

A Nexus among Job Autonomy and Employee Vitality, Engagement, Job Satisfaction, and Social Support as a Moderator

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ABSTRACT

It is becoming increasingly complex for modern organizations, especially those in high-pressure banking, to balance employee work, life, and well-being. Pressures at work can stop innovation and hinder long-term success, so we should examine what helps employees succeed at work. This study examines how job autonomy impacts employee vitality, engagement, and job satisfaction in Jordanian commercial banks while considering social support as a moderator. This research uniquely examines the non-Western service sector, which has received little attention. The data of 320 bank employees were analysed using Smart pls software structural equation modeling. The results back every hypothesis, demonstrating that greater job autonomy in one's job helps increase vitality, engagement, and satisfaction and that social support reinforces these positive results. This research adds new ideas to the self-determination theory and the job demands-resources model that are meaningful in Jordan's work culture. This study adds to the theory by supporting these frameworks in a different context and provides valuable recommendations for HR in banking. Using these findings, organizations can make workplace changes supporting leader autonomy and firm direction, improving work satisfaction and effective performance. This research reveals that Western theories on autonomy are relevant everywhere, but how they are implemented has changed in specific Middle Eastern contexts.

Keywords: Job Autonomy, Employee Vitality, Engagement, Job Satisfaction, Jordan, Commercial Banks

JEL Classifications: M10, M16, M21

1. INTRODUCTION

Work-life balance has emerged as a critical concern in human resource management, emphasizing the need to harmonize employees' professional commitments with personal responsibilities. Organizations must ensure their staff keeps performing well in the long run by not overloading them with too much work. Due to this tension, specialists are now looking at how job autonomy increases employee involvement, vitality, and satisfaction, which are essential for sustainable work. Thanks to advances during the Industrial Revolution, organizations now realize the importance of satisfying employees and being productive. Earlier studies proved that work-

life benefits and management support greatly help employees reach their personal and work-related needs (Cheon et al., 2018). If employees have energy, physically and mentally, it strongly supports the company's success. Those vital at their jobs do better, handle stress better, and are more resistant to adverse health impacts (Ryan and Deci, 2008). Although the topic is significant, vitality has not received enough attention in business research regarding workplace autonomy. Job autonomy consistently seems to be the main reason why people launch entrepreneurial enterprises (Gebregiorgis and Xuefeng, 2021; Matei and Veith, 2023; Kusik et al., 2024), indicating that it plays a vital role in how work is designed. Since entrepreneurial businesses often deal with different stakeholder views, autonomy

in work, decision-making, and tasks tend to change rapidly, so they must be established appropriately. Much research in organizational behavior shows that job autonomy enhances work-life balance and increases job satisfaction (Zhang et al., 2024). Autonomous work gives employees more chance to contribute and feel proud of their achievements. Although autonomy is recognized as an important factor in job satisfaction in different situations (Tummers et al., 2018; Ade-Adeniji et al., 2021; Sharifah et al., 2024; Abbasi and Aftab, 2024; Jang and Kim, 2025), there are still very few studies concentrating on Jordanian work environments. Because little local research has been done, it is hard to understand how cultural and company habits in Jordan affect people's experiences of autonomy and satisfaction in commercial banking. In this place, strong structures can change how much autonomy people feel.

The study aims to discover if there is a link between job autonomy and employee vitality, engagement, and job satisfaction at Jordanian commercial banks. As a result, the study helps to fill a gap in the research by supplying real findings on how autonomy works in a service industry in Asia. Seeing how these elements play together allows for human resource strategies that improve staff wellness and continue to boost productivity. What give this study significance are its theoretical and methodological contributions. This research examines how self-determination theory applies in Jordan's collectivist workplace and whether it results differently than in places with individualistic work cultures. Regarding methodology, the study uses partial least squares structural equation modeling. This technique is robust because it allows studying various relationships simultaneously while fitting smaller samples, precisely what's needed here. Besides, by studying the banking sector in Jordan, the study uncovers helpful advice for policymakers and human resource professionals to enhance autonomy-based interventions. The research links theory and practice to help explain how autonomy can be adapted to improve employee performance in countries facing similar situations. This research seeks to see how job autonomy is linked to vitality, engagement, and job satisfaction among employees of Jordanian commercial banks. As a result, the study bridges a common gap by studying autonomy in a non-Western hospitality setting. This information helps human resources design plans that boost employee happiness and preserve the company's productivity. What make this study significant are its theoretical and methodological contributions. The theory examines the applicability of self-determination theory in Jordan's collectivist culture since the effects of autonomy on employees can be somewhat different from those in individualistic nations. Additionally, the study's area of investigation on Jordan's banks is helpful for those policymakers and human resource workers who wish to apply the right kind of autonomy-based changes. The research helps explain how to adapt autonomy-driven projects to suit the needs of employees in growing economies.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1. Job Autonomy and Employee Vitality

