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The Effects of Job Redesign, Job Satisfaction, and Agile Leadership on Employees' Performance in the First MicroFinance Bank-Afghanistan: The Mediating Role of Intrinsic Motivation

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ABSTRACT

In today's competitive business environment, organizations strive to implement innovative strategies to enhance employee performance. Companies adopt approaches such as job redesign, agile leadership, and fostering intrinsic motivation and job satisfaction to improve workforce productivity. Understanding the relationship between these factors is crucial for developing effective management practices. This study was conducted among First MicroFinance Bank-Afghanistan (FMFB-A) employees, using a convenience sampling technique. A total of 167 responses were collected and analyzed. The study employed Partial Least Squares-Structural Equation Modeling (PLS-SEM) using SmartPLS 4.2 version to test the proposed relationships. Empirical results indicate that job redesign and job satisfaction positively impact employee performance. However, agile leadership does not directly influence performance. Moreover, intrinsic motivation significantly mediates the relationship between job satisfaction and agile leadership with employee performance, highlighting its importance in employee engagement. On the other hand, job redesign does not indirectly affect performance through intrinsic motivation, suggesting that intrinsic motivation does not fully mediate this relationship. The study underscores the importance of job redesign and motivation strategies in enhancing employee performance. Given the operational challenges in the banking sector, managers should focus on employee-centered job designs, fostering job satisfaction, and adopting leadership approaches that enhance intrinsic motivation.

In today's fast-paced and competitive business landscape, organizations constantly seek innovative strategies to enhance employee performance, an essential catalyst for sustained success and growth. In service sectors such as banking, employee performance directly influences productivity, customer satisfaction, and overall operational efficiency (Dixit, 2021; Riyanto et al., 2021). However, global employee engagement remains alarmingly low, with only 21% of employees actively engaged in their roles (Wieczorek, 2024). This challenge remains particularly visible in transitional economies, where organizational dynamics tend to be more intricate, and socio-economic factors may considerably influence employee performance.

Among the strategies, job redesign, job satisfaction, and leadership styles are getting more attention as ways to improve employee outcomes. Job redesign, which involves restructuring roles and tasks to better align with employee skills, is one approach to fostering engagement and motivation. Research demonstrates that job redesign can enhance performance by increasing task relevance, autonomy, and feedback, mainly when supported by flexible scheduling and cross-training initiatives (Ayalew et al., 2021; Parker & Grote, 2022). While the direct impact of job redesign on performance is limited, it can lead to significant indirect benefits, particularly through increased job satisfaction and human capital investment (Pila-Ngarm & Siengthai, 2017).

Job satisfaction, defined as a positive emotional response to one's work environment, influenced by factors such as recognition, working conditions, and growth opportunities, is consistently linked to enhanced employee performance. Satisfied employees tend to exhibit higher productivity, greater commitment, and lower turnover intentions (Alam & Asim, 2019; Hajiali et al., 2022). Furthermore, Agile leadership appeared as a leadership style capable of supporting employees' performance in dynamic and uncertain contexts. Agile leadership is characterized by adaptability, responsiveness, and a focus on empowerment. Leaders with agile characteristics enable swift decision-making, build trust, and foster high individual and team performance (Aftab et al., 2022; Akkaya & Sever, 2022).

The interplay between these factors and employee performance is further influenced by intrinsic motivation, a psychological driver characterized by autonomy, competence, and relatedness. Intrinsic motivation is pivotal in fostering creativity and commitment, enabling employees to derive a sense of purpose and enjoyment (Manzoor et al., 2021; Moon et al., 2020). In sectors such as banking, where tasks can be highly routine, motivation driven from within becomes essential in sustaining engagement and resilience (Kim et al., 2019). Motivation is considered the primary driving force for almost every single action.

First MicroFinance Bank-Afghanistan (FMFB-A) operates in a challenging socio-economic environment, where adaptive strategies are essential to maintain high employee performance. Established in 2004 under the Aga Khan Agency for Microfinance, FMFB-A has been pivotal in promoting financial inclusion through microfinance and small enterprise loans (Sultani, 2021). However, the bank continues to grapple with issues related to maintaining employee motivation and satisfaction despite ongoing efforts such as regular staff rotations and dynamic branch operations. While aiming to promote adaptability, these strategies often fail to address deeper psychological drivers of performance.

Existing literature has primarily focused on these key variables individually. For instance, Torlak and Kuzey (2019) examined the effectiveness of leadership styles such as transactional and transformational leadership on job satisfaction and performance in private education settings. While another study by Chi et al. (2023) explored the influence of transformational leadership, job satisfaction, and rewards on performance. There is a significant gap in examining the combined effects of job redesign, agile leadership, and job satisfaction on employee performance in Afghanistan's banking sector. Additionally, the mediating role of intrinsic motivation in linking these factors to employee performance remains underexplored.

