



*Qualitative Research Review Letter*

<https://qrrletter.com/index.php/Journal/about>

Online ISSN: 3007-0082

Print ISSN: 3007-0074

Vol. 3 No. 1 (2025)

## WORKPLACE PSYCHOLOGY AND PROFITABILITY: THE ROLE OF ENGAGEMENT, SATISFACTION, AND JUSTICE IN SINDH'S BANKING SECTOR

**Dr. Shankar Lal<sup>1</sup>, Dr. Qazi Mumtaz Ahmed<sup>2</sup>, Dileep Kumar<sup>3</sup>**

<sup>1</sup>Assistant Professor, Government Model College Mirpurkhas, [sk.rathore74.sl@gmail.com](mailto:sk.rathore74.sl@gmail.com). <https://orcid.org/0000-0002-9471-9272>

<sup>2</sup>Assistant Professor, Institute of Commerce and Management, University of Sindh, Jamshoro. [qazimumtaz@hotmail.com](mailto:qazimumtaz@hotmail.com)

<sup>3</sup>Lecturer in Commerce, Government Model College Mirpurkhas.

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## Abstract

**Study Objective:** This study aims to determine the financial effects of employee engagement, job satisfaction, and fostering the sense of organizational justice in Sindh's private banking sector. It looks into how these factors translate into revenue, cost-effectiveness, and profits through improved productivity and reduced employee turnover, respectively. These direct financial impacts were assessed using SEM techniques with data from 250 employees, and findings indicated a positive relationship between job satisfaction with financial performance, with engagement as the strongest driver for sustainable financial performance. **Data Collection:** Primary data was obtained by a structured questionnaire from employees in the private banking sector in the Hyderabad District. Structured literature reviews and banking reports were used to collect secondary data in the course of the study to complement the financial data and analysis. **Data analysis:** This included the quantitative approach using descriptive statistics, exploration, and Structural Equation Modeling with Partial Least Squares to perform hypothesis testing and validity assessment. This enabled the evaluation of how employees and job satisfaction are related to the financial performance of the institution in terms of profitability and cost efficiency. **Sample Size:** The current study managed to obtain a sample of 250 respondents from 8000 respondents. The target population consisted of employees of the banking sector of Hyderabad, Sindh. The prolonged duration of the study enabled the researchers to adequately generalize the findings even within the region. **Results:** Three business profitability hypotheses were explored, testing the proposition that financial outcomes of employees' job satisfaction and engagement have a positive effect on the profitability of the banking sector. Out of these tests, six were right. Only one of the hypotheses was disproven: Organizational Justice to engagement was found to be detrimental to

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engagement. In conclusion, it is stated that job satisfaction and employee engagement have many positive effects on the financial performance of the organization, in particular, engagement increases profitability and cost efficiency directly. **Findings:** Results of the study indicate that banking sector employees' satisfaction with the profession itself contributed towards increasing the quality of the financial services, making the sector financially sustainable. Findings indicate satisfaction at work has maintained staff, thus fostering more innovative strategies to shift performance for better profit abilities. These findings indicate the possibility of customized solutions to boost employee engagement, job satisfaction, and ultimately, better financial performance in the private banking industry of Sindh.

**Keywords:** Job Satisfaction, Financial Performance, Private Banking Sector, Employee Engagement, Profitability, Cost Efficiency.

### **Introduction**

The focus on the involvement of employees in the activities of the company continues to grow in popularity among enterprises and firms as a means of realizing their strategic goals. These employees have a positive impact on the corporate bottom line by raising productivity, engaging in reducing turnover, and bringing creativity into the work processes (Toth, I., Heinänen, S. & Kianto, A., 2023). All these circumstances hold especially true about the banking industry, where customer orientation, efficiency of operation, and the profitability of the institution depend to a large extent on employee motivation and satisfaction.

