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The Impact of Knowledge Sharing on Job Performance in Banking Sector of Pakistan: Mediating Role of Affective Commitment

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Abstract:

The creation Employee performance plays a vital role within organization as it increases the growth and profit of the organization. The purpose of the study is to determine the influence of motivation, job satisfaction, and knowledge sharing on affective commitment and job performance in Banking Sector in Pakistan. Moreover, second objective of this study is to determine the role of affective commitment as a mediator between motivation, job satisfaction, knowledge sharing, and job performance. The data was collected through survey questionnaire by spreading among different banking sector in Karachi, Pakistan. Total 242 sample data was analyzed and delivered statistical results by developed hypotheses. SPSS and PLS-SEM, statistical technique was used to test the hypotheses. The result found that motivation, job satisfaction, and knowledge sharing, have direct and indirect relationship with job performance. Furthermore, the affective commitment mediates the relationship between motivation, job satisfaction, knowledge sharing, and job satisfaction.

Keywords: Job Performance, Knowledge Sharing, Motivation, Job Satisfaction, Affective Commitment

I. Introduction

Employee performance plays a vital role within organization as it increases the growth and profit of the organization (Zhao, Jiang, Peng, & Hong, 2020). Job performance has key benefits that lead to organization success. It helps to determine the potential managerial gaps, weakness and strength within the organization (Paais&Pattiruhu, 2020). It evaluates by using different approaches, method, tools and process can determine or monitor the performance of the employees (Mahfodh&Obeidat, 2020). It affected by commitment (Naim & Lenka, 2017), motivation, employees knowledge sharing behavior and basics fulfillment of needs lead to organization success and (Paais&Pattiruhu, 2020). The most important factors include reward system which increases the motivation of their employees, exchange of valuable knowledge or skills

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amongemployees, and job satisfaction positively increases the performance and productivity of employees (Paais&Pattiruhu, 2020).

According to State bank of Pakistan report, Banking Sector of Pakistan comprises foreign banks and local banks. A total of Thirty three banks, in which 5 are commercial (public sector), 4 are specialized, 15 are local private, 5 are Islamic banks and 4 are foreign banks (StateBankofPakistan, 2021). According to Bureau Statistics of Pakistan, growth of banking sector has increased by 10.47% in 2019. The profit has been increased from Rs. 24.62 billion (2018) to Rs. 61.53 billion (2019). In 2018, Top 10 most profitable banks in Pakistan under the supervision of SBP are NBP, Bank Alfalah, Habib Bank Limited, United Bank Limited, Meezan Bank, Allied Bank, Bank AL Habib Limited, Bank of Punjab, Standard Chartered Bank, and MCB bank (timesofIslamabad, 2019).

Total numbers of employees in National Bank of Pakistan were 16,416,457, Habib Bank Limited 15,000, Soneri Bank 13,206, Meezan bank 11500, and Allied Bank 11,000. Habib Bank Limited offers highest paid to the employee (CEO salary was Rs. 219 million in 2019), Meezen bank (CEO salary was Rs. 215 million in 2019), Standard Chartered Bank (CEO salary was Rs. 171 million) and Bank Alflah (CEO salary was Rs. 154 million) (Rahman, 2020). Bank employees obligated to maintain performance of the work, give full attention to their work or task, achieve goals, reach at competitive advantage, transaction accuracy, and maintain performance standard etc. (Haroon & Shakil, 2021). To fulfill that obligation, bank employees required high motivation, knowledge sharing practices and satisfaction to commit affectively and increases the job performance Simultaneously, high-motivated employees, large information exchange between employees and satisfaction of employees give positive outcomes of affective commitment and enhance the performance of the employees (Liu &Lipowski, 2021; Lorincová, Štarchoň, Weberová, Hitka, &Lipoldová, 2019; Mahfodh&Obeidat, 2020). The context of the study is banking sector.

