

**NEXUSES AMONG WORKING ENVIRONMENT, AFFECTIVE ORGANIZATIONAL COMMITMENT, JOB RECOGNITION, AND JOB MOTIVATION: THE MEDIATING ROLE OF WORK ENGAGEMENT**

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**ABSTRACT**

The goal of the current study, which is based on the conservation of resources (COR) theory, is to look at how affective commitment is affected in Pakistan's banking industry by job recognition, job motivation, and working environment. The current study also looked into how work engagement influences certain adaptive behaviors, including job recognition, job motivation, workplace culture, and emotional commitment. The data for the current study was gathered from bankers employed throughout Pakistan's banking industry. Out of the top five commercial banks, a sample of 425 bankers was chosen using a stratified random selection approach. To test the theory, the authors employed the PLS-SEM method using the structural equation modelling (SEM) approach. The findings of the current study demonstrate that emotional commitment is significantly influenced by adaptive behaviors, namely job recognition, job incentive, and workplace environment. A partial mediation between adaptive behaviors and affective commitment was also demonstrated by job engagement. Adaptive behaviors should be the focus of higher management in the banking industry since they directly contribute to the good work-related attitude of the workforce. Positive workplace conduct will thus increase employee productivity as well as corporate productivity as a whole. The current study involved the banking industry and gathered data from all around Pakistan. It is one of the few studies conducted in the banking sector of the Middle East.

**KEYWORDS**

Adaptive behaviors, Work Engagement, Affective organizational Commitment, Pakistan's Banking Sector.

**INTRODUCTION**

The task of delivering superior services to their customers has been accepted by corporate organizations in the modern day. An organization's competitive advantage is

obtained, under the resource-based perspective of the business, through its human capital (Ployhart, 2021). Organizations are beginning to understand how important workers are to attaining their vision, aims, and goals since they are the ones who will be facing and overcoming those problems. Low commitment level among bankers is a major cause of low performance among bankers working in the banking sector of Pakistan (Tahir, Hadi, & Awan, 2021). In a cutthroat atmosphere, bankers' low levels of affective commitment are having a significant negative impact on organizational performance. The current study examined the direct and indirect effects of adaptive behaviors and the work environment on employees' affective commitment in the banking sector. The current study, one of the few undertaken in the banking industry, added to the body of knowledge about the antecedents of affective commitment. Organizations in the contemporary business world faced various challenges regarding high-performance expectations due to the competitive environment and globalization (Gaydon, 2021). Companies must have a staff that should be dedicated to the organization's goals during economic hardships. Keeping a devoted workforce may assure that a business not only keeps its best personnel during difficult times but that those brilliant employees will also be ready to put in the extra work necessary to secure organizational survival. For survival and excellence in the contemporary business world, there is a strong need to manage the workforce to achieve desired results. Behavioral aspects are an essential element to manage the workforce. Various organizations have added in their strategic agendas to improve the workplaces for retention of the best talent as well as enhancing commitment which will ultimately enhance the productivity of organizations. For achieving a competitive advantage over rival organizations, a positive attitude such as work engagement and organizational commitment is essential (Peláez-Fernández, Mérida-López, Sánchez-Álvarez, & Extremera, 2021). The human resource of any organization with a higher level of commitment and energy is the key ingredient for competitive advantages (Chen, 2018; Sekhar, 2021). Literature reveals that a workforce with a positive attitude promotes organizational success (Farahnak, Ehrhart, Torres, & Aarons, 2020). Committed employees are a source of personnel higher performance that leads to organizational performance. Affective commitment is due to affiliation with an organization which provides the basis of competitive advantage that turns into the exceptional performance of organizations. It depicts that competencies and qualities of the workforce are essential to define outcomes for employees such as commitment and work engagement.

