Leadership and Employee Analysis
A Case Study of Pakistani Banking Industry

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ARTICLE INFO	ABSTRACT
	This research examines how leadership, motivation, and training affect job satisfaction and performance in a corporation. This inquiry seeks to discover how firms may boost employee productivity and pleasure by evaluating these attributes. We will utilize surveys to collect primary quantitative data from workers. This research seeks to understand these elements' connections and causalities. Businesses are continuously looking for new methods to boost employee productivity and job satisfaction. Due to the competitive and complex business climate today. It is crucial to consider these two interconnected traits since they directly affect a company's performance, productivity, and profitability. These concerns must be followed. Training, motivation, and leadership are considered the most essential variables affecting employee performance and work satisfaction. These components are considered most crucial. After measuring and analysing these three independent variables, this study found that these are the key factors. Understanding how these components interact and contribute to results can help companies design more effective personnel management and development strategies. This knowledge will help firms improve personnel management and development initiatives. This is possible because you must understand how these components interact. Training is considered essential to worker development. This is because training gives worker's new skills and experiences.

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1.   Introduction

Enhanced work performance and greater levels of job satisfaction are both outcomes that may be attained via the implementation of effective training programmes. Effective training programmes can be implemented. In order to accomplish this objective, it is essential to ensure that workers feel self-assured in their capabilities and respected in the sectors in which they are employed. There is a possibility that this will lead to an increase in the degree of satisfaction that one takes away from their profession. One of the most complex and multi-faceted characteristics that is responsible for motivating people to achieve their maximum potential is the ability to motivate individuals to perform to the best of their abilities. The amount to which workers believe they are driven to achieve to the best of their abilities is a determining factor. It has been shown that there is a connection between having high levels of motivation and experiencing growing levels of effort, perseverance, and performance. Considering the nature of the relationship that existing between the two, it is possible to establish this link. When it comes to the process of constructing the environment of the workplace and exerting an influence on the attitudes and actions of workers, leadership is an essential component within the process. It is not the least significant component, but it is surely not the least essential either. This is not to claim that is the case. When it comes to the process of establishing a working atmosphere that is constructive and motivating, it is likely that good leadership might be of significant support in the process. Both enhanced work

satisfaction and improved performance are possible outcomes that might be brought about as a consequence of this. The function that human resources play in an organization is very important. Utilizing human resources that possess traits like as creativity, innovation, knowledge, experience, added value, competitive supremacy, and skills to boost customer pleasure is one way to demonstrate this position. All of these characteristics are referred to combine as "human ability," and they are characteristics that are not only supporting roles but rather are crucial to the success of an organization or corporation (Drucker, 1993). Human resources, which serve as the implementer and are impacted by worker engagement, individual performance, and organizational leadership practices, are more important than fully working modern tools, facilities, and infrastructures when it comes to fulfilling an organization's objectives. This is because human resources are the ones who are employed by the organization. It has been established that increasing employee engagement leads to a rise in productivity, efficiency, and customer loyalty, while simultaneously reducing customer churn (Zhang & Li, 2019).

When it comes to sustainable development, which necessitates making compromises between social, ecological, and environmental objectives, employees may think and talk differently in order to increase performance at the organizational level. Due to the fact that it requires acts with unknown results in the future, taking risks might be beneficial to maintaining performance. If management and workers share the same environmental and social goals, then taking risks may have a beneficial influence on the development of sustainable practices. The amount of tolerance that exists inside companies is contingent not only on the attitude that employees have towards their working environment, but also on the broader organizational plan and the resources that are available. In 2022, Schaufeli and colleagues. The dynamic market is characterized by its complexity, speed, and globalization, all of which contribute to a feeling of insecurity being experienced by workers, as well as economic insecurity. Taking into consideration the psychological aspects of the institution, this circumstance demonstrates the need of having a supportive working environment. Eichbaum (2018) recommends the establishment of psychological safety, which has the effect of enhancing employee performance. An employee's perception of the degree to which their employer encourages them to engage in risky interpersonal interactions is referred to as their psychological safety. Implications that place an emphasis on psychological safety are the ones that are more readily apparent. When there is psychological safety across the workplace, employees are able to address disagreements freely without the fear of being evaluated unjustly by other people. When all of the aspects that impact how workers see their workplace are taken into consideration, it is believed that leadership is the most potent force. The development of psychological safety is significantly influenced by leadership, which is an essential component (Gallup, 2022).

Despite the fact that there are a great number of studies that have been conducted on the influence that leadership has on followers, it is essential to determine the psychological linkages, processes, and conditions that encourage workers to go above and beyond what is expected of them. The psychological safety of the workplace encourages a variety of input, which in turn stokes the passions of each and every worker. There is a possibility that psychological processes are the ones that mediate the link between leadership and the results of the workforce. In addition, Paredes, Apaolaza, Fernandez-Robin, Hartmann, and Yañez-Martinez (2021) proposed that, given that the bulk of the study does not establish a relationship between sustainable leadership and sustainable performance, the topic should be investigated for the purpose of identifying potential moderating variables. It may be beneficial to examine possible moderators of these intervening factors in order to further increase knowledge of both what drives individuals to perform sustainably and the conditions that are necessary for such a phenomenon. This is because context has a substantial influence on sustainable performance. This is true regardless of the size, breadth, or religion of the organization; the acts of a leader are directly tied to the performance of the organization. Outstanding leaders are able to sustain and apply effective leadership concepts in order to motivate, mentor, and organize their team members to push beyond their comfort zones, boost productivity, and strengthen their organization by increasing total staff engagement. This is accomplished by inspiring, mentoring, and organizing their team members. It is the outstanding support, motivation, and encouragement provided by the leader that motivates the staff to proactively carry out their jobs and work in the best methods that are the primary

causes of the staff's accomplishments and outcomes in the organizations. Additional evidence that the leadership style is important in galvanising teamwork to accomplish shared objectives comes from the increased level of active participation in the work that the staff is doing.

