

MOTIVATIONAL, TRANSFORMATIONAL AND ETHICAL LEADERSHIP STYLES INFLUENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: MEDIATED BY JOB SATISFACTION

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ABSTRACT

This study aims to investigate the relationship between motivational, transformational, and ethical leadership and their influence on organizational citizenship behavior (OCB) among Pakistan's banking sector employees. The study also aimed to explore the potential mediating role of job satisfaction in this relationship. The study was guided by an existing theoretical framework: the leadership-OCB model. This model posits that OCB is a result of the elements of effective leadership, i.e., transformational, motivational, and ethical. Transformational leadership creates a sense of engagement and ownership among employees; motivational leadership inspires employees to reach their full potential, and ethical leadership ensures that organizational values are upheld. The study used a self-structured questionnaire in order to collect data from 270 participants from the banking sector in Pakistan. The data was analyzed using descriptive statistics, Pearson correlation coefficient, and regression analysis. The results showed that OCB was positively influenced by motivational, transformational, and ethical leadership. This relationship was found to be mediated by job satisfaction. These findings suggest that while motivational leadership is the most influential in increasing OCB, transformational and ethical leadership are also important factors that may influence OCB. Job satisfaction can play an essential role in enhancing employees' sense of engagement and ownership, which consequently leads to increased OCB. This research has implications for Pakistan's banking sector leaders, who could use this information to develop strategies that will enhance employees' sense of satisfaction and, consequently, their OCB.

Keywords: *Motivational Leadership; Transformational Leadership; Ethical Leadership; Organizational Citizenship Behaviour; Job Satisfaction.*

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INTRODUCTION

Leadership is an important tool for enhancing OCB at work. Organizations use leadership to guide and motivate their employees in order to improve overall organizational performance. Leadership is also seen as an essential tool for managing change and developing individual skills within the organization (Young et al., 2019). Leadership is an effective way of motivating employees and improving their OCB while focusing on helping individuals grow and develop their abilities while creating a sense of community within the organization (Mukhtar et al., 2022).

Job satisfaction is taken as a mediating variable in the study. Job satisfaction measures employees' satisfaction with their jobs and the resources they have (Khana et al., 2021). When employees feel satisfied with their jobs and believe they have the ability to take control of their own lives, they are more likely to be engaged in their work and commit to promoting OCB within the organization (Dorta-Afonso et al., 2021).

Motivational leadership is one of the styles of leadership that focuses on the development and implementation of strategies to create a sense of purpose and motivation in employees. Motivational leadership is based on the idea that individuals are motivated by three things: goals, values, and beliefs (Khoso et al., 2022; Thrassou et al., 2018). Leaders who are skilled at motivating their employees can help them achieve their goals while upholding their personal values and beliefs. There are several fundamental principles of motivational leadership: setting goals, providing feedback, providing support, creating a positive environment, developing individual strengths, and creating a sense of community (Foote & Tang, 2008; Kerrissey & Edmondson, 2020).

Leaders skilled in motivating their employees can set clear goals and expectations, provide feedback and support to help individuals achieve their goals, create a positive work environment where individuals feel appreciated and supported, encourage individual growth and development, and build a sense of community within the workplace. Setting clear goals is one of the key principles of motivational leadership (Liu, 2021). Leaders must identify the individual objectives their employees want to achieve and then help them translate those objectives into specific, measurable goals. Feedback is also an important part of motivational leadership (Zaman et al., 2019). Leaders should provide feedback that is both accurate and helpful, and they should make sure to give feedback frequently enough to help individuals stay focused and motivated (Sattar et al., 2020; Khana et al., 2021).

Transformational leadership is a leadership style based on the premise that leaders can inspire individuals to achieve goals beyond their personal interests or abilities (Bush, 2018). Transformational leaders motivate and inspire individuals to achieve goals that are greater than the individual goals or needs of the group. This type of leadership is based on the idea that people can be inspired to achieve great things if they have a sense of purpose and a belief that they can achieve something greater than themselves (Khan, 2020). Transformational leaders believe that people are capable of great things if they are given the opportunity to do so (Judeh & Abou-Moghli, 2019).

Meanwhile, Ethical leadership is a leadership style that emphasizes the importance of ethical values in decision-making. Leaders who exhibit ethical leadership skills are typically seen as more honest, trustworthy, and principled than leaders who do not emphasize ethics. Ethical leadership is critical for organizations because it enables them to maintain trust and credibility with their employees, customers, and other stakeholders (Yidong & Xinxin, 2013; Lindblom et al., 2015).