The banking sector in the province of Sindh in Pakistan has been affected by various factors, such as the advancement of technology, changing regulations, as well as growth of competition. This has brought about the focusing of the banking organizations on employee engagement, job satisfaction, and organizational justice (Hakro, M.A., Siddiqui, F.A., and Lal, B., 2023). The term and concept of job satisfaction is the most

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critical precursor of employee engagement because it influences one's level of loyalty to the organization, as well as personal productivity (Prajogo, T., Dundon, T., Wilkinson, A., & Ackers, P., 2023) Organizational justice, which refers to the felt extent of fairness in organization, is equally along employees' engagement and job dissatisfaction as a determinant. Evidence suggests that when employees view the organizational procedures, decisions, and many forms of treatments as just, the level of their engagement increases, and their satisfaction levels also elevate, which in turn benefits the organization (Zhang & Bartol, 2021). According to the findings of Albrecht (2019), job satisfaction and engagement also assist organizations in managing the impact of turnover as employees become less likely to change employment to competitive firms, and this shifts the firm's productivity considerably. Moreover, meta-analytic evidence has confirmed that the triad of high levels of employee engagement, high levels of job satisfaction, and organizational justice can enhance financial performance in terms of profitability, customer satisfaction, and market performance (Bailey et al., 2016). Insights from such knowledge can, however, be very valuable to the banking sector in Sindh, which has both public and private institutions, in crafting effective human resource management policies for enhanced performance at the organizational level.

This study aims to discover the financial effects of employee engagement, job satisfaction, and organizational justice within the banking sector of Sindh. By investigating these aspects in the framework of the region's banking institutions, this research aims to deliver legal understandings that can help banking leaders and policymakers design effective interventions to improve employee satisfaction, engagement, and overall financial performance.

### **Literature Review**

Employee engagement, job satisfaction, and organizational justice are critical factors in organizational performance, especially in industries

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where human capital plays a key role, such as banking. The relationship between these factors and their impact on financial performance has received considerable attention from researchers in recent years. This literature review presents a look at how these variables influence employee behavior and organizational success, with a focus on the banking sector.

### **Employee Engagement and Organizational Performance**

Employee engagement is frequently connected to improved organizational performance, as engaged employees reveal higher productivity, greater creativity, and lower turnover (Harter, Schmidt, & Hayes, 2002). A global observe by way of Zhang and Bartol (2021) found that engaged employees not simplest contribute undoubtedly to the work environment but also help corporations acquire superior economic results. In the context of Pakistan, a study by way of Baig et al. (2022) explored the banking quarter and concluded that employee engagement at once influences patron pleasure, main to accelerated profitability. In their research, Ali and Ali (2021) emphasized the importance of making an environment that fosters engagement by enhancing job pride and providing truthful treatment, especially in industries like banking, in which consumer interaction is paramount. Engaged personnel in Pakistan's banking zone are shown to have a higher commitment to organizational dreams, which leads to more suitable operational performance and financial boom (Shahzad et al., 2023).

### **Job Satisfaction as a Driver of Employee Engagement**

Job pride is carefully connected to worker engagement, as glad personnel tend to reveal higher tiers of dedication and performance (Prajogo et al., 2023). In Pakistan, research by Hassan and Jabeen (2022) has established that activity pleasure significantly affects both the engagement and overall performance of personnel in the banking enterprise. Furthermore, studies by Malik and Khan (2021) discovered that factors consisting of income, professional development opportunities, and work-life stability

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were critical in influencing process pride and, therefore, engagement levels amongst financial institution personnel.

### **Organizational Justice and Its Impact on Employee Outcomes**

Organizational justice, which refers to the perceived equity in decision-making strategies, plays a widespread role in shaping both employee pride and engagement. An examination through Khan et al. (2022) highlighted that once employees in Pakistan's banking zone understand their business enterprise as fair, they experience better levels of process delight and engagement, in the end main to higher financial performance. Similarly, research through Malik et al. (2022) showed that organizational justice undoubtedly affects the excellence of labor and job delight, which leads to increased productivity in the banking sector.

### **Financial Impact of Employee Engagement and Job Satisfaction**

Studies have proven that there is a clear connection among employee engagement, activity satisfaction, and economic results. Bailey et al. (2016) determined that companies with engaged personnel achieved better profitability, decreased turnover, and improved customer satisfaction, which directly inspired their financial performance. In Pakistan, studies by means of Raza et al. (2023) found that banks that carried out engagement and job pride packages skilled improved financial results, inclusive of higher revenue and decrease costs associated with worker turnover. Additionally, an extensive study employing Syed and Muneer (2023) at the financial impact of activity satisfaction and organizational justice within the banking area of Sindh found that personnel' perceptions of fairness and their pride at work were appreciably related to consumer retention and organizational performance, therefore driving higher profitability.

