The Influence of Job Recognition and Job Motivation on Organizational Commitment in Public Sector: The Mediation Role of Employee Engagement

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Abstract—It is an established fact that organizations across the globe consider employees as their assets and try to advance their well-being. However, the local firms of developing countries are mostly profit oriented and do not have much concern about their employees' engagement or commitment. Like other developing countries, the local organizations of Pakistan are also less concerned about the well-being of their employees. Especially public sector organizations lack concern regarding engagement, satisfaction or commitment of the employees. Therefore, this study aimed at investigating the impact of job recognition and job motivation on organizational commitment in the mediation role of employee engagement. The data were collected from land record officers of board of revenue, Punjab, Pakistan. Structured questionnaire was used to collect data through physically visiting land record officers and also through the internet. A total of 318 land record officers' responses were finalized to perform data analysis. The data were analyzed through confirmatory factor analysis and structural equation modeling technique. The findings revealed that job recognition and job motivation have direct as well as indirect positive and significant impact on organizational commitment. The limitations, practical implications and future research indications are also explained.

Keywords—Job motivation, job recognition, employee engagement, employee commitment, public sector, land record officers.

I. INTRODUCTION

A. Background

FROM previous few decades, organizations are much more concerned about the organizational commitment of their employees [35]. The commitment of employees leads towards competitive advantage of organizations [10]. In the contemporary era, these organizations are primarily focusing on competitive advantage which is the key source of their long-term survival in the markets. Especially manufacturing organizations are more concerned because customers' preferences change with the passage of time along with changing trends [70]. Therefore, innovation in products and services is necessary to survive in the open markets where multiple sellers and buyers work in accordance with supply and demand [35].

In the contemporary era, employees are considered the assets of an organization. The engagement and commitment of employees have gained paramount importance recently because these two qualities have a direct linkage with the

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overall performance of an organization [87]. Higher employee engagement results in employees performing above normal or expected levels and to be involved more efficiently and effectively [84]. This is the prime reason why organizations are now heavily investing to boost the motivation and engagement of employees. Currently, the human resource management of organizations provides different facilities, rewards and challenging tasks along with recognizing their accomplishments [56]. Besides, organizations are also concerned about their leaderships that can motivate their employees to enhance their engagement and commitment towards their organizations [15]. The employees who have engagement and commitment follow three kinds of principles. They stay (become loyal to their organization and do not want to leave that entity), say (spread positive words outside, attract customers and provide constructive criticism) and strive (providing hard work, performance and follow employee citizenship behavior) for the betterment of the organization [15].

The engagement and commitment of employees requires a two-way process. Employees have duties along with their rights [80]. Similarly, employers have their duties along with rights. Employees must perform effectively and efficiently to achieve what their employers want them to achieve as part of the overall goal of the organization [15]. Conversely, employers pay reasonable salaries, facilities, rewards, encouragement and motivation in return of timely accomplishment of objectives and tasks [69]. If anyone among these two parties does not perform its role, this relationship does not move forward. The engaged and committed workforce always tries to make fewer errors in order to minimize rework. Besides, engagement leads to innovation and creativity of employees [25]. Therefore, the motivation, encouragement, engagement and commitment of employees is linked.

B. Problem Statement

In this competitive era, developed countries are more concerned about the commitment, motivation, engagement and recognition of their employees compared to developing countries [95]. The local organization, especially public organizations and governmental departments in Pakistan, are facing a serious problem of employees' lack of satisfaction, trust, engagement, motivation and recognition [46]. This situation is becoming worse with the passage of time. While on the other hand, employees have security of employment in

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governmental departments due to which they do not pay serious concern and attention towards betterment of their organizations [17]. Public sector organizations in Pakistan are suffering from lack of employees' engagement and commitment for which organizations are also responsible due to lack of accountability [1]. Thus, the purpose of this study is to investigate the influence of job recognition and job motivation on organizational commitment through the mediation role of employee engagement.

Now organizations in Pakistan are more concerned than ever to analyze how to increase the engagement and commitment of employees in order to increase their competitive advantage and to achieve overall better performance [12]. According to the AkzoNobel survey 2018, the turnover rate of employees decreased from eight in 2017 to less than five in 2018 [7]. Employee engagement has become a burning issue for AkzoNobel in recent years that is creating awareness throughout the world and a lot of multinational organizations are now really concerned about employee engagement to get their loyalty and to avoid high turnover.

C. Research Objectives

The main purpose is further divided into following objectives;

- Analyzing the influence of job recognition on employee engagement
- To examine the effect of job motivation on employee engagement
- Analyzing the influence of job recognition on organizational commitment
- Evaluating the impact of job motivation on organizational commitment
- Examining the effect of employee engagement on organizational commitment
- Exploring the mediating role of employee engagement amid job recognition and organizational commitment
- Exploring the mediating role of employee engagement amid job motivation and organizational commitment

D. Gap and Significance

In recent years, employee engagement and commitment has become a burning issue and organizations are concerned about boosting up employee engagement and commitment to get competitive advantage, increasing performance, decreasing turnover and getting loyalty [94]. Many studies have conducted to highlight the importance of employee engagement and commitment [42], [57]; however, there is still lack of antecedents and consequences of employee engagement. Apart from this, job motivation is not enough explored with reference to employee engagement. Similarly, job recognition is yet to be further explored in the context of employee engagement. Employee commitment has been studied as the consequence of employee engagement; however, it is not yet studied in the context of Punjab province, Pakistan. This study provides theoretical and contextual contribution with reference to Board of Revenue, Punjab, Pakistan.

