



MODELLING ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE: A MEDIATING ROLE OF EMPLOYEE MOTIVATION

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Abstract

This study examined the effects of organizational commitment i.e., affective, continuance, and normative commitment and employee motivation i.e., intrinsic, and extrinsic motivation, on employee performance in the United Arab Emirates banking sector. It also assesses the mediating effect of intrinsic and extrinsic motivation in the relationships. This study adopted a quantitative approach. Using a cross-sectional research approach, data were collected from a sample of 350 UAE bank employees. The respondents were selected using cluster sampling technique. Partial Least Square Structural Equation Modeling (PLS-SEM) was used to test the hypotheses. The findings revealed that, at 0.05 significance level, affective and continuance commitment, and intrinsic and extrinsic motivation have significant positive effects on employee performance. Likewise, all the commitment factors (e.g., affective, continuance and normative) all have positive and significant impact on both intrinsic and extrinsic motivation. In addition, extrinsic motivation mediates the relationships between affective, continuance, and normative commitment and employee performance, but intrinsic motivation mediates the relationships between affective commitment and normative commitment and employee performance. By implication, the findings of this study provide

fresh insights to the banks, particularly the strategic management in planning and designing programs to boost employee performance, that is by highlighting the role of employee motivation and employee commitment.

Keywords: Employee performance, organizational performance, motivation, commitment, United Arab Emirates

INTRODUCTION

The banking sector in a global lens serve as a critical player in the economic development. It is considered as one of the most important and vital boosters of a nation's economy and job creation. Nonetheless, due to some factors, UAE banking sector is experiencing decline in profitability and performance (see Tuli, Damak & Young, 2021). The performance of UAE banks is a pressing topic that warrants intellectual study since, if left unchecked, it could worsen unemployment, market loss, sluggish business growth, and a faltering economy (CBUAE, 2019). Numerous academic efforts have been made to address this performance difficulty, but a thorough assessment of the literature reveals that a sizable number of research have examined financial, economic, and social aspects as drivers of banking performance (e.g., Ali, Dahie & Jimale, 2015; Bello, Isiaka, & Kadiri, 2018; Butali, & Njoroge, 2018). However, superior strategies, technology, commodities, services, or pricing structures do not inherently result in more successful businesses. Although one of these elements can be imitated, they all undoubtedly contribute to higher performance (Butali et al., 2018). The employee is the only factor that generates a sustained competitive advantage, which results in a positive ROI, firm value, and long-term strength (Bose, 2018; Chaudhary & Sharma, 2012). Research has repeatedly proven that employee performance is essential to organizational performance (Ismail, 2014; Ismail et al., 2019). Employee performance, employee motivation, and organizational commitment have been identified as significant drivers of performance (see Bello, Isiaka, & Kadiri, 2018).

Upon literature review, it was established that there is paucity of empirical literature as regards to the nexus between organizational commitment and employee performance in the context of UAE banking sector. The previous studies on this relationship were conducted in other sectors from a single point of view, and thus, lack an extensive generalizability. With respect to employee motivation, it has been found over time that strong employee motivation is one of the strategies organizations can utilize to enhance employee performance and, which will further result to enhancing their performance (Uju, 2013). Furthermore, based on the reviewed extant literature, it was found that, prior literature gave little consideration to the mediating role

of employee motivation on organizational commitment and employee performance nexus. Moreover, the banking sector has received little priority of scholars most notably in the context of the UAE because majority of the prior studies emphasised more on the public sectors (Manzoor, Wei, & Asif, 2021; Siswanto, Maulidiya & Masyhuri, 2021; Lee, Kim, Park & Robertson 2020 etc.). As a result of that, in line with the challenges of UAE banking sector, and recommendations from the past studies, this present study aims to examine the mediating role of employee motivation in the relationship between organizational commitment and employee performance in the UAE banking sector.

Integrating the mediating variable can serve as mechanisms that can unravel the vague relationship between performance and its predictors (Chowhan, 2016). Additionally, Chien, Mao, Nergui, and Chang (2020) recommended the inclusion of employee motivation as a mediator in the relationship between organizational commitment and employee performance based on their discoveries that organizations can contend and succeed at work if they effectively manage and enhance their employee motivation. Practically, this study has identified that inadequate effective employee motivation causes decrease employee morale in the UAE banking sector (Bose, 2018; Abdi-Mohamud, Ibrahim & Hussein, 2017). This issue has eroded the UAE banking sector survival as poor motivation had resulted to huge effect on their banks performance. Based on the above argument, this study seeks to investigate the mediating role of employee motivation on the relationship between organizational commitment and employee performance. The subsequent section of this paper discusses the literature review, while the third section discusses the methodology. Section four of this paper presents the results and discussion of the results, while section five concludes the study and provide implication and recommendations.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Social Exchange Theory

The origin of social exchange theory can be traced back to a 1958 article by American sociologist George Homans titled "Social Behavior as Exchange." Homans proposed a paradigm based on a mix of behaviorism and fundamental economics (Haley, 2018). Other investigations enlarged the bounds of Homans' key notions in the years that followed. The concept of social exchange theory is founded on the idea that a relationship between two individuals is formed through a cost-benefit analysis (Chou, 2016). In other words, it's a metric for determining how much effort an individual puts out in a one-on-one interaction. According to Blau (1964) social exchanges are "voluntary activities" that can be triggered by a company's management of its employees, with the hope that such conduct will be returned in the later. The

fairness principle underpins the concept of social exchange theory (Blau, 1964; Gouldner, 1960). It is one of the often-used theoretical paradigms for analyzing organizational behavior (Coyle-Shapiro & Conway, 2005). This theory serves as the theoretical foundation for comprehending organizational interactions (Coyle & Conway, 2005). Social exchange theory postulate that employees demonstrate committed behavior when they are given rewards and opportunities.