Likewise, banking sector success also relies upon the commitment of employees and work engagement as well as other positive job attitudes. The banking sector needs to recruit, train, and retain talented employees for success. Trained and skilled employees are considered more motivated and committed to their work and organizational success. (Niati, Siregar, & Prayoga, 2021). Literature showed that effective adaptive behaviors helped to demonstrate a higher level of performance among employees (Alsafadi & Altahat, 2021; Kutieshat & Farmanesh, 2022). Banking sector management can boost organizational performance by utilizing effective HRM strategies and by focusing on work engagement and commitment among employees. For instance, job motivation enhances organizational performance (Hajiali, Kessi, Budiandriani, Prihatin, & Sufri, 2022), job recognition boosts task performance among employees (Yang, Jiang, & Cheng, 2022), and a positive work environment boosts organizational performance (Goet, 2022).

By encouraging adaptable work behaviors like work engagement, it may be claimed that job and personal resources can result in better performance (Bednall & Henricks, 2021) and a level of commitment to the organization (Nordin, 2012). Furthermore, recent research has shown that several human resources, including job recognition, job motivation, self-efficacy, self-esteem, and job participation, are connected to organizational commitment (Djaelani, Sanusi, & Triatmanto, 2021; Dorta-Afonso, González-de-la-Rosa, García-Rodríguez, & Romero-Domínguez, 2021; J. S. Kim, Milliman, & Lucas, 2021; Na-Nan, Kanthong, & Joungrakul, 2021). In this regard, the conservation of resources (COR) theory contends that individuals aim to acquire, hold onto, and safeguard the things they value, such as material, social, personal, or energy resources (Hobfoll, 2001; Scrima, Lorito, Parry, & Falgares, 2014). Work engagement may be influenced by both environmental and personal aspects, according to COR theory, if job resources can result in emotional commitment in and of themselves through the production, maintenance, and accumulation of resources.

It is important to figure out how adaptive behaviors and practices impact the performance of employees (Karatepe, 2013). The present paper investigated the black box to reveal employee outcomes concerning adaptive behaviors. Utilizing the COR theory provides the basis for defining the black box nexus among job motivation, job recognition, workplace environment, and affective commitment. When employees have sufficient resources to carry out business then they perform better (Katou, Koupkas, & Triantafillidou, 2021). Work engagement is a crucial factor that can play an intervening role in adaptive behaviors and employees' positive work-related attitudes (Aboramadan, Albashiti, Alharazin, & Dahleez, 2019). Most studies were conducted regarding work engagement in the western context, but the present study was conducted in Pakistan's banking sector to probe the intervening role of work engagement.

In light of the above discussion, the present paper aims to enrich the existing literature on adaptive behaviors' nexuses to employee work-related positive attitude.

## **2. LITERATURE REVIEW**

### **2.1 Job Recognition and Affective Commitment**

It's a fact that organizations considered their employees as an asset and their recognition is essential to boost their productivity in the workplace (Siddiqui & Ijaz, 2022). Job recognition is essential for in-role and ex-role performance in this competitive working environment (Maican et al., 2021). Literature supported that Job recognition has a significant positive impact on affective commitment (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022; Coffie, Boateng, & Coffie, 2021). Based on the above discussion, we posit the following hypothesis.

H1. Job Recognition has a positive impact on Affective Commitment.

### **2.2 Job Motivation and Affective Commitment**

Motivation is a force that is used by management to cause people to behave in certain ways (Madjid & Samsudin, 2021). Motivation provided the basis for the desired human behaviors in the shape of productivity, performance, and commitment (Madjid & Samsudin, 2021; Pasumarti, Kumar, & Singh, 2022; Sultana, Nor'ain Abdullah, Hossain,

Sherief, & Andalib, 2021). Motivation plays a crucial role in achieving desired human standards in business organizations to fulfill their desired goals. So, we posit the following hypothesis based on the above discussion.

H2. Job Motivation has a positive impact on Affective Commitment.