Job autonomy is vital for boosting employee vitality, like task communication and other essential workplace elements. Many

researchers have proven that autonomy positively relates to vitality (Tummers et al., 2018; Abbasi and Aftab, 2024) and that it boosts job interest (Hassan, 2014) and satisfaction (Taylor and Westover, 2011). The bond can be better understood by reference to self-determination theory, which shows that enabling employees to choose their goals and roles at work helps them use their abilities to the fullest (Graves and Luciano, 2013). Instead, structured workspaces set limited behavior rules that often lead to burnout over time. There is strong data to suggest this is true - a diary study by Sheldon et al. (1996) indicated that autonomy is tied to daily changes in vitality, and research by others has proved that autonomy-promoting conditions allow people to feel more vitality than situations where autonomy is lessened (Muraven et al., 2008; Nix et al., 1999; Ryan et al., 2011). If workers have control over their tasks, they're more interested and energetic since being clear about their roles is fulfilling for most people psychologically. The results suggest that groups looking to improve their workforce should focus on management that gives employees more control and reduces overly strict governance. Given the replicated findings from many studies, it becomes evident that autonomy helps determine employees' long-term productivity and wellness. Based on this, we formulate the following hypothesis:

H₁: Job autonomy has a significant positive impact on employee vitality.

2.2. Job Autonomy and Work Engagement

Job autonomy refers to the degree of discretion employees have in determining how their work is performed, including the methods and procedures they use (De Spiegelaere et al., 2016). When staff are free to decide how they do their work, they feel in charge and usually work more happily. Being given autonomy enables them to search for creative ways and recommend changes that draw them further into what they do. Work engagement, meaning a good and happy mood at work, differs from job burnout (Zhang et al., 2017). There was initially a big focus on burnout in organizational behavior, but positive psychology has now brought more attention to work engagement. Enthusiasm will motivate team members, unlike those who feel burned out (Dorta-Afonso and Romero-Domínguez, 2025). Work engagement has three critical parts: vigour, dedication, and absorption. Having vigour shows mental toughness, determination to persevere, and powerful energy. When we are dedicated, we care about and enjoy our work. The association between job autonomy and greater job engagement is partly due to the self-determination theory, which discusses intrinsic motivation (Jankelová et al., 2025). Having autonomy in their work makes employees think their activities are chosen by themselves, creating a mind-set where they feel responsible for their results (Liu et al., 2024). They care more about the work because they feel more connected, which increases their vigour (Jang and Kim, 2025). Besides, allowing people to make decisions increases their focus on tasks and commitment to their job. Study after study illustrates that having autonomy over work tasks increases work engagement (Jaleel and Sarmad, 2024; Khari and Sinha, 2025; Dinillah, 2025). Corresponding to the self-determination theory, giving employees autonomy makes them feel more able and personally in control, raising their interest in their jobs and involvement. When organizations let employees be independent, employees are more likely to care deeply and do their

best. The fact that autonomy supports engagement makes it clear that jobs should empower employees, helping the organization and its staff members. Therefore, this study proposed that:

H₂: Job autonomy has a significant positive impact on work engagement.

