

Organizational Performance influenced by employee motivation, training, understanding and differentiation and other factors.

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20181-23484

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20181-23465

Abstract The key objective of this research is to study the relationship of training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness, employee motivation and to study the mediating role of employee motivation on organizational performance. A sample of 250 professionals from different banks was obtained for the purpose of this study. Moreover, the SPSS software was used to analyze the results of this study revealed that the independent variable i.e., training, understanding and differentiation, dissemination of information, strategic reward, inter-functional coordination, total reward perception, work engagement and work happiness have a significant and positive impact on employee motivation.

Keywords: Training, work engagement, inter-functional coordination, Employee Motivation, Organizational performance.

Article History

Received:
April 03, 2023

Revised:
June 08, 2023

Accepted:
June 24, 2023

Published:
July 01, 2023

Introduction

Enhancement in businesses, increasing competition, increment in overheads, outsourcing core operations, and diversified technology have compelled organizations to rethink their philosophy and core strategic policies (Storm, 2014). In the last few years, the business environment has become different rapidly around the world. Increasing competition calls for businesses to assign their resources in the most efficient way to gain a competitive edge over the competitors in the market (Ahmed, Ansari, Khan, et al., 2019; Ahmed et al., 2019; Tiwari et al., 2023). The history had been viewed as the banking sector continuously growing for almost five years, but COVID-19 had a bad impact on financial institutions such as banks faced day to day challenges and the monetary rate also decreased and is now its constant in the last 3 quarters (Monetary Policy Statement, 2021). Today, competencies are needed to combat new technologies and industry rivalry in order to have a better product and position for consumers as well as workers. Organizations also recognized the importance of Human Resources by seeing workers as assets to be nurtured rather than expenses to be reduced. Many efforts have been made in this respect in order to create a productive workforce (Warraich et al., 2014). Through training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness, employee motivation, and good reciprocal interaction relationships within the firm

can be established (Herbert & Vaughn, 2005). This occurs as a result of workforce preparation, comprehension, and competitive incentive as they are fulfilled (Warraich et al., 2014). Employees are seen as internal customers and it is assumed that in-house organizational efficiency is a continuous phenomenon, which has an effect on service quality and the consumer sector (Gulyani & Sharma, 2018). Employee happiness breeds happier customers and excellent customer loyalty, which means repeat sales and word-of-mouth viral marketing (Rich et al., 2010).

Reasons affecting organizational performance are training, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness, employee motivation that engage employees on a regular basis (Mohanty et al., 2020). Although these elements i.e., training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, (Amor, 2023) perception, dissemination of information, (Koster, 2014), employee motivation have been researched well in the past, but there are fewer theories focusing on the mediating effect of employee motivation.

The key objective of this is to study the relationship of training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness, employee motivation and to study the mediating role of employee motivation on organizational performance. Training, work engagement, strategic reward, (Ruiz-Alba et al., 2019), understanding and differentiation, (Gulyani & Sharma, 2018) perception, dissemination of information, work happiness, employee motivation are all processes that regard workers as internal consumers and employment as goods (Lee et al., 2010). The main method of data collection was systematic questionnaires. Factor analysis was used to determine the underlying dimensions of these variables and to test the construct's validity.

Literature Review

Theoretical Underpinnings

Employee motivation leads to organizational success. Various experiments and theories show happiness makes employees productivity level high, organizations invest to gain employee motivation level high to achieve productive employees (Sauermann, 2018). Research shows happy employees are better at problem solving and more collaborative in working toward common goals. Organizations achieve employee satisfaction through appreciation of employees at the workplace (Airila et al., 2014; Poona Bai Sughand Suresh, 2022).

Workplace happiness was described as a mind-set that helps you to optimize results and fulfill your potential. This is accomplished by becoming aware of the peaks and downs whether working alone or with others. Happiness is determined not only by personal traits, but also by the social environment (Khoreva et al., 2017). Workplace happiness has restricted the social environment of workplaces, which measure primarily the degree of happiness affected by their work and mirrored in the workplace. Adults, on average, devote a quarter to a third of their active job or career (Choi & Lee, 2014). According to research, job satisfaction accounts for a fifth to a quarter of the difference in adult life satisfaction. These figures once again validate the workplace's attachment to employee satisfaction and highlight the significance of workplace happiness to an individual (Gulyani & Sharma, 2018). Popular press articles and business consultants have claimed that engaged employees give companies competitive advantages (Rich et al., 2010). Employees who work inside a company to make it possible for the outside world. Employees are thus famously referred to as internal consumers, and their loyalty is

almost as critical as that of external customers. Internal messaging, on the other hand, is growing rapidly, and every possible effort is being taken to nurture employee well-being, which could help companies meet their strategic goals (Rafiq & Ahmed, 2000). Employees provide resources to meet the demands of external clients, and as a result, they have become invaluable to the organization's progress (Warraich et al., 2016).

