

Effect of Total Quality Management Practices on Employees' Work-Related Attitudes in Nepalese Commercial Banks

Binay Chaudhary*

Abstract

This study examines effect of total quality management practices on employees' work-related attitudes in Nepalese commercial banks. Employee's performance and motivation is the dependent variable. Similarly, the selected independent variables are top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus. The study is based on the primary data with 130 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and effect of total quality management practices on employees' work-related attitude in Nepalese commercial banks on employee's performance and motivation in Nepalese commercial banks.

The study indicates that top management commitment is positively correlated to employee's performance and motivation. It indicates that high top management commitment leads to increase the employee's performance and motivation. Similarly, employee's involvement is positively correlated to employee's performance and motivation. It indicates that higher the employee's involvement leads to increase the employee's performance and motivation. Likewise, continuous improvement is positively correlated to employee's performance and motivation. It indicates that continuous improvement mechanism leads to increase the employee's performance and motivation. Further, employee's education and training is positively correlated to employee's performance and motivation. It indicates that higher the employee's education and training, higher would be the employee's performance and motivation. Moreover, customer focus is positively correlated to employee's performance and motivation. It indicates that higher the customer focus leads to increase the employee's performance and motivation.

Keywords: top management commitment, employee's involvement, continuous improvement, employee's education and training, customer focus

1. Introduction

Madanat and Khasawneh (2017) indicated that total quality management (TQM) practices has a significant impact on the effectiveness of human resources management (HRM). Total quality management (TQM) is a vast domain and has been implemented in different organizations with variable result. Likewise, it can be said that quality has become the primary function of many organizations and the philosophy of administration and lifestyle enables it to survive and persist in light of the successive and rapid environmental changes and increased awareness of consumers of the level of quality in the goods or services provided to them (Almaamari *et al.*, 2017). Similarly, total quality management (TQM) leads to improvement in the quality of service, which in turn leads to increased patients' (consumers') satisfaction which is considered one of the main tools for measuring the quality of service provided in healthcare institutions (Nguyen & Nagase, 2019). Furthermore, studies have been carried out to understand the influence of constructs of TQM on human resource practices. Likewise, total quality management has become a strategic necessity for companies and senior management around the world to include a higher quality service as a strategy for gaining a competitive advantage and also has become a critical tool for assessing company performance (Sadq *et al.*, 2020).

* Mr. Chaudhary is a Freelance Researcher, Kathmandu, Nepal.

Several quality methods and techniques have employed to achieve this management goal (Alharth *et al.*, 2017). Similarly, employees are no longer required to commute to a single or central location (Shareena & Shahid, 2020). Furthermore, in order to build a sustainable organization, it is important for companies to avoid losing performing workers, derive better productivity from employees, maintain a job satisfaction rate, and increase their desire to stay with the company for a long time (Chandrakant, 2017). Likewise, there is requirement of assessing employee motivation, engagement, and motivation in order to overcome the effects of low morale, absenteeism, less coordination, low performance, or less contribution to team in remote working environment (Mariza, 2016). Furthermore, human resource management is needed so that human resource management can run as expected by the company. Likewise, workers are human beings who have different characteristics and characteristics. Similarly, it takes a strong workforce, competent, has high discipline and dedication to show high performance in carrying out their duties (Liu & Huang, 2020). Furthermore, Iqbal *et al.* (2021) argued that the quality of human resources in a company is high, it can increase company competitiveness and improve company performance.

Riyanto *et al.* (2021) examined that the effect of work motivation and job satisfaction on employee performance. The study showed that motivation has a positive effect on the performance of information technology (IT) employees, while job satisfaction is independent. Similarly, Yusliza *et al.* (2019) stated that the top management commitment, corporate social responsibility and green human resource management. The study found that there is a significant positive relationship between top management commitments and cooperate social responsibility (CSR), as well all dimensions of green human resources management (GHRM). Furthermore, Dubey *et al.* (2018) investigated that the top management commitment to total quality management (TQM) diffusion using institutional and upper echelon theories. The study revealed that institutional pressures significantly influence top management commitment to total quality management (TQM). Likewise, Park *et al.* (2018) stated that the role of supervisor support on employees' training and job performance. The result indicated that supervisor support for training directly affected motivation to learn; both developmental needs awareness and motivation to learn had direct and significant effects on training readiness, motivation to transfer and job performance; developmental needs awareness directly affected motivation to learn; training readiness directly affected motivation to transfer.