2.3. Job Autonomy and Job Satisfaction

Job autonomy refers to how much employers permit employees to finish their work in the way the organization sets (Huda and Bahri, 2017). This concept does not allow employees to decide on everything; instead, it increases their comfort and makes them more responsible. When employees have autonomy, they see their tasks as easier to manage, motivating them to finish them. It is consistently shown that autonomy in one's job boosts job satisfaction (Zychová et al., 2024; Soegiarto et al., 2024; Zhang et al., 2024; Nadjib, 2025). More scholarly work on job satisfaction has been conducted than on job autonomy, primarily focusing on happiness levels during job market changes in behavioral economics (Dong et al., 2023; Anual et al., 2023; Tahar et al., 2023; Lee and Bae, 2024). It furthers our knowledge by studying if changes in job autonomy affect a person's job satisfaction and looking for patterns between the two factors. High levels of job autonomy are linked directly to satisfaction at work. Because knowledge workers take on new and challenging tasks, they need significant freedom and control over their actions to manage them well (Kim et al., 2019). Furthermore, people feel respected when their job autonomy helps them tackle problems. If employees trust their supervisors, they use these aspects properly, feel happier at work, and accomplish what needs to be done. In organizational behavior studies, jobs with greater autonomy increase job satisfaction by qualitative and quantitative measures. Job satisfaction means employees feel emotionally happy about their jobs (Agha et al., 2017), which is defined by their overall positive emotions at work (Bayarçelik and Findikli, 2016). Employees can find happiness or satisfaction whenever they achieve the set goals (Chandra and Priyono, 2016). In addition, job satisfaction has regularly been considered a middle step in the relationship between employees and organizational outcomes. The study points out that feeling free at work makes employees more satisfied, making them work more happily. For this reason, having more control over one's work is expected to relate positively to satisfaction at work. Based on the self-determination theory (built by Deci and Ryan in 1985), it is possible to study this link. The self-determination theory, being autonomous, which should be met, is one of the most essential needs, as it helps motivate people and improves their well-being. In a job, making your own decisions increases job pleasure. Bakker and Demerouti (2014) studied this further and found that job autonomy leads to better experiences at work and greater job satisfaction. Similarly, today's research demonstrates that more substantial autonomy positively impacts enjoyment (Elrayah et al., 2023; Su et al., 2023). Consequently, this study proposed the following hypothesis:

H₃: Job autonomy has a significant positive impact on job satisfaction.

2.4. Social Support as Moderator between Job Autonomy and Job Satisfaction, Work Engagement

An individual's social support system consists of people who help understand emotions, give feedback, and motivate those

(Alsakarneh et al., 2022). Studies have shown that social support at work can lessen stress, which helps more people feel satisfied at their jobs (Alsakarneh et al., 2023). Without the help of a supervisor or their peers, employees tend to lose satisfaction with their work since they need assistance to carry out their job tasks (Kim et al., 2019). Having ambiguous job duties can cause employees more work stress, but having supportive supervisors helps reduce that stress and improves job satisfaction (Dodanwala et al., 2023; Öksüz et al., 2023). Job autonomy, one of the primary resources, promotes work engagement by driving employee motivation, explains the job demands-resources (JD-R) theory (Herr et al., 2023). This theory often explains that employees with autonomy feel more inspired and motivated when encountering difficult situations. Besides, employees are inspired to work harder when the organization shows care for them, describes their work meaningfully, and allows them to choose some of the steps themselves (Malinowska et al., 2018; Jankelová et al., 2025). This way of thinking fits what psychologists call the JD-R model, where support from both the job (e.g., independence) and people at work satisfy key psychological requirements. A good work environment encourages employees to feel independent and inspired, resulting in higher job satisfaction and interest (Rizwan et al., 2014; Shobe, 2018; van Dorssen-Boog et al., 2022). For this reason, social support boosts the impact of job autonomy on job satisfaction and engagement. Hence, this study formulated the following hypotheses:

H₄: Social support plays a significant role in the relationship between job autonomy and work engagement.

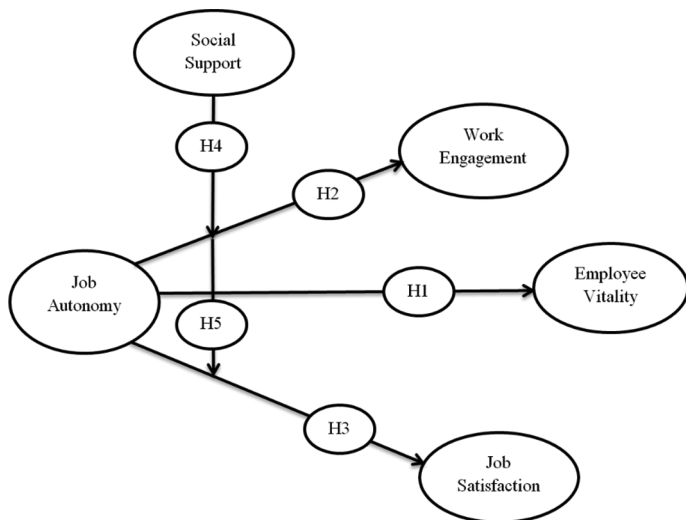
H₅: Social support plays a significant role in the relationship between job autonomy and job satisfaction.

