



“Interpreters of Employee Performance: A Mediating Role of Organizational Commitment”

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ABSTRACT

The present study explores the factors that affect employee performance (EP) directly and indirectly through organizational commitment (OC). The study is conducted in Balochistan by taking the samples of employees of commercial banks. We employed a deductive approach to achieve such a purpose. The cross-sectional data are collected using a survey questionnaire. The overall reliability of the scale is found as 0.828, which is to be considered excellent. Using Pearson’s correlation and multiple regression analysis, the results demonstrate a positive and significant effect of reward and recognition (RaR), motivation and job satisfaction (JS) on EP. Besides, the study finds a mediating effect of OC between RaR, motivation, JS and EP. The study would provide the guidelines to the top management of the banking sector to design effective policies that may create motivation and commitment among the employees. Besides, the policymakers should also concentrate on the provision of smart RaR to employees as they can also be encouraged to perform their assigned tasks with great responsibility. Lastly, the study would contribute to the literature on management.

1. Introduction

Multidimensionality, performance's notion is repeatedly unnoticed (Hult *et al.*, 2008). Nevertheless, at present, EP is famous for the association with motivation and product capability, which are practiced to motivate employees in bringing out the best productivity from them (Moorhead & Griffin, 1998). Employee compensation is associated with all the

rewards received by the employees from their employment/ job (Silva, 2009). However, every organization has its own rules and regulation as per its standard, including factors/ items likewise, as overtime, minimum wage, a maximum wage, um employment and compensation packages, and even medical and disability leave under the medical leave act. Doyle (2010), on the contrary, it was suggested that the company should provide various types of benefits to their employees; even the employees were not entitled to receive the same benefits.

Moreover, to offer some benefits, the organization issued some codes to their employees under consignment. Such regulations seem to be different from one organization to another organization. In such a way, it includes a risk allowance, medical care allowance, paternity leave, adoption leave, maternity leave, sick leave, paid holy days, increased pay, severance pay, and meal breaks half time. As per company rules, if any employee is injured or ill during work, then avail of the opportunity of health care; after that, the employee must purchase insurance in medical by Gale (2002). Mohsen *et al.* (2004) suggested that the actual investment of a company is employees they deemed as an engine of any organization. In the management process,

a manager's performance plays a vital role in the organization. However, the managerial post people are considered an integral part of the management process (Tella *et al.*, 2007). While performing a job and motivation plays a critical role, managers can lead their subordinates properly (Geomani, 2012). The organization always desires to get the maximum benefit from their employees with high potential and desires to remain to stay at with competitive and reasonable survival. The high lifted organizations want to obtain an inherent value of their human resources, who are working in the organization as per the commitment and motivation of its employees.

Mohsen *et al.* (2004) motivated and satisfied employees are considered an essential asset to an organization to get involved in the job (Denton, 1987). However, motivation and JS play a paramount role in the organization that with not employees committed to doing their work but get satisfaction to do their job, which is strongly needed for the organization to increase its value in a competitive scenario (Tella *et al.*, 2007). Keeping in view the importance of such factors; the present study proposed the investigation of EP through reward and recognition, motivation and JS directly and indirectly through OC in the commercial banking sector of Balochistan.

2. Literature review and conceptualization

In the literature, rewards and recognition are applied to an employee to provoke the predictable behavior or recognize an employee for excellent outcomes (Pruden, 2012). The reward and recognition schemes are several-layered; however, the motivation of employees to

raise performance is the core motive in accomplishing corporate tasks. According to Morris (2006), individual staff performance can be developed by the nature of the rewards, behavior of the employees, and information on reward patterns. In the perception of Silva (2009), employee allowances comprised all kinds of salaries or prizes going to employees rising from their employment. Nevertheless, few employee assistances are directed by rules of organization laws across the world. Such comprises items such as leave under the medical leave act; Unemployment; minimum wage, overtime, employees' compensation and disability. Doyle (2010) suggested the opposite assumptions by offering employee advantages the way corporation. Still, the employer is not essential to propose them and also, the employee is not eligible to obtain them. The factors such as organizational learning, transformational leadership and organizational innovation significantly predict organizational performance (Soomro et al., 2021). A strong correlation between JS and organizational performance in the SMEs sector is positive (Bakotić, 2016). Gale (2002) proposes that the organization's compensation laws protect employees who are wounded or become ill during duty. Afterwards, the worker should enjoy employer allowances insurance. These assistances contain earning for lost salary. Recognition may have economic significance, e.g. offer for lunch, prize token or plaques.