Ozkeser *et al.* (2019) analyzed that the impact of training on employee motivation in human resources management. The study showed that motivation of the personnel varies according to their age. Likewise Niati *et al.* (2021) examined the effect of training on work performance and career development. The study found that the training and motivation can improve job performance. Furthermore, Sugiarti (2022) investigated that the influence of training, work environment and career development on work motivation that has an impact on employee performance at PT. The study showed that training has a positive and significant effect on work motivation. Likewise, Carter *et al.* (2018) analyzed that the effects of employee engagement and self-efficacy on job performance. The study found that the human resource management (HRM) practitioners should address both self-efficacy and employee engagement in order to boost job performance while encouraging HRM scholars to incorporate both measures when conducting job performance studies. Likewise, Huang *et al.* (2018) investigated that the high-performance work systems (HPWS) and employee engagement. The study found that HPWS are positively related to employees' positive mood and job satisfaction, and job satisfaction and positive mood further lead to high employee

engagement.

In the context of Nepal, Shrestha (2019) examined employee engagement and organizational performance of public enterprises in Nepal. The study found that there is significant relation between organizational performance and employee engagement. Similarly, Chalise (2020) analyzed training and development in Nepalese commercial banks. The study showed that training and development program are factor responsible for organizational performance and employee satisfaction. Likewise, Singh *et al.* (2017) investigated the effect of employee engagement and empowerment towards employee motivation and job performance in service sector in Nepal. The study found that there is a significant relationship between employee empowerment and employee engagement as well as employee engagement and employee performance. Furthermore, Thapa (2016) examined impact of training and motivation on employees' performance in Nepalese commercial banks. The result revealed that the better the reward system, higher would be the employees' performance. Likewise, Chauhan (2019) analyzed impact of training and development programs on motivation of employees in "A" Graded commercial bank of Nepal. The study confirmed that the firms investing predominantly in formal training better performed than those relying on informal training.

The above discussion shows that empirical evidences vary greatly across the studies on the effect of total quality management practices on employees' work-related attitudes in commercial banks on employee's performance and motivation. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the effect of total quality management practices on employees' work-related attitudes in Nepalese commercial banks. Specifically, it examines the relationship of top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus on employee's performance and motivation on Nepalese commercial banks.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from 130 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employee's performance and motivation depends upon top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus. The dependent variable selected for the study is employee's performance and motivation. Similarly, the

selected independent variables are top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus. Therefore, the model takes the following form:

Employee's performance and motivation = f (top management commitment, employee's involvement, employee's education and training, customer focus and continuous improvement). More specifically,

$$EPM = \beta_0 + \beta_1 TMC + \beta_2 EI + \beta_3 EET + \beta_4 CF + \beta_5 CI + e$$

Where,

EPM = employee's performance and motivation

TMC= top management commitment

EI = employee's involvement

EET = employee's education and training

CF= customer focus

CI = continuous improvement

Top management commitment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Top management ensures that resources are available to meet quality management objectives", "Top management takes comments and advises for improving the quality and services seriously" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.777$).

Employee's involvement was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees are motivated, supported, and encouraged by the Bank", "Employees at all levels are involved in the development of policies and programs" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.798$).

Continuous improvement was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees are encouraged to be creative and imaginative when it comes to enhancing processes in order to get better results", "Management and employees team up to embrace quality management as a shared organizational culture" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.788$).

Employee's education and training was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees are re-trained on a regular basis to fill in any gaps in their expertise", "Employees at the Bank are encouraged to participate in education and training" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.717$).

Customer focus was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Customer input on product/service quality is used to analyze and improve customer relationships”, “Market studies are used to thoroughly examine customers’ future expectations” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.794$).

