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Mediating Role of Organizational Commitment: A Study of NADRA, Multan Region

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ABSTRACT

The purpose of this study is to investigate how employee compensation and job satisfaction influence employee performance. And more importantly, this study examines the mediating effect of the organizational commitment between employee compensation, job satisfaction and employee performance. Based on the prior studies conducted on employee compensation, job satisfaction, employee performance and organizational commitment, an integrated conceptual framework on employee compensation, job satisfaction, employee performance and organizational commitment was developed. The convenience sampling technique was employed in this study, and a sample drawn was consisted of 375 NADRA employees serving in Multan region. The sample was focused on the employees working in the NADRA Multan region. For more robust testing of the theory organizational commitment was included as mediating variable. For testing of mediation effect Process by Andrew F. Hayes was used with the assistance of SPSS version 23. Research findings revealed that the impacts of employee compensation and job satisfaction on employee performance are positive and significant. And organizational commitment as a mediating variable mediates the relationships between employee compensation, job satisfaction and employee performance. The mindsets of the today employees are changing, and they are more conscious about their relationships with the organizations, they love to share their good and bad experiences with the organizations. Today, it is very important for organizations to know the feelings of the employees about their organizations. This study suggests the organizations by tuning employee compensation, job satisfaction variables may impact on the performance of the employees. And by introducing organizational commitment they may also change the relationships between employees and organization. Variables part of this study were not old constructs, but it is new for the graphical location where I conducted this study because there was no similar study available here. This study is only focused on NADRA Multan region, other geographical locations or industries may be used to more clearly understand the brand evangelism construct. Also, comparative studies can be performed for different organizational ladders and geographical locations.

INTRODUCTION

Databasing authorities have a pivotal role in every country in recent years. They maintain a record of every individual residing in a particular country. And these records are useful for many organizations for different purposes. "The National Database and Registration

Authority (NADRA), Pakistan, is an independent and autonomous agency under Ministry of Interior and Narcotics Control, Government of Pakistan that regulates government databases and statistically manages the sensitive registration database of all the national citizens of Pakistan" (2017, March 16).

NADRA is a high performing internationally known databasing authority having several projects in Pakistan and abroad. This databasing authority also claims to have the biggest human biometric database on the earth.

This research study is aimed to measure the mediating effect of the Organizational Commitment between the Employee Compensation, Job Satisfaction and the Employee Performance variables. This study is conducted on the National Database & Registration Authority, Multan region employees. Perceptions of the employees were gathered about their working organization on a close-ended questionnaire on above-mentioned variables.

According to Fisher (2005), employees always concerned about their compensation whether their employers will use a merit-based compensation system or not? Their employers also worried about enough effort from the employee's side for their assigned tasks. Employee compensation is a strategic concern and it can positively or negatively affect the financial performance of organizations. Productivity is also impacted by compensation because output and compensation have a mutual dependency in different organizations (Gerhart, 1994).

Gerhart (1994), argues that employee compensation fastens with the overall output of the organization. Operating cost alters with the level of compensation, furthermore, job satisfaction, employee performance and employee commitment fluctuate with compensation change. Attractive employee compensation with incentives can bring and retain the skilful employees for industries. If we compare the blue and white-collar workers, the findings tell us that compensation and job security are much important for blue-collar employees than white-collar employees (Cook 1980).

According to Clinch (1991), he was unable to determine any relationship between the compensation and tax though is an essential factor of compensation design. Taxable and non-taxable benefits are associated with the output level (Leibowitz 1983). Performance is a hidden characteristic of an employee and these characteristics are valued with the compensation package. Some key employee in organizations retains important secret knowledge about their organizations this makes the organization to make a special compensation plan for such employees (Clinch 1991).

Leibowitz (1983), states that Gender-based compensation is different for both male and female employees because male and female workers show a different level of

productivity. Female workers mostly receive vacations as compensation benefits. Their male workers work for more hours per week (Leibowitz, 1983).

Chrisman (2017), states that family firms and non-family firms must match their interests with their employee welfares. The family firms experience lower labour productivity due to contrary selection problems from the labour market. Fringe benefits for the employees increase by a fraction of the total updated compensation (Leibowitz, 1983).

According to Clinch (1991), there are also some organizations that associate employee compensation with organizational financial performance. Findings from the 216,768 firms show that incentive compensation has a wider influence on firm performance (Chrisman 2017). Incentive compensation produces the conflict of interests in the family and non-family firms. Incentive compensation is a sort of signal for future employees that their good performance will be rewarded (Chrisman 2017).

According to Gerhart (1992), necessary role behaviours in the members of the organization make it remain workable for the longer time durations. Members of the organization count the encouragements important thing for them. This exchange process is at the core of the employment relationship and can be contracted that levies mutual duties on the parties. At the core of that exchange are employers and employee's decisions concerning compensation.

According to Bengtsson (2013), in the private entrepreneurial firm's employee's compensation plan depends on founders and investors because there is no large amount of data available for employee compensation.

According to Chadi (2018), job satisfaction mends to the welfare of the employees. Job satisfaction is attributed as a positive sentiment or likeness of an employee for its job. Job satisfaction has a negative relationship with the mental health of employee that means job satisfaction never means to good mental health (Allan, 2018). Job satisfaction less in the new employees but no job satisfaction is present when an employee is compelled to switch the job (Chadi, 2018).

According to (Nawab 2011), Job satisfaction is basically an emotion towards the job experiences that emotion may be favourable or not. Job satisfaction may enhance employee performance and more employee performance needs more job satisfaction (Atmojo, 2015). Job satisfaction has relation with the performance of the

employees, and it is affected by the job switching (Chadi, 2018). And a prominent relation was found between organizational commitment, job satisfaction and total job satisfaction in the Nurses at Dubai hospitals (Cherian, 2018).