### **2.3 Workplace Environment and Affective Commitment**

The workplace environment is an essential element for the success of organizations as due to the competitive business environment, employees are being offered many fringe benefits along with monetized salaries. Workplace well-being is considered a key element for attracting the best employees and the workplace environment matters a lot for employees' affective commitment as a higher level of workplace wellness will enhance the affective commitment among employees (Mihalache & Mihalache, 2022). It's the need of the hour to measure the impact of the workplace environment with affective commitment and provide a bridge to fill the gap in the literature.

H3. The workplace Environment has a positive impact on Affective Commitment.

### **2.4 Job Recognition and Work Engagement**

Recognition is accepting and appraising the services of employees by senior management and colleagues. Whereas, recognition may be in various forms: it can be monetary and non-monetary forms. The monetary form includes cash rewards, shares, bonuses, and a jump in pay. Whereas, in non-monetary forms, it may include certificates of recognition for the month of employee, and appreciation from higher authorities. Previous studies confirmed that organizations used recognition policies to motivate and engage employees to boost individual as well as organizational performance (Scherbaum, Naidoo, & Saunderson, 2021). Job recognition enhances job satisfaction, motivation, and work engagement (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019).

H4. Work Recognition has a positive impact on Work Engagement.

### **2.5 Job Motivation and Work Engagement**

Work engagement is associated with the concept of fulfillment (Zeng et al., 2022). The researcher defined work engagement as “a healthy, happy, and affective-motivating state of working wellness characterized by energy, commitment, and immersion” (Li, Yang, Zhang, & Lyu, 2021). Motivation is considered a crucial element for employees' productivity as well as organizational productivity. Job motivation is essential for aligning personal goals with organizational goals. Motivation is of two types: intrinsic and extrinsic. A recent study indicated that both types of motivation provide the basis for well employee engagement and productivity (Zeng et al., 2022). So, the present study will evaluate the impact of job motivation on work engagement.

H5. Work Engagement is positively impacted by job motivation.

### **2.6 Workplace Environment and Work Engagement**

The relationship between workers and the workplace is known as the workplace environment (Nag, Nag, & Meherishi, 2019). The workplace environment is divided into two broad categories: poisonous workplace and a collaborative one. A collaborative work environment is defined as a friendly place of working with the right mix of people, having

consensus about organizational citizenship behavior, and a higher level of involvement (Gorman, 2019). Employee engagement is a source of emotional and physical connection between the organization and employees (Rzemieniak & Wawer, 2021). Work engagement aligns employees' personal goals with the shared goals of the organization, which in turn increases employees' productivity and, hence, the overall organizational productivity (W. Kim, Han, & Park, 2019). A good work-engaged employee is a balanced form of emotionally connected with the mission and vision of the organization and portrays as well as governs the employee involvement in the objectives of the organization (Schaufeli & Bakker, 2004). Engaged employees are a real asset to the organization due to their work with a progressive attitude, which ultimately enhances the value of the organization. The job Demand Resource model posits that job resources play a crucial role in fostering work engagement by providing a proper workplace environment and job motivation (Jung, Song, & Yoon, 2021). Literature indicated that various studies conducted in the past tested workplace wellness with work engagement (Diener, Thapa, & Tay, 2020; Kong & Li, 2018). So, the present study will test the impact of the workplace environment on work engagement.

H6. Workplace Environment has a positive impact on Work Engagement.