The human resources department is an essential component of every business or organization. The use of human resources that possess traits like as creativity, innovation, knowledge, experience, added value, competitive superiority, and skills to boost customer satisfaction with services is one way to acknowledge this function. This characteristic is referred to as human capacity, and it is not only a supportive function that these resources play in the relationship. In addition to properly updated equipment, buildings, and infrastructures, the success of an organization's objectives is heavily dependent on its human resources. These resources serve as the implementer and are impacted by employee engagement, individual performance, and organizational leadership techniques inside the organization (Kanter, 1992). There is evidence that demonstrates that employee engagement lowers the rate of staff turnover, boosts productivity and efficiency, keeps customers at higher levels, and maximizes profit, work productivity, workplace safety, as well as customer happiness and loyalty. Employees are required to be able to provide efficient service to customers while demonstrating enthusiasm, friendliness, honesty, and a sense of purpose. The employees' main objective is to sell ice crystals, and leadership is determined by how well they execute their jobs. A leader who is smart, capable of motivating followers, able to offer direction and a feeling of purpose, and who can be recognised to create goals, design plans of action, come up with regulations, and carry out administrative responsibilities is required for this situation. Changes that are constantly present, whether they are internal or external, are something that it is able to deal with. It is possible for the attitudes and patterns of behaviour of workers who interact directly with customers to have a direct impact on the performance of an organization.

The outstanding service performance of customer-contact workers is crucial to the greatness of an organization since the degree to which service delivery influences how customers perceive an organization is a direct result of this. Employees that interact directly with customers are directly responsible for the satisfaction of individual customers, the quality of service provided, and the level of service provided in relation to the high performance of the service organization. In addition, frontline employees regularly deal with angry or irritated customers, which causes them to lessen their dedication to delivering exceptional customer service and ultimately results in unhappiness with their respective jobs. When it comes to enhancing service performance and going above and beyond what is required of them in their job, committed personnel are essential, as shown by a number of studies. "Dedication" is a term that describes the commitment and willingness of workers to put in a lot of effort in order to achieve the goals of the company. According to Clark, Hartline, and Jones (2009) the objective of the service organization is to offer customers with a high level of satisfaction and to deliver high-quality service. There have been prior works of literature that have recognised the significance of CSQ as a factor in determining the quality of service. It is also essential to have CSQ in the work. It has been shown by earlier studies that employee commitment is crucial for service organizations. This is due to the fact that service organizations are dependent on the devotion of their workers. The desire of an employee to deliver the greatest degree of customer service and to go above and beyond what is expected by the organization is a demonstration of the employee's loyalty to the firm.

1.1. Research Aim

The purpose of this study is to explore the influence that training, motivation, and leadership have on the amount of joy that workers feel because of their job, as well as the degree of performance that individuals accomplish in their roles. In a more precise sense, the purpose of this investigation is to acquire an understanding of the method in which these independent elements, both individually and collectively, have an impact on the variables that are dependent on them. The ultimate goal is to provide businesses with knowledge that can be put into action, which they can then utilize to improve their training programmes, methods of motivation, and leadership practices in order to improve overall employee performance and work satisfaction.

1.2. Research Questions

1.   What impact can training have on the satisfaction and performance of employees?

2. What's the relationship between motivation, performance, and overall enjoyment in one's work?
3. What effects does leadership have on the satisfaction and performance of employees?
4. What kind of effects do leadership, motivation, and training have on the level of satisfaction and performance at work?

1.3. Research Objectives
1. To investigate the ways in which training influences job satisfaction.
2. To investigate the performance and motivation of staff members.
3. To investigate leadership and the satisfaction of workers.
4. To investigate the ways in which leadership, motivation, and training influence levels of job satisfaction.

1.4. Problem Statements
In spite of the fact that training, motivation, and leadership are recognised as some of the most important factors that influence employee performance and work satisfaction, there is still a lack of understanding about the specific dynamics and interrelationships that exist between these variables. Despite the fact that information on these factors is readily accessible, this is the situation that holds true. Despite the fact that they invest a large amount of money in leadership development and training programmes, many businesses are unable to achieve the necessary gains in work performance and employee satisfaction after making these kinds of efforts. The purpose of this research is to investigate the manner in which these components influence and are influenced by one another within the framework of an organizational structure that is based on the actual world. Currently, this study is being carried out with the purpose of addressing the gap that has been established.

