

Investigating the Impact of Career Advancement, Performance Feedback and Employee Motivation on Employee Commitment: The Moderating Impact of Organizational Support

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Abstract

Employees committed to their organizations play a crucial role in achieving organizational goals and objectives. To enhance employee commitment, banks must identify factors that foster such commitment. The objective of this research was to examine the impact of career advancement, performance feedback, and professionalism on employee commitment, with employee motivation as a mediating variable. Additionally, the study investigated the moderating role of organizational support. The unit of analysis was employees, and the study employed a cross-sectional research design with a quantitative methodology. Data were collected using a questionnaire distributed among bank employees in Saudi Arabia, employing convenience sampling. A total of 243 valid responses were analysed using SPSS and Smart PLS. The findings indicated that career advancement, performance feedback, and professionalism positively and significantly influence employee motivation, which, in turn, significantly impacts employee commitment. The study confirmed the moderating effect of organizational support and validated the mediating role of employee motivation in the relationships between professionalism and employee commitment, and career advancement and employee commitment. This research addresses the gap in the

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literature regarding the moderating effect of organizational support and offers valuable insights for policymakers in the banking sector. The findings suggest that integrating career advancement, performance feedback, and professionalism into policies can effectively enhance employee commitment.

Keywords: Professionalism; Motivation; Organizational Support; Employee Commitment, Career Advancement.

Introduction

Employees are a critical asset for organizations in the service sector, particularly in banks, which must prioritize employee retention to enhance performance in both domestic and international markets (Kurdi & Alshurideh, 2020; Zanabazar, Uvgunkhuu, Jigjiddorj, & Yondon, 2024). Retaining employees can be achieved by fostering commitment, defined as the strength of the connection between the organization and its employees (Bhardwaj, Mishra, & Jain, 2021). Committed employees tend to develop a sense of attachment and emotional connection to the organization, often aligning their personal goals with those of the organization. Given the substantial resources invested in recruiting and selecting employees, it is essential for organizations to cultivate commitment to retain their workforce. However, developing employee commitment remains a significant challenge for many organizations, necessitating a focus on identifying factors that can effectively enhance employees' commitment levels (Gheitani, Imani, Seyyedamiri, & Foroudi, 2019).

Motivation plays a pivotal role in shaping the relationship between employees and employers (Layek & Koodamara, 2024). Managers employ various techniques to motivate employees, enhancing cooperation between the organization and its workforce. This cooperation helps fulfil employees' needs, such as respect, career development, and job security. Studies have shown that employee motivation significantly enhances productivity and performance (Chien, Mao, Nergui, & Chang, 2020). Motivating the organizational workforce to achieve goals effectively and efficiently is one of the most essential yet challenging tasks in organizational management (Vo, Tuliao, & Chen, 2022). In the absence of motivation and commitment, organizations often experience declines in productivity and profitability.

Employee professionalism is crucial for the efficient completion of assigned tasks, as it reflects the employee's ability to fulfil job requirements effectively. The concept of professionalism has garnered significant attention from practitioners, emphasizing the importance of expertise in optimizing time, energy, and knowledge. Professional conduct in the workplace is expected of all employees, as it significantly influences their individual performance (Sinambela, Mardikaningsih, Arifin, & Ayu, 2020). Employees demonstrating a high level of professionalism tend to complete their tasks with greater responsibility and commitment, ensuring that no assigned task is left unfinished (Purnamayanti & Indiani, 2020).

Establishing a feedback culture should be a primary objective for organizations (Faozen & Sandy, 2024). This involves encouraging managers to cultivate an environment where employees can provide feedback on their work and interactions with line managers through both formal and informal channels. Research indicates that effective feedback can enhance both employee and organizational performance (Nikolić, Perić, & Bovan, 2020). Some studies suggest that increased feedback positively impacts organizational outcomes, often referring to feedback as a valuable asset. The success of an organization largely relies on consistent feedback from employees, as it directly contributes to performance improvements. Providing employees with constructive feedback on their performance is crucial for enhancing their productivity (Faozen & Sandy, 2024; Halawi & Haydar, 2018).

