



RESEARCH PAPER

**Work Motivation and Organizational Commitment in Retail Market:
Moderating Role of Personality Traits**

¹Saba Fayaz, ²Dr . Nasreen Akhtar and ³Dr. Muhammad waqas Butt*

1. Lecturer, Department of Psychology University of central Punjab Lahore, Punjab, Pakistan
2. Assistant professor. Department of psychology, Government college university Lahore, Punjab, Pakistan
3. Head of investigation and research 365 news and web editor Daily times Lahore, Punjab, Pakistan

***Corresponding Author:** Dr.muhammadwaqasbutt@gmail.com

ABSTRACT

Retail is a thriving economic sector that boosts industry and organization development, economic stability, and success. Retail has become Pakistan's main economic asset. Pakistani industry shunned retail a few years ago. Retailers face obstacles, problems, and fierce rivalry. Any firm or industry succeeds due to its employees' motivation, involvement, loyalty, honesty, hard work, and performance. A correlational research design has been used to examine the moderating relationship among the variables. A cross-sectional survey methodology was used to obtain data from participants using questionnaires. The sample included N = 212 persons from the retail industry, including male and female employees aged 20 to 60 years. The purposive sampling method was used because it is suitable for research with specific objectives related to the population. Organizational commitment, recognized regulation, and external regulation were strongly correlated with extraversion. Agreement was strongly correlated with commitment, internal, integrated, recognizable, introjected, and external regulation. Awareness was linked to commitment, internal, integrated, recognizable, introjected, and external regulation. Neuroticism correlated strongly with regulation discovery. Openness influenced internal, integrated, acknowledged, introjected, and external regulation. Internal regulation, integrated, identified, introjected, external regulation, and amotivation were strongly correlated with commitment. Extroversion, agreeableness, conscientiousness, and openness strongly interact to affect job motivation. The findings revealed significant mean differences in agreeableness, conscientiousness, neuroticism, openness, commitment, and work motivation across various age groups. Research has shown that work motivation positively correlates with organizational commitment.

KEYWORDS Work Motivation, Organizational Commitment, Openness, Extraversion, Agreeableness, Retail Market Pakistan

Introduction

Researchers concur that comprehending emotional elements and their interactions, such as mental strain and emotional fatigue, is crucial for employee well-being, hence fostering organizational commitment and enhancing service quality. Retail is a thriving economic sector. The retail market boosts industry and organization development, economic stability, and success. Retail has become Pakistan's main economic asset. Pakistani industry shunned retail a few years ago. Retailers face obstacles, problems, and fierce rivalry. Any firm or industry succeeds due to its employees' motivation, involvement, loyalty, honesty, hard work, and performance. Many studies in social and organizational behaviour have determined that emotional labour may contribute to occupational stress and burnout, resulting in work disillusionment and other career-related issues (Doan et al., 2021; Lee et al., 2020).

Externally motivated workers are less committed than intrinsically motivated individuals, who want to stay in their retaining company. Better performance is guaranteed

for committed and motivated workers. job performance is strongly influenced by organizational commitment and job motivation. Employee motivation has the greatest impact on the company. Employee motivation affects organization performance and job efficiency. Personality is an organized and vivid collection of an individual's distinctive behavior, emotions, and thoughts in diverse situations. Big Five component temperament inventory model describes personalities in five dimensions. These are neuroticism, awareness, openness, extraversion, and agreeableness. These variables may affect emotional stability and stress management. Personality characteristics assist detect personality elements (Kim & Park, 2023).

. Investigative tasks informed by expectancy-valence theory, self-regulation and goal-setting frameworks, social exchange and justice theories, and self-perspective have advanced organizational and regulatory procedures in order to foster positive employee behaviors (e.g., worker commitment) and improve work performance (e.g., individual and collaborative efforts) (Wahab & Blackman, 2023).

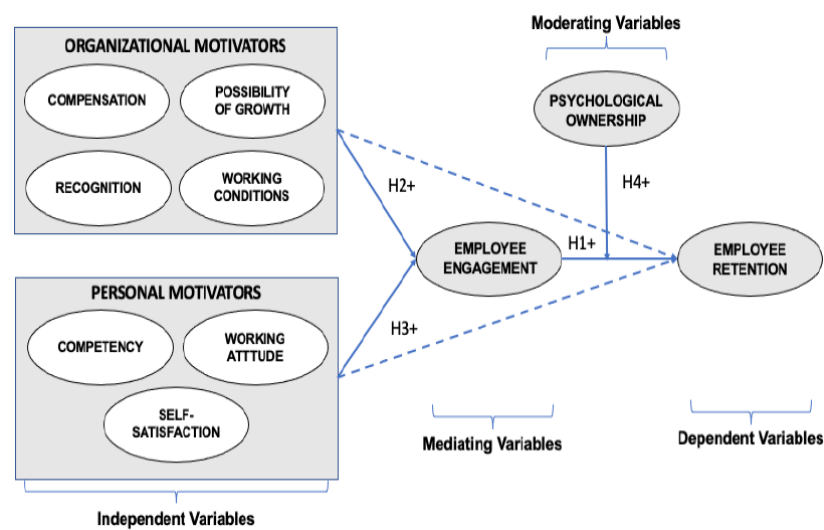


Fig. 1: Conceptual Model - Organisational and Personal Motivators (Nguyen et al., 2022)

Self Determination Theory (STD) emphasizes motivation, or "way of conduct." The core idea is that "people are dynamic; growth arranged individuals who are usually disposed toward synchronization of their mental components into a gathered together sensation of self and integration of self into bigger social formations". Mental growth and diverse preferences are natural, but social and ecological contexts may support or hinder self-determination. SDT usually applies to interesting, challenging, or stylish workouts. Unexperienced exercises, like labor, are impractical unless there is an external aim (Grenier et al., 2024; Rigby & Ryan, 2018).

This research examines personality qualities (agreeableness, openness, conscientiousness, extraversion, and neuroticism) as moderators, with work motivation as the independent variable and organizational commitment as the dependent variable. The following text presents the conceptual framework for motivation at work and organizational commitment, together with the proposed moderation model for personality

variables.

