

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**IMPACT OF TRAINING AND DEVELOPMENT ON INTRINSIC
MOTIVATION AND WORK PERFORMANCE: MEDIATION EFFECT OF
INTRINSIC MOTIVATION**

MASTER'S THESIS
Muhammad Ali RAZA

Department of Business
Business Administration Program

OCTOBER, 2022

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OCTOBER, 2022

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DECLARATION

I hereby declare with respect that the study “Impact of Training and Development on Intrinsic Motivation and Work Performance: Mediation Effect of Intrinsic Motivation”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the References.

(30/09/2022)

Muhammad Ali Raza

EĞİTİM VE GELİŞİMİN İŞ PERFORMANSINA ETKİSİ: İÇSEL MOTİVASYONUN ARACI ROLÜ

ÖZET

Bu araştırma, Pakistan'ın Federal Başkent Bölgesi (FCT) İslamabad ve Rawalpindi şehrinde farklı işletmelerde çalışan telekomünikasyon sektörü çalışanlarına uygulanmıştır. Eğitim ve gelişimin iş performansı ile ilişkilendirilmesinde içsel motivasyonun aracılık etkileri araştırılarak, eğitim ve gelişimin içsel motivasyon ve iş performansı üzerindeki etkisinin ampirik olarak incelenmesi amaçlanmaktadır. Anket verileri (FCT) İslamabad ve Rawalpindi'deki farklı telekomünikasyon işletmelerinden toplanmıştır. Hipotezleri yapısal eşitlik modellemesi yoluyla test etmek için 304 çalışanın nihai örnek verileri kullanılmıştır. Eğitim ve geliştirme, çalışanların iş performansını ve içsel motivasyonunu önemli ölçüde etkiler ve nihayetinde içsel motivasyon, iş performansını olumlu yönde etkiler. İçsel motivasyon, eğitim ve gelişimin bireylerin iş performansı üzerindeki daha büyük olan etkisini azaltır. Ancak, eğitim ve gelişim ilişkisi ile iş performansı arasında kısmen aracılık sergileyen anlamlı bir ilişki varlığını korumaktadır. Bu araştırma, kamu politikası karar vericilerinin eğitim ve gelişimin ve içsel motivasyonun sonuçlarını daha iyi anlamalarına yardımcı olacaktır. Ayrıca, yönetimdeki kişi ve gruplar, toplumun refahına katkıda bulunan çalışanların iş performansını en üst düzeye çıkarmak amacıyla çalışanların motivasyonu için stratejiler formüle edebilir.

Anahtar Kelimeler: Yönetim ve Strateji, Eğitim ve Geliştirme, İçsel Motivasyon, İş Performansı

IMPACT OF TRAINING AND DEVELOPMENT ON INTRINSIC MOTIVATION AND WORK PERFORMANCE: MEDIATION EFFECT OF INTRINSIC MOTIVATION

ABSTRACT

In organizations, employee's training and development is seen as the main problem behind dissatisfaction which ultimately leads towards decrease in level of intrinsic motivation as well as work performance of individual. This research is specific to employees of telecommunication industry working in different organization of Federal Capital Territory (FCT), Islamabad and Rawalpindi, Pakistan, and empirically examined the influence of training and development on intrinsic motivation and work performance including investigating the mediation effect of intrinsic motivation on the association of training and development with work performance. Survey data were gathered from different telecommunication organizations of the FCT Islamabad and Rawalpindi city of Pakistan and the final sample data of 304 employees were analyzed to test the hypotheses through structural equational modeling. Training and development positively influenced the work performance and intrinsic motivation of employees and similarly intrinsic motivation positively influenced work performance. Finally, intrinsic motivation reduces the significant impact of training and development on work performance of individuals, however still remain significant relationship which exhibits partially mediation between relation of training and development and work performance. This research will assist decision-makers to better understand the consequences of training and development, and intrinsic motivation. Moreover, management may formulate strategies for the motivation of employees to maximize the work performance of employees which contribute to the welfare of society. Organizations need to emphasize the intrinsic motivation of employees on priority in any circumstances to utilize their full efforts for better performance.

Key words: Training and Development, Intrinsic Motivation, Work Performance

TABLE OF CONTENTS

I. INTRODUCTION.....	1
A. Background.....	2
B. Objectives and Significance of the Study.....	2
C. Research Model.....	3
D. Research Questions.....	4
II. LITERATURE REVIEW.....	5
A. Theoretical Framework.....	6
B. Training and Development and Work Performance.....	7
C. Training and Development and Intrinsic Motivation.....	16
D. Intrinsic Motivation and Work Performance.....	22
E. Intrinsic Motivation as a Mediator.....	31
III. RESEARCH METHODOLOGY.....	39
A. Research Design.....	39
B. Data Collection.....	39
C. Sample and Procedures.....	40
D. Instruments and Scale.....	41
E. Measurement and Validity.....	42
F. Study Limitations.....	46
IV. DATA ANALYSIS RESULTS.....	47
A. Data Analysis.....	47
B. Model Fitness.....	47
C. Direct Effect.....	48
D. Mediation Analysis (Indirect Effect).....	49
V. CONCLUSIONS AND FUTURE RECOMMENDATIONS.....	52
VI. REFERENCES.....	54
APPENDIX.....	73
RESUME.....	75

ABBREVIATIONS

AGFI :	Adjusted Goodness of Fit Index
AVE:	Average Variation Extracted
CMIN/DF:	Chi-Square Statistics / Degree of Freedom
GFI:	Goodness of Fit Index
CFI:	Comparative Fit Index
CR:	Construct Reliability
CFA:	Confirmatory Factor Analysis
FCT:	Federal Capital Territory
HRD:	Human Resource Development
IM:	Intrinsic Motivation
RMSEA:	Root Mean Square Error of Approximation
SEM:	Structural Equation Modelling
SDT:	Self-Determination Theory
TLI:	Tucker-Lewis Index
WP:	Work Performance
RQ:	Research Question
NFI:	Normed Fit Index

LIST OF FIGURES

Figure 1 Research Model.....	03
Figure 2 Path analysis of variables.....	45
Figure 3 Direct effect without mediation.....	49
Figure 4 Indirect effect with mediator (Intrinsic Motivation).....	50

LIST OF TABLES

Table 1 Detail of Sample Characteristics.....	41
Table 2 Descriptive Statistics, Skewness, Kurtosis and Reliability.....	43
Table 3 Descriptive Statistics, Mean, Standard Deviation and Correlation Analysis..	43
Table 4 Model Fitness Index.....	48
Table 5 Mediation Analysis.....	51

I. INTRODUCTION

Employee development is the main element of human resource management and plays an important role in the betterment of individual performance which is aligned with organizational performance. In addition to this, training and development have a vital effect on the growth, stability, and survival in public and private organization. Training of new employees as well as existing employees (after identifying the weak areas of an employee in performance appraisal) is essential for any individual to perform better to meet their targets properly i.e. to perform the task with maximum accuracy and produced the good quality of work. Furthermore, employee motivation in any organization is necessary for achieving the assigned benchmarks by the management because the employee cannot perform better if he/she is not well motivated so therefore the individual must have to be stimulated to accomplish their objectives.

Several workers enjoy their effort and other displeasure it, some accept their jobs and rare persons face problems to endure their occupation in the long run as there are a lot of aims behind it. Good relationship between employees and employer would be developed if organization should work on meeting/gathering of employees than more busy to work. Employee awareness regarding what's going on in the market may have different consequences so they have feelings related to the entire situation of work. Some employees take more interest in the work because they know themselves mentally and utilize their efforts, and observe that performance is important for themselves and

also for their organization. Employee level of inspiration depends upon type of profession and environment of work (Lawler & Hall, 1970).

A. Background

Individual motivation had been big concerns for organizations whether public or private sector for many decades and defined by George & Jones (2012 : 157) as "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence". According to Valamis website (Knowledge Hub, 2022) Human Resource (HR)-related contents, the ability for employees to continue to develop and grow employment and career-enhancing abilities is the most important aspect in worker motivation and retention. However, there are numerous mysteries regarding what employees seek from training possibilities. Moreover, opportunities for training are not limited to external training sessions and seminars, such ideas stress the training and development opportunities desired by employees. In addition, they describe your training initiatives' potential to develop loyal, growing employees who will benefit both your firm and themselves. Organization change strategy according to the market situation and set different values to accomplishment desired goals. It's all depend, how employees perform duties for attaining their goals which determine work performance but creative ideas have positive influence on employees performance.

B. Objectives and Significance of the Study

Currently, in this era, all kinds of organizations i.e. public/private/multinational corporations require skillful employees due to the advancement of technology over time. Therefore, employees training and development is compulsory for every organization for its survival because employees are the main asset for any organization and it determines success or failure. The main objective of this research is to examine the effect of training and development on individual motivation and work performance and also find out the mediation influence of employee motivation on the association of training and development with work performance and less research had been carried out in telecommunication industry.

C. Research Model

After extensive reading of literature review, the following research model shown in Figure 1 is created.

