

THE IMPACT OF CORPORATE CULTURE AND EMPLOYEE MOTIVATION ON ORGANIZATION EFFECTIVENESS IN BANKING SECTOR OF PAKISTAN

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ABSTRACT

This study seeks to examine the impact of corporate culture and employee motivation on organizational effectiveness in the Pakistani banking sector, taking into account the challenges faced by banks in Pakistan in recent years due to the country's economic and political conditions, as well as the lack of research in this area. Employing a quantitative research methodology, data was gathered through a survey consisting of questionnaires administered to personnel working in banks in Pakistan. Analyzed were 365 useable replies, revealing a notable impact of corporate culture and three of its characteristics - clan culture (human relation), market culture (rational purpose), and hierarchical culture (internal procedure) - on organizational success. The presence of a fourth dimension, specifically an adhocracy culture (open system), did not have a positive impact on the effectiveness of the firm. There was a notable correlation between employee motivation, particularly extrinsic and intrinsic motivation, and organizational effectiveness. The study concludes that bank managers can enhance their effectiveness by establishing a harmonious organizational culture that integrates various business cultures, including clan, market, and hierarchy. This study also indicates that bank management should promote an adhocracy culture in order to foster innovation and assist the banks in navigating external pressures. Bank managers can enhance staff performance by directing their attention towards both extrinsic and intrinsic incentives.

Keywords: Corporate Culture, Employee Motivation, Organizational Effectiveness, Pakistani Banks.

INTRODUCTION

This study investigates the correlation between organizational effectiveness and organizational culture within the metalworking industry. The efficacy of the company is measured by considering client orientation, employee happiness, organizational commitment, and financial and growth success as indicators. The study reveals that organizational culture exerts a substantial influence on effectiveness, particularly in relation to involvement, cooperation, information dissemination, learning, client care, strategic guidance, rewards, control, communication, coordination, and integration. The findings indicate that establishing a robust

corporate culture is essential for attaining effectiveness and enhancing financial and growth outcomes. The study's findings have ramifications for organizations and scholars, emphasizing the significance of incorporating organizational culture into strategy creation and promoting additional research in many industries and circumstances. (Bulent Aydin and Adnan Ceylan, 2009).

An investigation examined the correlations between employee motivation and company culture in a marketing research firm based in South Africa. The study unveiled substantial correlations among these parameters, with energy

and dynamism, work characteristics, and organizational culture assuming crucial roles. The findings indicate that firms can bolster employee motivation by prioritizing these areas, resulting in enhanced performance. The findings of the study are consistent with previous research and offer valuable insights for marketing research organizations, emphasizing the impact of managerial practices on employees' opinions in the workplace. In summary, the research provides helpful advice for firms aiming to enhance employee motivation and enhance overall performance. (Roos & Van Eeden, 2008).

This study investigated the relationship between company culture, employee motivation, and performance. The study examined different facets of company culture, including values, beliefs, work environment, and employee relationships, and how these influence employee motivation and performance. The study employed a mixed-methods approach and discovered a direct positive relationship between corporate culture and employee motivation, as well as an indirect connection to performance. The results indicate that a robust organizational culture promotes increased employee motivation, resulting in enhanced performance. More specifically, it was discovered that acknowledging and compensating employees for their hard work increases their motivation and greatly improves their performance. (Evans Sokro in the year 2012)

This study explores the correlation between organizational culture and work motivation, emphasizing the importance of culture in molding behavior and impacting leadership effectiveness, motivation strategies, and organization development initiatives. Organizational culture refers to the collective set of values, conventions, beliefs, and attitudes that shape and govern behavior and interactions within a company. The study examines many typologies of organizational culture, such as those put out by Hofstede, Charles Handy, Edger Schein, and G Johnson. It also covers the influence of culture on leadership principles, motivation dynamics, and overall organizational success. The differentiation between organizational culture and corporate culture is further elucidated, with

the former encompassing a wider scope that includes diverse forms of organizations, including non-corporate groups. (J. B. Patnaik in 2011).

This study examined the influence of motivation, leadership, and organizational culture on job satisfaction and employee performance at Wahana Resources Ltd in Indonesia. The findings indicated that motivation and organizational culture had a favorable influence on performance, but did not have a significant effect on job satisfaction. On the other hand, leadership was found to have a substantial impact on job satisfaction, but did not exhibit a significant influence on performance. The study revealed that elements like as motivation, leadership, and culture had a significant impact on both job satisfaction and employee performance. The study asserts that enhancing motivation, leadership, and corporate culture is crucial for augmenting job satisfaction and subsequently improving employee performance. The results affirm the significance of employees as valuable resources in the theory of human resource management and emphasize the critical role of leadership in establishing a professional and optimal organizational environment to enhance employee performance and happiness. (PATTIRUHU, Jozef R 2020).

This study investigates the correlation between corporate culture and effectiveness in different national contexts. The research comprises two studies: one that compares 230 organizations across Europe, North America, and Asia, and another that specifically examines 218 supermarkets in Canada, Australia, Brazil, the United States, Japan, Jamaica, and South Africa. The results demonstrate unexpected commonalities across areas, with a consistent pattern forming in the majority of countries. Nevertheless, the study also emphasizes the cultural variations in the manifestation of these characteristics across various countries. The findings indicate that a universal framework can be utilized to comprehend organizational efficiency, while simultaneously taking into account cross-cultural variations. (Denison, Haaland, & Goelzer, 2003).

This study proposed that in the current cutthroat business environment, firms endeavor to attain a

competitive edge by harnessing their resources, specifically their human resources. The motivation and performance of employees are essential for attaining organizational effectiveness and growth. Studies have found two primary elements that impact employee motivation: internal and extrinsic motivation. Personal wants and desires have a more significant influence on intrinsic motivation compared to external factors like as compensation and benefits on extrinsic motivation. Instances of intrinsic motivation encompass personal development, equilibrium between work and personal life, and a favorable work atmosphere. Comprehending and promoting innate drive is crucial for companies to optimize job performance and retain exceptional employees, resulting in organizational success and prosperity. (Linh Nguyen 2017.).