Employee’s performance and motivation was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 7 items and sample items include “I always accomplish my task on time”, “In the bank, teamwork is valued more than individual work” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.797$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Top management commitment

Top management commitment is who holds authority, resources and decision-making power regarding changes at the company. Nguyen *et al.* (2019) indicated that cognition on job crafting leaves positive impacts on work engagement, leading to individual work performance enhancement. Furthermore, Alqudah *et al.* (2022) showed that hierarchy culture positively moderates the relation of high-performance human resource management practices with affective commitment. Likewise, Saleem *et al.* (2019) revealed that transformational leadership and employee empowerment positively affect employee performance and organizational commitment through the mediational effect of BI. Similarly, Afroz (2018) showed that the more the employee gets training, the more efficient their level of performance would be. Likewise, Astuty & Udin (2020) revealed that effect of perceived organizational support and transformational leadership positively affects the employee’s performance. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between top management commitment and employee’s performance and motivation.

Employee’s involvement

Employee involvement is the process of allowing employees to give their opinion on decisions that affect their work. Mohsan *et al.* (2011) found that there is a significant positive relationship between employees’ involvement and employees’ performance and motivation. Similarly, Dajani (2015) showed that there is a significant positive relationship between employees’ involvement and employees’ performance and motivation. Likewise, Mokaya and Kipyegon (2014) revealed that there is a significant positive relationship between employees’ involvement and employees’ performance and motivation. Furthermore, Al-dalahmeh & Obeidat (2018) showed that there is a significant positive relationship between information and technology (IT) employees’ involvement and employees’ performance and motivation. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship employee’s involvement and employee’s performance and motivation.

Continuous improvement

Continuous improvement is the ongoing improvement of products, services or processes through incremental and breakthrough improvements. Dharma (2018) revealed that the work motivation has a positive and significant impact on organization citizenship behavior and performance of employees on PT. Furthermore, Asaari *et al.* (2019) showed that there is a positive and significant relationship between rewards and motivation. Similarly, Bibi (2019) indicated that there is a significant positive effect of talent management practices i.e. recruitment and selection for talent attraction, coaching and mentoring for learning and development of talent, compensation for retention of talent on employee performance. Likewise, Sopiah *et al.* (2020) showed that the talent management positively influences work involvement and employee performance. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between continuous improvement and employee's performance and motivation.

Employee's education and training

Employee's education and training is a set of activities and programs designed to enhance the knowledge, skills and abilities of employees. Tahir & Sajjad (2013) showed that there is a significant positive relationship between employees' education and training in employees' performance and motivation. Similarly, Lemma & Alemu (2016) found that there is a significant positive relationship between employees' education and training in employees' performance and motivation. Rahaman *et al.* (2023) revealed that there is a significant positive relationship between training and employees' performance and motivation. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between continuous improvement and employee's performance and motivation.

Customer focus

Customer focus is a strategy that puts your customers' needs first. Al-Kouran & Bouabid (2023) revealed that there is a significant positive relationship between customer focus and employees' performance and motivation. Similarly, Paramita *et al.* (2020) found organizational commitment has a significant positive impact on employee performance. Likewise, Bhardwaj *et al.* (2021) showed that there is a significant positive correlation and connection among job satisfaction & the award, remuneration, job security, promotion opportunities and good relations with employees. Furthermore, Pang & Lu (2018) indicated that remuneration and job performance has positive effect on financial performance dimensions such as return on assets, turnover growth rate and profitability while job environment and job autonomy had a positive effect on non-financial performance dimensions, such as customer service, employee productivity and service quality. Similarly, Beisland *et al.* (2021) showed that social ratings of Micro financial Institutions (MFIs) are significantly positively related to financial performance, greater outreach especially in rural areas, well-defined social objectives, staff commitment, service quality and an enhanced customer service. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between customer focus and employee's performance and

motivation.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents the Kendall's Tau correlation coefficients between dependent and independent variables. The correlation coefficients are based on 130 observations. The dependent variables is EPM (Employee's Performance and motivation). The independent variables are TMC (top management commitment), EI (Employee's involvement), CI (Continuous improvement), EET (Employee's education and training) and CF (Customer focus).