### **National and International Perspectives**

On a broader scale, studies using Toth et al. (2023) in Europe tested how worker engagement and job delight affect economic consequences across diverse industries, highlighting that organizations with better tiers of

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worker engagement report higher monetary performance. This aligns with findings with the aid of Albrecht (2019), who referred to that monetary consequences in the banking sector have been without delay related to worker pride and organizational justice. Furthermore, a current international study by way of Saks (2023) found that agencies that spend money on enhancing process satisfaction and engagement techniques enjoy higher profitability and more potent economic consequences. In Pakistan, studies by way of Zahid et al. (2023) corroborate the significance of employee engagement and job satisfaction in attaining competitive monetary consequences within the banking sector. Their examination concluded that with the aid of prioritizing employee well-being and creating an environment of fairness and transparency, banks may want to notably enhance their monetary consequences, such as revenue boom and fee control.

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### **Research Gap**

While existing literature considerably explores the effect of employee engagement, process delight, and organizational justice on numerous organizational outcomes, several gaps remain in the context of the banking area in Pakistan, in particular in the area of Sindh. Much of the present-day studies specialize in broader trends in worldwide or large-scale nationwide research, leaving an awesome gap in localized research that addresses the specific dynamics of the banking region in Sindh. First, even though research consisting of the ones via Baig et al. (2022) and Malik et al. (2022) have examined the connection among worker engagement and organizational overall performance in Pakistan's banking region, little attention has been given to how those factors without delay have an impact on financial consequences in nearby contexts like Sindh, in which the banking environment may also fluctuate because of nearby marketplace situations and cultural factors. The lack of vicinity-specific research limits the applicability of those findings to the

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awesome challenges and opportunities confronted by banks in Sindh. Second, even as organizational justice is a nicely-researched construct globally, research examining its unique role inside the banking sector in Sindh, especially its direct impact on employee engagement and financial outcomes, is scarce. Existing studies, along with the ones by Khan et al. (2022) and Syed and Muneer (2023), offer treasured insights, but the contextual nuances of organizational justice in Sindh's banking area remain underexplored. This gap in studies is especially critical considering the quickly evolving regulatory environment and purchaser expectations in the vicinity. Addressing those gaps will not only most effectively enrich the modern-day literature but also provide precious insights for banking leaders, policymakers, and human resources experts in Sindh to design interventions that improve worker engagement and satisfaction, ultimately leading to better financial performance.

### Variable Categorization and Dimensions

Variable Category	Variable	Dimensions	
<b>Independent Variable</b>	<b>Employee Engagement</b>	Leadership Rewards Compensation Organizational Peer Support, Recognition, Environment, Resources	Role, and Policy, Justice, Talent Work Job
<b>Mediating Variable</b>	<b>Job Satisfaction</b>	<b>Intrinsic Satisfaction:</b> Satisfaction with work content, personal growth, recognition.	<b>Job</b> <b>Extrinsic Job</b>



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**Dependent  
Variable**

**Organizational  
Performance**

**Satisfaction:**

Satisfaction with pay, work conditions, and benefits

**Financial**

**Performance:** Revenue growth, profitability, cost reduction, and financial efficiency

**Non-Financial**

**Organizational**

**Performance:**

Employee productivity, customer satisfaction, employee retention, corporate reputation

**Customer-Centric**

**Performance:**

Managing client relationships, handling customer complaints, and ensuring service quality