As shown in Figure 1, the research model assumes relationships between job autonomy, employee vitality, work engagement, and job satisfaction, with social support moderating these factors. The model supports self-determination theory (SDT), which believes autonomy satisfies the mind's needs and motivates people to do things themselves. SDT shows that having autonomy at work supports vitality, engagement, and satisfaction (H₁-H₃) by helping employees feel empowered. Because of social support (the moderator), the job demands-resources (JD-R) theory explains that these relationships are fortified as stress is reduced and more resources are available. The three theories highlight the critical link between autonomy, support, and employee outcomes.

3. METHODOLOGY AND DATA

This study uses a correlation approach to study how job autonomy relates to employee vitality, engagement, and job satisfaction while examining social support as a moderator. A questionnaire was designed for the survey to explore these relationships, and scales were developed using previous studies. Five academics and three industry experts conducted content validity checks on the draft questionnaire for clarity and relevance. A new model version was developed and used to examine the hypotheses. Scientists investigated how respondents felt about their job autonomy, vitality, engagement, and satisfaction. The leading group studied consists of branch and customer service employee in Jordanian banks, chosen for being essential to both human resources and

Figure 1: Research model showing variable relationships



company performance. There is a strong link between banking in Jordan and economic and technological improvement, as it significantly pushes innovation (Lam and Shiu, 2010).

We distributed 380 questionnaires, and 320 valid answers were collected after reviewing those with missing or duplicate responses. Purposive sampling was used to ensure participants could comprehend and provide accurate responses, a method known for yielding reliable conclusions (Reed, 2012). Informed consent, voluntary participation, and confidentiality were all upheld when the data was collected. The survey was selected because it efficiently gathers lots of data quickly and is externally valid because its sample is large. This study measured job autonomy on a nine-item scale adopted from previous studies (DiRenzo et al., 2011; Lin and Ping, 2016; Hessels et al., 2017; Khoshnaw and Alavi, 2020). Employee vitality was measured using five items adapted from Kark and Carmeli (2009), and job engagement was measured with nine items from the scale developed by Lin and Ping (2016); Schaufeli et al. (2019); Rai and Maheshwari (2021). Job satisfaction was measured using a scale of seven items adopted from Summerfield et al. (2011), Zheng et al. (2015), and Yuan et al. (2021). The social support was measured using an instrument by Crnic et al. (1983) and Poulin and Walter (1992). A small test group used the questionnaire for pre-testing and pilot testing to demonstrate strong agreement (Cronbach’s alpha over 0.80 for each part of the tool) and improve the language used. Secure data storage, anonymity, volunteering in the study, and honesty about research goals were considered ethical. Using PLS-SEM, the study gained valuable findings and looked at the predicted relationships between autonomy, social support, and employee results.

4. RESULTS

Table 1 confirms that the reliability and validity measures of the primary constructs are all sound. All constructs have strong reliability since Cronbach’s alpha is higher than the suggested target of 0.70 for every variable, and job autonomy (0.946) and social support (0.917) are exceptionally reliable. Composite reliability supports the previous findings by having all constructs

measure over 0.80, which means the measurements are stable and consistent. The variance explained by each construct is more than 50%, indicating that the items together explain much of the latent variable variance. The values for factor loadings for each item are well over 0.70, proving the stability of the model used to survey the variables. This study matches previous findings stressing the need for rigorous scale validation in organizational work and when looking at vitality and engagement (Schaufeli et al., 2019; Kark and Carmeli, 2009).