Organizational Citizenship Behaviour (OCB) is considered as the actions and behaviors that employees take to uphold the values and principles of an organization. OCB can take on various forms, including volunteerism, extracurricular activities, and workplace feedback (Wang et al., 2005; Zellars et al., 2002). The purpose of OCB is to create a positive environment in which employees feel connected to their organization, are motivated to give their best effort, and are accountable for their actions. OCB can help create a sense of community within an organization, leading to improved morale and productivity (Humphrey & Qian, 2018).

Meanwhile, job satisfaction is the degree to which an individual is satisfied with their job (Khana et al., 2021). It can be conceptualized as a psychological state of happiness with one's job, which leads to improved performance and satisfaction in that job (Silic et al., 2020). Job satisfaction has been shown to be a predictor of organizational citizenship behavior (Nadeem et al., 2019), job tenure (Kloutsiniotis & Mihail, 2020), and turnover intentions (Phulpoto et al., 2021).

The banking industry is one of Pakistan's fastest growing and most promising sectors. The sector has been expanding at a healthy pace, with assets proliferating over the past few years. This expansion has been aided by robust domestic and foreign investment, as well as increasing consumer confidence (Metlo et al., 2021). Organizational citizenship behavior (OCB) is a crucial tool for managing organizational performance and growth in the banking sector of Pakistan. OCB is a form of employee engagement that focuses on the individual's contribution

to the organization's overall success. It involves engaging employees in decisions that impact their work and providing them with the opportunity to be actively involved in creating a positive workplace culture (Sumarsi & Rizal, 2022). The banking sector is characterized by high levels of accountability and transparency, as well as strict regulatory requirements. This makes it an ideal sector for implementing OCB initiatives, which can lead to increased productivity, performance, and growth (Metlo et al., 2021).

This research has important implications for organizations as it can help to better understand the role of motivational, transformational, and ethical leadership in influencing employee engagement and behavior. Additionally, this study provides insights into the potential mediating effect of job satisfaction on the leadership-related impacts on organizational citizenship behavior. This information can help organizations improve their overall employee engagement and performance (Chen & Wei, 2020; Dorta-Afonso et al., 2021). Overall, this study is highly significant and will have a significant impact on the field of organizational and business studies.

LITERATURE REVIEW

Leadership is a term that is often used in management and social science literature. Researchers have identified various leadership styles, including motivational, transformational, and ethical (Hogan & Kaiser, 2005). While there is some overlap, each type of leadership is unique in its own way. This paper will explore the effect that each type of leadership has on organizational citizenship behavior (OCB). While the study also aimed to explore the potential mediating role of job satisfaction in this relationship (Sattar et al., 2020).

OCB is defined as the behaviors and actions that are taken by employees to support the goals of their organization (Khan et al., 2020). Motivational leadership focuses on creating a sense of enthusiasm and motivation within an organization. This type of leadership can be effective when it provides a clear vision and mission for the organization and clear expectations for employees (Ilies et al., 2006). Transformational leadership is designed to change the way an organization operates. This type of leadership can be effective when it provides employees with new skills and knowledge and a sense of empowerment. Finally, ethical leadership focuses on upholding the values of the organization. This type of leadership can be effective when it provides a moral compass for employees and sets standards for behavior that are both high and consistent (Ilies et al., 2006; Hogan & Kaiser, 2005; Judeh & Abou-Moghli, 2019). The study is guided by the leadership-OCB model framework, which postulates that motivational, transformational, and ethical leadership styles influence organizational citizenship behavior

(OCB). The model has been supported by several studies, e.g., (Sumarsi & Rizal, 2022), which have shown that leaders with a transformational or motivational style tend to inspire employees to display more OCB. The leadership-OCB model also suggests that leaders with good job satisfaction are more likely to encourage their employees to engage in OCB, as they believe it benefits the organization. On the other hand, leaders who exhibit an unethical or abusive style are more likely to lead their employees toward undesirable OCB behaviors, such as sabotage and deception (Nahum-Shani & Somech, 2011).

Motivational Leadership, Job Satisfaction & OCB

Research has consistently shown a strong relationship between motivational leadership and job satisfaction. Researchers have found that when leaders are able to motivate their employees, it leads to a higher level of job satisfaction and motivation (Liu, 2021). Additionally, job satisfaction had a positive impact on employee productivity and organizational citizenship behaviors. It is important for leaders to be able to motivate their employees in order to create a positive work environment and achieve desired outcomes. Motivational leadership is a key component of creating a positive work environment (Maharani et al., 2013). Leaders who can motivate their employees will create an organization that is productive and engaged.