Rewards are valuable in any company for maintaining high standards of individual success as well as fostering employee engagement and participation. Companies have created multifaceted incentives programmed in order to recruit and retain professional workers. (Tremblay et al., 2000) Organizations engage in both financial as well as non-incentives to demonstrate their confidence in and respect for their employees (Frye et al., 2020), and rewards, like any other means of spending, are often calculated in terms of their benefit (Peluso and Innocenti, 2017). If you wish to keep your employees, you must show them more respect. Focus on accomplishments rather than what is missed or not completed to ensure that the workers do not feel underappreciated (Gulyani & Sharma, 2018). Positive employees will boost employee morale. Organizations foster positive relationships with their workers by fostering positive relationships with their employers and peers in order to foster positive relationships among employees (Boso et al., 2013).

One of the key challenges of most companies is figuring out how to get happy, cheerful, and fulfilled on the job (Koster, 2014; Loon et al., 2019). This concern stems from the fact that workers who experience pleasure and satisfaction in different ways have higher levels of success and productivity, which will help businesses achieve their objectives in the most efficient way possible (Herbert & Vaughn, 2005). In comparison to dissatisfied employees, happy workers are more active, approachable, involved in their jobs, and persistent in the face of everyday challenges. As a result, happier employees are profitable workers (Bakker & Oerlemans, 2016).

Positive psychology, or the belief that "what is good in life is as real as what is negative and thus merits equal attention," is the newly evolving field of Positive Organizational Behavior (POB) (Youssef & Luthans, 2007). POB acknowledges that, just as positive thinking does not pretend to have found the value of positivity to individuals, there have been numerous positive constructs in corporate science through the years such as positive affectivity (PA), positive affirmation, procedural justice, role fulfillment and loyalty, pro social and organizational citizenship behavior, central self-evaluations, and so on (Gulyani & Sharma, 2018). Instead, motivational thinking, and now its extension to the workplace as POB, merely seeks to re-emphasize the value of a positive mindset (rather than a transformation or paradigm shift). While this current positive interest on organizational behavior is focused on conventional theory-building processes and research methodologies, there is an effort to study modern, or at least relatively new, theories and research methodologies (Youssef & Luthans, 2007).

Job participation, both at the worker and team levels, has been found in studies to be important in understanding employee success and well-being. Nonetheless, no analytical model that takes into account what is currently understood about team structures and procedures exists to describe the growth of job interaction in teams (Costa et al., 2014). Several studies have shown that workers do well in demanding, resourceful work settings because those environments promote work commitment (Frye et al., 2020; Saadeh & Suifan, 2020). This means that organizations should provide adequate work services to their workers, such as feedback, social reinforcement, and ability diversity. Employees may find it equally necessary to mobilize their own work challenge (Li et al., 2019). Managers are not often eligible for reviews, and companies facing economic instability can prioritize differently. In certain circumstances, it

could be especially necessary for workers to be constructive and optimize their own work atmosphere (Bakker et al., 2014). It is hoped that by implementing the scheme, workers will not only devote their time at work (De Braine & Verrier, 2007), but will also have other lives outside of work, such as families and social life, in order to achieve a balance that will make them happier (Choi & Lee, 2014).

Employment motivation is a successful or emotional reaction to different facets of one's work, but it is not a simple term. An individual can be reasonably happy with one aspect of work while being dissatisfied with one or more other aspects (Bakker & Oerlemans, 2016; Hendriks et al., 2020). Job satisfaction is a (positive) attitude toward one's job that develops because of an appraisal of the work situation. This assessment can be performed on one of his works; the assessment was performed as a gesture of gratitude in order to fulfill one of the essential qualities at work. An employee People who are satisfied with their job condition prefer it over those who are dissatisfied with it (Sageer et al., 2012). Job principles are the objectives to be met when doing job duties. What you want to do is to respect work that is valuable to the person. Later, it was stated that job principles must be acceptable or assist in the fulfillment of basic needs (Tak et al., 2017). As a result, it is possible to infer that career satisfaction is a result of the workers in relation to work motivation.

Total reward

Anything that workers accept as an equal return for their sacrifices and time spent at work is considered a reward. Organizations include compensation as a means of gratitude for specific behavior in the form of financial and non-financial benefits after the completion of delegated assignments. Total prizes include both monetary (all monetary recognitions) and non-monetary (all non-monetary designations) (Gulyani & Sharma, 2018; Joo & Lee, 2017). Total rewards categorization tests have classified total rewards in a variety of ways. Net incentives, also known as total return on effort, can be divided into two main categories: total pay and relational returns (Malinen et al., 2013). The first segment covers both overt and indirect compensation and benefits. The second category includes praise, challenging jobs, job security, and prospects for learning and growth, and overall incentives categorization includes three main categories: financial rewards, material rewards, and psychological rewards. Both cash receipts are included in the first category (Bau & Dowling, 2007). The second category covers tangible incentives like advantages, preparation, and prospects for advancement, while the third category includes psychological rewards like appreciation. Employee intrinsic engagement and association with the organization's aims are more important in recently formed companies than in developed and existing firms (Sauermann, 2018). Employees of new projects place a greater focus on a pleasant working space, interpersonal work relationships, and team culture than on organizational respects. As a result, along with the preceding arguments, we find total rewards categorization as monetary, material, and non-monetary rewards as total rewards elements (Peluso & Innocenti, 2017).