Variables	Mean	S. D	EPM	TMC	EI	CI	EET	CF
EPM	3.727	0.789	1					
TMC	3.542	0.895	0.488**	1				
EI	3.543	0.824	0.510**	0.510**	1			
CI	3.552	0.828	0.491**	0.503**	0.601**	1		
EET	3.623	0.872	0.550**	0.488**	0.528**	0.600**	1	
CF	3.71	0.844	0.613**	0.463**	0.498**	0.540**	0.629**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables for the effect of total quality management practices on employees' work-related attitudes in Nepalese commercial banks. The correlation matrix shows that top management commitment is positively correlated to the employee's performance and motivation. It indicates that higher the top management commitment, higher would be the level of employee's performance and motivation. Likewise, employee's involvement is positively correlated to employee's performance and motivation. It indicates that increase in employee's involvement leads to the higher level of employee's performance and motivation. Similarly, continuous improvement is positively correlated to employee's performance and motivation. It indicates that more the continuous improvement, higher would be the level of employee's performance and motivation. In addition, employee's education and training is positively correlated to employee's performance and motivation. It indicates that higher education and training leads to increase in the level of employee's performance and motivation in the Nepalese commercial banks. Further, customer focus is positively correlated to the employee's performance and motivation. It indicates that greater the customer focus, the higher would be the level of employee's performance and motivation.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of top management commitment, employee's involvement, continuous

improvement, employee's education and training and customer focus on employee's performance and motivation.

Table 2

Estimated regression result of top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus on employee's performance and motivation

The results are based on the responses gathered from 130 respondents by using linear regression model. The model is $EPM = \beta_0 + \beta_1 TMC + \beta_2 EI + \beta_3 EET + \beta_4 CF + \beta_5 CI + e$ it where, EPM (Employee's performance and motivation) is dependent variable and the independent variables are TMC (top management commitment), EI (employee's involvement), CI (continuous improvement), EET (employee's education and training), CF (customer focus).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		TMC	EI	CI	EET	CF			
1	1.819 (8.067)**	0.539 (8.731)**					0.368	0.627	76.23
2	1.393 (6.227)**		0.659 (10.711)**				0.469	0.576	114.718
3	1.441 (6.348)**			0.644 (10.336)**			0.451	0.586	106.836
4	1.380 (6.624)**				0.648 (11.590)**		0.512	0.554	134.340
5	1.024 (5.199)**					0.730 (14.066)**	0.607	0.4969	197.855
6	1.152 (5.074)**	0.244 (3.353)**	0.483 (6.107)**				0.508	0.554	67.572
7	0.967 (4.259)	0.187 (2.578)**	0.306 (3.225)**	0.285 (3.142)**			0.540	0.536	51.485
8	0.837 (3.837)	0.141 (2.014)**	0.226 (2.443)*	0.115 (1.196)**	0.326 (3.872)**		0.586	0.508	46.652
9	0.620 (2.957)	0.124 (1.951)*	0.156 (1.839)	0.044 (0.492)*	0.095 (1.070)*	0.441 (5.209)**	0.658	0.462	50.549

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee's performance and motivation is dependent variable.

Table 2 shows that the beta coefficients for top management commitment are positive with employee's performance and motivation. It indicates that top management commitment has a positive impact on employee's performance and motivation. This finding is consistent with the findings of Apeyusi (2012). Similarly, the beta coefficients for employee's involvement are positive with employee's performance and motivation. It indicates that employee's involvement has a positive impact on customer satisfaction. This finding is similar to the findings of Dajani (2015). The result shows that the beta coefficients for continuous improvement are positive with employee's performance and motivation. It indicates that continuous improvement has a positive impact on employee's performance and motivation. This finding is consistent with the findings of Owusu (2012). Likewise, the beta coefficient for employee's education and training are positive with employee's performance and motivation. It indicates that employee's education and training has a positive impact on employee's performance and motivation. This finding is consistent with the findings of Gidey (2016). Similarly, the beta coefficient for customer focus is positive with employee's performance and motivation. It indicates that customer focus has a positive impact on employee's performance and motivation. This finding is similar to the findings of Paramita *et al.* (2020).

4. Summary and conclusion

Total Quality Management is a management technique that emphasizes continuous improvement over all the mechanisms of the organization to make quality products and services to maintain long-term customer satisfaction as well as employees. This is an important technique that helps an organization to increase their employee's performance and motivation.

This study attempts to examine the effect of total quality management practices on employees' work-related attitudes in Nepalese commercial banks. The study is based on primary data of 130 respondents.

The major conclusion of the study is that top management commitment, employee's involvement, continuous improvement, employee's education and training and customer focus have positive impact on employee's performance and motivation. The study also concludes that the most significant factor that effect the employee's performance and motivation in Nepalese commercial banks is customer focus followed by employee's involvement.