Motivation is a multifaceted subject in the field of psychology that pertains to the factors that trigger, guide, and maintain behavior. Although physiological factors can influence motivation for behaviors such as eating and drinking, their impact on work-related behavior is minimal.

Psychological concepts from diverse fields can be utilized to comprehend job motivation, as individuals bring their complete identities to the professional environment. The use of established motivational principles can elucidate individual performance, although their effectiveness is constrained by the dynamic nature of work and their tendency to primarily address individual task behavior rather than the holistic individual. Conventional motivation theories have proven beneficial, although they fail to consider the individual's self, encompassing personality features, talents, and values. New innovations in motivation theory are addressing this gap, emphasizing the necessity of a comprehensive approach to understanding motivation.

Additionally, motivation theory needs to focus more on the direction of motivation, or what a person is motivated to do, in order to attain organizational efficiency. This demands coordinated effort and a team focus, rather than just individual task accomplishment. (John Arnold, Wouter Schoonman 2000).

This study investigates the determinants of employee motivation and their effects on the overall performance of banks. The study reveals that employees are mostly motivated by financial compensation, including salary and overtime pay. Effective communication between leaders and followers also has a substantial impact on enhancing motivation. Nevertheless, job satisfaction seems to lack a substantial influence on motivation. The study suggests that in order to enhance employee motivation and performance, it is advisable to give priority to compensation and additional working hours, while also fostering effective communication. The findings indicate that it is essential to tap into the potential of human resources, especially among young people, in order to achieve organizational performance and boost revenues. (Dritan Shoraj and Shyqyri Llaci 2015).

This study investigates the variables that influence employee motivation and the subsequent effects on organizational success. The study concludes that empowerment and appreciation play vital roles in favorably impacting employee motivation, resulting in enhanced task performance and organizational success. The study highlights the significance of creating organizational policies and structures that foster employee motivation, acknowledgment, and empowerment, resulting in enhanced work satisfaction, employee retention, and ultimately, the growth and profitability of the firm. Organizations may overcome issues in retaining employees and achieve success in a competitive market by giving priority to human resources and fostering a healthy work environment. (Shukla, Naveen Kumar 2012).

The study indicates that in the current highly competitive market, firms depend on employee motivation and performance as crucial factors for attaining success. Evaluating performance is essential for effective management, as it illuminates the organization's advancements and accomplishments. Employee motivation has a direct correlation with the efficiency of a business, and factors such as empowerment and recognition have the potential to enhance motivation.

Nevertheless, employee discontent stemming from repetitive tasks and stress can undermine productivity, resulting in increased rates of absenteeism and staff turnover. In order to surmount these obstacles, firms must establish a favorable rapport with their personnel, comprehend their varied requirements, and formulate tactics to inspire them. In order to enhance their performance, managers must accurately comprehend the genuine requirements of their personnel, as making assumptions can lead to a distortion of reality. Organizations can attain success and prosperity by acknowledging human capital as their primary asset. (Ovidiu Iliuta Dobre 2013).

This study examines the well-researched subject of motivation and its influence on organizational performance. This study highlights the essential aspects that impact employee motivation and explores the correlation between motivated individuals and the achievement of organizational goals. The study emphasizes the significance of empowering and acknowledging employees in promoting their motivation, which in turn enhances their task performance and overall organizational effectiveness. In order to accomplish this, firms should implement rules and procedures that promote employee autonomy and acknowledge their accomplishments, resulting in heightened motivation and ultimately, corporate triumph. (Thakur Ram 2017).

This study posits that corporate culture and motivation are critical determinants that impact employee performance and organizational efficacy. The study examines the disparity between weak and strong organizational cultures in terms of their ability to maintain employee motivation, emphasizing the significance of organizational culture in fostering employee motivation. An influential company culture can inspire employees through both internal and external causes, resulting in heightened job contentment, dedication, and less employee attrition. Although a poor organizational culture may encourage independent thinking and innovation, powerful cultures provide additional benefits such as cohesiveness and groupthink.

Managers must discern novel approaches to leverage organizational culture as a means of inspiring people, as conventional methods such as monetary incentives and promotions are no longer adequate. Additional research is required to explore novel motivating strategies and comprehend how employees obtain motivation from internal and external variables. This will empower managers to enhance employee motivation and attain organizational success. (Thokozani S B Maseko 2017).

The study proposed the creation of a theoretical model of organizational culture by utilizing a framework of interpersonal incentives, incorporating theories from individual psychology and social anthropology. Our proposition entails a three-part model of interpersonal motives, encompassing collaboration, competitiveness, and autonomy. This model aims to elucidate how culture impacts performance within organizations. We expanded the existing body of knowledge on organizational ambidexterity by proposing that the fusion of different interpersonal drives gives rise to hybrid cultural structures. These structures, in turn, provide certain competitive benefits that beyond those offered by pure forms. We hypothesized that particular hybrids are correlated with productivity, adaptation, and originality. Ultimately, we elucidated the occurrence of intricate variations of these motives through the presence of organizational subcultures and the progression of the organizational life cycle. This conceptualization enhances theoretical comprehension by employing a bottom-up methodology to comprehend organizational culture, expanding upon the theory of organizational ambidexterity, and proposing a mechanism for cultural transformation and intricacy. Subsequent investigations should prioritize the identification of the aggregation mechanism and the determination of a measurement approach. (Moon, Quigley, & Jennifer, 2012).