1.5. Significant of the Study
The findings of studies concerning corporate management, the development of human resources, and the well-being of employees could have practical repercussions. The purpose of this study is to investigate the ways in which employee performance and satisfaction are affected by factors such as training, motivation, leadership, and work satisfaction in order to enhance both academic and practical knowledge:

Enhanced Organizational Performance: Gaining an understanding of the ways in which training, motivation, and leadership influence employee performance enables increases in productivity and efficiency that are specifically targeted. It's possible that this research will assist managers in developing and implementing skill-based training programmes. In addition, organizations may be able to establish high-performance workplaces with the aid of motivational insights by using both intrinsic and extrinsic rewards. Customer Satisfaction and Employee Retention: Job satisfaction has an impact on both employee retention and morale. Based on the findings of this research, work satisfaction is increased by effective leadership and training. Because of these elements, job happiness, turnover, employee engagement, and the culture of the workplace may all improve.

A research that provides evidence-based recommendations for workforce management is referred to as strategic human resource management. It is possible that this research may be of assistance to HR managers in the process of developing comprehensive employee development plans. These plans may include training programmers that are tailored to the requirements of workers, motivational programmers that are tailored to their goals, and leadership development programmers that produce effective leaders. The development of leadership is essential to the organizational culture and the behaviour of employees. There is a possibility that leadership development activities will be influenced by research on leadership performance and satisfaction. By gaining an understanding of the characteristics and actions of exceptional leaders, businesses are better able to recognize and cultivate leadership potential in their workforce, which in turn fosters support, empowerment, and high performance.

It is possible that the findings of the research may assist organizations in formulating policies that encourage learning, motivation, and leadership. Training in leadership, recognition and awards, and ongoing development are all potential components of management policy. Adaptability, creativity, and competitiveness are maintained inside the organization via the use

of such standards in the ever evolving business sector. Studies of leadership, human resource management, and organizational behaviour may all benefit from this research. Leadership, motivation, and training are all shown to boost work satisfaction and performance, as shown by this example. It is possible that in the future, scholars may add components, places, and tactics in order to enhance academic discourse in these domains. Organizations handle difficulties that are special to their industry, size, and culture via the use of customized interventions. The findings of this study assist organizations in tailoring treatments. Those that have a high employee turnover rate may use incentives to keep their employees, whereas those that have made technological advancements may choose to teach their employees. More Organizational Resilience Organizations must adapt and survive in the face of fast technological breakthroughs and global competition. Analysing employee performance and happiness may help companies build a resilient staff that can overcome challenges and seize opportunities. This study lays the basis for a flexible, innovative, and ever-changing organization.

2.   Literature Review

In most cases, the attitude of a leader is anticipated and characterized by the leadership style that they use. When it comes to interacting with their superiors, leaders use a wide range of features, attitudes, and behaviour, which are generally referred to as their "style of leadership." This pattern of management behaviour is regarded to be meant to merge personal or organizational interests with impacts on the achievement of certain objectives, and it must be adjusted to the skill level of each subordinate's job in order to be effective. In essence, a successful leader is one who does not seek power for himself but rather distributes power to a large number of people in order to accomplish shared goals, who is able to bring people together, who is able to change the beliefs and attitudes of each subordinate in order to accomplish the goals that have been set, and who is able to change the value system of the subordinate (Noe, 2020). The degree of devotion, effort, and desire to remain with the firm, as well as the degree of loyalty and engagement among workers in the organization and its ideals, are all factors that contribute to job satisfaction. When a worker is active, he is aware of the specific position he plays in the accomplishment of organizational objectives, and he is able to encourage his fellow employees alongside them. Employee engagement is a psychological and motivational state of workers in which they continue to put their brains, hearts, and bodies into their job obligations and demonstrate dedication, effective performance, participation, and a strong feeling of connection to their work. Employees who are engaged in their work are more likely to have a strong sense of connection to their work. The total of a worker's talents, efforts, and output as a consequence of the quantity and quality of work done while carrying out their activities in accordance with their given obligations is what is referred to as performance management. The term "performance" refers to the results that workers achieve as a result of their job and is evaluated in comparison to certain criteria that are significant to a particular role. There are certain performance measurement criteria that are not implemented at the time of assessment. This is due to the fact that performance measurement is determined by the sort of work that is being reviewed (Northouse, 2021).

It is the act of putting effort into one's job and participating in a process that is continuous that is referred to as work engagement. Leadership and supervisors were unable to effectively control the customer-facing behaviour of their workers, including their desire to please customers and enhance the success of the company. In addition, it provided support for the concept that workers who are devoted to their task put in more time, effort, and energy. It was shown by the findings that workers who are committed to the service firm would make the necessary efforts to advance the company's aims. According to studies that have been conducted on the relationship between commitment and leadership style, managers always have a positive influence on the devotion of their workers. The measures that are based on behaviour are more likely to be influenced by qualitative variables than quantitative ones. Given that behaviour assessments are often subjective, it is anticipated that the employee will be able to provide an accurate description of the effective performance of either themselves or their colleagues in this particular circumstance. The following are the three categories of dimensions and performance indicators: a) the amount of work; b) the quality of work; and c) the punctuality of the work. When evaluating the performance of an employee, the following elements are taken into consideration: work performance, attainment of targets, skills, contentment, initiative, attendance, obedience, and punctuality (Mayo, 2016).

