested that each should be considered separately when investigating MTL. Their results also indicated that each of the constructs related differently to leadership. For example, while all three constructs were positively related to transformational leadership, only affective-identity MTL was found to have a significant positive relationship with leadership effectiveness. Considering the differences in outcomes associated with each dimension of MTL, the present research investigated how POJ and PSS are related to each dimension of MTL.

Perceived Organizational Justice

Perceived organizational justice (POJ) refers to perceptions of fairness towards an organization's treatment of individuals within the organization (Greenberg, 2011). There are three dimensions of POJ: distributive justice, procedural justice, and interactional justice. Distributive justice is characterized by employee perceptions of fairness for an organization's distribution of resources, while procedural justice is characterized by employee perceptions of fairness for an organization's policies and procedures (Cropanzano & Ambrose, 2001). Interactional justice is related to employee attitudes towards supervisors and the communication of the organization's decisions and procedures (Cohen-Charash & Spector, 2001; Bies & Moag, 1986).

No known studies have directly investigated the connection between POJ and MTL. However, many previous studies have demonstrated that POJ is related to leadership (Khan & Rashid, 2012; Mayer et al., 2008) and motivation (Zapata-Phelan et al., 2009) in the workplace. In a study investigating organizational citizenship behaviors, transformational leadership and POJ were found to be positively related (Khan & Rashid, 2012). Similarly, in a study on job satisfaction, servant leadership and POJ were found to be positively correlated (Mayer, et al., 2008). These findings suggest that positive leadership styles are related to POJ.

In examining the dimensions of POJ, procedural justice has been shown to predict intrinsic motivation and task performance in both a lab and a real-world work setting (Zapata-Phelan et al., 2009). This suggests that an individual's perception of fair treatment not only influences how well one performs, but also their underlying motivations. In many careers, taking on leadership roles is critical for promotion. The present research aims to extend the findings of Zapata-Phelan and colleagues (2009) to examine whether perceptions of organizational justice as a whole (rather than distinct dimensions) influence individuals' leadership motivations. Given the positive relationship between POJ, leadership, and motivation, we hypothesize that POJ will be positively related to an individual's MTL. However, given the lack of research specifically examining the relationship between POJ and MTL, we do not propose any hypotheses as to which dimension of MTL POJ will be most strongly related, nor do we examine POJ in its separate dimensions.

Hypothesis 1: Perceived organizational justice will be positively related to all dimensions of motivation to lead.

Perceived Supervisor Support

Leadership is not only defined by the individual that chooses to lead, but also by the individuals that are being led. Employees not only need to be motivated to lead, but also need to feel supported by individuals within leadership. Previous research has shown that perceived supervisor support (PSS), or the feeling that leaders value employee's well-being and contributions (Eisenberger et al., 2002), is related to positive work outcomes. For example, as employees feel more support from leadership, they also experience increased career motivation (Jung & Tak, 2008) and job satisfaction (Gagnon & Michael, 2004).

PSS is largely based on the interpersonal relationship between the supervisor and subordinate. According to social exchange theory, when employees feel valued and cared for by coworkers or supervisors, they are likely to reciprocate similar, positive workplace behaviors (Cropanzano & Mitchell, 2005). This idea of reciprocity also extends to the social exchange between supervisors and employees, known as leader-member exchange (LMX). Previous research has found that higher levels of LMX are associated with increased PSS (Chen et al., 2008). Based on this assumption of reciprocity, higher levels of PSS may result in employees who are motivated to adopt their supervisor's leadership behaviors. As such, we expect that PSS will be positively associated with MTL.

Hypothesis 2: Perceived supervisor support will be positively related to motivation to lead.

The social-normative dimension of MTL is characterized by a feeling of obligation to perform the service of leadership (Chan & Drasgow, 2001). Given social exchange theory's assumption of reciprocity, if an employee feels valued and supported by their supervisor, they may feel a sense of obligation to lead, particularly in an organization where leadership development is fundamental to career growth. As such, we expect that PSS would relate most strongly with the social-normative dimension of MTL.

Hypothesis 3: Perceived supervisor support will be most strongly related to the social-normative dimension of MTL.