References

- Afroz, N. N. (2018). Effects of training on employee performance: A study on banking sector, Tangail Bangladesh. *Global Journal of Economic and Business* 427(5977), 1-14.
- Al-dalahmeh, M., R. Khalaf, and B. Obeidat, 2018. The effect of employee engagement on organizational performance via the mediating role of job satisfaction: The case of IT employees in Jordanian banking sector. *Modern Applied Science* 12(6), 17-43.
- Alharth, M.M., Z.A. Jastania, and A.A. Aziz, 2017. The total quality management in banking. *International Advanced Research Journal in Science, Engineering and Technology* 4(5), 159-163.
- Al-Maamari, Q. A., A. Hashemi, B. A. Aljamr, and A. H. Al-Harasi, 2017. The relationship between total quality management practices and individual readiness for change at petroleum exploration and production authority in Yemen. *International Journal of Business and Industrial Marketing* 6(2), 48-55.
- Alqudah, I. H., A. Carballo-Penela, and E. Ruzo-Sanmartín, 2022. High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics* 28(1), 100-177.
- Asaari, M. H. A. H., N. M. Desa, and L. Subramaniam, 2019. Influence of salary, promotion, and recognition toward work motivation among government trade agency employees. *International Journal of Business and Management* 14(4), 48-59.
- Astuty, I. and U. D. I. N. Udin, 2020. The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *The Journal of Asian Finance, Economics and Business (JAFEB)* 7(10), 401-411.
- Beisland, L. A., K. O. Djan, R. Mersland, and T. Randøy, 2021. Measuring social performance in social enterprises: A global study of microfinance institutions. *Journal of Business Ethics* 171(21), 51-71.
- Bhardwaj, A., S. Mishra, and T. K. Jain, 2021. An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today Proceedings* 37(21), 170-174.

- Bibi, M. 2019. Impact of talent management practices on employee performance: An empirical study among healthcare employees. *SEISENSE Journal of Management* 2(1), 22-32.
- Carter, W. R., P. L. Nesbit, R. J., Badham, S. K., Parker, and L. K. Sung, 2018. The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The International Journal of Human Resource Management* 29(17), 2483-2502.
- Chalise, D. R. 2020. Training and development in Nepalese commercial banks. *Management Dynamics* 23(1), 93-104.
- Chandrakant, V. 2017. Importance of employee motivation & job satisfaction for organizational performance. *International Journal of Social Science & Interdisciplinary Research* 6(2), 10-20.
- Chauhan, P. 2019. Impact of training and development programs on motivation of employees in "A" graded commercial bank of Nepal. *International Journal of Research and Analytical Review* 6(3), 850-857.
- Dajani, D. M. A. Z. 2015. The impact of employee engagement on job performance and organizational commitment in the Egyptian banking sector. *Journal of Business and Management Sciences* 3(5), 138-147.
- Dharma, Y. 2018. The effect of work motivation on the employee performance with organization citizenship behavior as intervening variable at bank Aceh Sariah. *Emerald Publishing Limited* 1(18), 7-12.
- Dubey, R., A. S. J. Gunasekaran, T. Childe, B. T. Papadopoulos, Hazen, and D. Roubaud, 2018. Examining top management commitment to TQM diffusion using institutional and upper echelon theories. *International Journal of Production Research* 56(8), 2988-3006.
- Huang, Y., Z. Ma, and Y. Meng, 2018. High-performance work systems and employee engagement: empirical evidence from China. *Asia Pacific Journal of Human Resources* 56(3), 341-359.
- Iqbal, M. A., A. B. Saluy, and A. Y. Hamdani, 2021. The effect of work motivation and work environment on employee performance mediated by job satisfaction. *Dinasti International Journal of Education Management and Social Science* 2(5), 842-871.
- Lemma, M. and E. Alemu, 2016. Effects of training practices on employees' performance in east Addis Ababa district of commercial bank of Ethiopia. *Journal of Business and Administrative Studies* 8(1), 28-51.
- Liu, C. H. S. and Y. C. Huang, 2020. The influence of transformational leadership on subordinate creative behavior development process. *Tourism Management Perspectives* 36(10), 100-142.
- Madanat, H. G. and A. S. Khasawneh, 2017. Impact of total quality management implementation on effectiveness of human resource management in the Jordanian banking sector from employees' perspective. *Academy of Strategic Management Journal* 16(1), 215-175.
- Mariza, I. 2016. The impact of employees' motivation and engagement on employees' performance of manufacturing companies in Jakarta Indonesia. *International Journal of Applied Business and Economic Research* 14(15), 10611-10628.
- Mohsan, F., M. M. Nawaz, M. S. Khan, Z. Shaukat, and N. Aslam, 2011. Are employee motivation, commitment and job involvement inter-related: Evidence from banking sector of Pakistan? *International Journal of Business and Social Science* 2(17), 1-21.
- Mokaya, S. O. and M. J. Kipyegon, 2014. Determinants of employee engagement in the banking