The study indicates that in the current highly competitive business landscape, firms need to give priority to employee motivation and job satisfaction in order to avoid losses resulting from high staff turnover and low productivity. Having

motivated employees is vital for accomplishing organizational objectives, and the HR department plays a pivotal role in matching employee aspirations with the aims of the firm. Establishing a stimulating work environment that caters to employees' requirements for advancement and progress is crucial for fostering motivation and contentment in their jobs. Extensive research has continuously demonstrated that employees who are motivated have a significant influence on the productivity and effectiveness of a business. Therefore, motivation is an essential and crucial factor for any firm. Competent leadership and management are essential for valuing and inspiring people, and firms must acknowledge the significance of employee motivation in attracting and maintaining exceptional individuals to attain enduring success. (Dr. Chandrakant Varma 2017).

The study indicates that company culture has a pivotal impact on employee motivation, and a favorable culture might enhance motivation levels. An organizational culture that is both supportive and bureaucratic is crucial for fostering employee motivation. It is imperative for top management to have a clear understanding of the specific cultural components that have an impact on motivation. The study discovered a favorable correlation between company culture and employee motivation, providing evidence for two hypotheses. Organizational culture plays a vital role in employee motivation, and employers should build a positive culture to boost motivation, which in turn promotes the growth and establishment of the firm. Employee motivation is crucial, as the absence of it leads to decreased productivity and increased expenses for the firm. Employers should allocate resources towards their employees by offering benefits, promotions, and training programs to enhance motivation levels. Employers can cultivate a work environment that promotes motivation and facilitates organizational growth by comprehending the correlation between organizational culture and employee motivation. Hani Sakina Mohamad (Yusof, Nur Shafini Mohd Said, and Siti Rapidah Omar Ali conducted 2016). This study suggests that the significance of human resources in attaining organizational

objectives is widely acknowledged. Human capital accumulation is widely recognized as a crucial factor in driving economic progress, and human resources are viewed as a main and enduring source of competitive advantage. Human resource management is divided into two approaches: Harvard's strategy, which prioritizes staff commitment, and Michigan's approach, which centers on capital resources and achieving alignment both internally and externally. The study concluded that there is no statistically significant relationship between Educational Training and Working Motivation, as well as Cultural Organization and Working Motivation. Nevertheless, there exists a notable correlation between the Working Environment and Working Motivation, Working Motivation and Performance, as well as Educational Training and Performance. There is no discernible correlation between the Working Environment and Performance, as well as between Organizational Culture and Performance. (Renah and Setyadi, 2014).

The study proposed the interplay between corporate culture and motivation exerts a substantial influence on both employee performance and organizational effectiveness. An influential organizational culture can inspire personnel, foster cohesion and conformity, and contribute to the achievement of organizational triumph. Conversely, a deficient organizational culture can foster autonomy, creativity, and originality, but may not provide strong motivation for employees. Organizational culture is molded by the broader societal and industrial cultures and has a significant impact on how employees behave, make decisions, and stay motivated. In order to maintain employee motivation, managers must identify novel motivational strategies that go beyond conventional methods such as financial incentives and promotions. Additional research is required to explore motivational strategies that are suitable for various industries and organizational cultures, as well as to comprehend how employees obtain motivation from both intrinsic and extrinsic sources. (Thokozani S B Maseko 2017).

An investigation examines the impact of organizational culture, leadership, and dedication

on the success of an organization. The study identifies the direct influences of culture and leadership, with leadership amplifying the effects of culture. Nevertheless, organizational commitment has no substantial influence on performance or enhance the impact of culture. The study suggests enhancing organizational culture and leadership, specifically in non-profit organizations such as the Ministry of Education and Culture, to improve performance and showcase achievements to external stakeholders. (Alghani Imansyah Utomo et al. 2024).

A study examines the impact of company culture on employee experience, finding that a positive culture has a substantial effect on engagement, motivation, teamwork, and general well-being. It ensures that employees are in line with the ideals of the firm, improves job happiness, productivity, employee retention rates, customer service, and the ability to attract talented individuals. Suggestions encompass establishing fundamental principles, advocating for open and clear exchange of information, and cultivating an environment that encourages cooperation and inclusivity. (Ayuns Luz, Godwin Olaoye, and Oluwaseyi Joseph 2024).

This study investigates the correlation between organizational culture, innovation, and performance within the microfinance sector of Bangladesh. The analysis reveals aspects such as mission and adaptability as influential factors, demonstrating that a favorable culture has a good effect on creativity and performance. The relationship between culture and performance is influenced by innovation, emphasizing the significance of promoting innovation and adaptation to sustain competitiveness. (Parul Akhter and Dr. Naznin Sultana Chaity 2024).

This study examines the influence of motivation on employee performance within the specific setting of Hormuud Company in Somalia. Recognition, opportunities for personal development, and compensation packages are crucial factors that have a substantial impact on both productivity and job happiness. The research highlights the significance of corporate culture in cultivating a motivated workforce and proposes effective ways for sustaining organizational

performance through motivation. (Abdullahi Hussein Mohame and colleagues 2024).

A study conducted in the Magersari District Office in East Java investigates the influence of training, work motivation, and job satisfaction on the performance of employees. The study concludes that both training and work motivation have a favorable impact on job satisfaction and directly influence performance, with job satisfaction acting as a mediator. The study highlights the significance of these aspects in improving the quality of public services and proposes comprehensive strategies to attain organizational objectives. (Eny Dwi Rokhmatu Laily, Sugeng Mulyono, and Tri Cicik Wijayanti 2024).

A comparative study conducted in Sindh, Pakistan, investigates the influence of intrinsic and extrinsic motivating factors on employee performance by employing Herzberg's two-factor theory. It demonstrates that both categories of characteristics have a favorable impact on success in many businesses. The study suggests incorporating motivational elements into HR processes to maximize industrial efficiency and promote employee commitment and loyalty (Sumra Haleem Shaikh 2021).