In Pakistan, the empirical study of Soomro and Shah (2019) claims OC, JS, and organizational culture as the significant enablers of EP. On the contrary, EP is not predicted by EP. Similarly, in the nursing context, learning

style, training content, performance goal, and cognitive ability significantly affect EP. On the other hand, motivation to learn and trainer has a non-significant effect on EP (Bhatti et al., 2021a; Bhatti et al., 2021b). Nevertheless, cash is not given to identify operations (Gale, 2002). In a similar domain, the statistical findings of Danish and Usman (2010) claimed that the EP is co-related with the motivational work and has a positively and significantly related to recognition and reward.

Further, Ghina (2012) study suggested that organizational commitment influence social variables and corporate culture amongst workers in the area of the public Government organization (Ali et al., 2016). In the organization, motivation plays a vital role to get the desirable result from the employees of an organization. However, the IT Park (software house) sector of Peshawar accomplished work through the satisfaction of employees. According to Al-Madi et al. (2017), the frontline effect of motivation of employees on organizational assurance (continuance, affective and normative) is positive and significant. Similarly, in China, Bao and Nizam (2015) found a substantial relationship between motivational factors like reward, recognition, training, development, and delegation of authority with EP. Baqir et al. (2020) found that the factors such as supervisor support and reward and JS recognition predict the EP. Besides, supervisor support and reward and credit can be improved through employee engagement. As a result, according to these relationships, the present study proposed the (figure 1 to confirm among the commercial banks of Balochistan employees.

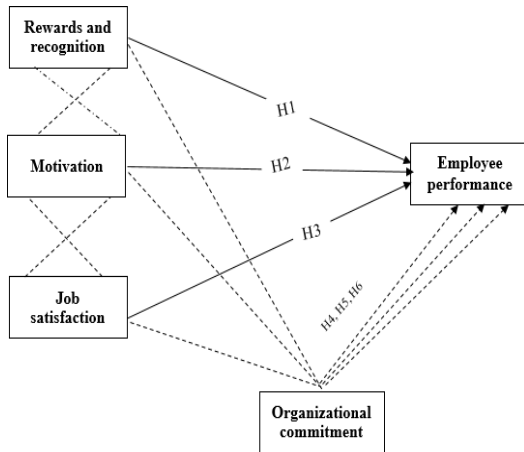


Figure 1. Conceptual model of the study

In the organization's job performance and employees, recognition is those factors that become significant for employees at high esteem and enthusiastic level. However, the performance of any organization can be measured when workers get inspiration from the organization in which they are working. The organizations accomplish their targets in a manner where there is a direct connection between job performance and employee recognition. In SMEs, smart reward enhances innovation performance (Kankisingi & Dhliwayo, 2022). According to Yanchovska (2021), JS has a moderately significant correlation with EP. The motivation factor is getting a high performance (La-Motta, 1995). Employees become motivated when they get a healthy reward (Markova & Ford, 2011). Kalleberg (1977), Clifford (1985) and Rehman *et al.* (2010) found a strong correlation between job performance and employee rewards. In such a way, the employees reflect that they are being appreciated. The reward system can fascinate the proper behavior and consequences in business (Manas & Graham, 2003). Thus, the better performance of employees based on

polite behavior will lead them to work harder, which is helpful for the workers themselves (Torrington, Hall, Taylor & Atkinson, 2009). More recently, Hussain *et al.* (2019) claimed a significant role of employee rewards and recognition towards EP. Among the private sector organizations of Pakistan, JS and EP are positively associated (Inayat & Khan, 2021). According to Shmailan (2016), the organization's success depends on employee satisfaction and engagement. Ultimately, these factors enhance the EP of the organizations.

Summing it up, the domain literature has shown the positive and significant linkages of motivation, JS and reward and recognition with EP (Torrington *et al.*, 2009; Rehman *et al.*, 2010; Bao & Nizam, 2015; Ali *et al.*, 2016; Hussain *et al.*, 2019; Kankisingi & Dhliwayo, 2022). Unfortunately, we did not find the confirmation of these relationships in the commercial banks of Balochistan. Hence:

H1: RaR has a positive and significant effect on EP.

H2: Motivation has a positive and significant effect on EP. H3: JS has a positive and significant effect on EP.

In telecommunication companies in Erbil, Iraq, the findings of Jameel (2022) underline a significant influence of organizational culture on job performance through mediating effect of OC. Likewise, among officers' banks of Indonesia, OC is found to be the substantial mediator in HRM practices and workplace spirituality towards EP (Labetubun & Dewi, 2022). According to Widyaningrum *et al.* (2022), organizations are hugely affected by EP. Working for safety, health, and leadership

positively affects EP. In a similar domain, the results of Wang *et al.* (2022) highlight the positive association between transformational leadership and employee engagement through the partial mediation of OC. Besides, these relationships can be developed by OC. Among the organizations in Greece, affective commitment fully mediates the association between High-Performance Work Systems and EP (Pahos & Galanaki, 2022). In Indonesia, organizational communication affects knowledge sharing through OC (Affandie *et al.*, 2020). Likewise, empirical evidence from Şentürk and Ertem (2021) did not support the mediating effect of continuance commitment in developing an association between the perception of change and JS. OC has the mediating contribution between an authentic leader and EP (Sürücü, 2022).