Additionally, motivated employees are more likely to provide satisfactory customer service. Leaders who are able to motivate their employees will achieve desired outcomes while creating a positive work environment. Researchers have also found that job satisfaction positively impacts employee productivity and organizational citizenship behaviors in the workplace (Humphrey & Qian, 2018).

The relationship between motivational leadership and job satisfaction has been extensively researched in the literature (e.g., Judeh & Abou-Moghli, 2019; Nahum-Shani & Somech, 2011). Generally, it is found that when leaders are able to motivate their employees, job satisfaction is higher. This is likely because employees who are motivated feel a sense of purpose in their work and are more satisfied with their job (Khana et al., 2021).

In addition, job satisfaction has been found to mediate the relationship between motivational leadership and organizational citizenship behavior (OCB). It has been found that when employees feel they are contributing to their organization, they are more likely to engage in OCB (Maharani et al., 2013). Therefore, it can be inferred that leaders who can motivate their employees while maintaining employee satisfaction will positively impact organizational citizenship behavior. Conversely, if leaders are unable to motivate employees or are not satisfied with their jobs, OCB is likely to be lower.

H1: Motivational leadership has a positive impact on job satisfaction.

H4: Motivational leadership has a positive impact on organizational citizenship behavior.

H7: Job satisfaction has a positive impact on organizational citizenship behavior.

H8: Job satisfaction mediates the relationship between motivational leadership and OCB

Transformational Leadership, Job Satisfaction, and OCB

In recent years, the concept of transformational leadership has received a great deal of attention in the literature on organizational behavior (OB). Transformational leadership is a type of leadership that has the potential to inspire followers to achieve extraordinary outcomes (Bush, 2018). The distinguishing feature of transformational leadership is the ability of leaders to inspire followers to transcend their self-interests and work for the good of the organization (Bush, 2018; Judeh & Abou-Moghli, 2019).

A growing body of research has shown that transformational leadership is associated with increased job satisfaction and better performance (Hassan et al., 2021; Silic et al., 2020). Studies have found that transformational leaders are more likely to generate innovative ideas and lead their followers in pursuing higher goals (Bush, 2018). Additionally, transformational leaders are more likely to create an environment where employees feel comfortable giving their best effort (Judeh & Abou-Moghli, 2019).

Based on the literature reviewed above, it can be inferred that transformational leadership is positively associated with job satisfaction and OCB at the workplace. It appears that as leaders become more transformational, employees are more likely to feel satisfied with their jobs and to behave ethically and responsibly in the workplace (Judeh & Abou-Moghli, 2019). In addition, it seems that the relationship between transformational leadership and OCB is mediated by job satisfaction, higher levels of job satisfaction lead to increased OCB behavior.

H2: Transformational leadership has a positive impact on job satisfaction.

H5: Transformational leadership has a positive impact on organizational citizenship behavior.

H9: Job satisfaction mediates the relationship between transformational leadership and OCB

Ethical Leadership, Job Satisfaction, and OCB

Researchers have found a positive relationship between ethical leadership, job satisfaction, and OCB. Ethical leadership is positively related to job satisfaction (Young et al., 2019). More specifically, ethical leaders who are satisfied with their jobs are more likely to exhibit OCB

behaviors at work, suggesting that ethical leadership can lead to increased job satisfaction and better organizational citizenship behavior (Wasim et al., 2022).

Furthermore, research has shown that ethical leadership is positively associated with OCB. Leaders who exhibit OCB behaviors are more likely to be ethical leaders (Sultan et al., 2022). Hence, suggests that ethical leadership can lead to increased OCB behaviors in followers. This is likely due to the fact that good leaders provide a model of behavior that their followers may want to emulate (Nahum-Shani & Somech, 2011).

Overall, research has found a positive relationship between ethical leadership, job satisfaction, and OCB. Hassan et al. (2021) found that ethical leaders were more likely to be satisfied with their jobs and exhibit better OCB behaviors. This suggests that ethical leadership can lead to increased job satisfaction and better organizational citizenship behavior. Furthermore, research has found that good ethical leaders are more likely to promote OCB behaviors in their followers. This suggests that ethical leadership can lead to an increase in OCB behaviors at work. Overall, this indicates a positive relationship between ethical leadership, job satisfaction, and OCB in the workplace.