The study examines the impact of organizational culture on innovation and financial success within the banking sector of Pakistan. The analysis identifies factors such as engagement and flexibility and their beneficial influence on innovation. Although there was no direct effect on financial performance, the presence of innovation played a crucial role in connecting culture and financial outcomes. This emphasizes the need of cultivating cultures that promote innovation. (Muhammad Lal, graduating in 2022).

The research examines the correlation between corporate culture variables, self-efficacy, and organizational commitment among employees of public sector banks in Pakistan. Research demonstrates that corporate culture characteristics have a substantial influence on organizational commitment, which is mediated by self-efficacy. The findings underscore the significance of these elements in enhancing employee performance and managerial effectiveness in public sector banks. (Bahadur Ali

Soomro, Abdul Wahid Zehri, Sadia Anwar, Nadia A. Abdelmegeed Abdelwahed, and Naimatullah Shah. 2023).

This study examines the business culture of Pakistan and its impact on employee performance. A robust correlation is discovered between organizational culture and employee performance, indicating that a favorable culture improves performance. Key concepts such as achieving high levels of performance and actively engaging workers are emphasized as important elements that impact employee performance. (Sajid Gu, in the year 2012).

Studies conducted in the banking sector of Pakistan investigate the various aspects that impact employee motivation and performance. The text highlights benefits, recognition, empowerment, and job environment as essential motivators. The study highlights the connection between motivation, job satisfaction, and better organizational results, offering valuable information for improving performance through specific interventions. (Abdullah Khan, 2018).

Introduction

Organizational effectiveness is a crucial notion in modern corporate management, which determines an organization's capacity to compete and prosper in ever-changing and intricate contexts. Organizational capacity refers to an organization's ability to efficiently fulfill its goals while maintaining high levels of performance and adaptability. An examination of organizational efficiency is essential not only for comprehending the functioning of organizations but also for directing strategic decision-making with the goal of achieving long-term success.

The impact of corporate culture and employee motivation on organizational effectiveness is widely acknowledged. Corporate culture, which encompasses the collective values, beliefs, and behaviors of an organization, influences the work environment and the conduct of its employees. It has a crucial function in establishing the identity of an organization, directing the decision-making procedures, and promoting employee involvement. Employee motivation refers to the combination of internal and external factors that propel people to perform optimally and make

valuable contributions towards achieving organizational objectives. Employees who are motivated are more inclined to exhibit dedication, ingenuity, and efficiency, therefore improving the overall performance of the firm. The relationship between corporate culture, employee motivation, and organizational success in Jordanian banks is a distinct and noteworthy subject of investigation. The banking business in Jordan operates in a highly competitive economic environment, marked by fast-paced technical innovations and changing client demands.

Managers at Jordanian banks encounter difficulties such as effectively managing resources, ensuring regulatory compliance, and sustaining market competitiveness. Comprehending the impact of corporate culture and employee motivation on organizational effectiveness in this particular setting is crucial for directing strategic efforts and improving operational efficiency. This study seeks to address gaps in the current literature by examining the connections between corporate culture, employee motivation, and organizational effectiveness in Jordanian banks.

This research aims to analyze the impact of different cultural orientations on organizational outcomes by using the Competing Values Framework to categorize corporate culture into clan, adhocracy, market, and hierarchical kinds. The study tries to provide detailed insights into this relationship. The results of this study are anticipated to enhance theoretical understanding, provide practical insights for managerial strategies, guide policy formulation, and broaden the academic discussion on organizational performance in the Jordanian banking industry. This research aims to investigate and analyze the complex connections between corporate culture, employee motivation, and organizational effectiveness in banks in Jordan. By doing this, the goal is to offer essential information that can allow firms to improve their competitive advantage, create long-lasting growth, and overcome problems in the current dynamic business climate

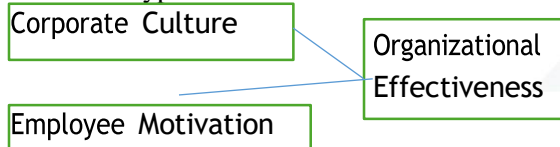
Research Methodology

This study aims to analyze the impact of corporate culture and employee motivation on the overall effectiveness of the banking sector in Pakistan. The Competing Values Framework classifies corporate culture into four distinct categories: clan, adhocracy, market, and hierarchy. Each type has a distinct influence on the success of the organization. The study examines the influence of employee motivation on employees' commitment, innovation, and efficiency, and how it eventually affects the overall success of the company. Employee motivation can be classified into two main components: intrinsic motivation and extrinsic motivation.

Organizational effectiveness is evaluated through three methods: the goal approach, which assesses whether an organization successfully accomplishes its objectives; the resource control approach, which examines the organization's ability to acquire and manage essential resources; and the multiple constituency approach, which considers the satisfaction of various stakeholders, including employees and clients. The study seeks to investigate three main research questions: the impact of different types of corporate culture on the effectiveness of organizations, the relationship between employee motivation and organizational effectiveness, and the interaction between corporate culture and employee motivation in shaping organizational outcomes. The study aims to provide valuable insights that will help Pakistani banks enhance their competitive edge and achieve sustainable growth.

Conceptual Model and Hypothesis

Research Hypothesis



H1: There is no effect of corporate culture on organizational effectiveness in the Pakistani banking sector

The culture of an organization has a significant role in determining its resilience during times of crisis. An influential and encouraging culture

offers the necessary stability and direction to successfully manage obstacles and uncertainty. Organizations that prioritize adaptability, teamwork, and a positive attitude towards change are more capable of efficiently managing crises and emerging stronger. Resilience is essential for sustaining long-term effectiveness, particularly in volatile circumstances.

To summarize, the connection between corporate culture and organizational effectiveness is complex and crucial. An organization can greatly improve its performance by cultivating a robust corporate culture that is in line with its strategic objectives, promotes employee involvement, stimulates innovation, and facilitates effective decision-making. Organizations can attain elevated levels of performance, adaptability, and sustainability by fostering a good and unified culture. This relationship emphasizes the significance of establishing and sustaining a corporate culture that not only aligns with business goals but also enables workers to make their best contributions, so assuring the long-term success of the organization.