Slattery (2005), inspected the relationship in job satisfaction, turnover intention and organizational commitment in the employees who were not permanent at the organization. The finding of that research was a positive relationship in job satisfaction and organizational commitment. Several types of research have been conducted about the job satisfaction that includes demographic features like gender, tenure, age and education (Crossman, 2003).

Yousef (2016), states that his research explores the connections in job satisfaction, organizational commitment and attitudes toward organizational change in the local government in the UAE. Findings of the research display that the employees in the departments of interest were highly satisfied with colleagues and supervisors, but were less content with job security, work conditions, compensation and promotion sides of the job. Results further confirmed that employees were loyal with their current (Yousef 2016).

According to Jiang (2018), relationships between organizational commitments, organizational structure and job specifications were influenced by the job satisfaction variable. This study was carried out in Hubei China in community correctional officers.

According to Gunlu (2010), the influence of job satisfaction on an organizational commitment to large-scale hotels in Turkey was to examine. It was investigated that is there any a noticeable connection between the characteristics of the sample, job satisfaction and organizational commitment. The findings indicate that intrinsic, extrinsic and overall job satisfaction has a major impact on affective and normative commitments. Moreover, measurements of job satisfaction do not have major consequences on continuance commitment in the managers of large-scale hotels. Age, education and income level have a major bond with extrinsic job satisfaction and the level of earning indirectly affect the affective commitment (Gunlu, 2010).

According to Oshagbemi (1999), his study investigated the job satisfaction of teachers at the university. Results of the study displayed that more people were satisfied with the percentage, but the number of dissatisfied workers was lesser in the numbers. And black female

teachers feel satisfaction and committed with their jobs when they find the good conduct of students and positive attitude from the management side. In public sector employees of Saudi Arabian organizations found a moderate level of job satisfaction in workers working in various government sector organizations (Ahluwalia 2018).

Smith, (2018), states that in previous researches found no increasing job satisfaction in the teleworkers because there are no interpersonal interactions and also no teamwork present the like traditional workers. But his study discovered the increasing job satisfaction in the teleworkers because he believes that there are more advanced communication channels available for them because of fast-changing technological trends.

Ahluwalia (2018) argues that organizational commitment can be understood by its different aspects like it is the emotional attachment of workers with their workplace, the expense of changing their jobs and emotions of job continuance. And their study found a moderate level of organizational commitment to workers working in various government sector organizations. This level was comparatively high in the more experienced employees than employees with less experience.

Jiang (2018) states that organizational commitment was found in the majority of community correctional officers in Hubei China with their working organizations. Relationships between organizational commitment, organizational structure and job specifications were influenced by the job satisfaction variable (Jiang 2018).

According to (Nawab, 2011), Organization commitment is the association and contribution of employees for the organization. Accepting and trusting on the standards and goals of the organization, and a clear desire to be part of the organization is an explanation of the organizational commitment. Strong desires to serve and a low aim to switch from the organization is the commitment. Commitment makes the employee effort matching to the expectation of the organization, which increase the employee performance or productivity of the employee (Atmojo 2015).

Atmojo (2015), argues that when a person becomes a member of an organization at the same time by the socialization and orientation programs commitment can be formed. Knowledge of the organization's vision and the mission will speed-up the process of making the employees as an individual in the organization. And their

types of commitment, like affective commitment, normative commitment and continuance commitment, are naturally not dependent and exposed by individuals at diverse levels in the organizations (Nawab, 2011).

Slattery (2005), scrutinized the connection in turnover intention, organizational commitment and job satisfaction in the non-permanent employees. There was a positive relationship in job satisfaction and organizational commitment in the result. Nurses at Dubai hospitals were committed with their hospitals, but their commitment was prominently associated with effective and total commitment. And a prominent relation was found between organizational commitment, job satisfaction and total job satisfaction (Cherian, 2018).

According to Ahmed (2016), in the of university faculties organizational culture, environment, facilities, promotion policies, compensation and political issues are some factors that negatively influence the organizational commitment and positively affect the emotional exhaustion and development of turnover intention level. Findings of this research display all the under-observation variables were meaningfully associated. But as a mediator variable organizational commitment depicted a weaker effect amongst the emotional exhaustion and turnover intentions.

Schrock (2016), argues that this study measures the direct and interactive influence of the trait competitiveness and competitive psychological climate on organizational commitment and sales performance in the sales force. Findings of the study display the negative moderation relationship between the continuance commitment's and in affective commitment. This study suggests that managers should employ a sales force with extraordinary trait competitiveness to encourage the competitive internal climate and higher outcomes from the salesforce (Schrock, 2016).

According to (Atmojo, 2015), job satisfaction meaningfully affects the performance of tennis players. This study also states that employee performance is dependent on job satisfaction and higher employee performance results in higher job satisfaction.

Nguyen (2015), states that this research result shows that employee performance is positively influenced by the promotion criteria, working environment and compensation. This study makes the contrast between the state sector and other sectors employees.

Kim (2016), states that in the perceptions of the employee's organizations admit their work efforts and

work for the well-being of their employees, work experience firms their bond with the organization that is affective organizational commitment.

Nguyen (2015), argues that in the globalized economies and in the competitive modern world, creating and maintaining the high-performance work system having significant importance. A major target of the managers in an organization is to maximize the performance at all levels in the organizations. And motivation is an important factor that influences an employee's performance.

Chen (2014), states that their study found that effective trust mediated the relationship in employee performance and benevolent and moral paternalistic leadership. But also found that effective trust does not mediate the relationship between employee performance and authoritarianism.

Gabler (2016), states that his study finds that more experienced employees are more able to tune their behaviours to get high levels of performance as compared to the less experienced employees. The performance level is assessed by the managers at the organization and performance of the employee is measured by the satisfaction rating of the customers (Gabler 2016).