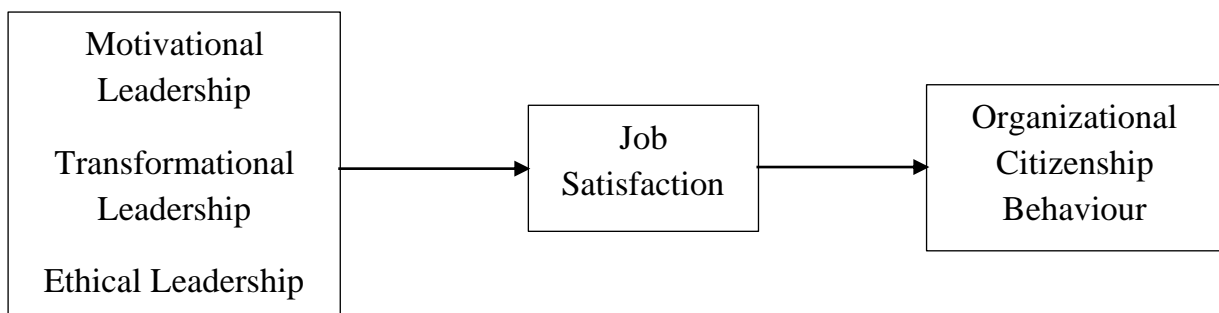
Nahum-Shani & Somech (2011), found that leaders who exhibited OCB behaviors were more likely to be satisfied with their jobs. They suggest that OCB behaviors are an important part of ethical leadership and can lead to increased job satisfaction. The findings from this study support the idea that good ethical leadership can lead to increased job satisfaction in followers, that ultimately leads to enhance organizational citizenship behavior in the workplace.

H3: *Ethical leadership has a positive impact on job satisfaction.*

H6: *Ethical leadership has a positive impact on organizational citizenship behavior.*

H10: *Job satisfaction mediates the relationship between ethical leadership and OCB.*

RESEARCH MODEL



RESEARCH METHODOLOGY

This study is designed to explore motivational, transformational, and ethical leadership and its influence on organizational citizenship behavior. The positivist research philosophy will be followed in this study. Positivism is a philosophical approach that focuses on the observable world and the scientific method. According to positivism, all knowledge comes from observation of reality. Researchers must be cautious about theorizing about things they cannot observe directly. Positivists also believe in the principle of verifiability, which means that a theory must be able to be tested and proven (Niglas, 2010; Saunders, et al., 2015).

The research design for this study is cross-sectional research. A cross-sectional research design is used when researchers want to gain information about a population at one point in time. In a cross-sectional research design, researchers survey a population and then compare the survey results to see how different groups of people (e.g., men and women, older versus younger adults) are behaving (Saunders, et al., 2015). A self-explanatory questionnaire was used to collect the data from the employees of the banking sector in Pakistan. The convenience random sampling technique was used for data collection. The study's sample size is 270 middle-level employees working in commercial banks in Pakistan, including UBL, MCB, and Askari bank branches located in metropolitan cities, i.e., Karachi, Hyderabad, and Sukkur.

The questionnaire was adapted from previous studies to measure the level of agreement with the statement using the Likert 5-point scale. Five items were used for measuring the scales of motivational leadership (Vidic & Burton, 2011). Whereas for measuring transformational leadership, five items were adapted from Singh and Krishnan (2007). The third independent variable used in this study is ethical leadership, which was measured through a scale adapted from Sattar et al. (2020), and five items were used to measure this scale. For measuring job satisfaction, the scale was adopted from Metlo et al. (2021) and six items were used to measure this scale. Whereas the OCB scale was adopted from Maharani et al. (2013), and six items were used for measuring this scale. See table 1 for the findings of the reliability test along with the sources from where the respective scales were adapted.

Table 1. Reliability Test

Scale	Cronbach's Alpha	No. of Items	Source
Motivational Leadership	.786	05	(Vidic & Burton, 2011)
Transformational Leadership	.764	05	(Singh & Krishnan, 2007)
Ethical Leadership	.778	05	(Sattar, et al., 2020)
Job Satisfaction	.804	06	(Metlo, et al., 2021)
Organizational Citizenship Behaviour	.733	06	(Maharani, et al., 2013)

Source: This Study

The Cronbach's alpha coefficient was used to measure the reliability of the scales. The alpha coefficient ranged from .70 to .90, indicating that all the scales were reliable and had adequate internal consistency.