It is possible to deduce, based on the description, that performance may be interpreted as a result or degree of success in light of a set of criteria, both in terms of quantity and quality, including behaviour in the process of attaining it. Employees that are committed to their work are always willing to acquire new skills in order to enhance their performance and provide superior service to their customers (Aguinis & Kraiger, 2009). Because commitment is the greatest indicator of performance, job satisfaction, and turnover, leaders lay a greater focus on it. This is another reason why leaders place more emphasis on it. The path-goal theory serves as the conceptual foundation around which this investigation is built. Specifically, it places an emphasis on both directive and participatory leadership styles, highlighting the significance of leadership direction and clarity throughout the work process, both at the beginning and throughout, in order to accomplish the objective of an organization. According to this theory, it is essential for leaders to offer their subordinates with guidance if they are unsure about a job or demand it while they are carrying out a work. This has an immediate impact on their level of commitment and production. According to Sugiyono (2010) the ability to organise, carry out, plan, mentor, coach, participate, reward, and encourage subordinates is some of the characteristics that are associated with leadership. Clarifying duties and responsibilities, eliminating impediments, and clarifying expectations for the workforce are the primary goals of directive leadership. In the realm of strong leadership, directed leadership is taken into consideration. Leadership that is directive is characterized by its ambition, centralization of power, persuasiveness, and manipulativeness. It is the possessor of full authority and is of the opinion that subordinates are obligated to comply with the rules and regulations. Additionally, it illustrates the relationship between directive leadership and phrases such as "what to do," "how to do," "where to do," "when to do," and "who should do." Being in charge, being aggressive, being organized, and articulating to subordinates what they should do and how they should accomplish it are all characteristics of being a directive leader. In the nineties, the most important component of top-level management was the empowerment of employees. During that time period, the literature reported on and addressed a variety of concepts pertaining to empowerment in both industrialized countries and developing nations around the world (Bass & Bass, 2008).

Kanter (1992) had the belief that empowerment was intricately connected to the concepts of delegation and decentralization. Participative leadership, which includes advising, consulting, delegating, engagement with workers, and consideration of their views, opinions, and suggestions before to any key decision or job change, was also explored in studies that were conducted during this time period. To arrive at decisions that are rational and founded on agreement, it is necessary to include subordinates in the decision-making process. Employees are more satisfied with their employment and more committed to the organization when leaders conduct themselves in a way that encourages collaboration. The function that human resources play in an organization is very important. Utilizing human resources that possess traits like as creativity, innovation, knowledge, experience, added value, competitive supremacy, and skills to boost customer pleasure is one way to demonstrate this position. All of these characteristics are referred to combine as "human ability," and they are characteristics that are not only supporting roles but rather are crucial to the success of an organization or corporation. Human resources, which serve as the implementer and are impacted by worker engagement, individual performance, and organizational leadership practices, are more important than fully working modern tools, facilities, and infrastructures when it comes to fulfilling an organization's objectives. This is because human resources are the ones who are employed by the organization. It has been established that increasing employee engagement leads to a rise in productivity, efficiency, and customer loyalty, while simultaneously reducing customer churn (Zhang & Li, 2019).

Employees who are managed in a participative way exhibit devotion, involvement, and loyalty to their employer. When an employee is given the opportunity to participate in decision-making, they are more likely to be committed to the firm and to offer outstanding service to customers. An additional benefit of participatory leadership is that it has the potential to increase the level of engagement, loyalty, and commitment among frontline staff members. Leaders who are aware that workers are valued and have the right to participate in any decision are likely to promote employee loyalty among frontline staff members. This is because they are aware that employees have the right to participate in any decision.

Furthermore, it was shown that there is a substantial association between empowerment and participatory leadership, which in turn increases employee commitment. Encouragement to the organization. Workers who experience pride and delight in their job perform superiorly, and employee engagement is characterized as emotional commitment. Awareness on the part of workers of the importance of their contribution to the success of the company is the single most important element in determining "job satisfaction". Robinson, Fuller, Stedman, Siemer, and Decker (2019) state that there are three different degrees of employee participation, which may be broken down into the following categories: 1. a builder who has been enthusiastic about their job. 2. Workers who are not enthusiastic about their work focus on the task at hand, wait for instructions, and usually have the impression that their contributions are overlooked.

The work attitudes and behaviour of front-line employees of a service organization may have a direct influence on the performance of the organization. The quality of service that is provided by workers who engage with customers is critical to the success of an organization because it influences the way in which consumers form opinions about the business. One-on-one customer happiness, customer service, and the quality of service provided by the staff members who interact directly with customers are closely related to the good performance of the service organization. According to the findings of study conducted by Paredes et al. (2021), the failure of a service organization is directly correlated to the frontline workers giving inadequate service. There are limits and deficiencies in the public sector as a consequence of poor leadership that is unable to adapt to the continual changes in the new environment, according to some study. This is the case despite the fact that the public sector retains its power and receives financial and political support. Nevertheless, every leader has their own one-of-a-kind approach of inspiring and rewarding the achievements of the members of the team. In the context of leadership styles, these approaches might be either monetary or material incentives, which are linked with transactional leadership styles, or human-centered acts such as career development or changing the workplace, which are connected with transformational leadership styles. By emphasizing the importance of human worth as the fundamental principle of the organization, the goal is to maintain the workforce's active engagement in their job efforts.