## **2.7 Affective Commitment and Work Engagement**

A more general phrase, "organizational commitment," is described as a "volitional relationship indicating devotion and accountability for an objective" (Klein, Molloy, & Brinsfield, 2012). A multifaceted concept, organizational commitment is made up of three parts: emotional commitment, normative commitment, and continuation commitment. Affective commitment—the term for employees' emotional ties to the company—was the main focus of the researcher's investigation in the current paper. The present study focused on affective commitment because this component is shown and argued more strongly than the remaining components with employee-relevant outcomes and organizational-level outcomes (Solinger, Van Olffen, & Roe, 2008). Affective commitment is related to work engagement in two contexts. First, a strong commitment level among employees leads to employees believing that their strong commitment created more obligation in organizational affairs and ultimately will achieve organizational goals (Sabir et al., 2021). Affective commitment leads to greater engagement among employees' in-role and extra-role useful behaviors (Bizri, Wahbi, & Al Jardali, 2021). Second, affective commitment encourages the progressive attitude of employees toward organizational goals (Shoaib et al., 2021). A higher level of work engagement enhances individual as well as organizational performance.

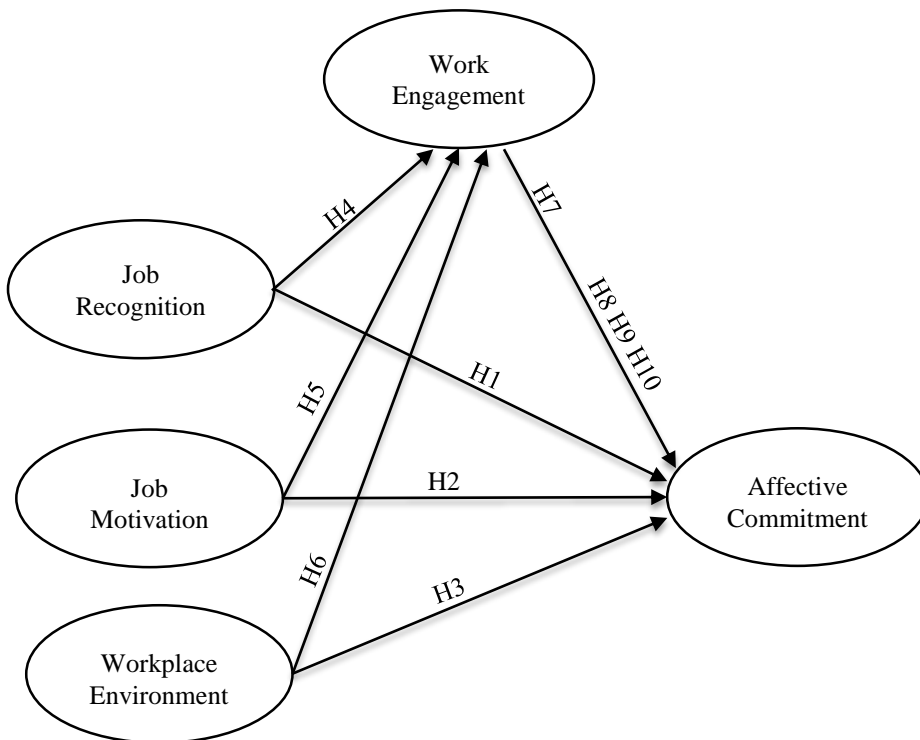
H7. Work Engagement has a positive impact on Affective Commitment.

## **2.8 Mediating Role of Work Engagement**

Literature supports the assumption that various adaptive behaviors encourage organizational as well as employee performance, but still outcomes of adaptive behaviors are evasive (Aboramadan et al., 2019). Still, there is no consensus that how adaptive behaviors are related to employee outcomes (Gomes, Angwin, Peter, & Mellahi, 2012). Researchers called for empirical studies to find out the role of adaptive behaviors on behavioral outcomes (Karatepe & Olugbade, 2016; Kehoe & Wright, 2013). Work

engagement was chosen as a mediator due to three reasons. First, for better performance as well as attitude outcomes, work engagement is considered a direct motivational factor (Karatepe, 2014). Work engagement is considered an antecedent of organizational commitment (Albrecht, Bakker, Gruman, Macey, & Saks, 2015; Karatepe, 2014). Second, adaptive behaviors are reported as antecedents of work engagement (Aktar & Pangil, 2018). Finally, with a higher level of work engagement employees are more likely to be more affiliated with an organization, and consequently will exhibit more positive attitudes (Aboramadan et al., 2019). Above mentioned empirical and theoretical understandings, the researchers looked at how emotional commitment to the workplace mediated the relationships between job rotation, job motivation, and workplace environment. So, the following hypothesis posits to conduct the study.