Consequently, the OC appeared as the significant mediating variable in developing the relationship between the different factors. However, its role in between RaR, motivation, JS and EP is still at the infant stage, particularly among the employees of the banking sector of Balochistan. Thus:

H4. OC significantly mediates the relationship between RaR and EP.

H5. OC significantly mediates the relationship between motivation and EP.

H6. OC significantly mediates the relationship between JS and EP.

3. Methods

3.1 Respondents, survey distribution and sample size

The targeted population of the study is the employees of the private banking

sectors of Balochistan, Pakistan. We applied the random sampling strategy to approach the respondents. The survey was conducted between August 2021 to November 2021. Before distributing the surveys, we got consent from the respondents to participate in the voluntary study basis. We also ensured them about the withdrawal from the study at any stage. Besides, they were also made aware of their data privacy and the usage only from a research perspective. We applied a survey questionnaire as a principle tool for data collection. At the initial stage, we distributed 300 surveys to our respondents. In return, 172 surveys were received back with a response rate of 57.33%. After data cleaning, we excluded two cases as outliers. Finally, we applied 170 valid answers for the final analysis.

3.2 Variables and measures

The study employed one dependent variable (EP) and three independent variables (RaR, motivation and JS). EP was measured on ten items and borrowed from the study by Okta *et al.* (2015). We adopted all the items of the variables from the literature. The sample items of the scale were "In accordance with the quality standard" and "Exceeding quality standard." Soomro and Shah also use these items (2019). Similarly, the RaR factor was adopted from Ghina's (2012) study and based on seven items. The sample items of the scale are "The Company's compensation system encourages team contribution" and "The Company's compensation system encourages individual contributions." The motivation factors are assessed on 12 items. We took these items from Al-Madi *et al.* (2017). The sample items of the scale are "Supervisor's help with personal problems" and "Management/Supervisor

loyalty to employees". We evaluated JS on 13 items Okta *et al.* (2015). The tester items were "Work in accordance with one's ability" and "Enjoying the current work." Finally, we measured OC on six items adapted from Okta *et al.* (2015) with sample items such as "Choosing to work in the company" and "Emotionally attached to the company." All the items were evaluated by employing a five-point Likert scale starting from strongly agree=1 to strongly disagree=5.

	Married	38	54.3
	Total	70	100.0
	Bachelor Degree	42	60.0
Education	Master Degree	28	40.0
	Total	70	100.0
	< 1 year	2	2.9
Job experience	1-5 years	26	37.1
	6-10 years	42	60.0
	Total	70	100.0

4. Results

4.1 Demography

We used the statistical package for social science (SPSS) version 23.0 to analyze the data. However, male respondents were in the majority as compared to females. (Male=51; females=19) (Table1). In the age factor, most respondents were between the years of age 21- and 30 years of age, and only eight respondents were less than twenty-one years of age. Fifty- four per cent were married and held a degree of bachelor. Most respondents were well experienced at 6-10 years (Table 1).

Table 1

Demography of respondents

	Category	Frequency	Percent
Gender	51	72.9	72.9
	19	27.1	27.1
	Total	70	100.0
Age	Less than 21	8	11.4
	21-30	60	85.7
	31-40	2	2.9
	Total	70	100.0
	Single	32	45.7

4.2 Descriptive statistics and reliability assessment

We observed descriptive statistics to ensure the distribution of frequency. The scores mean appeared between 3.053-3.942. Similarly, the standard deviation is noticed as 1.178 to 1.369 (Table 2). Further, Cronbach's alpha is applied to examine the internal consistency among the items. Overall reliability of the scale is noticed as 0.828, while the reliability of every factor has remained in acceptable ranges (Table 2).