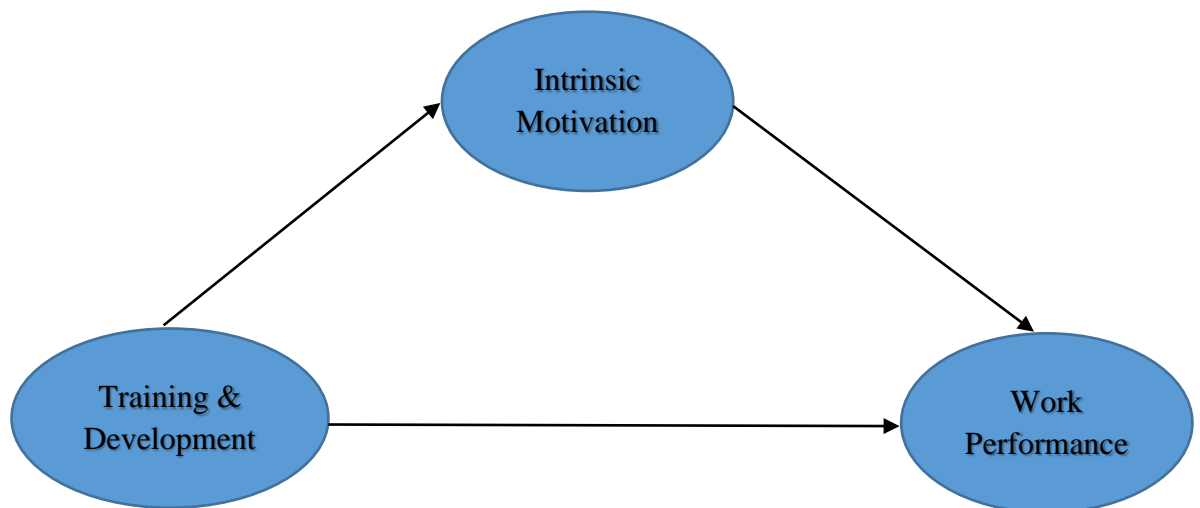


Figure 1 Research Model

D. Research Questions

Following are the research question (RQ)s are given below:

RQ1. What is the impact of training and development on work performance?

RQ2. What is the impact of training and development on intrinsic motivation?

RQ3. What is the impact of intrinsic motivation on work performance?

The following hypothesis is developed based on the above research questions:

- **Hypothesis 1:** Training and development have a positive significant effect on work performance.
- **Hypothesis 2:** Training and development have a positive significant effect on intrinsic motivation.
- **Hypothesis 3:** Intrinsic motivation have a positive significant effect on work performance.
- **Hypothesis 4:** Intrinsic motivation mediate the relationship between training & development and work performance.

II. LITERATURE REVIEW

The motivation of employees in public and private companies plays a major role which includes many things such as human resource practices, teamwork, structure, leadership styles, culture, and internal politics. An innovative technique engages staff positively, changing the behavior and attitude of employees, and supporting staff in more flexible ways in achieving success (Gould-Williams & Gatenby, 2010).

All organizations assure the job satisfaction of employees because it is compulsory for better performance of the firm. It creates positivity for the employees and then employees show positivism in work. Any firm which gets a high return, organization must also give an excessive level of training and development, salaries, and benefits because then employees show high-level positivity in work and create new ideas for better performance of the firm (Achieng, Okoth, & Florah, 2019).

Training & development programs in any firm enrich the motivation of employees and the basic aim of increasing the internal and external motivation of employees. Training & development increase the technical data and services of the organization and increase worker's enactment; it also enlarges satisfaction level, quick decision power, and individual working experiences (Güllü, Çelik, Güllü & Bayram, 2017).

The organization's research and development programs assess employees' innovative behaviors, training, intrinsic motivation, and incentive pay system. On the other side, it positively impacts employees' motivation, if they give managerial coaching training to every individual employee (Wang, 2013).

A. Theoretical Framework

Self-determination theory associated with intrinsic motivation suggested that employees with their own voluntary choice for different training and development activities may involve in optimistic influence and cognitive flexibility which should lead towards organizational enhancement (Deci, Olafsen & Ryan, 2017). Moreover, voluntary kind of participation of individuals exhibits an apparent self-determined behavior optimistically linked with proactive task engagement and intrinsic motivation (Ryan & Deci, 2002).

Self-determination theory proposed that independent motivation is important to achieve persistent individual behavior as well as it improves employee performance e.g. those individuals who take initiative with their own choices lead towards motivation and increased positive affect (Deci, Olafsen & Ryan, 2017). In addition to this, employees who are participating in training and development voluntarily may perceive that these kinds of training and development activities linked with growth and skills development (Bidee, Vantilborgh, Pepermans, Huybrechts, Willems, Jegers & Hofmans, 2013; Vandercammen, Hofmans & Theuns, 2014).

Victor Vroom (1964) established the expectancy theory of motivation with the premise that motivation is based on the anticipation of desired results. The theory is

founded on three concepts: valence, expectancy, and force. Moreover, Valence is the attraction of possible rewards, results, or incentives. Expectancy is an individual's belief that their assumption that they will or will not achieve the desired outcome and a person's motivation to perform is force. Further, employees would work hard if they believe it will lead to organizational incentives they seek (Skemp-Arlt & Toupenca, 2007).

B. Training and Development and Work Performance

Training and development provide different benefits in any organization because they increase the individual growth of workers and increase the profit of organizations. Training and development demonstrate a worldwide perspective, multidisciplinary and multilevel work in the organizations which assist stakeholders (Aguinis & Kraiger, 2009). Using collected knowledge in a range of activities will boost a firm's efficiency, business flexibility, and inventiveness. Human resource management metrics support and guide management activities, which raises the value of knowledge. Work design, recruit selection, training development, performance evaluation, and remuneration and rewards all contribute to knowledge accumulation (Wang, Chiang & Tung, 2012).

Training not only improve performance but also help to achieve their goals, and coaches' transactional and transformative leadership behaviors lead towards understanding that how coaches' leadership activities interact with coaches' experiences and needs adds cognitive and motivational factors. Transactional and transformational leadership styles influenced clients' attitudes and motivations, these insights help coaches create highly effective learning environments (Losch, Traut-Mattausch, Mühlberger & Jonas, 2016). Effective management typically prescribes leadership and its link to social sustainability,

empowering employees through self-leadership is a new priority area, self-leadership among team members leads to increased work engagement, normative commitment, and performance (Inam, Sheikh, Shafqat & Najam, 2021). The influence of participative leadership practices of superiors on subordinates' work performance claims that participation in decision-making creates intrinsic rewards for subordinates (Sağnak, 2016).

Training requires which would be transferred from the training environment to the actual performance of the work. Regrettably, despite billions of dollars invested every year in learning, the 'transfer problem' remains a chronic challenge for businesses seeking to enjoy the benefits of training. To address this, identified practical aspects for maximizing training transfer and grouped them into a checklist for trainers. Before, during, and after training program implementation, the checklist provides evidence-based, practical suggestions for practitioners to improve job performance (Hughes, Zajac, Spencer & Salas, 2018).

Participants are rarely involved in training formulation, delivery, or evaluation and it was difficult to relate training programs to important organizational policy support because they lacked a clear pedagogical strategy but cultural competency remains the overarching training concept, new approaches such as intersectionality, equity, and person-centered care are emerging (Chiarenza, Horvat, Lanting, Ciannameo & Suurmond, 2019).

Individual positive behavior support programs are more likely to be effective if staff development activities have a greater impact on the systems in which professionals work. To ensure that professionals can learn new skills, state-wide efforts to embed behavior support programs into developmental incapacities organizations and other

agencies must involve longitudinal training. Using resources efficiently is one way to provide successful training. One way to start using a few resources wisely is to plan. Easy and fast data collecting methods that planning teams can use to perform organization-wide interventions, staff development procedures, and individual behavior support programs are key considerations for strategic planning (Freeman, Smith, Zarcone, Kimbrough, Tieghi-Benet, Wickham & Koegel, 2005).

The strategic problem facing executive teams and their board members is to recognize the changing facts and position of the organization. Training modules should be designed to suit the changes, and evaluation should be done before and after the training programs (Karade & Tripathy, 2015). Organizations which develop educational/training products have very specific expectations (Van Rooij, 2011).

Human resource development (HRD) and knowledge management are becoming increasingly important disciplines for organizational survival and success. Human capital is essential for competitive advantage and competitive advantage based only on technology or HRD plans may only last a few years due to the diffusion of knowledge and global connections. The only way to stay ahead of the competition is to learn faster and more creatively. This can only be achieved by combining HRD and knowledge management. Organizations can grow through human capital through learning, training, development, knowledge, and knowledge management. Human resource development, knowledge orientation, and information system infrastructure are critical to knowledge management success. Thus, including these criteria in establishing companies will help them compete successfully (Tshukudu, 2021).

Developing generalists will allow society to create a professional environment for planned advancements while not jeopardizing the basic underpinnings of human life

(Ivanova, Klimova & Thorngate, 2019). The economic and social impact of training offered by social purpose non-profit organizations, the policy assumption is that such groups promote social and economic revitalization. Moreover, it shows that while changes in trainees' economic and social well-being occur, they are not always related to their training. The adjustments in trainees' lives are generally more complex, even though training may help. Furthermore, social purpose non-profit organizations must demonstrate the socioeconomic benefits of their training programs to secure future public or private support (Butler & Lobley, 2016).

A lack of qualified human capital is a major development hindrance. Training programs are commonly used in international development cooperation to improve work capacity in developing nations. Bilateral communication among trainees and their home companies during the training plays a significant role in raising the chance of successful organization-level restructuring and innovation in emerging economies, level transfer of knowledge gained at the personal level and irrespective of the original level of company's absorptive capacity (Mikami & Furukawa, 2018).

Rapid technological advancement has wide-ranging implications and existing knowledge becomes obsolete when businesses adapt to new knowledge. These businesses aim to maximize productivity from technological advancements and compete on a global scale. In-service training programs help businesses adapt to new markets. Moreover, as a result of technological advancements, in-service training programs shift from traditional education to technology-based training. In this process, both a more successful and economical training procedure and a more technologically savvy employer might be achieved. As technology evolves, ensures technology-based

education, posing issues like preferred technical applications for training procedures and how best to execute them (Bacak, Yabanova & Yabanova, 2016).

Certain training policy elements have a major impact on organizational performance and training plans should have a beneficial influence on all stakeholders. The training needs audit should therefore be wide, taking into account not only immediate reactive demands but also enhancing motivation, working atmosphere, and employee participation. Finally, evaluation is an important part of training (Ubeda-

García, Marco

-Lillo, Sabater- Sempere & García- Lillo

Green human resource management techniques are critical to environmental management and company sustainability. The different mediation functions of environmental performance and personnel performance between green human resource management practices and organizational sustainability. Industrialists promote green practices awareness and train their personnel which fosters a culture of rewarding staff for being eco-friendly (Amjad, Abbas, Zia-UR-Rehman, Baig, Hashim, Khan & Rehman, 2021).

