

Organizational Productivity: A Critical Analysis of the Impact of Employee Motivation

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ARTICLE DETAILS	ABSTRACT
<p>History Received: 04 November 2022 Revised: 03 December 2022 Accepted: 31 December 2022 Published: 25 January 2023</p>	<p>Purpose: The main objective of this research was to examine the importance of training and development in the workplace. Methodology: Several dimensions of employee performance were analyzed, including productivity, job satisfaction, employee satisfaction, employee commitment, and decision-making. An adopted five Likert scale questionnaire was adopted for the online data collection from 100 respondents from the telecommunication industry. Convenience sampling was used for sampling and the PLS-SEM was the main technique for data analysis using smart PLS software. Findings: The results suggest that organizational performance and employee performance in the telecommunication sector in Pakistan increase if there is a significant relationship between employees and decision-making. Similarly, employees with a high level of job satisfaction and affective commitment will ultimately have a higher potential for productivity and career satisfaction. Conclusions: The study concluded that employee performance improves as teamwork increases. Teamwork within the company is very valuable; it directly affects the performance of employees. When an employee gets enough teamwork possibilities, his performance will automatically develop.</p>
<p>Keywords <i>Training and development</i> <i>Performance</i> <i>Skills</i> <i>Workplace</i> <i>Communication</i> <i>Employee commitment</i> <i>Productivity</i> <i>Decision-making</i></p>	
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1. Introduction

This paper evaluated the effect of teamwork on employee performance in the telecommunication sector of Pakistan. The Telecom area is advancing around the world. Pakistan has excellent business for "mobile broadband." Reliably on television, we go over various promotions of the telecom organization; these organizations are focusing on giving sensible bundles to their customers. The exceptional competition among the various telecom organizations has prompted a diminishing in the cost of call rates. In Pakistan, it gets to be essential for customers to pick the system that best satisfies their requirements and needs (Ishfaq Ahmed, 2015). The Telecom sector in Pakistan is rapidly growing and is a standout among the potential areas that contribute significantly to the country's GDP. The market shares are now more balanced among the operators with practically immaterial changes throughout the year. The Telecom segment has developed as the highest developing area around Asia at the current time, understanding the advantages accomplished by the telecommunication deregulation across the globe (Khan, S., 2022).

Pakistan's telecom sector is a critical economic contributor. Despite the COVID-19 pandemic, its contribution to the national exchequer reached 139% in 2020. Pakistan Telecommunication Authority said the sector contributed Rs278 billion in FY 2020, raising Rs121 billion in FY 2019. Lock-down-related demand for communications services grew significantly. Today, data usage is at 4,498 Peta Bytes (FY2020), up 77% over 2,545 Peta Bytes in FY 2019. The PTA starting this development would not have been feasible absent updated networks. The country has 3.1 Terabytes of international bandwidth and 47,000 4G-enabled cell sites. PTA estimates that 87% of the population has connectivity to telecom networks. It is working with operators to cover the remaining 13% of Americans. PTA states that 87% of the population maintains a connection to telecom networks. It is working with operators to cover the remaining 13% of Americans. Total tele density at 82% with 172 million mobile subscribers and 2.2 million fixed-line subscribers. Device Identification & Registration System for mobile imports enhanced government revenue. Local 4G device production has expanded by 34%, invigorating the service sector. The PTA said Pakistan's 5G experiments were among the first in South Asia.

The telecommunication area of Pakistan is a developed industry at this point, and a great deal of psychological and physiological dimensions have been assuming a fundamental part in this industry, like in any developed industry. One of the significant challenges the Telecom Sector of Pakistan has been fronting over two or three years is the best interest and achieving talented employees (Madiha Shoaib, 2009). The effect of teamwork on employee performance is one of the core tasks of an organization alongside its business (Achieng'Odembo, 2013). A team is a group of people who take on interdependence in responsibilities and split duties for outcomes that manage the relationship of managerial margins and explain themselves in an entire social system that is also supposed in a similar method through others (Daniel, 2010).

Teamwork has been characterized as an approach to delivering stable and consistent explanations of adversity, communally with individuals who make a decision collectively in the approach that is probable to develop employee performance. Teams in an organization sustain and maintain the most remarkable person that generates a superior organizational performance that is influential, well-organized, and main significantly beneficial. Employees are considered the central part of every organization, and their achievements and failure are primarily based on their performance. Examining the

relationship between employee performance, skill development techniques, and work performance, the employee outcomes show that group individuals are more at ease with their learning results. At the same time, the team is occupied with dexterity, such as argument management and characterizing team processes and procedures (Scotter, 2000). The employees' job satisfaction and level of interest in work teams decide the general group performance in particular and companies as an entire; the current study aims to discover the effect of teamwork on employee job performance.

In Pakistan, an enormously few studies were conducted on teamwork. Therefore, this research aims to emphasize the significance of employee teamwork in Pakistan organizations. The key reason behind the study is to scrutinize the consequence of collaboration on worker performance in terms of employee commitment, communication, productivity, and decision-making. Previous research is based on the impact of employee motivation on Organization productivity and leadership on employee performance. Pakistan organizations are using teamwork as a strategy because of the new times. The effects of a performance and teambuilding exercise on employees' morale, productivity, stress levels, and general outlook on the workplace are important for any business to understand (Sobia Shujaat, 2016). Therefore, the study's author believes it crucial to investigate the link between cooperation and contentment in the workplace. The study's overarching objective is to learn how factors like cooperation and trust inside the workplace impact key performance measures including output, retention, satisfaction, and engagement. How employee cooperation influences organizational efficiency is the focus of this inquiry. The objective of this research is to examine the impact of Employee Motivation on Organizational Productivity

Teamwork has a significant effect on the world we live in today. Everyone concentrates on achievements, improvement, and advancement. Teamwork is essential in all parts of life. Through teamwork, people with different styles can collaborate and develop many ideas. Teamwork makes people more intelligent, so it fits into every phase of life. Teamwork is imperative in firms because of the effort it achieves each day. A particular worker cannot go up against the more significant part of the responsibility of an organization. Despite the fact that most large businesses put their faith in employee teamwork, this study will examine the factors that contribute to organizational productivity, with a particular emphasis on the roles played by a positive working environment, staff recognition, as well as on job training (Khan, S, 2022). Personnel is the company's most valuable resource. This research will help businesses see the importance of on-the-job training for fostering a culture of teamwork among employees and recognize the positive effects that workplaces that foster collaboration have on employees' motivation, productivity, and job satisfaction. Teamwork in these circumstances also indicates belief and dependability, as employees assume that different employees acquire the work completed in their nonappearance. Teamwork is helpful because multiple minds work on a solution. At the point when students work together as a team, they learn new things from each other. When they work on a particular difficulty, they only have their skill and awareness from which to drag for a result—encouraging teamwork in building a work culture that values group effort. In a teamwork situation, individuals comprehend and trust that reasoning, arranging, decisions, and activities are better when done agreeably.

2. Literature Review

2.1. Theoretical Foundation

It was in the late 1960s when Paul Hersey and Ken Blanchard conceptualized the situational leadership theory. The theory holds that various contexts call for varying degrees of leadership. It is suggested under this model that effective leaders may get the most out of their teams by changing their approach to fit the current circumstances. Four unique leadership styles are proposed by the idea, including directing, mentoring, supporting, and delegating. The traits and contexts that call for each mode are different. The leader's actions should reflect the situation's demands and the type of leadership that will be most effective. The objective is to make everyone at work happy and productive. The directing style of leadership is the most authoritarian and top-down approach. The leader issues specific directives and expects his or her team to carry them out. The most ideal context for this mode of operation is one in which the result is already known and where there is minimal room for original thought. Additionally, it helps when the group requires a unified plan of action.