In banking sector, the success requires employees' handwork to accomplish the goal that needs motivated employees who work constantly and energetically, exchange of information to increases the skills, knowledge and performance of the employees and fulfilled needs and wants of the employee to increases the job satisfaction. Human resource management plays a significant role to promote knowledge sharing, gives rewards to the employees, satisfy employee has fulfilled needs, and wants to maximize affective commitment, and enhance the performance of the employees (Koo, Yu, Chua, Lee, & Han, 2019). The study has focused on those employees who are currently working at banking sector in Pakistan. The banking sector has been developing and improving day to day in Pakistan. The most important reasons behind the growth are hard works of employees, shared knowledge, and motivated employees that put all efforts on work and perform their job positively. Therefore, this would be interesting for all banks in Pakistan to enhance the commitment and performance of the employees.

II. Literature Review

A. Theoretical background

This study explored the aspects of factors effect on affective commitment and job performance by using, self-determinant theory, social exchange theory, and commitment theory, Social exchange theory proposed by Blau (1964) stated that a

valuable resources exchange in which benefits are expected between two parties. This theory reduces the expected cost and maximizes the benefits that effect to the actions of individual. This study justify that KS is beneficial for the organization and performance of employees, productivity and growth (Kan Sönmez, 2020).

Commitment model developed by Meyer and Allen (1991). It has three components that influence by the feelings of employees at the workplace that are follows, employees' job affection that is affective commitment, fear of loss that is continuance commitment and obligation to stay at organization that is normative. Affection of job shows as the employees feel emotionally strong and positive attachment to their job and work, identify the goals and values of the firms and believe that his or her own that increase the job performance (Luo, Lan, Luo, & Li, 2021). Self-determined theory proposed by Ryan and Deci (2000) stated that individual become motivated to grow or self-determined, when the requirements for autonomy, competence and connection are accomplished. This theory shows motivation have impact on job performance.

B. Hypotheses Development

Motivation and Affective Commitment

Motivation is defined as motive that means drives, wants, desires or needs within the employees at work. It is the process of stimulating employees at work to do some action to achieve the desired success or goals. It increases problem-solving abilities, efficiency of employees and creativity. Motivated employees are beneficial for organization as it lead to organization success (Eide, Saether, &Aspelund, 2020). Loan (2020) argued that extrinsic rewards, desires, organizational identification enhance the affective commitment. Ullah, Elahi, Abid, and Butt (2020) examined the association among support, commitment, personality, and motivation. They argued and stated that prosaically motivation and proactive personality leads to beneficial organizational and individual outcomes. Hoa, Ngan, Quang, Thanh, and Quyen (2020) examined the impact of support of organization on AC in industry of logistic. They found supervisor support, justice and rewards increases the affective commitment. Saragih, Luturlean, and Hadiyanto (2020) examined the relationship among satisfaction, motivation, commitment in roof industry. The study found highly motivated employee gives high commitment that encourages employee to contribute more, perform better and have higher desire to show their emotional contribution, sense of pride and association to the organization. Thus, developed hypothesis is mentioned below.

H1: Motivation has significant impact on affective commitment

Job Satisfaction and Affective Commitment

An employee feels motivated and satisfied refers as JS. It is the positive feelings of employee as having comfortable work life balance, career growth and stability. It refers as the happiness and pleasure of employees at job leads to highly affective (emotional attachment) commitment to the organization (Bhardwaj et al., 2021). Loan (2020) argued that it provides need fulfillment by salary, good working condition, salary, promotions, identification, compliance and internationalization leads to increases job satisfaction that encourage the emotional attachment with organization and employees commit to work long in that organization.

Yang, Pu, and Guan (2019) examined the leadership, satisfaction, commitment and turnover intention relationship. The study found satisfied employee highly commitment and have lower turnover. Tarkar, Dhamija, and Singh (2019) investigated the association between intention of work, satisfaction, commitment, and passion after retirement in government jobs. Koo et al. (2019) investigated the association among motivation, satisfaction, stress, commitment, performance and intention of turnover in hotel industry. The study found that increase the affective commitment that lead to high job performance, lower turnover intention and lower burnout. Thus, developed hypothesis is mentioned below.