According to Vidyarthi (2014), results of the research show that there is a relation between the relationships between emotional perceptions of the leader and employee's performance at the job and displayed that this association became stronger by task interdependence and affected by power distance.

RESEARCH OBJECTIVES

RO₁: To measure the influence of the Employee Compensation on the Organizational Commitment in NADRA, Multan Region.

RO₂: To measure the influence of the Employee Compensation on the Employee Performance in NADRA, Multan Region.

RO₃: To measure the influence of Job Satisfaction on the Organizational Commitment in NADRA, Multan Region.

RO₄: To measure the influence of Job Satisfaction on the Employee's Performance in NADRA, Multan Region.

RO₅: To measure the influence of the Organizational Commitment on the Employee's Performance in NADRA, Multan Region.

RO₆: To measure the mediating effect of the Organizational Commitment between Employee Compensation and Employee's Performance in NADRA, Multan Region.

RO7: To measure the mediating effect of the organizational commitment between job satisfaction and employee's performance in NADRA, Multan Region.

RESEARCH QUESTIONS

This research answers the following research questions:

RQ1: Does Employee Compensation have an effect on Organizational Commitment?

RQ2: Does Employee Compensation have an effect on the Employee's Performance?

RQ3: Does Job Satisfaction have an effect on Organizational Commitment?

RQ4: Does Job Satisfaction have an effect on the Employee's Performance?

RQ5: Does organizational Commitment have an effect on Employee's Performance?

RQ6: Does Organizational Commitment mediate the relationship between Employee Compensation and Employee's Performance?

RQ7: Does Organizational Commitment mediate the relationship between Job Satisfaction and Employee's performance?

The model developed for this study is basically an integration of different models found in the area related to this literature, e.g., Study of (Nawab, 2011) determined the relationship between Compensation and Organizational Commitment in the educational sector in Pakistan. Study of (Hameed *et al.*, 2014) determined the relationship between Compensation and Employee Performance in the Banking sector of Pakistan. Study of (Srivastava, 2013) studied the relationship between Job Satisfaction and Organizational Commitment to middle-level managers belonging to private sector organizations. Study of (Crossman and Abou-Zaki, 2003; Srivastava, 2013) studied the relationship between Job Satisfaction and Employee Performance on Lebanese Banking Staff. Study of (Atmojo, 2015) used the relationship between Organizational Commitment and Employee Performance in PT Perkebunan Nusantara V Riau (PTPN V) is one of the state-owned plantation enterprises in Indonesia.

Five models followed in this study were part five different studies; the first contribution of my study is to join these models in a single conceptual framework. And the second contribution of this study is to fill the literature gap because there is no secondary data available for analysis of this sector in NADRA Multan Region. And primary data will be gathered on these variables from the employees of National Database & Registration Authority, Multan.

This study was conducted about employee's perceptions in the NADRA in Multan region about the above-mentioned variables.

LITERATURE REVIEW

Employee Compensation: Cook (1980), argues that if we compare the blue and white-collar workers the findings tell us that compensation and job security are much important for the blue-collar employees than the white-collar employees. And white-collar workers are more attracted to the diverse tasks (Cook, 1980).

Gerhart (1994), argues that employee compensation fastens with the overall output of the organization. Operating cost alters with the level of compensation, furthermore, job satisfaction, employee performance and employee commitment fluctuate with compensation change.

Yousef (2016), argue that research in the local government UAE shows that the employees in the departments of interest were highly satisfied with colleagues and supervisors, but were less content with job security, work conditions, compensation and promotion sides of the job.

According to Clinch (1991), he was unable to determine any relationship between the compensation and tax through tax is an essential factor of compensation design. Taxable and non-taxable benefits are associated with the output level (Leibowitz, 1983). Performance is a hidden characteristic of an employee and these characteristics are valued with the compensation package. Some key employee in organizations retains important secret knowledge about their organizations this makes the organization to make a special compensation plan for such employees (Clinch, 1991).

Ahmed (2016), stated that in the of university faculties in Riaz, KSA the organizational culture, environment, facilities, promotion policies, compensation and political issues were some factors that negatively influenced the organizational commitment and positively affected the emotional exhaustion and development of turnover intention level. Incentive compensation produces the conflict of interests in the family and non-family firms. Incentive compensation is a sort of signal for future employees that their good performance will be rewarded (Chrisman, 2017).

According to Fisher (2005), employees always concerned about their compensation whether their employers will use a merit-based compensation system or not? Their

employers also worried about the sufficient effort from the employee's side for their assigned tasks.

Chrisman (2017), states that family firms and non-family firms must match their interests with their employee welfares. The family firms experience lower labour productivity due to contrary selection problems from the labour market. Incentive compensation produces the conflict of interests in the family and non-family firms. Incentive compensation is a sort of signal for future employees that their good performance will be rewarded. Findings from the 216,768 firms show that incentive compensation has a wider influence on firm performance. Leibowitz (1983), states that Gender-based compensation is different for both male and female employees because male and female workers show a different level of productivity. Female workers mostly receive vacations as compensation benefits. Their male workers work for more hours per week (Leibowitz, 1983).

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Job Satisfaction: According to (Nawab, 2011), Job satisfaction is basically an emotion towards the job experiences that emotion may be favourable or not. Job satisfaction may enhance employee performance and more employee performance needs more job satisfaction (Atmojo 2015).

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METHODOLOGY

Purpose of the study: Purpose of this research was testing the hypotheses developed for this study. Five hypotheses were developed for investigation of the phenomena. In light of previous literature, hypotheses testing was performed. This study is only focused on NADRA Multan region. And data was gathered from the 375 employees working in various departments of the NADRA. And the employees were eager to share their thoughts about their working organization.

Type of Investigation: This study is basically a causal study because it measures the cause and effect relationships of the variables identified in the gaps of the previous researches. This research is primarily focused on employee performance. Effects of the different variables like employee's compensation, job satisfaction, on employee performance and the moderating effect of the organizational commitment have been tested that is explained in the next sections.