- H8. The interaction between Job Rotation and Affective Commitment is mediated by Work Engagement.
- H9. The interaction between job motivation and affective commitment is mediated by work engagement.
- H10. Work Engagement acts as a mediator in the connection between Affective Commitment and the Workplace Environment.



**Figure 2.1: Theoretical Framework**

### 3. RESEARCH METHODOLOGY

The sample selection, number of respondents, means of data collection, data analysis method, and measurements are all included in the study methodology section.

#### 3.1 Sample

The study's sample consisted of employees in Pakistan's banking sector. The survey, which covered questions about work engagement, affective commitment, workplace environment, and job motivation, was given to the employees. Only those employees are chosen who are proficient in both English and these terminologies. We were permitted to distribute the survey to bank personnel by the higher-ups in the banks. Bank employees were given questionnaires at random to ensure a wide representation of the population. Data were only acquired from staff members working at any level of management, however, as they have personal knowledge of business policies and plans and are actively involved in decision-making. Each questionnaire had a cover letter that informed respondents of the study's goal, scope, and confidentiality. The survey's participation was entirely optional. Data was gathered in two periods, each separated by four weeks. Respondents were initially requested to provide information about their demographics, job recognition, job motivation, and work environment. The second stage involved gathering data on the outcome variable (affective commitment) and the mediator (work engagement).

Initially, 515 surveys were personally handed to employees, and 410 of them—or an 80 percent response rate—were returned. Only the 410 responders who had submitted information during the first stage were contacted after 4 weeks, and 336 surveys with an 82 percent response rate were returned. Eight responses with insufficient details were excluded from the analysis. 328 replies were therefore used for data analysis and hypothesis testing. The questionnaire's demographic part asked questions about respondents' experience, age, gender, level of education, and name of the bank.

#### 3.2 Measures for the Study

Through scales that have been confirmed and verified and are often used in literature, the variables of the current study were measured. As English is the equivalent language (the language of communication) in the banking industry of Pakistan, all measurement scales were in English for information (financial and non-financial) disclosure (Javed, Rashid, Hussain, & Ali, 2020). All of the respondents have a degree or a higher level of education where English is the primary language of instruction. As a result, the English-language survey was simple for responders to interpret. To alleviate respondents' annoyance and improve the quality of the data, respondents were further requested to respond on a 5-Likert scale, which ranges from "1=strongly disagree" to "5=strongly agree." (Dawes, 2008). For each variable, we performed Cronbach's alpha and CFA to assess reliability and validity.

##### 3.2.1 Job Recognition

Giving an employee acknowledgment entails granting them a certain standing inside the company. It was assessed using a recognition satisfaction question from the Spector-created Job Satisfaction Survey (Spector, 1985). Responses were tallied using a Likert scale with a maximum score of 5, ranging from strongly disagree to strongly agree. Where

necessary, reverse coding was carried out. The sentence "When I do a good job, I receive the appreciation for it that I should receive" is found in the sample item.

### **3.2.2 Job Motivation**

To gauge job motivation at the workplace, we utilized the scale which was previously used by researchers to test the job motivation impact (Riyanto, Endri, & Herlisha, 2021). With research variable job motivation, this study employs qualitative data quantified with a Likert scale of 1–5.

### **3.2.3 Workplace Environment**

The workplace environment has a significant impact on how well commercial bank workers perform. The study demonstrates how the links created with the following elements—ambient circumstances, warmth, quality of air, the brightness of light, amount of disturbance, physical qualities of the workstation, workspace, and buildings layout— affect employees' performance. These and other items were each given a rating on a 5-point Likert scale, with 1 being the strongest agreement and 5 being the strongest disagreement. Researchers have utilized a previously developed scale to assess workplace environments (Samson, 2014).