The Heterotrait-Monotrait (HTMT) score in Table 2 demonstrates that the scale items differ. All values below 0.85 for HTMT confirm that the study’s constructs measure different aspects of the framework. The relationship between job autonomy and employee vitality (value of 0.760) is reached with the strongest HTMT because both concepts share sample space in self-determination theory. Results show that the study’s key aspects—job autonomy, vitality, engagement, satisfaction, and social support—have sufficient distinction, making it possible to interpret their interaction.

Table 3 looks at multicollinearity issues and the effect size for each independent variable. With the highest VIF being only 1.482 for job autonomy, all constructs are considered to have low multicollinearity. This means that the predictors are not too related, which supports the trustworthiness of the statistical analysis. The results show that job autonomy has a large influence on employee vitality (1.752), a moderate effect on job satisfaction (0.569), and a smaller effect on work engagement (0.165). Social support moderately affects job satisfaction (1.282), and engagement is less so (0.220). Interactions of social support with autonomy make both relationships more significant (0.330-0.346). Supporting self-determination theory, autonomy helps produce intrinsic motivation, and social support increases these benefits by adding details that support the motivation (Ryan and Deci, 2008; Bakker and Demerouti, 2014). Results show that autonomy and social support are essential for workers’ results. Still, autonomy is vital for their vitality, while social support has a bigger effect on engagement and satisfaction.

Results from the structural model testing the links between job autonomy, employee vitality, work engagement, job satisfaction, and social support moderation were displayed in Table 4 and Figure 2. All five hypotheses were supported by the findings, using significant path coefficients ($P < 0.01$) and good explanatory power (R^2 ranging from 0.435 to 0.684). The outcomes are consistent with what was predicted by the self-determination theory (SDT) and the job demands-resources (JD-R) model, and they also highlight new points about the Jordanian banking sector. Results provide strong evidence ($\beta = 0.798, P < 0.001$) that job autonomy is positively related to employee vitality. This agrees with the self-determination theory, which says that autonomy helps satisfy the psyche’s need to control itself, boosting energy and endurance (Ryan and Deci, 2008). The significant role of autonomy ($R^2 = 0.637$) points out that it mainly promotes vitality, something that was also found in earlier work (Sheldon et al., 1996) and led to less exhausted employees (Tummers et al., 2018). Like Graves and Luciano (2013), the result suggests that having autonomy at

Table 1: Measurement model

Constructs	Factor loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted
Employee vitality		0.832	0.842	0.879	0.593
EV1	0.748				
EV2	0.813				
EV3	0.766				
EV4	0.779				
EV5	0.740				
Job autonomy		0.946	0.947	0.954	0.698
JA1	0.834				
JA2	0.804				
JA3	0.859				
JA4	0.841				
JA5	0.869				
JA6	0.789				
JA7	0.864				
JA8	0.860				
JA9	0.791				
Job satisfaction		0.902	0.907	0.922	0.630
JS1	0.775				
JS2	0.736				
JS3	0.858				
JS4	0.859				
JS5	0.789				
JS6	0.779				
JS7	0.751				
Social support		0.917	0.919	0.938	0.750
SS1	0.823				
SS2	0.888				
SS3	0.870				
SS4	0.889				
SS5	0.859				
Work engagement		0.912	0.917	0.927	0.587
WE1	0.783				
WE2	0.766				
WE3	0.724				
WE4	0.783				
WE5	0.739				
WE6	0.744				
WE7	0.709				
WE8	0.817				
WE9	0.820				

work helps employees pursue their values and contribute fully. While controlled environments quickly use energy (Muraven et al., 2008), this research shows that autonomy support is key to banking professionals' continued energy levels.

In addition, job autonomy and work engagement have a positive and significant relationship ($\beta = 0.175, P < 0.001$), with a smaller effect size than vitality. This supported the second hypothesis. Therefore, having control over one's life improves engagement, but other things, like social support, may also matter. Corresponding with the self-determination theory, autonomy triggers motivation, encouraging employees to perform their duties enthusiastically and passionately (De Spiegelaere et al., 2016). Our results match what Zhang et al. (2017) and Jankelová et al. (2025) found: autonomy improves engagement by helping people feel more involved and supporting their need to grow professionally. Even so, since the effect size is low ($R^2 = 0.684$), engagement is affected by more than simply effort. Rendering with the JD-R model, autonomy in joining other job resources actively leads to more employee engagement