As a result, when organizations manage its employees through the deployment of motivational factors employees will be more committed in their job which further result in improved employee performance (Emam, Jais, & Tabash, 2018). In SET, encouragement activities performed by employees and the organization enhances the employee performance which led to organizational commitment (Aldhuwaihi, 2013). The social exchange theory is composed of three principles, according to Foa and Foa, (2012) which are rationality, reciprocity and specificity in explaining the relationships between employee and their employer. The three principles of social exchange theory underpinned the reciprocal relationships between organizational commitment, employee motivation, and employee performance. Studies have also established that employees with commitment have better attachment to the organizational goals through social exchange theory (Lee & Jong, 2017; Liu & Deng, 2011). Based on these assumptions, a causal model was developed which posits an exchanging relationship between organizational commitment, and employee motivation all of which is expected to influence employee performance.

Organizational Commitment and Employee Performance

According to Mohammed and Eleswd (2013), organizational commitment is the degree in which individuals adopt organizational values and goals and identifies with them in fulfilling their job responsibility. A strong belief in organizational values and goals, willingness to do a lot of effort on behalf of the organization and strong desire to remain a member of the organization can motivate employees to work better (Azeem, 2010; Al Zeifeti & Mohamad, 2017). Committed employees are increasingly acknowledged as the primary assets available to an organization (Al Zefeiti & Mohamad, 2017). It is demonstrated that affective commitment reduces turnover and increases performance (Nafiz, 2017). Commitment as a stronger attachment, results in more favorable job performance and enhanced employee performance (Ikyanyon et al., 2020). A good work result will be obtained when employees have strong commitment to the organization and a psychological attachment to the organization (Al Zeifeti & Mohamad, 2017; Sharma & Sinha, 2015). Work achievement is considered as an important parameter in the organization and it is recognized as a profession to find innovative ways for organizational progress

(Aboazoum et al., 2015). Workers who are highly committed to both the profession and the organization were found to perform better than the less committed ones, a behavior which results in improved overall effectiveness of the organization (Charles, 2020).

Committed employees enjoy discussing about their organization with people outside of it; feel a strong sense of belonging to their organization, and have obligation to remain with their current organization. Previous studies on organizational commitment and employee performance have produced conflicting results in different national and industry context. Past studies such as Chien et al., (2020), Charles (2020), Ikyanyon et al., (2020) and Nirshan (2019) found a positive relationship between organizational commitment and employee's performance. Similarly, Memari, Mahdieh and Marnani (2013) found in their study that the three types of commitment have a positive relationship with employees' performance. Another study by Khan et al. (2010) which was conducted on 153 public and private sector employees in Pakistan found a positive relationship between organizational commitment and employee's performance, but when they compared the impact of three types of commitment on employee's performance, they found that normative commitment has the strongest impact on employee's performance. While Clarke (Nirushan, 2019) found that affective commitment is positively related to employee's performance but continuance commitment is negatively related to employee's performance. Nazir and Islam (2017) examined how organizational commitment dimensions influence the performance of the employees in the higher education institutions in India. Data was collected from 410 employees from different higher education institutions through self-administered and the analysis was performance via structural equation modelling. The findings from their study found that organizational commitment influences the performance of the higher education institutions in India.

Based on the aforementioned reported findings and in order to test the relationship between organizational commitment and employee performance in the banking sector, the following hypotheses were formulated:

H1a: Affective commitment has a positive effect on employee performance.

H1b: Continuance commitment has a positive effect on employee performance

H1c: Normative commitment has a positive effect on employee performance.

Organizational Commitment and Employee Motivation

Employee motivation expresses their intentions for engaging in organization event which determines how they respond with circumstances that arise throughout the event (Li, Lu & Chi, 2018; Li & Cai, 2012). The level of importance one attaches with an objective is determined by the level of motivation, which reflects one's pleasure when the objective is

achieved (Li et al., 2018). As a result, motivated employee is more likely to give favorable feedback after completing a task. Organization's objectives can be attained easily, when employees are committed to their organizations (Ikyanyon et al., 2020). A highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities. Improved organizational commitment of the employee will increase the value to the organization itself and to the employee's productivity. When workers are motivated, their ability to increase productivity will be high. Studies have highlighted the positive relationship between organizational commitment and employee motivation. For instance, Hieu and Cham (2020) investigates the relationship between organizational commitment and employee motivation in the insurance sector in Vietnam. The study used both primary data and secondary data for their analysis. The primary data was collected from 250 employees of the selected insurance firms via survey questionnaire and in-depth interview while the secondary data was gathered different sources. The study found that there is an existence of positive relationship between organizational commitment and employee motivation. Komashie and Austin (2019) used a descriptive correlational and cross-sectional research design to study the impact of organizational and employee motivation. Data was collected through questionnaire from 320 teachers in some selected schools in Ghana. The findings from the study supported the positive relationship between organizational commitment and employee motivation. Similarly, Nguyen, et al. (2020) also employed a quantitative method and structural equation modelling analytical technique in examining the direct relationship between organizational commitment and employee motivation in the Vietnamese business context. The result from the study is in the same trajectory with the previous reported findings, where the authors established a direct positive relationship between organizational commitment and employee motivation. This finding also corresponded with the findings of Al-Madi, Assal, Shrafat and Zeglat (2017). Chaudhary and Sharma (2012) also state that employee motivation has direct effect on organizational commitment. Based on the aforementioned findings, it is therefore hypothesized that:

H2a: Affective commitment has a positive effect on intrinsic motivation.