This study addresses these gaps by examining the interconnected effects of job redesign, job satisfaction, and agile leadership on employee performance, with intrinsic motivation as a mediating factor, in the context of FMFB-A. Grounded in the Job Characteristics Model (JCM) and Self-Determination Theory (SDT), the research aims to provide new insights into how these organizational strategies can be aligned to enhance employee performance outcomes. Focusing on the Afghan banking sector, an environment that demands adaptability and resilience, this study provides a fresh perspective and practical recommendations for workforce development in transitional economies.

Literature Review

Job Characteristics Model (JCM) and Self-Determination Theory

The present study is based on two major theories: 1) The Job Characteristics Model (JCM), developed by Hackman and Oldham (1976), is a foundational theory in organizational psychology that explains how job design affects employee motivation, satisfaction, and performance. JCM outlines five key job dimensions: skill variety, task identity, task significance, autonomy, and feedback, which lead to three psychological states: experienced meaningfulness, responsibility, and awareness of results. These states promote intrinsic motivation and enhance performance. This theory supports the inclusion of job redesign and job satisfaction as key predictors of employee performance. Effective job redesign connects responsibilities with employee strengths and improves task engagement, whereas job satisfaction arises from positive job characteristics that boost performance. Empirical research from Siengthai and Pila-Ngarm (2016) confirms that job redesign alone is insufficient without job satisfaction, emphasizing the need to examine their combined impact.

2) Self-Determination Theory (SDT), introduced by Deci and Ryan (1985), is a psychological framework that underscores the significance of intrinsic motivation in influencing human behavior, especially within the workplace. SDT posits that humans are entirely motivated when three fundamental psychological needs: autonomy, competence, and relatedness are satisfied. When these demands are met, employees are more likely to be self-directed, engaged, and productive. This study utilizes SDT to explain the function of intrinsic motivation as a mediator and agile leadership as a facilitator of psychological empowerment. Agile leaders foster adaptability, support, and trust, aligning with SDT's focus on autonomy and competence. According to Hassan and Din (2019), intrinsic motivation serves as a psychological mechanism that directs the influence of leadership and organizational practices towards enhanced performance. Consequently, the integration of JCM and SDT establishes a robust theoretical framework for this study's model, supporting the formation of job redesign, job satisfaction, agile leadership, and intrinsic motivation in addressing employee performance.

Job Redesign

Job redesign is a strategy that represents the process of redesigning job roles, tasks, and responsibilities to enhance employee productivity, satisfaction, and organizational efficiency by boosting the relationship between the job and the employee (Hackman & Oldham, 1976). It is a key aspect of Human Resource Management (HRM) and organizational development, aiming at improving work outcomes. This procedure can include several approaches, including job enrichment, which incorporates crucial responsibilities; job enlargement, which expands the range of tasks to increase engagement; and job rotation, which systematically shifts employees among roles to enhance various skills and capabilities (Siruri & Cheche, 2021). A study by Jamal et al. (2024) revealed that integrating job redesign with skill development programs drastically increases employees' willingness to change and adopt technology, resulting in greater organizational agility. Furthermore, the participation of employees in job redesign guarantees alignment with organizational standards and enhances engagement, making it an essential technique for responding to change and maintaining competitiveness.

Job Satisfaction

Job satisfaction is a multidimensional concept that cannot be reduced to a single definition but can generally be defined as a positive emotional state that arises from an individual's evaluation of their job and work experience (Amin, 2022; Riyanto et al., 2021; Zia, 2022). Job satisfaction is fundamental since almost all employees spend nearly half their waking hours at the workplace. It comprises multiple elements such as working conditions, interpersonal relationships, career development opportunities, financial compensation, and interaction with colleagues and supervisors (Ali & Anwar, 2021). Highly satisfied employees show higher inspiration and organizational commitment, greatly enhancing performance (Da et al., 2020). Studies show that job satisfaction is much influenced by meaningful employment, job stability, career development, and a supportive workplace. For instance, Zhou et al. (2023) investigated job satisfaction trajectories among new labor market entrants and discovered that alterations in job positions over time substantially influence satisfaction levels. Similarly, Gustavsson et al. (2023) emphasize that an ideal organizational climate influences workers' job satisfaction, especially in healthcare environments. These findings underscore that job satisfaction is crucial for employee well-being, enhancing higher retention and alignment with organizational goals.

