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Disentangling the Empirical Insights into Job Satisfaction, Organizational Commitment, and Job Performance Nexus: A Mediated Model Tested Using PLS-SEM

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Abstract

Purpose- This study analyzed the interrelationship between JS, OC and JP of librarians in Pakistan. **Method-** In this study, quantitative approach was used. Questionnaire were distributed for data gathering. The data sample was convenient while size was 335 librarians across various academic and research institutions, achieving 88% response. Seventeen hypotheses were formulated and tested. Data was analysed through PLS-SEM. **Results-** Six hypotheses indicated significant positive relationships among specific dimensions of JS, OC, and JP, while ten hypotheses were not supported. Further, affective OC moderated the relationship between intrinsic JS and JP. These findings emphasize a complex interplay between motivational and attitudinal factors influencing librarians' performance and provide practical implications for human resource strategies within librarianship in Pakistan. The results adds to the limited empirical literature on library workforce dynamics and offers a data-driven foundation for future managerial interventions. **Originality-** this study is original in its integrated analysis of JS, OC, and JP in Pakistani librarians' perspectives- the population largely unnoticed in existing literature. The study uniquely applies PLS-SEM to test both direct and moderating relationships, offering nuanced insights into workforce dynamics in library settings.

Introduction

From the birth of Pakistan in 1947 till this time, political instabilities and military intrusions have resulted in uneven drift of educational policies and economic growth. Not only the educational policies are conflicting with the job market demands but equally the university graduates are reported incompetent to perform successfully (Khushik and Diemer, 2018). Recognizing that deprived educational policies are deteriorating the infrastructure of educational institutions, as a response in 2002 the presidential ordinance was passed that devolved UGC into HEC of Pakistan (Parveen et al., 2011). With the establishment of HEC, universities witnessed manifold reforms (Qazi, Raza and Jawaid, 2014) including the establishment of the National Digital Library

(NDL) of Pakistan in 2004 which provides access to international scholarly publications and other online research databases and institutional repositories.

HEC in its mission has explicitly specified that well-resourced libraries are essential for quality education (Bhatti, Chohan and Asghar, 2014). Despite this, users of libraries in Pakistan are not yet satisfied with the librarians' job performance (Khan, Masrek and Nadzar, 2017). It has been established that Pakistani librarians are reliant upon outdated professional practices. Their limited professional vision, poor attitude toward the adoption of innovations and deficient level of digital skills adversely affect librarians' performance. Related authorities are dictating these librarians to acquire technology management skills to gain competitive advantages but motivation towards the acquisition of contemporary professional skills is unsatisfactory. Additionally, researchers have affirmed that the outdated Library and Information Science (LIS) syllabus and Pakistan Library Association (PLA) unsatisfactory professional role are also the dominant causes of librarians' abortive job performance. On the contrary, librarians have justified this ineffective performance as learning from outdated course contents and limited training prospects on contemporary innovations. Such issues have given birth to manifold challenges such as a low professional image of librarians at societal, organizational and national levels, incompetent leadership, the mismatch between the current and needed levels of job demands, conflicting findings on the status of librarians' level of occupational satisfaction and commitment (Khan, Masrek and Nadzar, 2017). As a result, in Pakistan librarianship has become the ultimate choice of intellectually incompetent students who are less driven toward the adoption of innovations, highly reluctant to conduct research, unsatisfied with professional identities such as job titles, descriptions and poor contributors toward the attainment of organizational goals. Thus, it is necessary to examine librarians' workplace behaviours that is job performance (JP), organizational commitment (OC) and job satisfaction (JS).

Despite the dismal and stagnant organizational system in university libraries of Pakistan and librarians' meagre performance, university authorities are still acknowledging the role of libraries in quality research and teaching instructions. Consequently, librarians' workplace productive behaviours such as JS, OC and JP have become promising areas for researchers. However, not only there is a lack of studies on these determinants but also existing research findings are conflicting on their interrelationships in the context of information professionals (Yousef, 2000). Researchers have recognized that satisfied workers' performance is not only productive but also demonstrates positive behaviours that augment professionalism. Likewise, researchers such as Somro and Shah (2019), have also validated JS and OC as predictors of JP. According to Boateng and Hsieh (2019), JS is interrelated with OC while OC has a positive impact on JP. Their findings further established that JS and OC have direct and indirect effects on JP.

