

## **Mediating Role of Job Satisfaction: New Evidence to Reconcile an Old Debate**

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This study serves an empirical gap by providing new statistical evidence in an old debate. The focus of study is to explore mediating role of job satisfaction between employee's motivation and normative organizational commitment. The sample for the study was collected from telecom based emerging multinationals companies in Pakistan. Six factors of employee's motivation have identified in the light of existing literature. The result showed that four factors are related to job satisfaction. Findings depict that job satisfaction partially mediates between motivational factors and normative organizational commitment. Research has both theoretical and practical implications. Theoretically study has integrated mainstream behavioral theories including three component model, self-determination, and Herzberg's (1953) dual-factor. Practically study demands Human Resource (HR) practitioners to think beyond usual HR practices. Study explores that Pakistani workforce believes in normative organizational commitment. Thus, companies taking care of employees through motivational practices can hire and retain committed workforce at complete salaries. It is also implied that HR professionals can attract commitment workforce through employee branding.

*Keywords:* normative organizational commitment, job satisfaction, factors employee's motivation, emerging multinationals companies