A training plan defines which workgroups and individuals require training. The usefulness of a training plan is dependent on the scanning procedure utilized to gather information. The importance of training to the firm's senior decision-making body was found to be a crucial element in getting training-needs information from diverse sources and content areas (Ford, Major, Seaton & Felber, 1993). Reflection training develops trainees' confidence in their capacity to design a study plan and deal with professional challenges, and this format works for both online and offline instruction (Petrova, 2021). The management of the selected organizations to assess and plan for effective training and staff development needs which will improve the organizations' performance.

The training and development platform is increased employee growth and they improved the profit of the firms because that platform divided employees' skills into two main categories soft skills and hard skills. Firms have a lot of competition in the market and in addition to this, employees' have also a lot of competition in the market. Most firms have recruited those employees who are performing very well, this classical model exposed that soft skill achievement positively influenced employees' work performance (Ibrahim, Boerhannoeddin & Kayode, 2017).

Training and development programs create awareness between employees, they give importance to employees' group discussion that responsible individual performance of the employees. The supervisor can easily guide employees because group discussions solved all problems between employees and managers, they assist in the growth of the organization (Rosdi, Alias & Ismail, 2020). HRD specialists briefed managerial training is a very important tool for employees. On another side, managerial coaching is a very standard HRD and organizational development tool to recover various employees' approaches and performance at the office. Managerial training straight influences employees' job performance as well as an unintended effect through intervening job fulfillment, business goals, and leader-member exchange quality (Ali, Lodhi, Raza & Ali, 2018).

HRD is a procedure where an organization has the abilities of its staff through measured training, job, and structural development. HRD studies, individual performance using specific absorptive capacity as the mediator of the selected firm. Absorptive capacity exhibited a positive association with HRD and individual performance, indicating that separately absorptive capacity controls the link between the

self-determining and reliant adaptable. Independently absorptive capacity will let staffs be stretchy and prepare them with the skill to adapt to altering situations in the environment, thus, management requirements come up with the way to improve individual's absorptive capacity to advance their general work performance. Management should emphasize increasing the separate absorptive capacities of their employee through HRD preparation and professional development programs (Arubayi, Eromafuru & Egbule, 2020).

Training and development is valued element in the contemporary managing of human resources. Initial inquiry shows that reserve in human capital, containing preparation, are positively interrelated to structural performance. Organizations deliver new standards for preparation, assessment, bring in to line training with business goals (Kraiger, McLinden & Casper, 2004).

Some employee development programs have a key role to boost the organization and some organizations provide a occupation development program to improve employees' skills and growth of innovative ideas, these programs help employees to shift to another job in the organization i.e. job rotation. Nowadays or Presently, organizations face many conflicting problems and these kinds of initiatives are very helpful to the growth of the organization and they also must balance to compete successfully world economy (Tansky & Cohen, 2001). The human resource department in any firm performs duties in multiple dimensions in an effective way such as recruitment of individuals, compensation and outcome resources of earning profit as well as check out balance financial performance of the organization. Additionally, this improves employees' capability and competency that reflect quantitative and qualitative

approaches which assist companies movement towards success and highlight the significance of employees outcome (Sung & Choi, 2014).

The Organization faces different challenges like lack of job security of employees and recruiting new staff because every time the strategic department changes the policy implementation and according to the enactment of the organization. Training and development program enhances work capability and also increased the competence and usefulness of employees and firms, those employees who perform well, organization give rewards to them (Gunu, Oni, Tsado & Ajayi, 2013).

Different factors like training, inspiration, innovation, board conduct, office working condition, where each factor adds to generally speaking representative execution. It has been found that training and inspiration have a positive influence on the performance of representatives. This investigation presumes that organizations have excessive training plans for workers which can improve the exhibition of representatives. Those organizations that need to improve their worker execution should concentrate on preparing as it likewise inspires representatives to accomplish better levels (Khan, 2012).

It is observed that training and development have a positive influence on employees because employees generate new ideas but some employees participate willingly in the training and development program which create competence in the employees, expound on the various components of training and development, middle-of-the-road representative results, and limit conditions to explain the pathways of training and development toward firm advancement. It is explicitly recognize two unmistakable training and development measurements, in particular, firm speculation and representatives' sure observations because some elements of training and development

by thinking about individual contrasts, for example, character, psychological style, hierarchical mentalities, expertise levels, and execution (Sung & Choi, 2018).

The primary priority of all the multinational franchise is to provide employees training and development program, because when they hire a selection of the new employees, they must be give training to the employees, because this training program basic aim to polish employees skills. These training programs have made designed, evaluate, and monitored the program. The finding of this examination is to guarantee worker can perform well in their activity whereby it leads to work fulfillment and hold the worker too (Ramli, Anuar, Rosli, & Jamalidan, 2018).

Moreover, dependability of business and capacity of expert training, plainly portrayed objectives and assignments and advancement opportunity (Fletcher, Bedwell, Frick & Telford, 2018). Regardless of an enormous corpus of considered has concentrated on a wide scope of factors deciding worker work execution and a consolidated impact of attitudinal factors on worker performance (Kengatharan & Mohanakumar, 2020).

In any organization there are the two-factor inspiration on the employee's performance, which is training and development, because if the corporation could not providing training and development program their employees, so employees could not perform better to the growth of the organization and their consequence negative. On the off chance that the organization having great preparing plans for workers can improve the execution of representatives that is useful to increase the performance of workers as well as organization (Khan, 2012).

C. Training and Development and Intrinsic Motivation

The engagement of training and development in organizations is related to motivation of staff. The basic aims of any company are to give a high level of training to employees to get high return profit. On the other side, if give lower training to employees then the motivation of employees decreases which affects the work environment, and all the employees are confused (Tharenou, 2001). Human resource professionals increasingly use coaching as well as managerial coaching is now being studied by professionals in HRD, training, and organizational psychology, whereas managerial coaching is a popular way to improve workplace attitude (Ali et al., 2018). The safety climate influences safety motivation as earlier has focused on how motivated individuals are to work safely, but has missed why individuals are stimulated to work safely in office environment. The self-determination theory (SDT) is used to analyze how safety climate elements may forecast distinct kinds of motivation like intrinsic, identifiable, introjected, external etc (Wen Lim, Li, Fang & Wu, 2018).

Program effectiveness is predicted by the trainee's motivation and pleasure with the training but essentially the training had to be cognitively difficult (Pilati & Borges-Andrade, 2008). Training and development help employee's innovative work behavior for maintainable growth. Human resource management is the main element to inspire and clue workforces demonstrating innovative behaviors. Innovative work behavior demonstration in command to inspired ideas and has a positive outcome maintainable growth of employees because they expose performance assessment, linked to job sovereignty and training and development (Turanli & Yolsal, 2020).

Training and development programs facilitate employees' attainment of data, services, ideas, or boldness that prime to enhanced performance within the office

environment can be explained as training. Training inspection observes each phase of an organizational area to specifically find the human rudiments of a system's preliminary skills, principles, and approaches, as well as to mention suitable training. The training program is necessary for any organization because it increases employee self-confidence and proficiency in the organization as well as increases employee output in any organization positively rising business culture opportunities to accomplish prospective positions resourcefully (Deepa & Rajasekar, 2021).

Organizations participate in employee growth activities as inspected supposed receivers such as to give bonuses, loans, and family trips. Some multinational companies move an employee from one country to another if they required an employee, who performs better in the company, which is also motivation to the other employees (Pierce & Maurer, 2009). Additionally, instruction has developed throughout the past years a growing supervision profession. Instruction highlight the status of improving the sentiment guideline facilities of customers and exchanging their nonproductive behavior. Skilled experts are desired in mandate to successfully assist to fluctuation in their customers. Sensible emotional behavioral coaching needs employees and training contrast exhibited a decline in the participant's degree of unhappy attitude, as well as an enhancement in work performance. Moreover, the dynamic elements were the regulation of emotion skills attained and the quality of their project task. Consequences are deliberated original the use of an evidence-based method for training experts (David & Cobeanu, 2016).

Agents have a chief role in the growth of profit ratio in the company because the organization gives allowances to agents it highlights the essential skill to be developed for the current delivery of any technology to their clients. Technology upgrades day to

day, so awareness of the market situation in staff have an essential role in the growth of the company. Organization improved work performance of staff environment if the manager is very skillful in the human resource department because recruitment of employees depends upon on this department (Olagunju, Hassan, Abd Samad & Kasin, 2021).

Company managers assist their staff by recommending their ongoing education and training, these individuals will in fit be more pleased and will perform great not only in their studies but also in their office work. It is also recommend that such confirmation will have a positive disconfirmation consequence on individuals' job fulfillment and presentation. Training may influence not only performance, motivation, and satisfaction, but also can shake the work-life of employees (Hung & Wong, 2007).

Public workers came under enthusiasm for weak performance and deportment in their work as some participate in corruption and others are not capable sufficient to liberation their duties to the required levels. Individual teaching and progress have become develop one of the main features in successful worker performance in organizations, accordingly prominent to improved company performance and development. Management should rises the number of motivated staff to take part in training and development programs (Mpofu & Hlatywayo, 2015). A highly qualified applicant is motivated to work in the specified place and motivated to make the manager lead how to tackle the condition and take the decision. Extrinsic motivation (driven by external rewards) and intrinsic motivation (driven by external rewards) are interconnected in management using inquiry and training (Derfler-Rozin & Pitesa, 2021).

Training and development influence employers in separate, legislative, and industry skill development, individual progress donated to higher employee revenue when it was assumed in a work environment (Kennett, 2013). Employees built numerous groups on performance-based ability levels. It shows that the role of knowledge with in organization employees learning with in less time and developed long term skills maintenance (Smith, Oczkowski & Smith, 2011).