Work happiness

Employees in new programs are more concerned with a fun working environment and happiness, interpersonal work relationships, and team atmosphere than with organizational respects (Joo & Lee, 2017; Raziq & Maulabakhsh, 2015). Total rewards categorization as monetary, material, and non-monetary rewards as total rewards components, in addition to the preceding claims (Youssef & Luthans, 2007). Companies face problems in ensuring that their workers are fulfilled and pleased, research has shown that the objective of promoting good

emotions for employees can be accomplished by a successful employment resource package (i.e., Total rewards system) (Gulyani & Sharma, 2018; Tarigan et al., 2022). Employees feel better about the workplace when they earn material rewards (e.g., practice facilities, bonuses, career development opportunities, and so on). Non-monetary incentives, such as mutual rewards (such as good relationships with colleagues, positive feedback, participation in decision making, job security, etc.) (Gulyani & Sharma, 2018; Sauermann, 2018). However, employees are dissatisfied if companies do not appreciate their efforts) (Aazami et al., 2015; Rono, 2017). Furthermore, this study's theoretical foundation is drawn from social exchange theory (SET) (Blau, 1964). Employees are more likely to contribute their experience and expertise when organizations have sufficient work support (monetary, material, or non-monetary rewards) (Dartey-Baah & Amoako, 2011). They believe that their boss is serious with their well-being, which addresses people's psychological desire for belonging (Sohail Butt et al., 2020). This, in fact, can result in positive affect and satisfaction. As a result of the preceding arguments and hypotheses, it is reasonable to expect that new projects offering job services, such as total compensation components (monetary, material, and non-monetary), can forecast employee motivation at work (Choi & Lee, 2014).

Work engagement

Work engagement and job commitment, the degree of engagement among workers varies according to their perceptions of the return they expect after completing work. As a result, it is reasonable to assume that workers would be more engaged in their jobs if they perceive a larger amount of incentives (job resources) for their mission success (Ahmed & Ansari, 2020; Frye et al., 2020; Visco & Sen, 2001). Employee resentment, such as depression and burnout, is a result of a lack of employee incentives. As a result, adequate employee incentives are critical for employee motivation at work. SET further shows that when workers consider their boss to be investing in their well-being by sufficient resource distribution, i.e., Rewards (job resources), they are more inclined to reciprocate by constructive behavior (Costa et al., 2014). The impact of overall engagement components on workplace employee participation. Previous study has examined the relationships between different components of total rewards and employee work engagement. However, to the best of the researchers' understanding, previous research has not studied the relationship between total rewards components and work engagement in an unstructured work environment of new ventures (Bakker et al., 2014; Bakker & Albrecht, 2018).

Work interaction has three components. The first dimension requires vigor, which refers to emotional toughness when functioning. The second level involves commitment, which requires feeling a sense of accomplishment and being deeply interested in one's work (Joo & Lee, 2017). Absorption, or being fully centered on one's work, is used in the third dimension. Employees are more likely to be enthusiastic and put in additional effort to complete assigned tasks when they are given autonomy, respect for their jobs, and opportunities for learning and development. It raises their motivation to develop new skills, increases their energy to act to achieve set goals, which allows them to generate a wide variety of potential ideas and, as a result, increases their sense of achievement (Bakker et al., 2012). Individuals who have a sense of accomplishment at work prefer to feel optimistic feelings of pride and joy, which may increase their satisfaction levels. The following statement is also supported by self-determination theory, which states that satisfaction is experienced when goals are met, or desires are met. We employ the concept of work involvement, which is described as an optimistic, satisfying, job-related state of mind characterized by three dimensions: commitment,

absorption, and enjoyment (Visco & Sen, 2001). Job engagement is described as an intentional and thoughtful exploration of work (i.e., Dedication or cognitive engagement); as absorbing and fascinating (i.e., Absorption or emotional engagement); and as motivating and energizing that they are able to commit themselves with excitement (i.e. vigour or physical/behavioral engagement). Previous research on employee job engagement has shown that committed workers have higher customer loyalty, higher morale and benefit, lower attrition intention, more in-role and extra-role habits, higher interpersonal involvement, and work-family satisfaction (Joo & Lee, 2017).

Motivation

“Motivation is described as the completely giving motive to the employee so that they want to do their job with sincerity, in order to accomplish the organization's purpose successfully and efficiently”. Work encouragement is described as “giving help or something that forms the background of someone doing or behaving in a certain way.” Employee work morale is conceptually linked to employee job satisfaction (Devloo et al., 2015). Motivation is a psychological influence that guides workers' actions toward achieving corporate goals, such as increased customer experience and efficiency. Motivational influences improved both employee and corporate efficiency (Rafiq & Ahmed, 2000). Organizations will only synergize their success if their workers are happy and driven to work. Motivation is described as a psychological force that guides an individual's actions in an organization in the direction of positive contribution to organizational productivity.