2.2. Teamwork

Groups may be thought of as "complex systems that begin altering as individuals interact with their environment." According to the research of Bommer et al. in the fields of human resources and organizational management, team performance is the most important criterion variable (p. 587). Because it is widely accepted that high-functioning teams perform better, come up with fresh ideas, and last longer, studying how to make teams more successful is among the most important areas of study in performance. The act of teamwork has become such a certainty nowadays, and businesses have acknowledged its incredible impact on numerous companies as a part of business accomplishments and achievements. Managers collaborate in their companies, so teamwork significantly affects organizational productivity and workers' inspiration. The task of team structure is to ensure personal progress, successful communication, management ability, and the capability to create a team to resolve troubles. The alteration of efficient teams is essential for managerial change and improvement practice. Since a dynamic group is instrumental in recognizing all the difficulties that can emerge through several managerial change practices. Teamwork is refined by respecting, empowering, motivating, and being concerned for individuals instead of utilizing or dictating to them (Lodhi, 2015). Teamwork importance has been established to correspond to team union in previous research; despite everything, utilizing a teamwork concern tool may be valuable to help make teams. More particularly, the trainer might need to utilize pre-project review to recognize personal behavior and create teams of learners who are similar in sociability to support an optimistic team practice.

Extraversion might trump teamwork concentration, at least in educational-focused development teams. Further, the outcome suggests a mentor who needs to enhance their learner's teamwork knowledge. Concerning extraversion, peoples from homogenous teams emerge to be more content with their team knowledge (Berber, Slavić, & Aleksić, 2020). Teamwork is an undeniably crucial apparatus for guidelines with a few identified advantages, including the capacity to enhance the educational background, self-regard, and accomplishment and to reinforce information, aptitudes, and critical thinking capacities. The review can likewise be helpful for colleges as it can lay the preparation for the understudies' expertise improvement required today in a group-situated workforce

(Hillyard C, 2010). Team working is related to the reaction of amplified skills, assortment, and influence above superiority. It involved delegating duties and improved guidance to assist those changes in duties. Team workings create changes in the work practice and enhance different parts of employee fulfillment. An employee usually supports team working and the method, which leads to more diverse, skillful, and dependable jobs (Blyton, 2003).

2.3. Decision Making

Teamwork helps make the group work more closely together as they make decisions. Sometimes managers disagree with their ideas, individuals listen effectively, and contracts are managed honestly and openly. Decision-making generally obtains the type of a subcommittee of a unique team that examines facts and creates a reference for achievement. Struggle gives a method to cooperation, for disagreement is currently seen as a common crisis. As team members start to relax in an environment of belief and honesty, inventive ideas emerge, and the team feels that evolution is being completed (Ceylan, 2009). Team decision-making is sometimes complicated; however, it is significant for all team members to believe in their rights in the final decision regarding an issue that needs everyone's support—building up profitability and efficiency to a serial connection among employees' participation in decision-making and work results in a rise in work agreement and efficiency. Managers in decision-making can persuade employees' self-actualization wants and enhance employees' motivation and job performance (Coch, 2002). Teamwork is necessary for business for improved productivity and a superior holding between employees. The goal for the future is already created, and revenues have to be formed. Tasks for accomplishing goals are waiting a long and should be finished within the preferred period. One member generally does not accompany clarification or take decisions by themselves. They want someone with whom they can converse their thoughts. In a team, each member has an equivalent commitment, and every individual arrives with an answer that is preminent and suitable to the difficulty. All the options can be investigated to come out with the preminent achievable clarification (Hersey, 2007).

Team decision-making identifies with decision-making by assimilating information and observation from the individuals of a team. Similarly, as with team management, team decision-making is partial to team communication and management (Tian & Zhai, 2019). Employees are content when they acquire what they want from their workplace. Employee participation in decision-making provides them to achieve productivity and efficiency in their workplace. They control conflict among team members during duty and achieve the result. It is not enough to simply have the employees participate in the decisions (Hickey, 2001). Organizations truly allow an employee to participate in decision-making for better working and improved conditions. Organizations can assist by recognizing the feature and working with employees to generate a background that permits employees to contribute to decision-making that influences them and work in teams to improve their performance (Bevandam, 2000).

2.4. Employee Commitment

Employee participation in assessment production and the management's capability to adapt to the altering conditions positively affect employee commitment to the business. This is still not the situation for businesses that is predictable for employees' classification with the task of the business. Employees recognize the objectives of the business and work towards their accomplishment, and their commitment stage is also expanded. Supervisors

must maintain improvement and teamwork between employees. This will permit employees to adapt to the changes; their point of commitment also increases. Moreover, a supervisor can as much as could be persuaded adaptability in the performance of employees towards the tasks of business. This will make the job more demanding for employees, improving their commitment to the business (Ikyanyon, 2012).

One of the main difficulties in an organization has been applying an efficient individual expansion policy to improve managerial performance and responsibility. An emphasis on increasing the performance of employee management in human resources is developing efficient individual assets policies such as job satisfaction, team authorization, participative organization, and strategic development (Miao, M., 2019). If the level of commitment in the organization is decreasing among employees, then it will increase by agreement with rewards, procedures, and working situations. One method of addressing this should be increasing by communicating with employees in gathering and growing direct planning for subjects connected to the matter. Employees might be a consultation to decide their opinion on managing capability to deal with these problems. Changes in a managerial variable, such as pay scales, worker contribution to strategy expansion, and work situation, can then be made to boost organizational commitment (Qureshi, 2007). Employee commitment and team success is probably an essential tool to win. By boosting employee commitment through various social activities and techniques, the company can build up employees who can generate different outcomes for the organization. Committed employees are more loyal and capable, so they work more efficiently to increase organizational productivity and development when they need to accomplish a goal. Similarly, organizations develop decisions cooperatively, not independently, mainly when intense competition exists. When committed, employees and an effective team can achieve reliability, high productivity, positive word of mouth, and less turnover, ultimately enhancing the overall organizational performance (Naqvi, 2013).

Teamwork could certainly influence employee performance and increase employee commitment to the company (Agha, A., 2021). Employees with organizational commitment firmly trust the business aim and objectives and fulfill the organization's sorts and prospects. Employee commitment to managerial values increases a particular function point of accomplishment in the tenure of capacity and value. Commitment is not only causal to the lessening of deficiency and employment proceeds but also when persons are committed to managerial existence and various intended activities, which are essential for the achievement of the organization at the premier stage. Employees with high managerial commitment expose higher performance than those with inferior commitment to attain the business goals. It was noted that more committed employees had higher contentment, and as a result, the deficiency rate and employee proceeds were minor (Mustafa Zincirkiran, 2015).

2.5. Productivity

Teamwork gives an organization an advantage in terms of increased margins, improved management, a competitive edge, and better production value and capacity. Compared to other factors, it also makes an organization more efficient. Incorporating more cooperation and working to boost employee productivity may help businesses succeed. Achieving their goals will require that they prioritize both the quantity and quality of their collaboration. Activities that foster teamwork in the workplace have positive effects on morale and productivity (Jiang, Y., 2018). When employees have enough chances to work with others,

their work improves on its own, they are happier at work, and their skills may be better used. This might lessen the chance that someone will quit their job. (Adjirackor, 2016).

