

EVALUATING THE EFFECT OF WORKLOAD, REWARDS, JOB SATISFACTION AND EMPLOYEE PERFORMANCE OF BANK EMPLOYEES IN PAKISTAN

Syeda Ailia Rizvi¹, Zarmeen Zahid², Areesh Khan³, and Muhammad Nawaz Iqbal⁴

Abstract

Banking system in Pakistan is facing challenges with the passage of time. Such challenges affect the employee's work performance and results non-productivity. The purpose of this research is to evaluate the factors reward and work load to measure job performance as a mediator to further evaluate employee performance in bank. The methodology used in this research is quantitative. The population size is banking employees of Pakistan and sample size is 80. According to results, the highest reliability shown in this research is Job satisfaction (Cronbach alpha is 0.775) which is a mediator variable. This shown the relationship between independent variables reward and job satisfaction are significant to mediator and relationship between mediator and dependent variable employee performance is also shown significant, the overall model is significant. Hence as per results, reward and work load significantly impact on job satisfaction of employee which leads to employee performance.

Keywords: Work load, Reward, Job Satisfaction, Employee Performance

INTRODUCTION

The banking system is essential to today's economy. Commercial banks, foreign banks, Islamic banks, development financial institutions, and microfinance banks make up Pakistan's banking sector. There are about 31 banks in the industry, of which 5 are private, 22 are public, and the remaining 4 are international. The major goal of this study is to assess the relationship between employee performance and workload, rewards, and job satisfaction for bank employees. The results show how workload had a substantial impact on bank employees' performance. Additionally, it has a higher effect on elements that determine employee performance, such as motivation. According to the current study's managerial implications, it may improve an employee's performance to assign task that is in line with their degree of comfort and aptitude. People with higher education levels are also better able to adjust to the workload since they are more driven to achieve loftier goals. Because it's one of the most important aspects of employee performance to consider, organizations usually conduct routine employee performance surveys. Employee performance can influence customer loyalty and trust. In any organization, the value of reward programs cannot be understated. Through the employment of reward systems, employees are motivated to increase their levels of productivity and performance in order to support the accomplishment of organizational strategic goals. When staff members recognize and concur that the organization's policies are fair, acceptable, and pertinent, the organization's rewarding system will be at its most optimistic. Job satisfaction is one of the organizational psychology topics that have been examined the most. Job satisfaction involves a diverse variety of feelings and conditions, making it one of the most complex topics. As the workplace environment becomes more competitive and sophisticated every day, the importance of job satisfaction and its relationship to employees' performance increases. We will

¹Scholar, Sir Syed University of Engineering and Technology, Karachi, Pakistan. Email:ailiarizvi25@outlook.com

²Scholar, Sir Syed University of Engineering and Technology, Karachi, Pakistan. Email:zahidzarmeen720@gmail.com

³Scholar, Sir Syed University of Engineering and Technology, Karachi, Pakistan. Email:arishkhan.568@gmail.com

⁴Assistant Professor, Sir Syed University of Engineering and Technology, Karachi, Pakistan. Email: nawaziqbal@hotmail.com

investigate the relationship between Workload, Reward, and Employee Performance as a whole, with Job Satisfaction acting as a mediator.

Banking system in Pakistan is facing challenges with the passage of time (Tabassum et al., 2017). Such challenges affect the employee's work performance and results non-productivity. Workforce Performance Researchers and academics are well aware that employee performance in a business contributes to organizational success. This is frequently congruent with the belief of (Zeb et al., 2015) that employee performance and the environment a business operates in determine how well it performs. The personnel may perform at a greater level the more clearly they understand the aims and objectives. The strong correlation between rewards and performance, or the connection between how people behave and what they expect, should be understood by both employees and employers (Salah, 2016). Employee performance refers to a person's capacity to operate productively and efficiently in order to meet the aims and objectives of the business. According to Ramlall (2008), there are many elements that confirm an employee's performance. He determined that an employee's originality, commitment, and creative thinking influence their performance. The performance of an employee is influenced by five factors, including personality, skills, knowledge, experience, and talents, according to Hunter and Hunter (1984). Literature demonstrates that an employee's temperament has a significant impact on their performance (Barrick & Mount, 1991). According to Knights and Willmott (2006), employees cannot perform better unless and until they are aware of the organisations' goals and objectives. However, in the stressful environment of a company, this is frequently impossible (Zeb et al., 2015). Performance also refers to any broad action carried out to boost or enhance an organization's or agencies overall performance (Oktavia et al., 2022).