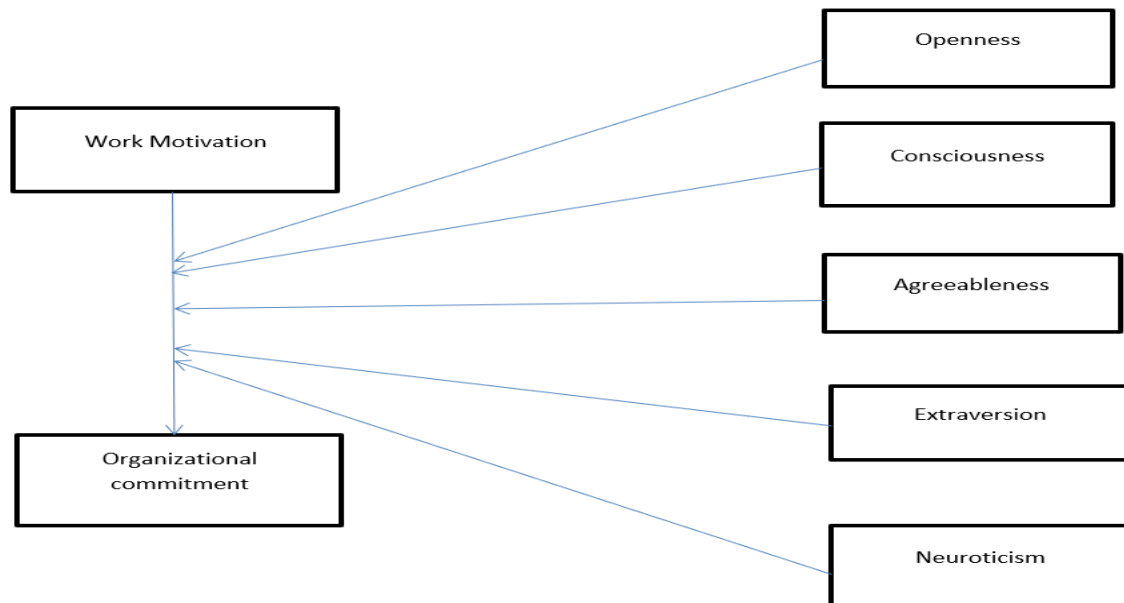


Fig. 2: Personality Traits as Moderator between Work Motivation and Organizational Commitment

The role of organizational commitment, job motivation, and personality types is examined globally. Besides these studies, no Pakistani organizational research has examined these variables in moderation. Thus, this study sought to fill the vacuum by investigating how personality characteristics (Big five variables) moderate job motivation and organizational commitment. The literature showed a strong correlation between job inspiration and organizational commitment and big five qualities and organizational commitment. Hypothesis: moderation model based on correlations. For instance, extraversion boosts job motivation, which may boost organizational commitment. Moderation either increases or decreases motivation for work and organizational commitment.

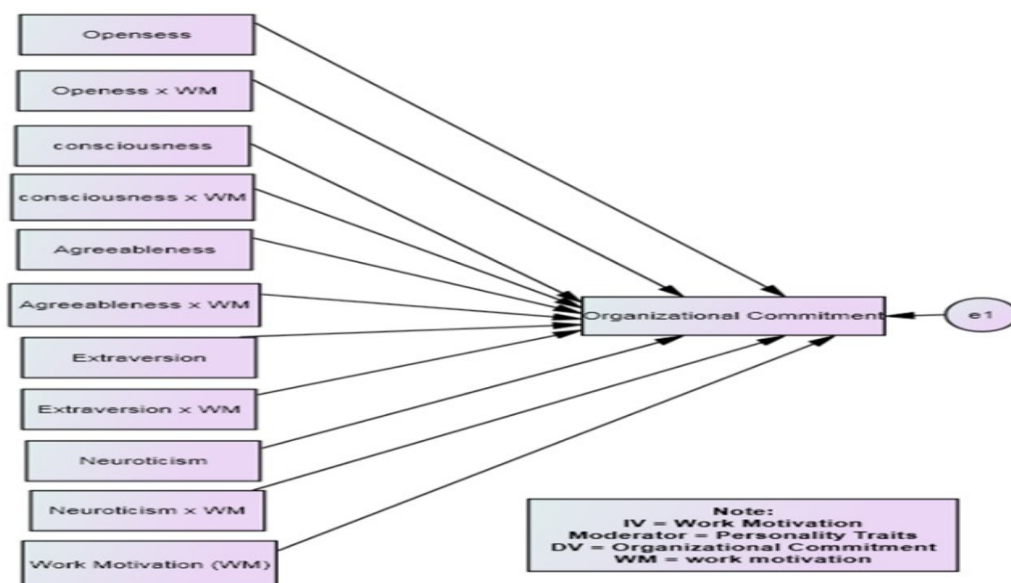


Fig. 3: Moderation encourages personality attributes, job drive, and organizational commitment.

Literature Review

Motivation is the intrinsic drive that drives individuals toward achieving goals and overcoming challenges. Intrinsic and extrinsic motivation significantly influence employees' skills, productivity, and loyalty (Yang et al., 2022). Organizational commitment reflects an employee's emotional attachment and alignment with organizational goals, directly impacting work efficiency and job performance (Chaudhary et al., 2025; Guo et al., 2024).

The Big Five Personality Model (neuroticism, conscientiousness, extraversion, agreeableness, and openness) captures individual differences in behavior and emotional regulation. These traits influence stress management, resilience, and motivation in organizational contexts (Kim & Park, 2023). Research indicates that intrinsically motivated individuals are more committed than those driven by external rewards. Personality characteristics help predict workplace adaptability and satisfaction.

This study is informed by Self-Determination Theory (SDT) and expectancy-valence theory, which emphasize the interplay of intrinsic motivation, personality, and organizational outcomes. Prior findings suggest mixed results regarding the impact of personality traits on work motivation, highlighting a gap in research for the Pakistani retail sector (Wang et al., 2024; Wahab & Blackman, 2023).

It is defined as the level of commitment that employee relates to the norms and values of organization .employees feel interconnected with leaving and perception of risk and cost linked with leaving the current organization is measureable. In addition, Meyer and Allen (1991) defined that this factor is mainly concerned with why employee want to remain in the organization. Here the difference between affective and continuance commitment could be noticed. It is also considered as operant attachment to the organization, and particularly this commitment focus on economic benefits evaluation (Beck & Wilson, 2000).