Organizations of the modern world include monetary and nonmonetary incentives to their employees to keep them engaged, who are intelligent (Airila et al., 2014). Organizations would only be able to synergize their achievements if their employees are satisfied and motivated to work. Motivation is described as a psychological force that directs an individual's activities in an organization toward positive contributions to organizational productivity. Organizations in the modern world have both monetary and nonmonetary benefits to their workers in order to hold them motivated. Maslow's hierarchy of needs listed five human needs as follows: 1) Physiological (food, water, etc.) 2) defense, i.e., job security and fearlessness 3) psychological, i.e., friendship and a sense of belonging 4) self-esteem, i.e., acknowledgement 5) Realization of one's own potential (knows himself and self-identification). Maslow's five individual needs are divided into three categories by Alderfer's ERG principle, which are 1) Life, i.e., physiological and safety requirements 2) Relationship, i.e., Social 3) growth, i.e. self-esteem and self-actualization (Ciprian-Dumitru, 2013; Yadav, 2019).

Employee motivation is influenced by expectancy, instrumentality, and excitation (Visco & Sen, 2001). Expectancy refers to an employee's anticipation of compensation, which forces him to work at a high degree. Instrumentality refers to the consistent association between the distribution of incentives and adequate results, whereas valence refers to the worth or significance of rewards in the minds of employees. Employees are inspired to do their jobs, which has a positive impact on employee attitudes, as they strive with passion and zest to accomplish corporate targets such as production maximization and optimal efficiency. Employee success is determined by their abilities, ability, qualifications, and experience in performing delegated tasks, as well as their level of motivation (Sauermann, 2018). Better rewards managers and executive appreciation schemes encourage workers to work at their peak. Employee reward systems increase employees' self-esteem and vigour to work to their full capacity, which has a positive impact on organizational success. When workers are inspired, they can go beyond and beyond to achieve the optimal degree of performance

(Carpentier & Mageau, 2013). Organizations used executive appreciation systems and an updated incentive policy to increase employee motivation at work. Motivated employees have a synergistic effect on corporate agendas, company priorities, efficiency, and success. Employee motivation can be improved by recognition and communication systems (S. Ahmed, Ansari, Waqas Khan, et al., 2019).

Organizational performance

Organizational Performance and Extrinsic and Intrinsic Rewards The provision of monetary or non-monetary incentives motivates workers, and motivated employees go beyond and beyond to positively contribute to organizational success (Joo & Lee, 2017). Employee motivation, retention of skilled employees, enhanced satisfaction, and better employee efficiency, low morale, and development of employee loyalty are all aided by intrinsic and extrinsic incentives. Nowadays, organizations use equity-based incentive plans, i.e., the provision of bonds to employees, to compensate employees for achieving peak results (Costa et al., 2014). Equity-based incentives are an effective mechanism for instilling a sense of ownership in workers and increasing workplace efficiency. Performance-based bonus systems are used to inspire workers to perform diligently in order to meet corporate goals to gain a strategic edge over the competition (Ryan & Deci, 2020). Numerous research studies have found that contribute positively to the achievement of organizational goals and increased organizational efficiency (Sauermann, 2018).

Intrinsic and extrinsic incentives increase employee satisfaction and, as a result, organizational success. Employee morale is heavily influenced by both extrinsic and inherent incentives. Extrinsic and inherent benefits were higher in large companies with specialized workforces than in small organizations with fewer educated and skilled workers. Intrinsic incentives have been an integral part of competition (Rich et al., 2010). Increasing benefits are directly proportional to employee success. Extrinsic and inherent incentives are the most important tools for achieving the optimal degree of employee motivation. Rewards focused on equal performance assessment are a motivating mechanism that can help to increase efficiency.

Organizations in today's dynamic environment are adopting the concept of "low efficiency, low incentives" or vice versa. The HR Manager's most pressing concern is staff motivation and retention. Rewards are the most powerful method for inspiring workers as opposed to other HRM strategies (Baron & Hannan, 2002). It is important to have an effective compensation scheme in place if you want to keep your skilled employees. Performance-based incentives increase motivation, resulting in optimal corporate performance, while an unmanaged incentive scheme induces disappointment and poor performance. Gulyani and Sharma (2018) Employee motivation and increased efficiency are aided by extrinsic and intrinsic incentives. Employee motivation is critical to organizational growth. Employees can be inspired and their success can be enhanced by psychological incentives and appreciation schemes (Brady & Jr., 2001). Employee motivation leads to increased workplace efficiency. Intangible incentives such as gratitude, empowerment, and acceptance are examples of intangible rewards. Extrinsic incentives such as salary, fringe benefits, promotions, and advancement, among other things, are critical for employee motivation and optimal organizational success.

Employee motivation needs a better compensation scheme and acknowledgment of employee success. Intrinsic incentives are intrinsic or psychological rewards such as employee inner happiness, senior gratitude, work control, and respect, while extrinsic rewards are substantive in nature such as compensation, fringe benefits, bonuses, and promotions, etc.