Perceived Organizational Justice & Perceived Supervisor Support

While distinct constructs, several studies have shown POJ and PSS to be positively correlated (DeConinck, 2010; DeConinck & Johnson, 2013; Stinglhamber et al., 2006). Similarly, POJ and PSS have also been shown to correlate with many of the same employee outcomes such as work effort (Al-Zu'bi, 2010; Wu & Wang, 2008), job satisfaction (Karriker & Williams, 2009; Kuvaas & Dysvik, 2010), and organizational citizenship behaviors (Gagnon & Michael, 2004; Wang, 2014). Specifically, research has also revealed that POJ and PSS are directly related to perceived organizational support by providing the basis on which employees form their perceptions of their own value within the company (Onn et al., 2014). Additionally, PSS and POJ both influence employee outcomes through a system of reciprocity, in which employees display positive workplace behaviors when their supervisors and organization value

them and treat them fairly (Cropanzano & Mitchell, 2005). Despite their common work outcomes, POJ and PSS are distinct concepts that focus on different aspects of workplace experiences. POJ is based on an employee's perceptions of an organization as a whole, while PSS is based on an employee's perceptions of their specific supervisors within the organization (Cropanzano et al., 2007; Gagnon & Michael, 2004). Therefore, POS influences an employee's workplace experiences through dyadic, interpersonal interactions and POJ influences an employee through a multitude of varied interactions within the organization. Given their similarities and their potential importance in affecting MTL, this research will also examine the relative importance of POJ and PSS in predicting MTL. However, given the lack of previous studies examining the relationships of POJ or PSS with the dimensions of MTL we do not make any a priori hypotheses regarding these relationships.

Method

Participants

The sample consisted of 3,159 junior enlisted Soldiers in the U. S. Army. The majority of participants reported being male (75.1%), an average age of 24 ($M = 23.69$; $SD = 4.43$), and white (*White, Not Hispanic* = 53.9%; *Black, Not Hispanic* = 20.1%; *Hispanic* = 17.2%; *Asian or Pacific Islander* = 7.5%; *American Indian or Alaska Native* = 1.2%). All measures were completed online as part of a larger research effort.

Measures

Perceived Organizational Justice (POJ). In order to assess Perceived Organizational Justice (POJ), participants rated their agreement with three statements on a 5-point Likert-type scale from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) (Jordan & Turner, 2008). Previous research has found that single items measures of each dimension perform similarly to longer item measures (Jordan & Turner, 2008). Each statement tapped one of the three dimensions of organizational justice: distributive justice (i.e., “I feel that the awards and recognition I receive from the Army are fair.”), procedural justice (i.e., “I feel the formal policies and procedures used by the Army to make decisions are fair.”), and interactional justice (i.e., “I feel that my primary supervisor treats me in a fair manner in all aspects of work.”). Average ratings across the three items were used as an index of perceived organizational justice, with higher averages representing greater perceived organizational justice.

Perceived Supervisor Support (PSS). Participants rated their agreement with eight items about their supervisor to assess perceived supervisor support (PSS). Agreement was indicated using a 5-point Likert-type scale from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Ratings were averaged across items to create an index of perceived supervisor support; higher means represented more perceived supervisor support. Example items include: “My supervisor values my contribution to the Army’s well-being” and “My supervisor cares about my general satisfaction at work”. To ensure the term “supervisor” was interpreted similarly across respondents, examples of who might be considered their supervisor were provided. Items were selected from the short-form of the Perceived Organizational Support scale (Eisenberger et al., 1986). As in previous studies, this scale was modified to refer to the supervisor instead of the organization (e.g., Rhoades et al., 2001). Further, in order to reduce participant burden, only eight of the original 16 items were administered to participants; items were chosen to reflect the breadth of the construct of supervisor support.

Motivation to Lead (MTL). Motivation to Lead (MTL) was assessed by having participants rate their agreement with nine items representing the three dimensions of MTL (Knapp & Kirkendall, 2020). This scale was adapted from Chan and Drasgow (2001) to assess MTL among Army personnel. Participants rated their agreement with each item using a 5-point Likert-type scale from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Three items were used to assess each dimension of MTL: social-normative (e.g., “I agree to lead whenever I am asked or nominated by other group members.”), non-calculative (e.g., “I will never agree to lead if I cannot see any benefits from that role.”) and affective-identity (e.g., “I usually want to be the leader in the groups that I work in.”). Scores on each dimension were calculated by averaging

participant ratings across the items within the dimension, with higher scores reflecting more social-normative and affective-identity motivations to lead and lower scores reflecting more non-calculative motivations to lead.

Procedures

Participants completed the above-described questionnaires as part of a larger study on career progression. The survey began with participants providing informed consent. Next, participants completed several questionnaires on topics related to career progression, including those described above. Finally, participants provided responses to demographics questions and were thanked for their participation.

Results

Descriptive statistics and intercorrelations among all scales are reported in Table 1. Correlations of motivation to lead dimensions with perceived organizational justice (POJ) and perceived supervisor support (PSS) were examined in order to test the first two hypotheses. Supporting hypothesis 1, POJ was significantly correlated with the social-normative and non-calculative dimensions of MTL (Table 1). However, in contrast with hypothesis 1, there was not a significant correlation between POJ and the affective-identity dimension of MTL (Table 1). Hypothesis 2 was supported in that PSS was significantly correlated with all dimensions of MTL (Table 1).