Job satisfaction is essential for individual if the company accomplishes their demand such as organization give different allowances to every employee like increase in salary, bonuses, and vacation holidays for family packages, because if the employee is not satisfied with the job so they leave the job and join another job. If employees perform work well in the organization, so organization upgrades the position of the employee. Job satisfaction assessment performance is a process that evaluates in what way is accomplished by workers in unity with aims and goals of the organization and thus encounters training and development requirements of workers (Cakil & Guney, 2019).

Decision-making plays important role in any organization, therefore decision-making support proficiency, management ability, and public expertise would be improving work enactment because training and development are necessary for employees, and services which have been acknowledged in this training may be unified into both pre-service and on-the-job training (Olagunju et al., 2021). Worker selection has been much admired as one of the significant elements of the structural act, mostly contingent on the worker's nature. The great effect of training and development on the human resource practices is found in encouraging worker commitment for appropriate structural consequences (Isimoya, Bakare & Olaniyan, 2020).

Worker engagement, which has been admired as one of the significant elements of managerial enactment, basically depends on workers' moods. Though, only worker training and development as an only of HRD who motivate worker in different ways as such as training news update technology in the world as which have balancing abilities is authoritative for employees commitment (Isimoya et al., 2020). Development and also other different programs of work performance as these events increase the internal growth of employees and exhibit great degree of intrinsic motivation (Kuvaas & Dysvik, 2009). Dynamics such as excellent functioning settings, competitive packages, and collaboration with staff may increase job consummation. Similarly, aspects such as an appreciation for accomplishing the task may increase motivation (Dobre, 2013).

Any organization that achieved its target depends deeply on employee enthusiasm and the manager. The organization must appreciate what rules and regulations should be implemented on employees to stimulate their employees. The consequence of employee motivation, manipulating the behaviors of their employees to work in positive ways, e.g. if a corporation identifies the employees derived to work on time, visit with the business for their complete working exists and are profile, then the firm may be talented to confirm that all of their workers obey the rule in that means. These suggestions imply on the organization can eventually adopt the success or disappointment of an organization (Kim, 2006).

Today, the main significant problem occurs in many organizations in which they ignore a necessary element of compensation which is the less cost, greater return element to a well-proportioned compensation scheme, if an organization can't give the value and appreciation to the employees then it will demoralize and demotivate the employees. On the other hand, if societies are understanding to create a reasonable

balance among the worker's support to the firm and the firm's contribution to the worker that focuses on main constituents of return scheme which are compensated, welfares and appreciation. Then employees are highly motivated and tend to be sophisticated self-confidence, high self-reliance, and high preparedness to take on more new challenges and excitement to inventive ideas in an organization (Pratheepkanth, 2011).

Private sector employees are highly motivated than the public area since organizations appreciate the work of employees and also give a reward, such as compensation, benefit, and recognition as an organization sees the performance and provides bright chances of the promotion to the employees. In contrast, public sector employees are secure as compared to the private sector and show a tougher facility principle than the isolated area. Public facility motivation comprises an element such as an opportunity impact on the public affair, loyalty to aiding the public interest with importance in realizing social honesty (Buelens & Van Den Broeck, 2007).

In the last two decades, the concept of human resources has been changed and increased innovation through strategic management over time. Any organization, human resource is observed to define the strategic component of the firm including cost element (Anca-Ioana, 2013). When firms perform the selection and recruitment of employees as well as the motivation of employees, how to make the decision and teamwork. All these contexts are compulsory for every employee to polish their skills and pay a high role plan progress process, causal to achievement and retaining benefit (Wang, 2013).

Firms provide a favorable environment for their employees because they perform better in working hours to create a good climate and condition. Every individual engages in working activities, expresses skills, and knowledge, and proves quality work. The firm provides a good salary and bonuses to their employees and gets a high return profit

(Božović, Božović & Ljumović, 2019). Firm in that harsh time face different things, such as competition in different companies, so firm needed training and development program to motivate employees, staff requires well knowledge skill, and capabilities.

On the other side, HRD plays a crucial focus of employees' relationship with the customer. Preparing projects and representatives are completely mindful that preparation programs give them better information, improved aptitudes, and thoughts for future professional paths. Training and advancement are truly required in all organizations and that representative ought to have comparable preparing programs each year since it gives them better exhibitions at work, inspiration, helps in picking professional way, proficiency and viability, enhancements in administration and dynamic, committing fewer errors (Bayraktaroğlu & Čičkušid, 2013).

Administrator assistance, peer backing and inspiration have been illustrious as noteworthy indicators of formulating, inspiration is thought to intervene in the support preparing association. Mainly after group preparing intercessions that integrate all colleagues (for example entire group preparing), a singular view of these elements may be mutual among individuals. Moreover, inspiration to move increments arranging a move and fills in as an interfacing system in the social help preparing move to connect, guaranteeing the action of individual-coordinated help and a mutual and steady atmosphere inside groups (Massenberg, Spurk & Kauffeld, 2015).

D. Intrinsic Motivation and Work Performance

Reflective thinking increased teamwork and performance as personal professional growth leads to better care and teamwork perceptions (Welp,

Johnson, Nguyen & Perry, 2018). High-stress employees are more tired and perform worse than low-stress employees in self-regulation tasks and the depletion effect of occupational stress is reduced in tasks demanding less or limited self-regulation, employees who can recharge their supervisory resources or improve their goal focus by taking a fresh look at things are less affected by regulation and this is due to increased intrinsic job motivation (Chan & Wan, 2012). Job creativity is favorably associated with client orientation, which is completely related to work performance. Additionally, the association between intrinsic motivation and work performance is sequentially facilitated by job innovation and consumer orientation (Moon, Hur & Hyun, 2019).

The goals and incentives paradigm promotes intrinsic motivation, teamwork, and performance among health care employees and enhances the work environment for multiple cadres of health workers in a resource-constrained scenario (Grant et al., 2018). In the e-business world, creativity is vital since e-business has evolved swiftly, workers must build new values for the future. A leader can help members to be more creative and genuine leadership fosters worker innovation with corporate success in the e-business world. Leaders in e-business should be authentic so that followers trust leaders more. Increasing workplace satisfaction can enhance workers' excitement and intrinsic motivation. Authentic leadership opens members to new ideas and challenges. Thus, honest leadership will boost creativity and e-business success (Hahm, 2018).

Extrinsically motivated workers experienced emotional impairment. Affective and normative commitment increase with age but male employees showed more instrumental dedication and more education reduces affective and instrumental commitment. Even in a similar work situation, such as the administrative sector,

workers' attitudes varied, according to human diversity and their observations of the atmosphere. The effects of numerous variables on the links between work motivation and work commitment highlighted the necessity for varied activities in the organization to drive individual work motivation, commitment, and performance (Zonatto, da Silva Zonatto, da Silva & Gonçalves, 2018).

Innovative leadership and employee well-being is potent motivator. There is also a focus on improving workplace recognition and respect through inclusive leadership methods. First, leaders should be open, available, and accessible in their interactions with employees. Second, it is vital to improving the working environment so that people feel valued and may freely share their ideas. Periodic feedback, for example, improves mutual understanding and the connection between superiors and subordinates. Finally, the indirect effects of employee happiness and work satisfaction on job performance are vital (Nguyen, Le, Trinh & Do, 2019).

Training and development emphasize the performance of employees, cultural variances have also an effect on inside and outside organization performance. Employees can face a lot of challenges as well as the role of societal appearances in the plan of training and development activities (Nikandrou, Apospori, Panayotopoulou, Stavrou & Papalexandris, 2008).

The training and development programs highlight workers' weaknesses and strongest points and they give chance to employees to polish their skills to take the company in the direction of goal achievement. Training and development program outcome on the work-related approach they remove employees internal and external obstacles systematically assessed to sustain and accomplish the training aims in a period of information built group (Ismail, Foboy, Nor, Abdullah & Ismail, 2019).

Business environment changes in the existing situation depend upon location, global and competitive than always. Employees develop all-time knowledge and numerous organization announces individual development plans to maintain employee learning. Work performance of employees depends upon individual development strategy undertaking of learning events and perceived performance. Employees also have the responsibility to take feedback from the client and give the answer to customer questioners (Lejeune, Mercuri, Beausaert & Raemdonck, 2016).

Training and development acute growth for employees in the organization and is also used to keep maintain the ability. Actual training and development is an asset in the mortal possessions of company, with both instant and future revenues. A well-organized training program act as an automobile to boost employees' abilities and support in the past on training and development which can help the mentors to device the training new efficiently which will finally help the company to accomplish anticipated ideas (Patel & Gor, 2015).

The critical factor that clarifies management presentation of high enactment leaders and observed the affiliation between these issues, such as a power of the affiliation proposes that individual thinking, personal skills, and management are correlated and need to exist included for the supreme performance consequence. The consequence must have useful assistance exclusively in the areas of training, instruction and growth, conscription and performance assessment (Hutton, 2018).

Any organization's success indicates that the connection between human resources performs and performance is dependent on the consequence of conditional adaptability. However, analysis of the scarcity of the surviving work on diminishing result of organization viewpoint. Consequently, the regulating outcome of management

viewpoint on the correlation high enactment work performs (i.e. choosy hiring, preparation & progress, presentation review, pay for enactment and accomplishment development) and organization enactment. The outcome also demonstrates that the progressive influence of human resources performs company performance cannot be reinforced if the organizational idea of a organization is not reliable with the standards, approaches, and opinions of the workers (Iyanda, Awawdeh, Al-Hiyari & Isiaka, 2021). The link between job enactment and work growth is useful for staff training, progress strategies, plans, procedures, training needs scrutiny, observing, and valuation method (Cobblah & Van der Walt, 2017).

Training and development programs in any company increase decision-making adeptness. Employees' can easily tackle the client in the process of dealing with the product, because of their impact on both side customers and employees positively. On the other side, these programs improve employees' growth (Adejare, Olaore, Udofia & Emola, 2020). Employees are the strength of all organizations because employees play the role of a pillar to standing company, the work performance of employees is good if they developed a healthy relationship. Organizations should be achieved the goal if they make good policies and organization can be successful at the time when employees feel comfortable in the organization, and are required to maintain the best performance of the employees to be output for the organization in the long term (Mir & Amin, 2016).