E. Scope

Recent concern of multinational corporations regarding employee engagement and commitment is not only prevailed in Pakistan, rather almost all the countries around the globe. It can be assessed from AkzoNobel survey 2018 which was conducted more than 50 countries and found that due to effective measures taken by organizations, the engagement and commitment of employees is ameliorating with the passage of time [7]. The world is conscious now of employees being valuable assets of organizations. Pakistan, being a country of more than 207 million people [75], has been facing this issue especially in public sector organizations. This study is conducted in Punjab Province, Pakistan. The Board of Revenue in Punjab province is selected as a sector to collect data. With increasing concern around the world regarding employees' engagement, now organizations in Pakistan are also striving their best to cope with this phenomenon. However, public sector organizations are still lagging.

II. LITERATURE REVIEW

In this era of stiff competition, organizations are striving hard to survive in the long run. This survival is only possible when employees present extraordinary performance, engagement and commitment [49]. They are the reason of getting competitive advantage, high quality products and services; less cost, loyal customers, new clients and the goodwill of the organization.

A. Organizational Commitment

Nowadays organizations are trying their best to achieve the commitment of their employees. It can be defined as a nature reflecting a representative's reliability to the association, and a continuous procedure through which the individuals in association express their anxiety for the association and its proceeded achievement and prosperity [67]. However, Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gonzalez-Morales and Steiger-Mueller [35] defined commitment as the employees' loyalty and concern for the organization. This definition is close to the definition of employee engagement. Meyer and Allen [67] proposed a model for organizational commitment in which there are three elements, or in other words, there are three components that include affective, continuous and normative commitment.

1. Affective Commitment

In affective commitment, employees have strong feelings and attachment with the organization, and employees feel it as personal feelings [93]. The best example of affective commitment is when customers have strong attachment with the organization and have some sort of feeling related to a specific brand [34]. In other words, people choose their favorite brand for special events and feel proud. These kinds of feelings build the relationship between owner and employees or between management and staff [60]. In another sense, affective commitment is helpful to retain employees through their emotional attachment that builds a strong and long-term relation with a particular organization. Human

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resource management practices give preference to the employees' needs predictable to their level of affective commitment [65].

2. Continuous Commitment

In this commitment, employees rationally take decisions about staying at their current organization as they consider the benefit to continue is more than leaving the organization [4]. If an employee considers that leaving their current organization is better for him to achieve a new organization with more facilities, acknowledgement and rewards, it is apparent that he/she would probably leave the organization [48]. Conversely, if leaving the current organization is not favorable, then there are less chances of leaving the organization. Here it is pertinent to mention that in an organization where employees are encouraged to participate in challenging tasks, empowering them to take decisions by their own, acknowledgement upon their accomplishment of tasks, and where social wellbeing is considered, the employees stay in that organization [108].

3. Normative Commitment

The individuals having normative commitment do not want to quit or leave the organization because they feel it as their responsibility and obligation to stay there [52]. This kind of attachment appears when an individual joins that particular organization or sometimes it has already appeared to be the part of the personality of that individual [61]. Normally, organizations do not make an agreement before joining the organization with candidate; however, usually candidates without any experience spend some time to learn or get training before starting actual work [43], [114]. The organization spends heavy amounts on the training of candidates. For this reason, some individuals may think that it is their moral duty to recover the money which is being spent on them during training [97]. Apart from this, the individual may already make up his mind to remain loyal to his organization after joining it. This is possibly due to family or societal norms in which the individual is nurtured [36].

B. Job Recognition

It is the process of appreciating, acknowledging and rewarding employees for their quality products and services; their effective performance and their goals attainment [32]. Another definition of job recognition is the acknowledgement of workers and staff upon their adorable performance [104]. They are being encouraged to retain their behavior and performance in order to continue the overall good performance of the organization. This encouragement is not only beneficial for an organization to get good performance but also for employees to gain the personal advantage of increased self-esteem among their peers and colleagues [27]. A common perception about job recognition is linking it with monetary benefit. However, along with monetary benefits, there are also some forms of recognition and acknowledgement which is, for some employees, is more valuable compared to monetary rewards [38]. Recognition can be just a thank you or some valuable remarks about

performance. It is not necessary that it should always be in the form of some kind of bonus, party or event for recognition.

There are certain benefits of recognition which increases the performance of employees as well as the overall productivity of the organization. First of all, recognition makes employees happy and gratified regarding their work [103], [115]. Being happy with their job, employees feel motivated and acknowledged for their hard work. This recognition increases the loyalty of employees which also cause them to spread positive word of mouth to increase the goodwill of the organization and increase new customers [78]. Besides, the overall productivity and creativeness of employees increases with being acknowledged for their performance. The next benefit of recognition is retaining valuable employees.

Organizations make expenditures to avoid turnover and to motivate their employees for better performance [72]. Therefore, recognition is the tool to retain employees being assets of the organization. One possible solution is to provide monetary benefits including monetary rewards, making them partners by allotting stocks or shares of the company, or through promotion and or salary raising [100]. Another big benefit of recognition is developing an environment of self-accountability and improvement. This can be achieved through providing employees with opportunities to learn new things, skills, techniques and knowledge in order to improve their productivity [26]. Apart from this, recognition also boosts the morale of employees. It can motivate them to work more effectively and efficiently than ever before [38]. Sometimes, even small gestures like a smile, a sincere thank you or accepting your mistake and apologizing for it, shows respect and improves the dignity of employees; therefore, leaders, especially transformational ones, try to motivate their subordinates through these techniques [98]. It can certainly boost their confidence and morale which ultimately reinforces them to work with even more energy [110].