H2: There is no effect of employee motivation on organizational effectiveness in the Jordanian bank sector

Corporate culture significantly influences employee motivation by shaping the work environment and conditions. An affirmative work environment that fosters employee well-being, provides avenues for advancement, and acknowledges individual contributions can greatly enhance motivation. When a culture emphasizes the need of maintaining a healthy balance between work and personal life and fosters a supportive environment, people are more inclined to experience satisfaction and motivation. For instance, a company that prioritizes employee well-being and allocates resources to establish a salubrious and pleasant work atmosphere is likely to observe elevated levels of employee engagement and motivation. Ultimately, the connection between corporate culture and employee motivation is complex and ever-changing. An influential corporate culture that is in harmony with employees' values, fosters a nurturing and welcoming atmosphere, and

acknowledges individual achievements can greatly amplify employee motivation. Organizations that comprehend and foster this connection are more likely to attain elevated levels of employee engagement, contentment, and total organizational triumph. Organizations may ensure continuous success and growth by prioritizing the cultivation of a good and cohesive culture.

Population And Sampling

An online survey was administered to employees in the banking sector of Pakistan, encompassing both conventional and Islamic banking. The survey garnered 98 valid replies, which were collected during the period of May to June 2024. A total of 200 questionnaires were distributed among banking personnel in Pakistan. The opening component of the questionnaire provides descriptive statistics in the first half. The second portion of the study aimed to assess attitudes regarding certain characteristics by utilizing modified items from earlier research. All items utilized reflective-type A Likert scales, which ranged from 0 to 10. A score of 0 indicated "complete totally disagree and a score of 10 indicated "totally agree".

Data Analysis Techniques

The study used SmartPLS version 4 for data processing and conducted Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis among banking personnel in Pakistan. PLSSEM is employed due to its efficacy in analyzing complex relationships among variables, especially in exploratory research where accurately predicting dependent variables is crucial (Hair, Risher, et al., 2019). According to Chin (1998), the data analysis began by evaluating the validity and reliability of the measurement model. This stage ensured that the theoretical concepts presented in your research were appropriately assessed by the constructs and their indicators. Reliability assessments ensured the accuracy and consistency of these measures, while validity tests confirmed that the measurement model effectively captured the intended variables. Once the measurement model was validated, the structural model was

evaluated. In this phase, we conducted tests on hypotheses, assessed the direct and indirect effects between variables, and explored the consequences of integrating sustainability and human capital metrics on operational and strategic management in Pakistan's banking business. In addition to providing insights into the relationships between variables, this technique also enabled predictive modeling, which is an essential tool for understanding the complex dynamics inside the banking industry. The utilization of PLS-SEM in your research facilitated a comprehensive analysis of the structural and measurement aspects, enabling a meticulous exploration of the influences and interconnections among the variables being studied. This methodological choice demonstrates a firm dedication to advancing new information and creating a beneficial influence on the field of organizational behavior and management within the banking industry. The study utilized Smart PLS version 4 for data processing and conducted Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis among banking personnel in Pakistan. PLS-SEM is employed due to its utility in analyzing complex relationships between variables, especially in exploratory research where accurately predicting dependent variables by route model prediction is crucial (Hair, Risher, et al., 2019). According to Chin (1998), the data analysis began by evaluating the validity and reliability of the measurement model. This stage ensured that the theoretical concepts presented in your research were appropriately assessed by the constructs and their indicators. Reliability assessments ensured the accuracy and consistency of these measures, while validity tests confirmed that the measurement model effectively captured the intended variables. Once the measurement model was validated, the structural model was evaluated.

During this phase, the researchers conducted tests on hypotheses, explored both direct and indirect relationships between variables, and examined the effects of integrative sustainability and human capital metrics on operational and strategic management in Pakistan's banking business. In addition to providing insights into the

relationships between variables, this technique also enabled predictive modeling, which is an essential tool for understanding the complex dynamics inside the banking industry. The utilization of PLS-SEM in your research facilitated a comprehensive analysis of the structural and measurement elements, enabling a

meticulous exploration of the influences and interconnections among the variables being studied. This methodological choice demonstrates a firm dedication to generating fresh insights and creating a beneficial influence on the field of organizational behavior and management within the banking industry.

Result

Demographic Analysis

Demographic	Category	Frequency	Percentage
Age	20-30	53	54.08%
	28 - 37	30	30.61%
	38 – 47	12	12.24%
	48 – 57	3	3.06%
Gender	Male	82	83.67%
	Female	16	16.33%
Designation	Officer	7	7.14%
	SM1	6	6.12%
	OG3	4	4.08%
	Relationship Manager	3	3.06%

The respondent profile consists of a heterogeneous set of individuals employed in the banking sector of Pakistan. 49.33% of the sample consists of respondents aged 31-41 years, whereas 38.67% fall into the 20-30 years category. Only 12.00% of the population is within the age range of 42-52 years.

Regarding gender distribution, the sample is predominantly male, accounting for 69.33% of the respondents, while females make up 30.67%. This discrepancy underscores a notable inequality in female representation within the sector.

In terms of educational qualifications, a significant number of the participants possess advanced degrees, with 64.00% holding a Masters or PhD, while 36.00% have completed their undergraduate studies.

The respondents' designations exhibit significant variation, with the 'Others' group having the largest proportion at 32.00%. This suggests the presence of diverse roles that are not explicitly mentioned. Supervisors and Assistant Managers make up substantial portions of the sample, accounting for 8.00% and 16.00% respectively. Additional positions such as Relationship Manager, Operations Manager, and various managerial responsibilities collectively make up a smaller portion of the total respondent profile. This extensive respondent profile offers a precise depiction of the demographic and professional composition of individuals working in the banking sector of Pakistan. This information is vital for comprehending the study's discoveries and their potential consequences.