In the contemporary business environment, organizational structures and management practices are continually evolving, leading to dynamic shifts in the relationship between organizations and their employees. Career growth is a critical factor influencing employees' choice of organization (Belete, 2018). When opportunities for career advancement are limited, employees may seek such opportunities elsewhere, potentially leading to turnover, which negatively impacts the organization (Purwanto, 2023). Employees require robust support from human resources to steer the organization in a positive direction. Organizational support significantly influences employee performance, as employees who feel supported are more likely to perceive their work as meaningful (Abdullahi et al., 2024). Thus, organizational support serves as a key strength that enhances both employee and organizational performance (Ridwan, Mulyani, & Ali, 2020).

In the context of the Saudi banking sector, increasing competition underscores the importance of retaining skilled employees, which in turn hinges on fostering employee commitment. This study aims to explore the factors that contribute to employee commitment in the banking sector, specifically examining the effects of employee motivation, organizational support, professionalism, and performance feedback on employee commitment.

Literature Review

Employee Motivation (EM) and Employee Commitment (EC)

Yousf and Khurshid (2024) describe EC as the emotional attachment of employees to their employers, encompassing their engagement and job satisfaction. Examining EC is crucial, as it is a fundamental determinant of organizational success. The literature defines EC as a psychological state that reflects the bond between the employee and the organization. Scholars argue that commitment extends beyond mere organizational loyalty, representing a deeper attachment that influences employee behaviour and dedication (Bytyqi, 2020). Motivation is a key driver of employee commitment and plays a critical role in achieving organizational goals. The literature defines motivation as the internal desires and needs that guide individuals toward goal attainment (Kwatsha, 2021). Motivation enables organizations to minimize effort and maximize output, enhancing overall performance. Employees with low motivation levels often demonstrate reduced focus on goal achievement, struggle to fulfil their responsibilities, may leave the organization, and occasionally engage in deceptive behaviours toward supervisors. Conversely, motivated employees exhibit high levels of loyalty, productivity, and innovation (Andika & Darmanto, 2020). Thus, enhancing motivation is essential for fostering employee commitment. Motivation increases employee enthusiasm, leading to numerous organizational benefits, including strengthened trust in the organization and improved employee performance. Organizations can leverage various HR strategies to enhance motivation levels among their workforce. As noted by Begashaw (2023), increased motivation significantly boosts employee commitment.

Organizations can employ various strategies to motivate employees, such as setting monthly, weekly, and daily goals. Extrinsic motivation factors, including cash bonuses, promotions, pay raises, and high salaries, also play a crucial role in enhancing employee motivation. Research indicates a significant impact of motivation on organizational commitment (Begashaw, 2023). Similar findings have been reported by Princy and Rebeka (2019) and Al-Madi, Assal, Shrafat, and Zeglat (2017), who identified a strong relationship between employee motivation and commitment. Andika and Darmanto (2020) also concluded that motivation is a critical factor influencing commitment. Therefore, we hypothesize that,

H1: Employee's motivation has a positive effect on Employees Commitment.

Professionalism and Employees Motivation

An employee is regarded as professional when they possess a reliable mental attitude, skills, and knowledge applicable across various professions and sectors (Yan, Kim, Jeong, & Yoon, 2022). Professionalism is not confined to a specific role or position; rather, it is a quality that can be exhibited by individuals in any field. Scholars define professionalism as the possession of specialized knowledge that is utilized to provide service or advice to others (Adams, Clegg, Eyal, Reed, & Saks, 2020). It reflects an employee's expertise and sense of responsibility in performing their duties. Professionalism entails offering services without prioritizing personal interests. Researchers identify several key elements that contribute to developing professionalism within individuals (Isma, Purwana, & Luddin, 2018).

Scholars have argued that an individual's professionalism should be grounded in both professional requirements and their expertise. Professional requirements can be met through experience and job training, while specialized knowledge and expertise often necessitate certifications to gain formal recognition (Effendi, Silaen, Usman, & Usman, 2021). Organizations tend to place significant trust in professional employees due to their seriousness, discipline, diligence, and responsibility in executing assigned tasks (McCluney, Durkee, Smith II, Robotham, & Lee, 2021). Employee professionalism is crucial for enhancing organizational image, fostering teamwork, and building trust among employees. It is a critical factor in achieving long-term organizational success (Sinambela et al., 2020). Employees exhibiting high levels of professionalism are likely to approach their tasks with greater responsibility and are less likely to leave work incomplete. Professionalism fosters an organizational culture characterized by excellence, integrity, and respect, thereby creating a supportive environment that encourages employees to fulfil their responsibilities effectively. Research by Asgaruddin (2023) demonstrated a positive impact of professionalism on work motivation, and Sumiati (2021) similarly found a correlation between professionalism and employee motivation. Consequently, it is hypothesized that,

H2: Employee professionalism has a positive effect on employee's motivation.