Job satisfaction expands efficiency during the high-value inspiration and through expanding working abilities at the time of accomplishment. There is confirmation that a participative environment has a more considerable impact on employee satisfaction than involvement in a particular decision and gives the idea of target setting that significantly impacts productivity. The contribution also greatly impacts job satisfaction and efficiency, but its effect on satisfaction is more substantial than productivity (Monge. P, 2013).

Individuals working in a team work more proficiently and have less stress, creating superior exertion in their job. Such people are less inclined to pressure because duty or a business problem is broken down, thus decreasing the workload on a person. When the workload is condensed, it persuades employees to expand their proficiency and information, leading to higher performance and efficiency. It signifies enhancing individual power consumption and potentially increasing the performance of persons. With support from higher rank supervision, an employee works assertively in the team and raises the effectiveness of the business. In the modern production globe, an administrator is allocating more group tasks and projects to employees with the prospect of reinforcing their awareness and building up their abilities (Smith, 2001).

Productivity is the primary necessity for team achievement. Group productivity wants the group to have a reasonable objective and have the capacity to implement the changes; consequently, as the latest information arrives, objectives change and managerial precedence modify. Measures of productivity inquire as to whether or not the team's output meets the requirements of the people who will really be using it. It's not enough if the team is pleased with the results or even if they measure up to some objective standard of performance. The efficiency of a team decreases if its output is not a good fit for the people who use it. It is crucial in these cases to identify the genuine user of the squad. Users of the team's output can tailor their expectations for performance to meet their own needs (Hackman, 2000).

2.6. Employee Performance

Performance is the attainment of particular tasks measured aligned with recognized values of truth, unity, expenditure, and velocity. Employee performance can be apparent in manufacturing upgrading, acceptance of proceeding technology, and vastly aggravated employees. Individual source management has strongly and positively linked with employee performance and development. Employee performance can improve through the structure and intelligence of employee teamwork. Also, employees' capacity is improved when the organization is started to expand by enhancing the information and skill of its employees through teamwork, so in return, more efficient employees are formed (Afshan Sultana, 2012).

Employee performance depends on an employee's common factors: capabilities, experience, capacities, skills, abilities, and personality. It is up to an employee how they achieve better in work, and the employee should deliver good results and high productivity. Employee performance also can be deliberate with the help of variables like job agreement and absenteeism (Hee, Qin, Kowang, Husin, & Ping, 2019). An organization's vital part is an employee, and their achievement and crash depend on an employee's performance. Teamwork is a well-built driver primary towards employee performance. Thus, the team

leader must create a policy to carry out or accomplish a proficient and efficient team-building plan which will build up employees' ability at all stages (Hameed, 2011).

Employee performance is an essential element of success. The general structure of the organization is enhanced when employees perform well because if employees are fulfilled with their work, they will not depart the organization, which proves their loyalty to the organization and that they are taking care of their employees. When they leave the organization, employees who do not have a reasonable opinion about their company start to tell appalling about it, which damages the company's reputation. Consequently, good employee performance is essential to accomplish the organization's targets and for future profit (Velnampy, 2008).

Good work performance of an employee at an organization is called employee performance, and it contracts with the achievement of mission, duties, and responsibilities which are particular to employees by the team leader. The plan of employee performance as a dependent factor is generally used in managerial and manufacturing psychology. Companies are supposed to focus on the elements that develop and advance employees' performance; employee performance is a significant factor in business. As employees will consider approval that team leaders are paying consideration to their crisis and are accessible to employees, employees will be devoted, and the job satisfaction stage will be high (Abbas, 2009).

2.7. Career Satisfaction

To be "career satisfied" means one is happy with their "in and out of work lives" (Judge et al. 1995, p. 487). How happy a person is with their job overall, including both the internal and exterior components, is measured by how satisfied they are with overall employment (Seibert & Kraimer, 2001). The employee's well-being and quality of life may suffer as a result of the employee's accumulation of negative psychological effects connected to their employment (Judge et al., 1995; Kang et al., 2015). The term "career satisfaction" is used in this research to refer to an individual's subjective evaluation of his or her level of professional achievement (Judge, 2007). A worker's dissatisfaction with their career path is one of the main causes of their wanting to quit their current position, thus we think it's important to address this (Chan & Mai, 2015). There are a number of important considerations that need an investigation into the work satisfaction of current and potential employees. Firstly, professional satisfaction is a key factor since it reflects how workers feel about their positions and the progress they have made in their professions (Van Der, et al., 2016). Second, they set out to determine what factors contribute to workers' contentment in their jobs. As an illustration, Hee et al. (2016) discovered that various and efficient HRM strategies result in job satisfaction for their employees. Employees, therefore, are the greatest judges of their own professional development. Their professional happiness serves as a yardstick by which they may evaluate their progress and determine whether to stay or go with their current employer (Spurk et al., 2015).

2.8. Organizational Performance

According to Robbins (2016: 171), performance is defined as "the tasks that can be performed by an individual or group within an organization, in accordance with their designated duties and within the scope of their assigned authority." Employee performance is directly linked to business success (Awan, MA., Khan, S., & Sultan, S., 2005). (2013). That is to say, a good indication of an employee's potential is their past performance.

Simanjuntak (2015: 115) makes a similar point, defining performance as the degree to which workers satisfy the standards of the job they are assigned. The business has set a mandatory work goal, and all workers must strive to meet it. In the alternative, each worker already has the duty to maintain his or her own life.

2.9. Leadership

Yukl (2010) in "participative leadership," followers have a say in how the leader makes choices. (Participative leaders employ a range of decision-making processes that allow followers some say in how those processes are implemented.) Decision-making is a crucial part of a leader's job. Participation in decision-making, planning, and problem-solving is encouraged and even required in some situations by leaders of groups (Mimiasri & Idris, 2019).

2.10. Training and development

The employee is given training for a specific task and goal. People are trained for a short time. It is a thing that is done to help the employee learn and get better at what they need to do. (Sommerville, 2007) To improve the knowledge and skills of employees so they can do the work that the organization has given them. Development is a program that combines different kinds of training in different ways (Shaikh, R., Khan, S., & Bibi, C., (2013). Development is meant to improve the quality and performance of the managers already in place and help them grow to meet current and future needs. In the global environment of today, training and development are more important than they used to be. Several organizations are using the word "training" more and more. Training and development both agree that when employees learn new skills and knowledge, they become more effective and productive for the organization (Ahmad, N., Khan, S., & Ali, F., (2016). Training is a good thing that helps the organization does well. (Management, 2002) Work is changing so quickly that training and development are now essential for both the workplace and the employee to be effective and efficient. Training gives all employees a chance to learn more. The main goal of training is to help an organization reach its short-term and long-term goals by making its human capital more valuable. Training plays a significant role in how well employees do their jobs. Staff training is essential because an organization's success is based on how well its employees do their jobs. Employees with access to training and development plans are better off than those who have to look for training opportunities independently. The training makes an office that helps people (Jamil, S., Khan, S., & Zafar, S., 2022). Employees who feel valued and challenged by training opportunities may feel more fulfilled in their jobs. Most of the time, employees are happy with their jobs at a company that spends more on training and development. People who go to more training and development programs need less direction and supervision. A worker is seen as the most crucial part of an organization, and its success or failure depends on how they do their job (Hameed, S., Jamil, S., & Rafiq, HA., (2022). Training is essential for employees because the success of an organization depends on how well its people do their jobs. When employees were well trained, that was when they did their best work. The main goal of the research is to figure out how vital Training and Development are in Pakistan's banking sector.