The link explores observed investment in employee growth, fundamental inspiration, and different aspects of work performance. The connection between a pragmatic asset in employee development and organizational citizenship behavior. The form of the balance exposed a positive relationship only for employees with high levels of intrinsic motivation (Kuvaas & Dysvik, 2009). Portrayal from a self-regulation

perception, staff who are more innately motivated use self-leadership policies to a great unit to develop their job performance (Steinbauer, Renn, Chen & Rhew, 2018).

Intrinsic motivation can increase work performance but remaining to be seen how intrinsic motivation in one work affects act on other activities. Depiction on concepts of spiritual difference, it is assume that high fundamental motivation in one chore decreases performance on less fundamentally motivating jobs (Shin & Grant, 2019). Given the significance of intrinsic motivation factors of trainers, imagination and self-efficacy factors have a tougher link the performance as associated to individual awareness aspect of motivation. Educational organizations have also developed intrinsic motivation and suggest that the educational institutions should supportive environment in which educators can operate their qualities and pay in the growth of quality (Tripathi & Tripathi, 2018).

Motivation is acute to the strength of workers act and work value but strength of workers is doing work as teams towards mutual goals and satisfying achievement with public gratitude and non-financial encouragements. Staff easily achieved goal when worker made team and they get easily incentives deals a model for enlightening the work environment and increasing well-being employee motivation. Healthy worker motivation has been standard as crucial to accomplishing national and international health and goal in little revenue countries (Grant et al., 2018). Basic enthusiasm had an important positive connection with job performance. But they also influence the fundamental motivation and societal discussion on the association between growing opinion and job routine (Guo, Liao, Liao & Zhang, 2014).

Intrinsic motivation inspect facilitation between the worker's fulfillment with performance review coordination and work performance. The connotation among

gratification by performance assessment and employee's effort was moderately intervened through employee fundamental work motivational smooth (Ishaque, Rehman, Tufail, Khan, Shah & Khan, 2017). Encouraging linguistics is a forerunner in a leader oral statement tactic which has been meaningfully interconnected such encouraging employee consequences as higher job performance. Any organizational motivation language is also influenced by managerial culture and advice that top leader procedure oral language. Organizations make models how to better communication skills between employees and clients (Mayfield & Mayfield, 2019).

The perceived quality of the workplace's physical, social, and psychological characteristics continuously influences the work environment. It is undeniable and resourceful to improve the quality of work performance. In turn, this experience will undoubtedly inspire the employee to take pride in performing the task to the best of his or her abilities, imagination, and originality. Moreover, it suggests that work itself can be a potent intrinsic motivator for the simple reason that the job holder derives genuine satisfaction from completing important, gratifying, and difficult job obligations and responsibilities required by a particular profession (Van Dorssen-Boog, Van Vuuren, De Jong & Veld, 2021).

The self-discipline and self-management opinions of employees expose communication and connection but growing the level of self-management and self-control of people allows staff to work with inside energy (Tas & Tortumlu, 2021). Workers' progressive work behavior can help businesses for supportable progress. Human resource observers are an important component to inspire and principal organization revealing ground-breaking behaviors. Moreover, organizations require the outstanding maintenance of managers throughout the submission of human resource

observers. Training and development and job sovereignty are important for the staff as they groom the personality of the employees (Turanli & Yolsal, 2020).

Motivated staffs are the base of all companies as work motivation is single which shows a vital role in firm performance in public, private, and non-governmental sectors. Job motivation is, therefore, excessive anxiety with employees and depends upon team relation, material incentives, and support which assist organizations to achieve their goals (Anderfuhren-Biget, Varone, Giaque & Ritz, 2010). Assessment of motivation of employees is compulsory in all organizations and also identifies the poor performance of the employees. Some techniques and facilities are used to motivate the employees such as refreshments during working hours, loans for different assets, bonuses, and leave for study, communication, allowances, and professional reward (Bosco & Sreedhara, 2017).

Employee motivation in any organization is the effect of two sets of characteristics, which are demographics and professional development, demographics including (gender and age) and specialized development (occupancy, prior career experience in the organization and development). The outcomes uncover that the attributes connected to a pioneer's proficient advancement have a noteworthy effect on representative (instructor) inspiration. In particular, a long residency in office has a negative impact, while earlier vocation involvements with an organization and persistent preparation have a positive effect. In any case, none of the pioneer's segment attributes considered in the examination significantly affects instructor inspiration (Campos-García & Zúñiga-Vicente, 2018).

Learning and development are an essential part of employee satisfaction, an employee's efforts to gain new skills and knowledge through experience, education, study, and training are referred to as learning. It is the employer's responsibility to make

a concerted effort in the area of training in order to ensure that employees receive the information and guidance they need in order to execute their jobs more effectively. For both businesses and individuals, development serves as a foundation for measured performance improvement. Development is more than just conveying knowledge and abilities; it also teaches people how to deal with difficult situations in a constructive way (Damaraju, 2013).

Salary motivated the employees extrinsically because in any organization to motivate employees organizations must provide good salaries good performance of the employee. Every worker sees the level of inspiration alternately since persons have numerous necessities that are ceaselessly competing one with another. Each person has an alternate blend and quality of needs, as certain persons are driven by achievement while others are focusing on security (Hitka, Kozubíková & Potkány, 2018).

Extreme rivalry, the fast advancements in data, and innovation have thought organizations that the acquired information is being inadequate in time. The change has been knowledgeable about all fields and to a limited degree, has taken into every one of them. Open part is among those fields and it has begun the necessary activity. The eagerness to adjust quickly changing conditions for open ventures which need to contend from the beginning is evitable. Dealing with this effortlessly and speed relies upon preparation. In administration training which is for the most part utilized by the private division is significant for the open division also. This permits representatives to work more proficiently, expands their steadfastness to the association, and raises their inspiration towards their work (Görmüş & Kâhya, 2014).

E. Intrinsic Motivation as a Mediator

Self-motivation leads to task completion and innovative work but workplace loneliness has recently gained prominence in scholarly and practical issues, a substantial source of innovation that could help the business combat loneliness. Employees who feel isolated at work are less approachable so their productivity and inventiveness dropped. Loneliness causes tension, melancholy, rage and reduces employees' creative abilities. Moreover, lonely workers must be driven to reduce negative results and employee-employer relations straight influence the performance and growth of their respective organizations (Sajjad, Riaz, Chani & Hussain, 2020).

Recovery-oriented psychosocial interventions can directly assess, monitor, and intervene to increase intrinsic motivation in people with schizophrenia (Yamada, Lee, Dinh, Barrio & Brekke, 2010). Rewards for the accomplishment of an activity increase task interest and motivation to perform the activity and similar activities in the future, rewards can activate processes involving both internal and external sources of motivation. Moreover, external and internal motives may combine to influence the overall exercise of motivation (Cameron, Pierce, Banko & Gear, 2005).

The organization achieved success when objective assortment was tougher for inferior close executives. It is imagined that performance evaluations would be adversely associated with setting increased aims. That manager assessment would have better results than evaluations from assistants in the collection of developing areas, and that self-other inconsistency would be connected to goal selection (Brutus, London & Martineau, 1999).

Managerial information knowledge experts and interviews with high-performance managers were content-analyzed to determine practices. The emphasis is on what way these finest practices address tests usually challenged in the information technology work atmosphere. Reliable with definitive management model, top practices fell into two major categories; job observed (boundary straddling, performance organization, employee participation, training, and development) and personally motivated (association structure, mentoring, stress organization, work-family balance) practices, consequences prove that while management performs with the other type of specialists also are suitable for information technology authorities (Major, Davis, Germano, Fletcher, Sanchez, Pucres & Mann

The special effect of an office project and training intermediation and affiliations between apparent consummations of organization office project issues (plan and loading) and work enactment procedures (separate enactment, assembly teamwork, and success) environment mechanism had a straight impact on separate enactment and assemblage relationship; while the facilitating and curbing special effect of conservational switch on the relationship between office project issues and consequences variables were not important. Moreover, environmental control direct effect on work enactment (Robertson & Huang, 2006).

HRD research is working on basic tools of development programs to increase the benefits and growth of any organization which is organizational performance, employee development, and career development as these programs make positive contributions to firm performance (Jacobs & Washington, 2003). In any organization, goals achievement depends upon the loyalty of employees. Loyalty factors include encouragement,

monetary rewards, teaching and growth of employees, free communication, and providing a respectable atmosphere. Organizations keep an equitable balance among all the employees according to their post and should hire highly trained managers and supervisors which can decently guide individuals.

Moreover, a collaboration of the employees and managers is a good sign for organizations as customers are satisfied by organizations then organizations should raise trades, market shares and create huge revenue (Alrawabdeh, 2014). Organizations achieved their targets if the manager gives respectable training to supervisors and employees, managers should organize different training and development events because it influences the body language of staff and supervisors. The significance of employee development programs is increasing in the companies to receive an advantage between competitors, the failure or success of the firm trust in the performance of employees as organizations are sponsoring a huge quantity on employee training and development platform (Jehanzeb & Bashir, 2013).

The banking sector gives priority to training and advanced programs as a tactical instrument for increasing worker performance and firms must have enlarging training financial plan per annum source with considering that will receive an economic advantage, apart from this solid connection happens among training & development and employee's enactment (Falola, Osibanjo & Ojo, 2014).

Any organizations, must also give compulsory training to older employees as associated with teenage workforces as it is effective for the organization. Older employees give higher returns because they have experienced persons and they understand how to tackle the situation of the organization in the consequences of loss

(Zwick, 2015). Good reputation organizations expertly made HRD programs in which employees could be complete tasks efficiently, if there is good teamwork, improvement in technology, creating new ideas implementing new ideas, and seeking their positive advantages (Tabassi, Ramli & Bakar, 2012).