Approach to the study: A quantitative approach was

adopted for this study.

Population and Sampling: The population of the study was employees working at NADRA in Multan region. The convenience sampling that is a non-probability sampling technique was adopted to choose respondents for the data collection process. And willing people were asked to provide their valuable opinions about their working organization. This research will be based on Organizational Commitment, Employee Compensation, Job Satisfaction, Employee Performance and the mediating effects of Organizational commitment will be calculated. For sample size was determined by the “Krejcie and Morgan Table”.

Data collection: As mentioned above data on the variables Employee Compensation, Job Satisfaction, Organizational Commitment and Employee Performance will be collected from the Employees at NADRA in Multan region. Questionnaires were used as the data collection tool and different statement items will be adapted from the different sources.

And those employees were willing to share their organizational experiences without any hesitation. Survey questionnaire with close-ended questions was used as a data collection tool. Twenty statement items were representing the four variables, where each variable was represented by the five different statement items. Respondents’ opinion about their working organization was collected on the 5 point Likert scale (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree, and 5 = strongly agreed).

HYPOTHESES

Seven hypotheses were developed for testing the framework are;

H1: Employee Compensation influences the Organizational Commitment in NADRA, Multan Region.

H2: Employee Compensation influences the Employee Performance in NADRA, Multan Region.

H3: Job Satisfaction influences the Organizational Commitment in NADRA, Multan Region.

H4: Job Satisfaction influences the Employee’s Performance in NADRA, Multan Region.

H5: Organizational Commitment influences the Employee’s Performance in NADRA, Multan Region.

H6: Organizational Commitment mediates the relationship between Employee Compensation and Employee performance in NADRA, Multan Region.

H7: Organizational Commitment mediates the relationship between Job Satisfaction and Employee’s performance in NADRA, Multan Region.

QUESTIONNAIRES

Questions were adapted from the prior researches conducted relevant to these variables used in this study. And these are sources from where variables were adapted; employee compensation (Singh 2004), job satisfaction (Smith *et al.*, 1969), organizational commitment (Porter *et al.*, 1974) and employee performance (Teclmichael Tessema 2006).

The questionnaire was designed to gather the response from the employees of NADRA at Multan region. The questionnaire was based on twenty easily understandable close-ended queries about the organization. A questionnaire with 5-point Likert scale (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree, and 5 = strongly agreed) was distributed to gather the opinion of the respondents (who were participants of this study). Total of 400 questionnaires was distributed for final data collection, out of those 383 were received. And 375 questionnaires were chosen from them, and those questionnaires were completely filled and valid as shown in table 1 shows the research variable names, the quantity of the statement items for measuring variables and the prior research sources from where statement items were adapted.

Table 1. Variables and statement items.

| Variable | Number of Statement Items | Sources |
|---------------------------|---------------------------|-------------------------------|
| Employee Compensation | 5 | (Singh, 2004) |
| Job Satisfaction | 5 | (Smith <i>et al.</i> , 1969) |
| Organizational Commitment | 5 | (Porter <i>et al.</i> , 1974) |
| Employee Performance | 5 | (Teclmichael Tessema, 2006) |

Research Gap: The model developed for this study is basically an integration of different models found in the area

related to this literature, e.g., Study of (Nawab 2011) determined the relationship between Compensation and

Organizational Commitment in the educational sector in Pakistan. Study of (Hameed, Ramzan & Zubair 2014) determined the relationship between Compensation and Employee Performance in the Banking sector of Pakistan. Study of (Srivastava 2013) studied the relationship between Job Satisfaction and Organizational Commitment to middle-level managers belonging to private sector organizations.

Study of (Crossman & Abou-Zaki 2003; Srivastava 2013) studied the relationship between the Job Satisfaction and Employee Performance on Lebanese Banking Staff. Study of (Atmojo 2015) used the relationship between Organizational Commitment and Employee Performance in PT Perkebunan Nusantara V Riau (PTPN V) is one of the state-owned plantation enterprises in Indonesia.

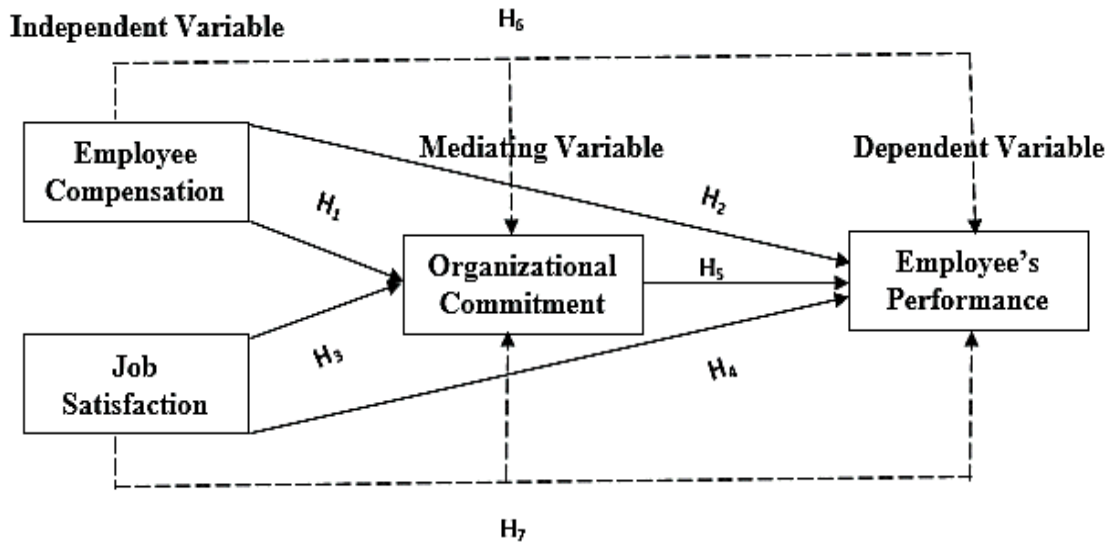


Figure 1. Independent variables used in this study.