Previous research has indicated that employee professionalism fosters behaviours such as strong work ethics and reliability, contributing to the development of a positive work environment within organizations (Najm, Alhmeidiyeen, Abuyassin, & Al-Nasour, 2023). This positive environment enhances employees' motivation, as they feel more engaged and supported. Furthermore, when employees consistently exhibit professional behaviour (Sinambela et al., 2020), their motivation to perform increases, as professionalism nurtures a sense of responsibility. Conversely, employees who lack professional behaviour are less likely to experience motivation. EM serves as a critical link between professionalism and organizational commitment. Several studies have identified EM as a mediating factor. For instance, Guterresa, Armanu, and Rofiaty (2020) demonstrated the mediating role of EM between education and leadership style. Based on this, we hypothesize that,

H3: Employee's motivation mediates between employee professionalism and Employees Commitment.

Performance Feedback and Employees Motivation

Scholars define feedback as information regarding an individual's performance that is utilized to enhance that performance (London, 2014). Within organizational contexts, this type of feedback is often referred to as performance feedback. Literature characterizes performance feedback as the actions taken by one or more external agents to deliver performance-related information (Rubel, Kee, Daghriri, & Rimi, 2023). Research indicates that feedback within organizations is typically formal and

constitutes a crucial element of management practices. In many organizations, feedback is provided on an annual basis. Employee feedback is essential for improving their performance. Employee commitment is bolstered through performance feedback. When employees are satisfied with the feedback they receive, their motivation and commitment to the organization are likely to increase. Effective communication of each employee's contribution is essential, as it enhances their satisfaction and increases their presence within the organization (Syallow, 2019). Performance feedback thus serves to affirm employees' value to the organization. Additionally, regular feedback is instrumental in encouraging and motivating employees (Giamos, Doucet, & Léger, 2023).

Organizations allocate substantial resources to evaluate and motivate employee performance. This investment encourages employees to concentrate on their performance and work towards achieving goals effectively. Performance feedback is central to this process, acting as a catalyst for improvement by offering valuable insights into areas for development and strengths (Sahay & Kaur, 2021). Scholars emphasize that for feedback to be effective, it must be constructive, specific, and timely, thereby enhancing employee productivity and motivation. Recognizing employees' efforts through constructive feedback significantly contributes to their motivation (Giamos et al., 2023). Moreover, the study conducted by Marodin, Tortorella, Saurin, and Marcon (2023) highlights that employees enhance their self-esteem and motivation when provided with feedback from management. Additionally, Villeval (2020) asserts that feedback functions as a crucial control system within organizations, significantly impacting employee empowerment. Therefore, we hypothesise that,

H4: Performance feedback has a positive effect on Employees Motivation.

Scholars have noted that constructive feedback on employee performance significantly enhances motivation (Lee, Idris, & Tuckey, 2019). This is because feedback helps employees clarify expectations, identify areas for improvement, and acknowledge their achievements. Motivated employees view feedback as a positive opportunity to enhance their performance (Aliyyah et al., 2021). They use this feedback to align their actions with organizational objectives. Consequently, employees become more motivated and exhibit increased organizational commitment, perceiving greater support from the organization (Wika Harisa Putri & Setianan, 2019). Regular feedback fosters a sense of value and connection among employees. Thus, motivation plays a crucial role in translating organizational feedback into enhanced performance. The research by Fadillah and Ismail (2018) further explores the mediating role of employee motivation in the UAE context, suggesting that motivation can function as a mediator in this process. Thus, this study hypothesise that,

H5: Employees Motivation mediates between performance feedback and Employees Commitment.