Material and Methods

This study aims to investigate the moderating role of personality factors in the link between job motivation and organizational commitment. A correlation study design has been used to investigate the moderating connection among the factors. A cross-sectional survey approach was used to gather data from participants, using questionnaires for data collection. The sample included N = 212 individuals from the retail sector, including male and female workers aged 20 to 60 years. The purposive sample approach was used due to its appropriateness for research with particular aims pertaining to the population. The inclusion criteria were: (a) valid permission from participants, (b) an age range of 20 to 60 years, representing various age groups, and (c) those with at least a matriculation level of literacy. Exclusion criteria included those under 20 years of age, over 60 years of age, and those with less than 1 year of experience.

Table 1
Demographic Characteristics of the Participants (N = 212)

Variable	f (%)	M(SD)
Gender		
Men	194(91.5)	
Women	18(8.5)	
Age		1.6 (.87)
20-30	114(53.8)	
21-40	72(34.0)	
41-50	12(5.7)	
51-60	14(6.6)	
Marital Status		
Single	94(44.3)	
Married	99(46.7)	
Divorced	6(2.8)	
Widow	13(6.1)	
Total service		2.2(1.15)

1-5 years	62(29.2)
6-10 years	83(39.2)
11-15 years	41(19.3)
16-20 years	19(9.0)
21-25 years	1(.5)
26-30 years	6(2.8)

Instruments

Big Five Inventory

This scale was created by John and Srivastava (1999). There are 44 questions on this 5-point scale (Disagree strongly = 1 to Agree Strongly = 5). It comprises five subscales: (a) extraversion (1, 6R, 11, 16, 21R, 26, 31R, 36) and (b) agreeableness (2, 7, 12R, 17, 22, 27R, 32, 37R, 42). (c) transparency (10, 15, 20, 25, 30, 35R, 40, 41R, 44) (d) awareness and neuroticism (items 3, 8, 13, 18, 23, 28, 33, 38, 43R). This scale's scoring is simple: calculate each sub-scale after reverse scoring.

Organizational Commitment Survey

The Mowday et al. (1979) organizational commitment questionnaire was used in this study. 15 items on the work commitment scale are rated from 1 to 7 (strongly disagree = 1 to strongly agree = 7). Low score indicates low commitment (use mean and standard deviation as cut-off). The scale authors suggested reversing item scores 3, 7, 9, 11, 12, and 15 before calculating total scores.

Intrinsic and Extrinsic Work Motivation Scale

Tremblay et al. (2009) employed the 18-item Work motivation measure with a 7-point rating scale. Easy scoring: combine all subscales to get work motivation scores. It contains intrinsic (item 4, 8, 15) and extrinsic work motivation subscales. Introjected, identified, integrated, and external regulation characterize extrinsic motivation.

Before participant data collection, author approval for scale was obtained. No force was used to acquire data, and participants may leave the research. No psychological or bodily damage was done to participants during data collection. Important data investigation was limited to research purposes to maintain data confidentiality. A GCU Lahore psychology department authorization letter was requested. Organizational managers gave approval before approaching participants. Samples came from retail. Participants received thorough instructions from the researcher. Anonymity and confidentiality of participant data were guaranteed. Post-administration forms were gathered from subjects. Other organizations followed the same technique. Results were presented using descriptive and inferential statistics. Pearson correlation showed the association between personality, job motivation, and organizational commitment and analysis was done with SPSS 21.

Results and Discussion

The results demonstrated a substantial correlation between extraversion and commitment ($r = .17, p < .05$), identifiable regulation ($r = .15, p < .05$), and external regulation ($r = .17, p < .05$). Agreeableness had a substantial correlation with commitment ($r = .40, p < .01$), internal regulation ($r = .51, p < .01$), integrated regulation ($r = .40, p < .05$), identified regulation ($r = .48, p < .01$), introjected regulation ($r = .49, p < .01$), and external regulation ($r = .52, p < .01$). Consciousness exhibited substantial correlations with commitment ($r = .41, p < .01$), internal regulation ($r = .32, p < .01$), integrated regulation ($r = .29, p < .01$), identifiable regulation ($r = .36, p < .01$), introjected regulation ($r = .36, p < .01$), and external regulation ($r = .46, p < .01$). Neuroticism had a substantial correlation with identified regulation ($r = .20, p < .01$). Openness had a substantial correlation with internal

motivation ($r = .35, p < .01$), integrated regulation ($r = .24, p < .01$), identifiable regulation ($r = .43, p < .01$), introjected regulation ($r = .31, p < .01$), and external regulation ($r = .36, p < .01$). Commitment exhibited a substantial correlation with internal motivation ($r = .55, p < .01$), integrated regulation ($r = .63, p < .01$), identified regulation ($r = .63, p < .01$), introjected regulation ($r = .59, p < .01$), external regulation ($r = .45, p < .01$), and a-motivation ($r = -.18, p < .01$). The results demonstrate a non-significant relationship between extroversion and internal motivation ($r = .13, p = ns$), integrated regulation ($r = -.03, p = ns$), introjected regulation ($r = .11, p = ns$), and a-motivation ($r = .12, p = ns$). Agreeableness is not significantly correlated with a-motivation ($r = -.07, p = ns$). The relationship between consciousness and a-motivation is negligible ($r = -.02, p = \text{not significant}$).