Agile Leadership

Agile leadership is a contemporary management approach that emphasizes adaptability, collaboration, and employee empowerment to navigate the complexities of modern organizational challenges (Nargis & Fuad, 2024). In contrast to traditional hierarchical systems, agile leaders create a sense of empowerment by supporting autonomy, allowing collaborative partnership, and advocating a common goal among colleagues. Canavesi and Minelli (2022) suggest that agile leadership significantly enhances employee engagement by creating a supportive work environment where individuals feel valued and motivated to contribute. This leadership style successfully improves organizational agility, facilitating rapid decision-making and adaptability to change. Tandon et al. (2024) highlight essential aspects of agile leaders, such as emotional intelligence, strategic thinking, and the capacity to nurture a learning-oriented lifestyle, as vital for effective agile transformations. Promoting autonomy and flexibility

enables organizations to respond effectively to external pressures, such as economic or political uncertainties, while maintaining high-performance levels.

Intrinsic Motivation

Motivation is believed to be the driving force for almost every action. It begins and keeps up activity while influencing the overall direction of an individual's behavior. Motivated employees are recognized as essential to the success of every organization (Yasrebi et al., 2014). According to Martin and Goldwasser (2022), there are two separate elements of motivation: intrinsic and extrinsic. Intrinsic motivation, the internal drive to perform tasks for personal satisfaction and fulfillment rather than external rewards, is a critical factor influencing employee performance (Ibitomi et al., 2022; Manzoor et al., 2021). Moreover, Sabthazi et al. (2024) argue that intrinsic motivation is related to interior factors that inspire teachers, including job satisfaction and professional dedication. These elements substantially increase teacher job motivation, enhancing educational achievement.

Employee Performance

Employee performance relates to how well employees perform their duties and assignments, evaluated by the performance standards defined by their respective organizations (Atatsi et al., 2019). Each organization owns a unique set of expectations that employees are required to achieve in their performance. According to Habibie and Mustika (2020), employees are judged to have performed well when they achieve expectations and commit themselves to set standards. These standards involve their capacity to proficiently fulfill responsibilities while presenting their skills to meet the desired quality and level of service. Employee performance is measured based on the quality, quantity, and efficacy of their output and how they behave in the workplace (Neupane & Khanal, 2022).

Hypothesis Development

Job Redesign and Employee Performance

Job redesign involves restructuring roles and responsibilities to improve employee engagement and performance, positively impacting the efficacy of skilling programs and organizational agility (Jamal et al., 2024). Job redesign by itself can hurt employee performance initially. This is because changes can disrupt established routines and create uncertainty among employees (Siengthai & Pila-Ngarm, 2016). However, Fallahnejad (2023) found that active participation involving employees in the redesign process and considering their feedback can lead to better acceptance and improved performance outcomes. In comparison, several studies (Abubakar et al., 2019; Chen & Reay, 2021) confirm that job redesign is a critical organizational strategy to enhance task structure and role clarity, which improves employee outcomes. Moreover, Parker and Grote (2022) state that job redesign enhances employee performance by increasing task relevance, autonomy, and feedback. Existing studies are weak in critical analysis and contextual dimension, especially for financial institutions in developing or underexplored organizational environments. Empirical research on the effects of job redesign on performance in workplaces characterized by formal structures and resource limitations is limited. Thus,

H1: Job redesign has a positive effect on employee performance.

Job Satisfaction and Employee Performance

Job satisfaction is viewed as a crucial factor influencing employee performance, representing a person's overall emotional reaction to their job and workplace setting (Amin, 2022; Riyanto et al., 2021). The correlation between job satisfaction and organizational employee performance provoked significant attention and discussion. Organizations use job satisfaction as a measurement when evaluating their employee's performance. According to Wu et al. (2013), employees with a positive attitude toward their jobs will experience job satisfaction and show commitment to their organization, improving organizational performance. Multiple studies have found a significant positive relationship between job satisfaction and employee performance (Astuty & Udin, 2020; Hernández Jaimes et al., 2024; Yuen et al., 2018). Similarly, Hassan (2020) highlighted that job satisfaction, job design, and work environment are the factors that significantly affect employee performance and operational success within the banking sector. Almost all of the existing literature examines the effect of job satisfaction on employee performance in developing workplaces without considering their dynamic interplay. Thus,

H2: Job satisfaction has a positive effect on employee performance.

Agile Leadership and Employee Performance

Agile leadership is widely recognized for enhancing employee performance by fostering a collaborative, supportive, and adaptive work environment, especially in rapidly evolving and dynamic sectors (Porkodi, 2024). Jumiati et al. (2023) state that agile leadership promotes interpersonal trust, innovation ambidexterity, and effective teamwork, which increase productivity and job satisfaction. However, their study failed to isolate the influence of leadership from other organizational variables, including team composition and job design. Similarly, Khadair et al. (2024) highlighted the effectiveness of agile leadership in improving project completion rates, innovation, and adaptability to change in tech-sector contexts. Key traits include digital innovation, trust, competency, result orientation, and wisdom, all of which contribute to organizational growth and team effectiveness. While transformational and transactional leadership styles also impact employee performance, agile leadership's unique focus on adaptability and rapid response to change offers distinct advantages in volatile environments (Kebe et al., 2024; Khan et al., 2014). Limited research has rigorously investigated the impact of agile leadership on employee performance in various organizational contexts. This absence creates a deficiency in knowing how leadership agility correlates with concrete employee outcomes beyond innovation, including motivation, commitment, and task execution. Therefore,

H3: Agile leadership has a positive effect on employee performance.