Extrinsic motivation simply partly facilitates the association between co-recovery capacity and value in-role. They also show that value co-recovery in-role behavior boosts utilitarian but reduces hedonic value (Skourtis, Décaudin, Assiouras & Karaosmanoglu, 2019). The association between authoritative parenting and life happiness is partially mediated by intrinsic, extrinsic, and motivational factors, respectively (Stavrulaki, Li & Gupta, 2021). Volunteers' intrinsic motivation, job satisfaction, and intention are related to competence, and competence, intrinsic desire, and job satisfaction were significant determinants of intention (Wu, Li & Khoo, 2016). There is a direct impact of brand citizenship behavior on employee performance, with intrinsic and extrinsic motivations as mediators, for employees working in globally franchised branded firms. Extrinsic motivations had no function in mediating between brand citizenship activity and employee performance. It adds to internal brand management by providing management with insights into internal branding strategies and employee motivators. However, it gives subordinates a glimpse into their managers' minds (Ordun & Ghaleb, 2021).

Work performance of any organization depends upon employees because if the offer to employees appropriates training education, coaching related to the organization project, administration support, cooperative communication, and human resource recruit management. On the other side work motivation, it's compulsory between employees'

they depend upon the organization's internal and external environment. In addition to this, optimal personnel management improves the quality of work, work ethic and creates a work environment between employees (Slamet, Palutturi & Thaha, 2020).

Employee's inventive work behavior shares transformational management through basic motivation, spiritual permission, and inventive process assignation. Transformational guidance has a progressive connection with inventive work behavior. Employees have boosted high-level fundamental motivation and spiritual permission, Innovative process procedure effect three-way communication between transformational leadership, basic motivation, spiritual permission has innovative on work behavior (Bin Saeed, Afsar, Shahjeha & Imad Shah, 2019). An arts-based organization's coaching skills and determining the elements that affect, the program's influence was measured through ongoing feedback and evaluation, as well as information acquired in a focus group and one-on-one interviews with participants. In addition to this, it assisted individuals and organizations to develop communication and problem-solving abilities, as well as understanding a variety of organizational issues.

Furthermore, participation of senior managers in the training and coaching practice centered on genuine workplace situations enable the desired results (Boak & Crabbe, 2019). Coaching skills can help people enhance their ability to work together and solve problems. A corporate coaching skills training program can help identify and address a variety of organizational issues(any Ref). Leadership qualities identify practical elements that may improve or limit the influence of training and corporate training in coaching skills and techniques that may benefit an organization in more ways than one i.e. training can help managers develop a coaching style of leadership with their

employees as well cross-organizational problem-solving. Moreover, it can provide a safe environment for participants to raise topics they see as issues and work together to address them (Boak & Crabbe, 2019).

Undoubtedly, higher education is designed to train professionals in various fields. The training of higher education applicants is classified as educational, musical, choreographic, visual, cultural, economic, political, psychological, legal, informational, and technological. A graduate's professional competency is recognized, as is their theoretical and practical preparedness to conduct professional activities of high quality, according to the changing demands of modern society (Pichkur, Oliiar, Rozman, Petrenko, Demchenko & Ryabovol, 2020).

Foreign managers in multinational firms are ahead of the curve in implementing worldwide assignments in a volatile and competitive economic environment. Hiring competent workers with the knowledge, ability, and experience makes a company more competitive globally. The practice illustrates that the organization's human resource policies must be directly related to the organization's deliberate structures, roles, and jobs. International company performance is directly related to the type and nature of human resource policies. Quality of human resources in international organizations is substantially more difficult than in domestic corporations with big homogeneous personnel structures (Popovski, Popovska & Jovcheska, 2014).

Employers seek graduates who can take significant responsibilities and add to the bottom line within months of joining. Contrary to this, some “blue chip” businesses have preserved their “scheme”, believing that hand-picked recruits developed into the organizational “mould” are more likely to produce the desired medium to long-term

objectives that scheme recruits advance in their careers faster than non-scheme graduates as to how one organization that runs such a plan actively encourages personal development to improve performance and thereby career progression (Hayman & Lorman, 2004).

Intrinsic motivation regulating role on the association between trainee programmed feedbacks reactions and employee performance between learners registered in official trainee programs. Trainees programmed play key role in the work performance of the employee were positive only for trainees low in intrinsic motivation (Dysvik, Kuvaas & Buch, 2010). Intrinsic motivation is concerned that they delight intervening consequences of the task for the relationship between wisdom goal coordination and imaginative routine was weaker when academic motivation was high. No such reasonableness consequences were originated for delight fundamental motivation (Leung, Chen & Chen, 2014).

Graduates and managers had a larger gap in some competencies than others, but not across firms and self-ratings didn't rise with tenure. There is a focus on organizational practices that encourage emotions of competence and the role of the supervisor in such activities (Arnold & Davey, 1992). Adaptability and proactivity are two emergent aspects of performance that are critical when work needs are unpredictable and personnel must deal with difficult scenarios.

Emotional intelligence is an attribute considered vital and linked to adaptive and proactive performance. Additionally, perceived self-efficacy and intrinsic motivation positively influence adaptability and proactivity (Bande & Fernández-Ferrín, 2015). Intrinsic motivation is inclined to deliver barriers alongside harsh working conditions

caused by market values work-life equilibrium and monetary solidity. Moreover, innovative employees' inclinations to sustain countless disagreeable operational situations are created on a strong intrinsic motivation to keep satisfaction from their profession (An, 2019).

In organizations, some employees are not performing very well is due to human factors. Employee motivation is compulsory because they motivate employees which directly affects performance at the workstation. Training and development program uses some professional techniques that affect the performance of employees such as extra bonuses, stipends, break tea, specialized rewards, loans for house and car, and upright and straight promotion (Bosco & Sreedhara, 2017). Intentional staff turnover is an arbitrator for the connection between work inspiration and occupation execution of representatives from the information technology area and negatively affects this relationship, which implies that an expansion in willful staff turnover decreases the positive effect of work inspiration on work execution for representatives from the information technology segment. Thusly, it has been demonstrated that as far as the effect of work inspiration on work execution the wonder of willful staff turnover is a negative one, even though it is regular among workers from the information technology division (Koszela, 2020).

III. RESEARCH METHODOLOGY

Following chapter discussed the research design, sample and procedures for data collection, and research instrument used in this particular research.

A. Research Design

This is quantitative research study and used deductive research approach, in which self administrated questionnaire were based on different items of different variables developed by former researchers to test the different hypothesizes of this research to measure the effect of Training and Development (independent variable) on Work Performance (dependent variable) as well as Intrinsic Motivation (mediator) influence on association of independent variable on dependent variable.

B. Data Collection

Currently, many multinational telecommunication organizations are operating in Pakistan. In this specific research, data were collected from employees of telecommunication sector working in Pakistan. Due to Covid-19 pandemic consequences, it was decided to collect the data online instead of physically distribution of questionnaires in target organizations so therefore choose to share online Google survey link. Covid-19 pandemic affected the organizations in every aspect and research focused on the training and development, intrinsic motivation and performance of employees. Moreover, all of these variables have its own importance for the betterment of any organization in the long run with sustainability.

C. Sample and Procedures

The population of this research was those employees who working on different levels within various multinational telecommunication organizations in Pakistan. To be more specific, only targeted those employees who are working in twin cities Federal Capital Territory (FCT) Islamabad and Rawalpindi within state of Pakistan. The questionnaire link was distributed online to various employees through human resource department of different organizations. Convenient sampling technique was used for research purpose with the final sample of 304 respondents were achieved and the total number of employees working in multinational telecommunication organizations are approximately 10,000 in all over the Pakistan.

Convenience sampling was opted and final sample of 304 respondents were measured out of which 34.5% were female and 65.5% were male. Different characteristics of sample detail is given below in Table 1, which include qualification in which postgraduate participants were mainly 21.7%, Graduate participant were mainly 34.2% and undergraduate were 44.1% respectively. Moreover, participants with 1 to 4 years of experience were 28.9%, experience with 5 to 8 years was 24.7%, less than 1 year of experience was 34.9% and above 8 years of experience were only 11.5 % of respondents. Furthermore, the 25 years or under were 48.4% the majority of employees, 26 to 40 years of age group were 39.5% and above 40 were only 12.2% of respondents. Finally the details are mentioned in below Table 1.

Table 1 Detail of Sample Characteristics

<i>Characteristics</i>	<i>Characteristics Detail</i>	<i>Number</i>	<i>Percentage</i>
<i>Gender</i>	Male	199	65.5%
	Female	105	34.5%
<i>Qualification</i>	Undergraduate	134	44.1%
	Graduate	104	34.2%
	Post Graduate	66	21.7%
<i>Age</i>	25 years or under	147	48.4%
	26 to 40 years	120	39.5%
	Above 40	37	12.2%
<i>Experience</i>	< 1 Year	106	34.9%
	1 – 4 years	88	28.9%
	5 – 8 years	75	24.7%
	Above 8 years	35	11.5%

D. Instruments and Scale

Different reliable measures by former researchers were considered which was already used in different researches to test the different hypothesizes of this research. Training and development is measured using the nine-item which was developed by (Boon, Den Hartog, Boselie & Paauwe, 2011) and also used by (Fletcher, Alfes, &

Robinson, 2018). Similarly, intrinsic motivation is measured using six-items and work performance is measured using the ten-items developed by (Kuvaas & Dysvik, 2009). Similarly, (Kuvaas, Buch & Dysvik, 2016) is also used same items to measure overall work performance. All items are measured on five-point Likert scale.