Table 1
Intercorrelations, Means, SDs, and Reliabilities for All Measures

	<i>M</i>	<i>SD</i>	1	2	3	4	5
1 Perceived Organizational Justice	3.28	0.85	(.64)				
2 Perceived Supervisor Support	3.66	0.94	.54	(.94)			
3 MTL: Social-normative	4.06	0.69	.17	.20	(.76)		
4 MTL: Non-calculative	3.95	0.82	.07	.11	.37	(.80)	
5 MTL: Affective-identity	3.42	0.84	.03	.09	.65	.16	(.84)

Note: Bolded correlations are significant at $p < 0.001$. MTL represents Motivation to Lead.

In order to assess hypothesis 3 – that PSS would be most strongly associated with the social-normative dimension of MTL – sobel z-tests of the difference between the correlations of PSS with each dimension of MTL were conducted. Supporting hypothesis 3, the results of these tests indicated that the correlation between PSS and the social-normative dimension of MTL was significantly larger than the correlations between PSS and the non-calculative ($t(2626) = 4.20, p < 0.001$) or affective-identity dimensions of MTL, $t(2624) = 6.88, p < 0.001$. There was not a significant difference between the correlation of PSS with the non-calculative dimension of MTL and the affective-identity dimension of MTL, $t(2624) = 0.80, p = 0.43$.

We were also interested in the strength of the relationships between MTL and POJ. However, due to a lack of previous research examining POJ and MTL, we did not propose any hypotheses about the relative strength of said correlations. To examine the relative strength of these correlations, we again conducted sobel z-tests of the difference between the correlations of POJ and each dimension of MTL. The results indicated that the correlation between POJ and the social-normative dimension of MTL was significantly larger than the correlations between POJ and the non-calculative ($t(3030) = 4.98, p < 0.001$) or affective-identity dimensions of MTL, $t(3028) = 9.40, p < 0.001$. There was not a significant difference in the strength of the correlation of POJ with the non-calculative dimension of MTL and the affective-identity dimension of MTL, $t(3028) = 1.70, p = 0.09$.

As POJ and PSS were highly correlated, we were also interested in whether each construct uniquely predicted the dimensions of MTL. However, due to a lack of previous research examining POJ and PSS with MTL, no hypotheses were made regarding these relationships. In order to assess this question, three separate regressions were conducted with POJ and PSS regressed on each of the three dimensions of MTL (Table 2). The results of these regressions indicated that PSS uniquely predicted each of the three dimensions of MTL, whereas POJ only uniquely predicted the social-normative dimension of MTL.

Table 2

Results from Regressions of Perceived Organizational Justice and Perceived Supervisor Support on Dimensions of Motivation to Lead (MTL)

	Perceived Organizational Justice		Perceived Supervisor Support	
	β	SE	β	SE
MTL: Social-normative	.07	.02	.12	.02
MTL: Non-calculative	.001	.02	.10	.02
MTL: Affective-identity	-.02	.02	.09	.02

Note: Bolded values are significant at $p < 0.001$. MTL represents Motivation to Lead.

Discussion

The goal of the present research was to better understand how employee perceptions of fairness and supervisor support relate to leadership motivations. Consistent with hypothesis 1, higher rates of perceived organizational justice (POJ) were related to more social-normative and non-calculative motivations to lead (MTL). However, in contrast with hypothesis 1, there was not a significant relationship between POJ and the affective-identity dimension of MTL. Further analyses indicated that the correlation between POJ and the social-normative dimension of MTL was stronger than the correlation between POJ and the other dimensions of MTL. These findings suggest that an employee's perception of fairness is most strongly related to leadership motivations centered on social obligations. This integrates well with previous research that demonstrated that POJ was closely related to motivation and positive leadership styles (Zapata-Phelan et al., 2009; Mayer et al., 2008). Both of these outcomes can be viewed through the lens of social obligations, which causes employees to exhibit positive behaviors in return for their fair and supportive treatment from the organization. Thus, POJ can lead employees to feel the need to repay their companies for their perceived equitable treatment and practices through various forms of positive behavior and attitudes, including motivation to lead. Past research has revealed the benefits of this relationship for organizations, including the positive influence of MTL on leadership training effectiveness (Stiehl et al., 2015).