According to the conclusions of study conducted by Avolio and Bass (2004) on these subjects, there is a widespread consensus about the link between revolutionary, commercial, and fair leadership styles and the level of employee engagement. While there is a good association between transitional and transactional leadership styles and staff job engagement, there is a negative relationship between a laissez-faire leadership style and staff job engagement in many cultures. This contrasts with the positive relationship that exists between different leadership styles. Studies have shown that transformational and transactional leaders are better to other types of leaders because they foster higher levels of active staff participation in the workplace with their employees. Not only does this result in great performance, but it also provides substantial proof of a healthy working connection between managers and staff. The study of department-level leaders in the Vietnamese public sector is a relatively new topic of research, despite the fact that several studies on transformational and transactional leadership styles have been carried out in a variety of organizations for a variety of leadership positions. As an alternative to lifetime appointments to high posts, the public sector of the state has already begun to pursue a scheme that involves self-financing and the standardization of hired employment with explicit job descriptions. The study that Vietnam is doing on this topic is still scattered and focuses mostly on the activities of the private sector. Despite the fact that several research on leadership styles and employee engagement in the workplace have been conducted in recent times, these studies are still relatively new. The capacity of this study to address gaps in leadership style and employee engagement would not only assist the private sector but also the public sector. Because of this, the purpose of this research is to evaluate the relationship between management strategies and the performance of those employed. This research makes two distinct contributions to the existing body of literature on sustainable development. In the first place, this study provides a contribution to the field of neuroscience by conducting an empirical investigation into the influence that sustainable leadership has on psychological safety and the influence that psychological safety has on sustainable performance. Second, the current study makes a theoretical contribution to the existing body of literature on leadership and sustainability by investigating the possible

effect of psychological safety as a mediator between the influence of sustainable leadership and sustainable performance (Locke, 1976).

2.1. Training and Employee Performance

The efforts of other employees who are engaged and behave like cavemen are undermined by employees who are just inquisitive about their work. A component of the involvement of your workforce, an instrument or indicator is used as a benchmark in the process of evaluating the level of employee engagement. According to Bakker and Schaufeli (2001), there are three essential components that contribute to occupational satisfaction: Passion, which they describe as having high levels of energy and mental toughness when working, as well as the urge to put out effort and perseverance in the face of hardship, is the first example. Research indicates that the individual has high levels of vigor, endurance, and perseverance. (2). The condition known as absorption, which is characterized by total concentration while working and pleasure, will cause time to pass by very fast. According to the findings of the study, time passes quickly, completeness is attained, and Labour gives satisfaction. One way to evaluate the performance of a person is to examine the results of their job, which are a mix of the individual's capabilities, the efforts they put forth, and the opportunities they have. In most contexts, the term "performance" refers to the amount, quality, punctuality, attendance, as well as the efficiency and effectiveness of the task that has been completed. "Performance" was defined by Mangkunegara and Prabu (2017) as the total of the quality and quantity of work that an employee completes while carrying out his or her commitments in line with the tasks that have been allocated to him or her. The term "performance," on the other hand, was defined by Robbins and Judge (2016) as the outcome that individuals achieve in their work in line with the norms that are pertinent to a particular job. There are certain performance measurement criteria that are not implemented at the time of assessment. This is due to the fact that performance measurement is determined by the sort of work that is being reviewed. According to the criteria, there are two aspects that are considered while evaluating the performance of employees (Yousef, 2024).

They are as described below: assessment that is based on the results (also known as performance assessment that is result-based). In the context of this measurement criteria, the management or work group is responsible for establishing the organizational objectives. Employees are encouraged to achieve the goals, and their performance is assessed based on how well they performed in achieving the goals. Behavior-based evaluation of performance in the workplace. Measurements that are based on behaviour have a tendency to exaggerate qualitative elements, while simultaneously underestimating quantitative aspects. There is a presumption that the worker is capable of exactly defining what constitutes a successful performance for either himself or his fellow employees. The majority of the time, behavior-based measures are subjective.

According to Robbins and Judge (2012), the following is a description of how measurements and performance indicators might be described: a) the completion date, b) the output standard, and c) the quantity of the task. Performance may be observed as a consequence of the description, which leads to the conclusion that leadership is known for leading, implementing, planning, directing, coaching, participating, rewarding, and motivating subordinates. This conclusion is reached because of the fact that performances can be seen. The term "achievement" refers to the result or quantity of success that is achieved in line with certain standards, both in terms of quantity and quality. Making the duties and responsibilities of the team members obvious, removing any barriers that may be in the way, and making it plain what is expected of the members of the team are the goals of directive leadership.

2.2. Training and Job Satisfaction

Another key aspect that leads to gains in job satisfaction is employees' participation in training programmes. According to the findings of a study that was carried out by Shaskin (2021) employees who are given many opportunities for training report feeling more valued and competent, which eventually leads to improved levels of personal satisfaction in their jobs. Additionally, Rowold (2008) found that training programmes that are aligned with the career aspirations of workers are a significant contributor to the overall job satisfaction of such persons.

2.3.   Motivation and Employee Performance

One of the most important factors that has a significant impact on the overall performance of the workforce is the level of motivation that staff members possess. A performance that is both more sustained and of higher quality is created by intrinsic motivation, which is motivated by internal delight, as Deci and Ryan (2000) emphasized. Intrinsic motivation is the driving force behind this kind of performance. On the other hand, this is in contrast to the performance that is achieved by extrinsic motivation, which is driven by variables that are external to the individual. Locke (1976) found that goal-setting, which is a crucial tool for motivating workers, had a beneficial effect on employee performance. This is an extra point of interest that is worth mentioning. This is due to the fact that goal-setting not only provides workers with clearly defined goals, but it also fosters a feeling of achievement in them.