A review of the literature revealed that JP, JS and OC of Pakistani librarians have been examined descriptively in terms of leadership, service quality, competencies, Technology implementation and individual innovativeness (Ashiq, Rehman and Mujtaba, 2020). However, empirical assessment of the interrelationship of such constructs is limited. In other disciplines, findings have demonstrated that workers' JP is affected by non-productive behaviour such as job stress, demotivation, lack of job involvement, work dissatisfaction, absence of commitment and agility. Furthermore, results on the relationship of JS and JP of Pakistani librarians are inconsistent and suggested further investigation. Thus, the present results on JS, OC and JP of Pakistani librarians are descriptive and scarcely explored structural models among these constructs and their dimensions. Likewise, LIS researchers have examined these constructs as a whole and unnoticed their dimensions that vary in effects and contextually. To cover the gap in the literature and underscore the significance of these constructs, this study aims to know whether or not the

interrelationship of JP, JS and OC is significant. The major RQ is regarding the interrelationship of JS, OC and JP significant? This will achieve two major research objectives; 1) the mediation of OC between JS and JP and; 2) the mediation role of indicators of OC between the dimensions of JS and JP.

Research Framework

The framework of this study consists of three constructs namely JS (two dimensions), OC (three indicators) and JP. This present study brings together these constructs in two ways: Firstly, examines the direct relationship between the three dimensions of OC and JP, and JS and with the two dimensions of the JS with JP. Secondly, the indirect relation between the two dimensions of the JS with JP is mediated by the three dimensions of the OC. This proposed research model is depicted in Figure 1.

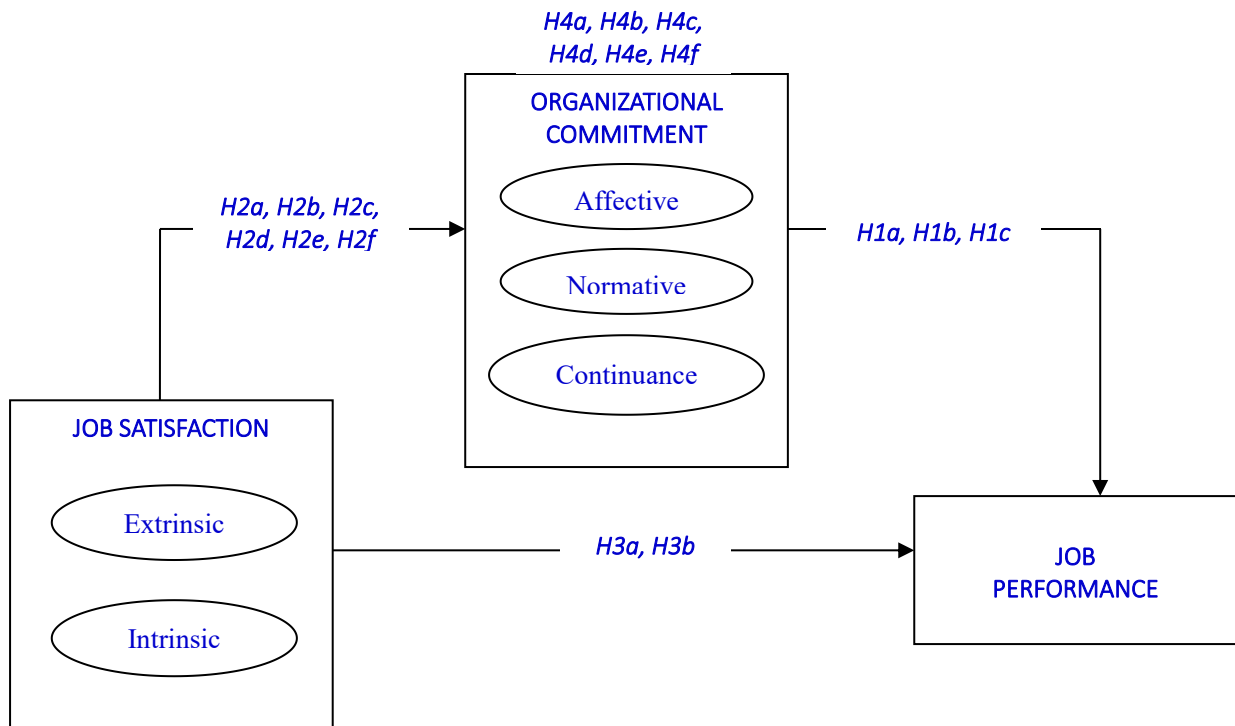


Figure 1: Research Model

Job Performance (JP)

Job performance, a critical determinant of organizational success, is commonly refer to the employee response or behaviours to the work in a positive or negative styles to

achieve aims of organization. Within the domain of librarianship, JP is intricately linked to OC and JS, both of which serve as key motivators in professional efficiency. Librarians who exhibit higher levels of commitment to their institutions tend to demonstrate greater engagement in reference services, collection management, and digital resource curation, ultimately enhancing service quality (Khan & Bhatti, 2023). Similarly, JS driven by factors such as a supportive work environment, professional development opportunities, and recognition, fosters a positive work attitude, which in turn improves performance outcomes. Research suggests that when librarians feel valued and supported within their organizations, they are more likely to embrace technological advancements, effectively address users' evolving needs, and contribute meaningfully to institutional goals. Thus, fostering OC and JS is essential for optimizing librarians' JP in the modern information landscape. The JP of librarians is shaped by several key factors, including professional expertise, technological skills, OC, and institutional backing. Mastery of digital tools and AI-driven technologies enhances efficiency by improving access to information and automating tasks. Additionally, adequate funding, training opportunities, and institutional resources directly support librarians' JP. Moreover, effective leadership encourages teamwork and informed decision-making, further enhancing overall JP.