Mediating Role of Intrinsic Motivation

Scholars recognize intrinsic motivation as a fundamental psychological process that elaborates the relationship between organizational characteristics and performance. Previous research has investigated its mediating effects in diverse contexts, such as the relationship between psychological capital and job performance (Shaheen et al., 2024) or Islamic work ethics and satisfaction (Gheitani et al., 2019). Moreover, Malik et al. (2020) identified intrinsic motivation

with academic performance, and Liaquat et al. (2024) linked intrinsic motivation to environmental performance. However, these studies frequently focus on isolated variables and neglect the organizational dynamics that may affect inherent motivation. Organizations should enhance intrinsic motivation, leadership, rewards, and working conditions to improve job satisfaction and performance (Nantavisit et al., 2023).

Da et al. (2020) also reported that delighted employees are more motivated, goal-oriented, and productive. A significant deficiency in most of this study is the absence of an integrated viewpoint that examines how motivation mediates multiple organizational elements simultaneously. Job redesign may enhance motivation by augmenting autonomy and task significance, whilst job satisfaction may strengthen intrinsic motivation by satisfying emotional requirements. Agile leadership, emphasizing autonomy, cooperation, and adaptation, may stimulate intrinsic motivation via trust and empowerment. Whenever people become connected to their work (forming an inherent motivation to complete tasks), many employees tend to have a stronger attachment, leading to improved performance in their organizations. Nonetheless, limited research has empirically examined these mediation pathways within a singular model. Therefore, it is proposed.

H4: Intrinsic motivation positively mediates the relationship between job redesign and employee performance.

H5: Intrinsic motivation positively mediates the relationship between job satisfaction and employee performance.

H6: Intrinsic motivation positively mediates the relationship between agile leadership and employee performance.

Method

This quantitative study employed a non-probability sampling technique, specifically convenience sampling, which involves selecting easily accessible participants to obtain responses efficiently (Rowley, 2014). Data were collected from employees of The First MicroFinance Bank-Afghanistan (FMFB-A). The selection criteria included full-time employees with at least one year of experience and active involvement in operational, administrative, or customer service roles. These criteria were chosen due to the direct relevance of these roles to employee performance and motivation. The sample was drawn from staff across all 47 branches of the bank in Afghanistan. To ensure consistency in experience levels, Part-time employees and those on probation were excluded from the study. Data were collected over eight weeks (January to February 2025) through a Google form survey using a structured questionnaire adapted from prior studies. The study followed a deductive research approach, allowing for hypothesis testing and examination of relationships among variables (Henseler & Sarstedt, 2013). To ensure clarity and informed participation, the questionnaire was preceded by a cover letter explaining the purpose of the study, guaranteeing anonymity, and confirming voluntary involvement. A total of 167 valid responses were collected, exceeding the minimum recommended sample size based on G*Power analysis (Hair et al., 2019), which confirmed that 80-100 responses are sufficient for structural equation modeling.

Job redesign was assessed using seven indicators adapted from Ugboro (2006). With sample items such as "Opportunity to use a variety of my skills" and "Freedom to schedule my work." *Agile leadership* was measured using four items adapted from Neubauer et al. (2017), including "My manager easily adapts to new things, including technological aspects." *Job satisfaction* was evaluated using a five-item scale from Jumiati et al. (2023). For example, "I am satisfied with the facilities to support my work." *Employee performance* was measured using five items, also adapted from Jumiati et al. (2023), such as "I can find efficient solutions to complete tasks or solve problems." *Intrinsic motivation* was measured using four items from Moon et al. (2020), including "I enjoy coming up with new ideas for products/services." The data were analyzed using partial least squares-structural equation modeling (PLS-SEM), a statistical approach applied to model and explore relationships between observable and latent variables in business and social sciences. The study was performed using SmartPLS 4.2 software, following implementation guidelines from Matthews (2017).