Table 2
Inter-correlation among the Personality Traits, Commitment and Work Motivation

Variable	1	2	3	4	5	6	7	8	9	10	11	12
1.EXT		.46**	.66**	.31**	.50**	.17*	.13	-.03	.15*	.11	.29**	.12
2.AGR		-	.75**	.14*	.60**	.40**	.51**	.40**	.48**	.49**	.52**	-.07
3.CON			-	.24**	.55**	.41**	.32**	.29**	.36**	.36**	.46**	-.02
4.NEU				-	.52**	.04	.02	.03	.20**	-.01	.07	-.04
5.OPE					-	.12	.35**	.24**	.43**	.31**	.36**	-.07
6.OC						-	.55**	.63**	.63**	.59**	.45**	-.18**
7.INTER M							-	.74**	.76**	.71**	.46**	-.15*
8.INTEG R								-	.78**	.65**	.52**	-.24**
9.IDEN R									-	.67**	.61**	-.12
10.INTROJ R										-	.54**	-.18*
11.EXTER R											-	-.02
12.A-MOTIV												-
M	28.03	33.45	33.01	22.10	34.66	71.89	16.68	14.81	15.62	16.46	16.06	7.67
SD	4.77	5.39	4.69	3.51	5.42	12.21	3.62	3.80	3.88	3.67	3.32	4.13

** $p < .01$, * $p < .05$.

Neuroticism is non-significant with respect to internal motivation ($r = .02, p = ns$), integrated motivation ($r = .03, p = ns$), introjected motivation ($r = -.01, p = ns$), external motivation ($r = .07, p = ns$), and a-motivation ($r = -.04, p = ns$). Openness is not significantly correlated with a-motivation ($r = -.07, p = ns$).

Table 3
Psychometric Properties of the Big Five, Commitment and Work Motivation Scale

Scale	k	M(SD)	A
Personality Traits			
EXT	8	28.03(4.77)	.64
AGR	9	33.45(5.39)	.72
CONS	9	33.01(4.69)	.66
NEU	8	22.10(3.51)	.40
OPE	10	34.66(5.42)	.69
OC	15	71.89(12.21)	.80
WM			
INTER M	3	16.68(3.62)	.74
INTEG R	3	14.81(3.80)	.72
INTROJ R	3	15.62(3.88)	.74
IDENT R	3	16.46(3.67)	.73
EXTER R	3	16.06(3.32)	.57
A-MOTIV	3	7.67(4.13)	.88

EXT= extroversion, AGR= Agreeableness, CONS = consciousness, NEU = neuroticism, OPE = openness, OC = organizational commitment, WM= work motivation, INTER M = internal motivation, INTEG R = integrated regulation, INTROJ R = introjection regulation, IDENT R = identified regulation, EXTER R = external regulation, A-MOTIV = a-motivation.

Shows psychometric properties of big five inventory, organizational commitment and work motivation.

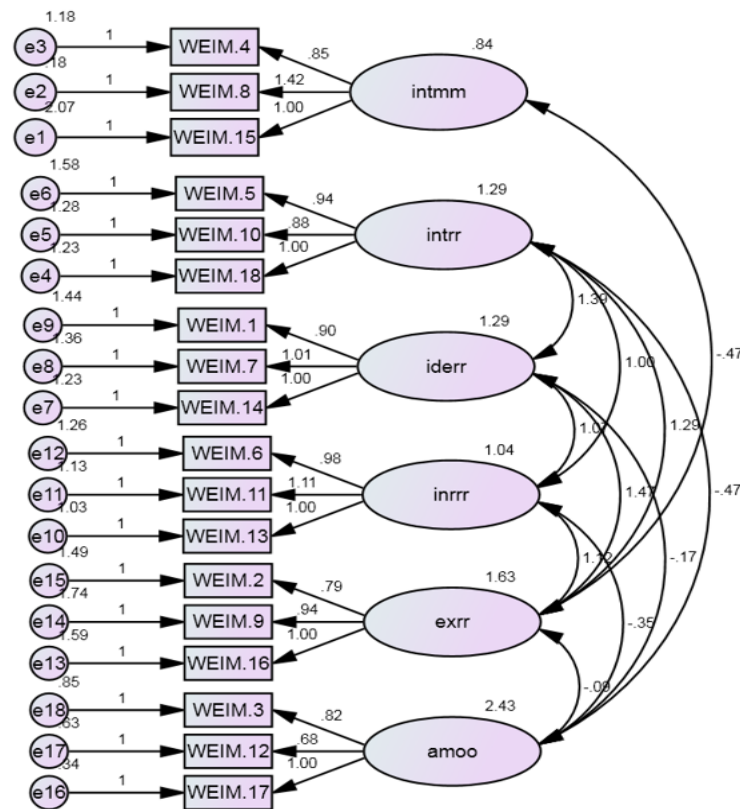


Fig. 4: Confirmatory factor analysis of work motivation subscales

The internal consistency of the work motivation subscales was assessed using Cronbach's alpha (N=212). The Cronbach's alpha obtained for the subscales is quite satisfactory; nevertheless, items 15 and 4 (.538 and .583) for internal motivation were identified as rather poor in scale.

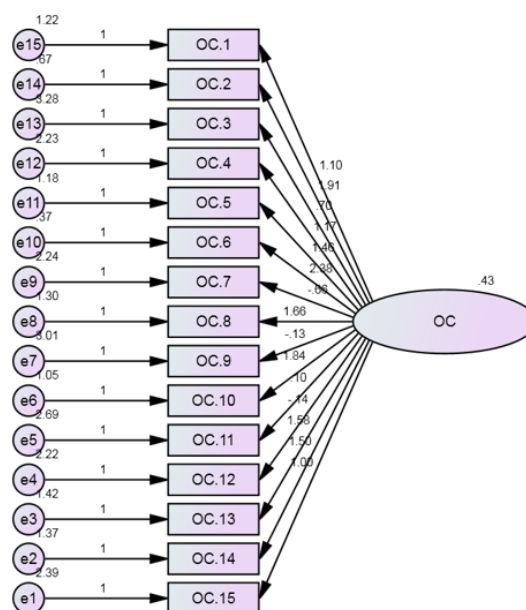


Fig. 5 Confirmatory factor analysis of organizational commitment

The Cronbach's alpha for organizational commitment was computed (N=212) to assess the internal consistency of the scales. The Cronbach's alpha for organizational commitment is satisfactory; nevertheless, items 3, 7, 9, 11, and 12 (.244, -.275, -.049, .038, and -.059) were identified as poor on the scale.