Construct Validity and Reliability

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CC	0.739	0.767	0.851	0.657
EM	0.652	0.693	0.849	0.738
OE	0.731	0.736	0.849	0.654

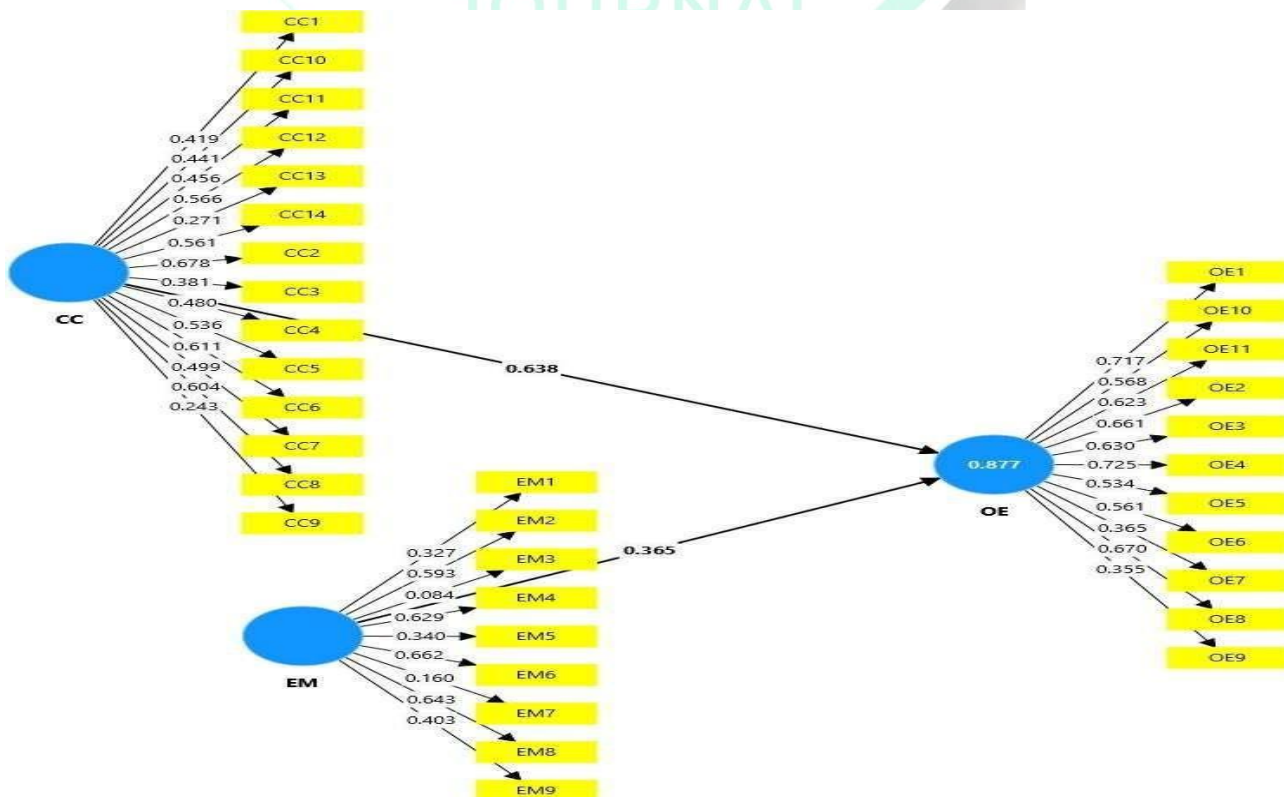
The table displays four essential reliability and validity measurements for three constructs: Corporate Culture (CC), Employee Motivation (EM), and Organizational Effectiveness (OE). The Cronbach's alpha values for CC (0.739), EM (0.652), and OE (0.731) demonstrate satisfactory internal consistency for all constructs, since all values exceed the widely accepted threshold of 0.7. However, the value for EM is somewhat below the threshold, although it is still considered acceptable in exploratory research. The composite reliability (rho_a and rho_c) values above those of Cronbach's alpha, indicating that the constructs possess strong internal consistency and dependability. CC has a rho_a value of 0.767 and a rho_c value of 0.851. EM has a rho_a value of 0.693 and a rho_c value of 0.849. OE has about the same values for both rho a and rho_c, which

are around 0.736 and 0.849, respectively. The values, all exceeding 0.7, imply that the components inside each construct are extremely dependable.

In addition, the Average Variance Extracted (AVE) values for CC (0.657), EM (0.738), and OE (0.654) all surpass the criterion of 0.5, showing strong convergent validity. This indicates that a significant amount of the variability is accounted for by the constructs rather than by error, suggesting that the items effectively represent the underlying constructs they are intended to assess. In summary, the metrics used to measure Corporate Culture, Employee Motivation, and Organizational Effectiveness are reliable and valid, indicating their suitability for further research in this study.

Discriminant Validity

	CC	EM	OE
CC			
EM	0.586		
OE	1.006	0.596	



The provided structural model illustrates the relationships between three constructs Corporate Culture (CC), Employee Motivation (EM), and Organizational Effectiveness (OE). The analysis of the structural model is based on the path coefficients and loadings.

Firstly, the path coefficient from Corporate Culture (CC) to Organizational Effectiveness (OE) is 0.638. This value indicates a strong positive relationship between corporate culture

and organizational effectiveness, suggesting that improvements in corporate culture are likely to lead to significant enhancements in organizational effectiveness. The outer loadings for the indicators of CC (ranging from CC1 to CC14) span from 0.243 to 0.678. Most of these loadings are above the commonly accepted threshold of 0.4, indicating that the indicators are well representative of the corporate culture construct.