E. Measurement and Validity

Descriptive statistics are given below in Table 2, Skewness Statistic, Kurtosis Statistic & Cronbach's Alpha reliability of variables are stated, similarly Table 3 which exhibits mean values, standard deviation and correlation of training and development, intrinsic motivation and work performance. In correlation analysis, the association of training and development and work performance was found positively but less than intrinsic motivation and work performance and greater than training and development and intrinsic motivation. All relations are less than threshold values, which confirms no multicollinearity issue. Cronbach's Alpha reliability of each variable is mentioned in Table 2 i.e. Training & Development (0.946), Intrinsic Motivation (0.931) and Work Performance (0.953) which lies between the range of 0.70 - 0.90; therefore, that shows results are reliable (Hair, Anderson, Tatham & Black, 1998). Furthermore, When the skewness value is less than (\leq) -2 or greater than ($>$) 2, and the kurtosis value is $<$ -7 or $>$ 7, according to Kim (2013), a deviation from normality is suggested so therefore, if the skewness and kurtosis of all variables are within this range, the normal distribution of the variables can be confirmed.

Table 2 Descriptive Statistics, Skewness, Kurtosis and Reliability

	N	Minimum	Maximum	Skewness	Std. Error	Kurtosis	Std. Error	Cronbach's Alpha
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
TD	304	1.00	5.00	-.139	.140	-1.037	.279	0.946
WP	304	1.00	5.00	-.330	.140	-.851	.279	0.931
IM	304	1.00	5.00	-.383	.140	-.893	.279	0.953
Valid (listwise)	N304							

Where $N = 304$, TD = training & development, IM = intrinsic motivation, WP = work performance

The normality test in descriptive statistic should be seen in Table 2, its exhibited the value of skewness and kurtosis of different variables use in this research. Training & development has skewness statistic of $-.139$, standard error of 0.140 and the kurtosis values are -1.037 and standard error of 0.279 . For the work performance, it has skewness statistic of $-.330$, standard error of 0.140 and kurtosis values for the statistic is $-.851$ and standard error of 0.279 . Similarly, for intrinsic motivation has skewness statistic of $-.383$, standard error of 0.140 and kurtosis values are statistics $-.893$ and standard error of 0.279 .

Table 3 Descriptive Statistics, Mean, Standard Deviation and Correlation Analysis

Variable	Mean	S.D	TD	IM
TD	3.1564	1.07740		
IM	3.3053	1.02413	.490**	
WP	3.3658	1.06320	.580**	.650**

Where $N = 304$, TD = training & development, IM = intrinsic motivation, WP = work performance ** $p < 0.01$

For all variables, Average Variance Extracted (AVE) and Construct Reliability (CR) were measured and the factor loading of each item equal to or more than 0.50 would be consider valid (Cua, McKone & Schroeder, 2001). All twenty five items were valid with more than 0.50 values of AVE, which is shown in the below path diagram in Figure 2 and details of items are mentioned in appendix. Similarly, AVE more than 0.50 signifies the instrument is valid (Fornell & Larcker, 1981).

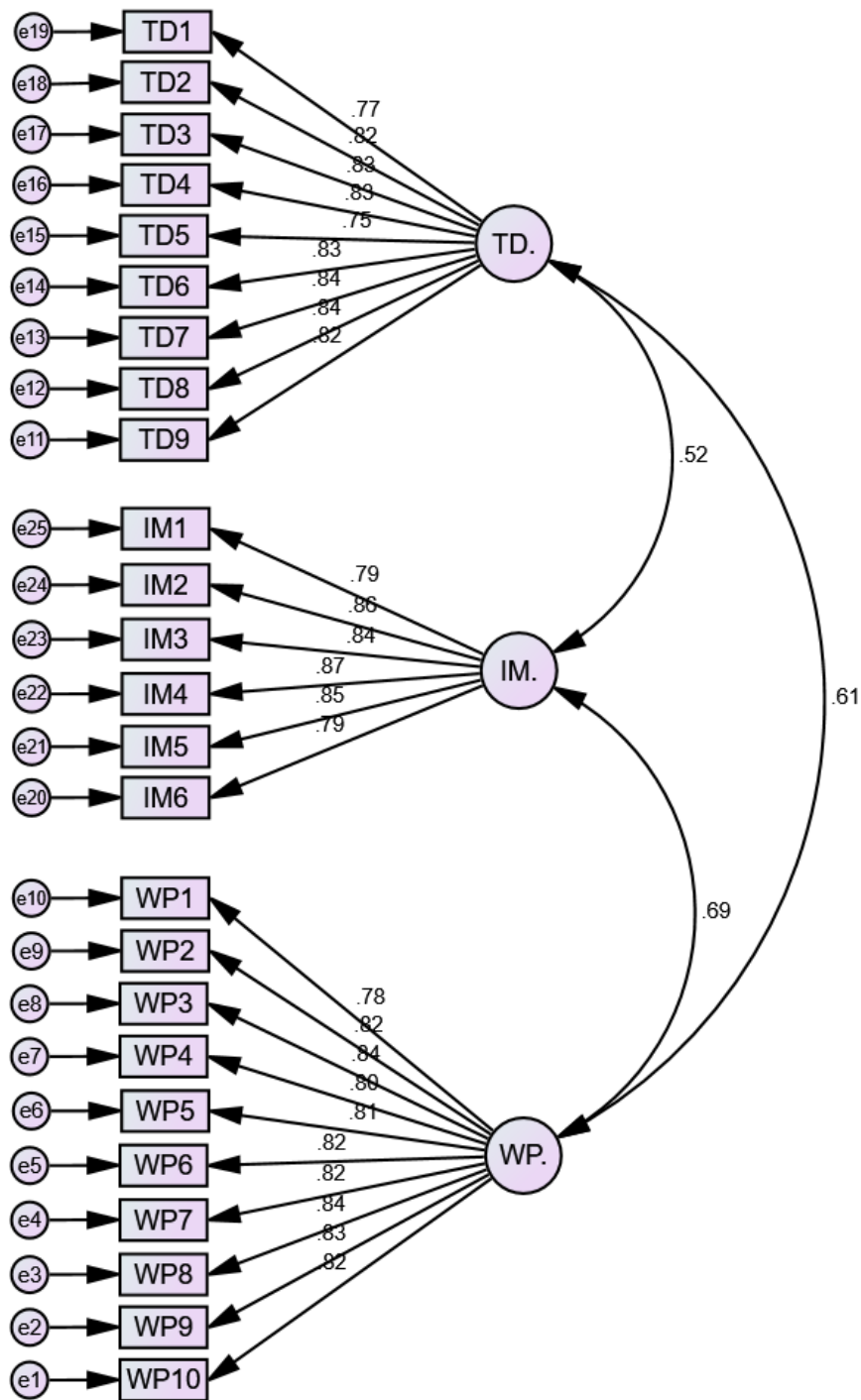


Figure 2 Path analysis of variables

F. Study Limitations

The main limitation of this research is that it was carried out in the FCT of Islamabad and Rawalpindi city, which is an urban area included in the highest positive rate of Covid-19 affected cities, therefore it is confined to the capital territory and Rawalpindi. Future studies should focus on different regions with other jurisdictions locally or internationally, which may be contributed to the betterment of organization as well as economy of the country.

IV. DATA ANALYSIS RESULTS

A. Data Analysis

Structural Equation Modeling (SEM) is used for data analysis and Confirmatory Factor Analysis (CFA) was performed for instrument validity. SEM is executed to examine the links between training and development, intrinsic motivation and work performance and mediating influence of intrinsic motivation between training and development and work performance.

B. Model Fitness

In 2000, Steenkamp and Baumgartner described the CFA approach to measure the strength and weakness of latent variables. The psychometric properties which were generally comprised of Adjusted Goodness of Fit Index (AGFI), Chi-Square, Goodness of Fit Statistic (CMIN/DF), Comparative Fit Index (CFI), the Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), Tucker-Lewis Index (TLI). The model seems to be fit if the RMSEA value were 0.08 or less. Doll et al. (1994) recommend that AGFI and GFI values of 0.8 or greater represents reasonable fit. Byrne (2001) says that CFI value of 0.9 or higher signifies well-fit model and a value of root mean-square error of approximation (RMSEA) less than 0.08 indicates good fit. According to Joreskog and Sorbom (1993), CMIN/DF value less than 5 implies that the model is appropriate and acceptable. Path analysis, structural equation modeling, and related multivariate statistical methods are based on maximum likelihood or generalized

least squares estimation developed for covariance structure models (Hu & Bentler, 1999) which includes using the maximum likelihood (ML). Model fitness index direct and indirect effects are shown in Table 4.

Table 4 Model fitness index

Indexes of fit factors	Direct effect	Indirect effects values	Acceptable threshold
χ^2/df	2.927	2.787	Less than 5.0
AGFI	0.828	0.800	0.8 or higher
TLI	0.933	0.920	0.9 or higher
RMSEA	0.080	0.077	0.08 or less
GFI	0.863	0.826	0.8 or higher
CFI	0.941	0.927	0.9 or higher
NFI	0.914	0.901	0.9 or higher

C. Direct Effect

It is hypothesized that training and development leads to work performance among employees of telecommunication industry, the direct influence of training and development on work performance without mediation is shown below in Figure 3. Results state that training and development influences the work performance positively therefore, it supports hypothesis 1 and proves that training and development is an essential predictor of work performance, and details are mentioned in Table 5.