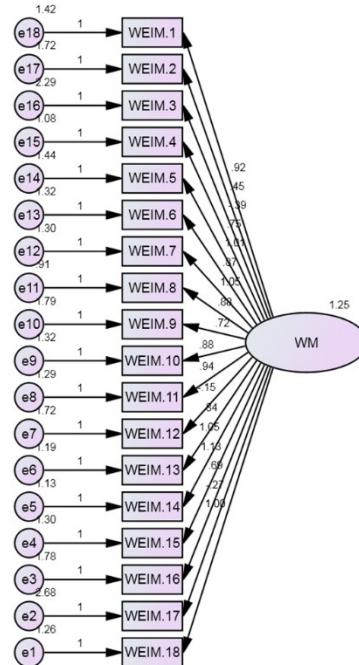


Fig. 6 Confirmatory factor analysis of work motivation

The internal consistency of work motivation was assessed using Cronbach's alpha (N=212) to evaluate the reliability of the measures. The Cronbach's alpha obtained for WM is rather satisfactory; nonetheless, items 3, 12, and 17 (-.546, .172, .021) were identified as weak in the scale.

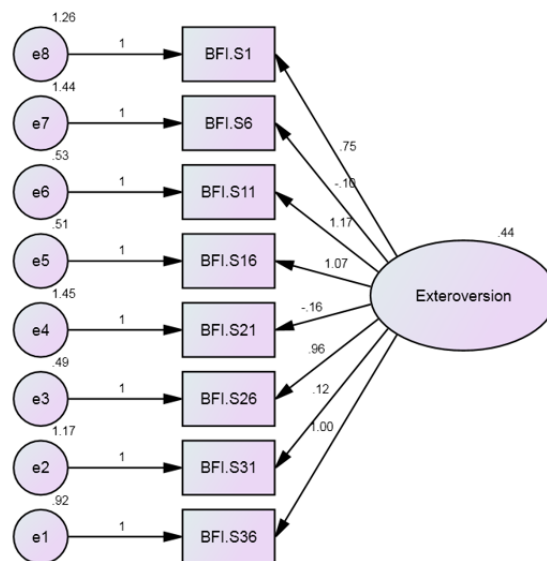


Fig. 7 Confirmatory factor analysis of Extroversion

The Big Five Factor Inventory attributes were assessed (N=212) to evaluate the consistency of extroversion across scales. The overall items for extroversion exhibit a satisfactory range, although items S1, S6, S21, and S31 (.404, -.052, -.087, .075) were identified as poor on the scale.

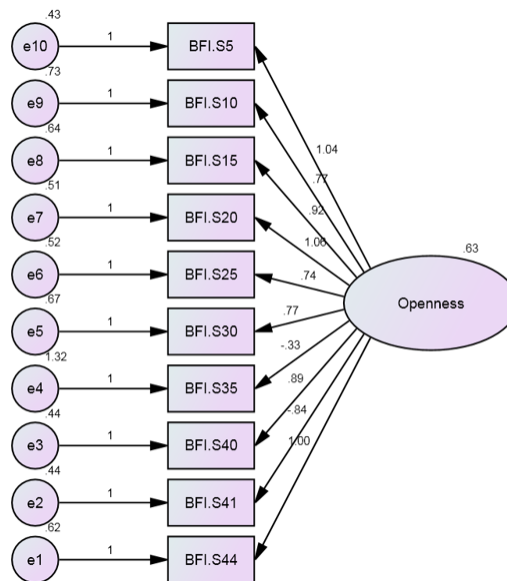


Fig. 8 Confirmatory factor analysis of Openness

The Big Five Factor Inventory attributes were assessed (N=212) to evaluate the consistency of openness across dimensions. The overall openness items are very satisfactory, although items S35 and S41 (-.222, -.710) were identified as deficient within the scale.

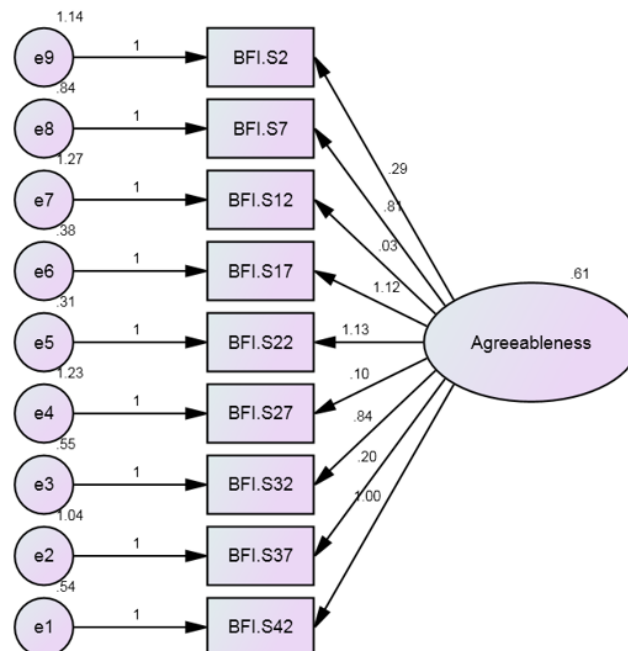


Fig. 9 Confirmatory factor analysis of Agreeableness

The Big Five Factor Inventory attributes were assessed (N=212) to evaluate the consistency of agreeableness across dimensions. The overall items for agreeableness are

satisfactory, however items S2, S12, S27, and S37 (.211, .020, .072, .151) were identified as weak on the scale.

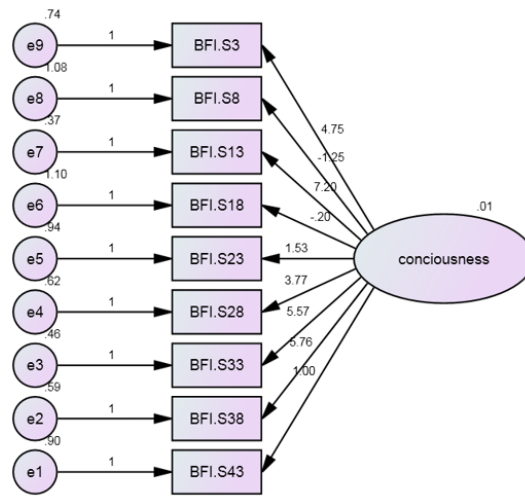


Fig. 10 Confirmatory factor analysis of Consciousness

The Big Five Factor Inventory attributes were assessed (N=212) to evaluate the consistency of conscientiousness across dimensions. The overall item for consciousness is unsatisfactory. Items S3, S13, S33, and S38 (.551, .816, .701, .670) were deemed acceptable, whereas S8, S18, S23, S28, and S43 (-.143, -.023, .186, .498, .125) were considered weak on the scale.