Role conflict and concerns with equity had the largest effects on job burnout, health problems, and performance challenges, according to organizations, with poor cooperation and ineffective supervision being the two most major reasons causing employee stress (Malik, 2011). In his study, he found that both private and public bank employees experience occupational stress due to a variety of issues, including job overload, role authority, role conflict, and a lack of senior level assistance (Malik, 2011). Work overload is the degree to which employees are required to perform more work than may reasonably be anticipated in a particular amount of time. Employees in firms are routinely required to meet impossible deadlines and workload requirements. In fact, work overload conditions and insufficient time to complete tasks are listed as the most frequent demands in the working environments of employees. Employee effectiveness and efficiency will be reduced and the likelihood of work tiredness will increase if they are overworked (Tabassum et al., 2017).

In the banking industry, stress is mostly brought on by a lack of supervisor support, job overload and time constraints, risky employment conditions, strained relationships with clients and employees, and a lack of work-life balance. According to Khattak et al. (2011), busyness, technical problems at work, long working hours, low pay, and a lack of time for dealing with family and work-related concerns were all factors that contributed to employee stress in Pakistan. The primary causes of job stress that lead to employee discontent are work overload, rigid work schedules, dangerous jobs, and poor coworker relations (Ehsan & Ali, 2019). Workplace stress and work overload lead to an increase in employee turnover, which affects both employee and organizational performance (Ehsan & Ali, 2019).

Workload can be divided into effective and ineffective components. The least amount of burden generated by task requirements is called effective workload (also known as project load). The work is directly completed during this stage of the workload. Ineffective workload can be avoided by people, nevertheless, as it does not directly advance the completion of a project. It is possible to reduce inefficient

workload by employing familiarization and training (Bommer& Fendley, 2018). The depth of task assignments is referred to as workload. Employees experience mental pressure as a result of it. Workload that is too high or too low might have an impact on a worker's performance or level of productivity (Astuti& Navi, 2018). According to the authors, employees are encouraged when they are monetarily rewarded for their achievement (Bowra et al., 2012). Therefore, he thought that businesses that overlook proper long-term incentive strategies see a significant boost in return on equity. According to Bowra et al. (2012), compensation is a tool for keeping employees' behavior consistent with the company's trade policy. Have investigated the relationship between employee performance and remuneration strategies and found it to be good. Activity satisfaction was shown to be more closely related to extrinsic rewards than to intrinsic rewards. According to their evaluation, older employees were more satisfied with their jobs than younger employees, and while satisfaction varied depending on the variable, the process rewards that male and female employee received varied. Age and gender differences also moderate the relationship between task satisfaction and task rewards (Parveen & Khan, 2014). These consist of money, rewards, incentives, promotions, bonuses, flexible schedules, and many more. They actually reflect how the individual feels and perceives about work and its value, making them highly subjective (Nnaji-Ihedinmah & Egbunike, 2015).