Supporting our second hypothesis, we found that higher rates of perceived supervisor support were related to more social-normative, affective-identity and non-calculative MTL. We also hypothesized that PSS would be most strongly associated with the social-normative dimension of MTL. Follow-up analyses supported this hypothesis, suggesting that there is a strong connection between supervisor support and socially driven leadership motivations. This finding is consistent with social exchange theory (Cropanzano & Mitchell, 2005) which assumes a reciprocal relationship exists between supervisors and employees, such that an employee that feels supported by their supervisor will reciprocate that supportive behavior. Social-normative MTL is based on an employee's sense of social obligation, which can be created when supervisors display positive, nurturing behaviors. Employees may feel an obligation to repay their supervisors for their supportive behaviors by taking on leadership roles and working to improve the organization. Thus, high levels of PSS are related to high social-normative MTL through the reciprocal nature of positive supervisor and employee relationships.

The relative importance of POJ and PSS in predicting the three dimensions of MTL was also examined. Previous research has revealed that each dimension of MTL is related to different outcomes, making it essential to understand the antecedents for each dimension (Bandura et al., 2020). Findings indicated that PSS uniquely predicted all three dimensions of MTL, whereas POJ only uniquely predicted the social-normative dimension of MTL. Further, although POJ and PSS both uniquely predicted the social-normative dimension of MTL, PSS was more strongly associated with this dimension than was POJ. Both POJ and PSS are likely related to the social-normative dimension through the reciprocal process described in the social exchange theory (Cropanzano & Mitchell, 2005). It is likely that PSS is more strongly related to this dimension of MTL than POJ because of the more intimate nature of the dyadic relationship between supervisors and employees than an employee and an entire organization. Employees may feel a

stronger obligation to a specific supervisor versus an entire organization. Understanding the different dimensions of MTL and their antecedents is important for organizations so that they may best support their employees and increase positive leadership behaviors. For example, to increase specific dimensions of MTL, organizations would need to understand which constructs are most closely related to their MTL dimension of interest.

Limitations & Future Directions

The main limitation of this research is that individuals' supervisors were not also assessed. Specifically, although the findings in the present research highlight the importance of PSS on individuals' MTL, this research does not explicate the mechanism by which PSS influences MTL. Models of social exchange theory suggest employees reciprocate or model a supervisor's behaviors in the workplace (Cropanzano & Mitchell, 2005), however, without measuring supervisor's MTL – thereby assessing what behavior said supervisor would be modelling – it is not possible to completely assess this potential mechanism of action. Further research on this topic could reveal the mechanisms through which a supervisor is able to influence the behavior and motivation of their employees, whether through modelling and reciprocation, or some other mechanism. This knowledge would allow organizations and supervisors to understand the best methods for positively influencing the leadership motivations of their employees. Therefore, future research should consider assessing both supervisors and employees, in order to define the mechanism through which PSS affects individuals' MTL.

It would also be worthwhile for future research to consider the potential impact of similar constructs on MTL, such as perceived organizational support (POS). POS is closely related to PSS and previous research has found it to be an important predictor of organizational trust (DeConinck, 2010) and organizational commitment (Newman, Thanacoody, & Hui, 2012). Therefore, given the importance of PSS on individuals' MTL, and the relationship between POS and PSS, it is likely that POS also has an effect on individuals' MTL. Additionally, perceptions of fairness and supervisor support have been shown to be closely associated with POS, providing further evidence that POS may be related to MTL (Rhoades, & Eisenberger, 2002). Understanding how POS relates to MTL would allow organizations to expand their knowledge on the best practices for motivating employees and encouraging positive leadership behaviors. Future research could also explore how POJ and PSS influence other leadership outcomes through MTL, such as leadership training effectiveness (Stiehl et al., 2015). This research could provide a deeper and broader understanding of the way MTL affects organizations and employees.

Lastly, it is also important to note that all measures within this research were administered concurrently. This limits our ability to examine causality and change over time. Future research should consider assessing these constructs across different time points, to better understand the influence of POJ and POS on leadership motivations.

Conclusions & Implications

This research provides evidence that PSS is an important factor influencing MTL, particularly social-normative MTL. In this way, this research suggests that organizations that

want to support employees to strive for leadership positions should make efforts to ensure their current supervisors support their employees. This includes supervisors recognizing the efforts and successes of the employee and communicating appreciation to them accordingly. This also involves supervisors taking interest in employees and being concerned with their problems and needs. These findings have implications for an organization's ability to cultivate leaders and encourage positive leadership behaviors from employees. Using this research, organizations will be able to positively influence the number of employees who are motivated to lead by encouraging supportive behaviors from supervisors. Prior literature has demonstrated that employees with higher MTL will be more effective leaders in certain aspects, making it even more important for organizations to understand employee motivations (Stiehl et al., 2015). By ensuring adequate supervisor support, organizations can thereby support the positive development of the future leaders of their organization.

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