2.11. Employee Job Satisfaction

Satisfaction in one's employment, as defined by Noor (2013: 34), entails a sense of well-being or of as stated by Robbins (2016: 46), job satisfaction is a reflection of the worker's attitude toward either themselves or their job. An employee's attitude toward his or her job

or working conditions is the essence of job satisfaction. Work-related emotions can be influenced by factors such as how much you work, the quality of your coworkers, the atmosphere at your office, and the structure of your firm.

3. Hypothesis Development

3.1. Leadership and Job Satisfaction

Hypothesis 1,2,3,4: Leadership is a major factor in whether or not workers enjoy their jobs. Worker happiness may be affected by the leadership style of the company. The connection between participative leadership and contented workers exemplifies this effect. Encourage and facilitate others' participation in decision-making through the use of "participatory leadership" (Ghauri, S., et al., 2022). Indicative of how much the worker is appreciated and respected by the company. The employee will also feel at ease on the job because of his input into decision-making.

Hypothesis 5, 6: The quality of the organization's leadership is directly related to its success. Leadership that encourages participation improves the efficiency of an organization. One indicator of this effect is the positive impact of participative leadership on productivity in businesses. According to the principles of participatory leadership, workers have a right to have their voices heard on matters of importance to the company. This is only a willingness to consider alternative perspectives and methods for finding solutions (Fitriani, 2013).

Hypothesis 7: There is a significant relationship between teamwork and decision-making. Team members who decide to work together in decision-making can lead to higher productivity within the organization, and it is an approach that has the potential to develop the performance of an employee. If team members work admirably, have a general objective, are self-governing in their decision-making, and have dependability and duty, teamwork becomes a leading practice for the employees. Working in a team enables employees and helps them create independence, which is a basis of significant job satisfaction. It decreases pressure and encourages employees to be involved in decision-making. After that, it contributes emphatically to the organization's prosperity (Eastham N. P., 2015).

3.2. Teamwork and Employee Commitment

Hypothesis 8: There is a significant effect between teamwork and employee commitment. Employee commitment and building team effectiveness are one of the interior responsibilities of a company. Employee commitment within the job and company increases their reliability and diminish turnover (Aburumman, Salleh, Omar, & Abadi, 2020). Highly committed employees are extra creative and work harder to accomplish the estimated result. Employee commitment can increase creativity within an organization. Employees with organizational commitment believe strappingly in the company aims and objectives and team members put much effort into the lowest prospect for understanding the preferred aim and express commitment to stay in business (Hastie, 2011).

Hypothesis 9: Collaboration in work is closely linked to contentment in one's position. Satisfaction in the workplace may be increased via teamwork. The impact of cooperation on individual workers' sense of accomplishment in their jobs is one indicator of this phenomenon. When people work together, they can tackle any issue. Worker happiness

risers when there is good cooperation inside an organization. Workers will be content in their jobs since they will never be overwhelmed (Khan, 2020).

Hypothesis 10: There is a significant relationship between teamwork and employee performance. There are various methods and procedures to higher the performance of an employee in the team at work through problem-solving, practices performance, and collaboration between employees in various departments. Employees are getting trained in groups to achieve their managerial targets linked to their responsibilities. It is supposed that those individuals who work in a team instead of those who do not have superior accomplishment and performance (Adbulle & Aydıntan, 2019). Companies that emphasize extra on teams have resulted in better employee performance, superior efficiency, and improved problem-solving at the workplace (West, 2013).

3.3. Teamwork and Organizational Performance

Hypothesis 11: Collaboration greatly enhances the results of any enterprise. Teamwork boosts productivity inside a company. One clear example of this is the impact of teamwork on business results. A company's productivity might benefit from having a strong team in place. Cohesive teams at work are more effective in finding solutions to issues. The efficiency of the staff will increase as a result. This signifies that the individual is not deterred from taking down the company while facing difficulties on the work (Damam, 2015).

Hypothesis 12: There is a significant relationship between teamwork and productivity. To deliver a good quality of productivity, teamwork is necessary because it is a plan to work together to attain similar goals and objectives of the organization. It is a familiar reality that teamwork is not simply the base of all flourishing organizations but signifies enhancing general outcomes in organizational productivity. Prominent groups in which all members are in a team but do not have the necessary skills can lead to a lack of productivity, affecting the whole team. In an organization, as a group leader, for a productive team, it is essential to make each team member do their task at a given time (Oldham, 2014).

3.4. Job Satisfaction and Performance

In organizations, the result of increases in job dissatisfaction is decreasing in the performance of the employees. If employees' job satisfaction is high, then the performance level of employees automatically increases. Job satisfaction is the overall state of mind about the job (Barriball, 2007). Job satisfaction and employee performance are considered the same variables because they link each other. If the job satisfaction level is high, then the performance of employees is high. In this study, it is proved that there is no direct effect of job satisfaction on the performance of employees or performance on job satisfaction. There is a modest correlation between job satisfaction and the performance of the employees (Timothy A. Judge, 2001). Job satisfaction is related to the job performance of employees. In the organization, the importance of job satisfaction and the performance of the employees both are crucial for the success of the organization and the employees. The job satisfaction of employees influences the behavior of the employees, which is affected the organizations (Ostroff, 2009).

3.5. Employee Training and Organizational Performance

Hypothesis 13,14,15: Training and development strongly connect to an organization's performance. Training is a process that gives workers skills, information, and a better understanding of the company and its goals (Shaw, 2011). The term "employee training"

refers to programs that give workers information, new skills, or chances to grow professionally (Olalere & Adesoji, 2013). Employee training is one of the most important things an organization can do to improve its overall performance and make it more stable. If the organization wants to reach its goals cost-effectively, it needs to put in more work and spend a lot on training its employees. When hired, employees may not have all the skills they need to do their jobs well. The training fills in any gaps between an ideal stage of development and an optimal stage of development. However, needs come up on the job when you compare what you want to do and do or when you compare what you want to happen and what happens. Smit and de Cronje (2010) say there have been three ways to figure out what needs to be done: the generic methods, the performance analysis, and the competency assessment (Ali & Ngui, 2019). Employee happiness at work has a positive effect on productivity. Staff happiness in their jobs has a clear effect on business results. When workers achieve their goals, they feel more accomplished and satisfied in their jobs. When workers are happy, they tend to work more, which in turn boosts the productivity of the business. When workers enjoy what they do, they give their all to their jobs, which in turn boosts the efficiency and effectiveness of the business as a whole (Syamsir et al., 2016).