C. Job Motivation

It is the force or process by which employees are pushed to act or are made enthusiastic to perform whatever they want to do [24]. Lambrou et al. [50] termed it as the psychological power or force that identifies the way forward for employees to put their effort into useful activities. While, Tan and Waheed [102] stated that motivation is a force that pushes an individual to do something or avoid doing something; it can be positive as well as negative. For instance, negative motivation can be destructive, like the motivation to commit a crime. The source and causes of motivation varies from person to person [64]. For example, for a lower rank employee, monetary reward is normally valuable; however, for top rank executives, self-esteem and self-actualization are more important than monetary benefits [21]. There are two forms of motivation which are explained below.

1. Intrinsic Motivation

This kind of motivation arises from individuals' internal system and motivated by internal acknowledgement, appreciation and rewards [33]. In this situation, an individual

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is involved in an activity or behavior because it is satisfying for them, which is an internal satisfaction [89]. It can be due to enjoyment in the work or the opportunity of learning something new or accepting a challenging task in order to analyze their own potential. This kind of motivation does not involve any kind of extrinsic rewards like monetary reward, bonus, appreciation by others or any other form of extrinsic reward [29].

2. Extrinsic Motivation

Compared to intrinsic motivation, extrinsic motivation involves rewarding an individual externally [83]. It involves working for a behavior or activity not because it is enjoyable or it gives an internal feeling, rather an employee is involved in such activity in order to get something in return either financially or non-monetary [18]. Besides, it includes both positive and negative aspects including doing an activity to get something or doing an activity to avoid something. There are some important points regarding extrinsic motivation, for instance, an individual might do an activity in which he is not interested or that may not be enjoyable [85]. External rewards often require a person to gain some skills and knowledge in order to attain an external reward. For instance, in order to get a handsome earning, an individual must learn how to perform a duty to get job, only then he/she would receive a handsome earning [37].

D. Employee Engagement

Previous authors and organizations have defined engagement in various ways. However, some usual concepts appeared like the satisfaction of employees, peacefulness at the workplace and trust upon their employer [9]. Apart from this, employees enjoy their job and feel pride to work in that particular organization [40]. Job Motivation is a "hopeful, fulfilling, professional state of mind that is categorized by strength of commitment and attraction" [5]. Employee Engagement is a very important topic of human resource management, however very limited research has been conducted on this topic [8]. The word 'engagement' shows the high level of the involvement of the employees, its empirical and experimental study and significant support of the employees in any organization [15]. It shows the high level of mental enthusiasm to put effort into one's work.

Many experiential studies show that employees represent their strong commitment, work engagement and positive attitude towards job related attitudes [3], [51]. Past research shows that for the most part, community support plays an important role in the expansion of work engagement [56]. In the above lines of the general discussion regarding employee engagement, Anitha [15] highlights the extent to which "the organization values their donations and cares about their happiness" is considered for employee engagement.

Some research experimentally tested the positive relationship with employees' work engagement [94], [95]. Employee engagement is a valuable factor because disconnection or distancing is a serious problem for workers' lack of inspiration and commitment [80]. Employee

engagement labeled as a multidimensional motivational concept dazzling the concurrent of an individual's substantial, intellectual, and emotive power in active regarding full work performance. The term engagement is a multidimensional motivational paradigm of the covert form with dimensions serving as indicators of the higher-order engagement concept [58].

Engagement in a job is not just being cognitively considerate to the job expressing positive emotions on the job or doing specific job tasks simply for the sake of doing them [56]; it reflects human activity, and the main focus is on cost that is mainly under an employee's control. Behavioral performance has some dimensions; it provides the specific concepts and types of employee behaviors that affect engagement purpose, result and competence. Maleka et al. [57] did not openly highlight the relationship between engagement and job motivation. However, we have strong theoretical reasons to believe that these links exist.

1. Job Recognition and Organizational Commitment

Nyakaro [74] conducted a study in the context of Kenya to evaluate the association between job recognition and commitment of employees. The author selected public universities to collect data from administration staff in order to analyze the association between recognition and commitment. A simple correlation was run to evaluate the relationship between recognition and commitment. The findings suggested a positive association among the two variables and the administration staff confer that verbal recognition has a stronger effect on commitment compared to monetary reward.

Another important contribution was made by Shahid and Azhar [92] who analyzed some antecedents of work commitment and linked commitment to organizational effectiveness. This study was conducted conceptually by reviewing literature. They proposed that rewards, recognition, management style and culture are among the major antecedents of work commitment. They also highlighted that work commitment always has a positive impact on organizational effectiveness.

Amoatemaa and Kyeremeh [13] evaluated the linkage between recognition and the performance of employees. The data were collected from Ghanaian Universities and regression analysis was used to evaluate the link between the variables. They found that recognition is only beneficial if there is the availability of a proper culture, applying useful rules and regulations of recognition, and performed recognition by keeping in mind the psychological needs of the employees. They proposed a positive effect of recognition on the overall performance of employees and also suggested that in order to improve performance, commitment is an essential part. Thus, from the above-mentioned relational literature, the following hypothesis can be proposed:

H1: There is positive and significant relationship between job recognition and organizational commitment.