### **3.2.4 Work Engagement**

To gauge employee work engagement, we utilized the nine-item scale (Schaufeli, Bakker, & Salanova, 2006) scale. "At my job, I feel bursting with energy" (Sample Item: 0.98) is one example.

### **3.2.5 Affective Commitment**

Meyer, Allen, and Smith examined affective commitment, the dependent variable of the current study (Meyer, Allen, & Smith, 1993). Six items make up the scale ( $\alpha = .89$ ). On a Likert scale of 1 to 5, with 5 representing the strongest disagreement, these and other items were each given a rating. "I genuinely feel as though this organization's troubles are my own" is an example item.

## **4. DATA ANALYSIS AND RESULTS**

The data analysis and results section includes a common method bias test, confirmatory factor analysis, demographics, descriptive, and hypothesis tests.

### **4.1 Common Method Bias (CMB)**

Researchers adhered to Podsakoff (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) and De Clercq's (De Clercq, Thongpapanl, & Dimov, 2013) guidelines to address the potential issue of common method bias. Respondents were informed that participation was optional, that their information would be kept private, and that it would only be used for research. It was proven by the Single Herman test figures (36.43%) that there is no CMB problem. A one-way analysis of variance was performed to assess the impact of the control variables (age, experience, and gender). The outcome showed a negligible impact. Thus, these variables were not under control in the current investigation.



## 4.2 Reliability and Validity

A crucial component of research is the reliability and validity of the variables, and in the current study, researchers used CFA to check the variables' reliability and validity while adhering to the recommended procedures from the literature (De Clercq et al., 2013).

**Table 4.1**  
**Validity and Reliability**

Variable	Factor Loadings	AVE	CR
JR	0.59-0.70	0.51	0.81
JM	0.62-0.78	0.55	0.86
WE	0.61-0.68	0.59	0.85
WE <sub>Eng</sub>	0.62-0.73	0.51	0.87
AC	0.70-0.81	0.62	0.89

JR = Job Recognition, JM = Job Motivation, WE = Workplace Environment, WE<sub>Eng</sub> = Work Engagement, AC = Affective Commitment, AVE = Average Variance Extracted, CR = Composite Reliability  
Source: Author's Completion

The factor loading of all items and the value of AVE were higher than the cutoff point (0.50) (Hair, Anderson, Babin, & Black, 2010). It confirms the convergent validity. Whereas, the square root of AVE was higher than the correlation of variables which denotes the discriminant validity. By using the Fornell and Larcker technique, reliability is proven by composite reliability (Fornell & Larcker, 1981). The model is the one that fits the data the best, according to the model fitness indices (SRMR = .69, CMIN/ DF = 2.96, GFI = 0.91, RMSEA = 0.075).

## 4.3 Demographic Statistics

The demographic section of respondents reveals that the banking sector is male dominant sector as 86.59% of respondents were male and merely 13.41% were female respondents which is in line the past research conducted in the banking sector (Ijaz, Siddiqui, Rasheed, & Nawaz, 2019). The age section reveals that the young staff ratio is higher in the banking sector and most respondents have experience of one to three years.

**Table 4.2**  
**Demographic Statistics of Respondents**

Variable	Category	Frequency	Percentage
Gender	Male	284	86.59
	Female	44	13.41
Age	20-30	210	64.02
	31-40	60	18.29
	41-50	40	12.20
	51 or above	18	5.49
Experience	1-3 years	146	44.51
	4-6 years	71	21.65
	7-9 years	66	20.12
	10 or above	45	13.72
Bank	HBL	89	27.13
	MCB	78	23.78
	UBL	71	21.65
	ABL	66	20.12
	BAHL	24	7.32

HBL = Habib Bank Limited, UBL = United Bank Limited, ABL = Allied Bank Limited, BAHL = Bank Al-Habib Limited

Source: Author's completion

Data were collected from the top five commercial sector banks working in Pakistan and results revealed that most respondents were taken from HBL which has the largest branch banking network in Pakistan. Table 4.2 provides specific demographic statistics in detail.

