Enhancing MNC Performance in Emerging Nations: An Integrated Model of Training and Development, Role Clarity, Motivation and Leadership

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ABSTRACT

Organizations consider employee role clarity and training & development to be the primary causes of discontentment, which ultimately results in a decline in intrinsic motivation and individual work performance. This study focuses on telecom workers employed by various organizations in Pakistan's Federal Capital Territory (FCT) Islamabad and Rawalpindi. The study aimed to inspect the influence of role clarity and training & development on work performance and intrinsic motivation as well as the impact of intrinsic motivation on work performance. Secondly, to identify the mediation effect of intrinsic motivation on the relationship of role clarity and training & development with work performance and to measure the moderation influence of transformational leadership on the association of role clarity and intrinsic motivation. A sample of 446 respondents revealed that role clarity and training & development have a considerable positive influence on intrinsic motivation and work performance. Moreover, intrinsic motivation also has a significant positive effect on work performance, and intrinsic motivation mediates the relationship between role clarity and training & development with work performance respectively. Finally, transformational leadership moderates and strengthens the association between role clarity and intrinsic motivation. Organizations must prioritize the emphasis placed on the intrinsic motivation of employees. This strategic approach is essential to effectively utilize the entire effort, hence enhancing overall performance.

People management's primary focus is on employee growth, which has an essential impact on both individual and organizational success (Ayers, 2015; Bendickson et al., 2023). In addition, public and privately owned businesses rely enormously on training and development for their success (Bendickson et al., 2023). Training new and current employees (after figuring out what they are not doing well in a performance review) is important for everyone to do better and meet their goals, which means doing the job correctly and producing high-quality work. (AlDhaheri et al., 2023; Febrian et al., 2023). Moreover, the presence of employee motivation inside an organization is imperative to attain the predetermined performance targets set by management but impossible with a lack of motivation so it is essential to provide individuals with the required incentives and encouragement to effectively accomplish their objectives (Goncharuk & Monat, 2009; Ni et al., 2023; Rickards, 2003). While some employees feel satisfaction in their work, others find it unpleasant, other employees accept their positions, and a small percentage of people struggle to stay in their line of work over the long term because there are many goals involved (Ichniowski et al., 1996; Mitchell et al., 2001; Zaheer et al., 2022). It would be better for employers and workers to get along if the company focused on meeting and gathering staff instead of busier work (D'Mello & Sahay, 2007; Morrow et al., 2012).

The topic of individual motivation has been a significant focus for both public and commercial organizations over an extended period (Bar-Tal, 1986; Ellemers et al., 2004). According to George and Jones (2012, p.157), motivation can be described as the psychosomatic forces that influence an individual's behavior, effort, and perseverance within an organizational context. The level of inspiration experienced by employees is contingent upon the nature of the profession and the working environment (Lawler & Hall, 1970). Ensuring job happiness among employees is a fundamental requirement for optimizing the performance of individuals that has an impact on employee motivation in both public and private businesses (Achieng et al., 2019; Gould-Williams & Gatenby, 2010). These initiatives boost internal and external employee motivation with the targeted goal of training and development (Gould-Williams & Gatenby, 2010; Gullu et al., 2017). Employees' inventive actions, along with their training, intrinsic motivation, and incentive pay system, are evaluated by research and development (Fischer et al., 2019; Hoang et al., 2023; Yoon et al., 2015). Conversely, the provision of managerial coaching training to each employee has been found to have a favorable impact on their motivation (Wang, 2013). The employment of training & development programs within companies has a constructive influence on both the technical knowledge and skills of individuals and enhances organizational performance (Chen, 2023; Demirkan et al., 2022). Additionally, it has been demonstrated that these programs improve decision-making skills, individual work experiences, and employee happiness, thus generating a healthy work atmosphere (Demerouti et al., 2000; Maxson et al., 2011; Yahya & Goh, 2002). Employees are influenced by this favorable work atmosphere to have a more constructive position on their work (Achieng et al., 2019; Gullu et al., 2017).

The objective of this study is to examine the apprehensions expressed by staff employed in multinational telecommunication companies operating in emerging nations. Employees face various challenges, including those about performance and the adequacy of role clarity with training and development in the presence of intrinsic motivation. Previously, scholarly investigations about telecommunication personnel have been limited in scope, focusing on

certain domains while neglecting comprehensive investigations of role clarity, training and development, intrinsic motivation, and transformational leadership. In this study, we present a proposed integrated model aimed at improving the work performance of telecommunication staff. Organizations and management should take precautionary measures by focusing on role clarity, implementation of transformational leadership, and introducing training and development programs to stimulate the employees with the utilization of full efforts for enhancing work performance.