3.6. Theoretical framework

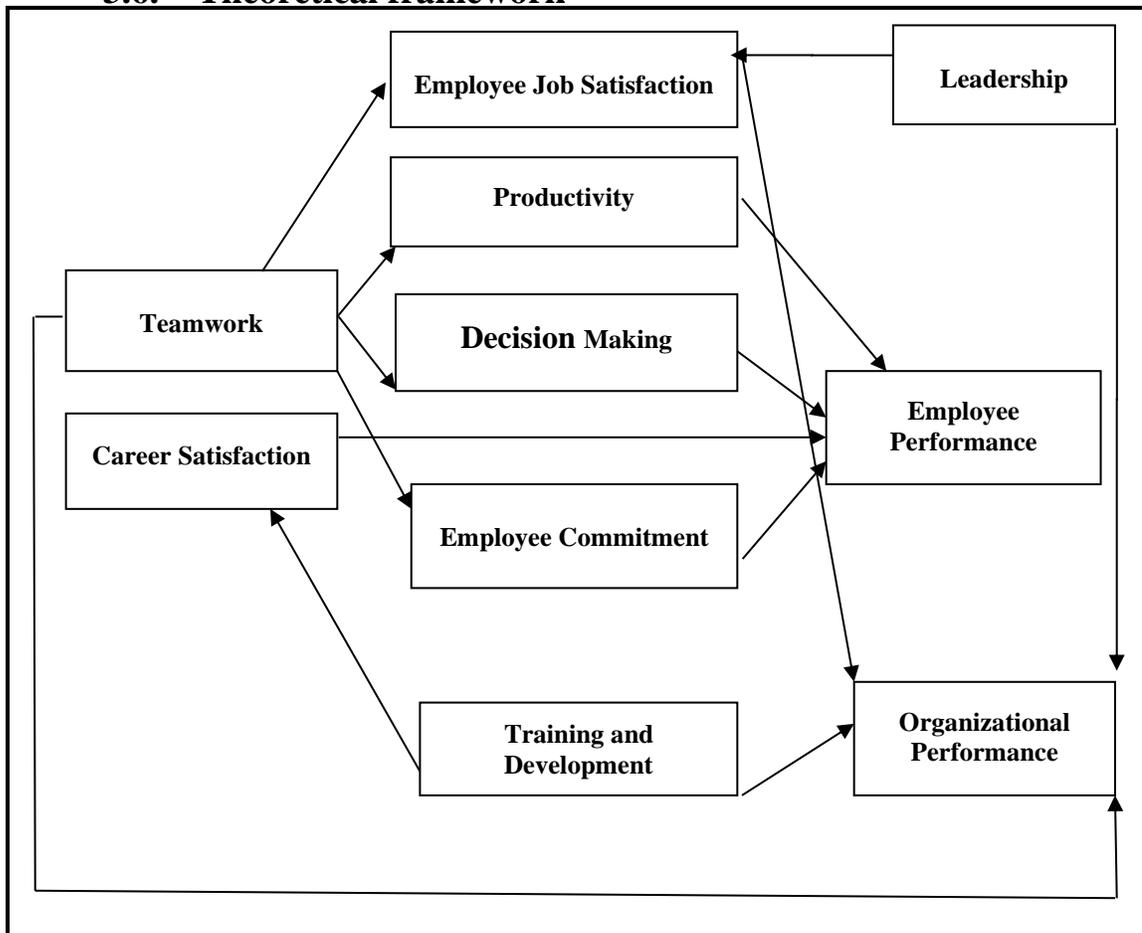


Figure.1. Theoretical framework
Source: Author’s own elaboration

4. Methodology

4.1. Research Design

For this study, the causal research design is used to observe the impact of teamwork on the performance of the employees. This study is grounded on quantitative research. The questionnaire of this study is based on the data of those employees who work in different organizational sectors, which emphasizes their attitudes, performance, and behavior. Teamwork, job satisfaction, career satisfaction, Decision, productivity, training and development, and employee commitment are independent variables to determine the impact on employee and organizational performance as the dependent variable (Ghuri, SP., et al., 2022).

4.2. Source of Data

The Data collection was done through both primary and secondary sources. The primary data was gathered through a questionnaire from 100 respondents, and the secondary data was collected from the website, different research papers other documents.

4.3. Data Collection Methods

The quantitative research method is being used for this study. To get information, a questionnaire was used. The questionnaire consists of five linear scales. These scales are as follows. Strongly disagree, disagree, neutral, agree, and strongly agree (Miao, M., Jalees, T., Zaman, S.I., Khan, S., Hanif, N.-u. and Javed, M.K. 2021). The main reason for the research was to find the effect of teamwork on employee performance. For this purpose, 100 questionnaires were distributed among the primary, secondary, graduate, and undergraduate levels. The questionnaire comprises two sections. The first section focused on the demographic factors of employees. Another section includes a question about teamwork, employee performance, and variables (Zafar, D., et al., 2022).

4.4. Teamwork and Organizational Performance

Hypothesis 11: Collaboration greatly enhances the results of any enterprise. Teamwork boosts productivity inside a company. One clear example of this is the impact of teamwork on business results. A company's productivity might benefit from having a strong team in place. Cohesive teams at work are more effective in finding solutions to issues. The efficiency of the staff will increase as a result. This signifies that the individual is not deterred from taking down the company while facing difficult on the work (Damam, 2015).

4.5. Data Analysis

The literature-based paradigm included indirect, mediated, and regulated connections. Modern P.L.S. software was utilized for structural educational modeling (S.E.M.), allowing us to test the framework and assumptions. Non-parametric statistics provide the basis of Smart P.L.S. software, making it more resistant to changes in the data. By considering numerous aspects of the investigated reality and abstract conceptions or theoretical constructs, S.E.M. models allow for a more thorough, multidimensional, and accurate assessment of empirical data than other methodologies and mathematical analysis. As a primary example, consider a conceptual model for assessing human intelligence, which, like height or weight, is not directly investigated but is instead tested with instruments designed to analyze latent variables. S.E.M. frameworks provide interpretations for structures like service quality and customer satisfaction, making them useful in sales promotion and personal selling studies and the connections between

consumers' moral convictions and hedonistic purchasing habits (Steenkamp and Baumgartner 2000). Management S.E.M. designs (Shook et al., 2004; Marcoulides, 2013) help analyze a wide variety of phenomena, such as the connections between the customer focus strategies currently used by the learning organization and the representations of different types of employees in terms of the efficiency with which they conduct market analysis (Tarka 2017).

As a result, SEM-based studies reveal more nuance than making more traditional statistical approaches. Because it is part-metric-zable, SEM may also be used to estimate the results of general linear modeling (G.L.M.), which includes the t-test, ANOVA, ANCOVA, MANOVA, MANCOVA, and multiple regression. The calculation of error margins, the testing of sophisticated mediating and moderating methods, the assessment of moderation processes, and the projections of diverse group analyses are only a few instances of what may be accomplished by extending the S.E.M. Therefore; it appears that S.E.M. is superior to any linear model (such as regression) not just because of its capacity to correct for measurement error but also because of how easily indirect effects may be eliminated. Those who work in the field of empirical investigation will attest that S.E.M. is an invaluable resource. To know to meet the standards for quality quantitative testing, Structural Equation Modeling (SEM) is recommended, which belongs to the "second generation" of analytical methods (Cook and Campbell 1979; Fornell, 1983). Fornell (1983) argued that S.E.M.'s actual value lies in its ability to pinpoint a specific systemic mistake in analysis, apply quasi-theoretical ideas to the reality under investigation, investigate the relationships among these concepts, and test the limits set forth by the investigator. Exploratory factor analysis, canonical assessment, variance analysis, and linear regression were all part of this first wave of methods.

By modeling the connections between many different theoretical independent and dependent variables at once, S.E.M. enables academics to tackle several linked topics in a unified, methodical, and comprehensive manner (Gerbing and Anderson 1988). First-generation predictive methods like linear regression, LOGIT, ANOVA, and MANOVA can only examine one layer of interdependencies between independent and dependent variables and lack the potential for simultaneous analysis. Standard measures of predictive accuracies, such as the coefficient of determination, canonical assessment, and analysis of variance, are restricted to a single correlation between variables. Structural modeling (S.E.M.) allows for the simultaneous examination of data sets, including numerous series with varying links. In this way, S.E.M. allows for a complete picture of the whole model to be presented through the description of complicated variable interactions in hierarchical or non-hierarchical, recursive, or quasi-structural equations (Hanushek and Jackson 1977).