2. Job Recognition and Employee Engagement

Henryhand [44] evaluated the impact of recognition and

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engagement on the performance and satisfaction of workers. Besides, their impact on employees' turnover intention was also evaluated. The data were collected from public sector organizations. This study was conducted in the context of South Carolina and data were collected from 900 employees from various manufacturing as well as service organizations. They employed regression analysis to evaluate the impact of independent variables. The findings revealed that recognition and engagement are the perfect antecedents of increasing satisfaction among workers. It was also found that these three variables play an important role to analyze turnover intensions among employees. Similarly, Saks [88] conducted a study to evaluate the antecedents and consequences of employee engagement. This study was conducted in the context of Canada and data were collected from 102 workers from various corporations. The findings revealed that perceived organizational support, job acknowledgement, rewards and job characteristics are the antecedents of creating engagement among workers regarding their job and organizations. While on the other hand, engagement leads to enhancing commitment, satisfaction, loyalty to stay in organization and participating in extra work which is called organizational citizenship behavior. Another contribution was made by Rothmann and Welsh [86] who evaluated the antecedents of employee engagement in the context of Namibia, a developing country. The data were collected from 309 workers from different corporations. The findings revealed that good relations with management, colleagues' support and rewards (recognition) play a paramount role in enhancement of the engagement among workers across all organization. Thus, from the above-mentioned discussion, following hypothesis can be proposed:

H2: Job recognition has positive and significant relationship with employee engagement.

E. *Job Motivation and Organizational Commitment*

Altindis [11] conducted a study to evaluate the link between employee motivation and commitment. The data were collected from healthcare professionals and employed regression analysis. The findings revealed that affective commitment is related to intrinsic motivation. While on the other hand, continuous commitment is linked with extrinsic motivation. It was also found that higher rank professionals are more concerned about extrinsic motivation; while, lower rank professionals are closer to intrinsic motivation. Another contribution was put forward by [31] who examined the association between job motivation and organizational commitment. The sample was selected from various restaurants and compared the results of those employees given tips and those who were not provided tips in order to analyze whether receiving monetary reward in the form of tips increased their motivation level or not. The results found that monetary reward motivated employees and increased their commitment level.

Mohsan et al. [68] also examined the connection between motivation and commitment. The data were collected from workers of banks and this study was conducted in the context of Pakistan. A total of sample of 400 employees was finalized and employed simple linear regression analysis. The findings revealed that motivation is positively related to the commitment of employees. Thus, from the above-mentioned discussion, the following hypothesis can be proposed:

H3: Job motivation is positively and significantly related to organizational commitment.

F. *Job Motivation and Employee Engagement*

Bhuvanaiah and Raya [20] investigated the influence of various psychological behaviors and thinking on the engagement of employees in the organization. This study was conducted in the context of India and findings revealed that empowerment, knowledge sharing, and leadership qualities have a positive influence on enhancing motivation among employees and that motivation ultimately enhances their engagement with their organization. Similarly, Saks [88] highlighted a positive correlation between the motivation of employees and their increasing level of engagement with their organization. Thomas [105] investigated various antecedents and consequences of organizational engagement among employees. Their results revealed that motivation, personality characteristics, and leadership qualities drive towards increasing engagement among employees. They further evaluated that intrinsic motivation is directly connected to the engagement level of workers. It was also found that increasing level of engagement leads to increasing commitment level, overall performance and increasing creative behaviors among employees.

Nohria et al. [73] conducted a conceptual study and analyzed a new model of motivation. They identified those factors which are responsible for increasing motivation among employees. Among these factors, the highlighted four derives that cause motivation level to be increased. First of all, an ambition to achieve something is a powerful drive that creates motivation among employees. It can be an organizational goal or a position of employee towards a top rank. It motivates employees to perform extra-ordinary to achieve their objective. The second drive is 'drive to bond' which means employees do not want to leave the organization due to their emotional attachment with the organization. It can be due to normative beliefs and an ethical requirement inside of an individual not to leave the organization. Thus, from the above-mentioned discussion, the following hypothesis has been put forward:

H4: Job motivation has a significant and positive influence over employee engagement.

G. *Employee Engagement and Organizational Commitment*

Affective commitment has a positive relation with work engagement because if employees are heartily engaged in work activities, they are interested to do the work. This attitude shows positive behavior; their loyalty and sincerity towards the organization [111]. Employees are the assets for any organization; therefore, presenting their involvement in mission and vision is preferable as it helps surviving the organization in the long run. Many business scholars plan

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strategies to motivate employees, and understand employees' psychology and behavior. The situation shows the organizational commitment of the employees and helps the organization realize its goals [71]. Organizational commitment has become a part of paramount importance of management terminology today; thus, lack of understanding of employee's poor management, results is failure achieving the organizational goal [62].

Vance [107] wrote a book on employee engagement and commitment. He highlighted that engaged and committed employees are more productive and have good performance compared to those non-engaged and uncommitted. He noted that organizations are spending heavy amounts to achieve the engagement level because it can increase commitment among employees which boosts their performance. And that organizations need the good performance of employees in order to gain competitive advantage Thus, from the above-mentioned discussion, the following hypothesis is proposed:

H5: Employee engagement has a significant and positive relation with organizational commitment.

H. Mediation Role of Employee Engagement between Job Recognition and Organizational Commitment

Job recognition is a process through which an organization acknowledges the accomplishments and performance of its employees [45] while; employee engagement represents the concern of employees for an organization and their work. Similarly, organizational commitment represents the belongingness and emotional attachment of employees with their organization [101]. Previous studies have highlighted that job recognition leads towards increasing engagement of employees which ultimately increases the commitment level among workers. Previous authors like [44] and [88] proved the relationship between job recognition and employee engagement; while, Albdour and Altarawneh [8] noted that employee engagement increases the level of commitment among employees. Therefore, it can be proposed that employee engagement plays a mediation role between job recognition and commitment of employees.

H6: Employee engagement plays a significant mediation role between job recognition and organizational commitment.