Literature Review and Hypotheses Development
Theoretical Background
The self-determination theory posits that individuals involved in various training & development activities with their own will are likely to have favorable positive consequences and linked to intrinsic motivation (Ryan & Deci, 2000, 2002). Moreover, intrinsic motivation plays a crucial role in fostering sustained individual behavior and enhancing employee performance; for instance, the decision-making process exhibits a propensity for motivation. Furthermore, it is worth noting that employees who willingly engage in training and development initiatives may perceive such activities as being associated with their professional advancement and the enhancement of their skills (Bidee et al., 2013; Ryan & Deci, 2000, 2002; Vandercammen et al., 2014). As stated by Vroom (1964), the expectancy theory of motivation asserts that motivation is contingent upon the expectation of attaining desirable outcomes. Valence refers to the inherent appeal or desirability of potential rewards, outcomes, or incentives, and expectancy refers to an individual's own opinion regarding the probability of attaining a desired outcome, whereas motivation to perform can be understood as a driving factor that influences an individual's actions. Moreover, employees are expected to exert effort if they hold the belief that their endeavors will result in the attainment of desired organizational incentives (Skemp-Arlt & Toupence, 2007). Transformational leadership theory has attracted significant scholarly interest and emerged as a widely influential theory (Mhatre & Riggio, 2014). Transformational leaders can motivate and inspire individuals to meet or exceed expectations and help them reach their maximum potential in accomplishing organizational results (Bass, 1985).

Role Clarity and Work Performance
Role clarity should be established for employees at the time of hiring (Chen et al., 2022; Johnson et al., 2023). Organizations have to give enough information to meet the expectations; otherwise, employees will be incapable of handling new challenges (Sharma & Taneja, 2018; Walton, 1985). Insufficient knowledge of successful career goals and behavior can lead to inadequate and suboptimal exertion in task performance, hence diminishing overall work performance (Altındağ & Kösedağı, 2015; Hogan & Warrenfeltz, 2003; Ikhide et al., 2022). A strong level of role clarity facilitates employees in effectively presenting plans and solutions to enhance their performance (Manolache & Epuran, 2023; Samie et al., 2015; Wang et al., 2022). Performance refers to the execution of a sequence of actions that lead to the successful attainment of a goal, with optimal utilization of time, resources, and skills (Samie et al., 2015). The evaluation of performance can be achieved by identifying the key elements that contribute to its effectiveness (Dainty et al., 2003; Griffin & Neal, 2000). An effective manager possesses

the ability to navigate through uncertain situations and strategically use the human and financial resources of a company to accomplish its objectives (Samie et al., 2015). Thus, the following hypothesis is formulated based on the existing literature:

H1: *Role clarity has a positive significant effect on work performance.*

Training and Development and Work Performance

Training and development is global and encompasses work at all organizational levels and disciplines, but these programs can enhance output and save material costs for any firm to attain their objectives (Aguinis & Kraiger, 2009; Losch et al., 2016). Insufficient availability of skilled people resources is a significant obstacle to growth progress, but in the realm of international development collaboration, training initiatives are frequently employed to enhance the workforce capabilities in development (El-Sharkawy et al., 2023; Patrucco et al., 2022). Training policy is a good way in the working environment to build the organization (Ubeda-García et al., 2013). The management of organizations must evaluate and strategize to enhance the organizations' performance with the identification of training and staff development requirements (Ibrahim et al., 2017; Wilson, 2003). Managerial training affects job performance directly and indirectly through job satisfaction, organizational goals, and leader-member interchange; thus, professional development programs enhance employee absorption and decision-making (Ali et al., 2018; Arubayi et al., 2020). Therefore, the next hypothesis is formulated based on the existing literature:

H2: *Training and development has a significant positive effect on work performance.*

Role Clarity and Intrinsic Motivation

Role clarity makes workers more motivated to do their best work because it enhances the outcomes (Chen et al., 2022; Giacomini & Palumbo, 2023; Kundu et al., 2020). A variety of employee results, including job satisfaction and organizational commitment, are enhanced by role clarity (Adil et al., 2023; Johnston et al., 1990; Mukherjee & Malhotra, 2006). Conversely, an absence of role clarity induces tension among personnel, which hinders their capacity for innovation (Frare & Beuren, 2021; Majid et al., 2023; Verlinden et al., 2023). When workers are intrinsically motivated, they are more engaged and reduce turnover intention (Miao et al., 2020; Zeng et al., 2022). Internal motivation is essential in determining a person's willingness to constantly learn new things and improve their skills (Lepper & Malone, 1987, 2021). Intrinsic motivation works better than external rewards at getting workers to do new things at work (Bawuro et al., 2019; Delmas & Pekovic, 2018; Faraz et al., 2018). Innovativeness increases among intrinsically motivated employees (Carnabuci et al., 2023; Cordero et al., 2005; Kimwolo & Cheruiyot, 2019). Therefore, the subsequent hypothesis is formulated based on the existing literature:

H3: *Role clarity has a significant positive effect on intrinsic motivation.*

Training and Development and Intrinsic Motivation

In organizations, staff motivation is linked with training and development programs that encourage innovative work behavior, which is directed toward organizational sustainability and

enhances competence with self-confidence (Deepa & Rajasekar, 2021; Tharenou, 2001; Turanli & Yolsal, 2020). Skillful managers boost employee performance, and recruiting new staff can depend on the department's effectiveness, but management must motivate employees who participate in training & development initiatives (Mpofu & Hlatywayo, 2015; Olagunju et al., 2021). Instruction can affect motivation, performance, and satisfaction, but employee work-life balance may also be affected; thus, research and training affect intrinsic motivation (Deery & Jago, 2015; Derfler-Rozin & Pitesa, 2021; Hung & Wong, 2007; Rani & Desiana, 2019). Staff training and development greatly affect staff motivation and commitment by equipping workers with the expertise, but development initiatives and work performance programs can improve internally and inspire them (Isimoya et al., 2020; Kuvaas & Dysvik, 2009). Effective teamwork, good working conditions, and attractive pay packages increase employee performance, boost motivation, and increase job satisfaction (Dobre, 2013). Therefore, the following hypothesis is formulated based on the existing literature:

H4: Training and development has a significant positive effect on intrinsic motivation.