Results

Demographic

Resulting in a response rate of 66.8%. Among the validly returned questionnaires, a tremendous majority of 72.6% of respondents are men, and 27.3% are women. Moreover, the survey results indicate that 48.8% of respondents have work experience ranging from 1–3 years, 4–7 years, and over 8 years, 32.7%, and 18.4% of respondents. The mean (*M*) values for the respondents ranged from 3.67 to 4.58, and the standard deviation (*SD*) values ranged from .73 to .94, indicating that the results were more dispersed and less condensed around the mean value (Bryman & Cramer, 2012). The skewness and kurtosis values of the data distribution have no values exceeding -2 or $+2$, indicating that the data follows a standard distribution curve (Nunnally & Bernstein, 1994). In addition, the VIF values were less than 0.5 for all the study variables (as depicted in Table 1), proving that multicollinearity is not problematic for this study (Becker et al., 2015).

Evaluation of the Outer Measurement Model

Several statistics were utilized to ensure the study's outer model validity and reliability, as Hair et al. (2019) and Kline (2016) recommended. These statistics consist of "composite reliability" (CR), "internal consistency reliability" (Cronbach's α), "convergent validity," and "discriminant validity." To begin with, as shown in Table 1, Cronbach's α (α) values fall within the range of .81 to .84, and composite reliability (CR) values ranged from .87 to .89, suggesting that the scale demonstrates an acceptable level of internal consistency (Kline, 2016). Next, almost all factors had values of "Standardized Factor Loading" (SFL) greater than .70, except (JR.2 = .68, JR.3 = .68, JR.5 = .57), providing additional evidence to the study dimensions having an acceptable reliability level. Then, to ensure convergent validity, it was evaluated whether or not AVE values were higher than .5 (Hair, Hult et al., 2017). This scale's smallest acceptable value signifies sufficient convergent validity. Moreover, three essential criteria were employed to confirm the scale's satisfactory discriminant validity (Leguina, 2015). These criteria include the "cross-loading matrix," the "Fornell-Larcker criterion method," and the "Heterotrait-Monotrait Method" ratio (HTMT). As illustrated in Table 1, the outer-loading for each latent variable should exceed the corresponding cross-loading (with other

measurements) to ensure the scale maintains discriminant validity. Additionally, as shown in Table 2, the bolded diagonal AVE values are more significant than the inter-variable correlation coefficient, which indicates excellent discriminant validity. Lastly, as Leguina (2015) mentioned, HTMT values should be below .90. This study's HTMT values were significantly lower than the threshold value (Table 2). These findings validate the scale's discriminant, reliability, and convergent validity, confirming its acceptance in the outer model measurement. Consequently, we can use the structural outer model to test the study's hypotheses.

Table 1

Evaluation of the Outer Measurement Model and VIF for multicollinearity

Constructs	Items	Loading	CA	CR	(AVE)	VIF
Agile Leadership			.81	.87	.63	
AL 1	My manager humbly accepts input and knowledge from various parties, including my input.	.76				1.58
AL 2	My manager easily adapts to new things, including technological aspects.	.76				1.53
AL 3	My manager can inspire me and the team with the vision they possess.	.83				1.81
AL 4	My manager is always willing to listen, interact, and communicate with me and the team.	.82				1.83
Employees Performance			.84	.89	.62	
EP 1	I can complete every task with precision.	.79				1.83
EP 2	My job aligns with the targets set by the company.	.75				1.63
EP 3	I can complete tasks on time.	.81				2.08
EP 4	I can find efficient solutions to complete tasks or solve problems.	.82				2.02
EP 5	I have the ability to work independently without being overly dependent on guidance or supervision.	.75				1.62
Intrinsic Motivation			.83	.88	.66	
IM 1	I enjoy coming up with new ideas for products/services.	.81				1.85
IM 2	I enjoy engaging in analytical thinking.	.79				1.66
IM 3	I enjoy creating new procedures for work tasks.	.81				1.89
IM 4	I enjoy improving existing processes or products.	.82				1.73
Job Redesign			.83	.87	.50	
JR 1	Opportunity to use a variety of my skills (task variety)	.73				1.77
JR 2	Opportunity to complete an entire task that I can call my own (Task Identity)	.67				1.51
JR 3	Freedom to schedule my own work (autonomy)	.68				1.52
JR 4	Freedom to perform my job in the manner I see fit (task autonomy)	.76				1.80
JR 5	A job in which I can tell how well I am doing (feedback)	.76				1.75
JR 6	Opportunity to experience a sense of community by working with cooperative workers	.76				1.77
JR 7	Additional training and technology to handle the increasing demand of my job	.57				1.29
Job Satisfaction			.84	.89	.62	
JS 1	I am satisfied with the facilities provided to support my work.	.80				1.84
JS 2	The salary I receive is commensurate with the job demands placed on me.	.85				2.42
JS 3	Employee promotion policies are well implemented in this institution.	.77				1.85
JS 4	My manager always provides guidance to me on every task.	.72				1.53
JS 5	I do not encounter difficulties in collaborating with colleagues.	.78				1.66

Note. CA= Cronbach's Alpha; CR= Composite Reliability; AVE =Average Variance Extracted.