Career Advancement (CA) and Employees Motivation

CA is a prevalent concept in management science literature, demonstrating a positive correlation with employee performance (Mofokeng & Shepherd Dhlwayo, 2022). Scholars define CA as the process of promoting individuals to higher professional or managerial positions within an organization (Jauhar & Lau, 2018). This process is crucial as it creates opportunities for career progression, aligning organizational needs with employees' career goals. CA serves as a significant motivational factor, positively influencing employee behavior and performance (Aktar & Pangil, 2018). When organizations implement career advancement (CA) opportunities, they tend to foster employee encouragement and reduce burnout (Atef, Raju, & Kassim, 2022). Employees without a clear career path exhibit lower engagement levels and a higher propensity to seek alternative employment. In contrast, employees who are offered CA opportunities by their employers often feel a sense of obligation and commitment (Aktar & Pangil, 2018). To address the long-term needs of the organization, a robust CA system must be implemented. CA not only enhances the organization's

ability to advance employees' careers and professional standing but also boosts employees' professional competitiveness (Liu, Shen, & Gao, 2020). By facilitating career progression, CA promotes both professional and personal growth, providing opportunities for higher compensation, increased responsibilities, and skill development. As a result, CA significantly enhances employee motivation (Thwin, Janarthanan, & Bhaumik, 2023). Career progression is a critical factor in employee motivation and has a direct impact on organizational commitment. Employees are more likely to be motivated when provided with a clear and structured career path (Abga & Bello, 2023). Motivated employees are inclined to exert greater effort in completing their tasks and achieving their goals. This finding is supported by Harris, Brown, and Pattie (2022), who reported a significant effect of career advancement on employee motivation. Thus, it is hypothesized that,

H6: Career Advancement has a significant effect on Employees Motivation.

Opportunities for CA foster employee motivation by presenting avenues that employees perceive as valuable and achievable. This enhanced motivation, in turn, bolsters their commitment to the organization, as employees become more focused on both personal and organizational growth (Iis, Wahyuddin, Thoyib, Ilham, & Sinta, 2022). However, if employees are not motivated, CA alone may not effectively cultivate organizational commitment, as employees may fail to recognize the potential of these opportunities. Therefore, motivation can act as a critical mediator between CA and EC, with CA leading to increased EC through the enhancement of motivation. Previous research has examined the mediating role of employee motivation, such as the study by Candradewi and Dewi (2019), which investigated the mediating role of motivation between compensation and performance. Thus, it is hypothesized that,

H7: Employees Motivation mediates between Career Advancement and Employees Commitment.

Organizational Support; as Moderator and Relationship with Employees Commitment

In the literature, organizational support is conceptualized as the extent to which employees perceive that their organization values their contributions and cares about their well-being. The performance of employees is significantly influenced by this support. Organizational support is defined as the degree to which employees believe that the organization is concerned with their welfare (Eisenberger, Rhoades Shanock, & Wen, 2020). This support reflects the nature of social interactions between employees and employers. Consequently, perceived organizational support is indicative of the organization's commitment to its employees. It plays a crucial role in enhancing employee motivation and organizational commitment (Elziny & Emam, 2021). Supportive organizations foster a sense of obligation among employees by assigning additional roles, which helps retain them within the organization (Suifan, Abdallah, & Al Janini, 2018).

Employees tend to feel more engaged when they receive support from their organization. A supportive organizational environment strengthens employees' commitment, fostering greater engagement and improving their performance. Research by (Astuty & Udin, 2020) highlights the positive impact of organizational support on organizational commitment, demonstrating that supportive climates encourage positive employee behaviour. Additionally, Malik and Noreen (2015) explored the moderating role of organizational support in their study, reinforcing its significance in shaping employee behaviour. Given this, organizational support is considered a moderating factor in this research. Therefore, we hypothesize that,

H8: Organizational support moderates the relationship between Employees motivation and Employees Commitment.