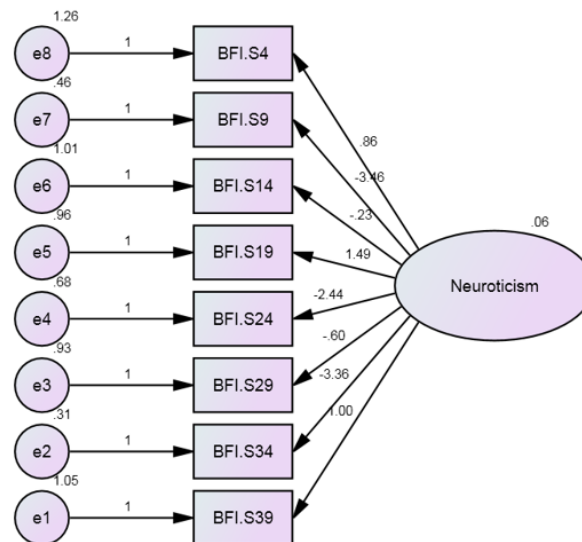


Fig. 11 Confirmatory factor analysis of Neuroticism

The Big Five Factor Inventory attributes were assessed (N=212) to evaluate the consistency of neuroticism across dimensions. The overall neuroticism scores were not within a reasonable range. All articles were assessed as deficient in weight.

Table 4
Correlation between Personality Traits, Commitment and Work Motivation

Variable	1	2	3	4	5	6	7
1.WM							-
2.OC						-	.65**
3.OPE					-	.12	.39**
4.NEU				-	.52**	.04	.06

5.CON	-	.24**	.55**	.41**	.39**
6.AGR	-	.75**	.14*	.60**	.40**
7.EXT	-	.46**	.66**	.31**	.50**

** $p < .01$, * $p < .05$

Results demonstrated a substantial association between work motivation and extraversion ($r = .46$, $p < .01$), agreeableness ($r = .56$, $p < .01$), conscientiousness ($r = .39$, $p < .01$), openness ($r = .39$, $p < .01$), and commitment ($r = .65$, $p < .01$).

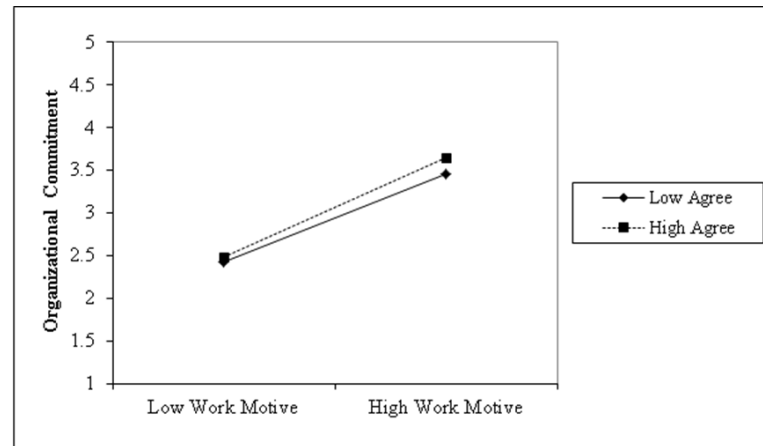


Fig. 12: The moderating influence of agreeableness on work motivation

Agreeableness considerably moderates the association between job motivation and organizational commitment when it is elevated.

The results demonstrated a substantial correlation between agreeableness and job motivation ($B = .03$, $p < .01$). Upon comparison of the effect values, β is .70 for high agreeableness and .39 for low agreeableness.

Results reveal that the interactional impact of work motivation and awareness ($\beta = .04$) is substantial, with a moderator effect ($p = .07$) and a significant predictor ($p = .01$). Conscientiousness somewhat moderates the link between job motivation and organizational commitment.

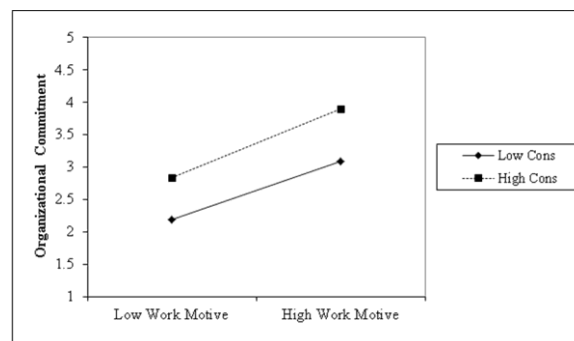


Fig. 13 The moderating influence of conscientiousness on work motivation

Conscientiousness substantially influences the correlation between job motivation and organizational commitment when elevated.

The results demonstrated a substantial interaction impact between awareness and work motivation ($B = .04$, $p < .01$). Upon comparing the effect values, β is .69 for high awareness and .29 for low conscientiousness.

Results suggest that the interactional impact of work motivation and openness ($\beta = .02$) is substantial, with a moderator significance ($p = .02$) and predictor significance ($p = .01$). Openness strongly influences the link between job motivation and organizational commitment when levels of openness are elevated.

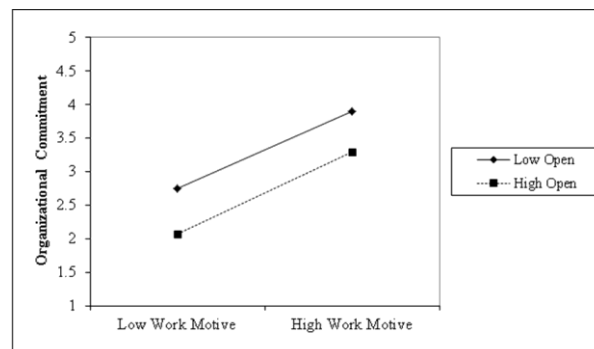


Fig. 14 The moderating influence of Openness on Work Motivation

Openness substantially influences the link between job motivation and organizational commitment when it is elevated compared to when it is diminished.

The results demonstrated a substantial interaction impact between openness and work motivation ($B = .02$, $p < .01$). Upon comparison of the effect values, β is .69 for high Openness and .47 for low Openness.