RESULTS AND DISCUSSION

This study is designed to explore motivational, transformational, and ethical leadership and its influence on organizational citizenship behavior. Job satisfaction is hypothesized to mediate the relationship between motivational, transformational, and ethical leadership and organizational citizenship behavior (Wang et al., 2005). The study findings could help organizations design practices that promote an environment that supports employee citizenship. Starting with the demographics, Table 2 shows the findings of the demographics of the study.

Table 2. Demographic Frequency Analysis

Scale	Item	Frequency	Percentage
Gender	Male	181	67.0
	Female	88	32.6
	Prefer Not to say	1	.4
	Total	270	100.0
Age	18-23 Years	17	6.3
	24-30 Years	125	46.3
	31-36 Years	89	33.0
	37-43 Years	30	11.1
	44+ years	9	3.3
	Total	270	100.0
Education	Graduation	166	61.5
	Post-Graduation/ MBA	80	29.6
	PhD	20	7.4
	Prefer Not to say	4	1.5
	Total	270	100.0

Source: This Study

The study found that there was a higher percentage of male respondents than female respondents. One respondent selected "prefer not to say." The total number of respondents in the study was 270. This suggests that there may be a lack of gender diversity in the research field, which could limit its validity. It is possible that some respondents did not want to answer the question because it pertains to their personal life. Male participation is more than female because the existing employment in the banking sector in Pakistan is male-dominant.

The participants of the different age groups, including the 44 and plus age group, have the lowest frequency of participants with 9 participants. The 24-30 Years age group participants

have the highest frequency with 125 participants. The results suggest that the younger generation, in particular, the age group between 24 to 30 and then 31 to 36 were good in numbers that shows the nature of the work in the banking sector attracts mainly this particular age group.

All participants of the study are well educated, and 166 participants got the minimum education level ‘graduation,’ which is 16 years of academic education. Eighty were post-graduates, and 20 were PhDs. Only four participants marked the option of ‘prefer not to say.’ Overall, the study participants have significant academic education experience, which also indicates the enhanced significance of the empirical evidence of this study.

Table 3. Correlation Matrix

Variable	Mean	SD	ML	TL	EL	JS	OCB
ML	20.79	2.287	1				
TL	20.56	2.724	.593**	1			
EL	20.11	2.743	.402**	.406**	1		
JS	24.74	2.674	.336**	.303**	.432**	1	
OCB	23.40	3.032	.180**	.170**	.346**	.325**	1

ML = Motivational Leadership

TL = Transformational Leadership

EL = Ethical Leadership

JS = Job Satisfaction

OCB = Organizational Citizenship Behaviour

*** = Correlation is significant at 0.01 level (2-tailed)*

Source: This Study

The Pearson correlation coefficient is a measure of the strength and direction of a linear relationship between two variables. The correlation between two variables is positive if Pearson's coefficient is greater than zero and negative if Pearson's coefficient is less than zero.

The correlation between two variables can also be undefined (zero), in which case it cannot be determined whether the two variables are positively correlated. In this case, the minimum value of 0.170 is the correlation between transformational leadership and organizational citizenship behavior. The second lowest is the correlation between motivational leadership and OCB, which is 0.180. The rest of the correlation values shows a robust linear relationship between each respective path of the research model of this study. The values also support the theoretical evidence proposed in the study.

Table 4. Regression Analysis & Hypotheses Testing

H	Hypotheses Path	Adjusted R Square	Beta / Coefficient	T Test	P Value/Sig	Acceptance/Rejection of Hypotheses
H1	ML → JS	.222	.256	3.267	.001	Accepted
H2	TL → JS	.222	.373	5.953	.000	Accepted
H3	EL → JS	.222	.340	5.606	.000	Accepted
H4	ML → OCB	.245	.321	5.126	.000	Accepted
H5	TL → OCB	.245	.418	6.280	.000	Accepted
H6	EL → OCB	.245	.250	3.745	.000	Accepted
H7	JS → OCB	.026	.415	6.160	.000	Accepted

ML = Motivational Leadership

TL = Transformational Leadership

EL = Ethical Leadership

JS = Job Satisfaction

OCB = Organizational Citizenship Behaviour

Source: This Study

The findings suggest a significant relationship between motivational leadership and job satisfaction. The beta coefficient value is 0.256, indicating a strong correlation between the two variables. Furthermore, the adjusted R square value is 0.222, which suggests that the explanatory power of motivational leadership is relatively strong. This indicates a good correlation between motivational leadership and job satisfaction. Overall, this means that motivating employees can have a positive impact on their job satisfaction.