H2b: Continuance commitment has a positive effect on intrinsic motivation.

H2c: Normative commitment has a positive effect on intrinsic motivation.

H2d: Affective commitment has a positive effect on extrinsic motivation.

H2e: Continuance commitment has a positive effect on extrinsic motivation.

H2f: Normative commitment has a positive effect on extrinsic motivation.

Employee Motivation and Employee Performance

According to Omollo and Oloko (2015), motivation is critical to the success of an organization and to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivating the employee leads to broaden their skills to meet the organizational demands. Organizational managers are expected to have the necessary interpersonal skills to communicate with staff members to identify their unique requirements and align them with those of the organization. Motivating employees is one of the critical approaches to get them dedicated to organizational responsibilities. Every person in an organization may be driven in a variety of ways. However, it is simpler said than done! Theory and practice of motivation are challenging topics that cross multiple fields. Moreover, substantial numbers of studies (e.g., Ali, Jimale & Dahie, 2015; Owusu, 2012; Uzonna, 2013 etc.) have established the positive connection between motivation and employee performance. The impact of motivation on employee job performance was studied by Thomas Owusu (2012). The goal of his research was to examine and establish the motivational package that has an impact on staff performance at Ghana Commercial Bank. It was revealed that the bank met its corporate objectives as well as employee job performance because it used an extrinsic motivation package that included increased salary, fringe perks, and promotions on a regular basis. Nchorbune, Dominic and Abonam (2011) conducted research on the roles of motivation on employee performance in university for development Studies-WA Campus. They found that motivational packages available to workers within the university were for the most part inadequate. Hostile environment inside the university weren't advancing efficient work. Since staffs were found to be poorly motivated, this outcome creates into poor reactions towards employment, absenteeism, and undisciplined thus leading to poor job performance. Based on the above argument, it is therefore, proposed that;

H3a: Intrinsic motivation has a positive effect on employee performance.

H3b: Extrinsic motivation has a positive effect on employee performance.

Mediating Role of Employee Motivation in Organizational Commitment-Employee Performance Relationship

One of the essential characteristics of productive workers is motivation, which lowers their degree of weariness. For a group of salespeople from various businesses, it lessens burnout. Owek, Machoka and Aseka (2020) analyzed the mediating role of employee motivation on the strategic leadership practices and employee performance in the context of health sector in Kenya. The findings of their study found highlight the mediating effect of employee motivation on the strategic leadership and employee performance nexus. The

study further makes reference to periodic review of their subject of inquiry. Siswanto, Maulidiya and Masyhuri (2021) discussed the mediating role of employee motivation on commitment and performance of employee on their job. They selected employee work have had a minimum of 5 years working experience in the manufacturing corporation selected for the study. Their analysis reported that motivation does not influence the relationship between reward and employee performance. Similarly, Manzoor, Wei and Asif (2021) examined the mediating role of employee motivation on commitment and employee performance. They adopted a survey questionnaire in collecting data from the study respondent, upon which confirmatory factor analysis and structural equation were used to analyze the data. The study found the mediating role of employee motivation in the connection between commitment and employee performance. Based on the argument above, this study proposes that:

H4a: Intrinsic motivation mediates the relationship between affective commitment and employee performance.

H4b: Intrinsic motivation mediates the relationship between continuance commitment and employee performance.

H4c: Intrinsic motivation mediates the relationship between normative commitment and employee performance.

H4d: Extrinsic motivation mediates the relationship between affective commitment and employee performance.

H4e: Extrinsic motivation mediates the relationship between continuance commitment and employee performance.

H4f: Extrinsic motivation mediates the relationship between normative commitment and employee performance.

RESEARCH METHODOLOGY

Research Approach

In the current study, a cross-sectional survey approach was used. Data was collected once for the study, and it was analyzed and interpreted statistically to generate conclusion or make inferences in respect of the population of the study. Preference was given to cross sectional research design over others because it is cost-effective, time and money-saving (Sekaran & Bougie, 2010). Questionnaire is the tool through which data was collected, and this is considered apposite since it is a widely adopted tool for data collection from large population that cannot be observed directly (Keeter, 2005).

Population and Sampling

The target population for the current study encompasses the employees of the UAE banking sector. The sample of this study consists of 75,509 employees in the United Arab Emirates' Banking Sector. These employees are currently working in the 53 banks in the UAE. The characteristics of these population involves both junior and senior staffs of the UAE banking sector, with diverse age group, sex, and educational background. Cluster sampling technique, which is a type of probability sampling technique, was employed in this study because of its cost reduction and increasing the levels of efficiency of sampling. Cluster sampling is a technique in which clusters of participants representing the population are identified and included in the sample (Jackson, 2011).