4.6. Cross-Sectional Information

Data is collected at a single time and place, making this a cross-sectional study. Since all criteria were satisfied, SMART PLS may be used for the analysis. Data collected in a cross-sectional fashion helps us learn about generalized attitudes and perspectives. Data from a population sample at a single moment in time is meant by the term "cross-sectional analysis." Empirical investigations that take a cross-section are a type of descriptive study. Since this is a one-and-done approach to research, it cannot be used to establish relationships between factors and their outcomes. Researchers do not intervene with any studied variables when conducting a cross-sectional study. Economics, health, and

developmental psychology are just a few fields that might benefit from cross-sectional studies (Rashid, A., Rasheed, R., Amirah, N.A., Yusof, Y., Khan, S., & Agha, A. A., 2021).

4.7. Transforming Ordinal Information into Metric Form

The obtained information is ordinal since it was rated on a Likert scale. The scope of analysis that may be performed on ordinal data is restricted. This being the case, the aggregate was used to transform the ordinal data into Metric data (average method). When a route analysis is performed as part of an S.E.M. analysis in P.L.S., the aggregate approach is used automatically.

4.8. Multi-Collinearity

When two or more predictor variables in a multiple regression model are highly linked, a phenomenon known as multi-collinearity occurs. It manifests itself when three or more independent variables are all measuring the same thing. However, multi-collinearity can impair the precision of estimates obtained by regression analysis and lead to misleading inferences. Multiple collinearity tests, such as those employing a tolerance or variance inflation factor, are available in SmartPLS (VIF). When the predictor variables have a linear relationship, as the tolerance value implies, predictions may be made with more accuracy. There is no multi-collinearity and no linear relationship between the predictor variables if the value is less than 0.20. But if it's more than 0.50, it means the predictor variables are linearly connected and multi-collinearity occurs. Multi-collinearity can be mitigated by removing predictors that are highly linked with one another. One option is to combine the two into a single composite variable; the other is to eliminate one of the variables. In addition, the issue of multi-collinearity may be overcome by gradually eliminating variables. The VIF values of the research show that no such issues are experienced in the study.

4.9. Discriminant Validity

With the help of SmartPLS, a software implementation of the Partial Least Squares (PLS) method for Structural Equation Modeling, you can easily test the discriminant validity of your models (SEM). The reliability of a collection of constructs in a structural equation model is evaluated using this idea. It's crucial to check that the model doesn't include any overlapping or redundant constructs and that the constructs themselves don't interfere with one another. Examining the relationships between the latent variables in the structural equation model is a good way to evaluate its discriminant validity. Low inter-construct correlations are desirable since this indicates that the constructs being measured are distinct from one another. To further support the idea that the indicators are assessing distinct features of the construct, low correlations between them are required. The Average Variance Extracted (AVE) for each construct is calculated in SmartPLS to evaluate discriminant validity. AVE is a measure of the proportion of the total variation in the construct that can be attributed to the construct's indicators. If an individual construct is explaining a considerable amount of variation, its AVE will be more than 0.5. The data of the study showed no issues in terms of discriminant validity.

4.10. Blindfolding

Blindfolding in Smart PLS 3 while running SEM analysis is a technique used to reduce the risk of overfitting. It is a process of randomly removing a certain percentage of the data from the analysis, and then running the analysis again. This process is repeated multiple times, and the results are. The study has no issue with this reference.

5. Data Analysis and Findings

5.1. Interpretation

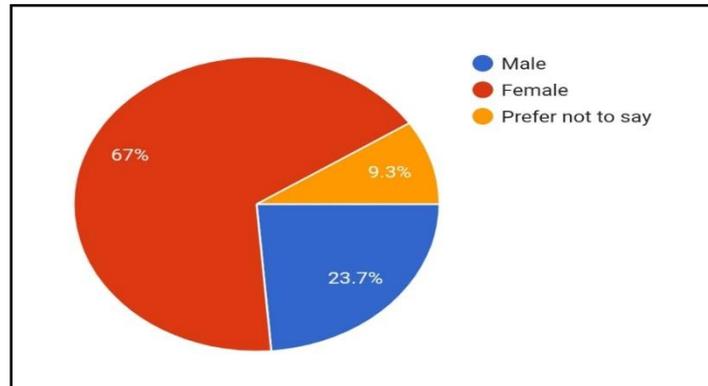


Figure.2. Gender factors
Source: Author's own elaboration

The above pie chart shows gender factors of the male and female respondents; that is, 23.7% of employees are male respondents, 67% of employees are female respondents, and 9.3% prefer not to say it.

5.2. Interpretation

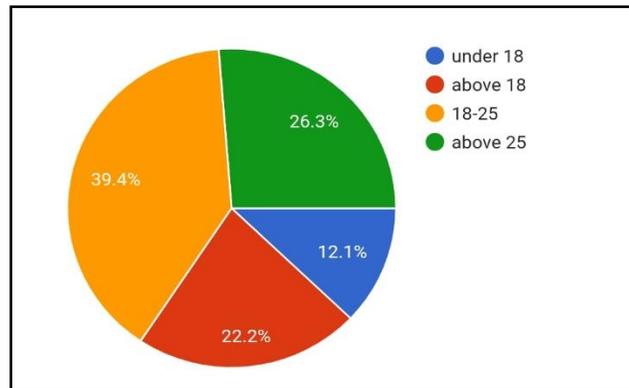


Figure.3. Age Factor
Source: Author's own elaboration

The above pie chart shows the age factor that 12.1% of respondents are under 18 years, 22.2% of respondents are above 18 years, 39.4% of the respondent be in the 18-25 year of age group, and 26.3% of the respondent be in the above 25 years of age group.

5.3. Interpretation

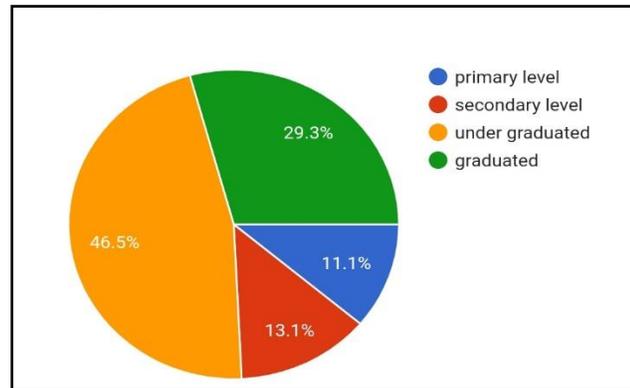


Figure.4. Respondent Education
Source: Author's own elaboration

The above pie chart shows that 11.1% of respondents are at the primary level, 13.1% of respondents are at the secondary level, 46.5% are undergraduate, and 29.3% of respondents are graduated.