Reward and compensation system Encourage personnel to provide their best effort to the duties they have been given (Shafiq & Naseem, 2011). Job values and job rewards both have an impact on job happiness, however whereas job values are linked to intrinsic rewards, job rewards are more closely tied to extrinsic rewards and hence to job satisfaction (Oriarewo et al., 2013). Employees are dissatisfied with their compensation, followed by their incentives (Jeet & Sayeeduzzafar, 2014). In their study, Ahsan N. et al. (2009) discovered that the managerial role, work pressure, and role ambiguity have an impact on workplace stress, job satisfaction, and overall performance at work. In their study, Bytyqi F et al. (2010) looked at employees' levels of work stress, job satisfaction, and organizational commitment as well as the effects these workplace variables have on one another. They found that high levels of job satisfaction, organizational commitment, and work stress were the final results. In addition to overall job happiness, Khalid S. and Irshad M. Z. conducted research on the five components of job satisfaction: work, pay, promotion, salary, and recognition. Job satisfaction refers to the attitude that employees have toward their work and is supported by a variety of internal and external to the person elements. Job satisfaction is crucial for keeping qualified personnel in the company. It involves matching the right individual with the right job within the right culture and ensuring their satisfaction (Manzoor et al., 2011). Because they frequently work longer hours and are time-conscious, employees tend to be less motivated to deliver superior work. Management's assistance can either decrease or increase employee stress (Ahmed & Ramzan, 2013).

The definition of job satisfaction is having a job that one enjoys doing well and getting paid for it. Similar passion and contentment with one's work are implied by job satisfaction. According to Kaliski (2007) and Aziri (2011), the main factor that produces a sense of fulfilment at work is job satisfaction. This factor also influences recognition, earnings, promotions, and the accomplishment of various goals. The first section of Parveen & Khan's (2014) study looked at the relative importance of job satisfaction criteria and how they affected workers' total job satisfaction. The study's joke was actually merely an observation that certain employees appeared to be more adjusted, happy at work, and were able to adapt effectively to the demands of the workplace while others were not. Job employees that are happy in their jobs have a higher affection for their workplace. Job satisfaction influences employee organizational commitment in a favorable way (Omollo & Oloko, 2015). A person's emotional response to their

obligations as well as the physical and social environment of their workplace all contribute to job satisfaction (Sudiardhita et al., 2018). Workers, on the other hand, become weary and dissatisfied, leaving researchers with fresh concerns about job satisfaction (Hossain & others, 2014).

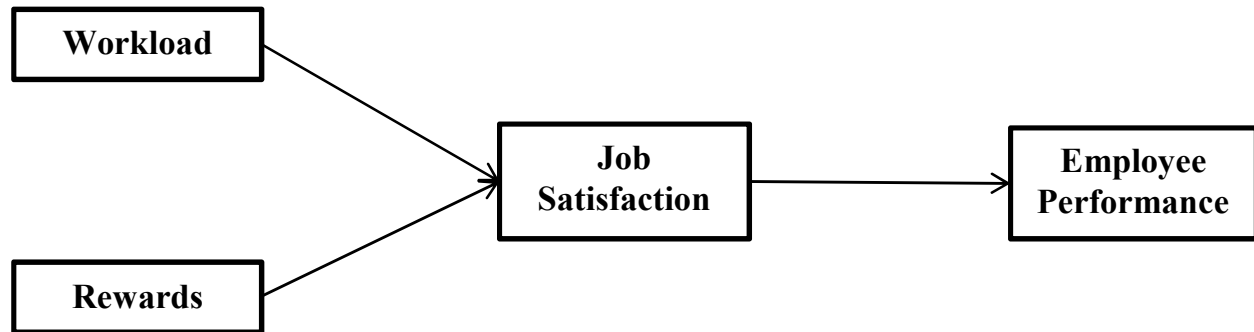


Figure 1: Conceptual Framework

METHODOLOGY

The methodology details the research methods used and explained in the study. The approach used in this activity report is deductive in nature. The sample size is 80. We collected primary data. Data were collected through questionnaires, as it is practically a feasible way to gather information for the study from several participants of banking sector. Four constructs used in the study were replaced by a five-point Likert scale. Usually, respondents still feel comfortable completing the type of questionnaire that includes a Likert scale. The statistical package for the social sciences (SPSS) will be used for statistical analysis. Two constructs are used as independent variables, one mediator and other one will be as dependent variables.