H2: Job satisfaction has significant impact on affective commitment

Knowledge Sharing and Affective Commitment

It is defined as an activity through that knowledge (expertise, knowledge, experience, or skills or information) is exchanged between communities, group, friends, peer, families, employees, team members or within or between organizations (Abbasi, Shabbir, Abbas, & Tahir, 2020). It is willingness to share or codify, reusing or seeking out the knowledge together from a cycle of virtuous that increases the performance of the employee and lead to higher organizational growth. Benefits of knowledge sharing include innovation and development, engagement, quick thinking, increase delivery timers, fast communication, avoid constraint and blockage, improved internal environment of organization, and reduce conflict etc. It is the process through employees exchanges their explicit and tacit knowledge and work together cooperatively (Ogunmokun, Eluwole, Avci, Lasisi, &Ikhide, 2020).

Malik and Garg (2017) examined the association among dialogue, inquiry, culture, knowledge sharing and emotional commitment. The results found that shared knowledge among teams, group or within organization encourage employee for highly emotional commitment. Yuniawan and Udin (2020) investigated the association among KS, AC, meaningful work and performance. The study found that knowledge sharing positively influence the rational and intimate bond of employees and organization. They suggested that exchange of knowledge acquire important skills, access to resources, improve employee work that lead to high affective commitment. Thus, developed hypothesis is mentioned below.

H3: Knowledge sharing has significant impact on affective commitment

Motivation and Job Performance

Hemakumara (2020) examined the motivation influence on performance in Asian countries, stated that motivation determinant that include extrinsic and extrinsic rewards positively influence on job performance. Financial rewards, salary, and monotony benefits are considered as most important motivation. Eide et al. (2020) aid that there are various types of motivation, which can be distinguish in to control and autonomous. Increases in autonomous motivation maximize the ability to accomplish complex task. Autonomous motivation includes intrinsic and identified motivation that positively affects job performance. Guo et al. (2021) examined the influence of motivation's achievement on performance between Chinese physicians. The study found positive influence of motivation as an internal driver on job performance. The positive feedback for employees work, enhance the motivation of employee that positively

increase the job performance (namely, task efficiency, quality and quantity) of the employee. Dorta-Afonso, González-de-la-Rosa, García-Rodríguez, and Romero-Domínguez (2021) examined the impact of high work performance on outcomes in tourism industry in China during covid-19 period. Erum, Abid, Contreras, and Islam (2020) found that motivation positively influence the affective commitment that enhance job performance. Thus, developed hypothesis is mentioned below.

H4: Motivation has significant impact on job performance

Job Satisfaction and Job Performance

Dorta-Afonso et al. (2021) argued that promote level of satisfaction by high performance work system is beneficial for the organization that enhance the individual performance. Job satisfaction positively increases the job performance Khalid (2020) found that pay is considered as one of the important component of job satisfaction. Pay and compensation, satisfied employees with their job and increases the job performance of the employees and it can improve the emotional affiliation of employees with the workplace employees. It is considered important factor as it decreases the turnover intention, increase productivity, loyalty, and growth of the organization. Keeping worker happy at job builds profitable, stable, and stronger future of organization. Deressa and Zeru (2019) employees at hospital with high level of job satisfaction have low turnover intention and high performance. The evident shows that majority of nurses are highly satisfied with their work and have high satisfaction. Mustapha (2020) identified the affect of employee motivation on performance in private and public schools in TalataMafara. They suggested that good job performance needs motivations that accounts for persistence, direction and intensity of employees toward achieving a goal. Thus, developed hypothesis is mentioned below.

H5: Job satisfaction has significant impact on job performance

Knowledge Sharing and Job performance

Curado and Vieira (2019) argued that small medium size enterprises have informal and efficient and informal information sharing which enable employees to tacit knowledge sharing such as brainstorming and formal meetings that enhance positively normative, affective and continuance commitment. Khan, Malik, and Saleem (2020) stated that knowledge sharing is important at work as it increases the employees' job performance. It leads success and growth for an organization and enhances employee's performance and productivity. Kadarusman and Bunyamin (2021) examined the knowledge sharing effect on job performance and servant leadership. The study found direct relationship of knowledge sharing (explicit and tacit) on job performance. Applying, transferring, and gaining new knowledge leads to better performance of the employees. Thus, developed hypothesis is mentioned below.