Intrinsic Motivation and Work Performance

Increased working enjoyment boosts worker enthusiasm and intrinsic motivation, but job innovation and client orientation further influence intrinsic motivation and occupational performance (Hahm, 2018; Moon et al., 2019). Work performance depends on employee contentment and satisfaction, but training and development programs help identify employees' strengths and weaknesses, enable them to improve their skills, and assist the company in attaining its objectives (Ismail et al., 2019; Nguyen et al., 2019). The enterprise ideology must match employees' values, procedures, and perspectives to boost business success, but cultural differences and training & development might affect individual performance, subsequently learning and development programs help employees flourish (Iyanda Ismail et al., 2021; Lejeune et al., 2016; Nikandrou et al., 2008; Patel & Gor, 2015). Motivation plays a critical part in determining the efficacy of workers' actions and their perception of work value (Grant et al., 2018; Zaheer et al., 2023). Assessing training needs by developing and implementing training strategies, plans, and procedures according to career growth and work performance may also enhance decision-making (Adejare et al., 2020; Cobblah & van der Walt, 2017). All companies depend on their employees for stability, but intrinsically motivated employees strengthen the link of organizational citizenship behavior with the pragmatic asset in worker development; however, imagination, self-efficacy, and performance are linked to motivation awareness (Kuvaas & Dysvik, 2009; Mir & Amin, 2016; Tripathi & Tripathi, 2018). Therefore, the subsequent hypothesis is formulated based on the existing literature:

H5: *Intrinsic motivation has a significant positive influence on work performance.*

Intrinsic Motivation as a Mediator

Psychosocial well-being can evaluate, observe, and maximize intrinsic motivation in schizophrenia patients, which is crucial for task completion and inventiveness; thus, it is essential to realize that external and internal influences can affect motivation (Cameron et al., 2005; Falola et al., 2014; Sajjad et al., 2020; Yamada et al., 2010). Human resource

development concentrates on training programs that benefit enterprises' performance, employee, and career development with loyalty encompasses fostering motivation, offering incentives, professional development, free communication, and a healthy working environment to get a competitive advantage over rivals (Alrawabdeh, 2014; Jacobs & Washington, 2003; Jehanzeb & Ahmed Bashir, 2013; Popovici & Popovici, 2020; Zwick, 2015). The association between workers' intrinsic motivation, work satisfaction, and intention is influenced by their competence to accomplish goals, but employee's inventive work behavior and innovative behavior are positively influenced by intrinsic motivation (Adejare et al., 2020; Bin Saeed et al., 2019; Ordun & Ghaleb, 2021; Wu et al., 2016). The utilization of coaching skills can effectively boost individuals' capacity to collaborate and effectively address challenges, but self-ratings of competencies did not increase in correspondence with the length of tenure (Arnold & Davey, 1992; Boak & Crabbe, 2019). Self-efficacy and intrinsic motivation have a favorable effect on adaptability and proactivity, as well as fostering professional happiness (An, 2019; Bande & Fernández-Ferrín, 2015). Worker motivation and training & development programs employ several professional strategies that enhance individual performance, including the use of specific awards, expressions of appreciation, and promotion based on merit (Bosco & Sreedhara, 2017). Therefore, the following hypotheses have been formulated:

**H6:** *Intrinsic motivation mediates the relationship of role clarity with work performance.*
H7: *Intrinsic motivation mediates the relationship of training and development with work performance.*

Transformational Leadership as a Moderator
It is widely accepted that style of organization's leadership has a direct influence on how managers and staffs interact which further affects employee performance, motivation, and the organization's overall coherence and effectiveness (Al-Sada et al., 2017; Ángeles López-Cabarcos et al., 2022; Bris et al., 2021; Hilton et al., 2023; Jung et al., 2003; Lee & Kim, 2022). Transformational leadership style is considered a tool for training & development to promote employee performance (Alrowwad et al., 2020; Camps & Rodríguez, 2011). Transformational leaders get people to focus on the corporation's long-term goals and give them a feeling of a greater cause (Chen et al., 2020; Graves et al., 2013; Madi Odeh et al., 2023). Transformational leaders exhibit attributes that are intellectual, spiritual, and communal but strongly encourage their followers' personal development (Belias & Koustelios, 2014; Obmerga, 2021). Transformational leaders stimulate people to act, offer them intellectual opportunities, care about each person's developmental needs, and encourage them to put the needs of the group ahead of their self-interest to achieve their best (Bass, 1990; Loon et al., 2012). Transformational leadership seeks to foster the staff's sense of pride in being employed by a particular manager and has a favorable effect on many aspects of employee behavior and motivation (Bass, 1990; Kahai et al., 2003; Shin & Zhou, 2003). Therefore, the following hypothesis is formulated, and the research model is presented in Figure 1:

H8: *Transformational leadership moderates the relationship between role clarity and intrinsic motivation.*

Figure 1
Research Model
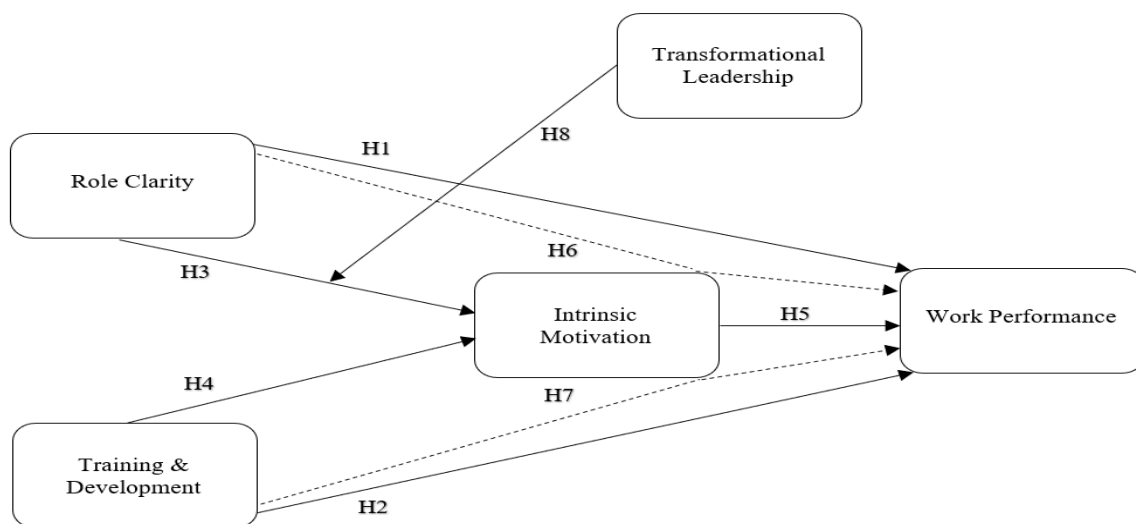
Method
Sample
Data were gathered from employees working in the multinational telecommunications companies in the twin cities of Pakistan including the Federal Capital Territory (FCT), Islamabad and Rawalpindi, which covers the following job categories with all designations including corporate functions, sales, and customer services, marketing and distribution, information technology and network. This is a quantitative study, and a deductive research approach is used to test the hypotheses of the proposed model. A convenient sampling technique was utilized, and the final sample of 446 respondents was used for data analysis. Approximately 10,000 people work for telecommunication firms across Pakistan. The details of the sample's various characteristics are shown in Table 1.

Table 1
Demographic Characteristics

Characteristics	Frequency	(%)
Gender		
Female	147	33.0
Male	299	67.0
Age Group		
25 years or under	223	50.0
26–40 years	172	38.6
Above 40 years	51	11.4
Qualification		
Undergraduate	293	65.7
Graduate	153	34.3
Experience		
Less than year	154	34.5
1 to 4 years	135	30.3
5 to 8 years	109	24.4
Above 8 years	48	10.8

Instruments
Several scales developed by different researchers were utilized to quantify the results. The measurement of training & development is conducted through the utilization of a nine-item scale that was originally established by (Boon et al., 2011), six items of role clarity items were

taken from (Rizzo et al., 1970), ten items of work performance and six items of intrinsic motivation were taken from (Kuvaas & Dysvik, 2009). Finally, eight items of transformational leadership were adopted from (Bass & Avolio, 1990) and used by Dai et al. (2013). Each item is evaluated using a five-point Likert scale, and the details of all items are given in the Appendix.

Results
Measurement and Validity
Confirmatory Factor Analysis (CFA) was executed using smartPLS and factor loadings of all items were > 0.5, average variance extracted (AVE) was > 0.5, composite reliability (CR) and Cronbach alpha (α) were > 0.60 respectively, which met the standard criteria (Fornell & Larcker, 1981; Hair et al., 2019). The details of the measurement model are shown in Table 2.