Table 2*Inter-construct Correlations, the Square Root of AVE, and HTMT Results*

Fornell-Larcker criterion						HTMT Results			
	1	2	3	4	5	1	2	3	4
1, Agile Leadership	.79								
2, Employee's Performance	.66	.78				.79			
3, Intrinsic Motivation	.74	.76	.81			.89	.91		
4, Job Redesign	.70	.75	.68	.71		.84	.89	.82	
5, Job Satisfaction	.58	.72	.67	.69	.79	.69	.84	.78	.80

Assessment of the Structural Inner Model

A structural equation analysis was carried out to examine the hypotheses proposed in this study. This analysis primarily aims to evaluate the model's capability in accounting for and forecasting variations in the endogenous variables resulting from the exogenous variable (Hair, Hult, et al., 2017). Furthermore, Chin et al. (2020) suggested an R² value of at least .10 to indicate an acceptable model fit. In line with this, the endogenous variable intrinsic motivation achieved an R² of .64. Both values surpass the suggested threshold, indicating that the model effectively represents the observed data (Table 3). Furthermore, the SRMR value should be below .08 and the NFI value above .90 to confirm a good model fit (Hair Jr, Matthews, et al., 2017). As shown in Table 3, the SRMR value is .07, which exceeds the recommended threshold value and indicates a good fit (GoF), but the NFI value is .76, which is below the acceptable threshold (.90).

Table 3*Coefficient of Determination (R²) and Model Fit (SRMR-NFI)*

Endogenous Latent Factors	R ²	R ² Adjusted
Intrinsic Motivation	.71	.70
Employee's Performance	.64	.64
Model Fit indices	SRMR	NFI
	.07	.76

Finally, a bootstrapping procedure in SmartPLS4 was applied to estimate the path coefficient and its corresponding t-value for direct and mediating effects. This study proposed six hypotheses, comprising three direct and three indirect (mediated) relationships. The current research paper suggested six hypotheses; 3 out of the 6 are direct relationships, and three are indirect. The SmartPLS results showed that two direct effect impacts on employee performance are significant and positive: Job Redesign ($\beta = .31, t = 3.85, p < .000$); Job Satisfaction ($\beta = 0.24, t = 2.83, p < .005$). Consequently, hypotheses H1 and H2 were reinforced correspondingly. In contrast, the results disclosed that agile leadership on employee performance is not positive: agile leadership ($\beta = .04, t = .49, p = .61$); hence, hypothesis H3 was not supported. The results also give data about the specific indirect effect to test the mediation effects of Intrinsic motivation in the relationship between job redesign, job satisfaction, and agile leadership on employee performance (see Table 4 and Figure 1). It was found that two indirect effects were significant and positive, supporting the mediation effects of intrinsic motivation in the relationships between job satisfaction on employee performance (H5) ($\beta = .10, t = 2.70, p < .007$) plus agile leadership on employee performance (H6) ($\beta = .17, t = 2.96, p < .003$), hence supporting hypotheses H5 and H6. However, the mediation effects of intrinsic motivation in

the relationships between job redesign and employee performance ($\beta = .06$, $t = 1.53$, $p < .12$) were insignificant, so H4 was not supported.