Organizational Commitment (OC)

OC represents an employee's psychological connection to their organization, encompassing their dedication, loyalty, and sense of duty, which in turn influences their willingness to contribute to its success (Meyer & Allen, 2002). It reflects the degree to which individuals align with organizational objectives and invest effort in fulfilling them. It is categorized as affective, continuance, and normative, each exerting a distinct effect on JP. Affective OC pertains to workers emotional response toward organization, fostering a strong inclination to remain and actively contribute. Employees with high affective OC show successful JP, as their intrinsic motivation drives engagement and proactive

behavior (Meyer & Allen, 2002). Conversely, continuance OC emerges from the perceived costs of leaving the organization, such as financial insecurity or career setbacks (Khan & Bhatti, 2023). While employees with strong continuance OC may maintain stable JP, their motivation is often externally driven, which may limit creativity and enthusiasm. Normative OC stems from a perceived moral or social obligation to remain with the organization. While this sense of duty can sustain performance levels, it may not necessarily inspire innovation or long-term engagement, as employees act out of obligation rather than passion. Extensive research establishes a strong link between OC and JP. Highly committed employees demonstrate superior work outcomes (Su (2024; Khan & Bhatti, 2023). Out of the three types of OC, affective OC is the most positively correlated with JP. Nonetheless, continuance OC contributes to workforce stability, while normative OC reinforces adherence to responsibilities, both of which play a role in shaping JP. Based on the study framework hypotheses are.

H1a: Affective OC is positively and significantly linked to JP

H1b: Normative OC is positively and significantly linked to JP

H1c: Continuance OC is positively and significantly linked to JP

Job Satisfaction (JS)

JS is level of fulfilment and contentment with their work, shaped by both intrinsic and extrinsic factors. Intrinsic JS arises from aspects inherent to the job, such as autonomy, professional development, and recognition, while extrinsic JS is influenced by external elements like salary, benefits, and workplace conditions (Khan & Bhatti, 2023). Research indicates that both forms of JS significantly impact employees' OC and JP. Employees who develop satisfaction from their job roles and experience fair external rewards are more likely to exhibit motivation, dedication, and consistent performance (Su, 2024). Furthermore, when organizations foster an environment that supports both intrinsic and extrinsic JS, employees tend to remain committed and contribute positively to overall productivity and workplace stability (Smith & Johnson, 2022; Williams, 2021).

Researchers have consistently demonstrated a strong relationship between various dimensions of JS and OC. Affective OC has been identified as a major predictor of both intrinsic and extrinsic JS (Meyer et al., 2002). Employees with high affective OC tend to be more engaged and willing to exert discretionary effort, which contributes to enhanced JS and JP. Similarly, normative OC has been linked to JS, as employees who feel a moral obligation to stay with their organization derive intrinsic JS from fulfilling their perceived duties and extrinsic JS from stability and recognition. In contrast, continuance OC presents a more complex association with JS. Employees who remain with an organization due to the perceived costs of leaving may experience extrinsic JS from financial security and benefits but often report lower intrinsic JS due to a lack of emotional connection with their work. Overall, evidence suggests that fostering affective and normative OC enhances JS. Below hypotheses are formulated:

H2a: Extrinsic JS is positively and significantly linked to affective OC

H2b: Intrinsic JS is positively and significantly linked to affective OC

H2c: Extrinsic JS is positively and significantly linked to normative OC

H2d: Intrinsic JS is positively and significantly linked to normative OC

H2e: Extrinsic JS is positively and significantly linked to continuance OC

H2f: Intrinsic JS is positively and significantly linked to continuance OC

Furthermore, extensive research has demonstrated a strong link between JS and JP, emphasizing that higher JS fosters increased motivation and discretionary effort, enhancing both efficiency and effectiveness in job-related tasks (Khan & Bhatti, 2023). Studies further indicate that JS influences both task-related and contextual performance, as content employees are more inclined to exceed formal job expectations, contributing to a supportive and dynamic workplace environment (Brown, 2023). Additionally, meta-

analytical findings suggest that JS is a key predictor of JP across diverse industries, underscoring the role of a positive work experience in driving organizational success (Wojtczuk-Turek, 2024). Although the precise nature of this relationship remains a subject of debate, substantial empirical evidence affirms that organizations fostering JS experience notable improvements in JP (Koster, 2011). Two hypotheses are build up as under:

H3a: Extrinsic JS is positively and significantly linked to JP

H3b: Intrinsic JS is positively and significantly linked to JP

Likewise, extensive research highlights the mediation between OC JS and JP, demonstrating that committed employees translate satisfaction into improved performance (May et al., 2002). Affective OC serves as the strongest mediator, as employees with high extrinsic and intrinsic JS exhibit greater motivation, engagement, and discretionary effort, leading to superior JP (Noesgaard & Jørgensen, 2024). Normative OC, rooted in a sense of obligation, also mediates this relationship, though its influence is less pronounced. Employees satisfied with extrinsic rewards often feel a moral duty to contribute productively, while intrinsic JS strengthens their sense of responsibility toward organizational goals (Razzaq et al., 2019). In contrast, continuance OC presents a complex mediation effect. While extrinsically satisfied employees may maintain performance out of necessity, intrinsic JS can mitigate potential disengagement, fostering moderate performance levels. Empirical findings consistently support the notion that OC strengthens the link between JS and JP, with affective commitment being the most influential, followed by normative and continuance OC. Organizations aiming to enhance JP should cultivate JS while fostering commitment to maximizing employees' contributions (Shahzad & Khan, 2023). Based on discussions hypotheses:

H4a: Affective OC mediates as a link amongst extrinsic JS and JP

H4b: Affective OC mediates as a link amongst intrinsic JS and JP

H4c: Normative OC mediates as a link amongst extrinsic JS

and JP

H4d: Normative OC mediates as a link amongst intrinsic JS and JP

H4e: Continuance OC mediates as a link amongst extrinsic JS and JP

H4f: Continuance OC mediates as a link amongst intrinsic JS and JP

Methodology

Study Approach, Sample, Instrumentation And Gathering Of Data

A quantitative survey using convenience sampling was conducted with a target sample of 335 librarians. A total of 380 structured questionnaires, based on validated instruments, were distributed online and in person. After data cleaning, 307 valid responses were retained for analysis, yielding an 86.47% response rate.

Data Analysis Approach

PLS-SEM Modeling scrutinised the data to simultaneously estimate the relationships among latent variables and accounting for measurement errors. It also helps maximize the explained variance of dependent variables, enhancing model interpretation (Ramayah et al., 2015, 2018). PLS-SEM analysis was conducted using SmartPLS version 3.0, following a two-step procedure. The first step involved evaluating the measurement model to ensure construct validity, including assessments of convergent and discriminant validity. Convergent validity was examined through item loadings, composite reliability (CR), and average variance extracted (AVE), indicating the degree to which indicators of a construct share a high proportion of variance. Discriminant validity, which ensures that each construct is distinct from others, was assessed using the Heterotrait-Monotrait (HTMT) ratio as recommended by Henseler et al. (2015). The second step involved assessing the structural model by analyzing standardized path coefficients (β), t-values, p-values, effect size (f^2), coefficient of determination (R^2), and predictive relevance (Q^2). Before evaluating the structural model, it is essential to assess the Variance Inflation Factor (VIF) scores to check for

potential collinearity issues. A VIF greater than 5 suggests a collinearity problem (Hair et al., 2011), although a more stringent threshold of 3.3 has been recommended by Diamantopoulos and Sigauw (2006). In the structural model evaluation, standardized beta (β) values closer to +1 indicate a strong positive relationship, while values near -1 reflect a strong negative relationship (Hair et al., 2017). A path is considered statistically significant if the t-value exceeds 1.645 (significance level = 10%), 1.96 (significance level = 5%), or 2.56 (significance level = 1%). The effect size (f^2), as described by Cohen (1988), assesses the relative impact of a predictor variable on the endogenous construct by measuring its contribution to the R^2 value of the dependent variable. Effect sizes (f^2) of 0.35, 0.15, and 0.02 are considered large, medium, and small, respectively (Cohen, 1988). The coefficient of determination (R^2) serves as an indicator of a model's predictive accuracy, reflecting the combined impact of exogenous variables on endogenous variables. According to Cohen (1988), R^2 values of 0.26, 0.13, and 0.02 correspond to substantial, moderate, and weak levels of predictive accuracy. Predictive relevance is assessed using Stone-Geisser's Q^2 , a method that evaluates the model's capacity to make accurate predictions. Q^2 values greater than zero indicate that the model possesses predictive relevance (Geisser, 1974; Stone, 1974).

Findings

Common Method Variance

Since this study employed a cross-sectional survey design, addressing common method variance (CMV) became imperative (Podsakoff et al., 2003). Both procedural and statistical remedies, as recommended by prior research, were implemented (Rodriguez-Ardura & Meseguer-Artola, 2020). The survey was accompanied by a cover letter and organized with appropriate headings and sections. Harman's single-factor test was conducted indicating that when all items were constrained to a single factor, the total variance explained was 39.2%, which is below the 50% threshold. This suggests that common method variance did not significantly affect the data.