2.4.   Motivation and Job Satisfaction

There is a strong correlation between the several aspects that contribute to motivation and the degree of pleasure that an individual obtains from the activity that they engage in. In the Two-Factor Theory that Herzberg (1966) devised, it is stated that intrinsic motivators such as recognition, responsibility, and personal advancement have a considerable role in determining the degree to which an individual is content with their employment. As a consequence of the findings of a research study that was conducted by Mitsakis and Galanakis (2022), it was discovered that employees who report greater levels of job satisfaction are also those who feel high levels of intrinsic motivation. The outcomes of this study project provided evidence in favor of this concept.

## 2.5.   Leadership and Employee Performance

Studies conducted in the private sector provide more evidence that supports the high association that exists between transformational and transactional leadership styles and the level of work engagement shown by employees. When it comes to the various levels, cultures, and kinds of organizations, there are gaps that need to be addressed. An rising number of research on leader behaviour and staff work engagement have been conducted in order to investigate the characteristics of leadership styles that are suitable for a variety of cultures, organizational types, and administrative levels. Busari, Khan, Abdullah, and Mughal (2019) focusing on the transformational leadership style, contend that these leaders always place people at the center of their strategic priorities, have a greater willingness to accept responsibility for their leadership decisions, and maintain, strengthen, and develop the work engagement of their staff. A further demonstration of transformative leadership is provided by the public sector research (Shrestha, 2020).

2.6.   Leadership and Job Satisfaction

Leadership is another factor that plays a significant role in determining the degree of satisfaction that an individual gets from their place of work. It was revealed, on the basis of the findings of a research that was carried out by Veithzal Rivai Zainal (2011) that leadership styles that place an emphasis on support, empowerment, and recognition greatly increase the level of job satisfaction that employee's experience. There is a link that has been established over the course of time between the kind of leadership that is known as transformational leadership and increased levels of work satisfaction. This is because it places a significant emphasis on the well-being and growth of its employees, which is the reason for this result (Yukl, 2022).

3.   Theoretical Framework
Figure 1
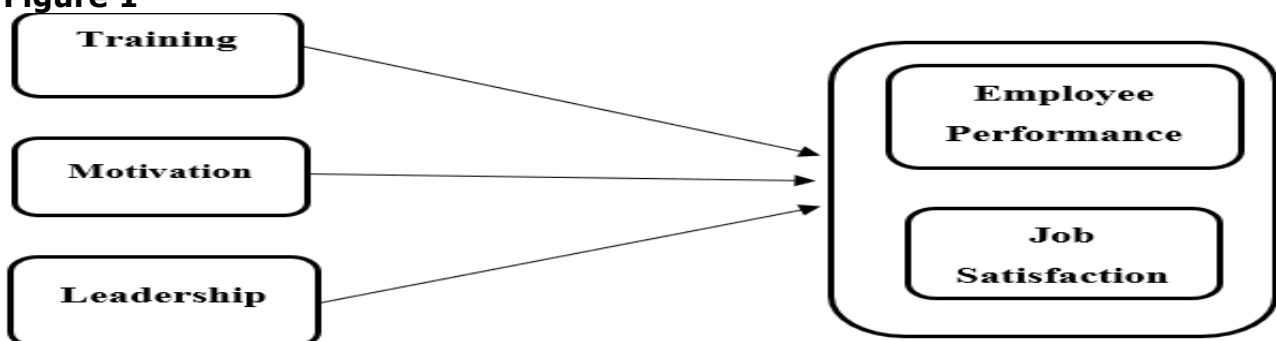
3.   Methodology
3.1.   Research Design
A strategy based on surveys and a quantitative research design were used for the purpose of this analysis. The establishment of a systematic questionnaire will be carried out in order to collect 3data on the independent factors, which include training, motivation, and leadership, as well as the dependent variables, which include employee performance and job satisfaction.

3.2.   Population and Data Collection
The population that is planning to take part in this study is comprised of individuals who are employed by a broad variety of companies that are active in a large number of different industries. For the purpose of ensuring that the sample is an accurate representative of the population, we shall choose participants via the use of a technique known as random sampling. Following the statistical power analysis, the sample size will be set to guarantee adequate power to uncover significant correlations between variables. This will ensure electricity.

3.3.   Data Collection
An online questionnaire will be emailed to chosen candidates throughout the selection process. Likert scale items will be on the questionnaire. These questions will assess training, motivation, leadership, performance, and job satisfaction. Along with other data, demographics like age, gender, education, and employment length will be collected.

3.4.   Data Analysis
Data will be analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. Descriptive statistics summaries sample characteristics and variable distribution. By presenting an overview. Correlation analysis will examine variable relationships. Multiple regression analysis will establish how leadership, motivation, and training affect work satisfaction and performance.

3.5.   Sample Size and Technique
Two hundred persons will be selected using convenience selection for the study sample. Convenience sampling involves choosing study participants who are willing and able to participate at the right moment. This strategy works well with limited time and resources. Convenience sampling may collect data from a wide range of participants in several organizations and industries, even if the data is not as representative as random sample. The study will find significant correlations between the variables of interest since the sample size of 28 is sufficient for statistical analysis. Despite convenience sampling's drawbacks, the data may reveal how leadership, motivation, and training affect worker performance and job satisfaction. This data may support more reliable research.