Hypothesis	Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
H1	CC -> OE	0.696	0.706	0.061	11.356	0.00	Significant
h2	EM -> OE	0.13	0.133	0.093	1.405	0.16	Insignificant

Secondly, the path coefficient from Employee Motivation (EM) to Organizational Effectiveness (OE) is 0.365. This value indicates a moderate positive relationship between employee motivation and organizational effectiveness, implying that increased employee motivation can moderately improve organizational effectiveness. The outer loadings for the indicators of EM (ranging from EM1 to EM9) span from 0.084 to 0.662. While most loadings are above 0.4, indicating good representation of the construct, EM4 has a notably low loading of 0.084, suggesting that this indicator may not be a strong measure of employee motivation. In evaluating the inner model, the R² value for Organizational Effectiveness (OE) is 0.877. This value indicates that approximately 87.7% of the variance in OE can be explained by CC and EM. This high R² value signifies a good model fit and suggests that the constructs of corporate culture and employee motivation are substantial predictors of organizational effectiveness.

Examining the outer loadings in more detail, for CC, the highest loading is on CC2 (0.678), indicating that this indicator is the most significant in explaining the variance in the corporate culture construct. For EM, the highest loading is on EM6 (0.662), suggesting that this indicator is the most representing employee motivation. For OE, the loadings range from 0.355 to 0.725, with OE3 (0.661) and OE7 (0.670) having the highest loadings, indicating strong representation of the organizational effectiveness construct by these indicators. the structural model

analysis reveals that both Corporate Culture and Employee Motivation significantly contribute to Organizational Effectiveness, with Corporate Culture having a stronger impact. The indicators generally demonstrate good representation of their respective constructs, although some indicators, like EM4, may require reconsideration or further investigation. The high R² value for OE indicates that the model is robust in explaining the variance in organizational effectiveness based on the given constructs.

The table displays the analysis findings for Corporate Culture (CC), Employee Motivation (EM), and Organizational Effectiveness (OE) utilizing several metrics of reliability and validity. The Corporate Culture (CC) has a Cronbach's alpha of 0.739, which suggests that it has adequate internal consistency. The composite reliability (rho_a) for CC is 0.767, while the composite reliability (rho_c) is 0.851, both values suggesting high dependability. The Average Variance Extracted (AVE) for CC is 0.657, indicating satisfactory convergent validity as it above the threshold of 0.5.

The Employee Motivation (EM) measure exhibits a Cronbach's alpha coefficient of 0.652, which falls just below the desirable criterion of 0.7, suggesting a moderate level of internal consistency. Nevertheless, the composite reliability (rho_a) for EM is 0.693, while the composite reliability (rho_c) is 0.849, indicating a high level of reliability. The average variance extracted (AVE) for the expectation

maximization (EM) method is 0.738, which demonstrates a high level of convergent validity. The Organizational Effectiveness (OE) demonstrates a Cronbach's alpha value of 0.731, which indicates a satisfactory level of internal consistency. The composite reliability (ρ_a) for OE is 0.736, and the composite reliability (ρ_c) is 0.849, both suggesting high levels of dependability. The average for observed error (OE) is 0.654, indicating sufficient convergent validity.

In general, the concepts of Corporate Culture, Employee Motivation, and Organizational Effectiveness show strong dependability and validity, since most measurements reach or surpass the widely acknowledged standards.

Discussion

The first independent variable, Corporate Culture, is analyzed using the Competing Values Framework, which categorizes organizational culture into four types: Clan, Adhocracy, Market, and Hierarchy (Cameron & Quinn, 2006). The Clan culture prioritizes a work environment that resembles a family, where common beliefs and attitudes foster a warm and amicable setting.

Leaders serve as mentors, cultivating loyalty, traditions, and strong dedication. The organization's primary objective is to cultivate human resources and strengthen unity and morale in order to attain lasting advantages (Sugita & Takahashi, 2015; Abu Zayyad et al., 2020).

The adhocracy culture necessitates a work atmosphere that is dynamic, inventive, and enterprising. Leaders are required to assume risks and function as pioneers (Sugita & Takahashi, 2015; Al Kurdi et al., 2020; Alyammahi et al., 2020; Kabrilyants et al., 2021). Dedication to innovation and exploration is essential for attaining unity within an organization. The overarching objectives encompass the acquisition of additional resources and the attainment of growth through the introduction of novel goods and exceptional services. These aims underscore the significance of product and service leaders, as emphasized by Alshurideh et al. (2014) and Al-Kharyal et al. (2020).

The essence of market culture is in the pursuit of a favorable reputation and triumph by surpassing

rivals and attaining predetermined objectives. Market share and penetration are the key indicators of organizational success, which is achieved through a management style that emphasizes competitiveness and accomplishment (Sugita & Takahashi, 2015).

The hierarchy culture places significant emphasis on a formal organizational structure in which employee activities are regulated by explicit rules and directions. Leadership is founded on the principles of coordinating and overseeing activities with the goal of maintaining seamless workflows, stability, and optimal performance. Rules and rules play a crucial role in upholding order, and their effectiveness is determined by the efficient implementation, well-managed timelines, and cost-effectiveness (Sugita & Takahashi, 2015).

Employee Motivation, the second independent variable, includes both extrinsic and intrinsic motivation. Extrinsic motivation encompasses various external factors that drive individuals to perform, such as monetary rewards, salary, prospects for advancement, recognition from managers, and commendation (Alkalha et al., 2012; Abuhashesh et al., 2019). Intrinsic motivation entails granting employees with autonomy, accountability, and confidence, engaging them in the process of decision-making, and fostering a nurturing work atmosphere. Engaging in collective problem-solving boosts staff motivation.

The dependent variable, Organizational Effectiveness, is assessed by utilizing dimensions derived from Masa'deh et al. (2016), which encompass enhanced capacity for innovation, efficient coordination of endeavors, and swift commercialization of novel items. Market share, profitability, growth rate, innovation, and overall success compared to competitors are all factors used to evaluate organizational performance (Lee & Choi, 2003). The goal-oriented approach deems a company successful when it achieves its objectives and goals, facilitated by a structure that is in line with these aims and guarantees top-notch services to clients.