Software Tools: SPSS version 23, Microsoft Word 2013, Microsoft Excel 2013, Microsoft Windows Pro 8.1 and Endnote X7 were used to prepare and analyze the quantitative data.

RESULTS AND DISCUSSIONS

Data analysis results are presented in this particular chapter. This chapter contains the results derived from the data processed in response to the problems identified and described in the first chapter of this dissertation. Quantitative techniques were employed to analyze the data and Statistical Package for the Social Sciences version 23 used to perform these tests. Initially, 50 responses were utilized to perform the pilot testing of the instrument and after the confirmation of the validity and reliability, further data was gathered to perform the analysis of data. Further, 400 questionnaires were floated for final data gathering to do data analysis, and 383 questionnaires were received back 375 out of them were selected for the study. 375 selected questionnaires were completely and valid. Pearson's r product movement correlation coefficient was used for the validity analysis, and Cronbach alpha was

determined to test the reliability of the developed instrument. Pearson's Correlation analysis performed to determine relation level in the independent, dependent and mediator variables. Linear regression technique has been employed to determine the level of significance in the relationships of the independent and dependent variable. This study uses organizational commitment as a mediator variable and PROCESS macro Procedure for SPSS Release 2.16.3 by (Hayes, 2013), was used for the mediation analysis purpose.

Pilot Study

Validity and Reliability Analysis

Validity Analysis: According to the analysis results shown in table 2; employee compensation, job satisfaction, organizational commitment and employee performance has ρ -value ≤ 0.05 and no statement item is with ρ -value > 0.05 . In the light of the tabular results, it is concluded that all the five statement items are able to define the employee compensation, job satisfaction, organizational commitment and employee performance variables because they are valid.

Table 2. Employee compensation, job satisfaction, organizational commitment and employee performance.

| No. | Statement | ρ -value | Correlation Coefficient | Coefficient Alpha |
|----------------------------------|--|---------------|-------------------------|-------------------|
| Employee Compensation | | | | 0.924 |
| 1. | In our organization salary and other benefits are comparable to the market. | 0.000 | 0.776 | |
| 2. | In our organization, compensation is decided on the basis of competence or ability of the employees. | 0.000 | 0.868 | |
| 3. | The compensation for all employees is directly linked to his/her performance. | 0.000 | 0.901 | |
| 4. | Job performance is an important factor in determining the incentive compensation of employees. | 0.000 | 0.901 | |
| 5. | In our organization profit sharing is used as a mechanism to reward higher performance. | 0.000 | 0.716 | |
| Job Satisfaction | | | | 0.919 |
| 1. | If I put extra effort, someone will notice. | 0.000 | 0.804 | |
| 2. | I work in an environment, where there is cooperation and respect. | 0.000 | 0.808 | |
| 3. | Problems in the workplace are addressed quickly and adequately. | 0.000 | 0.873 | |
| 4. | My Supervisor praises our suggestions that aid in solving organizational problems. | 0.000 | 0.873 | |
| 5. | There is open communication throughout the organization. | 0.000 | 0.829 | |
| Organizational Commitment | | | | 0.867 |
| 1. | I feel a high level of loyalty to this organization. | 0.000 | 0.469 | |
| 2. | I am proud to tell others that I am part of this organization. | 0.000 | 0.816 | |
| 3. | I find that my values and the organization's values are very similar. | 0.000 | 0.816 | |
| 4. | I talk about this organization to my friends as a great organization to work for. | 0.000 | 0.789 | |
| 5. | I would accept almost any type of job assignment in the best interest of this organization. | 0.000 | 0.776 | |
| Employee Performance | | | | 0.920 |
| 1. | My performance is better than the other employees with similar qualifications and experience in this organization. | 0.000 | 0.879 | |
| 2. | My performance is better than the other employees with similar qualifications in other organizations. | 0.000 | 0.879 | |
| 3. | My performance is better than the other employees with similar experience in other organizations. | 0.000 | 0.772 | |
| 4. | My performance is better than the other employees with similar experience in other organizations. | 0.000 | 0.807 | |
| 5. | I am satisfied with my performance because it is good. | 0.000 | 0.807 | |

Note: All Variables are valid and reliable.

Reliability Analysis: Reliability test measures the internal consistency of all variables present in the study. Reliability is a measure to test the consistency and stability of the statement items measuring the variables. For this purpose, Cronbach's Alpha has been employed to

measure internal consistency because of its popularity for the internal consistency measurement. Cronbach's Alpha coefficient indicates how these statement items are positively correlated to one another. And this coefficient is the average of intercorrelations in items measuring the

constructs. According to (Hair, Black *et al.*, 2006), if the value of Cronbach’s Alpha > 0.6, then Cronbach’s Alpha is acceptable, and the variable is reliable. Or if Cronbach’s Alpha < 0.6 then Cronbach’s Alpha unacceptable and the variable is unreliable. Cronbach’s Alpha must be near to 1 to ensure higher internal consistency. Cronbach’s Alpha results for employee compensation is 0.924, job satisfaction is 0.919, organizational commitment is 0.867 and employee performance is 0.920. All the results of Cronbach’s Alpha test are ≥ 0.6 and these results are good with higher inter-item consistency. And according to these Cronbach’s Alpha test results, depicts that the instrument used was reliable. And high Cronbach’s Alpha values in result also displayed that the statement items used in the test are highly correlated.

Demographics Data: In this research different type of demographic information has been gathered regarding gender, age, qualifications, the income of the employees working at NADRA Multan Region.