I. Mediation Role of Employee Engagement between Job Motivation and Organizational Commitment

Job motivation is the powerful force that pushes an individual to do something or to abstain from doing something. This force is a drive for employees to act on something. While on the other hand, employee engagement represents the concern of employees for their organization. Similarly, organizational commitment represents the affective, normative or continuous attachment of employees with the organization. Previous authors like [35] and [73] highlighted that job motivation always leads towards employee engagement; however, Vance [107] noted that employee engagement increases the level of commitment among employees. Thus, from the above-mentioned discussion, the following hypothesis has been proposed.

H7: Employee engagement plays a significant mediation role between job motivation and organizational commitment.

J. Research Framework

Fig. 1 represents the research framework of this study. In this model, there are a total of four variables. Amongst these four variables, job recognition and job motivation are playing a role of independent variable; while, organizational commitment is the dependent variable. Besides, employee engagement is playing the role of mediation between job recognition and organizational commitment. It is also playing a mediation role between job motivation and organizational commitment.
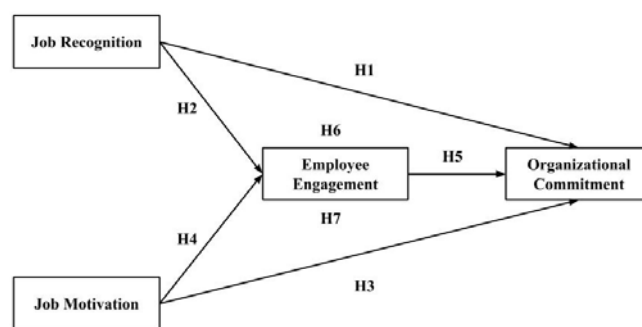

Fig. 1 Research Model

III. METHODOLOGY

A. Research Design

Population is the total number of individuals, groups, organizations or any other object that is a matter of interest for the researcher to select as the sample [41]. In this study, the targeted population is all the land record officers in Punjab province of Pakistan. In this study, the population is very large; that is why, the researcher has decided to select this sample for data collection. The sample size is selected by using the concept of number of questions used in a questionnaire, multiplied by 10 [55]. In the current study, the number of questions is 22 which are then multiplied by the standard 10; therefore, the total required sample is equal to 220 land record officers; however, in this study, the sample size is large enough. This study is based on Punjab province in which there are a total of nine divisions, 36 districts and almost 8000 land record officers [53]. As there were known chances of each respondent of being selected; therefore, it required probability sampling technique. For sample selection, simple random sampling technique was used. Based on [90], this study has links with positivism philosophy, deductive approach, quantitative method, survey strategy and cross-sectional time horizon. The authors of this research have taken much care regarding research ethics during the process of this study. Firstly, all respondents provided their responses according to their own understanding. This study has acknowledged the previous authors about their work through placing proper references. All the information of respondents is kept secret and not disclosed to anyone.

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B. Data Collection

We employed two methods including online and field survey to collect data. For the online process, we first of all made contact with Land Record Officers (LROs) from all divisions through various social media groups and pages. We personally contacted them to take their email addresses and emailed to send the questionnaire for data collection. It was asked to fill the questionnaire when it is appropriate for them to give a short time. Initially, 93 LROs were contacted from 10 divisions of the province of Punjab. However, only 27 LROs replied and were ready to help out regarding data collection. For the second time, 115 separate LROs were contacted through their emails and social media accounts in a professional way. This time, the response rate was high and 64 replied positively. After a few days, the responses started increasing and reached 91 replies. After carefully analyzing all the responses, four were removed due to inappropriately filled (including missing and filled with a pattern). The final number of online responses reduced to 87.

The researcher also visited nearly all accessible LROs to collect data. For this purpose, it was appropriate to make appointments so that the LROs can respond positively. The questionnaire was given to the LROs to get the appropriate data. A total of 237 questionnaires were completed after visiting all LROs. After screening all responses, six responses were withdrawn that were either have missing responses, filled in a pattern or filled with more than one response on a single question. The final sample of this study comprised of 318 responses, including both online and field survey, which were utilized for data analysis.

C. Instrument Measures

The scale for job recognition was developed by [99]. Job motivation was measured through a scale, which was proposed by [113]. Similarly, employee engagement was measured through a scale developed by [91] while, organizational commitment is measured through a scale developed by [79]. This complete scale is based on 7-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree. The complete questionnaire is provided at the end in Appendices.

D. Data Analysis

This study used two software including SPSS and AMOS to perform data analysis. The next most important step is to analyze the reliability and validity of the scale. Reliability tells us the internal consistency of the scale [28]; while, validity is comprised of two types including convergent and discriminant validity. The convergent validity tells us that the constructs that should be connected are actually connected and correlated to each other [116]. Contrarily, discriminant validity tells us that those constructs that should not be related are in fact not related and connected [109]. All the demographic characteristics were analyzed through frequency distribution. Confirmatory factor analysis was performed to evaluate factor loadings, model fitness and correlation among variables. Structural equation modeling technique was employed to get path analysis, direct and indirect relationship values.

IV. RESULTS AND FINDINGS

A. Demographic Analysis

Through demographic analysis, the researchers analyzed various information and changes with the passage of time in that information regarding the participants of the study. In this study, the gender, age, qualification, experience and monthly income of the participants have been analyzed in order to link these demographic figures with other characteristics of the variables. It also helps analyzing the main variables in the context of these demographic figures. For instance, more experienced persons have more validity of opinion.