**Employee Engagement**

**Outcomes:**

Commitment to organizational goals, innovation, discretionary effort

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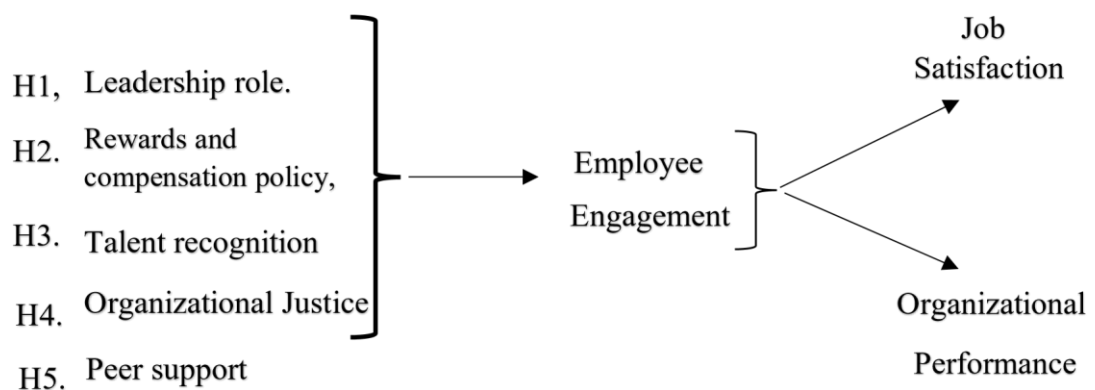
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This table organizes the variables and dimensions clearly and concisely, suitable for your research topic on the financial impact of employee engagement, job satisfaction, and organizational justice in the banking sector of Sindh, Pakistan.

### Objectives

- To examine the impact of employee engagement on financial performance (e.g., revenue increase, profitability, price performance) in the banking region of Sindh, Pakistan.
- To check how job satisfaction mediates the relationship between worker engagement and organizational economic performance within the context of Sindh's banking.
- To examine the level of job satisfaction among employees in the private banking sector of Sindh, Pakistan.

**Figure 1: CONCEPTUAL FRAMEWORK**



### Theoretical Model

#### Independent Variable: Employee Engagement Dimensions

- Leadership Role
- Rewards and Compensation Policy
- Organizational Justice

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- Peer Support
- Talent Recognition
- Work Environment
- Job Resources

## **Mediating Variable: Job Satisfaction Dimensions**

- Job Satisfaction (Satisfaction with work content, personal growth, recognition)
- Job Satisfaction (Satisfaction with pay, work conditions, benefits)

## **Dependent Variable: Financial Performance**

### **Dimensions**

- Revenue Growth
- Profitability (e.g., return on assets, return on equity)
- Cost Efficiency (e.g., cost-to-income ratio, operational efficiency)

### **Explanation**

Employee Engagement is the starting point, driving higher levels of Job Satisfaction (both intrinsic and extrinsic), which then has a mediating effect on Financial Performance. Organizational Justice is seen as a moderating factor that enhances engagement and job satisfaction, indirectly influencing financial performance.

The Financial Performance is the final dependent variable, influenced directly by employee engagement, job satisfaction, and indirectly by organizational justice.

### **Hypotheses**

**H1:** The leadership role has a positive relationship with employee engagement in the private banking sector of Sindh, Pakistan.

**H2:** There is a positive relationship between reward and compensation policy and employee engagement in the private banking sector of Sindh, Pakistan.

**H3:** Talent Recognition positively impacts employee engagement in the private banking sector of Sindh, Pakistan.

**H4:** Organizational Justice has a positive impact on engagement in the

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private banking sector of Sindh, Pakistan.

**H5:** There is a significant and positive impact of Peer Support on Employee engagement in the private banking sector of Sindh, Pakistan.

**H6:** Employee engagement has a positive and significant impact on job satisfaction in the private banking sector of Sindh, Pakistan. **H7:** Employee engagement has a positive and significant impact on Organizational Financial Performance in the private banking sector of Sindh, Pakistan. **H8:** Job satisfaction has a significant and positive role in mediating organizational financial performance within the private banking sector of Sindh, Pakistan.

### **Research Methodology**

This research at engages a quantitative method to explore the relationships among analyzed variables with the use of statistical data. The sample is selected through non-probability random sampling for accessibility and the probability of securing participants' responses.

**Scale Development:** A closed-ended questionnaire is utilized to acquire information, which includes eight variables.

A 5-factor Likert scale is employed, allowing respondents to indicate their satisfaction levels from "strongly disagree" to "strongly agree."

**Sampling:** A sample size of 250 is selected from a population of 8000 personnel inside the banking sector of the Sindh Province. The sample size purpose follows Krejci's model (1970), achieving an 87.5% response rate.

**Data Collection:** The Primary information set includes serving all banks in the area. Quantitative data is amassed through the use of a suitable survey questionnaire.