5.4. Measurement Model Results

Table.1. Measurement Model Results

	Items	loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
TW	TW1	0.698	0.665	0.753	0.533
	TW2	0.635			
	TW3	0.689			
	TW4	0.606			
JS	JS1	0.731	0.707	0.81	0.562
	JS2	0.642			
	JS3	0.721			
	JS4	0.614			
	JS5	0.684			
P	P1	0.788	0.674	0.715	0.505
	P2	0.409			
	P3	0.789			
	P4	0.457			
DM	DM1	0.805	0.785	0.734	0.585
	DM2	0.554			
	DM3	0.707			
EC	EC1	0.617	0.614	0.761	0.501
	EC2	0.632			
	EC3	0.374			
	EC4	0.692			

EC5	0.777				
TD	TD1	0.669	0.699	0.815	0.525
	TD2	0.714			
	TD3	0.727			
	TD4	0.785			
L	L1	0.731	0.626	0.779	0.569
	L2	0.628			
	L3	0.667			
	L4	0.709			
EJP	EJP1	0.807	0.667	0.738	0.591
	EJP2	0.554			
	EJP3	0.717			
OP	OP1	0.666	0.656	0.793	0.593
	OP2	0.773			
	OP3	0.568			
	OP4	0.781			
CS	CS1	0.588	0.712	0.727	0.581
	CS2	0.903			

Source: Author's own elaboration

Table 1 shows that the Cronbach's alpha esteem off that half of the factors is more prominent than 0.7 and some factors are lower than 0.7 hence implies the proposed benchmarks of Hair et 2011 that says the value of Cronbach's alpha has got to be higher than 0.7, although the acceptable value in many cases is to be above 0.50. The criteria for composite reliability quality are more prominent than 0.7, as per Straub (1989), and have been met. As appeared in table one, the person reliability quality measure is given by Churchill Jr (1979). The measure decided is that each stacking ought to be more prominent than 0.7. It can be seen from table one which the person reliability criteria of all the factors have to be met. Thus, it affirms the reliability of the instrument for examining the factor;

To investigate convergent validity, average variance extract (AVE) has been utilized in this inquiry. The criteria given by Fomel and larcker (1981) concur that each variable should have the lowest value of 0.50. Table one shows that all values of AVE are higher than 0.50, which confirms the concurrent validity of the measurement model. Table two shows that the individual items of each variable are loaded lower than 1, as shown in table 2, that all the values of outer loaded are higher than 0.1, which is the suggested criteria by Gefen and Straub (2005), which confirms the discriminant validity.

5.5. Structural Model

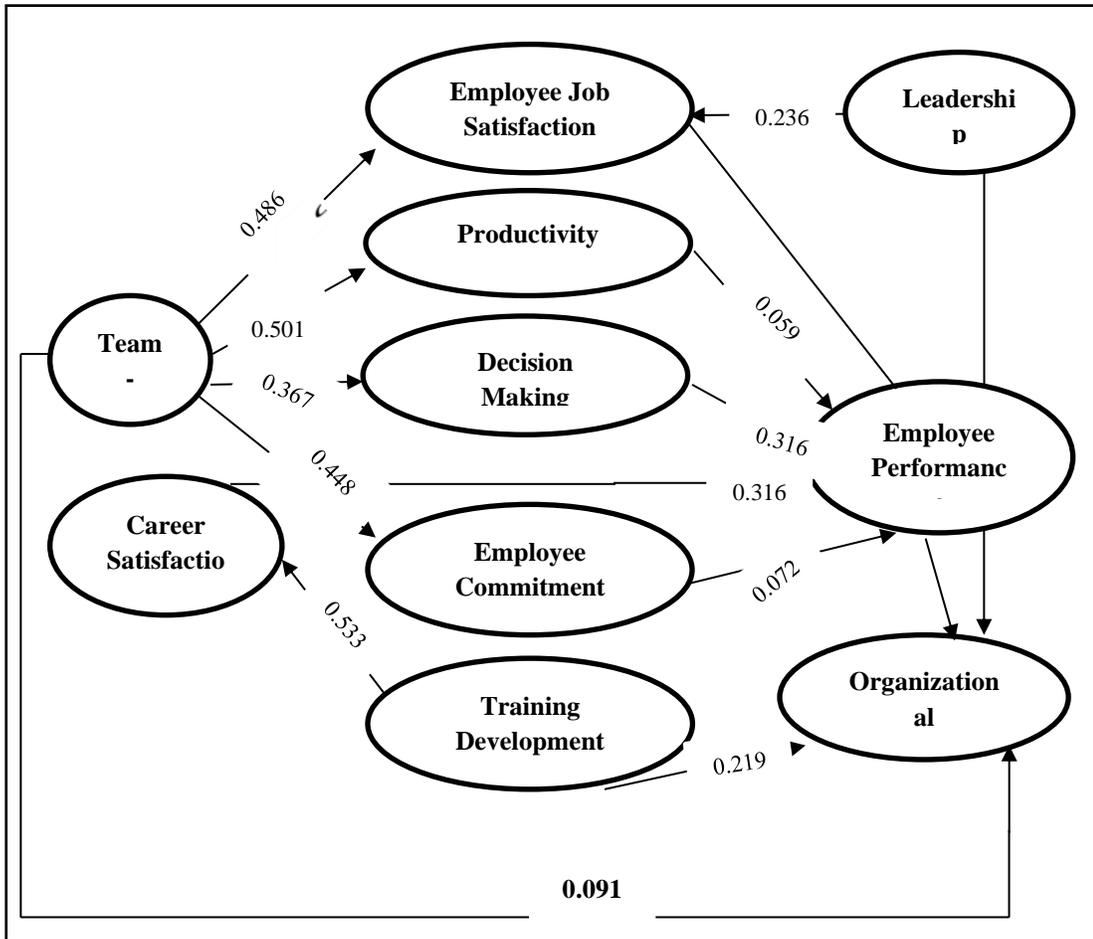


Figure.5. Structural Model
 Source: Author’s own elaboration

The structural version was analyzed to get the consequences by examining the standardized paths. Each of the trails corresponds to the Hypothesis being examined in this paper. The consequences of the path analysis are proven in Table 3, at the same time as the consequences of mediation analysis are proven in Table 4.

5.6. Results of Path Analysis

Table.2. Results of Path Analysis

Hypothesis	Regression path	Effect type	SRW	P.V	Remarks
H1	CS ➔ EJP	Direct effect	0.469	0.000	Supported
H2	DM ➔ EJP	Direct effect	0.316	0.010	Supported
H3	EC ➔ EJP	Direct effect	0.072	0.513	Not Supported
H4	L ➔ JS	Direct effect	0.236	0.033	Supported
H5	L ➔ OP	Direct effect	0.568	0.000	Supported
H6	P ➔ EJP	Direct effect	0.059	0.506	Not Supported
H7	TW ➔ DM	Direct effect	0.367	0.000	Supported
H8	TW ➔ EC	Direct effect	0.448	0.000	Supported
H9	TW ➔ JS	Direct effect	0.486	0.000	Supported
H11	TW ➔ OP	Direct effect	0.091	0.176	Not Supported

H12	TW	➔	P	Direct effect	0.501	0.000	Supported
H13	TD	➔	CS	Direct effect	0.533	0.000	Supported
H15	TD	➔	OP	Direct effect	0.219	0.041	Supported

Source: Author’s own elaboration

5.7. Mediation analysis

Table.3. Mediation Analysis

Hypothesis	Regression path	Effect type	SRW	P.V	Remarks
H10	TW ➔ EP	Indirect effect	0.177	0.002	Partial mediation
H14	TD ➔ EP	Indirect effect	0.250	0.000	Partial mediation

Source: Author’s own elaboration

5.8. Discussion

Table 6 shows the results of the path analysis. There are 14 hypotheses, and 2 of the 14 hypotheses are on the mediate analysis, as shown in Table 7. The results show that the ten hypotheses describe supported and significant associations. However, three were not supported because they showed a higher value, more than 0.01.