Gender: Total of 375 employees working at NADRA in Multan Region were part of this study. Data were gathered about their perceptions about their working organization. There were 69.9 % male respondents and 30.1% female respondents.

Age: The respondents having different age groups like 18-25, 25-32, 32-39 and 40+. The frequency of respondents belongs to the age group 18-25 is 44 with

11.7% of the total number of the respondents. The frequency of respondents belongs to the age group 25-32 is 101 with 26.9% of the total number of the respondents. The frequency of respondents belongs to the age group 32-39 is 176 with 46.9% of the total number of the respondents. And the frequency of respondents belongs to the age group 40+ is 54 with 14.4% of the total number of the respondents.

Qualifications: The frequency of the Graduate respondents is significantly high 198 with 52.8% as compared to the other qualified people described in the table. Post-graduate respondents are 114 with 30.4% showed the second large majority. 61 respondents with 16.3% were Intermediates. More than postgraduate qualification respondents were 2 with 0.5%.

Normality Analysis: In the statistical analysis to test that data is well modelled and to determine the data set is normally distributed normality analysis is done. For normality analysis, Skewness and Kurtosis were determined. And the results of these tests are shown in table 3 and in detailed discussed below.

Skewness: Skewness is used to measure the symmetry of the distribution. According to (Bulmer, 1979) if values of the Skewness fall between -1 to 0 then distribution is moderately skewed. Skewness values calculated in table 8 lie between -1 to 0, so distribution is more asymmetric.

Table 3. Normality analysis of Skewness and Kurtosis.

| | Skewness | | Kurtosis | |
|---------------------------|------------|------------|------------|------------|
| | Statistics | Std. Error | Statistics | Std. Error |
| Employee Compensation | -0.892 | 0.126 | 2.528 | 0.251 |
| Job Satisfaction | -0.288 | 0.126 | 0.070 | 0.251 |
| Organizational Commitment | -0.464 | 0.126 | 1.132 | 0.251 |
| Employee Performance | -0.361 | 0.126 | 0.150 | 0.251 |
| Brand Evangelism | 0.133 | 0.122 | -1.167 | 0.243 |

Kurtosis: Kurtosis is the measure of flatness and peakedness of the distribution. According to, (Bulmer 1979) this distribution deemed platykurtic. when the more kurtosis values are positive distribution is leptokurtic. And if the values of the Kurtosis are greater than zero then the distribution is called leptokurtic. Values calculated shown in table 3 are positive and less than 3 hence the distribution is leptokurtic. According to table 3 results of Skewness are acceptable if they lie between - 1 and 1 interval and calculated results lie in the acceptable range. Kurtosis values must lie between -3 to

3 intervals, and obtained results are in an acceptable range. Under these test results, data is normally distributed.

Correlation Analysis: Correlational analysis of all variables was done to determine the extent of their relationship and results are shown below in table 4. Pearson’s Correlation technique was employed to determine the correlation between the variables. In this correlations table, it can be seen that the correlation coefficient ‘r’ for all the variables 0.3 to 0.5, that depict a moderate relationship amongst the variables used in this

study or variables used in the study are moderately correlated, and value of $p < 0.001$ for all the results that shows that these relationships between the variables are also significant at 0.01 level. According to the table results correlation between independent variables like

Employee Compensation and Job Satisfaction is 0.497 which is approaching to 0.500 or shows the moderate relationship. And this moderate relationship shows that there is no collinearity present in our regression.

Table 4. Correlational analysis of different variables; EC; JS; OC and EP.

| | EC | JS | OC | EP |
|----|----|---------|---------|---------|
| EC | 1 | 0.497** | 0.500** | 0.373** |
| JS | - | 1 | 0.448** | 0.357** |
| OC | - | - | 1 | 0.491** |
| EP | - | - | - | 1 |

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

EC: Employee Compensation, **JS:** Job Satisfaction, **OC:** Organizational Commitment, **EP:** Employee performance

Regression: To check the significance level of predictor variables on the dependent variable, regression analysis is also performed.

In estimation, of the relationship between the variables' regression analysis is helpful. This also helps to check the impact of the independent variables on the dependent

variable. In table 5 value of R2 is 0.178. It means, the dependent variable can vary 17.8% due to independent variables. And the Durbin-Watson value lies between "0" and "4", which displays there is no auto-correlation found in the sample under study.

Table 5. Regression analysis to check the significance level of predictor variables on the dependent variable.

| Model | R | R ² | Adjusted R ² | Std. error of the Estimate | Durbin-Watson |
|-------|--------------------|----------------|-------------------------|----------------------------|---------------|
| 1 | 0.422 ^a | 0.178 | 0.174 | 0.48182 | 1.792 |

a. **Predictors:**(Constant), Job Satisfaction, Employee Compensation

b. **Dependent Variable:** Employee Performance

Table 6. Employee compensation; unstandardized coefficients, standardized coefficients and collinearity statistics.

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | | B | Std. Error | B | | | Tolerance | VIF |
| 1 | (Constant) | 2.181 | 0.237 | | 9.222 | 0.000 | | |
| | EC | 0.303 | 0.063 | 0.260 | 4.801 | 0.000 | 0.753 | 1.328 |
| | JS | 0.225 | 0.053 | 0.228 | 4.202 | 0.000 | 0.753 | 1.328 |

a. **Dependent Variable:** Employee Performance

EC: Employee Commitment, **JS:** Job Satisfaction

According to table 6, employee compensation has beta value 0.260 that means 26% variation can occur in the employee performance due to employee compensation. This also depicts that brand trust has a positive significant impact on employee performance. Job satisfaction has a beta value 0.228 that means 22.8% variation can occur in the employee performance due to job satisfaction. table No. 5 also displays that variance inflation factors are less than 10 for the predictor's employee compensation and job satisfaction are good. The VIF for employee compensation inflated by 1.328 and for job satisfaction, it is inflated by 1.328 that means predictors used in the

model has a negligible correlation. And this value also mends that the dependent variable is more appropriate for further analysis. And the value of the tolerance is greater than the 0.1 for both predictor variables which is a good sign.