The findings of the second path of the model, i.e., transformational leadership and job satisfaction relationship, indicate a positive and significant relationship between the two variables. The beta coefficient value confirms this, showing a strong correlation between the two variables. This means that when one increases, the other tends to increase by 37.3%. The adjusted R square value shows that this relationship is not just statistically significant but also practical and meaningful. This suggests that implementing transformational leadership can increase job satisfaction among employees, as it creates a sense of trust and collaboration. Overall, these findings suggest that transformational leadership is an effective way to improve employee morale and satisfaction.

The path of ethical leadership and job satisfaction also has got positive relationship because the coefficient value is .340 and the value of the t-test is 5.606 at alpha is equal to .000. which suggests accepting the third hypothesis of the study. At the same time, (ML → OCB) path shows a strong and positive impact of motivational leadership on organizational citizenship behavior at the workplace. The fifth hypothesis of the study is also accepted (TL → OCB) as

the values indicate the coefficient of .418, the most robust value in the model of this study. Similarly, the paths of $EL \rightarrow OCB$ and $JS \rightarrow OCB$ also show positive and strong readings to accept the sixth and seventh hypotheses of the study.

The above findings are in line with the findings of the previous studies, which indicated that there is a positive impact of the leadership styles, i.e., motivational, transformational, and ethical leadership, on job satisfaction and organizational citizenship behavior. Along with that, the impact of job satisfaction on OCB has also been studied to have a significant and positive impact in the previously identified research studies i.e.

Table 5. Mediation Model

H	Hypotheses Path	Unmediated (Direct Impact)	Mediated (Direct Effect)	Indirect Effect	Result
H8	$ML \rightarrow JS \rightarrow OCB$.321**	.2503**	.2705**	Mediation Exist
H9	$TL \rightarrow JS \rightarrow OCB$.418**	.3210**	.3328**	Mediation Exist
H10	$EL \rightarrow JS \rightarrow OCB$.250**	.1877**	.1912**	Partial Mediation Exist

***. Correlation is significant at the 0.01 level (2-tailed).*

The path ($ML \rightarrow JS \rightarrow OCB$) motivational leadership, job satisfaction, and organizational citizenship behavior shows that, when mediated through the indirect effect, it has a significant impact on those outcomes. The results suggest that job satisfaction mediates the relationship between motivational leadership and organizational citizenship behavior because the values of the mediated direct and indirect effect dilute the unmediated direct impact in the model. Similar behavior can be observed in the path of the ($TL \rightarrow JS \rightarrow OCB$), i.e., transformational leadership, job satisfaction, and organizational citizenship behavior. In contrast, the 10th hypothesis of the study shows partial mediation in the path of the ($EL \rightarrow JS \rightarrow OCB$), i.e., ethical leadership, job satisfaction, and organizational citizenship behavior. That is because the values of the mediated direct and indirect effect dilute partially to the unmediated direct impact in the path. This indicates evidence of the partial mediation in the path and indicates to accept the 10th and last hypothesis of the study.

CONCLUSION & FUTURE IMPLICATIONS

This study investigated motivational, transformational, and ethical leadership and its influence on organizational citizenship behavior. The mediation in the model was tested by job satisfaction. The data was collected from the banking sector of Pakistan, and the appropriate tests were applied to the data using the statistical software SPSS.

The study found that leaders with high levels of job satisfaction were more likely to promote positive organizational citizenship behaviors such as volunteerism, community involvement and pro-social behavior. These findings suggest that leaders concerned about creating an environment where employees feel appreciated and motivated to contribute their best efforts will be most successful in promoting positive organizational citizenship behaviors (Sattar et al., 2020; Phulpoto et al., 2021).

Additionally, the study suggests that leaders should focus on creating an environment where employees are satisfied with their jobs to ensure they are more likely to engage in pro-social behavior. Overall, the findings of this study provide valuable insights into how motivational, transformational, and ethical leadership can influence organizational citizenship behavior and suggest ways in which leaders can create a productive and supportive work environment for their employees (Ilies et al., 2006).

Consequently, leaders can use these findings to develop strategies that support the development of high-performing teams. Specifically, leaders should focus on creating a culture of appreciation and motivation, fostering employee satisfaction, and promoting pro-social behaviors. By doing so, leaders can ensure their team members are engaged in their work and able to contribute their best efforts (Mukhtar et al., 2022). Ultimately, these strategies will lead to increased productivity and performance in the banking sector of Pakistan.

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