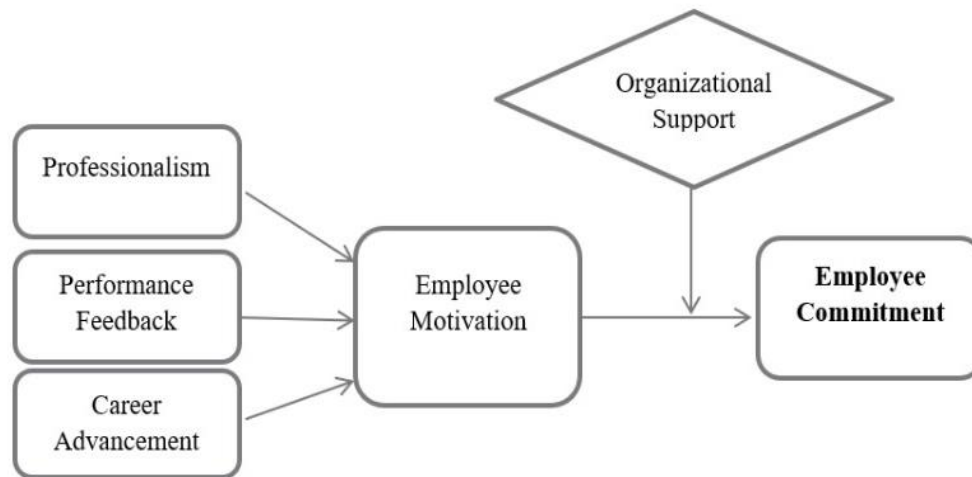


Figure 1: Theoretical Framework

Methodology

This study employed a quantitative research methodology aligned with its objectives, adopting a cross-sectional research design. The unit of analysis was the employees, and data were collected from employees of banks located in Saudi Arabia. The data were gathered using a questionnaire based on a 6-point Likert scale, where 1 represented "strongly disagree" and 6 represented "strongly agree." The questionnaire was developed through a literature review, with measurement items adapted from previous studies. Specifically, items measuring CA were adapted from [He, Gao, and Yan \(2020\)](#), commitment from [Wong, Wong, and Wong \(2015\)](#), EM from [Nguyen, Chau, and Huynh \(2023\)](#), organizational support from [Kusi, Zhao, and Sukamani \(2021\)](#), performance feedback from [Marodin et al. \(2023\)](#), and professionalism from [Kelley, Stanke, Rabi, Kuba, and Janke \(2011\)](#). The questionnaire was distributed via convenience sampling to 310 respondents, yielding 241 responses. After excluding 43 incomplete responses, 198 valid responses remained, resulting in a usable response rate of 63.87%. The collected data were analysed using two statistical tools: SPSS and Smart PLS 4.

Results and Analysis

The first section of the questionnaire comprised four demographic questions: gender, marital status, education level, and age of the respondents. The data indicated that over 87% of the respondents were male, while the remainder were female. Regarding marital status, 71.21% of respondents were married, and the rest identified as unmarried. In terms of educational qualifications, 47.21% of the employees held a Master's degree, 32.18% had a Bachelor's degree, and the remainder selected other options. Age distribution showed that 31.14% of employees were between 21 and 30 years old, 48% were between 31 and 40 years old, and the remaining respondents were over 41 years old.

The subsequent stage involved analysing the data using SmartPLS to evaluate the hypotheses. The analysis began with an assessment of the measurement model. Convergent validity was assessed by examining the factor loadings of the items, which should exceed 0.60 ([J. F. Hair, Gabriel, & Patel, 2014](#); [Bari, Karande, & Menezes, 2022](#)). Additionally, the Average Variance Extracted (AVE) was required to be greater than 0.50, as specified by ([Fornell & Larcker, 1981](#)). As indicated in Table 1, all factor loadings exceeded 0.60. Items with loadings below 0.50 were excluded from further analysis.

Table 1: Factor Loading

	CA	EC	EM	OS	Perf Feedback	Prof
CA1	0.835					
CA2	0.860					
CA3	0.819					
EM1		0.938				
EM2		0.814				
EM3		0.630				
EM4		0.934				
EM1			0.867			
EM2			0.850			
EM3			0.858			
EM4			0.656			
OS1				0.795		
OS2				0.835		
OS3				0.850		
OS4				0.836		
PERFF1					0.765	
PERFF2					0.883	
PERFF3					0.711	
PROF1						0.782
PROF2						0.873
PROF3						0.845
PROF6						0.873
PROF7						0.853

Note: CA= Career Advancement; EC= Employee Commitment; Perf feedback= Performance Feedback; Prof= Professionalism; EM= Employee Motivation; OS= Organizational Support

Furthermore, the AVE values presented in Table 2 also met the criterion of being greater than 0.50, thereby confirming that convergent validity was achieved. Additionally, the study assessed CR and Cronbach's alpha (α) to ensure the validity and reliability of the collected data. According to [J. Hair, Hollingsworth, Randolph, and Chong \(2017\)](#), acceptable thresholds for CR and Cronbach's alpha are values greater than 0.70. As shown in Table 2, both the composite reliability and α values exceed the recommended threshold of 0.70.