The Resource Control strategy prioritizes obtaining essential production resources from the environment, following contracts, regulations,

and laws, and establishing efficient managerial and financial reporting systems to support decision-making. Safeguarding resources through the prevention of errors, abuse, deceit, and damage is of utmost importance.

The Multiple Constituency method aims to effectively handle the interests of diverse stakeholders. Conducting regular surveys to evaluate employee and client satisfaction is crucial for raising job happiness and minimizing client complaints, thus improving the overall efficacy of the firm.

Conclusion And Recommendation

Organizations strive to attain performance, with corporate culture and employee motivation being crucial factors. The effectiveness of an organization is heavily influenced by its organizational culture, which necessitates a thorough examination of it.

The impact and drive of employees are crucial factors in attaining effectiveness. This study aims to examine the influence of these characteristics on organizational effectiveness, as perceived by employees in Jordanian banks. This study examines the knowledge gap by analyzing the influence of corporate culture on the banks' effectiveness, and assessing the effects of extrinsic and intrinsic motivation. Based on current research, this study offers a novel addition by examining the direct correlation between the listed qualities and organizational success. The study examined the impact of corporate culture and employee motivation on organizational effectiveness by gathering data from employees in the banking sector of Jordan. Due to the volatile and fiercely competitive nature of the banking industry, banks must prioritize their efficacy in order to surpass competitors and successfully achieve their goals and mission. The primary aim of this study was to investigate the impact of corporate culture on the overall performance of banks in the Jordanian sector. The findings indicate that corporate culture has a significant impact on the effectiveness of an organization, which aligns with previous research.

Positive organizational culture enhances organizational effectiveness, as demonstrated by

Altaf (2011). Additionally, the various components of corporate culture positively influence the overall performance of firms, both in terms of quantity and quality, as highlighted by Arikan and Enginoglu (2016). The study's findings indicate that organizational culture has a significant influence on the performance of the organization (Pinho et al., 2014). Additionally, organizational elements such as culture have a favorable impact on the effectiveness of the organization (Arefin et al., 2015). The effectiveness of an organization is influenced by its organizational culture. To achieve effectiveness, organizations can adopt four models of corporate culture: the human relations model, which prioritizes flexibility and internal focus; the rational goal model, which emphasizes control and external focus; the open system model, which emphasizes flexibility and external focus; and the internal process model, which is characterized by control and internal focus.

The study found that the utilization of three corporate culture models, specifically the relationship model (clan culture), the rational objective model (market culture), and the internal processes model (hierarchy culture), has a noteworthy impact on the organizational effectiveness of banks. Naranjo-Valencia et al. (2016) discovered that the adhocracy culture has a significant positive impact on performance. They also found that the clan culture positively affects performance, although to a lesser extent than the adhocracy culture. On the other hand, the market culture has a negative effect on performance. Interestingly, they observed that a hierarchical culture does not have any effect on performance. This finding suggests that in order to enhance organizational effectiveness, banks should prioritize the elevation of loyalty, tradition, and commitment. This can be achieved by focusing on the development of human and moral resources and fostering greater cohesion among employees. Additionally, it is crucial for banks to establish a shared orientation among staff members and set realistic goals, while maintaining a strong focus on task completion and goal achievement. Defining formal rules and policies is beneficial for ensuring performance, stability, and efficient operations. Nevertheless,

the outcome revealed that the open system paradigm, namely the adhocracy culture, does not impact the organizational effectiveness of banks. The outcome does not align with the findings of Naranjo-Valencia et al. (2016), who saw a significant impact of adhocracy culture on organizational performance. The second aim of this study was to investigate the impact of employee motivation on the efficiency of organizations in the banking sector in Jordan. The findings indicate that employee motivation has a significant impact on the effectiveness of the organization, which aligns with previous research. There is a clear relationship between employee motivation and organizational effectiveness, and it is crucial to establish appropriate organizational structures and practices that empower and support staff (Hunaiti et al., 2010; Manzoor, 2012; Abualoush et al., 2018a,b). When employees are driven, they feel more connected to the organization. High levels of motivation lead to responsible and efficient work performance (Masa'deh et al., 2013b; Osabiya, 2015). The efficacy of banks is influenced by employee motivation, as motivated employees are more likely to align their actions with the bank's aims, so enhancing the bank's overall effectiveness. Hence, it is imperative to analyze the various aspects that impact employee motivation, including both extrinsic and intrinsic drive.

The study's findings indicate that both extrinsic and intrinsic motivation have a substantial impact on the organizational performance of banks. This finding aligns with the earlier research conducted by Gohari et al. (2013), who found that implementing a robust incentive system in a business and evaluating it based on employee productivity, encompassing both intrinsic and extrinsic motivation, is highly beneficial. This finding suggests that in order to enhance organizational effectiveness, banks should prioritize the recognition of workers' efforts through commendation of their work, and should also augment financial incentives to boost their performance. Banks should prioritize creating a conducive work environment that enhances employee motivation and encourages active participation in problem-solving, enabling them

to provide suitable solutions that further enhance job motivation. The researchers encountered challenges during the study, such as data gathering, due to the huge study population and the several banks involved. The stringent privacy policy implemented by several banks posed a significant hindrance to the collection of information. The approval was granted to complete a limited number of surveys at each bank. Furthermore, the process of authorizing the dissemination of questionnaires was time-consuming.

We coordinated with the Bank's management and training department to make the request for data. Following a duration of approximately one week or longer, the decision will be made to authorize and ascertain the quantity of questionnaires, together with the restricted timeframe for distributing the questionnaires and collecting information. Additionally, the absence of a sufficient number of prior research investigating the dimensions of the study variables has hindered the ability to make further comparisons of the study's findings.

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