H6: Knowledge sharing has significant impact on performance of job

Affective commitment and Job performance

The degree to which feeling of employees to work with firm, their emotional attachment and a sense of obligation towards the organization. It is an emotional attachment of person to a group or team. It acts like a force that holds employees in the

team (Lou et al., 2020). It increases the job performance and productivity of employees (Ben Moussa & El Arbi, 2020).

According to Guo et al. (2021) affective commitment, agreeableness, conscientiousness, communication has positive effect on job performance. Dorta-Afonso et al. (2021) stated that commitment is an important factor that effect job performance both in negative or positive ways. Low commitment increases the turnover intention of employee. The study found that high performance work system (namely, work life balance, security, clear job satisfaction, mobility, participation, appraisal and training) increase the organization commitment. Loan (2020) examined the impact of commitment on job performance in nonwestern countries. The study argued that commitment provides need fulfillment and emotional attachment to the organization. Nguyen and Ngo (2020) examined the relationship among psychological of employees, commitment and performance of the job in Vietnam. The result found that psychological capital that includes resiliency, hope, optimism, and self-efficacy increase the job commitment. The study suggested that employees who have highly commitment more focus on achieving the goals and high performance. Thus, developed hypothesis is mentioned below.

H7: Affective commitment has significant impact on job performance

Affective commitment (Mediator)

Guo et al. (2021) suggested that motivation of employee that positively increase the commitment and the job performance (namely, task efficiency, quality and quantity) and beneficial for the organization productivity and growth too. Deressa and Zeru (2019) examined the impact of motivation on performance in private and public hospitals. Employees are more motivated through financial incentive, recognition and encouragement. Nabi, Abdullah, Dip, and Hossain (2017) examined the influence of motivation on performance in bank industry in Bangladesh. Abdullah et al. (2021) argued that the information share by the employees, reduce the cost, risk and threat and increases the commitment and job performances. Abbasi et al. (2020) found that shared knowledge (such as, expertise, skills, knowledge, experience, or information) among communities, group, friends, peer, families, employees, team members, within, or between organizations have direct and indirect impact on job performance (Habeh et al., 2021). Thus, from the above empirical studies, the hypothesis is being developed.

H8: Affective commitment significantly mediates the relationship between motivation and Job performance

H9: Affective commitment significantly mediates the relationship between Job satisfaction and job performance

H10: Affective commitment significantly mediates the relationship between knowledge sharing and job performance

III. Methodology

In this study, explanatory research purpose was used. This research used to investigate on past-developed theory, for that purpose further test of hypotheses and for clear understanding research has been performed. In this study, quantitative approach was used. This research follows research design which is correlational to identify the relation among variables (Samuel & Okey, 2015). This study used convenience-sampling technique. The data has collected from employees working at banking industry in

Karachi-Pakistan. Mostly data is carried out from professional worker in Karachi. A total 242 sample data was collected and analyzed the outcomes of statistical, hypothesis result and conceptual model. Sample size has been generated. (Kline, 2015), the N: q (24 items x 10 = 240 sample) ratio should be 20 to 1, or 20 participant (observations) for each estimated parameter in the model.

The instruments have been constructed for data collection and this data was collected through questionnaire that was based on Likert Scale ranging from 1 to 5 points from strongly disagree (1) to strongly agree (5). This makes up of total 24 items. For job satisfaction all six items have adopted from to (Koo et al., 2019). Motivation all six items have adopted from (Paais&Pattiruhu, 2020) and knowledge sharing all four items have adopted from (Zhao et al., 2020). Whereas, affective commitment all four items have adopted from (Yang et al., 2019), Furthermore, all four items for job performance have adopted from (Koo et al., 2019). The gathered data analyzed through the software namely SPSS and PLS-SEM).