Table 2

Measurement Model (Estimates)

Constructs	Items	Loadings	α	CR (rho_c)	AVE
IM	IM1	.81	.92	.94	.72
	IM2	.88			
	IM3	.85			
	IM4	.88			
	IM5	.86			
	IM6	.81			
RC	RC1	.84	.91	.93	.69
	RC2	.83			
	RC3	.84			
	RC4	.85			
	RC5	.83			
	RC6	.81			
TD	TD1	.79	.94	.95	.69
	TD2	.83			
	TD3	.85			
	TD4	.83			
	TD5	.79			
	TD6	.83			
	TD7	.86			
	TD8	.86			
	TD9	.83			
TL	TL1	.89	.96	.97	.81
	TL2	.89			
	TL3	.89			
	TL4	.90			
	TL5	.91			
	TL6	.90			
	TL7	.90			
	TL8	.90			
WP	WP1	.79	.94	.95	.68
	WP2	.82			
	WP3	.83			
	WP4	.80			
	WP5	.80			
	WP6	.82			
	WP7	.83			
	WP8	.83			
	WP9	.82			
	WP10	.85			

Note. Abbreviations: RC=Role Clarity, IM=Intrinsic Motivation, TD=Training & Development, TL=Transformational Leadership, WP=Work performance

Discriminant Validity

The data presented in Table 3 demonstrates that all variables fall below the predetermined minimum threshold level of .85. This suggests that the HTMT ratio, when used as a criterion for assessing discriminant validity, is adequate.

Table 3

HTMT Ratio

	IM	RC	TD	TL	WP
IM					
RC	.56				
TD	.54	.40			
TL	.72	.46	.37		
WP	.72	.57	.62	.47	

Note. Abbreviations: RC=Role Clarity, IM=Intrinsic Motivation, TD=Training & Development, TL=Transformational Leadership, WP=Work performance

Table 4 demonstrates that the research variables' discriminant validity, as assessed by the Fornell and Lacker criterion, is substantiated by the observation that all diagonal values exceed non-diagonal values.

Table 4

Fornell and Lacker's criterion

	IM	RC	TD	TL	WP
IM	.85				
RC	.52	.83			
TD	.50	.37	.83		
TL	.68	.44	.36	.90	
WP	.68	.53	.59	.45	.82

Note. Abbreviations: RC=Role Clarity, IM=Intrinsic Motivation, TD=Training & Development, TL=Transformational Leadership, WP=Work performance

Figure 2 demonstrates a path diagram of valid items and an R square.