TABLE I
DEMOGRAPHIC CHARACTERISTICS

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	247	77.7	77.7	77.7
	Female	71	22.3	22.3	100.0
Age	20 or Less	55	17.3	17.3	17.3
	20-29	211	66.4	66.4	83.7
	30-39	45	14.2	14.1	97.8
	40 & above	7	2.2	2.2	100.0
Qualification	Graduate	176	55.34	55.34	55.34
	Masters	82	25.79	25.79	81.13
	Professional Qualification	60	18.87	18.87	100.0
Experience	Less than a year	21	6.6	6.6	6.6
	1 to 5 years	97	30.5	30.5	37.1
	6 to 10 years	118	37.1	37.1	74.2
	11 to 15 years	54	17.0	17.0	91.2
	16 years or more	28	8.8	8.8	100.0
Monthly Income	Less than 20000	5	1.6	1.6	1.6
	20000-30000	120	37.7	37.7	39.3
	30000-40000	150	47.2	47.2	86.5
	40000-50000	29	9.1	9.1	95.6
	50000 & above	14	4.4	4.4	100.0

According to Table I, there were a total of 318 participants in this study, out of which, there were 247 males which accounted for 77.7% of total participants. Contrarily, only 71 females participated in this study that accounted for only 22.3% of the total participants. These figures represent that males numbered almost three times compared to females which means either that the federal board of revenue hires more males compared to females or that males were more willing to participate in this study.

Out of the 318 participants, the least number of participants were under the age range of 40-49 years, at only seven respondents; this accounted for only 2.2% of total respondents while on the other hand, the maximum number of participants under the age range of 20-29 years was 211 respondents, which accounted for 66.4% of all respondents. It can be observed that most of the respondents were young and it also represents that the federal board of revenue hires more young staff compared to older staff.

Majority of the respondents have graduate degree, who are accounted to be 55.34% of all participants, which means more than half of the respondents have a graduate degree.

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Comparatively, 82 respondents have a master's qualification which is almost half of the respondents of having qualification of graduation. The remaining 60 participants have a professional qualification and they accounted for 18.87% of all respondents. Overall, most respondents hold a minimum graduate qualification. According to the above-mentioned table, only 21 participants have less than one year of experience, and they are accounted for only 6.6% of all respondents. Comparatively, the maximum number of respondents falls under the experience range of 6-10 years which is almost 37.1% of the total number of participants. It is very useful that the data are mostly collected from experienced respondents because they provide better information regarding the variables of this study.

According to Table I, only five respondents fall under the income range of less than 20000 rupees, that is only 1.6% of the total number of respondents. However, the maximum number of respondents (150) falls under the income range of 30000-40000 rupee monthly, which is quite reasonable in the context of Pakistan. They accounted for almost 47.2% of the total number of respondents.

B. Reliability

Table II represents information regarding construct reliability. The reliability is a measure of internal consistency of the scale of a study [77]. It shows whether the items of a variable represent consistency in responses or not, in order to analyze whether all the items measure the same variable with consistency or not [39]. There are two commonly used methods including Cronbach's alpha and composite reliability (CR). Many previous authors believed that composite reliability is more accurate compared to Cronbach's alpha [77], [81], [82]. Composite reliability was first introduced by [63] and found that the values of composite reliability must be greater than 0.7. According to the below-mentioned table, the value of CR for JR is 0.73; while, the value for JM is 0.83. With a slight difference, the value of CR for EE is 0.81. However, OC has more CR with a value of 0.86. Thus, all the values of composite reliability (CR) are greater than 0.7 which means the construct has an acceptable internal consistency.

TABLE II
RELIABILITY ANALYSIS

Sr#	Construct	Number of Questions	Composite Reliability
1	Job Recognition (JR)	5	0.73
2	Job Motivation (JM)	6	0.83
3	Employee Engagement (EE)	5	0.81
4	Organizational Commitment (OC)	6	0.86

C. Validity

According to Bagozzi et al. [16], validity represents whether the construct is measuring the true variable for which it is designed. There are two kinds of validity which are convergent and discriminant validity. The convergent validity is defined as the items which should be correlated are actually related or in other words, the items of one variable should have strong correlation among themselves. While on the other hand, discriminant validity means the items which should not

be related are actually not related. It means the items of one variable have a stronger internal correlation compared to their correlation with the items of other variables. If their correlation is strong with the items of another variable, it means they are not measuring the same variable for which they are developed.

TABLE III
CONVERGENT AND DISCRIMINANT VALIDITY

Sr. No.	Variables	AVE	1	2	3	4
1	JR	0.59	0.77			
2	JM	0.56	0.372**	0.75		
3	EE	0.61	0.159**	0.273**	0.78	
4	OC	0.52	0.173**	0.492**	0.288**	0.72

All the diagonal values (in bold) are the square root of AVE.

Table III shows the values of convergent and discriminant validity. The convergent validity is measured through average variance extracted (AVE). If the values of AVE are greater than 0.5, there is convergent validity [30]. The discriminant validity is measured through comparing diagonal bold values to their comparative values in the columns and rows. If the diagonal bold values are greater than their related values in the columns and rows, there is discriminant validity [54].

D. Descriptive Statistics

Descriptive statistics involve analysis regarding mean, median and standard deviation. The mean values of all variables lie between 5.2636 and 5.5445. It represents that most of the responses fall towards positive side. The questionnaire was based on a 7-point Likert scale. The median values fall from 4.60 to 5.66. However, the standard deviation values lie between 0.097 to 0.27 which is normal and not so high. Separately, the mean value of job recognition is 5.54, while the median value is 5.6 and the standard deviation is 0.25. Similarly, the mean value of job motivation is 5.54; while, the median is 5.5 with a standard deviation value of 0.27 which is greater than job recognition. Besides, the mean value of employee engagement is 4.45 which is the least value compared to all other mean values while, the median value is 4.6 which is also the least value among all others. Similarly, standard deviation is also smallest amongst all and that is 0.097. Finally, the mean value for the organizational commitment value is 5.2, the median value is 5.6; while, the standard deviation is 0.17. Overall, the descriptive statistics show the normality of the data.