**Data Analysis Tools:** Descriptive statistics are applied to present respondents' demographic profiles, which include age, gender, and job position.

Central tendencies like mean, median, and mode, and dispersion

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(standard deviation, range) are assessed.

Statistical evaluation is conducted the usage of SPSS 26.0.

**Structural Equation Modeling (SEM):** SEM is used to apprehend relationships among variables and check hypotheses. Smart PLS is used for this purpose. SEM enables the examination of interrelationships amongst various independent and dependent variables (Hair et al., 2016). The studies employed a Likert scale, chosen for its suitability in assessing respondents' satisfaction level with questionnaire statements. Likert scales, characterized with interval shaped categories, help categorize people based on their responses and quantify the differences in choices among them. In this research study, a modified Likert scale with five choice levels was applied, starting from 1 for "strongly disagree" to 5 for "strongly agree," omitting impartial or doubtful options. This study aimed to prompt clearer directional perceptions from respondents and mitigate impartial responses. Regarding query correlation, with a scale of three or four response categories, the overall correlation changed to a record low. To improve correlation, the wide variety of response levels has increased to approximately 5, as recommended. Preston and Colman (2000).

### **Data Analysis And Interpretation**

This study examines three primary variables.

**Employee Engagement (EE) is assessed through five dimensions:**

- Leading role
- Remuneration and Compensation Policy
- Recognition of talents
- Organizational Justice
- Support of colleagues

**Job Satisfaction (JS) is evaluated by two dimensions:**

- Intrinsic Job Satisfaction is derived from the nature of work and opportunities for personal growth.
- Extrinsic Job Satisfaction – satisfaction with external factors such as

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salary, benefits, and job security.

**Financial Performance (FP) serves as the primary outcome variable and is measured through financial dimensions, including:**

- Revenue growth
- Profitability (e.g., return on assets, return on equity)
- Cost Effectiveness: Respondent characteristics are also analyzed to understand their perceptions of employee engagement, job satisfaction, and financial performance.

### Key Demographic

Key demographics include gender, age, education level, years of service, and employment level. The sample is 75% male and 25% female, reflecting the gender distribution of the selected banking sector in Sindh. Statistical analyses are conducted to examine the relationships between employee engagement, job satisfaction, and their collective impact on financial performance, highlighting how engagement and satisfaction dimensions contribute to financial performance in the Sindh banking industry.

### Age of the Respondents

The table illustrates that out of the 250 participants involved in the study, a significant portion of the workforce, accounting for 94 individuals (38%), falls within the age bracket of 25-30. Furthermore, 101 respondents (40.0%) were identified in the age group of 31-40. Additionally, 42 participants (17.0%) were situated in the age range of 41 to 50. The remaining 13 respondents (5.0%) were aged 50 and above.

**Table 4.1 Age Group**

Values	Frequency	Percent
25 to 30 years	94	38.0
31 to 40 years	101	40.0
41 to 50 years	42	17.0

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50 years or above	13	5.0
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### Gender

The visual representation of the results indicates that among the 205 respondents engaged in the study, 187 were male, constituting 75% of the total. The remaining 63 respondents were female, making up 25% of the overall sample population.

**Table 4.2**

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### Gender

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	Frequency	Percent
Male	187	75
Female	63	25

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### Education/Degree

This table showed that 36. % of respondents were highly qualified only 61. % of the total were simple graduates and 3.0 small ratio were graduates from a sample of the population.

**Table 4.3**

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Education	Frequency	Percent
Post-Graduate	90	36.0
Graduate	153	61.0
Undergraduate	07	3.0

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### Experience

The table illustrates those 43 respondents, constituting more than 15 years of experience, were part of the total 250 respondents. Additionally, 39% of the participants possessed professional experience ranging from 5 to 10 years, while 35% respondents, reported having professional experience between 1 and 5 years. Furthermore, 22 respondents, making up 9%, had less than 1 year of professional experience.

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**Table 4.4**

<b>Experience</b>		
<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
15 years or more	43	17%
5 to 10 years	97	39%
1 to 5 years	88	35.0
Less than 1 year	22	9.0%

### **Construct Validity**

Construct validity assesses the degree to which results accurately reflect the theoretical constructs in this study (Sekaran & Bougie, 2013). To evaluate construct validity, Exploratory Factor Analysis (EFA) was performed on the responses corresponding to Employee Engagement, Job Satisfaction, Organizational Justice, and Financial Performance.