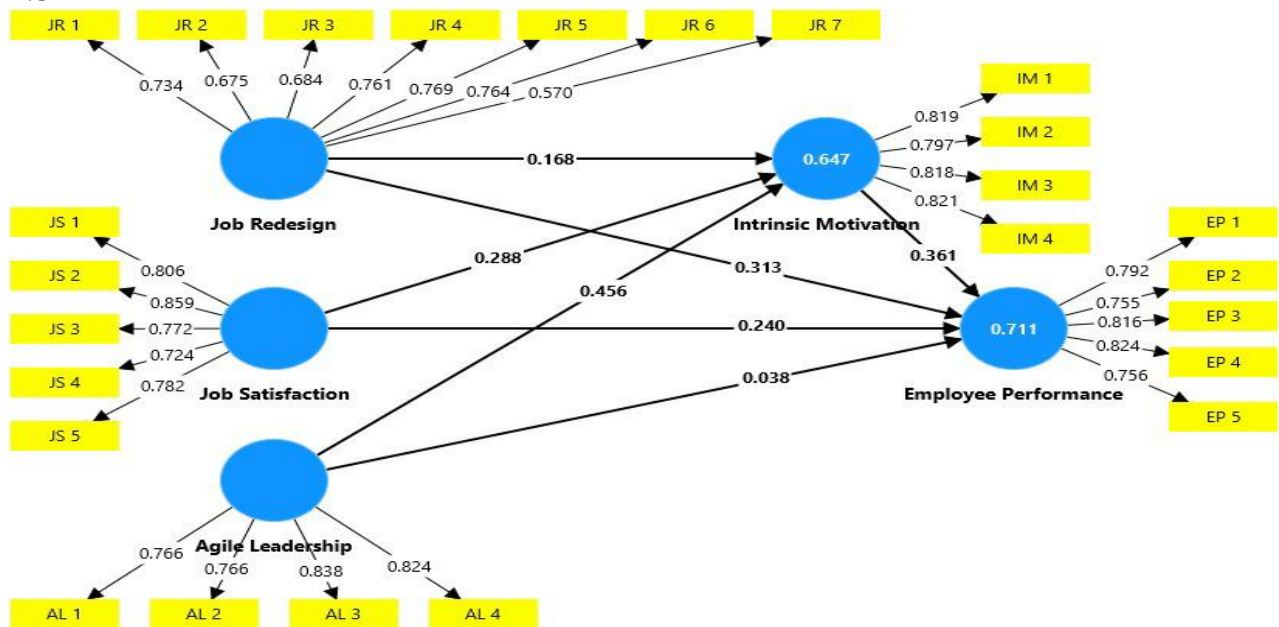
Table 4

Study-Tested Hypotheses

Relationships	β	t	p	Results
Job Redesign > Employee Performance	.31	3.85	.000	Accepted
Job Satisfaction > Employee Performance	.24	2.83	.005	Accepted
Agile Leadership > Employee Performance	.04	.49	.619	Rejected
Job Redesign > Intrinsic Motivation > Employee Performance	.06	1.53	.125	Rejected
Job Satisfaction > Intrinsic Motivation > Employee Performance	.10	2.70	.007	Accepted
Agile Leadership > Intrinsic Motivation > Employee Performance	.17	2.96	.003	Accepted

Figure 1

Hypothesized Research Model



Discussion

The findings of this study offer new critical insights into how job redesign, job satisfaction, and agile leadership impact employee performance, both directly and indirectly, through intrinsic motivation. Based on the general purpose, previous studies (Hassan, 2020) have shown interest in understanding practices that explore employee performance in the workplace. This study examined the effects of job redesign, job satisfaction, and agile leadership on employees' performance at FMFB-A, focusing on the mediating role of intrinsic motivation. As this research hypothesized, the structural equation modeling results supported two direct and two indirect effects using SmartPLS 4.2 analysis, which were positive and significant. However, one direct effect (AL-EP) and one indirect effect (JR – IM – EP) were also rejected, which were not positive and insignificant. The findings, in particular, supported the first and second research hypotheses. First, job redesign had a significant and direct positive impact on employee performance, which supported H1. Our results support the earlier arguments by Parker and Holman (2017), which state that when job redesign is implemented well, it can promote flexibility and efficiency in organizational operations. At FMFB-A, management has

implemented regular staff rotations and dynamic work structures to respond to evolving situations, with a path coefficient of 0.88 that appears to positively impact employee output.

Furthermore, Santos et al. (2019) indicate that although job redesign helps to reduce dissatisfaction and improve skill variety, it requires careful management to avoid negative consequences. Parker and Grote (2022) posit that job redesign is influenced by automation and digitalization. Their findings suggest that systematic job redesign can improve employee performance.

Second, job satisfaction had a direct positive and significant impact on employee performance, supporting H2. It means that higher job satisfaction and higher employee performance support the theory of JCM. This result aligns with previously reported findings (Ayalew et al., 2019; Mira et al., 2019; Siengthai & Pila-Ngarm, 2016), which suggest that job satisfaction has a profoundly positive effect on employee performance, indicating that organizations should consider factors affecting job satisfaction to enhance performance.

However, H3 was not supported, indicating that agile leadership does not directly impact employee performance. A significant aspect of the reactivity measures is agile leadership; however, it fails to enhance employee performance. This supports the work of Prasetyawan et al. (2025), who found that agile leadership does not directly influence employee performance. However, it improved worker agility, and Ahli et al. (2024b) posit that organizational support moderated agile leadership. In addition, the result contradicts the works of Khadair et al. (2024) and Turan and Cinnioğlu (2022), which suggest that agile leadership enhances employee performance.

Additionally, the results confirmed that H4 was not supported, meaning that the practice of job redesign, which has been implemented well in this bank, does not directly influence employee performance through the mediating effects of intrinsic motivation. Although Managers in FMFB-A implement job redesign strategies such as regular staff rotations and dynamic branch operations to enhance flexibility, they often fail to address intrinsic motivation. Parker and Holman (2017) noted that job redesign influences motivation only when it enhances autonomy, purpose, and skill utilization; otherwise, employees may perceive changes as a procedural modification rather than an intrinsically motivating transformation. The findings were also supported by Bos-nehles (2017), who stated that some HRM practices might not directly achieve high performance unless employees feel inspired from within. Therefore, intrinsic motivation does not always create a strong mediation relationship with employee performance; factors like job security, extrinsic motivation, or organizational culture may be more influential than intrinsic motivation.