Table 2: Analysis of Reliability

	α	COMP REL	AVG Var. EXTR.
CA	0.788	0.876	0.703
EC	0.851	0.902	0.703
EM	0.826	0.885	0.660
OS	0.849	0.898	0.688
PERF FEEDBACK	0.706	0.831	0.624
PROF	0.900	0.926	0.715

Discriminant validity was further assessed using both the Fornell-Larcker and HTMT approaches. According to the [Fornell and Larcker \(1981\)](#), the square root of each AVE value, located along the diagonal of the matrix, must exceed the correlations between the constructs. Table 3 demonstrates that the diagonal values surpass the off-diagonal values, thereby satisfying the Fornell-Larcker criterion.

Table 3: Fornell and Larcker

	CA	EC	EM	OS	PERF FEEDBACK	PROF
CA	0.838					
EC	0.583	0.838				
EM	0.556	0.602	0.813			
OS	0.626	0.708	0.658	0.829		
PERF FEEDBACK	0.252	0.243	0.327	0.295	0.790	
PROF	0.608	0.640	0.666	0.641	0.338	0.846

In addition, the HTMT criterion, as proposed by [Gold, Malhotra, and Segars \(2001\)](#), was employed to evaluate discriminant validity. This criterion stipulates that HTMT values should be below 0.90 to confirm discriminant validity. As indicated in Table 4, all HTMT values are below the 0.90 threshold, confirming that discriminant validity is established.

Table 4: HTMT

	CA	EC	EM	OS	PERF FEEDBACK	PROF
CA						
EC	0.707					
EM	0.680	0.714				
OS	0.762	0.828	0.776			
PERF FEEDBACK	0.319	0.297	0.405	0.360		
PROF	0.721	0.724	0.755	0.735	0.403	

In the final stage of the measurement model analysis, the R-squared values were calculated to assess the impact of the independent variables on the dependent variable. As presented in Table 5, the R-squared values indicate that the independent variables account for 48.9% of the variance in EM and 55.2% of the variance in EC.

Table 5: R Square

	R Square
EC	0.552
EM	0.489

Following the successful completion of the measurement model, the research proceeded to evaluate the structural model. To assess the structural model, bootstrapping was employed with 5,000 subsamples, in accordance with the recommendations of [\(J. Hair, Joe F, Sarstedt, Matthews, & Ringle, 2016\)](#). The results of the direct, mediating, and moderating effects are presented in Tables 6 and 7.

As indicated by the statistical findings presented in Table 6, CA has a significant effect on EM, confirming the hypothesis with $\beta = 0.232$ and $t = 3.343$. Similarly, EM positively influences EC, supporting the proposed hypothesis with $\beta = 0.304$ and $t = 4.811$. Performance feedback also demonstrates a significant positive impact on EM, validating the hypothesis with $\beta = 0.102$ and $t = 1.720$. Additionally, PROF has a significant effect on EM, with the hypothesis being accepted at $\beta = 0.491$ and $t = 7.010$. Moreover, the proposed moderating hypothesis is supported, with $\beta = 0.122$ and $t = 1.842$. Finally, the proposed mediating hypotheses are also confirmed.