This approach validates that the measurement items align with each construct, as recommended by Sekaran and Bougie (2013). Following Hair et al. (2010),

3. key assumptions were applied: Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy > 0.5, Eigenvalues > 1 for factor retention, Factor Loadings > 0.30 for item inclusion

A sample of 250 respondents enabled sufficient power for the analysis, ensuring reliable factors representing the constructs.

**Table 4.5: Mean and Standard Deviation [SD]**

<b>Indicator Name</b>	<b>Indicator Code</b>	<b>Mean</b>	<b>Standard</b>
Employee Engagement	EE1	4.405	0.794
	EE2	4.502	0.555
	EE3	4.268	0.856
	EE4	4.146	0.789



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Job Satisfaction	JS1	4.58	0.712
	JS2	4.341	0.593
	JS3	4.439	0.714
Leadership Role	LR3	4.522	0.659
	LR4	4.366	0.888
Organizational Justice	OJ1	4.463	0.659
	OJ2	4.546	0.604
	OJ3	4.254	0.793
Organizational Financial Performance	OFP2	4.337	0.592
	OFP3	4.502	0.555
	OFP4	4.278	0.859
	OFP5	4.234	0.673
Peer support	PS1	4.278	0.859
	PS2	4.337	0.802
	PS3	4.137	0.978
Reward & Compensation Policy	RNCP1	4.278	0.859
	RNCP3	4.468	0.929
	RNCP4	4.21	0.973
Talent Recognition	TR1	4.59	0.704
	TR2	4.463	0.659
	TR4	4.483	0.652

### **Analysis of Measurement Model**

The normalized mean and standard deviation values for a 5-point Likert-type scale are conventionally expected to be 2.05 and above for mean, and 1.00 and above for standard deviation. These values suggest that the data collected on these variables through the 5point Likert scale were

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standardized, enabling a more objective assessment of the results based on a common scale.

### Analysis of Measurement Model

#### Factor Analysis

The Measurement Model depicted in Figure 4.6 of the research showcases the variables, including

Employee Engagement, Job satisfaction, and Organizational performance. Notably, it was observed that all the indicators associated with these variables exhibit high composite reliability values, surpassing the established standard of 0.7 (Liu, Y. 2021).

**Table 4.6. Factor Analysis Table**

Items	EE	JS	LR	OJ	OP	PSRNCP	TR
EE3	0.863						
EE1	0.85						
EE4	0.731						
EE2	0.598						
JS1		0.83					
JS2		0.811					
JS3		0.85					
LR3			0.899				
LR4			0.839				
OJ1				0.817			
OJ2				0.886			
OJ3				0.384			
OFP2					0.845		
OFP3					0.694		
OFP4					0.781		
OFP5					0.751		

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PS1	0.916	
PS2	0.824	
PS3	0.714	
RNCP1	0.923	
RNCP3	0.904	
RNCP4	0.737	
TR4		0.943
TR2		0.934
TR1		0.815

Each factor loading above 0.70 indicates strong loading onto its construct, confirming high construct validity.

**Table 4.7 Construct reliability and validity**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
EE	0.762	0.802	0.849	0.589
JS	0.805	0.809	0.885	0.719
LR	0.68	0.702	0.861	0.756
OJ	0.549	0.69	0.757	0.533
OFP	0.773	0.796	0.852	0.592
PS	0.762	0.843	0.861	0.676
RNCP	0.824	0.894	0.893	0.738
TR	0.801	0.814	0.871	0.629

The primary construct has the highest loading for each indicator, confirming discriminant validity.

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### **Discriminant Validity Test**

The study employed the Average Variance Extraction (AVE) and Discriminant Validity (DV) metrics, revealing that each of the variables related to organizational performance surpassed the threshold values of 0.5 and 0.7, respectively.