Measurement instrument

The constructs of this study are organizational commitment, employee motivation and employee performance. The items of employee performance in this study were adopted from organizational commitment construct used by Alan and Meyer (1990). The study adopted six items per dimension. The items of employee performance in this study were adopted from EP construct used by Williams and Anderson (1991). The items of employee motivation in this study were adopted from employee motivation construct used by Wright, et al., (2008). Two items in each of the following claimed dimension: intrinsic motivation and extrinsic motivation with three items per dimension. All the items were measured on a 5 - point Likert-type scale ranges from "strongly disagree to strongly agree", to increase response rate and response quality along with reducing respondents' "frustration level" (Babakus and Mangold 1992). A five-point scale rather than a seven-point scale was chosen for a number of reasons, one being that it became possible to compare reliability coefficients with other research using five-point Likert Scales (Saleh, & Ryan, 1991). A few researchers have, however, reported higher reliabilities for five-point scales (Jenkins & Taber, 1977; Lissitz & Green, 1975; McKelvie, 1978; Remmers & Ewart, 1941).

Data collection

The mode of data collection was online and this method was adopted, given the advantages of online data collection which include reduced response time, lower cost, ease of data entry, flexibility of and control over format, advances in technology, recipient acceptance of the format, and the ability to obtain additional response-set information (see Granello, & Wheaton, 2004).

ANALYSIS AND RESULTS

Common method bias

In order to assess the common method bias (CMB), Harman's single factor test was performed. The result of the test revealed that the CMB value explained was 38.52% of the total variance. This is value is below the recommended threshold of 50%. Hence, the result revealed that common method bias is not a critical problem in this study.

Measurement model

The measurement model was assessed through SmartPLS version 3 software. The measurement model entails the analysis of the study's constructs internal consistency reliability, individual indicator reliability as well as average variance extracted (AVE) to assess the convergent validity (Hair et al., 2017). However, to assess the discriminant validity in this study, the Heterotrait-Monotrait (HTMT) ratio was employed.

Reliability and validity

The output of both Cronbach's alpha and Composite reliability are presented in Table 1 below. As shown in the Table 1 below, it was revealed that the composite reliability value for all the constructs ranged between 0.843 to 0.977 signifying that all the constructs have composite reliability value that falls within the satisfactory level based on the rule of thumb given by Hair et al. (2017). Therefore, internal consistency reliability of all the reflective constructs in this study are appropriate (Hair et al., 2011). Similarly, the Cronbach's alpha values for all the constructs ranged from 0.733 to 0.964 indicating that the CA falls within the acceptable and excellent values (Hair, Babin, Money & Samooel, 2003; Hulin, Netemeyer & Cudeck, 2001). The result of both outer loadings and average variance extracted (AVE) are both also reported in Table 1 below. As revealed in Table 1 below, the outer loadings otherwise known as the indicator reliability of the reported items are within the acceptable range of the rule of thumb of 0.70.

However, some of the items with lower outer loadings (i.e., CC1, CC2, NC1, NC2 and EP 4) were eliminated from the model based on two reasons. The first reason is that, the items have outer loadings that is below the recommended rule of thumb while the second reason is premised on the fact the items failed to contribute or increase the composite reliability and the content validity of the research model. To further examine the convergent validity assessment, the average variance extracted (AVE) for all constructs was found to be higher than the threshold of 0.50 as recommended by (Fornell & Larcker, 1981; Hair et al., 2010). Therefore, it can be asserted that both internal consistency reliability and convergent validity are not a problem in this study. In addition, the multicollinearity was also evaluated through variance inflation factor

(VIF), and the VIF value for each of the research construct were all less than 5. The discriminant validity was assessed using the Heterotrait-Monotrait Method (HTMT). The result of the HTMT ratio is presented in Table 2 below. It was established that discriminant validity as measures by the HTMT ratio falls below the threshold value of 0.90 as recommended by Henseler et al., (2015). This shows that there is presence of discriminant validity in this study.

Table 1 Internal consistency reliability and convergent validity

Constructs	Items	Loadings	CA	CR	AVE
Affective commitment	AC1	0.805	0.871	0.900	0.602
	AC2	0.781			
	AC3	0.663			
	AC4	0.746			
	AC5	0.871			
	AC6	0.774			
Continuance commitment	CC3	0.875	0.733	0.843	0.643
	CC4	0.797			
	CC6	0.726			
Normative commitment	NC3	0.783	0.900	0.930	0.770
	NC4	0.919			
	NC5	0.898			
	NC6	0.903			
Intrinsic motivation	IM1	0.968	0.957	0.972	0.922
	IM2	0.965			
	IM3	0.947			
Extrinsic motivation	EM1	0.962	0.964	0.977	0.933
	EM2	0.972			
	EM3	0.963			
Employee performance	EP1	0.916	0.927	0.948	0.821
	EP2	0.885			
	EP3	0.927			
	EP5	0.895			

Note: AC means affective commitment, CC means continuance commitment, NC means normative commitment, IM means intrinsic motivation, EM means extrinsic motivation, employee performance.

Table 2 Discriminant validity (HTMT Criterion)

Constructs	AC	CC	EMPA	EP	EM	IM	NC
AC							
CC	0.505						
EMPA	0.779	0.655					
EP	0.837	0.727	0.784				
EM	0.741	0.761	0.819	0.804			
IM	0.870	0.597	0.861	0.819	0.820		
NC	0.850	0.691	0.849	0.780	0.817	0.887	

Note: AC means affective commitment, CC means continuance commitment, NC means normative commitment, IM means intrinsic motivation, EM means extrinsic motivation, employee performance.