Table 6: Findings of Direct and Moderations

	β	σ	T ST	P ST	Conclusion
CA -> EM	0.232	0.069	3.343	0.000	Accepted
EM -> EC	0.304	0.063	4.811	0.000	Accepted
PERF FEEDBACK -> EM	0.102	0.060	1.720	0.043	Accepted
PROF -> EM	0.491	0.070	7.010	0.000	Accepted
OS x EM -> EC	0.122	0.066	1.842	0.033	Accepted

Table 7: Mediating Results

	β	σ	T ST	P ST	Conclusion
PERF FEEDBACK -> EM -> EC	0.031	0.019	1.604	0.054	Not Accepted
PROF -> EM -> EC	0.149	0.040	3.738	0.000	Accepted
CA -> EM -> EC	0.070	0.027	2.606	0.005	Accepted

Discussion

The banking sector plays a pivotal role in the economy, as both financial growth and trade rely heavily on its stability. The sector's growth, in turn, is largely dependent on the retention of employees within banking organizations. Employee retention affects organizational costs in both the short and long term, and also contributes significantly to profitability. This study, therefore, aimed to assess the influence of EM, organizational support, professionalism, and performance feedback on EC through the mediating role of EM. Additionally, the study examined the moderating effect of organizational support. The findings indicate that EM significantly affects EC, aligning with the results of [Princy and Rebeka \(2019\)](#). Several factors may explain these results. For instance, the respondents in this study may exhibit higher levels of motivation compared to their colleagues, working harder to achieve organizational goals. This increased motivation might be driven by their enjoyment of the work environment, where time seems to pass quickly during their workday. These employees often arrive early and stay late to complete tasks, contributing to their overall job satisfaction. As a result, employees in the banking sector report a high level of career satisfaction. They not only enjoy collaborating with colleagues but also take ownership of organizational challenges, actively working to solve problems. This sense of ownership and commitment to the organization makes it difficult for these employees to adjust to other workplaces.

The study's findings indicate that employee professionalism significantly impacts EM. This effect may be attributed to the maintenance of professional integrity among employees, who contribute positively to organizational learning. Employees demonstrate respect for diverse socio-economic backgrounds, disabilities, ages, religions, genders, and races. They address conflicts in a professional manner, utilize appropriate professional language, and uphold the dignity of all stakeholders. Additionally, employees adhere to professional dress codes and exhibit a general respect for colleagues within the workplace. These observations align with similar findings reported by ([Suifan et al., 2018](#); [Sawasdee et al., 2023](#)). The study's findings also indicate that performance feedback has a significantly positive impact on EM. Feedback is essential for employees to understand their performance and serves as an effective tool for enhancing it. Regular performance feedback allows employees to identify areas for improvement, which contributes to their personal development and helps retain them within the organization. Employees who receive consistent feedback are more likely to seek ways to improve and address any performance gaps. Over time, these gaps can be minimized. In this study, employees reported feeling motivated because they received regular feedback from their employers and managers. The managers played a crucial role in helping them identify and correct mistakes. Respondents noted that their managers provided feedback in comparison to what was expected of them, and this information was delivered in a timely manner. Moreover, the feedback was perceived as meaningful and relevant to their work, and it was communicated in a clear and understandable way. These findings align with the results of [Villevall \(2020\)](#) study, which similarly highlighted the importance of performance feedback in employee motivation.

Additionally, CA emerges as a significant predictor of EM. This finding corroborates the results reported by ([Abga & Bello, 2023](#); [Serrano, 2023](#)). Employees are often drawn to an organization by the prospect of CA, as opportunities for growth and advancement are primary motivators. When employees perceive potential for promotion and career development within their current organization, they are less likely to seek opportunities elsewhere. The study respondents expressed

confidence in their likelihood of future promotions and the availability of advancement opportunities, which are crucial for their career progression. Furthermore, the progression towards these promotions is deemed satisfactory by the employees, leading to enhanced motivation and commitment to the organization. The findings also indicate that organizational support moderates the relationship between EM and commitment. Specifically, the presence of organizational support strengthens the link between motivation and commitment. The personal and professional growth of employees largely depends on the support they receive from supervisors and colleagues. Employees who experience support from their colleagues tend to demonstrate greater commitment to their employer. This relationship is reinforced when employees perceive that management genuinely cares about their performance. For example, employees reported that their successes are celebrated and recognized by the organization, and that the necessary information and assistance for completing assigned tasks is provided by management. Moreover, respondents noted that the work schedule offered by management is flexible, allowing them to organize their time according to their goals and commitments. Employees are also given the autonomy to make decisions regarding their tasks, as management is primarily focused on results. This sense of empowerment further enhances their commitment. These findings are consistent with those of [Malik and Noreen \(2015\)](#), who also identified the moderating role of organizational support in their study. Additionally, the mediating role of EM was confirmed along two paths: between professionalism and EC, and between CA and EC. This suggests that professionalism fosters motivation, which in turn leads to increased commitment to the organization. Similarly, career advancement influences motivation, which positively impacts commitment.