#### 4.4 Descriptive Analysis

Descriptive statistics include mean, standard deviation, correlation, and the square root of AVE for discriminant validity. The mean score for job recognition, job motivation, workplace environment, work engagement, and affective commitment is 4.15, 4.02, 3.99, 3.83, and 4.09 respectively. Correlation statistics shows that JR, JM, and WE positively associated with AC ( $r = 0.401$ ,  $r = 0.339$ ,  $r = 0.387$ ). Work engagement is also positively associated with affective commitment ( $r=0.356$ ).

**Table 4.3**  
**Descriptive Statistics**

Variable	Mean	SD	JR	JM	WE	WEng	AC
JR	4.15	0.35	(0.714)				
JM	4.02	0.48	0.386**	(0.742)			
WE	3.99	0.43	0.376**	0.388**	(0.768)		
WEng	3.83	0.51	0.337**	0.362**	0.312**	(0.714)	
AC	4.09	0.38	0.401**	0.339**	0.387**	0.356**	(0.787)

Note 1: \*\* denotes significance at 0.05.

Note 2: () denotes the value of AVE's square root which depicts the discriminant validity of variables.

SD = Standard Deviation, JR = Job Recognition, JM = Job Motivation, WE = Workplace Environment, WEng = Work Engagement, AC = Affective Commitment

Source: Author's completion

#### 4.5 Hypotheses Testing

Mplus is seen as being a good fit for the study's underlying assumptions, and the structural equation modeling (SEM) approach is used to evaluate the hypotheses of the current investigation. We made sure of factor loadings, validity, and reliability before testing hypotheses. Factor loadings, reliability, and validity figures are as per afore set standards. Table 4.4 illustrates the results of the hypotheses testing.

**Table 4.4**  
**Hypotheses Testing**

Path	Work Engagement	Affective Commitment
JR → AC		0.72(**)
JM → AC		0.68(**)
WE → AC		0.55(**)
JR → WEng	0.66(**)	
JM → WEng	0.59(**)	
WE → WEng	0.61(**)	
WEng → AC		0.71(**)
Indirect Effect		
JR → WEng → AC		0.30(**)
JM → WEng → AC		0.41(**)
WE → WEng → AC		0.52(0.15)

Note: \*\*p < 0.05, \*\*\*p < 0.01

JR = Job Recognition, JM = Job Motivation, WE = Workplace Environment,

WEng = Work Engagement, AC = Affective Commitment

Source: Author's completion

## 5. FINDINGS AND DISCUSSION

Through the mediating effect of work engagement, the current study empirically explores the relationship between affective commitment and job recognition, job motivation, and workplace environment. Ten hypotheses were put and out of which nine hypotheses were supported by the data. Table 5.1 provides an overview of accepted or unshes.

**Table 5.1**  
**Summary of Hypothesis Acceptance/Rejection**

<b>Hypothesis</b>	<b>Statement</b>	<b>Beta Coefficient</b>	<b>Decision</b>
H1	<i>Job Recognition has a positive impact on Affective Commitment.</i>	0.72(**)	Accepted
H2	<i>Job Motivation has a positive impact on Affective Commitment.</i>	0.68(**)	Accepted
H3	<i>Workplace Environment has a positive impact on Affective Commitment.</i>	0.55(**)	Accepted
H4	<i>Job Recognition has a positive impact on Work Engagement.</i>	0.66(**)	Accepted
H5	<i>Job Motivation has a positive impact on Work Engagement.</i>	0.59(**)	Accepted
H6	<i>Workplace Environment has a positive impact on Work Engagement.</i>	0.61(**)	Accepted
H7	<i>Work Engagement has a positive impact on Affective Commitment.</i>	0.71(**)	Accepted
H8	<i>Work Engagement positively mediates the relationship between Job Recognition and Affective Commitment.</i>	0.30(**)	Accepted
H9	<i>Work Engagement positively mediates the relationship between Job Motivation and Affective Commitment.</i>	0.41(**)	Accepted
H10	<i>Work Engagement positively mediates the relationship between Workplace Environment and Affective Commitment.</i>	0.52(0.15)	Rejected