Descriptive Features

As demonstrated in Table 1, out of 307 librarians, 64.5% are male and 35.5% female. Likewise, majority (49.2%) specified having a master's degree followed by MPhil/MS (41.7%) in LIS. Only a handful of respondents indicated to have a PhD (9.1%). Out of the four different types of libraries, the university library has the highest number of respondents (45.0%), followed by the college library (39.4%) and school library (8.5%). Between married and unmarried, the former outnumbered the latter with 70% and 30% respectively.

Table 1: Demographic Profile

Constructs	Category	<i>f</i>	%age
Gender	Male	198	64.5
	Female	109	35.5
Academic Qualification	Master	151	49.2
	MPhil/MS	128	41.7
	PhD	28	9.1
Type of Library	College Library	121	39.4
	University Library	138	45.0
	Training institute library	22	7.2
	School Library	26	8.5
Marital Status	Married	215	70.0
	Unmarried	92	30.0

Measurement Model

The convergent validity assessments are shown in Table 2. The loading for all items is well above the suggested value of 0.6 (Ramayah et al., 2018). The Composite Reliability (CR) values for all constructs exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency. Similarly, the Average Variance Extracted (AVE) for each construct surpassed the minimum criterion of 0.50, confirming adequate convergent validity (Hair et al., 2017). Henseler et al. (2015) proposed the Heterotrait-Monotrait ratio (HTMT) as a more robust measure for assessing discriminant validity. Following the thresholds of 0.85 (Kline, 2011) and 0.90 (Gold et al., 2001), the HTMT values reported in Table 3 remain below the critical limits, confirming the presence of discriminant validity.

Table 2: Compositive Reliability and Average Variance Extracted

Construct	Item Code	Loadings	Compostive Reliability (CR)	Average Variance Extracted (AVE)
Affective OC	AOC2	0.832	0.858	0.604
	AOC3	0.695		
	AOC5	0.727		
	AOC6	0.843		
Normative OC	NOC2	0.827	0.810	0.681
	NOC6	0.823		
Continuance OC	COC2	0.767	0.869	0.624
	COC3	0.834		
	COC4	0.813		
	COC5	0.744		
Extrinsic JS	EJS5	0.695	0.798	0.569
	EJS6	0.811		
	EJS7	0.752		
Intrinsic JS	IJS4	0.66	0.818	0.529
	IJS5	0.724		
	IJS6	0.761		
	IJS7	0.761		
JP	JP1	0.675	0.852	0.536
	JP2	0.675		
	JP3	0.801		
	JP4	0.759		
	JP5	0.713		

Table 3: Discriminant Validity Based On Heterotrait-Monotrait (Htmt)

Constructs	AOC	NOC	COC	Extrinsic JS	Intrinsic JS	JP
AOC						
NOC	0.597					
COC	0.547	0.270				
Extrinsic JS	0.399	0.250	0.184			
Intrinsic JS	0.443	0.225	0.263	0.737		
JP	0.448	0.284	0.238	0.623	0.515	