IV. Data Analysis

The profile of participants were that there 52.5% of participants were male and 47.5% were female, 13.6% participants were belongs to age group below 25, 49.2% were between 26 to 30 age, 24.8% participants age were between 31 to 40, 9.9% participants were between 40 to 50 age and 2.5% participants were above 50s age. 8.3% participants had cleared diploma, 38.4% had bachelor's degree, 51.2% participants had master's degree and 2.1% participants had PhD degree. 2.5% individuals had income from Rs 30,000 to Rs 45,000, 18.2% individuals from Rs 46,000 to Rs 60,000, 33.9% from Rs 61,000 to Rs 75,000 and 45.5% had above Rs 75,000 income. Individuals had job experience, 1 to 2 years (22.3%), 3 to 5 years (31.0%), 6 to 8 years (21.1%) and above 9 years (25.6%).

A. Measurement Model Assessment

The validity and reliability of model analyzed by measurement assessment by Algorithms, structural model by bootstrapping identifies the direct and indirect relationship between variables. Figure 4.1 shows the results of algorithm, which shows path coefficient.

B. Convergent Validity

The validity of convergent examined by loadings of each items first, before outer model assessing. The criteria is, each items factor loading should be above 0.7 and no single loading of items. The results shows three items were deleted as the value of loading were less than 0.7 that are MN6, JS6, and AC4 to retaining 34 items that had loading between 0.711 and 0.931. The values of Cronbach's alpha are above 0.7, and reliability of composite scores are above 0.7, indicated the reliability of variables.

C. Discriminant Validity

Table 1 shows that the extracted of average variance square root was greater than the correlation between the variables of latent, which indicates adequate discriminant validity (Fornell& Larcker, 1981).

Table 1: Fornell-Larcker Criterion

	AC	JP	JS	KS	MN
AC	0.855				
JP	0.672	0.818			
JS	0.697	0.580	0.856		
KS	0.563	0.542	0.481	0.803	
MN	0.583	0.586	0.486	0.525	0.760

Note: MN= Motivation; JS = Job Satisfaction; KS = Knowledge Sharing; AC = Affective Commitment; JP = Job Performance

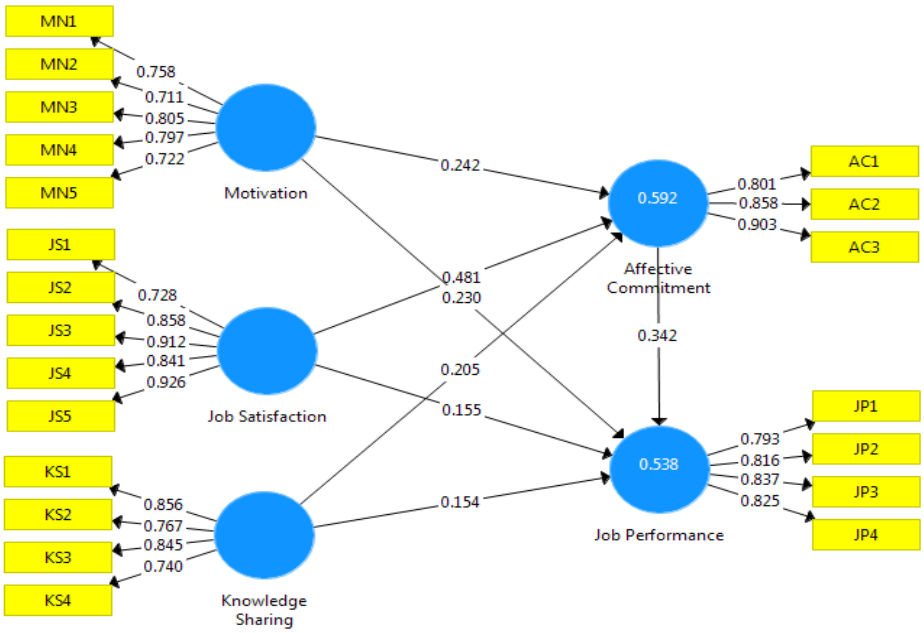
The results indicated that the factor loading values of constructs were greater in their own constructs when compared to the other loadings in other constructs, loadings threshold value is above 0.7. Hence, discriminant validity using cross loadings has been achieved. Table 2 shows that the values of all constructs were below the threshold value of 0.9, which indicated that the values for inter-construct ratio were below 0.90 and did not contain the value of 1.0.