Source: Author's completion

Results of the study indicated that job recognition, job motivation, and workplace environment have a positive and significant impact on affective commitment. These findings are consistent with previous findings such as job motivation having a positive impact on affective commitment (Kuvaas, 2006). The findings of the present study depict that job recognition is an essential factor for affective commitment among employees which is in line with the past study findings (Hassi, 2018). Workplace well-being is essential for any organization to survive in the competitive business world (Siddiqui & Ijaz, 2022) and the results of the present study are in line with the findings of the past study that the workplace environment is a vital factor for the affective commitment among employees (Funminiyi, 2018). Work engagement is considered an essential element for employee performance as well as organizational performance and in the present study, mediating role of work engagement was tested which reveals that it positively mediates the relationship between job recognition and affective commitment. It also mediates between job motivation and affective commitment. These findings are consistent with past studies (Aboramadan et al., 2019; Scrima et al., 2014). However, it does not mediate between workplace environment and affective commitment. So, nine hypotheses were accepted out

of ten, and only mediating role of work engagement in a workplace environment and affective commitment did not support.

## **6. IMPLICATIONS OF THE STUDY**

This research contributes to the body of knowledge by testing job recognition, job motivation, and workplace environment on affective commitment while mediating the role of work engagement. The present study suggests a unique framework for the top management to achieve affective commitment which leads to organizational performance. Affective commitment which is essential for organizational performance can be achieved by developing job motivation, appraising employees based on performance, and providing an excellent workplace environment. Higher management in the banking sector can boost organizational performance by boosting motivation, providing an excellent workplace environment, and by acknowledging employees based on their performance.

## **7. STRENGTHS, DRAWBACKS, AND DIRECTIONS FOR FURTHER RESEARCH**

The design of the data gathering is this study's strongest component. First, information was gathered in two phases from all categories of workers in the banking sector across Pakistan, including branch managers, business development officers, tellers, branch operation managers, relationship managers, sales representatives, etc. Respondents were working in commercial sector banks operating all around the country. Data-collecting methodology significantly lowers the likelihood of same-source common method bias (Conway & Lance, 2010). This study has limitations even if it provides significant results, implications, and strengths for leadership literature and practitioners to improve the performance of their organizations. First, as the data were only gathered from a single industry, any implications for findings in other industries should be carefully considered. The findings of this study are likely to have more generalizability and theoretical resonance if they are replicated in other nations and sectors of the economy. Researchers are also urged to perform comparative studies for upcoming projects, such as ones on cross-sector and cross-national financial business. The authors have tested the mediating effect of work engagement in the present study. However, researchers can test the mediating and moderating effects with other potential variables such as leadership styles.

## **CONCLUSION**

By applying the COR theory to demonstrate how work engagement mediates the relationship between emotional commitment, job motivation, workplace environment, and job recognition. The literature on work and organizational commitment has benefited intriguingly from the current study's addition. Study results depict that affective commitment can be achieved by boosting the adaptive behaviors of employees and providing a better workplace environment. Except for the mediation function of job engagement in the link between the workplace environment and emotional commitment, the study's findings confirmed the proposed relationships. Future studies might use these findings as a road map to use adaptive behaviors to, directly and indirectly, assess organizational success. Future researchers should perform comparative industry analysis to improve the generalizability of the present study findings.

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