Hypotheses

1. Workload has a significant impact on job satisfaction.
2. Rewards have a significant impact on job satisfaction.
3. Job satisfaction has a significant impact on employee performance.

RESULTS

Descriptive Statistics

Descriptive Statistics Skewness and Kurtosis analyses are used for evaluating the uni-variate normality of the adopted constructs. The results are summarized in below Table 1:

Table 1

Descriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error

							r		r
JSAVG001	85	1.33	5	3.6353	0.98618	-0.361	0.26 1	-0.673	0.51 7
EPAVG001	70	1	5	3.5619	1.06555	-0.454	0.28 7	-0.447	0.56 6
REWARD AVG 001	85	1	5	3.0941	1.05486	0.141	0.26 1	-0.738	0.51 7
WLA VG001	85	2	5	3.6157	0.75155	-0.111	0.26 1	-0.572	0.51 7
Valid N (listwise)	70								

Table above shows that the highest Skewness level (SK=-.454) is for the construct employee performance (Mean=3.561, SD= 1.065), and the lowest (SK=-.111) is for the construct workload (AVG001) (Mean = 3.615 SD=0.751). Conversely the highest Kurtosis level (KR=-.738) is for the construct rewards (AVG001) (Mean=3.094, SD=1.054). As Skewness and Kurtosis ranges from -1+1 to -3+3, (Haier et.al).

Reliability Statistics

The two most important factors of precision are Reliability and Validity. Reliability is measured by taking and analyzing several measurements on the same objects. Internal consistency of the adopted constructs has been measured through Cronbach's Alpha. Summarized results are described in the Table below.

Table 2

Reliability Statistics

	Cronbach Alpha	Items
JOB SATISFACTION	0.775	4
EMPLOYEE PERFORMANCE	0.752	4
WORKLOAD	0.736	4
REWARDS	0.712	4

The above table shows that the highest reliability is 0.775 is for the construct Job satisfaction, while the reliability for Rewards is the lowest i.e. 0.712. All the Cronbach's alpha values are greater than 0.6 indicating better consistency (Hair, 2015; Iqbal and Usmani, 2009). This indicates that our all constructs are acceptable.

Regression Analysis

Multiple Regression analysis is used to test the overall model that states, "Workload", "Rewards", "Job Satisfaction".

Table 3 (a)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 ^a	0.09	0.049	1.03933

a. Predictors: (Constant), WLA VG001, REWARDVG001, JSA VG001

Table 3 (b)
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.782	0.63		4.414	0
1 JSA VG001	2.761	0.611	0.187	4.212	0
REWARDVG001	2.714	0.625	0.174	4.511	0
WLA VG001	2.742	0.64	0.195	4.314	0

a. Dependent Variable: EPA VG001

Table shows that the combined effects of the mediator (job satisfaction) mediate between the variables workload, rewards and employee performance. Our all hypothesis are failed to reject.

CONCLUSION

Pakistan's banking industry need to revise its compensation policies in an effort to improve bank employee's performance. Employee salaries and other financial incentives should be modified to reflect Pakistan's increased inflation rate. The banking industry can benefit from this study by clearly defining how rewards, employee orientation and mentoring can result in improved bank employee's performance, which in turn boosts staff motivation and productivity. This study demonstrates that the variables causing job dissatisfaction among employees of banking sector were workload, lack of proper rewards and role ambiguity. Workload is a problem for the workers in Pakistan's banking industry because of extended workdays and unsuitable working conditions. The results of the current study show that the mediator (job satisfaction) mediates between the variables workload, rewards and employee performance. Employees in the banking industry can be encouraged by offering them stable employment, remuneration, and other forms of compensation. They will be more motivated to execute their tasks, experience less job-related stress, and perform better as employees as a result. Results from this study designate that by making some proper changes, the banking sector can improve employee's job satisfaction which ultimately has a positive impact on employee's performance. Both the administrative and staff wings must strive for this.

Recommendation

This research will further help to develop training avenues for the banks and other corporate organizations for employee development. Further banks will also able to get the benefit of low turnover of employees and generate productivity accordingly.