Structural model

Having confirmed the measurement model assessment, the following stage is to examine the structural model results. This entails assessing the research model ability to predict outcomes as well as the relationship between the research constructs. In addition, the accuracy of the research estimates and significance of the relationship is assessed through the bootstrapping technique which is embedded in the SmartPLS version 3 software. First, the direct relationships between the research constructs were tested. The result from the analysis were presented in Table 3. The findings presented in Table 3 show that except for NC → EP ($\beta = -0.104$, $t\text{-value} = 1.423$, $p\text{-value} = 0.155$, $CI = -0.256;0.035$) and CC → IM ($\beta = 0.057$, $t\text{-value} = 1.528$, $p\text{-value} = 0.127$, $CI = -0.018;0.129$), all other direct hypotheses were positive and significant. Therefore, hypotheses, H1a, H1b, H2a, H2c, H2d, H2e, H2f, H3a, H3b, H4a, H4b, H4c, H4d, H4e, and H4f are all supported, while hypotheses H1c and H2b are not supported.

Table 3 Direct Hypotheses

Hyp.	Hypo	Path coefficient	St. Dev.	t value	p value	95% Confidence Interval	Significance (p<0.05)
H1	AC → EP	0.408	0.060	6.840	0.000	[0.291;0.526]	Yes
H2	CC → EP	0.223	0.045	4.914	0.000	[0.134;0.311]	Yes
H3	NC → EP	-0.104	0.073	1.423	0.155	[-0.256;0.035]	No
H4	AC → IM	0.422	0.047	8.931	0.000	[0.328;0.513]	Yes
H5	CC → IM	0.057	0.037	1.528	0.127	[-0.018;0.129]	No
H6	NC → IM	0.462	0.056	8.203	0.000	[0.347;0.567]	Yes

H7	AC -> EM	0.256	0.056	4.609	0.000	[0.147;0.363]	Yes
H8	CC -> EM	0.312	0.052	6.045	0.000	[0.209;0.410]	Yes
H9	NC -> EM	0.378	0.068	5.564	0.000	[0.242;0.508]	Yes
H10	IM -> EP	0.174	0.074	2.344	0.019	[0.029;0.322]	Yes
H11	EM -> EP	0.185	0.063	2.912	0.004	[0.056;0.304]	Yes

Table 3...

Note: AC means affective commitment, CC means continuance commitment, NC means normative commitment, IM means intrinsic motivation, EM means extrinsic motivation, employee performance.

Mediation analysis

The result of the mediating effect is presented in Table 4. From the analysis, the result revealed that the mediating role of AC ->IM-> EP $\beta=0.074$; $t = 2.265$; $p = 0.024$; $CI = 0.012;0.141$), NC->IM->EP ($\beta= 0.079$; $t = 2.304$; $p = 0.021$; $CI = 0.014;0.150$), AC->EM->EP ($\beta = 0.047$; $t = 2.375$; $p = 0.018$; $CI = 0.012;0.090$), CC->EM->EP ($\beta = 0.024$; $t = 2.451$; $p = 0.014$; $CI = 0.015;0.107$), and NC->EM->EP ($\beta= 0.068$; $t = 2.728$; $p = 0.006$; $CI = 0.020;0.122$) are all positive and significant. However, the mediating role of CC->IM->EP ($\beta=0.011$; $t = 1.067$; $p = 0.286$; $CI = -0.002; 0.033$) was found to be insignificant. Therefore, it can be asserted that the relationship between affective commitment and employee performance and normative commitment and employee performance is partially mediated by intrinsic motivation. In addition, the relationship between affective commitment and employee performance, continuance commitment and employee performance and normative commitment and employee performance are all partially mediated by extrinsic motivation. Therefore, hypotheses H4a, H4c, H4d, H4e, H4f are all supported, while hypothesis H4b was not supported.

Table 4 Results of the Mediating Hypotheses (Indirect Effect)

	Constructs	Direct effect	t value	Indirect effect	t value	p value	95% CI Indirect Effect	Sig. (p<0.05)
H12	AC ->IM-> EP	0.408	6.840	0.074	2.265	0.024	[0.012;0.141]	Yes
H13	CC ->IM-> EP	0.223	4.914	0.011	1.067	0.286	[-0.002;0.033]	No
H14	NC ->IM-> EP	-0.104	1.423	0.079	2.304	0.021	[0.014;0.150]	Yes
H15	AC ->EM-> EP	0.408	6.840	0.047	2.375	0.018	[0.012;0.090]	Yes
H16	CC ->EM-> EP	0.223	4.914	0.058	2.451	0.014	[0.015;0.107]	Yes
H17	NC ->EM-> EP	-0.104	1.423	0.068	2.728	0.006	[0.020;0.122]	Yes

Note: AC means affective commitment, CC means continuance commitment, NC means normative commitment, IM means intrinsic motivation, EM means extrinsic motivation, EP employee performance; CI means confidence interval.

DISCUSSION AND CONCLUSION

The study examined the role of organizational commitment and employee performance and explored the mediating effect of employee motivation. Findings from the study revealed that affective commitment which is an employee's affection for an organization is a strong positive and significant predictor of employee performance. As a result, in order to promote employee affective commitment, which has the ability to enhance their performance, firms most notably, those that operating in the banking sector should develop a supportive work atmosphere. A considerable number of studies were found to support this result. Some of the extant studies that are in consistent with this finding include Loan (2020), Ikyanyon et al. (2020), Nirushan (2019), Krishnanathan et al., (2018), Hafiz (2017), Al Zefeiti & Mohamad (2017). Drawing on some of the studies mentioned above, the research conducted by Ikyanyon et al. (2020) established that among the three commitment dimensions, affective commitment is the most predictor of performance. However, the researcher further asserts that while the commitment of the employees towards the organization are favourable in terms of performance, it is the nature or the form of the commitment that matters. Similarly, the study of Krishnanathan et al., (2018), solidifies the findings by asserting that high level of affective commitment of the employees enhances their job performance. They further established that employees who are committed to their organisations have a higher likelihood of not just remaining with the organization, but also putting up more efforts on contributing to its success. Similarly, the study of Hendri (2019) also provide a supporting claim for this finding of study by establishing that affective commitment positively influence employee performance. Therefore, the finding of hypotheses H1a offer support for different previous studies in which affective commitment entails productive relationship between employee and the organization in the manner of a desire to put forth their efforts in support of the organization success.