Training

Training & Growth and Organizational Performance In order to successfully execute delegated tasks, workers must go through proper training and development courses led by experienced employees. Training is effective exercises that can help a company accomplish its targets, such as gaining a sustained strategic edge over rivals and capturing a large market share (Carpentier & Mageau, 2013). In today's dynamic environment, human resources are seen as the most valuable corporate capital, and strategic HRM is critical to achieving a competitive edge. The provision of appropriate preparation is a best HRM strategy that greatly leads to the accomplishment of corporate objectives. Proper teaching results in increased workplace productivity and efficiency (Joo & Lee, 2017). Organizations who invest in hiring have a comparative edge over those that do not have an educated and professional workforce. Training costs can be seen as an opportunity since it yields favorable returns and optimum productivity. Training is critical for improving an employee's expertise. Organizations rely on skilled labor and product development to achieve long-term competitive advantage (Frese et al., 2016). Organizational management evaluates the efficacy of training and learning activities by evaluating the expenses of conducting training programs and the contribution of skill-oriented training programs to organizational efficiency. Organizations provide intensive training to staff in order to help them develop and achieve a competitive advantage over rivals, as well as a higher standard of success (Wei et al., 2011). **Organizational Performance and the Performance Evaluation System** Organizations may improve desired employee perceptions and behaviors by using a performance rating framework. Employee output is assessed in order to offer guidance and recognize training deficiencies that cause workers to perform below expectations. A fair and open performance evaluation motivates employees to work hard (Tremblay et al., 2000).

The aim of a performance assessment method is to assess an employee's productivity level as well as to determine how to increase the productivity level of a nonperformer. Justified performance evaluation is also an instrument used to determine job benefits and serves as a motivator for hardworking workers. The performance assessment method first identifies work expectations and performance metrics for workers, and then advises them how to achieve these agreed-upon goals. Employees who fulfill their work goals are credited for meeting success expectations under the performance rating scheme. The organization employs a variety of output measurement methods (Baron & Hannan, 2002). Each employee in the company is assigned a performance goal, and the employee's performance is then evaluated in comparison to the assigned performance target. To ensure that workers' success is equitable and open, 360-degree performance assessment solicits input on their performance from all stakeholders. Employee performance evaluations are often mismanaged and skewed. If the performance assessment scheme is dependent on discretionary metrics, it can contribute to employee disappointment and anger (Bedeian et al., 1992). Subjective success assessment is based on the appraiser's opinion and lacks job holders' objectives. As performance assessment is founded on merit and accountability, employee motivation improves, and corporate performance improves because of an empowered workforce. Fair performance appraisal boosts morale and motivates employees to contribute positively to corporate performance. The presence of a performance assessment mechanism is required by management accountability principles (Laulié & Morgeson, 2021; Youssef & Luthans, 2007).

Inter functional coordination

Obtaining employee loyalty by the successful execution of employee-oriented policies through coordinating and coordinating cross-functional activities through an empowering and

satisfying workers environment. To strengthen inter-functional communication and, as a result, staff orientation. Employee orientation is accomplished by employee motivation and inter-functional coordination. Employee orientation is central because of its significance in marketing literature and its central position in achieving employee happiness and therefore corporate goals. Indeed, inter-functional coordination is a critical aspect of business orientation (De Gieter et al., 2006). The empowerment component must be included for the operationalization to be effective. According to inter-functional cooperation, the principle of business orientation was endorsed by three major pillars, each with a behavioral component: Orientation of Employees, Orientation of Competitors and Coordination between functions. Brand equity is the firm's ethos that produces more effectively such practices that have superior value to customers and, as a result, leads to higher market efficiency. Business orientation is conceptualized by reflecting on three activities. Business information generation, Intelligence distribution and Reaction of intelligence (Bakker et al., 2012). Conceptualization of market orientation by focusing on three activities:

Common harmonization and synchronization of strategic intelligence and other tools, as well as alignment and coordination of various organizational units within the firm to generate value for employees integrates employee and competitor focus, resulting in a cohesive competition response behavior (Visco & Sen, 2001). They also argued that companies with the highest level of inter-functional cooperation would outperform others.

Sharing knowledge becomes an essential part of inter functional cooperation, but there are other variables contributing in inter functional coordination, such as designing and implementing policies and designing business plans (Leung et al., 2006).

Coordination of distribution and marketing roles may improve the firm's efficacy and inter-functional collaboration can improve business efficiency by facilitating the sharing of tacit information between sales and marketing (Lings, 2004). Cross-functional teams would enhance time to market and benefit creation; however, collaboration of many functional segments to recognize their expertise to solve firm problems is significant (Ruiz-Alba et al., 2019).

Conceptual Framework

The above literature gives thoughts on organizational performance as an independent variable, employee motivation as a mediator, and training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness as a dependent variable. Based on the theoretical underpinnings, this study discloses some of its hypotheses that are inter-connected to motivation, organizational performance and training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness.

These constructs have been studied in various research that have suggested models that show training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness can be directly anticipated by employee motivation and organizational performance (Joo & Lee, 2017; Rich et al., 2010). From the above discussion, the conceptual framework for this study has been developed.