(Bakker and Demerouti, 2014). The way autonomy connects with job satisfaction (Hypothesis 3) is supported well ($\beta = 0.690, P < 0.001$). Agreeing with the self-determination theory, autonomy nourishes our inner needs, boosting good emotions and fulfillment (Deci and Ryan, 1985). Research also supports this by showing, as Zhang et al. (2024) found, that autonomy increases job satisfaction among child welfare workers and affects organizational cultures, as demonstrated by Soegiarto et al. (2024). Since the correlation coefficient in their study is 0.435, they suggest that factors in the situation, such as workload clarity, can determine how much autonomy matters (Kim et al., 2019). The research shows that the same connection found in other studies holds true in Jordan's collectivist work culture, where traditional hierarchy may usually reduce employees' autonomy.

The moderating effect of social support on autonomy and work engagement is confirmed, showing that social support adds to autonomy's positive effect ($\beta = 0.106, P < 0.001$). Social support cushions the effort made at work. At the same time, the freedom

Table 2: Heterotrait-monotrait ratio discriminant validity

Constructs	Employee vitality	Job autonomy	Job satisfaction	Social support	Work engagement
Employee vitality	-				
Job autonomy	0.760				
Job satisfaction	0.676	0.692			
Social support	0.489	0.556	0.363		
Work engagement	0.482	0.559	0.381	0.875	-

Table 3: VIF and effect size

Constructs	VIF			Effect size		
	Employee vitality	Job satisfaction	Work engagement	Employee vitality	Job satisfaction	Work engagement
Job autonomy	1.000	1.482	1.482	1.752	0.569	0.165
Social support		1.371	1.371	0.220	1.282	
Social support×Job autonomy		1.131	1.131	0.330	0.346	

Table 4: Structural results

Hypothesis	Path analysis	Beta	Standard deviation	T statistics	P-values	Decision
H ₁	Job autonomy->Employee vitality	0.798	0.011	70.927	0.000	Supported
H ₂	Job autonomy->Work engagement	0.175	0.025	6.894	0.000	Supported
H ₃	Job autonomy->Job satisfaction	0.690	0.032	21.283	0.000	Supported
H ₄	Social support×Job autonomy->Work engagement	0.106	0.017	6.159	0.000	Supported
H ₅	Social support×Job autonomy->Job satisfaction	0.116	0.042	2.748	0.006	Supported
		R ²	Q ²			
	Employee vitality	0.637	0.350			
	Work engagement	0.684	0.393			
	Job satisfaction	0.435	0.266			