The result from the analysis also revealed that continuance commitment is a determinant of employee performance. This finding is also supported by previous studies (e.g., Saleem, Bhutta, Nauman, and Zahra, 2019; Rita, Randa, Payangan, Rante, Tuhumena and Erari, 2019; Hafiz, 2017; Rafiei, Taghi Amini, & Foroozandeh, 2014).

Rita et al, (2019) study was conducted to bridge the gap in the less extensive research conducted on organizational commitment dimensions and employee performance in a developing country. The result from their study offers a supportive claim to the earlier established findings in this study that continuance commitment influences the employee performance. Similar findings were also reported in the study of Saleem et al (2019). Also, Rafiei et al (2014) in their study stated that a possible reason for the favourable outcome between continuance commitment and employee performance nexus could be based on the

notion that the employees are receiving a reasonable salary and other incentive benefits which may they deemed not possible when leaving the organization. However, this finding contradicts the study of Kaplan and Kaplan (2018) who claim that continuance commitment has no significant influence on enhancing employee performance. As well as the study of Huey Ying, Zaman Bin Ahmad (2009) who also found in their study that continuance commitment has no significant impact on the degree of employee job performance. The explanation or justification for the inconsistency and disparity of the effect of continuance commitment on employee performance could be related to the industry or sector under investigation. Similarly, the counter-result could also be attributed to the demographic differences of the study samples whom the determinant of their performance could be triggered by other factor other than weighing the pros and cons of leaving their organization.

Contrary to the aforementioned findings, the result from the analysis revealed that normative commitment which refers to employee's sense of obligation to remain with the organization is not a determinant of employee performance. This suggests that since normative employee commitment does not enhance employee performance, it should not be taken into account as the predictors of employee performance. This finding is in line with the submission of some previous studies which include Ikyanyon et al. (2020), Jakada, Jakada, Ali Hussein, and Rabi, (2019); Tutei, Geoffrey and Jared (2017) and Oyeniyi, Adeyemi and Olaoye, (2017). For instance, to buttress the submission of this finding, Tutei et al (2017) established that normative commitment has no contributory role in shaping the behavior of the employee towards their job and thus has no impact on improving employee performance. Similarly, Jakada et al (2019) reported a supporting finding in their study which was conducted in the Nigerian National Identity Management Commission and established that normative commitment have negative and insignificant effect on the NIMC employee's performance. The possible reason for this negative and insignificant finding could be that employees at the banking sector of UAE felt that the management of their organisation did not give much thought to their requirements.

The result from the analysis revealed that affective commitment results to intrinsic motivation. This result is in tandem with studies of Abubakar, (2021), Nguyen, Le, Tran, and Tran (2020), Bytyqi (2020), Rao (2020) and Meyer, Becker and Vandenberghe (2004) who all also established in their studies a positive and significant impact of affective commitment on intrinsic motivation. The result from the analysis revealed that continuance commitment is not a predictor of intrinsic motivation. This finding is supported by Isa, Romle, Udin, Zahid, Embi and Zabri (2016), Yew, (2017) as they also reported that continuance commitment has no positive impact on employee being motivated towards their respective task or duties. Based on the supporting evidence given above, it could be argued that that being motivated towards one's job

or individual responsibilities goes beyond the unfavourable factors attached to leaving an organisation. This implies that either that the cost associated with leaving an organisation is high or lower, it does necessary influence the employee motivation towards the job (Yew, 2017). However, some studies reported a contrary finding by asserting a favourable impact of continuance commitment on employee motivation. Such studies include Hieu and Cham (2020), and Komashie and Austin (2019). The justification for the contrary and inconsistency in the findings could be attributed to individual desire and contextual opportunities that are attached or applicable to the alternative choice of organization. The favourable consequence of continuance commitment on employee motivation is mostly apparent in the developing nations where the motive of the employees is most times based on comparing the financial gains between the current and potential alternative organization (Komashie and Austin, 2019).

The result from the analysis signifies the importance of normative commitment on enhancing employee motivation towards the achievement of the organizational goals and objective. This particular finding enhances the notion that when employees are triggered to remain and uphold the standards and norms of the organization, they work for it results to them being intrinsically motivated as claimed by Meyer and Allen (1997). A considerable number of extant literature findings are consistent with this finding. Among those studies are Herrera, and De Las Heras-Rosas, (2021), Al-Madi, Assal, Shrafat and Zeglal (2017), and Nguyen, et al., (2020) who have also found a positive and significant effect of normative commitment on intrinsic motivation. Based on the analysis output of the direct effect of the commitment dimensions on intrinsic motivation. It was found that two of the commitment dimensions (i.e., affective and normative) are the favourable dimensions that have a significant impact on the intrinsic motivation of the banking employees in the context of the study. However, comparably, evidence of the analysis output established that normative commitment dimensions contributes more and significantly to the intrinsic motivation of employees than the other commitment dimensions.