Figure 2

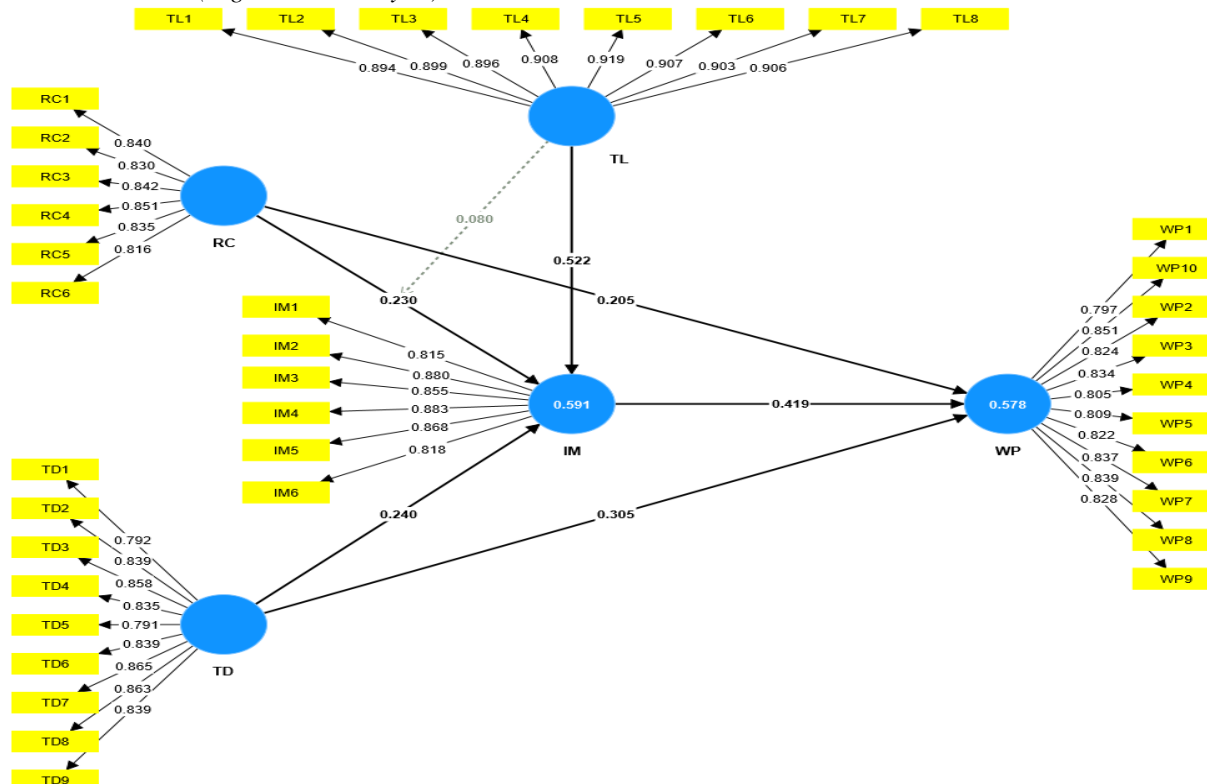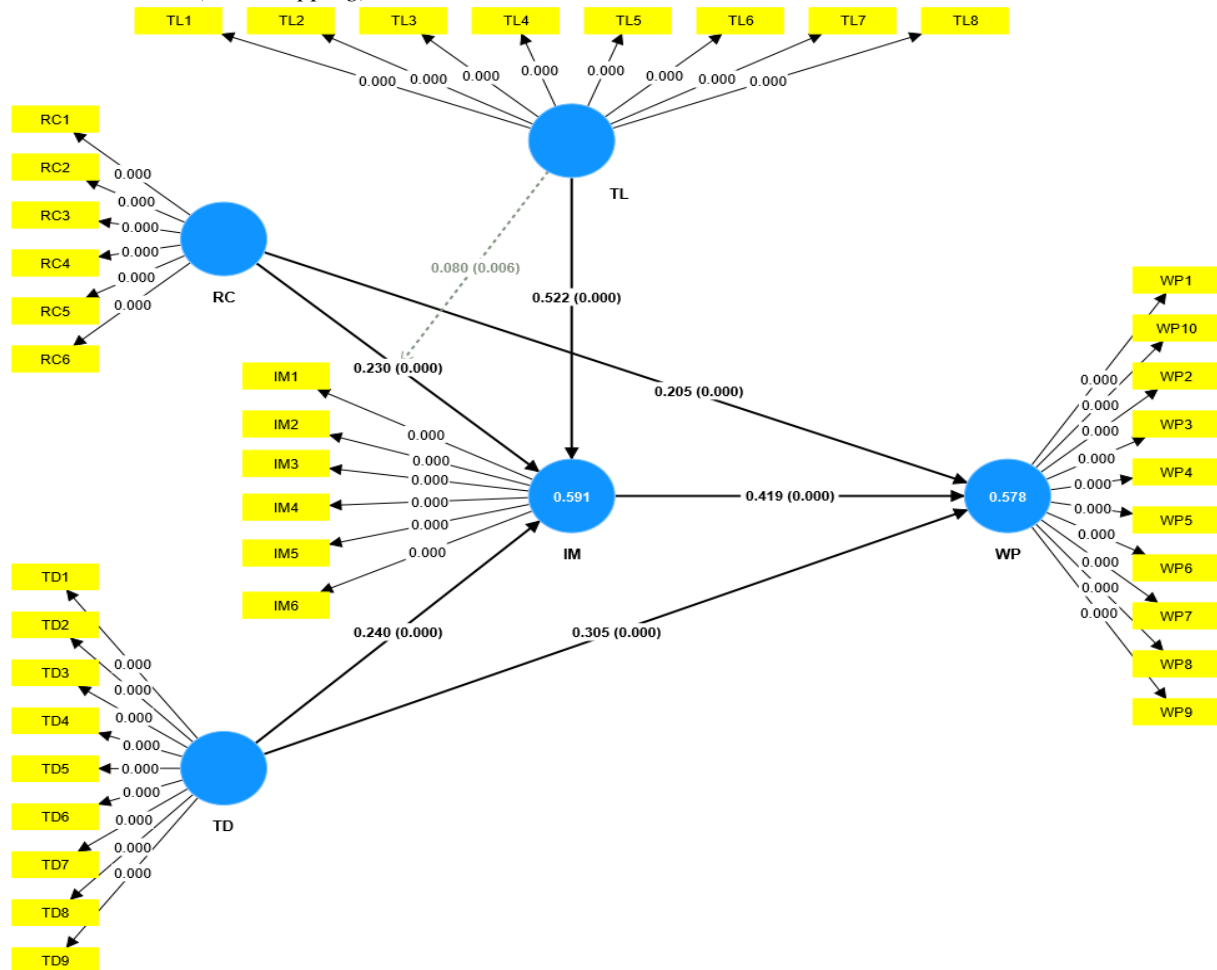*Structural Model (Algorithmic Analysis)*

Figure 3 demonstrates the path coefficient and p value with factor loading of items and R square.

Figure 3

Structural Model (Bootstrapping)

Role clarity has a direct effect on work performance (β = 0.205, p < 0.001) and intrinsic motivation (β = 0.230, p < 0.001), hence supporting hypotheses 1 and 3, which are accepted. Similarly, training and development has a direct impact on work performance (β = .30, p < .001) and intrinsic motivation (β = .20, p < .001); consequently, hypotheses 3 and 4 have been supported and accepted. Moreover, intrinsic motivation has a direct effect on work performance (β = .41, p < .001), so hypothesis 5 has been supported and accepted. The indirect effect through the mediation of intrinsic motivation exists between role clarity and work performance (β = .09, p < .001) and between training & development and work performance (β = .100, p < .001), which supported hypotheses 6 and 7, thus H6 and H7 are accepted. Transformational leadership moderated and strengthened the relationship between role clarity and intrinsic motivation (β = .08, p < 0.001), which supports hypothesis 8, so H8 is accepted. Further details are shown in Table 5.