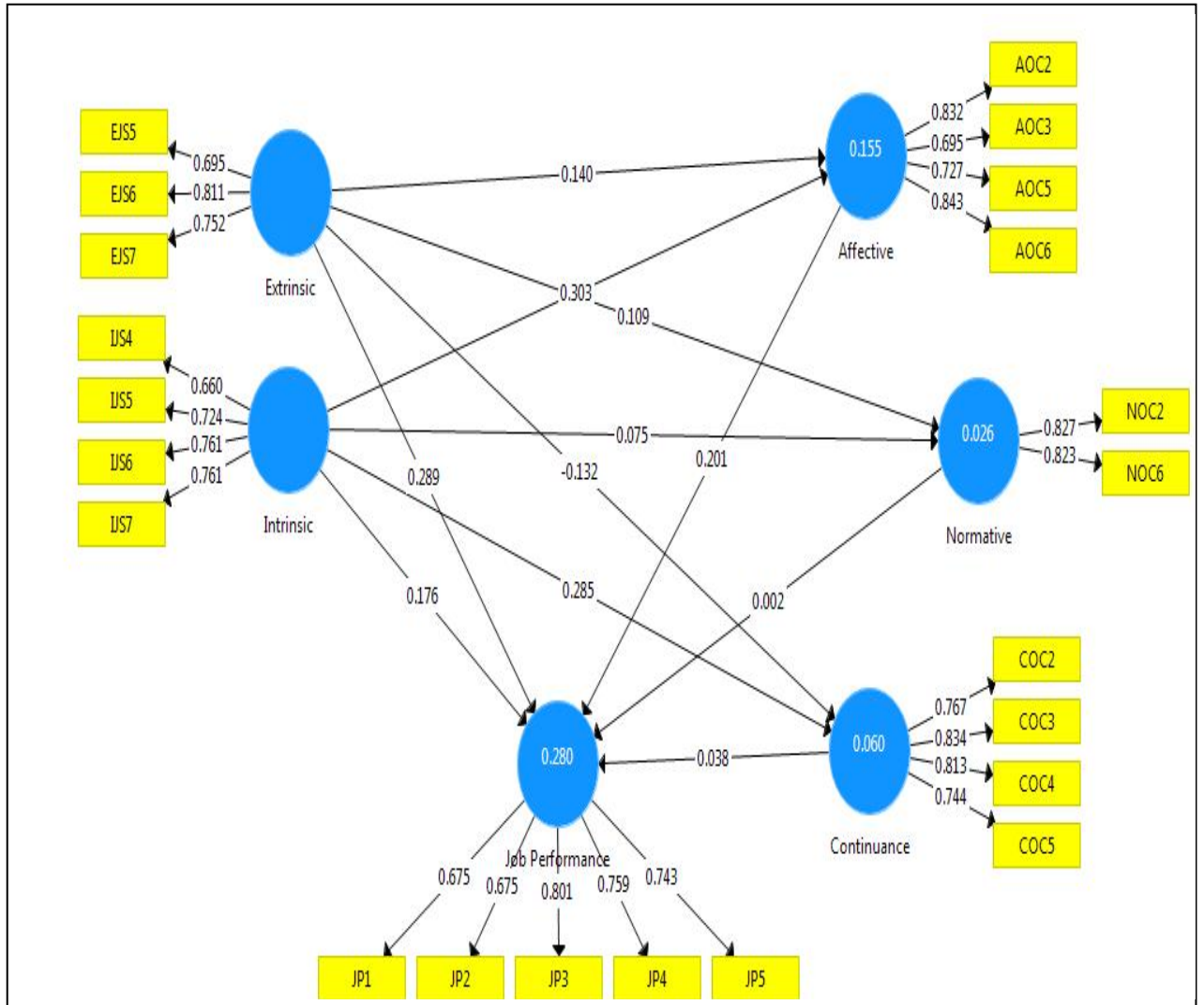


Figure 2: SmartPLS Output of Measurement Model Analysis

Structural Model

The analysis confirmed that all Variance Inflation Factor (VIF) values ranged between 1.0 and 3.2, remaining well below the threshold of 5.0, thus indicating the absence of multicollinearity among latent predictor variables (Hair et al., 2017). Structural path estimates demonstrated statistically significant relationships: Affective → JP ($\beta = 0.201$, $t = 2.825$, $p < 0.01$); Extrinsic JS → JP ($\beta = 0.289$, $t = 3.829$, $p < 0.01$); Intrinsic JS → JP ($\beta = 0.176$, $t = 2.306$, $p < 0.05$); Extrinsic Motivation → Affective Commitment ($\beta = 0.140$, $t = 1.965$, $p < 0.10$); Intrinsic Motivation → Affective

Commitment ($\beta = 0.303$, $t = 4.823$, $p < 0.01$); and Intrinsic Motivation \rightarrow Continuance Commitment ($\beta = 0.285$, $t = 4.390$, $p < 0.01$). These findings support the structural integrity of the model and the hypothesized relationships. The R^2 and Q^2 for job performance are 0.280 and 0.136 respectively, suggesting substantial predictive accuracy and relevance (Cohen, 1988). The R^2 and Q^2 for other endogenous constructs (i.e. affective, normative and continuance) also suggest the presence of predictive relevance but with a mixture of moderate and weak accuracy. With these results, H1a, H3a, H3b, H2a, and H2f are supported. The results on other paths associated with H1b, H1c, H2c, H2d and H2e are insignificant and hence these hypotheses are rejected.

Table 4: Path Coefficient, f^2 , R^2 , Q^2

Constructs	Std Beta	Std Error	t-value	F^2	R^2	Q^2	Results
Affective \rightarrow JP	0.201	0.07	2.825***	0.034	0.280	0.136	H1a: Supported
Normative \rightarrow JP	0.002	0.062	0.025	0.000			H1b: Not Supported
Continuance \rightarrow JP	0.038	0.074	0.519	0.002			H1c: Not Supported
Extrinsic \rightarrow JS	0.289	0.075	3.829***	0.081			H3a: Supported
Intrinsic \rightarrow JS	0.176	0.074	2.306**	0.029			H3b: Supported
Extrinsic \rightarrow Affective	0.140	0.069	1.965**	0.017	0.155	0.086	H2a: Supported
Intrinsic \rightarrow Affective	0.303	0.06	4.823***	0.08			H2b: Supported
Extrinsic \rightarrow Normative	0.109	0.077	1.384	0.009	0.026	0.015	H2c: Not Supported
Intrinsic \rightarrow Normative	0.075	0.081	0.944	0.004			H2d: Not Supported
Extrinsic \rightarrow Continuance	-	0.069	1.342	0.014	0.060	0.033	H2e: Not Supported
Intrinsic \rightarrow Continuance	0.285	0.065	4.390***	0.064			H2f: Supported

Note: * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

As emphasized by Ramayah et al. (2018), in models incorporating multiple mediators, it is methodologically appropriate to assess specific indirect effects rather than aggregate indirect effects. The bootstrapped mediation analysis identified a statistically significant indirect effect along the path Intrinsic JS → Affective OC → JP ($\beta = 0.061$, $t = 2.295$, $p < 0.05$), with a 95% bias-corrected confidence interval [LL = 0.014, UP = 0.119] that does not include zero, thereby confirming the presence of mediation (Preacher & Hayes, 2008). This result substantiates hypothesis H4b. Conversely, all other mediated paths yielded non-significant results, leading to the rejection of H4a, H4c, H4d, H4e, and H4f, as detailed in Table 5.