Neuroticism was not identified as a mediator in the link between job motivation and organizational commitment.

Discussion

This study investigates the moderating effect of personality factors (Big Five) on the relationship between job motivation and organisational commitment. This study highlights the relationship between work motivation and organisational commitment among retail market workers, examining how factors such as gender, age, education, and job experience impact employee motivation. The present research examines the moderating influence of personality factors on job motivation and organizational commitment. This research aimed to investigate the personality factors that significantly influence work motivation levels and how these variables contribute to the relationship between work motivation and organisational commitment (Kim & Park, 2023; Shaikh et al., 2022)..

The hypothesis suggested that identified regulation is positively correlated with organizational commitment. The data confirm the idea that the amount of motivation changes with organizational commitment. Extraversion was expected to moderate the relationship between job motivation and organisational commitment. The current investigation corroborated the hypothesized concept. The current results suggest that the association between job motivation and commitment is more pronounced among high extraverts than among low extraverts. Employees with high levels of extraversion tend to have higher job drive, which in turn fosters greater organisational commitment compared to those with low extraversion (Alsughayir, 2021; Guo et al., 2024).

The research indicated a substantial association between motivation and organizational commitment across various employee populations. Literature indicates that extraversion is positively correlated with organizational commitment. The rationale may be that extraversion traits, such as sociability and friendliness, might enhance job motivation, hence increasing workers' loyalty to the business. Consequently, a connection between job motivation and extraversion was postulated. It was posited that agreeableness influences

the link between job motivation and organizational commitment. The current investigation corroborated the hypothesized concept (Santana-Martins et al., 2022). The current results suggest that the association between work motivation and commitment is stronger in individuals with high agreeableness compared to those with low agreeableness. It is suggested that personnel exhibiting high agreeableness have elevated job motivation, hence increasing their likelihood of organisational commitment. The findings were anticipated, as the correlation coefficients for agreeableness were positively associated with both organisational commitment and job motivation. Literature indicates a favorable correlation between agreeableness, job drive, and organizational commitment (Anand et al., 2023).

Consequently, the outcomes were inversely related to extraversion, agreeableness, and conscientiousness. It was posited that neuroticism influences the link between job motivation and organizational commitment. The current investigation did not support the hypothesized concept. No substantial connection was found between neuroticism and job drive. Neuroticism was anticipated to have no substantial moderating effect on the connection between job motivation and organizational commitment (Hur et al., 2024).

Finally, there is a dearth of empirical information in the literature about the moderating influence of personality factors on the relationship between work motivation and organizational commitment, since this represents the inaugural effort to investigate this issue within the Pakistani organizational setting. The current research conceptually and empirically validated the proposed model of personality characteristics as a mediator between job motivation and organizational commitment. This study may help future scholars examine this viewpoint in various contexts and environments (Chiu et al., 2024; Ly, 2024).

The primary limitations of the current research is the generalizability of the results, since the sample only included personnel from the retail industry. Future research, including other employee categories from the Punjab province, may enhance the generalizability of the results. Consequently, further research on this subject should include senior executives and other stakeholders. Furthermore, elder responders and volunteers from both rural and urban locations throughout all provinces of Pakistan should also be represented. The current research is particularly relevant to the selection and motivation aspects of the human resources department. This research is non-experimental; hence, there was no modification of the independent variable. Consequently, future studies may use an experimental study design to validate these results.

Conclusion

It was shown that extraversion had a substantial correlation with organizational commitment, identified regulation, and external regulation. Agreeableness had a substantial correlation with commitment, internal regulation, integrated regulation, identifiable regulation, introjected regulation, and external regulation. Conscientiousness exhibited a substantial correlation with commitment, internal regulation, integrated regulation, identifiable regulation, introjected regulation, and external regulation. Neuroticism showed a substantial correlation with the discovery of regulation.

Openness had a substantial correlation with internal regulation, as well as integrated, recognized, introjected, and external forms of regulation. Commitment had a substantial correlation with internal regulation, as well as integrated, identifiable, introjected, and external regulation, and amotivation. Results also demonstrated a substantial association between job motivation and the Big Five personality traits of extraversion, agreeableness, conscientiousness, openness, and commitment. It was established that extraversion, openness, agreeableness, and conscientiousness significantly interact with job motivation to influence organizational commitment. No substantial interaction was seen for neuroticism.

It was found that extroversion, agreeableness, conscientiousness, and openness interact significantly to influence work motivation. The results demonstrated substantial mean variations across age groups for agreeableness, conscientiousness, neuroticism, openness, commitment, and job motivation. It has been demonstrated that job motivation has a favorable relationship with organizational commitment.

Recommendations

organizations in the retail sector focus on employees' personality traits such as extraversion, agreeableness, conscientiousness, and openness while designing recruitment and training programs, as these traits strengthen the relationship between work motivation and organizational commitment and improve employee performance. Motivational strategies should also be tailored to different age groups since younger employees tend to show higher levels of certain traits like agreeableness and openness, whereas older employees demonstrate higher organizational commitment. Human resource departments are advised to integrate intrinsic motivational elements into their policies because intrinsic motivation is more strongly linked to organizational commitment compared to external rewards. Furthermore, special attention should be given to openness and neuroticism, as these traits showed varying or limited moderation effects; workshops or counselling may help employees with high neurotic tendencies to improve engagement and reduce workplace stress. Future research should include employees from different sectors beyond retail and involve a broader demographic, such as senior managers, rural populations, and employees from other provinces in Pakistan, to validate and expand on these findings.