Limitations and Future Directions

As with many empirical studies, there are limitations in the present research that warrant discussion. This section highlights these limitations and offers recommendations for future research. First, the study focuses on the antecedents of EM and commitment, but it does not address employee loyalty, which is a logical progression from EM and commitment. Organizational focus should extend beyond short-term outcomes to prioritize long-term employee retention, as loyal employees contribute significantly to organizational profitability. Thus, future research should consider expanding the model to include employee loyalty and engagement as key variables. Secondly, this study explored the moderating role of organizational support on the relationship between EM and commitment. Two recommendations arise from this: first, future studies should investigate the moderating effect of organizational support on the initial path of the model, specifically between the independent variables and the mediator. Second, an interesting avenue for future research would be to examine the moderating role of AI-based tools within the model, as these technologies are increasingly relevant in shaping employee motivation and commitment. Furthermore, the R^2 value of this study is 55.2% for EC, indicating that the IVs proposed in the study account for 55% of the variance in EC. To enhance this explanatory power, future research is encouraged to incorporate additional IVs related to HR policies. Additionally, this study's data were collected from bank employees in KSA. Future studies could apply the same model to other Asian contexts to broaden the applicability of the findings. Lastly, this study employed convenience sampling to select respondents. For more systematic sampling, future research may consider using cluster sampling techniques.

Theoretical and Practical Implications

This section outlines the practical and theoretical implications of the research. Theoretically, the study fills a gap in the limited research on factors influencing EC in Saudi banks, particularly the moderating role of organizational support between EM and commitment. It also contributes by analysing antecedents of EC, positioning EC as the dependent variable rather than a mediator or moderator, as commonly seen in prior studies. Practically, the research highlights the importance of

organizational support for improving employee commitment in the banking sector, emphasizing the role of performance feedback in motivating employees. It also stresses the significance of CA for employees, providing valuable insights for policymakers in Saudi banks. These findings can serve as a foundation for future research.

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Table: Details of Items of Variables

S.N	Variables	Item	Reference
1	Professionalism	<p>Maintaining honesty and integrity in academic and professional contexts</p> <p>Contributing to an atmosphere conducive to learning</p> <p>Respecting the diversity of race, gender, religion, age, disability or socioeconomic status</p> <p>Resolving conflicts in a manner that respects the dignity of every person involved</p> <p>Using professional language and being mindful of the environment</p> <p>Protecting stakeholders confidentiality</p> <p>Dressing in a professional manner</p> <p>Being respectful of colleagues.</p>	(Kelley et al., 2011)
2	Career Advancement	<p>I believe that I am more likely to be promoted to a higher position in near future.</p> <p>I think that I have the opportunity to move up to a higher position in near future.</p> <p>I feel that my progress toward promotion is satisfactory.</p>	(He et al., 2020)
3	Performance Feedback	<p>Information on my individual performance vs performance target is presented to me in a timely manner.</p> <p>Information on my individual performance vs performance target has a meaningful impact on how I work.</p> <p>The feedback that is given to me is easy to understand.</p>	(Marodin et al., 2023)
4	Employee Motivation	<p>I work harder than my colleague with the same job.</p> <p>When I work I feel the time flies so quickly.</p> <p>I am willing to come to the office early and go back late to complete the work.</p> <p>I commit to complete the work even in the difficult situation.</p>	(Nguyen et al., 2023)
5	Employee Commitment	<p>I would be very happy to spend the rest of my career with this organization.</p> <p>I enjoy discussing my organization with people outside it.</p> <p>I really feel as if this organization's problems are my own.</p> <p>I think that I would have difficulty in becoming as attached to another organization as I am to this one (reverse coded).</p> <p>I feel like "part of the family" at my organization</p>	(Wong et al., 2015)
6	Organizational Support	<p>My success and innovation are recognized and celebrated.</p> <p>Have the information I need to do my job effectively.</p> <p>Have flexibility in my work schedule to meet both my business objectives and my commitments.</p> <p>I'm empowered to make necessary decisions when management is absent.</p>	(Kusi et al., 2021)