Table 5: Hypothesis Testing on Mediation

	Std. Beta	Std. Error	t-value	Confidence Interval (BC)		Results
				LL	UL	
Extrinsic → Affective → Performance → Job	0.028	0.017	1.663	0.071	0.003	H4a: Not Supported
Intrinsic → Affective → Performance → Job	0.061	0.027	2.295*	0.119	0.014	H4b: Supported
Extrinsic → Normative → Performance → Job	0	0	0.008	0.02	0.984	H4c: Not Supported
Intrinsic → Normative → Performance → Job	0	0	0.008	0.015	0.988	H4d: Not Supported
Extrinsic → Continuan → Performance → Job	-0.005	0.012	0.405	0.011	-0.043	H4e: Not Supported

Intrinsic → 0.011 0.022 0.499 0.057 0.011 H4f: Not
 Continuance → Job Supported
 Performance

Note: * $p < 0.05$, BC = Bias Corrected, LL = Lower Limit, UL = Upper Limit

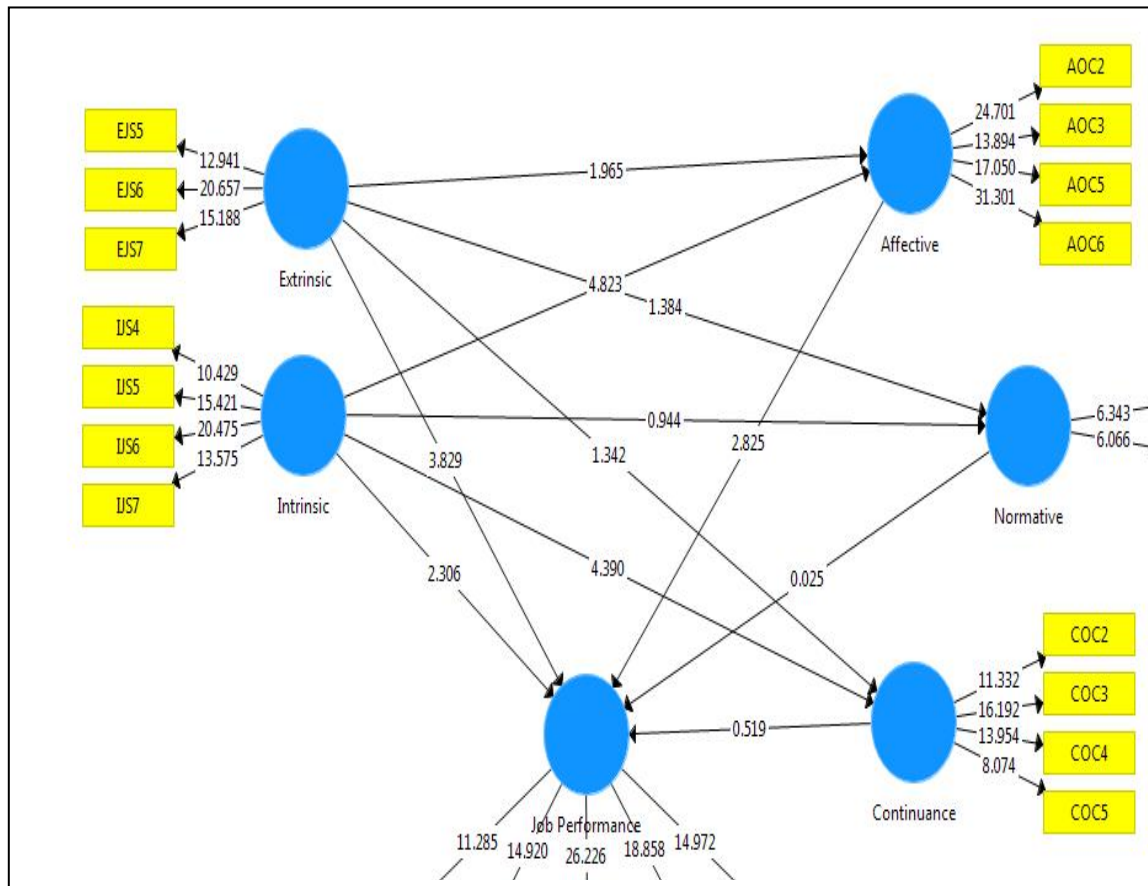


Figure 3: SmartPLS Output of Structural Model Analysis Discussion

This empirical study was undertaken to establish the interrelationship among the librarians' job satisfaction (*two indicators: intrinsic and extrinsic*), organizational commitment (*three indicators: affective, continuance and normative*) and job performance. Upon reviewing the relevant theories and models, an integrative conceptual framework for this research was designed that assisted in the formulation of seventeen hypothetical relationships (*eleven direct while six mediating*) among the study