Organizational commitment was added as a predictor to test that organizational commitment is fit as a mediator as a table no. 5 displays that R2 value improved from 0.178 to 0.274 due to organizational commitment.

Table 6 shows that organizational commitment is significant that means organizational commitment is fit to be used as a mediator variable.

Table 6. Conformation analysis for a mediator.

| Model Summary | | | | |
|---------------|--------------------|----------------|-------------------------|----------------------------|
| Model | R | R ² | Adjusted R ² | Std. error of the Estimate |
| 1 | 0.524 ^a | 0.274 | 0.268 | 0.45345 |

a. **Predictors:** (Constant), Organizational Commitment, Job Satisfaction, Employee Compensation.

Table 7. Employee compensation; unstandardized coefficients and standardized coefficients.

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.435 | 0.247 | - | 5.815 | 0.000 |
| | Job Satisfaction | 0.128 | 0.052 | 0.129 | 2.447 | 0.015 |
| | Employee Compensation | 0.143 | 0.064 | 0.123 | 2.257 | 0.025 |
| | Organizational Commitment | 0.435 | 0.062 | 0.371 | 7.000 | 0.000 |

a. **Dependent Variable:** Employee Performance

EC: Employee Commitment, **JS:** Job Satisfaction

Hypotheses Testing

Hypotheses testing will include the correlation between the all used variables, regression of the user dependent and independent variables and mediation effect of the mediator variable on the relations between the dependent and independent variables.

Now, we will discuss the Bi-variate results for Pearson’s Correlation to see that either the hypotheses are supported by test results or not.

H₁: Employee Compensation influences the Organizational Commitment in NADRA, Multan Region.

Table 8. Pearson correlation of EC and OC.

| | | EC | OC |
|-----------|---------------------|-----------|-----------|
| EC | Pearson Correlation | 1 | 0.500** |
| | Sig. (2-tailed) | - | 0.000 |
| OC | Pearson Correlation | 0.500** | 1 |
| | Sig. (2-tailed) | 0.000 | - |

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

EC: Employee Commitment, **OC:** Organizational Commitment

In this Correlations in table 8 it can be seen that the correlation coefficient ‘r’ for the variables employee compensation and organizational commitment is 0.500, that depict a moderate positive relationship between both variables or these variables are moderately correlated, and value of p < 0.001 shows that the relationships between these variables are also significant at 0.01 level. As variables are highly correlated, the value of one variable allows determining the value of another. There is a positive correlation reported in the results that show both variables move in the same direction if they

increase or decrease. Results of the table support the hypothesis that Employee Compensation influences the Organizational Commitment in NADRA, Multan Region. A scatter plot shows there is a linear relationship between Employee Compensation and the Organizational Commitment scores. And score cluster uniformly around the regression line displays that homoscedasticity is not violated.

H₂: Employee Compensation influences the Employee’s Performance in NADRA, Multan Region.

Table 9. Correlation of variables; employee compensation and employee performance.

| | | EC | EP |
|-----------|---------------------|-----------|-----------|
| EC | Pearson Correlation | 1 | 0.373** |
| | Sig. (2-tailed) | - | 0.000 |
| | N | 403 | - |
| EP | Pearson Correlation | 0.373** | 1 |
| | Sig. (2-tailed) | 0.000 | 4 |
| | | | |

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

EC: Employee Commitment, **EP:** Employee’s Performance

In this correlation in table 9, it can be seen that the correlation coefficient ‘r’ for the variables employee compensation and employee performance is 0.373, that depicts a moderate positive relationship between both variables or these variables are moderately correlated, and value of $p < 0.001$ shows that the relationships between these variables are also significant at 0.01 level. As variables are moderately correlated, the value of one variable allows determining the value of another. There is a positive correlation reported in the results that show both variables move in the same direction if they increase or decrease. Results of the table support the hypothesis that employee compensation influences the

employee performance in NADRA, Multan Region.

H₃: Job Satisfaction influences the Organizational Commitment in NADRA, Multan Region.

In this correlation in table 10, it can be seen that the correlation coefficient ‘r’ for the variables job satisfaction and organizational commitment is 0.448, that depict a moderate positive relationship between both variables or these variables are highly correlated, and value of $p < 0.001$ shows that the relationships between these variables are also significant at 0.01 level. As variables are moderately correlated, the value of one variable allows determining the value of another.

Table 10. Correlation of variables; job satisfaction and organizational comitment.

| | | JS | OC |
|-----------|---------------------|-----------|-----------|
| JS | Pearson Correlation | 1 | 0.448** |
| | Sig. (2-tailed) | - | 0.000 |
| | N | 40 | 40 |
| OC | Pearson Correlation | 0.448** | 1 |
| | Sig. (2-tailed) | 0.000 | - |
| | N | 4 | 40 |

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

JS: Jobs Satisfaction, **OC:** Organizational Commitment

There is a positive correlation reported in the results that show both variables move in the same direction if they increase or decrease. Results of the table support the hypothesis that job satisfaction influences the organizational commitment in NADRA, Multan Region.

H₄: Job Satisfaction influences the Employee’s Performance in NADRA, Multan Region.

In this correlation in table 11, it can be seen that the correlation coefficient ‘r’ for the variables job satisfaction influences the employee performance 0.357, that depict a moderate positive relationship between both variables or these variables are highly correlated, and value of $p <$

0.001 shows that the relationships between these variables are also significant at 0.01 level. As variables are moderately correlated, the value of one variable allows determining the value of another.