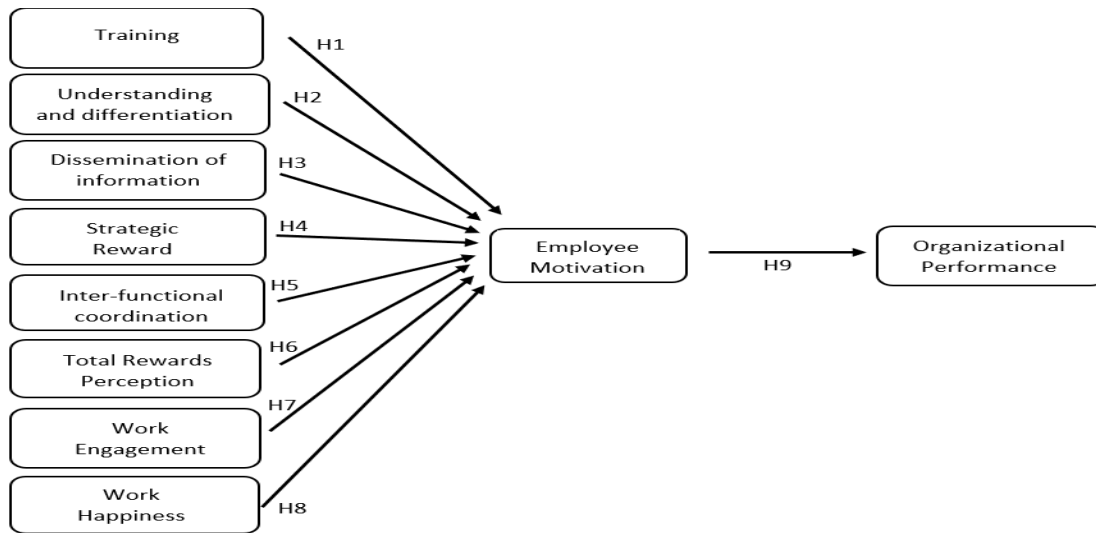


Figure 1: Conceptual framework

H1: Training has a positive influence on employee motivation.

H2: Understanding and differentiation has a positive and significant effect on employee motivation.

H3: Dissemination of information will have significant and direct influence on employee motivation.

H4: Strategic Reward would have a positive influence on employee motivation.

H5: Inter-functional coordination has a positive and significant influence on employee motivation.

H6: Total Rewards Perception has a positive and significant influence on employee motivation.

H7: Work Engagement has a positive influence on employee motivation.

H8: Work Happiness would have a positive influence on employee motivation.

H9: Employee Motivation has a positive and significant effect on organizational performance.

Methodology

In this research, the survey approach was used to measure the factors that affect organizational performance as well as the impact of training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, and work happiness. Using the Statistical Package for Social Sciences, the collected data was washed, sorted, and coded (SPSS Version 22). The factor loadings of the individual structures in the conceptual model were then analyzed using SPSS in an exploratory factor analysis (EFA). A five-point Likert scale with options ranging from strongly disagree (1) to strongly agree (5) was used to measure variables for the research constructs as recommended in previous studies. The survey approach was selected because it was appropriate for the intent and scope of this study. The respondents were all briefed about the report, and their permission was obtained before circulating the questionnaire. In addition, the researchers told the respondents that their comments would be kept anonymous and confidential. The questionnaire consisted of six demographic questions and 35 multi measurement items.

Instrument Development

The instrument developed based on ten constructs i.e., organizational performance (04 items) and training (03 items) strategic reward (03 items) dissemination of information (04 items) inter-functional coordination (03 items) employee motivation (5 items) understanding, and differentiation (04 items) were derived from Warraich et al. (2016) work engagement (03 items) work happiness (03 items) total reward perception (03 items) were adopted from Gulyani and Sharma (2018). In total, there were 35 items in the questionnaire, excluding the demographics as demographics have 06 items, and 32 items were representing the designated constructs. Adopted instrument for the study had already developed the reliability that means that the Cronbach alpha is greater than 0.7, which is on the effective side. The questionnaire was split up into eleven parts i.e., demographics, training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness, employee motivation and organizational performance. This research consists of employees such as tellers, senior officers, department heads, assistants, and all other officers from various departments make up the population of this study. They are all from Karachi's Islamic and traditional banks. The total sample size was 250 people. A five-point Likert scale which option ranging from strongly disagree (1) to strongly agree (5) was used to measure variables for the research constructs as recommended in previous studies. The suggested hierarchical questionnaires were used as the primary source of data collection by Brady and Jr. (2001).

Results

As information extracted from demographic segments, few demographic variables were obtained in this study. These include gender, education, work experience, department, designation, and income level. Status of respondents is shown as 107 Males (43 percent) and 93 females (37 percent) whereas 50 (20 percent) there are people who would not prefer to say regarding their gender. All respondents were from the banking sector. In respect of education, 145 respondents (60 percent) having master's degree, 50 respondents (20 percent) having bachelor's degree whereas the remaining have other degree/qualification. In terms of experience, 65 respondents (26 percent) have more than five years' experience whereas almost the same quantity of respondents i.e., 55 people have more than 2 years' experience but less than five year overall. Income level of 70 respondents (28 percent) is more than PKR 100,000 monthly whereas 68 respondents (27 percent) have their income level between PKR 70,000 to 100,000 monthly.