constructs. The initial model underwent iterative refinement to enhance its alignment with the empirical data obtained in this study. Out of seventeen proposed hypotheses, only seven (H1a, H3a, H3b, H2a, H2b, H2f, and H4b) demonstrated statistically significant and positive relationships among the constructs within the context of librarians in Pakistan. The detailed analysis suggested that intrinsic and extrinsic JS, affective OC and JP have significant and positive relationship among librarians. The results support several studies in the past establishing that affective commitment and job satisfaction of workforce exhibit effective JP that further prompt toward the motivated employees and ensure service quality (Ogunbote and Unegbu, 2023; Olasina, 2022). It is deduced that emotionally attached librarians to the organizations may utilize their ample capabilities for the accomplishment of organizational goals. The results may be further explicated from the perspective of self-determination theory stating that intrinsic satisfaction nurtures co-opted objectives and performance upshots (Anasi, 2020). On the contrary, researchers such as Oyovwe Tinuoye (2016) have equally demonstrated that JS predicts JP moderated by OC, organizational factors and characteristics of leaders and cultural expectations. It means that performance may be low among the satisfied and committed workers if they lack required resources despite their autonomy at the workplace. With this in mind, organizational commitment operationally defined with three dimensions (AOC, NOC, and COC) was used as the moderating construct resulting in the formulation of six moderating hypotheses. Based on hypotheses testing results only one hypotheses is approved while the rest of five are no supported. This implies that affective commitment has not only impacted the performance directly but also moderated the association between the JS and JP significantly and positively. According to the Adio and Popoola (2010), staff with high AOC are more likely to internalize organizational goals, thereby amplifying the effect of intrinsic motivators on performance. Similarly, Yahaya and Ebrahim (2016) found

that among Pakistani academic staff, those with high AOC were more likely to convert satisfaction from intellectual and skill-based tasks into superior performance ratings. In library settings, Kaba, A. (2017) emphasized that emotional attachment to the organization reinforces self-driven behavior, thus enhancing the performance impact of intrinsic satisfaction. Thus, valued employees are emotionally committed, the satisfaction they derive from their tasks is more likely to manifest in proactive, goal-oriented behaviors. This synergy explains why the intrinsic job satisfaction and performance association becomes stronger at higher levels of affective organizational commitment. The positive results found in Pakistani context may be attributed to a collectivist work culture, where affective commitment and job satisfaction are reinforced by social belonging, peer support, and alignment with institutional values. Besides, Social Exchange Theory clarifies that workers reciprocate perceived organizational support with higher performance, a dynamic that is particularly relevant in library systems where relational equity and morale strongly shape work behavior.

Implications

The social implications of these findings suggest that fostering affective organizational commitment and intrinsic job satisfaction among librarians can significantly enhance their job performance, ultimately benefiting the communities they serve. In the context of Pakistani libraries, where resources are often limited and staff are expected to deliver a wide range of services, emotionally committed and intrinsically motivated librarians are more likely to go beyond routine duties to support users, promote information literacy, and contribute to a positive learning environment. This leads to improved user satisfaction, stronger academic support, and a more dynamic role of libraries in society. These findings advocate for a shift in library management practices toward creating supportive, value-driven workplaces that recognize librarians' contributions, encourage professional growth, and strengthen their emotional connection to the institution- all

of which are critical for sustaining effective, socially responsive library services.

Similarly, the practical implications accentuate the critical role of affective OC and JS- both intrinsic and extrinsic- in enhancing librarians' performance within the Pakistani academic and research context. These findings suggest that library administrators and institutional policymakers should adopt evidence-based human resource strategies that prioritize not only the structural aspects of job design and extrinsic rewards but also the cultivation of emotional attachment to the organization. Enhancing intrinsic satisfaction through intellectually meaningful tasks and autonomy, while concurrently reinforcing affective commitment through participatory leadership, recognition, and institutional support, can synergistically elevate job performance. This integrated approach to workforce development is essential for fostering a resilient, motivated, and high-functioning cadre of librarians capable of delivering user-centred, impactful library services in an evolving knowledge economy.

The methodological support is reflected the application of PLS-SEM that studied the complex interrelationships and moderation between job satisfaction, organizational commitment, and job performance, all within a single, cohesive model framework. This approach demonstrates the suitability of PLS-SEM for exploratory research in under-researched professional contexts like librarianship in developing countries.

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