The H1 (**CS TO EJP**) shows a significant relationship between career satisfaction and employee job performance. $B = 0.469, P < .01$. The H2 (**DM TO EJP**) is also accepted as decision-making is significantly associated with job performance. $B = 0.316, P < .01$. Furthermore, the H3 (**EC TO EJP**) shows that there is a significant relationship between employee commitment and job performance $B = 0.469$, but this is not supported because its par value is higher than .01, which shows the undesirable reaction which is 0.513. The H4 (**L TO JS**) shows the direct effect and a significant relationship between leadership and job satisfaction. $B = 0.236, P < .01$. H5 (**L TO OP**) shows a significant relationship between leadership and organizational performance. $B = 0.568, P < .01$, which is also supported. Identically the H7 (**TW TO DM**), H8 (**TW TO EC**), and H9 (**TW TO JS**) show the direct effect and a significant relationship that is supported by teamwork and decision making, teamwork and employee commitment, teamwork and job satisfaction respectively. This indicates that in the context of organizational performance, employee performance increase if there is a significant relationship between employee and decision-making. Similarly, employees with a high level of job satisfaction and affective commitment will ultimately have a higher potential for productivity and career satisfaction. The results show that if organizations are willing to train their employees and develop skills to polish their output, it will upturn organizational performance.

Moreover, the H6 (**P TO EJP**) and H11 (**TW TO OP**) show that there is a significant relationship between (productivity and employee job performance) (teamwork and organizational performance) $B = 0.059$ and $B = 0.091$, respectively, but this is not supported because its par value is higher than .01 which shows the undesirable reaction which is 0.506 and 0.176 one-to-one. H12 (**TW TO P**) also reveals that teamwork and productivity have a significant relationship with each other $B = 0.501, P < .01$, and there is a direct effect between teamwork and productivity. It implies that employee performance of teamwork for their organization has an optimistic and consistent impact on productivity and job satisfaction. Similarly, H13 (**TD TO CS**) also has a significant relationship as training and development has a primary and direct effect on career satisfaction, $B = 0.533, P < .01$, which indicates the supported value shown in table 3. Lastly, H15 (**TD TO OP**)

shows the direct effect and a significant relationship between training and development and organizational performance, $B = 0.219$, $P < .01$ shown in table 3.

5.9. Mediation Analysis

Finally, the hypothesis concerning mediation is H10 and H14, which tested the mediating role of employee performance, and has been found to mediate the relationship partially. H10 (**TW TO EP**) depicts that teamwork has a mediated relation with employee performance and has a significant and direct effect shown in table 7 that is supported by $B = 0.177$, $P < .01$, which is partially mediated. The last, H14 (**TD TO EP**), also reveals that training and development and employee performance mediate with each other $B = 0.250$, $P < .01$, and there is a direct effect between training and development and employee performance partially mediated. It shows that direct association is more effective in the context of employee performance. Thus, higher employee satisfaction will ultimately increase the employee's performance. Therefore, it is revealed that the leadership of the organization or the upper level of the organization needs to focus on creating such an environment that might boost the employee's commitment level.

5.10. Limitations

This study is based on the performance of employees in organizations. There are several limitations in this study that must be tended to. The obstruction of the analysis was that the approach to information was limited to various extents. It was not easy to get to a broad region of respondents as a learner. Due to the time limits, collecting many samples was impossible, and I faced difficulty collecting information. I confront confinement because of the restricted period. Also, people are not given exact information. Additionally, they do not desire to reveal and contribute to us, due to which time is getting to finish the precise information, and a few respondents are not profoundly instructed; thus, they do not wholly take an interest in our information accumulation.

6. Conclusion and Recommendations

6.1. Conclusion

The study explored the significant and positive effects of teamwork, employee commitment, decision-making, and productivity on employee performance. Workers are stakeholders, and they play an essential role in the efficiency and overall operation of the organization. The table shows a strong and significant relationship between the independent variables of employee commitment, productivity, and decision-making and the dependent variables of employee performance (Alshammari, 2020). On the contrary, the independent variable teamwork as a dependent variable has a strong and significant relationship with employee performance. If executed successfully, teamwork will be of significant value.

Similarly, job satisfaction is significantly related to organizational performance, and career satisfaction directly affects employee performance. In addition, the creation of the Teamwork series includes a positive impact on employee performance, utilizing superior productivity, improving employee performance, and enhancing the product's value and capabilities. Employees may be able to improve their performance by increasing the amount of teamwork and taking measures to increase the range of individual performance. In addition to being successful in this area, they also want to pay interest for the amount and type of teamwork presented. Teamwork within the company is very valuable; it

directly affects the performance of employees. When an employee gets enough teamwork possibilities, his performance will automatically develop; on the contrary, his work will also be satisfactory. Teamwork can ensure that the experience is used skillfully. This can reduce the tendency to resign.

6.2. Managerial Implications

The reason for my research is to explore the connection between teamwork, organizational performance, and employee performance. Variables include job satisfaction, productivity, employee commitment, leadership, career satisfaction, training and development, and company decision-making. First, managers should create a warm environment where everyone can share their positive or negative experiences or difficulties because, in such an environment, individuals behave as if they are part of a family. Second, affective commitment increases employee behavior. Thus, managers should publicly commend employees who are deeply engaged in the organization to ensure they continue to portray a positive image. A manager must be aware of what is happening in the company to examine if employees are following the laws and regulations. The manager must keep in mind if the unit is meeting its quotas. It is essential to create an environment where employees are satisfied with their work and communicate with each other. In this way, employees can make the most of their efforts at work. The study strongly recommends that teamwork actions outlive the company situation. In this way, employee performance can be improved. As a result, it is necessary to recognize and praise employees' accomplishments, as this leads to intrinsic job satisfaction, and such employees are more likely to be good citizens at work. Furthermore, extrinsic job satisfaction is increased when employees believe their positions are safe and they are paid relatively with benefits; hence, managers should ensure this is the case.

6.3. Practical Implications

The result of my study also points to two important practical implications. First, is the issue of discretion for leadership and teamwork training programs? For example, my research shows that a leadership training program that emphasizes task orientation as a critical leadership attribute may find practical applications in our private companies, but it ignores some realities in our sample government agencies. For managers in the public sector, training programs designed to improve individual managers' task orientation may not be enough. For them to become more effective leaders, personal development and institutional support must go hand in hand. Because of the limited administrative discretion of public administrators, institutional support systems have become more critical in their leadership development.

Second, understanding the manager's leadership effectiveness model can help senior managers or leaders implement organizational performance changes more successfully. For example, in the government agencies we studied, many assistant commissioners (politically appointed leaders) are interested in getting new ideas on improving employee performance, training them in new skills, and improving their employability skills. Professional level a good leader with executive power to improve the organization's productivity. In summary, senior managers/leaders must understand the effectiveness of their employees' leadership and understand how the structural aspects of their organization form this effectiveness.

6.4. Future direction

In addition, the area that will be further studied is a comprehensive inspection of more private and confidential companies to identify other parts contributing to employee performance. This study was conducted in Karachi, Pakistan, allowing future researchers to get data from various parts of Pakistan and other countries to find the best solutions to problems to improve employee performance. Second, future researchers should expand the sample size to improve the output's generalizability.

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