Table 5

Direct, Mediation, and Moderation Effects

Hypotheses	Relationship	Original sample (O)	M	SD	t	p
H1	RC → WP	.20	.20	.04	4.39	.000
H2	TD → WP	.30	.30	.03	8.08	.000
H3	RC → IM	.23	.23	.03	6.22	.000
H4	TD → IM	.24	.24	.03	6.18	.000
H5	IM → WP	.41	.42	.05	7.48	.000
H6	RC → IM → WP	.09	.09	.02	4.30	.000
H7	TD → IM → WP	.10	.10	.02	4.43	.000
H8	TL x RC → IM	.08	.07	.02	2.73	.006

Figure 4 demonstrates the moderation of transformational leadership from the perspective of role clarity and intrinsic motivation.

Figure 4

Moderation Graph
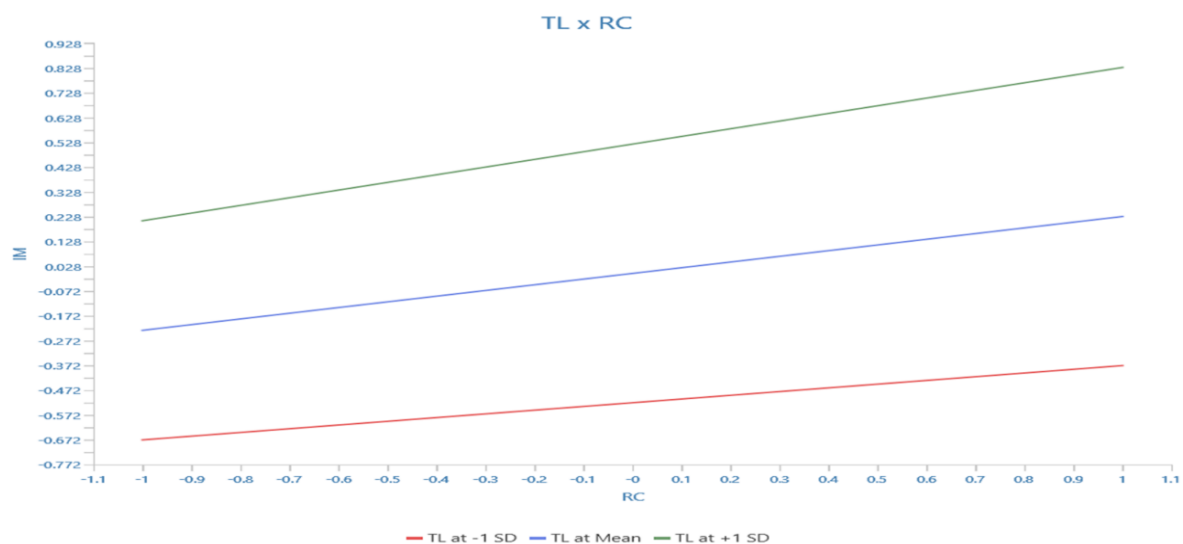
Discussion

Organizations employ new standards to improve preparation, assessment, and training alignment with business goals. However, several companies also provide certain employee development programs to improve employees' skills, encourage innovation, and boost organizational performance (Kraiger et al., 2004; Tansky & Cohen, 2001). Our first hypothesis revealed that training and development is a strong forecaster of work performance among employees of telecommunication organizations. A training and development program improves employees' work skills, assists staff in generating new ideas, and makes them more valuable to both individuals and businesses (Gunu et al., 2013; Sung & Choi, 2018). Similarly, the second hypothesis confirmed that role clarity has a noteworthy effect on the work performance of individuals. Organizations that want to enhance staff productivity through training, motivation, innovation, management behavior, working circumstances, and professional growth (Khan, 2012).

Every organization needs motivated workers and good managers, but insufficient value and appreciation may demoralize and demotivate employees (Holbeche & Mayo, 2009; Kim, 2006). Our third and fourth hypotheses revealed that role clarity and training & development are strong predictors of intrinsic motivation. Human resources enhance innovation and strategic

management through training & development by developing skills, so employee participation is necessary to improve their abilities (Anca-Ioana, 2013; Čičkušić & Bayraktaroglu, 2014; Wang, 2013). Training motivates employees to perform better, so companies that want to increase employee performance should focus on it because any company's main goal is to teach staff well to maximize profits; however, if employees receive less training, their motivation declines, which impacts the work atmosphere and confuses everyone (Ali et al., 2018; Khan, 2012). Likewise, intrinsic motivation enhances individual performance as a result of the fifth hypothesis. Intrinsic motivation can boost work performance, but self-regulation shows that motivated employees implement self-leadership policies to increase performance (Shin & Grant, 2019; Steinbauer et al., 2018).