References

- Al-refaei, A. A.-A., Ali, H. B. M., Ateeq, A. A., & Alzoraiki, M. (2023). An Integrated Mediating and Moderating Model to Improve Service Quality through Job Involvement, Job Satisfaction, and Organizational Commitment. *Sustainability*, 15(10), 7978. <https://doi.org/10.3390/su15107978>
- Alsughayir, A. (2021). The effect of emotional intelligence on organizational commitment: Understanding the mediating role of job satisfaction. *Management Science Letters*, 1309–1316. <https://doi.org/10.5267/j.msl.2020.11.008>
- Anand, A., Dalmaso, A., Vessal, S. R., Parameswar, N., Rajasekar, J., & Dhal, M. (2023). The effect of job security, insecurity, and burnout on employee organizational commitment. *Journal of Business Research*, 162, 113843. <https://doi.org/10.1016/j.jbusres.2023.113843>
- Chaudhary, S., Dhir, A., Nguyen, D. K., Battisti, E., & Kaur, P. (2025). Exploring Family Values, Religion, and Ethical Behavior in Family Businesses: A Multi-Stage Qualitative Investigation. *Journal of Business Ethics*, 198(4), 865–891. <https://doi.org/10.1007/s10551-025-05947-5>
- Chiu, T. K. F., Falloon, G., Song, Y., Wong, V. W. L., Zhao, L., & Ismailov, M. (2024). A self-determination theory approach to teacher digital competence development. *Computers & Education*, 214, 105017. <https://doi.org/10.1016/j.compedu.2024.105017>
- Doan, T., Kanjanakan, P., Zhu, D., & Kim, P. B. (2021). Consequences of employee personality in the hospitality context: A systematic review and meta-analysis. *International Journal of Contemporary Hospitality Management*, 33(10), 3814–3832. <https://doi.org/10.1108/IJCHM-03-2021-0349>
- Evans, P., Vansteenkiste, M., Parker, P., Kingsford-Smith, A., & Zhou, S. (2024). Cognitive Load Theory and Its Relationships with Motivation: A Self-Determination Theory Perspective. *Educational Psychology Review*, 36(1), 7. <https://doi.org/10.1007/s10648-023-09841-2>
- Goetz, N., & Wald, A. (2022). Similar but different? The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations. *International Journal of Project Management*, 40(3), 251–261. <https://doi.org/10.1016/j.ijproman.2022.03.001>
- Grenier, S., Gagné, M., & O'Neill, T. (2024). Self-determination theory and its implications for team motivation. *Applied Psychology*, 73(4), 1833–1865. <https://doi.org/10.1111/apps.12526>
- Gu, C., & Duan, Q. (2024). Exploring the dynamics of consumer engagement in social media influencer marketing: From the self-determination theory perspective. *Humanities and Social Sciences Communications*, 11(1), 587. <https://doi.org/10.1057/s41599-024-03127-w>
- Guo, G., Tian, J., Cheng, B., & Zhou, K. (2024). Unleashing employee potential: The effects of customer-empowering behaviors on job crafting in hospitality industries. *International Journal of Hospitality Management*, 122, 103846. <https://doi.org/10.1016/j.ijhm.2024.103846>

- Herrera, J., & De Las Heras-Rosas, C. (2021). The Organizational Commitment in the Company and Its Relationship With the Psychological Contract. *Frontiers in Psychology*, 11, 609211. <https://doi.org/10.3389/fpsyg.2020.609211>
- Hsu, C.-P., & Lai, C.-F. (2024). Does a leader's motivating language enhance the customer-oriented prosocial behavior of frontline service employees? *Asia Pacific Management Review*, 29(1), 1–16. <https://doi.org/10.1016/j.apmr.2023.05.002>
- Hur, W.-M., Shin, Y., & Chung, J. (2024). Is insomnia detrimental to proactive service performance and customer-directed helping? Mediation of employee resilience and moderation of job crafting. *Journal of Retailing and Consumer Services*, 81, 103955. <https://doi.org/10.1016/j.jretconser.2024.103955>
- Kim, J. S., & Park, H. J. (2023). How Service Employees' Mindfulness Links to Task Performance through Psychological Resilience, Deep Acting, and Customer-Oriented Behavior. *Behavioral Sciences*, 13(8), 657. <https://doi.org/10.3390/bs13080657>
- Lee, S., Park, J., Back, K.-J., Hyun, H., & Lee, S. H. (2020). The Role of Personality Traits Toward Organizational Commitments and Service Quality Commitments. *Frontiers in Psychology*, 11, 631. <https://doi.org/10.3389/fpsyg.2020.00631>
- Ly, B. (2024). Inclusion leadership and employee work engagement: The role of organizational commitment in Cambodian public organization. *Asia Pacific Management Review*, 29(1), 44–52. <https://doi.org/10.1016/j.apmr.2023.06.003>
- Nguyen, D., Homolka, L., Hoang, S., & Nguyen, H. (2022). Employee Retention and the Moderating Role of Psychological Ownership in Retail. *Operations and Supply Chain Management: An International Journal*, 313–327. <https://doi.org/10.31387/oscm0500349>
- Rigby, C. S., & Ryan, R. M. (2018). Self-Determination Theory in Human Resource Development: New Directions and Practical Considerations. *Advances in Developing Human Resources*, 20(2), 133–147. <https://doi.org/10.1177/1523422318756954>
- Santana-Martins, M., Nascimento, J. L., & Sánchez-Hernández, M. I. (2022). Employees' emotional awareness as an antecedent of organizational commitment—The mediating role of affective commitment to the leader. *Frontiers in Psychology*, 13, 945304. <https://doi.org/10.3389/fpsyg.2022.945304>
- Shaikh, E., Brahmi, M., Thang, P. C., Watto, W. A., Trang, T. T. N., & Loan, N. T. (2022). Should I Stay or Should I Go? Explaining the Turnover Intentions with Corporate Social Responsibility (CSR), Organizational Identification and Organizational Commitment. *Sustainability*, 14(10), 6030. <https://doi.org/10.3390/su14106030>
- Wahab, M. Ab., & Blackman, D. (2023). Proactive personalities, trait competitiveness and well-being among retail employees: Job burnout as a mediator. *Journal of Asia Business Studies*, 17(1), 185–202. <https://doi.org/10.1108/JABS-04-2021-0171>
- Wang, Y., Wang, H., Wang, S., Wind, S. A., & Gill, C. (2024). A systematic review and meta-analysis of self-determination-theory-based interventions in the education context. *Learning and Motivation*, 87, 102015. <https://doi.org/10.1016/j.lmot.2024.102015>
- Yang, Y., Yan, X., Zhao, X. (Roy), Mattila, A. S., Cui, Z., & Liu, Z. (2022). A two-wave longitudinal study on the impacts of job crafting and psychological resilience on emotional labor. *Journal of Hospitality and Tourism Management*, 52, 128–140. <https://doi.org/10.1016/j.jhtm.2022.05.014>