Descriptive Statistics

To run regression analysis on data, data must follow the normal distribution. A normality test determines whether questionnaire surveys are taken from a natural person and to give under a certain tolerance (Kwak & Park, 2019). Normality test was conducted on responses obtained by questionnaire. No outlier was found in the 250 responses as all shaved Skewness value between -1 to +1 and Kurtosis value between -3 to +3 (Hair et al., 2010). However below is the result generated by the Statistical Package for Social Sciences (SPSS Version 22). Table below depicts the values:

Table 1: Descriptive Statistics

Construct	Mean	Std. Dev.	Skewness	Kurtosis
Motivation	3.585	0.9132	0.424	0.345
Understanding and differentiation	3.623	0.8512	0.304	0.537

Construct	Mean	Std. Dev.	Skewness	Kurtosis
Dissemination of information	3.587	0.8588	0.329	0.563
Strategic reward	3.658	0.9006	0.511	0.156
Training	3.617	0.9263	0.568	0.203
Inter-functional coordination	3.557	0.9142	0.526	0.298
Organizational performance	3.592	0.9418	0.418	0.473
Total rewards perception	3.577	0.9573	0.373	0.624
Work engagement	3.616	0.9666	0.461	0.565
Work happiness	3.601	0.9879	0.473	0.571

Reliability of the construct

The degree to which a variable shows accurate outcomes as tests are replicated many times is referred to as its reliability. The study of dependability is known as reliability analysis. As a result, if the correlation in reliability analysis is strong, the scale produces accurate results and is hence stable (Billinton et al., 1989; Nunnally & Bernstein, 1994). Reliability test was conducted on responses obtained by questionnaire. Standard Cronbach's Alpha must be 0.7 or greater than it. In the above table, all variables have Cronbach's Alpha is greater than 0.7 so the reliability test is qualified, and data is reliable. However below is the result generated by the Statistical Package for Social Sciences (SPSS Version 22).

Table 2: Reliability Analysis

Item	Cronbach's Alpha	No of Items
Motivation	0.899	5
Understanding and differentiation	0.827	4
Dissemination of information	0.813	4
Strategic reward	0.818	3
Training	0.815	3
Inter-functional coordination	0.784	3
Organizational Performance	0.9	4
Total rewards perception	0.848	3
Work engagement	0.881	3
Work happiness	0.896	3

Correlation test

Correlation analysis is a mathematical tool for determining the frequency of an interaction between the variables. If an association is discovered, it may be positive or negative based on the numerical values evaluated (Begg & Mazumdar, 1994; Bryman & Bell, 2012). Correlation analysis was conducted on responses obtained by questionnaire. In this analysis, all variables show strong relationships with others because mostly variables show value between 0.5 to 0.7 (Ansari, 2020). However, less than 0.5 relation shows the weak relation with variable and no variable showed very weak relation as no value is below 0.3 thus no variable shows multicollinearity because no value is greater than 0.9. However, value 0.7 to 0.9 show very strong relations (Wei et al., 2011). All variables show sig. value 0.000 or less than 0.05. If any variable would have sig. value greater than 0.05 so it means that variable is not significant. (Taherdoost, 2016) However below is the result generated by the Statistical Package for Social Sciences (SPSS Version 22)

Table 3: Correlation Analysis

	1	2	3	4	5	6	7	8	9	10
Motivation	1									

	1	2	3	4	5	6	7	8	9	10
Understanding and differentiation	0.533	1								
Dissemination of information	0.826	0.579	1							
Strategic reward	0.449	0.787	0.514	1						
Training	0.574	0.568	0.627	0.616	1					
Inter-functional coordination	0.623	0.628	0.67	0.663	0.759	1				
Organizational performance	0.884	0.646	0.807	0.463	0.581	0.603	1			
Total rewards perception	0.806	0.444	0.761	0.498	0.63	0.697	0.797	1		
Work engagement	0.808	0.424	0.773	0.451	0.602	0.665	0.777	0.801	1	
Work happiness	0.777	0.452	0.736	0.489	0.609	0.633	0.793	0.866	0.896	1

Note: Values are considered as significant when p-level is less than 0.05

Construct validity

Validity refers to the method for measuring the expected accuracy of a measurement. If the study is highly effective, this means that the results correspond to the actual characteristics, and dynamics of the physical or social world. High reliability is an indicator of performance validity (Taherdoost, 2016). Validity test was conducted on responses obtained by questionnaire. As all values of Average Variance Explained (AVE) is more than 40% it indicates that data is fulfilling the essentials of convergent validity. However below is the result generated by the Statistical Package for Social Sciences (SPSS Version 22).

Table 4: Validity Analysis

Item	Kaiser-Meyer-Olkin Measure	Sig.	Variance Explained
Motivation	.810	0.000	71.393%
Understanding and differentiation	.780	0.000	65.958%
Dissemination of information	.758	0.000	64.547%
Strategic reward	.713	0.000	73.308%
Training	.716	0.000	72.974%
Inter-functional coordination	.697	0.000	69.831%
Organizational Performance	.829	0.000	77.745%
Total rewards perception	.709	0.000	76.971%
Work engagement	.683	0.000	81.055%
Work happiness	.640	0.000	83.980%

The ideal value for the KMO test is greater than 0.7 whereas all variables show values greater than 0.7 except for Inter-functional coordination, Work engagement & Work happiness but they are greater than 0.6 which is also acceptable (Ansari, 2020; Vidal-Alaball et al., 2020). Sig value of all variables is 0.000 which shows that all variable effects are significant. Less than 50% variance explained is not acceptable, and no variable has less than 50% variance explained. Conclusion is that all variables are valid and qualify the validity test.