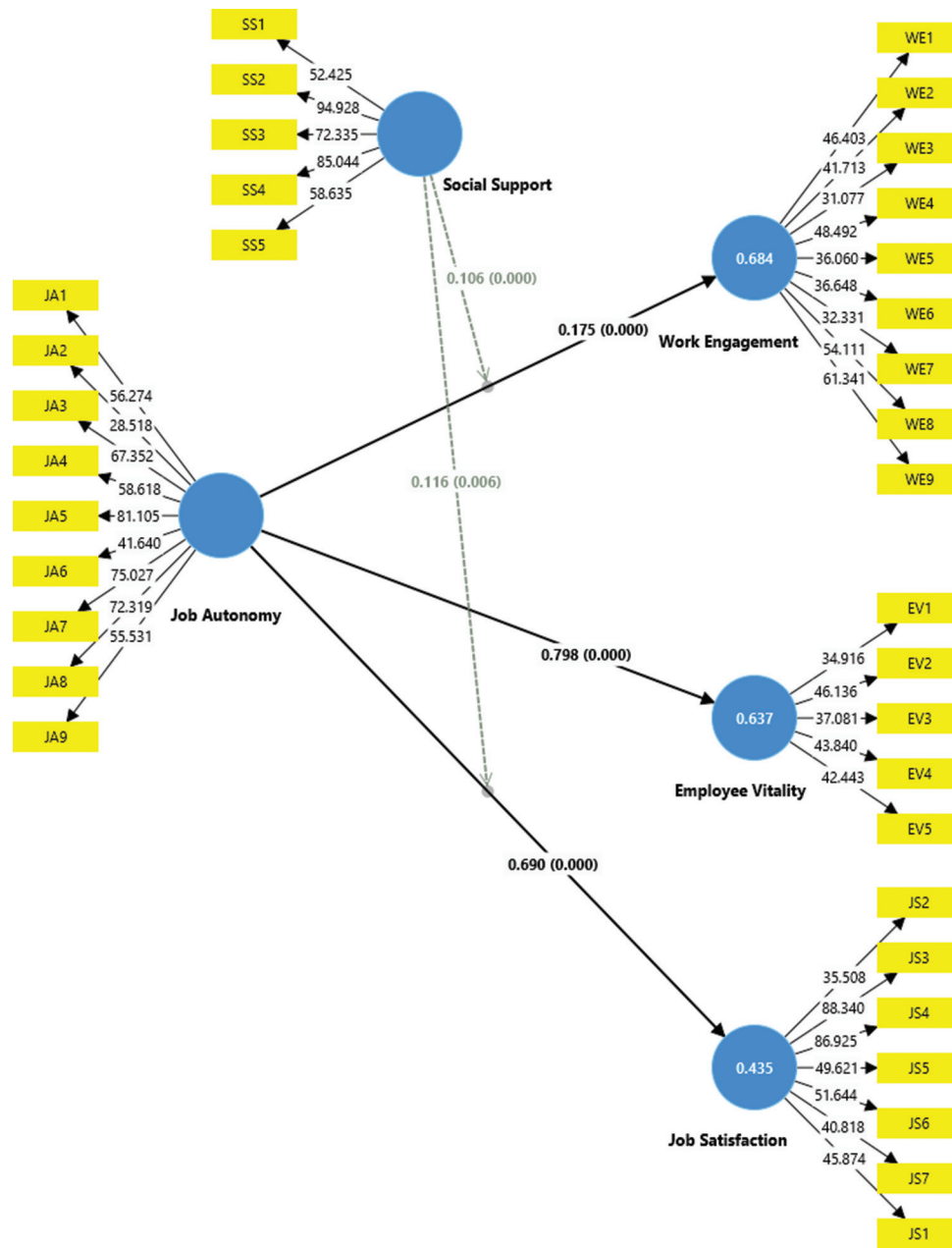
to decide how tasks are handled (autonomy) becomes more appealing, agreeing with the Job Demands-Resources theory (Herr et al., 2023). What we found agrees with Malinowska et al. (2018) and van Dorssen-Boog et al. (2022), as they pointed out that having a supportive supervisor helps enhance the effects of autonomy on engagement. Through this interaction, it becomes evident that combining separate resources (autonomy and support) is essential to ensure meaningful participation, mainly in contexts where collaboration matters (Alsakarneh et al., 2023). Moreover, the relationship between job satisfaction and social support (interacting with autonomy) is supported ($\beta = 0.116, P = 0.006$), but the effect is not as strong. It agrees with the job demands-resources theory’s idea that various resources work together to support well-being (Bakker and Demerouti, 2014). It is consistent with what Kim et al. (2019) and Öksüz et al. (2023) reported: Social support helps manage stress and care in the long term. Yet, because moderation has a less pronounced effect, autonomy could drive satisfaction more powerfully in Jordanian banks, where taking personal responsibility is especially important (Sharifah et al., 2024). This finding adds new dimensions to the global debate about autonomy and satisfaction.

5. DISCUSSION

We found that all our hypotheses were supported by the study results, which contributes to our knowledge of how job autonomy affects employees in Jordanian banks. They align with previous research and offer special information that needs attention. Hypothesis 1, which found a positive association between job autonomy and employee vitality, strengthens the basic ideas of