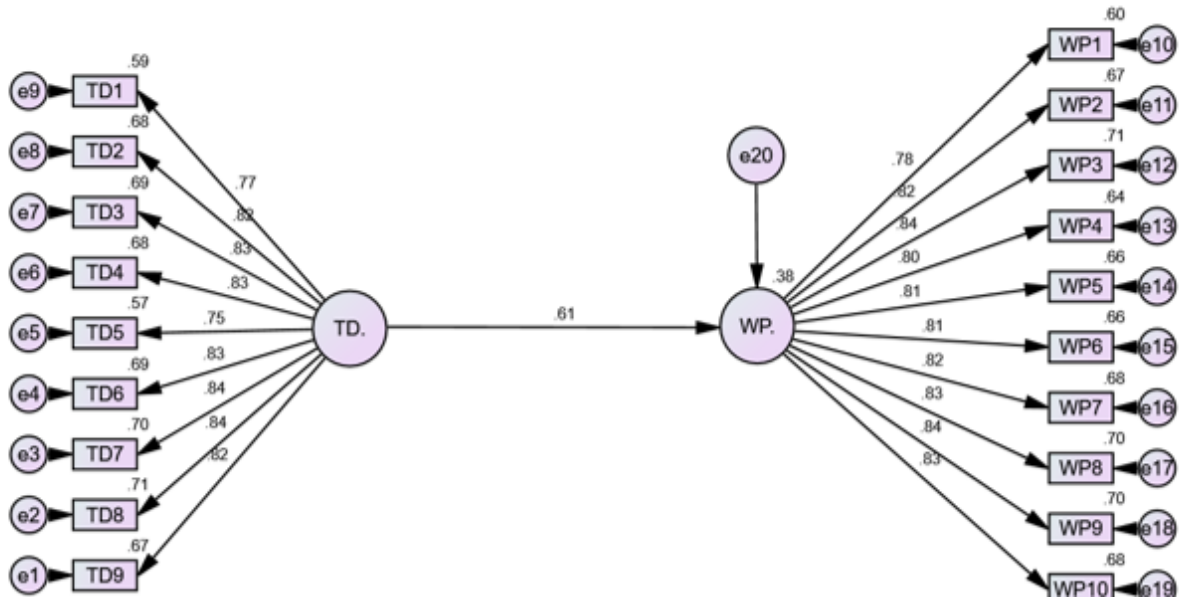


Figure 3 Direct effect without mediation

D. Mediation Analysis (Indirect Effect)

Similarly, it is hypothesized that training and development maximizes intrinsic motivation and further intrinsic motivation maximizes the work performance among employees. The indirect influence of training and development on work performance with the mediation of intrinsic motivation is shown below in Figure 4. Here, results state that training and development positively influences intrinsic motivation and also intrinsic motivation positively influences work performance. Therefore, it supports hypothesis 2 and hypothesis 3, and details are mentioned in Table 5.

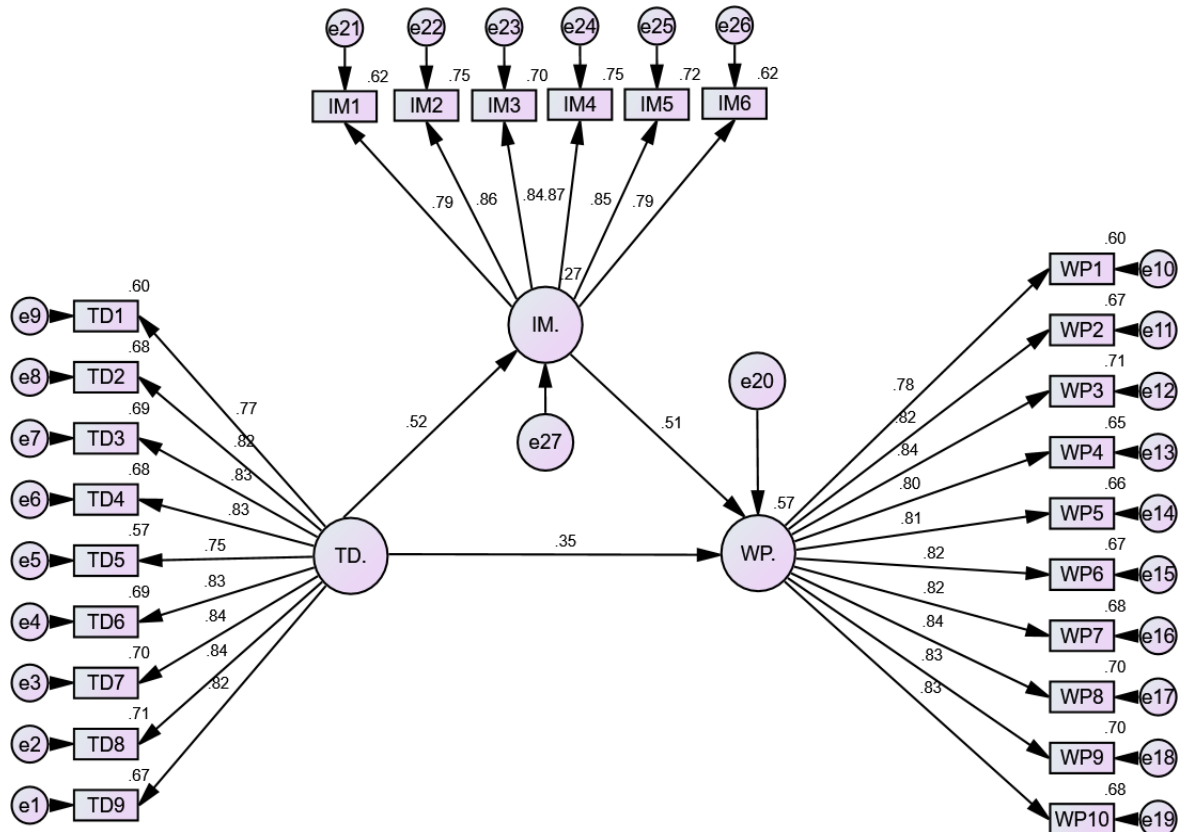


Figure 4 Indirect effect with mediator (Intrinsic Motivation)

Likewise, to confirm the mediation hypothesis requires direct, indirect, and total effects under mediation analysis are shown in Table 5. Moreover, the presence of mediator i.e. intrinsic motivation between training and development and work performance, the indirect effect is significant but reduced compared to the direct effect of training and development on work performance, and the decrease in beta indicating the occurrence of partial mediation in our results, so, therefore, it support hypothesis 4 and details are mentioned in the following table. Training and development, intrinsic motivation and work performance are variables having positive impact on each other (Kompaso & Sridevi, 2010) and consistent to our results.

Table 5 Mediation Analysis

Model 1 Total Effect			Model 2 Direct Effect			Model 3 Indirect Effect	
Path	Coefficient	S.E	Path	Coefficient	S.E	Path	Coefficient
TD→WP	0.613***		TD→WP	0.348***		TD→IM→WP	0.265***
	.054			.048			
WP→IM	0.520***	.056					
IM→WP	0.510***	.056					

Where $N = 304$, TD = training & development, IM = intrinsic motivation, WP = work performance *** $p < 0.001$

V. CONCLUSIONS AND FUTURE RECOMMENDATIONS

It is revealed that training and development directly affects work performance of employees of telecommunication industry in FCT Islamabad and Rawalpindi, likewise, former researchers revealed that training and development increase individual growth as well as organizational performance and create awareness among employees (Aguinis & Kraiger, 2009; Ibrahim et al., 2017; Losch et al., 2016; Rosdi et al., 2020), Similarly, it was found that training and development positively influence intrinsic motivation, correspondingly, the earlier research discovered training and development are linked with the motivation of personals which can stimulate or debilitate the employee and influence the worker separately (Hung & Wong, 2007; Kennett, 2013; Tharenou, 2001), similarly, organizations require training and development programs to motivate their workers (Bayraktaroğlu & Čičkušid, 2013). Moreover, intrinsic motivation has a significantly optimistic influence on work performance consistently to former research in which intrinsic motivation is associated with performance (Anderfuhren-Biget et al., 2010; Bosco & Sreedhara, 2017; Tripathi & Tripathi, 2018). Finally, results revealed that an increase in intrinsic motivation among employees weakens the association of training and development, and work performance to some extent but is still significant which exhibits that intrinsic motivation partially mediates this relationship which is somehow consistent with past research in which, work performance is depend on appropriate training and coaching, so, therefore, intrinsic motivation may play a necessary role in this regard in any organization (Adejare et al., 2020; Bosco & Sreedhara, 2017; Dysvik et al., 2010). So therefore, intrinsic motivation play major role in training and development and performance of individuals of telecommunication industry. Developing country like Pakistan the demanding of the two sector is increasing, first one is telecommunication and other is Information Technology. Organizations are facing very difficulties regarding performance of employees and most

of individuals are not aware deeply very well about telecom, because employees of developing countries in most of the organizations are doing paper work generally but due to advancement in technologies mostly organizations are shifting their work from physically to online. Intrinsic motivation states that, employee who takes more interest in works and enjoy while performing their job, when they doing job they enjoy the works. When employee feel internally satisfied they keep positive motivation to arise to gain some external reward such as bonuses, prize and money because these rewards put energy to take more interest in job and internally they feel satisfaction. Overall, the results should assist the management of the different organizations to take protective measures for their staffs for better performance by increasing their intrinsic motivation through addressing the concerns of employees i.e training, procedures, awareness, efficiency of a mixture of tools etc. Management of organizations with their leadership should adopt strategies for implementation to get desired results and researchers should focus on role clarity, work autonomy, organizational commitment in context of training and development, and individual performance which further align with organizational performance.

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APPENDIX

Training and Development

The organization offers (me)...

- The opportunity to follow training, courses and workshops
- The opportunity to develop new skills and knowledge for my current job or for possible jobs in the future
- Coaching that supports my development
- Support in planning my future development
- The opportunity to work for another department
- The opportunity to do another job within this organization
- Good career prospects
- An increase in job responsibilities if I perform well at my current tasks
- The possibility to occupy a higher position within the Organization

Intrinsic Motivation

- My job is so interesting that it is a motivation in itself
- The tasks that I do at work are themselves representing a driving power in my job
- The tasks that I do at work are enjoyable
- My job is very exciting
- Sometimes I become so inspired by my job that I almost forget everything else around me
- My job is meaningful

Work Performance

- The quality of my work is top-notch

- Others in my organization look at my work as typical high-quality work
- The quality of my work is usually high
- I deliver higher quality than can be expected
- I rarely complete a task before I know that the quality meets high standards
- I usually don't hesitate to put in extra effort when it is needed
- I often expend extra effort in carrying out my job
- I often expend more effort when things are busy at work
- I try to work as hard as possible
- I intentionally expend a great deal of effort in carrying out my job

RESUME

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