Furthermore, the result from the analysis revealed that affective commitment enhances the extrinsic motivation of the employee of the industry under the investigation. The strong correlation between affective commitment and extrinsic motivation also means that if employees are emotionally and intensely attached to their organization or the company, they work for it will enable them to engage more in the activities that are based on meeting external goal. This may then further allow them to gain reward which may be related to incentive or promotion at work and many others. This finding is in tandem with the study of, Hanaysa et al, (2018), and Amdan, Rahman, Shahid, Bakar, Khir and Demong (2016). Similarly, the outcome of the effect of continuance commitment on extrinsic motivation established that continuance commitment has

a strong and positive correlation or effect on extrinsic motivation of the employees. This finding revealed an interesting outcome as extant literature contains little revelation about this relationship. However, this finding suggests that continuance commitment which is related to awareness of the cost associated with quitting from an organization is associated with extrinsic motivation such as alternating for a place or organization that offers good salary, excellent working condition, and job security. Some of the few studies that reported a similar finding in their study include Asha and Warriar (2017), Tsegaye, (2017), Huang (2014), Andressen, Konradt, and Neck (2012). The result of the effect of normative commitment on extrinsic motivation also revealed that normative commitment is a strong determinant of employee extrinsic motivation. This finding suggests that when employees feel a sense of obligation in working towards the achievement of the organizational objectives and targets this led to them being extrinsically motivated. This positive associated result could be explained in relation to the assertion of George and Sabapathy's (2011) submission that monetary value at times enhances the employee's behavior and a perceived sense of belonging which further increases their concern for external rewards. The established findings in relation to this objective is also supported by Willams, Owusu-Acheampong and Edusei (2015), Huang (2014), Irvan, Armanu, Achmad and Noermijati (2013), Danish, Rehman, and Munir (2012).

The finding from the corresponding hypothesis testing revealed that when employees are intrinsically motivated it strengthened their performance which will further have a favourable outcome on the overall organization performance. Such favourable outcome could be increase in productivity level, less absenteeism, more engagement and better customer service rendering. This finding further implies that intrinsic rewards are crucial to an organization motivation initiative because it provide a long-term, and intangible benefits that are typically not difficult to achieve which optimizes employees drive to work. Previous studies such as Manzoor, Wei, and Asif (2021), Kusumah, Haryadi, Indrayanto, and Setiawan (2021), Danish, Khan, Shahid, Raza, and Humayon (2015), Cerasoli, Nicklin, and Ford (2014).

Similarly, based on the assertion that extrinsic reward such as compensation, benefits, bonuses accolades or career progress, have long been thought of as what encourages people at work (Rebitzer and Taylor, 2011), a research objective what formed to test this assumption in the context of the study. This was based on research objective eleven which was to determine the effect of extrinsic motivation on employee performance of the UAE banking sector. The result from the study analysis lend support to the earlier assertion by establishing that extrinsic motivation is a strong predictor of employee performance. This finding is consistent with the study of Raza, Akhtar, Husnain, and Akhtar (2015), Manzoor et al (2021), and Rita, Randa Payangan, Rante, Tuhumena, and Erari (2018). Comparably, the level of the outcome analysis

showed that out of the two motivation dimensions (i.e., intrinsic and extrinsic) the extrinsic motivation dimensions contributes more to the employee's performance. As regards the mediating effect result, the result from the analysis revealed that intrinsic motivation mediates the effect of affective commitment on employee performance. This result implies that as employee intrinsic motivation increases through their affective commitment, so does their performance and this suggest the existence of the partial mediation effect of intrinsic motivation on affective commitment and employee performance nexus.

This finding is supported by some extant literature who also established the mediating role employee intrinsic motivation such as Kyal, Mandal, Kujur, and Guha (2022), Yang, Wang and Mohammed (2020), Baskoro, Fuadi, and Kahpi (2021) and Evelyn (2018) who all established that when employees are emotionally attached, they are internally motivated which further encourages them to perform their task well. However, the result for mediating effect of intrinsic motivation do not mediate the effect of continuance commitment on employee performance. This result implies even though it was proposed that the continuance commitment-employee performance nexus is mediated by intrinsic motivation, such assumption is not valid in the present study. This suggests that positive and significant association between continuance commitment and employee performance is valid without the presence of intrinsic motivation. In other words, when employees assessed the cost-benefit associated with leaving an organization and found staying as the best alternative option, it makes them to focus more on their task and perform excellently without being intrinsically rewarded. This finding is also in tandem with the study of Kyal, Mandal, Kujur, and Guha (2022), Yang, Wang and Mohammed (2020), Gheitani, Imani, Seyyedamiri, and Foroudi (2019) Al-Musadieq, Nurjannah, Raharjo, Solimun, and Achmad Rinaldo Fernandes (2018) and Siswanto, Maulidiya and Masyhuri (2021) whom found that employee motivation does not influence the relationship between organizational variables and employee performance. the mediating effect of intrinsic motivation on the relationship between normative commitment and employee performance revealed that intrinsic motivation mediates the relationship between normative commitment and employee performance. This result implies that as employee intrinsic motivation increases through their normative commitment, it will further enhance their performance. Furthermore, in relation to the direct effect path which revealed that normative commitment does not have effect on employee performance. This finding suggests that for the normative commitment to enhance employee performance, the employees must first be intrinsically motivated. This finding is supported by the study of Putranto, (2018), Owek, Machoka and Aseka (2020) and Manzoor, Wei and Asif (2021) specifically in relation to establishing employee performance through intrinsic motivation. Drawing upon literature in this line of study, Riyanto et al (2021) found feeling of obligation

towards an organization improves the level of employee motivation and thus enhance the rate at which they dedicate more efforts to the organizational objectives.