Table 2: Hetrotrait-Monotrait Ratio

	AC	JP	JS	KS	MN
AC					
JP	0.789				
JS	0.794	0.653			
KS	0.673	0.649	0.553		
MN	0.695	0.690	0.547	0.624	

Note: MN= Motivation; JS = Job Satisfaction; KS = Knowledge Sharing; AC = Affective Commitment; JP = Job Performance

Figure 1: Measurement Model Results by Algorithm



Note: MN= Motivation; JS = Job Satisfaction; KS = Knowledge Sharing; AC = Affective Commitment; JP = Job Performance

D. Structural Model Assessment

Table 3 shows that job performance R square value was 0.538 and affective commitment was 0.592.

Table 3: R Square of Construct

Construct	R Square	Result
Affective Commitment	0.592	Moderate to Substantial
Job Performance	0.538	Moderate to Substantial

Note: The Values of R Square criteria 0.19 (weak), 0.33 (moderate) and 0.67 (substantial)

E. Direct Relationship in the Structural Model

Hair, Risher, Sarstedt, and Ringle (2019) stated that assessment of structural model by bootstrapping procedure, determine the hypothesized relationships among variables by considering the t-values and beta.

Table 4:Direct Relationships with Affective Commitment and Job Performance

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H1	MN -> AC	0.243	0.053	4.524	0.000	Supported
H2	JS -> AC	0.479	0.063	7.681	0.000	Supported
H3	KS -> AC	0.205	0.047	4.362	0.000	Supported
H4	MN -> JP	0.236	0.045	5.093	0.000	Supported
H5	JS -> JP	0.158	0.060	2.603	0.005	Supported
H6	KS -> JP	0.152	0.060	2.573	0.005	Supported
H7	AC -> JP	0.336	0.074	4.619	0.000	Supported

Note: MN= Motivation; JS = Job Satisfaction; KS = Knowledge Sharing; AC = Affective Commitment; JP = Job Performance

In present study, Two-tailed t value 1.967 has considered. Figure 2 shows the results of bootstrapping which shows path coefficient and t-values, and direct relations between variables. Table 4.4 shows that H1 T-value is 4.524, H2 T-value is 7.681 and H3 T-value is 4.362 that supported H1 to H3. The result shows that the significant effect of motivation, sharing of knowledge and satisfaction on job performance. The T-value is 5.093, 2.603 and 2.573. Thus, H4 to H6 were supported. The result shows that the significant effect of commitment on performance. The t-value is 4.619 that was supported H7.

F. Indirect Relationship in Structural Model (Mediation)

Mediation test by structural model understand the variable mediating effect between variable of independent and dependent recommended by Hair et al. (2014).

Table 5: Indirect Relationships with Job Performance

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H8	MN -> AC -> JP	0.082	0.026	3.165	0.001	Supported
H9	JS -> AC -> JP	0.160	0.040	4.073	0.000	Supported
H10	KS -> AC -> JP	0.069	0.023	3.099	0.001	Supported

Note: MN= Motivation; JS = Job Satisfaction; KS = Knowledge Sharing; AC = Affective Commitment; JP = Job Performance

Table 5 shows the result that The result shows that commitment mediates the effect of motivation on performance. T-value is 3.16 and P-value is 0.001 that supported H8.The result shows that commitment mediates the effect of satisfaction on performance.

T-value is 4.073 and P-value is 0.00 that supported H9. Further, commitment mediates the effect of sharing of knowledge on performance. T-value is 3.09 and P-value is 0.001 that supported H10.