REFERENCES

Ahmed, A., & Ramzan, M. (2013). Effects of job stress on employees job performance a study on

- banking sector of Pakistan. *IOSR Journal of Business and Management*, 11(6), 61–68.
- Astuti, R. D., & Navi, M. A. H. (2018). Designing workload analysis questionnaire to evaluate needs of employees. *AIP Conference Proceedings*, 1931(1), 30027.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research & Practice*, 3(4).
- Bommer, S. C., & Fendley, M. (2018). A theoretical framework for evaluating mental workload resources in human systems design for manufacturing operations. *International Journal of Industrial Ergonomics*, 63, 7–17.
- Bowra, Z. A., Sharif, B., Saeed, A., & Niazi, M. K. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan. *African Journal of Business Management*, 6(1), 323–332.
- Ehsan, M., & Ali, K. (2019). The impact of work stress on employee productivity: Based in the banking sector of Faisalabad, Pakistan. *International Journal of Innovation and Economic Development*, 4(6), 32–50.
- Hossain, M., & others. (2014). Job satisfaction of bank employees in Bangladesh. *Job Satisfaction of Bank Employees in Bangladesh (January 3, 2014)*.
- Jeet, V., & Sayeeduzzafar, D. (2014). A study of HRM practices and its impact on employees job satisfaction in private sector banks: A case study of HDFC Bank. *International Journal of Advance Research in Computer Science and Management Studies*, 2(1).
- Malik, N. (2011). A study on occupational stress experienced by private and public banks employees in Quetta City. *African Journal of Business Management*, 5(8), 3063–3070.
- Manzoor, M. U., Usman, M., & Naseem, M. A. (2011). A study of job stress and job satisfaction among universities faculty in Lahore, Pakistan. *Global Journal of Management and Business Research*, 11(9).
- Nnaji-Ihedinmah, N. C., & Egbunike, F. C. (2015). Effect of rewards on employee performance in organizations: a study of selected commercial banks in Awka metropolis. *European Journal of Business and Management*, 7(4), 80–88.
- Oktavia, C., Yatmikasari, D., Aldira, T., Putr, G. R. N., Ikhsan, M., SE, S. D. O., & others. (2022). The Effect Of Job Training And Rewards On Employee Performance Of Pt Bening's Pratama Group (Bening's Clinic) Bandung Branch. *Central Asia and the Caucasus*, 23(1).
- Omollo, P. A., & Oloko, M. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource Studies*, 5(2), 87–103.
- Oriarewo, G. O., Agbim, K. C., & Owutuamor, Z. B. (2013). Job rewards as correlates of job satisfaction: Empirical evidence from the Nigerian banking sector. *The International Journal of Engineering and Science*, 2(8), 62–68.
- Parveen, S., & Khan, A. A. (2014). A study of employee satisfaction towards employer: A case study of ICICI bank. *International Journal of Advanced Research in Management and Social Sciences*, 3(11), 115–128.
- Salah, M. R. A. (2016). The influence of rewards on employees performance. *British Journal of Economics, Management & Trade*, 13(4), 1–25.
- Shafiq, M. M., & Naseem, M. A. (2011). Association between Reward and Employee motivation: A case study Banking Sector of Pakistan. *Available at SSRN 1857663*.
- Sudiardhita, K. I. R., Mukhtar, S., Hartono, B., Sariwulan, T., Nikensari, S. I., & others. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance Pt. Bank Xyz (Persero) Tbk. *Academy of Strategic Management Journal*, 17(4), 1–14.
- Tabassum, H., Farooq, Z., & Fatima, I. (2017). Work family conflict, perceived work overload and work exhaustion in employees of banking sector. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 340–352.
- Zeb, A., Saeed, G., & ur Rehman, S. (2015). The impact of job stress on employee's performance: investigating the moderating effect of employees motivation. *City University Research Journal*, 5(1), 120–129.