TABLE IV
DESCRIPTIVE STATISTICS

		JR	JM	EE	OC
N	Valid	318	318	318	318
	Mean	5.5409	5.5445	4.4509	5.2636
	Median	5.6000	5.5000	4.6000	5.6667
	Std. Deviation	0.25048	0.27205	0.09754	0.17342

E. Confirmatory Factor Analysis

It is a method to analyze how much the measured variables represent the number of constructs [106]. In this analysis, researchers can easily identify which factors are related to

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which latent variable. The following are some model fit indices which are necessary to evaluate whether a model is fit for further analysis or not.

From Table V, it is apparent that all the values of model fitness are normal, and no value is out of standard values. Therefore, the model is fit for further analysis. The value of CFI is 0.981 which is greater than 0.9 that approve comparative fit indices (CFI) [19] while, the value of CMIN/DF is 2.243, which is also more than 1 and less than 5 as suggested by [59], [112]. Similarly, the value of GFI is 0.925 which is also greater than 0.9, and thus approve goodness of fit index as suggested by [47]. Besides, the value of RMSEA is 0.063 which should be less than 0.08 as suggested by [22]. All the other values are also according to standard values. Therefore, it proves that the model is fit for further analysis.

TABLE V
MODEL FIT INDICES

Statistic	Fit indices	Acceptable Threshold value	Actual Values
Absolute fit	CMIN/DF	1-5	2.243
	GFI	> 0.90	0.925
	AGFI	> 0.90	0.941
	RMR	< 0.05	0.000
	RMSEA	Less or equal to 0.08	0.063
Incremental fit	CFI	> 0.90	0.981

Fig. 2 shows the factor loadings and correlation among different variables. The factor loadings are good; thus, no need to withdraw any item. It means that all the items are a good measure for their related latent variables. All variables are significantly correlated. The minimum correlation is amid job recognition and organizational commitment with a value of 11% while, the highest correlation is between job recognition and job motivation and that is 53%.
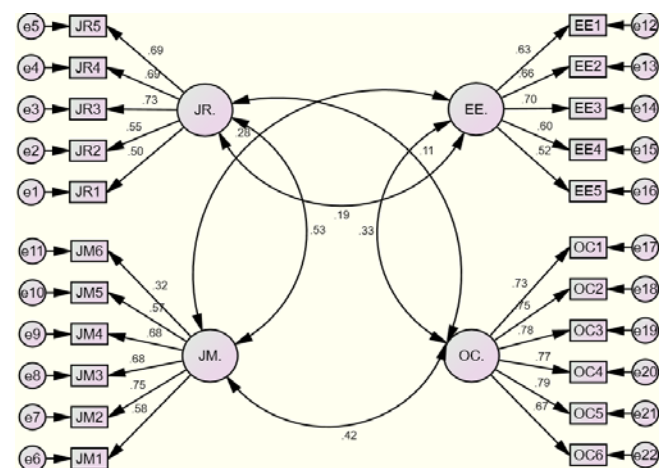

Fig. 2 Confirmatory Factor Analysis (CFA)

F. Structural Equation Modeling

This technique is utilized in order to analyze the relationship between the different variables in this study. Fig. 3 represents the path analysis or direct effects of independent variables on the mediator as well as the dependent variable.

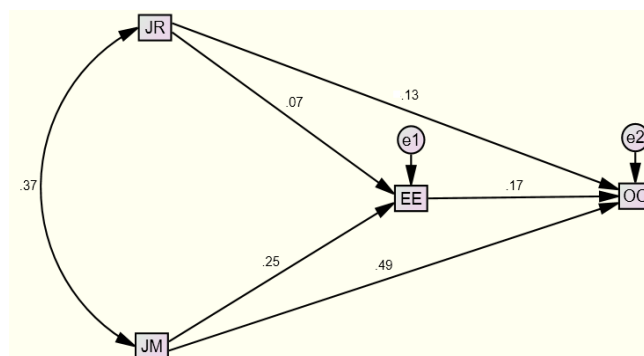These effects are also represented in Table VI.

Fig. 3 Structural Equation Modeling (SEM)

TABLE VI
DIRECT EFFECTS

	JM	JR	EE
EE	0.248***	0.066**	0.000
OC	0.493***	0.131**	0.175**

Effect is significant at the 0.01 level∗∗∗ & 0.05∗∗ (2-tailed).

Table VI represents the direct effects of independent variables on the mediator and dependent variables. First of all, job recognition has a 13.1% significant and positive impact on organizational commitment with a significance level less than 0.05. Therefore, the first hypothesis of this study is accepted. Besides, job recognition has a 6.6% positive and significant influence on employee engagement with a significance level of less than 0.05. Thus, the second hypothesis of this study is also accepted. In addition, job motivation has a 49.3% significant and positive influence on organizational commitment with a significance level of 0.01. Thus, the third hypothesis of this study is approved. Similarly, job motivation has a 24.8% significant and positive impact on employee engagement with a significance level of 0.01. Therefore, the fourth hypothesis of this study is also approved. Another direct effect is measured as employee engagement which has a 17.5% significant and positive influence upon organizational commitment with a significance level of less than 0.05. Therefore, the fifth hypothesis of this study is also approved.

TABLE VII
INDIRECT EFFECTS

	JM	JR	EE
EE	0.000	0.000	0.000
OC	0.043**	0.012**	0.000

Effect is significant at the 0.05 level∗∗ (2-tailed).