There is a positive correlation reported in the results that show both variables move in the same direction if they increase or decrease. Results of the table support the hypothesis that Job Satisfaction influences the Employee’s Performance in NADRA, Multan. And according to the analysis results in table 11 displays that the first four hypotheses are supported.

H₅: Organizational Commitment influences the

Employee’s Performance in NADRA, Multan Region. In this correlation in table 12, it can be seen that the correlation coefficient ‘r’ for the variables job satisfaction influences the employee performance 0.491, that depict a moderate positive relationship between both variables or

these variables are highly correlated, and value of p < 0.001 shows that the relationships between these variables are also significant at 0.01 level. As variables are moderately correlated, the value of one variable allows determining the value of another.

Table 11. Correlation of variables; job satisfaction influences the employee performance.

| | | JS | EP |
|----|---------------------|---------|---------|
| JS | Pearson Correlation | 1 | 0.357** |
| | Sig. (2-tailed) | - | 0.000 |
| | N | - | - |
| EP | Pearson Correlation | 0.357** | 1 |
| | Sig. (2-tailed) | 0.000 | - |
| | N | - | - |

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

JS: Jobs Satisfaction, EP: Employee’s Performance

Table 12. Pearson correlation of organizational commitment and employee performance.

| | | Organizational Commitment | Employee Performance |
|---------------------------|---------------------|---------------------------|----------------------|
| Organizational Commitment | Pearson Correlation | 1 | .491** |
| | Sig. (2-tailed) | | .000 |
| | N | 375 | 375 |
| Employee Performance | Pearson Correlation | .491** | 1 |
| | Sig. (2-tailed) | .000 | - |
| | N | 375 | 375 |

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

There is a positive correlation reported in the results that show both variables move in the same direction if they increase or decrease. Results of the table support the hypothesis that Organizational Commitment influences the Employee’s Performance in NADRA, Multan. Hence, five hypotheses H₁, H₂, H₃, H₄ and H₅ supported.

Mediation Analysis: PROCESS macro Procedure for SPSS Release 2.16.3 by (Hayes, 2013), was used for the mediation analysis purpose.

H₅: Organizational Commitment mediates the relationship between Employee Compensation, Job Satisfaction and Employee performance in NADRA, Multan Region.

Results for,

Independent variable = Employee Compensation

Dependent variable= Employee’s Performance

Mediator variable = Organizational Commitment

Table 13. Organizational commitment mediating the relationship.

| | Effect | Boot SE | Boot LLCI | Boot ULCI |
|----|--------|---------|-----------|-----------|
| OC | 0.4452 | 0.0668 | 0.3236 | 0.5821 |

OC: Organizational Commitment

And effect size displayed in table 13 is greater than the zero that means Organizational Commitment mediates the relationship.

Moreover, results for,

Independent variable = Job Satisfaction

Dependent variable= Employee Performance

Mediator variable = Organizational Commitment

Table 14. Mediator variable mediating the relationships.

| | Effect | Boot SE | Boot LLCI | Boot ULCI |
|----|--------|---------|-----------|-----------|
| OC | 1.831 | 0.0321 | 0.1249 | 0.2514 |

OC: Organizational Commitment

In table 14 effect size must be greater than “0” that shows the mediator variable mediates the relationship.

Mediation Analysis: The mediation analysis was done through analysing the direct and indirect effect on of the constructs through SmartPLS and then calculating its Variance Accounted for (VAF). To assess the mediation, indirect is divided by total effect and if the values are below than 0.2, it means there is no mediation. Value of VAF below 0.8 and above 0.2 shows partial mediation while value more than 0.8 shows full mediation (Hair *et al.*, 2014). The result of this study is mentioned in table 15 which shows that there is partial mediation.

Table 15. Assessment of partial mediation of hypotheses and their relationship.

| Hypotheses | Relationship | Indirect | Total | VAF | % | Assessment |
|----------------------|----------------|----------|--------|--------|------|-------------------|
| H₆ | EC -> OC -> FP | 0.143 | 0.2663 | 0.5456 | 54.6 | Partial Mediation |
| H₇ | JS -> OC -> FP | 0.1254 | 0.2314 | 0.5419 | 54.2 | Partial Mediation |

Hence, H₆ and H₇ are supported.

CONCLUSION

The major aim of this study is to present an integrated theoretical framework, involve the employees of the NADRA to get their perceptions about their organization role of the organizational commitment as a mediator. That’s means how organizational commitment plays the role as a mediator. This research determines that organizational commitment mediates the relationships between employee compensation, job satisfaction and employee performance. The data was gathered from the employees who were very eager to speak about their experiences about their organizations.

This research is conducted in that particular location where no such research was conducted in this geographical location. This region is lacking quality research about these variables that are identified in this research. This research is sort of invitation for upcoming researchers to work on it in different aspects.

As results of this research depict by tuning employee compensation and job satisfaction we can impact on the employee performance. Organizational commitment mediates the relationship between these variables and it impacts the relationship positively. And this research identified a moderate relationship between the variables under observation.

LIMITATIONS AND FUTURE DIRECTIONS

This study is of the cross-sectional type of research. Relationship of the employees and the organization may

change over time like a customer may start liking, disliking or may leave the organization. To study this relationship cross-sectional research design may not help. Longitudinal research type can be used for this purpose to study the relationship over time. So, longitudinal research type may be used to study the changing relationships of the employees with their organization. This study is conducted in Multan region only further research may be conducted by increasing the population size e.g., gathering data from the other regions of Pakistan. The focus of this study was NADRA employees only. Comparative analysis may be done by adding different organizations. Databasing authority was used in this study to test the framework, the same framework may be tested for the other industries for deep understanding. Also, comparative studies can be performed to compare the results on the data gathered from the different graphical locations. This study involves the general employees of the organization, but different ladders of the organization may also be included for the comparative analysis of the different ladders in the organization.

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