3.6.   Ethical Consideration
When performing human research, ethical concerns are paramount. The following ethical standards will be followed during this research project to protect participants' rights, dignity, and well-being: Participants will get a detailed explanation of the study, including its goals, methods, risks, and benefits. They will be informed that their participation in the study is optional and that they may withdraw at any moment without penalty. They will get this information. Permission forms will be required from all participants to ensure they understand the research and are willing to participate. To protect participants' privacy and anonymity, all information will be kept secret. Identifying information will be hidden or encoded to preserve privacy. The study team will have exclusive access to the safeguarded data. Aggregated data will ensure that individual comments cannot be linked to participants.

4.   Data Analysis
Table 1: Frequency

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	21.4	21.4	21.4
	2	22	78.6	78.6	100.0
	Total	28	100.0	100.0	

The table shows the 28 participants' gender distribution in two categories. Category 1 has 6 individuals, 21.4% of the sample. Both valid and cumulative percent are 21.4%. Category 2 includes the remaining 22 individuals, 78.6% of the sample, and 100% when combined cumulatively. Over three-quarters of the participants (78.6%) are in the second gender group, compared to just over one-fifth (21.4%) in the first, demonstrating a gender imbalance in the sample.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	28	1	2	1.79	.418
Age	28	1	3	2.21	.787
Marital Status	28	1	2	1.61	.497
Educational Field	28	1	3	1.96	.744
MOTIVATION	28	1.00	5.00	3.4286	1.54838
TRAINING	28	1.00	5.00	3.5179	1.58396
LEADERSHIP	28	1.00	5.00	3.5179	1.53347
EMPLOYEE PERFORMANCE	28	1.00	5.00	3.5536	1.43913
JOB SATISFACTION	28	1.00	5.00	3.3690	1.66380
Valid N	28				

Based on a sample of 28 participants, the table offers descriptive statistics for a range of organizational and demographic factors. With a standard deviation of 0.418 and a mean of 1.79 for gender among the demographic data, there seems to be a minor preference for one gender over the other. With an age mean of 2.21 and a standard deviation of 0.787, the majority of participants are found to be in the middle of the age ranges that were utilized. The data for Marital Status indicate a modest skew, with a mean of 1.61 and a standard deviation of 0.497. The distribution across the educational categories is shown by the mean of 1.96 and standard deviation of 0.744 for the Educational Field variable. The mean scores for the organizational factors show modest levels in every category. The data on motivation exhibits a broad range of responses, as shown by the mean of 3.43 and the standard deviation of 1.548. The averages for training and leadership are the same at 3.52, with standard deviations of 1.584 and 1.533, respectively. This suggests that participants had consistent opinions on the efficacy of training and leadership. While Job happiness has the lowest mean of 3.37 and the largest standard deviation of 1.664, indicating more diverse viewpoints about job happiness, Employee Performance has a mean of 3.55 and a standard deviation of 1.439. These figures provide a thorough picture of the participants' demographics and opinions on several organizational components.

Table 3: Correlations

MOTIVATION	1	.857**	.878**	.859**	.904**
		.000	.000	.000	.000
	28	28	28	28	28
TRAINING	.857**	1	.901**	.838**	.912**
	.000		.000	.000	.000
	28	28	28	28	28
LEADERSHIP	.878**	.901**	1	.903**	.906**
	.000	.000		.000	.000
	28	28	28	28	28
EMPLOYEE PERFORMANCE	.859**	.838**	.903**	1	.850**
	.000	.000	.000		.000
	28	28	28	28	28
JOB SATISFACTION	.904**	.912**	.906**	.850**	1
	.000	.000	.000	.000	
	28	28	28	28	28

Based on a 28-person sample, the Pearson correlation coefficients for Motivation, Training, Leadership, Employee Performance, and Job Satisfaction are shown below. Correlation values around 1 or -1 suggest strong linear links between these variables, whereas those near 0 imply weak or no associations. The table's correlations are all significant at the 0.01 (2-tailed) level, indicating that these associations are not random. The table shows strong positive correlations across all variables, with coefficients from 0.838 to 0.912. This suggests that greater levels of one variable correlate with higher levels of another. Motivation is substantially connected with Job Satisfaction (0.904) and Leadership (0.878), showing that motivated workers are happier at work and like their leaders. Training also has a positive

association with Job Satisfaction (0.912) and Leadership (0.901), suggesting that it may improve employee satisfaction and leadership. These connections show that these variables affect employee performance and workplace dynamics together.

Table 4: Reliability Statistics

Cronbach's Alpha	N of Items
.978	19

The table shows 19 item dependability data with Cronbach's Alpha of 0.978. This strong alpha value suggests the items measure the same concept due to their remarkable internal consistency. Cronbach's Alpha scores over 0.7 are good, while above 0.9 are outstanding, suggesting consistent and reliable findings. The items' alpha of 0.978 implies they give highly dependable data for the construct being tested.