Basic passion boosts work performance and motivation, and the inherent nature of work can be a strong internal motivator because people feel fulfilled after completing challenging work duties and obligations; however, occupational independence and training & development assist employees in developing their personalities but self-management and self-control enables individuals to effectively harness their internal resources as well as work performance (Guo et al., 2014; Taş & Tortumlu, 2021; Turanli & Yolsal, 2020; van Dorssen-Boog et al., 2021). All firms must evaluate employee motivation to ensure compliance and identify poor performance, but various strategies and amenities are employed to enhance employee motivation including accommodations, food during work hours, education leave, and good communication channels (Bosco & Sreedhara, 2017). Results of the sixth and seventh hypotheses revealed the mediation effect of intrinsic motivation on the relationship of role clarity and training & development with employee work performance in telecommunication organizations. Intrinsic motivation examines how performance review coordination affects worker satisfaction and work performance, but firms also promote better employee-client communication (Ishaque et al., 2017; Mayfield & Mayfield, 2019). Finally, our eighth hypothesis revealed that transformational leadership strengthens the association between role clarity and intrinsic motivation. People who work under the supervision of a corporate leader who adheres to the transformational leadership philosophy feel appreciated and trusted, which motivates them to work harder to meet various company goals by providing value, care, and appropriate direction of work with fair allocation (Jain et al., 2019; Sherman, 1989, 2002). Transformational leadership affects innovative behavior with high psychological and intrinsic motivation, but the person is expected to behave out of passion rather than seeking external reward (Oudeyer et al., 2007; Saeed et al., 2019). Corporate leaders with a transformational perspective give their subordinates enough information about their roles and provide the proper support and direction (Chen et al., 2022; Flatau-Harrison et al., 2020; Peng et al., 2021; Raziq et al., 2018).

Implications
Theoretical Implications
On the theoretical ground, current research prolongs the self-determination and expectancy theory in the perspective of role clarity, training & development, intrinsic motivation, and performance because this integrated model has not been previously proposed. According to self-determination theory, employees' self-determined choices for numerous training and development actions can include positive effects and cognitive flexibility, which must improve intrinsic motivation (Deci et al., 2017). Vroom (1964) created the expectation theory of

motivation, and anticipating desirable outcomes serves as the foundation for motivation. Furthermore, people who contribute voluntarily demonstrate a seeming self-determined behavior that is positively associated with proactive task engagement and intrinsic motivation; for example, people who take the initiative and make their own decisions have greater motivation and have a good effect on performance (Deci et al., 2017; Ryan & Deci, 2002). This study has endeavored to elucidate the underlying mechanisms.

Practical Implications

With practical implications, the study offers insights for firms to foster employee innovation. Organizations should be clear about the roles of employees that can encourage and engage their staff in work to achieve desired results. This study found that role clarity and training and development have significant benefits for employee outcomes. Organizations should foster an environment that enhances employee perception of role clarity. When employees are unclear about their position, they lack motivation and involvement. Managers should train staff to comprehend the roles and ensure they can do them effectively. In today's fast-paced business climate, staff positions frequently change. To avoid confusion and perplexity, employees must receive clear information immediately upon any change in their work function. To enhance job clarity among employees, supervisors should not only provide clear details but continuously communicate job purposes and expectations (Hassan, 2013; Rao Jada et al., 2019).

Conclusions and Future Recommendations

The research concluded that role clarity and training & development have a direct effect on work performance and intrinsic motivation among employees of the telecommunications sector at FCT Islamabad and Rawalpindi. Similarly, intrinsic motivation mediates the association of role clarity and training & development with employee work performance. Role clarity and training & development increase individual growth, structural performance, and employee awareness and are linked to individual motivation. Furthermore, intrinsic motivation considerably improves work performance and productivity, but work performance depends on the right kind of training and coaching; thus, intrinsic motivation may be essential in this regard. Intrinsic motivation has a significant role in the training, development, and performance of people working in the telecom sector of developing nations like Pakistan. Transformational leadership strengthens the association of role clarity and intrinsic motivation. Corporations struggle greatly with employee performance, and the majority of people are unaware of this. When an employee feels internally content, they are motivated to pursue external rewards like bonuses, prizes, and money because these benefits give them the drive to become more interested in their work and feel internally pleased. Overall, the findings should help the management of various organizations enhance performance by raising their intrinsic motivation and addressing their worries about things like training, policies, awareness, and the effectiveness of a variety of tools etc. Finally, this research was limited to FCT Islamabad and Rawalpindi; however, in the future, investigators should concentrate on organizational commitment, role clarity, and work autonomy with training & development, transformational leadership, and staff work that aligns with firm performance.

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Ethics Approval

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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

Role Clarity

    I feel certain about how much authority I have

    Clear, planned goals and objectives for my job

    I know that I have divided my time properly

    I know what my responsibilities are

    I know exactly what is expected of me

    Explanation is clear of what has to be done

Transformational Leadership

    The supervisor can understand my situation and gives me encouragement and assistance

    The supervisor encourages me to take challenges

    I believe the supervisor can overcome any challenge at work

    The supervisor encourages me to make efforts towards fulfilling the company vision

    The supervisor encourages me to think about problems from a new perspective

    The supervisor encourages me to rethink opinions that have never been doubted in the past

    I believe I can complete my work under the leadership of the supervisor

    The supervisor spends time to understand my needs

Work Performance

Work Effort

    I try to work as hard as possible

    I intentionally expend a great deal of effort in carrying out my job

    I often expend extra effort in carrying out my job

    I almost always expend more than an acceptable level of effort

    I usually don't hesitate to put in extra effort when it is needed

Work Quality

    The quality of my work is usually high

    The quality of my work is top-notch

    I deliver higher quality than what can be expected from someone with the type of job I have

    I rarely complete a task before I know that the quality meets high standards

    Others in my organization look at my work as typical high-quality work