- industry in Kenya; Case of cooperative bank. *Journal of Human Resources Management and Labor Studies* 2(2), 187-200.
- Nguyen, H. M., C. Nguyen, T. T. Ngo, and L. V. Nguyen, 2019. The effects of job crafting on work engagement and work performance: A study of Vietnamese commercial banks. *Journal of Asian Finance, Economics and Business* 6(2), 189-201.
- Niati, D. R., Z. M. E. Siregar, and Y. Prayoga, 2021. The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences* 4(2), 2385-2393.
- Ozkesper, B. 2019. Impact of training on employee motivation in human resources management. *Procedia Computer Science* 158(9), 802-810.
- Pang, K. and C. S. Lu, 2018. Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review* 3(1), 36-52.
- Paramita, E., P. Lumbanraja, and Y. Absah, 2020. The influence of organizational culture and organizational commitment on employee performance and job satisfaction as a moderating variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review* 7(3), 273-286.
- Park, S., H. S. Kang, and E. J. Kim, 2018. The role of supervisor support on employees' training and job performance: an empirical study. *European Journal of Training and Development* 42(12), 57-74.
- Rahaman, M. A., M. S. Uddin, and W. B. Latif, 2023. Effects of training and development, organizational culture, job satisfaction, and career development on employee retention in commercial banks in Bangladesh. *The Journal of Asian Finance, Economics and Business* 10(2), 91-97.
- Riyanto, S., E. Endri, and N. Herlisha, 2021. Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management* 19(3), 162.
- Sadq, Z.M., H. O. Mohammed, B. Othman, and V.S.H. Saeed, 2020. Attitudes of managers in the knowledge private university towards the impact of human capital in achieving competitive advantages. *TEST Engineering & Management* 82(393), 393-401.
- Saleem, M. A., Z. M. Bhutta, M. Nauman, and S. Zahra, 2019. Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing* 37(1), 303-322.
- Shareena, P. and M. Shahid, 2020. Work from home during COVID-19 : Employees perception and experiences. *Gjra - Global Journal for Research Analysis* 9(5), 7-10.
- Shrestha, R. 2019. Employee engagement and organizational performance of public enterprises in Nepal. *International Research Journal of Management Science* 4(1), 118-138.
- Singh, K., S. Suwantee, and S. Vongsinsirikul, 2017. The effect of employee engagement and empowerment towards employee motivation and job performance in service sector in Nepal. *International Conference on Language, Education, Business, and Law* 17(12), 25-26.
- Sopiah, S., D. T. Kurniawan, E. Nora, and B. S. Narmaditya, 2020. Does talent management affect employee performance? : The moderating role of work engagement. *The Journal of Asian Finance, Economics and Business* 7(7), 335-341.

- Sugiarti, E. 2022. The influence of training, work environment and career development on work motivation that has an impact on employee performance at PT. Suryamas Elsindo Primatama in West Jakarta. *International Journal of Artificial Intelligence Research* 6(1), 335-371.
- Tahir, A. and S. Sajjad, 2013. Assessing the impact of training on employees' performance in commercial banks in Urban Lahore. *Lahore Journal of Business* 2(1), 213-241.
- Thapa, N. 2016. Impact of training and motivation on employees' performance in Nepalese commercial banks. *Nepalese Journal of Business* 3(4), 1-204.
- Yusliza, M. Y., N. A. Norazmi, C. J. C. Jabbour, Y. Fernando, O. Fawehinmi, and B. M. R. P. Seles, 2019. Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. *Benchmarking: An International Journal* 26(6), 2051-2078.