4. Conclusion and Discussion

The present corporate climate is competitive and fast-paced, so organizations are continuously seeking for methods to boost employee satisfaction and output. These two factors directly affect the company's performance, profitability, and productivity, thus they must be considered. Leadership, motivation, and training are the independent elements being studied. It is common knowledge that these factors have a major influence on employee performance and work satisfaction. Even if they invest a significant amount of money in leadership development and training programmes, many companies are unable to achieve the goals they have set for themselves. The purpose of this study is to investigate the influence that training, motivation, and leadership have on work satisfaction and employee performance in an organizational setting. The research is conducted using a quantitative methodology with a convenience sample of two hundred people included.

4.1. Summary of Findings

With regard to the correlations between the dependent variables (employee performance and work satisfaction) and the independent factors (leadership, motivation, and training), the research produced a number of important conclusions. There is a high positive correlation between employee training and performance. Training and employee performance are closely associated. When it came to both proficiency and production, those who had received extra training demonstrated greater levels. Training has a favorable influence on job satisfaction as well, which is beneficial to both pleasure at work and training. Participants who participated in ongoing training programmes reported feeling more competent and appreciated in their work environment. Employee Motivation and Performance: There is a strong connection between job performance and employee motivation. There is a correlation between greater levels of both extrinsic and intrinsic motivation along with increased levels of productivity and effort. There is a considerable positive correlation between job satisfaction and motivation, as previous research has shown. Higher levels of work satisfaction were indicated by individuals who were driven by being accountable, receiving acknowledgment, and growing personally. Leadership and Employee Performance: An effective leader has a favorable influence on the performance of their employees. The ability of a leader to motivate, enable, and support the people of their team raises the bar for both performance and performance expectations. Work satisfaction and leadership: Leadership also has a substantial influence on the degree to which an individual is satisfied with their work. Employees report higher levels of overall job satisfaction when they are led by leaders who are helpful and empower them. Impact When Considered in Conjunction: Training, motivation, and leadership are all factors that, when combined, may significantly increase employee performance and happiness with their jobs. Employees report higher levels of happiness and productivity when their companies include these components into their existing programmes.

5. Discussion of Findings

The results shed light on the significant roles that training, motivation, and leadership play in determining the level of performance that a person achieves. Employees' performance and competency, as well as their level of work satisfaction, are immediately improved by training. In accordance with the findings of the collection of research that highlight the need of

ongoing professional development, these findings are consistent. It has become abundantly clear that motivation is a significant aspect that plays a role in both productivity and enjoyment. Because there is a significant association between motivation and these outcomes, organizations need to develop an atmosphere that supports both internal and external motivators, such as recognition, opportunity for progress, and personal improvement. This is necessary in order to ensure that employees are successfully motivated. In accordance with the considerable benefits that leadership has on output and happiness, the concepts of transformational leadership are brought into alignment. Through the provision of explicit guidance, encouragement, and empowerment, highly effective leaders have the ability to establish a pleasant environment at work. As a result, there is a possibility that their performance may improve. The findings of the study may be used in a variety of different ways in the corporate world. Continuous training and development programmes should be given a significant amount of attention by organizations in order to improve the skills and competencies of their workforce, and therefore, raise the level of job satisfaction and performance. By catering to both internal and external requirements, motivational techniques have the potential to increase both happiness and productivity in the workplace. Taking action is essential for one's professional growth, personal progress, and recognition in order to get recognition.

Workers may be more productive if they are provided with surroundings at work that are encouraging and empower them. This may be accomplished in a number of ways, one of which is by developing effective leadership curricula that accord prominence to transformational leadership characteristics. Training, motivation, and leadership are all essential components that must be present in order to attain the highest possible levels of employee performance and satisfaction. The companies have to make sure that these components are able to assist them in accomplishing their strategic intentions.

5.1. Limitations of the Study

There are a few limitations in the research, despite the fact that it provides information that is effective. Approach as an example: How convenient it is the use of a sampling technique can restrict the extent to which the results can be applied. Any possible bias might be caused by the fact that there is a chance that the participants are underrepresented in the broader population. Cross-Sectional Design: The study used a cross-sectional design, which makes it more difficult to demonstrate a causal relationship between the variables Long-term studies on training, motivation, and leadership are needed to determine how they affect employee results. Overreliance on self-reported data enhances the risk of response bias because participants may provide comments that are more socially acceptable than what they truly believe. Based on the findings, some suggestions may be made: Improve Training: Organizations should examine and improve their training programmers to fulfil employee needs and raise employee satisfaction and performance. To build an inspirational workplace, use internal and external incentive approaches. These techniques include professional development, employee appreciation, and welcoming workplaces. Funding leadership development courses that foster transformational leadership in employees is crucial. These initiatives should inspire, empower, and help people to become transformative leaders.

5.2. Future Research Directions

This research might be improved by random sampling in the following ways: Use random sampling to improve generalizability. Longitudinal studies examine how training, motivation, and leadership affect worker performance over time. Work-life balance, organizational culture, and technological advances are examples of "examining other variables." Comparative research examines how differing training, motivation, and leadership affect different kinds and sizes of companies to find context differences.

6. Conclusion

This study shows how training, motivation, and leadership affect employee happiness and productivity. The findings show that firms need continuing training, a healthy workplace, and effective leadership. The use of these components in a business may enhance employee satisfaction and performance, which will boost competitiveness and long-term success. The study, despite its limitations, provides a foundation for human resource development and organizational management research and practice.

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