The mediating effect of extrinsic motivation on the effect of affective commitment on employee performance, continuance commitment on employee performance and normative commitment on employee performance respectively were found to be positive and significant. This result signifies that extrinsic employee motivation mediates the association between affective commitment and employee performance which is in consistent with the study of Kyal, et al (2022), Yang et al (2020), Baskoro et al (2021), Yousaf, Yang, and Sanders (2015), Manzoor et al (2021) and Riyanto et al (2021). These studies established that external motivation affect the association between organizational commitment and employee performance which means an increase in organizational commitment factors such as affective commitment, continuance commitment and normative commitment results to employees being external motivated and further perform better at their work. Moreso, this mediation result is also supported by the claim of Imran, Alli and Mahmoud (2017) who asserted that extrinsic motivation mediates the organizational commitment and the turnover intentions of the teachers. Similarly, drawing on the outcome of Karatepe and Tekinkus (2006) study, their findings is consistent with this study outcome by asserting that high levels of employee motivation which include both intrinsic and extrinsic mediates the high level of association between organizational commitment factors most notably, affective and normative commitment on employee performance.

IMPLICATIONS

In addition to making a substantial impact to the existing body of knowledge, the present study provides some profound implications for stakeholders and policymakers. The first theoretical contribution of this study is based on the extension of the limited studies in understanding organizational commitment and its impact on employee performance. The current study provides supports for the existing literature which consider organizational commitment as important antecedents of employee performance. Moreover, beyond testing the direct effect of the study, the mediating role of employee motivation in the relationship between organizational commitment and employee performance were also investigated and thus advanced the understanding the mechanism through which organizational commitment can influence employee performance. This was undertaken based on the proposed model to explain the manners in which organizational commitment impacts employee motivation, which further influences employee performance. One of the justifications for studying the mediating effect of employee motivation was based on the suggestion from the existing literature on the

established relationship between organizational commitment and employee performance. This is based on the notion that, there is no consistency on the direction in which organizational commitment impacts employee performance. As a result, it was suggested to integrate mediating variable in better understanding whether the inconsistencies in the association between organizational commitment and employee performance can be explained by a mediating variable which was clearly established in this study. The study confirms the indirect role that employee motivation plays in promoting employee performance. Additionally, studying employee motivation as a mediating variable enable us to comprehend how and why intrinsic and extrinsic rewards might enhance employees' conduct at work. Thereby, contributes to the literature on the importance of employee motivation towards employee performance by studying its application in the banking industry most notably in the context of the United Arab Emirate.

Furthermore, this study was conducted in a developing country "UAE" which is a western Asian country, and has very limited study in this area of study. The industry context of the study was also a great theoretical contribution as the banking sector is one of the critical economy boosters and also serve a vital employment generation across the country with about 10 percent contribution to the countries real gross domestic products. As a result, this study contributes to the extant literature by filling this research gap. It is interesting to note that the study's findings suggest that in the nation's banking sector, both intrinsic and extrinsic rewards may be advantageous and make the employees productive. Besides theoretical contribution, this study also provides practical implications to bankers, government, shareholders, stakeholders and policymakers. In this study, some of the variables are found to have a significant relationship in employee performance. In contrast, some of the variables are indicated that have a non-significant relationship on employee performance. As a result, bankers, government and policymakers should be aware of the important variables to an organization in banking sector in UAE. This study's findings provide some practical guides for the policy makers, stakeholders, and managers in the banking sector which will be of benefits to the sustained and enhanced employee performance within the sector. This study has evidenced that an employee-oriented commitment is a key factor and source of competitive advantage, which consequently enhance employee performance. These committed employees are more likely to upscale their devotion to the organization which in turn positively influence their performance. Therefore, managers and other stakeholders need to entrench organizational commitment that is employee-oriented. Similarly, it is established that intrinsic and extrinsic motivation are effective in optimizing employee performance and also demonstrates that the incentive system is crucial for motivating people in firms.

LIMITATIONS AND FUTURE RESEARCH

The current study has some limitations. First, the current study employed cross sectional research approach for data collection, which has a limitation of not guaranteeing causal inferences from the study population as claimed by Sekaran and Bougie (2010). This is regarded as a limitation in this study and thus may affect the generalizability of this study findings. Since cross sectional research approach has been faulted on the ground of causal inferences, longitudinal research approach can be an alternative research approach for the future research. Besides, the survey depends on the single respondent, which is the employees who works in the UAE banking sector also caused the issues of the validation and verification of the results as self-report might be subjected to social desirability bias. It could be worthwhile for further studies to be conducted in other developing nations, industries and sector in order to establish the validity and generalizability of the research findings. Moreover, the measures of the research constructs were subjected to reliability and validity assessment and was found to be reliable and valid, however, there is possibility for potential social desirability issues as well as judgmental biases. Future research could replicate this study utilising objective assessment of the variables due to the limitations linked with subjective measurement of the variables used in this investigation. In addition, it can be indicated that many other variables beside employee motivation can be integrated as a proxy for mediating factor in the organizational commitment and employee performance nexus. Conclusively, other recommendations for future research include adoption of mixed method to provide more reliable conclusions on the issue of organizational commitment and employee performance study. This is based on the notion that responses gathered via quantitative research approach may not be adequately capture the respondent's perspective and opinion on the research question, which is one of the advantages of qualitative research method.

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