Overall Model Regression Test

Regression analysis is a mathematical research approach that is used for predicting and evaluating multiple variables in a sample, where the interaction comprises a significance level and one or more independent variable (Rawlings et al., 1999). In the below analysis, Adjusted R square is greater than 0.2 i.e., 0.886 it means this is perfect model. If we see the coefficient table, the beta value shows different results. Greater than 0.2 shows good effects such as Motivation, Understanding, Total Reward perception, Work happiness, Dissemination of information, Strategic reward etc. However, less than 0.2 beta shows weak effect (Tonidandel & LeBreton, 2011) i.e., work engagement. If constant does not show sig. value 0.000 so no issue but

independent variables must show sig. value less than 0.05 (Garson, 2016), else it will be dropped such as work engagement. This variable i.e., work engagement will be dropped as it has sig. value greater than 0.05. We have different t values that are significant. Result shows work engagement has t value 1.043 and sig. value 0.298 so, it will be rejected. However, all other constructs will be rejected. However below is the result generated by the Statistical Package for Social Sciences (SPSS Version 22).

Table 5: Multiple Linear Regression

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Organizational Performance	0.239	0.102	-	5.352	0.004
Motivation	0.646	0.069	0.626	9.421	0
Understanding and differentiation	0.534	0.043	0.483	12.375	0
Dissemination of information	0.309	0.068	0.291	3.078	0.002
Strategic reward	0.287	0.041	0.275	6.991	0
Training	0.246	0.036	0.245	4.279	0.002
Inter-functional coordination	0.302	0.042	0.399	2.441	0.003
Total rewards perception	0.269	0.056	0.254	4.436	0
Work engagement	0.069	0.06	0.064	1.043	0.298
Work happiness	0.251	0.05	0.236	4.485	0

Dependent variable: Organizational performance (OP), R = .890 Adjusted R2 = .886, P = <0.05

Table 6: Hypotheses Results

Indicators	t value	Empirical Result
Motivation	9.421	Fail to reject
Understanding and differentiation	12.375	Fail to reject
Dissemination of information	3.078	Fail to reject
Strategic reward	6.991	Fail to reject
Training	4.279	Fail to reject
Inter-functional coordination	2.441	Fail to reject
Total rewards perception	4.436	Fail to reject
Work engagement	1.043	Reject
Work happiness	4.485	Fail to reject

Discussion and conclusion

Around the world, the business landscape is constantly changing. To achieve a strategic advantage over their competing firms, companies must allocate their money in the most profitable way possible (Leung et al., 2006). This study revealed the effect of thorough training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness on employee motivation and employee motivation effect on organizational performance among banking sector employees in Pakistan. Conclusion of study show training, understanding and differentiation, dissemination of information, strategic reward, inter-functional coordination, total reward perception, work engagement and work happiness influence employee motivation as well as organizational performance. Hence, having fair pay that is comparable to the job workers do, as well as maintaining a healthy working atmosphere, preparation, awareness, and so on, will ensure employee loyalty and, by extension, enhanced productivity. If this is accomplished, not only will workers be happier, but it will also go a long way toward the

employee morale, which will contribute to improved corporate efficiency (Khoreva et al., 2017). It is also up to management to recognize and evaluate their workers' expectations and desires, as well as to understand the basis of job satisfaction (Sauermann, 2018). In the previous studies, Dissemination of information and Inter-functional coordination were rejected and the study we conducted we found only one hypothesis is rejected i.e., work engagement. It has t value 1.043 that is less than 2 so less than 2 t value hypothesis will be rejected. So, this study is not constant as two variables were rejected in previous studies but now, they are failed to reject and work engagement was failed to reject but now in this research it is rejected.

Implication for leaders and policy developers

In the light of results of this study, it would assist organizations to understand the factors effecting employee motivation by providing them training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness at workplace. It also could be incorporated in human resource management's strategies. This study can help leaders in designing the right strategies for retaining their employees by empowering them according to the boundaries set by their organizations. The results can help firms to identify the potential reasons for training, work engagement, strategic reward, inter-functional coordination, understanding and differentiation, total reward perception, dissemination of information, work happiness, employee motivation that will resultantly lead to higher productivity and profitability of the organization. These strategies will consequently lead to enhancement in organizational performance and to achieve objective of the business in this competitive era.

Limitation and future research

The scope of this research was towards employees of banking industry in Karachi. Future research would further increase its scope by enhancing to the employees of banking industry across the country. Demographic elements could also be recorded in future research that was beyond the scope of this research. Constructs utilized in this study were derived from the research that were principally used for measuring organizational performance. The findings of this research, suggest for the constructing of variables related to the theme of organizational performance, will incorporate further insight on the matter.

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