Table VII represents all the indirect effects in this study. There are two hypotheses in this study regarding mediation analysis which require analysis related to indirect effects; therefore, the above-mentioned table shows the indirect effects which are also measured through structural equation modeling technique. Firstly, job recognition has a 1.2% significant and positive indirect effect on organizational commitment with a significance level less than 0.05. This effect is very minor compared to the direct effect of job recognition. Similarly, job

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motivation has a 4.3% significant and positive indirect effect on organizational commitment with a significance level of less than 0.05. This effect is also very small compared to the direct effect of job motivation on organizational commitment. Therefore, both the sixth and seventh hypotheses have been accepted. Here it is pertinent to mention that though there is very little indirect effect, there is partial mediation between the independent and dependent variables.

V. DISCUSSION AND CONCLUSION

A. Discussion

The purpose of this study was to evaluate the impact of job recognition and job motivation on organizational commitment in the mediation role of employee engagement. The results of this study approved all the hypotheses. The first hypothesis stated that job recognition has a significant and positive influence upon organizational commitment. This hypothesis has approved, and findings represented a positive impact. These findings are similar to previous studies [23], [74], [92]. They proposed highlighted recognition and rewards as the antecedents of commitment amongst employees. Nyakaro [74] noted that in order to maintain good performance, employees need verbal as well as monetary benefits and acknowledgement. The second hypothesis states that job recognition has a significant influence upon job engagement. This hypothesis is also accepted and these results are similar to previous studies like [2], [14], [44], [86], [88]. The reason behind this relationship is that employees always expect some kind of acknowledgement, recognition, appraisal or rewards for their accomplishments, attainments and good performance [76].

The third hypothesis states that there is a positive link between employee motivation and their commitment level with organization. This hypothesis is also accepted, and the result is similar to previous studies like [11], [31], [66], [68]. It is also commonly found that intrinsic motivation is more powerful and beneficial compared to extrinsic motivation because there are more chances of increasing the commitment level of employees [11]. The fourth hypothesis proposed a positive correlation between employees' motivation with their engagement level at the workplace. This hypothesis is also accepted and found similar results to previous studies like [20], [88], [105]. They found some common factors that boost employees' motivation levels at the workplace. These factors involve rewards and punishments, job security and effective environment. However, Nohria et al. [73] identified some other factors including drive to achieve, drive to bond, drive to comprehend and drive to defend.

The fifth hypothesis proposed a positive relation between engagement among employees and their impact on the commitment level with the organization. This hypothesis is approved and the results are similar to some previous studies like [8], [107]. These studies highlighted that employee engagement is very closely linked with organizational commitment and those individuals who are engaged would also be committed with their organization. The reasons behind

this relationship are emotions, rational decision making and cultural factors. The sixth hypothesis proposed a mediation role of employee engagement between job recognition and organizational commitment. This hypothesis is also accepted, and the results linked with this hypothesis are similar to previous studies like [8], [44], [88]. The reason behind this relationship is that the acknowledgement or appreciation of employees creates feelings of concern for their organization due to which they engage with their organization and move towards commitment for their organization [6], [96].

The final or seventh hypothesis proposed a mediation role of employee engagement between job motivation and organizational commitment. This hypothesis is also approved and the results regarding this hypothesis are similar to previous studies like [8], [20]. These studies noted that employee motivation leads towards their good performance for the organization. This motivation can be through monetary and non-monetary rewards to some kind of motivational speech to attract employees' and build their loyalty and commitment towards the organization. Therefore, motivation leads towards employee engagement and engagement is already closely linked with organizational commitment [3].

B. Practical Implications

This study has multiple practical implications which are useful for organizations, students and future researchers. Firstly, this study suggested that in order to gain employee engagement, there should be a mechanism to recognize the performance and accomplishments of employees. Besides, various employees get motivated through various sources including monetary or non-monetary sources. Also, it is important that organizations should provide a flexible environment to encourage empowerment, knowledge sharing and easy communication between workers. Apart from this, it contributes to the existing literature specifically in the context of the Board of Revenue, Punjab, Pakistan.

C. Limitations and Future Areas

This study has some limitations which can be covered in future research. First of all, this study is only conducted in a specific sector which is the board of revenue; therefore, the findings for other sectors may be different. Future researchers can choose multiple sectors and it would be better to compare the results. Apart from the above, this study is conducted in Punjab province; therefore, these findings cannot be generalized upon the entire country. If researchers want to conduct a study in Pakistan, it should be conducted on a national level in order to obtain more generalized findings. This study collected data through two sources including physically visiting LROs and also through online questionnaire. The online data collection may not be filled with seriousness. Future researchers can also analyze the effect of organizational commitment on organizational performance.

D. Conclusion

Pakistan is among those developing countries where local organizations are still ignoring their employees and move

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towards a profit-oriented approach. Employees need motivation and recognition in order to engage and be committed to their organization. Therefore, this study aimed at analyzing the influence of job recognition and motivation upon organizational commitment in the mediation role of employee engagement. Motivation is linked with rewards, punishments, challenges or norms. Intrinsic motivation is connected to internal system of an individual; while extrinsic motivation is linked with rewards. Apart from this, employee engagement represents the concern of employees for their organization; while, organizational commitment represents the attachment of employees with their organization. It can be emotional or rational. According to some previous authors, job recognition and job motivation are the positive predictors of employee engagement. Similarly, some other authors have noted that employee engagement has a positive association with the commitment of employees. Thus, in accordance with previous relational literature, the hypotheses of the study were proposed. All the hypotheses of this study are accepted, and results are consistent to previous studies.

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