Furthermore, H5 was supported respectfully; it shows that intrinsic motivation significantly mediates the relationship between job satisfaction and employee performance. This result aligns with SDT, which suggests that when employees feel a sense of satisfaction and gratitude, they are intrinsically motivated and more likely to exhibit higher job engagement and performance (Liaquat et al., 2024). This finding aligns with the previously reported results by Jarupathirun & De Gennaro (2018) and Riyanto et al. (2021), who conducted studies demonstrating that employee motivation and job satisfaction are critical drivers of employee performance. They underscore firms' need to concentrate on these aspects to enhance performance outcomes. Similarly, Mardanov (2020) also noted that higher levels of intrinsic motivation significantly increase employee fulfillment, resulting in enhanced job satisfaction and improved job

performance within an organization. The study highlights the crucial role of intrinsic motivators in improving employee performance.

According to H6, the findings reveal that intrinsic motivation acts as a bridge and can change the effect of agile leadership on employee performance, supporting H6. This result is consistent with the results of Akkaya and Sever (2022) and Ahli et al. (2024a), who demonstrate that leaders with agile characteristics promote internal motivation, enable swift decision-making, build trust, and foster high individual and organizational outcomes. Moreover, Udin (2023) found that intrinsic work motivation significantly mediates and moderates the relationship between transformational leadership and employee performance, boosting performance by fostering employees' comprehension of their work. Malik et al. (2020) confirmed that agile strategies, such as team autonomy and effective communication, enhance psychological empowerment, a type of intrinsic motivation. This empowerment significantly enhances employee performance by fostering innovative behavior within agile teams.

Overall, the results improve the understanding of intrinsic motivation as a psychological phenomenon within organizational settings. The lack of a mediating role between job redesign and performance suggests that structural changes alone cannot enhance internal engagement despite their essential mediating role among satisfaction, leadership, and performance. Practically, the findings of this study suggest that microfinance institutions and similar organizations must not only focus on altering job roles, satisfaction-building strategies, or leadership styles but also on developing environments that promote psychological support. This enables organizations to cultivate intrinsic motivation, which serves as a bridge between organizational practices and performance. This strategy is critical in developing countries, as organizational success under uncertain circumstances depends significantly on non-financial motivators and adaptive leadership.

Conclusion

This study examined the direct and indirect effects of job redesign, job satisfaction, and agile leadership on employee performance at FMFB-A, with intrinsic motivation as a mediating variable. The results indicate that job redesign and job satisfaction positively impact employee performance. However, agile leadership does not have a direct effect. However, intrinsic motivation significantly mediates the relationship between job satisfaction and agile leadership on performance. In contrast, the impact of job redesign on employee performance is not mediated by intrinsic motivation. It offers a new insight that structural changes alone cannot improve motivation unless they align with employees' psychological needs. Furthermore, the indirect impact of agile leadership through intrinsic motivation underscores the importance of leadership styles that foster autonomy, competence, and a sense of belonging. The results yield both theoretical and practical advantages. Integrating the Job JCM with SDT theoretically offers new insights into the interplay between structural and psychological factors that affect employee outcomes. From a managerial standpoint, the findings suggest that microfinance organizations should focus on enhancing employee motivation and satisfaction via leadership strategies that cultivate trust and promote autonomy alongside structural job design, particularly in challenging environments such as Afghanistan. Organizations can develop a highly engaged and productive workforce by fostering intrinsic motivation. This work makes a positive and

contextual contribution to the fields of human resource management and organizational leadership.

Limitations and Future Research

The present study has some limitations that should be considered. First, the sample is limited to FMFB-A employees, which may reduce the generalizability of findings to other banks or industries. Second, the cross-sectional design captures data at a single point in time, limiting the ability to establish causality between variables. Third, self-reported surveys may introduce response bias, as employees might overstate their motivation or performance. Additionally, while intrinsic motivation was examined as a mediator, other key factors like extrinsic motivation, training, or organizational culture were not included.

Furthermore, this study provides an avenue to examine the relationship between job redesign, job satisfaction, and agile leadership on employee performance. Future research will also investigate the differences between these variables in both private and public banking sectors in Afghanistan. Lastly, Afghanistan's banking sector faces unique economic and operational challenges, which may limit its applicability to other regions. Future research should consider conducting longitudinal studies, using objective performance measures, and comparing across broader industry sectors to enhance the robustness of the findings.

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