Table 2

Descriptive statistics and reliability assessment

Variables	Mean	Standard Deviation	Cronbach's alpha (α)
Employee performance	3.547	1.178	0.762
Employee motivation	3.053	1.260	0.759
Reward and recognition	3.942	1.369	0.783
Job satisfaction	3.843	1.121	0.719

Organizational commitment 3.611 1.143 0.778

4.3 Hypotheses assessment

We assessed direct paths through Pearson's correlation and Multiple Regression Analysis (MRA) to confirm the associations and impact of independent variables on the dependent variable. The results for hypothesis one (H1) highlighted positive and significant effects of RaR on EP ($r=0.382^{**}$; $\beta=0.346^{**}$; $t=3.048$; $p<0.05$) (Tables 3 and 4). Hence, H1 is accepted. Similarly, regression and correlation ($r=0.342^{**}$; $\beta=0.369^{**}$; $t=4.491$; $p<0.05$) (Table 3 and 4) show a positive and significant impact of motivation on EP. Therefore, H2 is accepted. Likewise, the analysis confirmed the significant positive effect of JS on EP ($r=0.432^{**}$; $\beta=0.421^{**}$; $t=5.090$; $p<0.05$) (Tables 3 and 4), which accepted the H3. We applied hierarchical regression to confirm the indirect effects of independent variables on the dependent variable concerning mediating effects. The analysis confirmed a mediating effect of OC in developing the association of RaR, motivations and JS with EP ($H4= \beta=0.303^{**}$; $t=3.001$; $H5= \beta=0.342^{**}$; $t=4.122$; $H6= \beta=0.398^{**}$; $t=5.000$; $p<0.05$) (Table 5). As a result, H4, H5 and H6 are accepted.

Table 3

Pearson's Correlation

Variables	1	2	3	4	5
1 Employee's performance	---				
2 Reward and recognition	0.382**	---			
3 Employee's motivation	0.342**	0.210**	---		
4 Job performance	0.432**	0.333**	0.457**	---	
5 Organizational commitment	0.387**	0.298**	0.378**	0.399**	---

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4

Multiple regression analysis

Variables	Dependent variable Employee's performance		
	B	t-value	p-value
Reward and cognition	0.346**	3.048	0.003
Employee's motivation	0.369**	4.491	0.000
Job satisfaction	0.421**	5.090	0.000
R2		0.179	
Adjusted R2		0.149	
F value		7.019	

Note: $p^{**} < 0.05$

Table 5

Independent variables	Mediating variable	Dependent variable Employee's performance		
		β	t-value	p-value
Reward and cognition	Organizational commitment	0.303**	3.001	0.001
Employee's motivation	Organizational commitment	0.342**	4.122	0.000
Job satisfaction	Organizational commitment	0.398**	5.000	0.000

Note: $p^{**} < 0.05$

5. Discussion and conclusion

The study proposed to explore the influence of RaR, motivation and JS on EP directly and indirectly through OC. We considered the commercial banks of Balochistan as the context of the study.

We developed the conceptual framework of the study based on domain literature. We applied a survey questionnaire as a leading tool for data collection. The regression analysis found a significant and positive effect of reward and recognition on EP (H1 accepted). These findings align with Torrington, Hall, Taylor and Atkinson (2009); Hussain *et al.* (2019). The positive results may reflect that the employees contribute due to the handsome compensation and the team's encouragement. Through the provision of reasonable RaR by the banks, they become satisfied and accomplish their assigned tasks and work with quality on time. The reward may encourage the cooperation between the employees and employer. Besides, the study also found the significant effect of motivation on EP, which accepted the H2. These outcomes also concur with previous studies like Rehman *et al.* (2010), Ali *et al.* (2016), Bao and Nizam (2015), and Hussain *et al.* (2019). In this logic, the employees might motivate due to job security, the assistance of their supervisors, adequate wages, and an exciting work environment. They may think about their bright future and promotion opportunities in the future. Further, they may be motivated by their monetary incentives and the loyalty of the management/ supervisor. Besides, we found a significant positive effect of JS on EP (H3 accepted). These outcomes align with many studies in the literature, i.e., Yanchovska (2021) and Kankisingi and Dhliwayo (2022), who confirmed the same effects. These results reflect that satisfied employees are enhancing the organization's performance considerably. In this sense, the organizations become more successful.

In conclusion, the study's overall

findings underlined a significant positive effect of RaR, motivation, and JS on EP among the employees of commercial banks in Balochistan. Furthermore, the study found a mediating role of OC in shaping the relationship of RaR, motivation and JS with EP.

The study has some limitations. First, the study employed a deductive approach based on only cross-sectional data. The conceptual framework of the study did not support any concerned theory. We applied a limited sample size to generalize the results throughout the country. The random sample technique may create issues regarding the whole employee population in generalization.

The findings of the study would provide the guidelines to policymakers of the banking sector to boost the performance of employees by developing employee pro-policies. Further, the findings may enrich the management literature with the present study's findings. In future, there is a dire need to conduct more longitudinal studies to validate the results of the same model further. More samples with different techniques (convenience and stratified etc.) should be collected and analyzed. The other mediators, rather than commitment, may consider in the future. Finally, the relevant management theories should underpin the future conceptual framework.

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