V. Discussion

Result supported H1, Guo et al. (2021) stated that highly motivated employees have high commitment that exhibit great sense of belonging, identity, participation, and dedication to their organization that lead to success for the organization as employees has a pride and willing to continue the work within organization. Loan (2020) found that extrinsic reward, desires, and organizational identification encourage employees more that enhance the affective commitment. Result supported H2, Saragih et al. (2020) satisfaction has positive impact on commitment, demonstrated that satisfied employees achieve commitment at higher level. If the organization pays more attention to the employee's satisfaction of job, employee will encourage and willing to attach to the firm emotionally. Result supported H3, Kim (2021) found positive impact of knowledge sharing of supervisor and employees on affective commitment demonstrated that highly valuable knowledge sharing of supervisor and employees increase the emotional attachment to the organization. Knowledge helps employees to become stronger, confident, perform better, and become more valuable for organization that positively increase the bonding of employee with organization. Result supported H4, Guo et al. (2021) found positive influence of motivation as an internal driver on job performance. Motivation enhances problem-solving abilities, efficiency of employees and creativity, motivated employees are beneficial for organization as it lead to organization success.

Result supported H5, Dorta-Afonso et al. (2021) found that satisfied employee put more effort to provide better service quality for the customers that increase the job performance of the employees. The reason behind that respect, security, trust, health environment, benefits, good pay, opportunities, compensation and career path positively increase job satisfaction that lead to efficient job performance. Results supported H6, Khan et al. (2020) found that Knowledge in action available to others within the firm, deals with the sharing of thoughts related to the task, ideas, and information among employees or group members that positively influence the job performance of employees. The reason behind that Applying, transferring and gaining new knowledge enhance the productivity, and expertise of employees that leads to better performance of the employees. The result shows that H7 was supported, Nguyen and Ngo (2020) there is positive and significant relationship between commitment and performance demonstrated that employees feel a sense of obligation, emotional attachment, and feeling the honor to work with the organization increases the job performance. The result supported H8, Nabi et al. (2017) found that motivation (non-financial) enhances the job commitment and has positive impact on job performance. The reason behind that motivation increases the control, and autonomy and decision-making participation increase the job performance.

The result supported H9, Tarkar et al. (2019) argued that satisfaction can be analyzed by happiness and pleasure of employees at job leads to highly affective (emotional attachment) commitment to the organization that also increases the performance of the job. The result supported H10, Abbasi et al. (2020) argued that power of knowledge sharing make employees more problem solving and reasoning, encourage employees to be smart worker that increases emotional attachment of employees toward organization and performance.

VI. Conclusion

The current study's objective is to find out the influence of motivation, job satisfaction, and knowledge sharing on affective commitment and job performance in Banking Sector in Pakistan. Moreover, second objective of this study is to determine the role of affective commitment as a mediator between motivation, job satisfaction, knowledge sharing, and job performance in Banking Sector in Pakistan. Based on the above objectives, data were collected from the employees working in banking sector in Karachi, Pakistan. Data were analyzed by using SPSS and PLS-SEM. The level of significance, P-value (0.05) was used to test the hypotheses. SPSS was used to analyze the profile of participants and descriptive statistics variables. PLS-SEM model was used for measurement model assessment the results found the data has achieved reliability and validity.

Structural model analysis has performed. The findings were supported developed hypothesis and previous studies. The results present that all ten hypotheses were supported the empirical model. The results were supported H1 to H3, demonstrated that increase in employee's motivation, satisfaction and encourage knowledge sharing between employees increases the affective commitment. The results were supported H4 to H7, demonstrated that hope, affection, emotional attachment, happiness and positive feelings towards organization encourage employees to have high commitment and focus on achieving the goals and high performance. Results were supported H8 to H10 demonstrated that motivation increases the control, autonomy and decision-making participation increase the job performance.

This study might be help banking sector in the future to get their desired objects in terms of growth rate to identify the valuable assets (employees) of organization. Furthermore, if managers found low productivity of employees, they acquire help from these agencies also to increase the knowledge sharing practices, motivation and work for employee satisfaction. This study might be very helpful and beneficial for practitioner's policy makers, and academic researchers. In future, the researchers may consider other sectors such as textile, education, automobile industries etc. other variables such as cognitive commitment, intrinsic and extrinsic motivation etc. may use in future research. The study is recommended that expand the data to obtain more reliable and accurate results. The present study was used quantitative data only. Moderator may use in future studies.

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