the self-determination theory. Based on this theory, autonomy helps meet basic psychological needs and lifts your energy level and general well-being. Current results align with Ryan and Deci (2008), who linked autonomy support to vitality. Tummers et al. (2018) showed that leadership approaches that support freedom for employees play a key role in raising their vitality in public organizations. Similar results from the West to Jordanian banking show that the autonomy-vitality relationship likely works everywhere, yet various cultures may determine how powerful this relationship is. The strong results here may reveal how autonomy safeguards commercial bankers from facing much pressure and burnout at work. There was modest evidence that job autonomy and work engagement are linked, while the effect found for vitality was stronger. This result matches the job demands-resources model, showing that being given freedom in tasks positively affects a person’s engagement. The findings agree with De Spiegelaere et al. (2016), in which autonomy affected several engagement dimensions inconsistently. Our study’s limited effect size could be due to everyday banking processes that adhere to strict intentions and regulations. Unlike some creative sectors, autonomy has not been proven to make much of a difference for knowledge workers (Zhang et al., 2017). It highlights that accounting for industry points out new factors that influence the effect of work autonomy on how people are engaged in their jobs. Hypothesis 3, supported by the research, shows once more that self-determination theory is vital in workplace settings. The outcome is consistent with numerous preceding studies, including the recent works of Zhang et al. (2024) in child welfare in China and Soegiarto et al. (2024) in many organizational settings. The close connection between managers and their superiors in Jordanian banks implies that

Figure 2: Graphical result



independence is highly appreciated in cultures where the chance to act independently is uncommon. Allowing with the results, more autonomy at work could significantly increase their job satisfaction.

Hypotheses 4 and 5, social support adds a new perspective to how autonomy leads to different work results. The study’s interaction effects suggest that the job demands-resources theory correctly recognizes that resources often interact well. The results agree with those of Malinowska et al. (2018), showing how autonomy is more valuable with social support, as well as those of van Dorssen-Boog et al. (2022), pointing out that organizational support can increase the positive outcomes of autonomy for healthcare workers. This study shows that autonomy and social support impact banks in the middle east in the same way they affect other industries and cultures. A comparison of these results to findings from elsewhere

reveals several key observations. The same strong relationship between autonomy and vitality in Jordanian banks has been found in Western research (Ryan and Deci, 2008; Tummers et al., 2018), which suggests this phenomenon affects banks everywhere. Yet, our study found particularly strong effects since banking jobs in developing economies often experience economic volatility and high work expectations. Similar to what was found for engagement, the association between autonomy and work outcomes is weaker in banking than in more creative or knowledge-based industries (Zhang et al., 2017; Jankelová et al., 2025). This is because banking roles are more rule-based and controlled than those professions. This study observes similar patterns of social support affecting outcomes in different environments. Though our Jordanian data aligns with Western healthcare studies, it differs from studies that emphasize autonomy in individualistic cultures (Graves and Luciano, 2013). Social support appears to be more critical for

enabling the benefits of autonomy in countries like Jordan. This perspective deepens our knowledge about how job resources affect people in different parts of the world. The research has significant consequences for human resource management in Jordan and countries with similar systems. Because autonomy matters greatly, banks ought to experiment with flexible working approaches while respecting the generally set limits of their industry. The presence of social support means that interventions that boost autonomy will perform best when they are supported by good supervision and strong bonds with colleagues. How you interact with others in this culture affects your daily work life. The research helps continue discussions about the worldwide applicability of motivational theories. Although these theories were initially established in the West, our results support their usefulness for Middle Eastern countries. However, the spotted cultural characteristics – mainly focusing on social assistance – show that some of these theories could benefit from slight changes in collectivist cultures.

6. CONCLUSION

The study investigated the connection between job autonomy and employee vitality, engagement, and job satisfaction in Jordanian commercial banks and whether social support had a moderating effect. The results support all five hypotheses and show that job autonomy increases employee vitality, involvement in work, and job satisfaction, while social support acts to reinforce these results further. Support for the self-determination theory and the job demands-resources model in Jordan is found in these results, proving that they fit well with the country's collectivistic work culture. Significant research has shown that because autonomy gives energy and protects from pressure, it helps banking employees when under pressure. The moderated relationships demonstrate how social support helps people remain autonomous at work. They add new information to the literature using data from a little-studied cultural and industry area. This shows that autonomy's universal results are sometimes wrong while proving its central importance. These results are reliable because the research used a well-structured model and tested it on 320 bank staff.

From a practitioner's point of view, the findings point out that banks in Jordan should encourage staff autonomy, offer different ways to work, and ensure leaders have strong connections with their teams. These interventions help employees feel better and can lead to better organizational results. Further research is needed in additional Middle Eastern countries and industries to see if the findings here can be generalized. Also, research could study how these connections develop as organizations adapt to changes or changes in the economy. This study's findings advance the discussion about job design globally by showing how autonomy and social support influence motivation and well-being in collectivist societies.

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