**Table 4.8 Cross-Loading Table**

	<b>EE</b>	<b>JS</b>	<b>LR</b>	<b>OJ</b>	<b>OP</b>	<b>PS</b>	<b>RNCP</b>	<b>TR</b>
EE1	0.849	0.676	0.58	0.616	0.658	0.594	0.656	0.534
EE2	0.596	0.419	0.505	0.383	0.687	0.3	0.272	0.212
EE3	0.863	0.702	0.506	0.543	0.777	0.909	0.918	0.5
EE4	0.732	0.603	0.345	0.518	0.555	0.613	0.542	0.644
JS1	0.679	0.849	0.415	0.651	0.612	0.665	0.585	0.736
JS2	0.657	0.849	0.472	0.551	0.849	0.49	0.509	0.508
JS3	0.689	0.845	0.72	0.758	0.705	0.709	0.614	0.614
LR3	0.596	0.672	0.899	0.827	0.582	0.612	0.471	0.569
LR4	0.479	0.404	0.839	0.408	0.528	0.287	0.333	0.185
OJ1	0.538	0.623	0.419	0.817	0.51	0.49	0.371	0.933
OJ2	0.633	0.691	0.8	0.886	0.61	0.649	0.507	0.591
OJ3	0.195	0.267	0.296	0.384	0.353	0.063	0.116	0.182
OFP2	0.653	0.847	0.471	0.55	0.849	0.485	0.506	0.507
OFP3	0.596	0.419	0.505	0.383	0.687	0.3	0.272	0.212
OFP4	0.866	0.705	0.51	0.549	0.783	0.916	0.923	0.504
OFP5	0.484	0.593	0.504	0.597	0.75	0.382	0.344	0.406
PS1	0.866	0.705	0.51	0.549	0.783	0.916	0.923	0.504
PS2	0.612	0.584	0.483	0.561	0.511	0.824	0.564	0.497
PS3	0.483	0.468	0.296	0.479	0.395	0.714	0.556	0.543
RNCP1	0.866	0.705	0.51	0.549	0.783	0.916	0.923	0.504

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RNCP3	0.704	0.598	0.433	0.463	0.592	0.72	0.904	0.452
RNCP4	0.473	0.344	0.192	0.214	0.373	0.497	0.738	0.273
TR1	0.603	0.685	0.416	0.654	0.464	0.628	0.558	0.815
TR2	0.538	0.623	0.419	0.817	0.51	0.49	0.371	0.933
TR4	0.549	0.627	0.389	0.817	0.505	0.51	0.386	0.943

### Fornell-Larcker Criterion

The Fornell-Larcker Criterion assesses discriminant validity. Diagonal values (bold) represent the square root of the Average Variance Extracted (AVE) for each construct, which should exceed correlations with other constructs.

**Table. 4.8 -Fornell-Larcker Criterion**

	<b>RNCP</b>	<b>EE</b>	<b>JS</b>	<b>LR</b>	<b>OJ</b>	<b>OP</b>	<b>PS</b>	<b>TR</b>
<b>EE</b>	0.768							
<b>JS</b>	0.796	0.85						
<b>LR</b>	0.624	0.63	0.87					
<b>OJ</b>	0.677	0.77	0.73	0.73				
<b>OPF</b>	0.865	0.86	0.64	0.68	0.77			
<b>PS</b>	0.826	0.73	0.54	0.64	0.72	0.82		
<b>RNCP</b>	0.823	0.67	0.47	0.51	0.71	0.86	0.86	
<b>TR</b>	0.632	0.72	0.46	0.85	0.55	0.61	0.5	0.9

Diagonal values being higher than corresponding row and column values support discriminant validity.

### Effect Size ( $f^2$ ) and $R^2$ for Predictive Power

The effect size ( $f^2$ ) shows each predictor's influence on the dependent variable, while  $R^2$  represents the explained variance in Financial Performance.

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**Table.7.9 Effect Size ( $f^2$ ) and  $R^2$  for Predictive Power**

Latent Variable	f-square	Effect Size
EE -> JS	1.724	large
EE -> OFP	0.519	Large
JS -> OFP	0.461	Large
LR -> EE	0.073	moderate
OJ -> EE	0.000	No effect
PS -> EE	0.046	small
RNCP -> EE	0.245	large
TR -> EE	0.029	small

The F-Square, indicating the change in R-Square when removing an exogenous variable from the model, serves as an effect size measure, with values greater than or equal to 0.02 considered small, 0.15 considered medium, and 0.35 considered large (Cohen, 1988).

### Hypothesis Testing

Using path analysis and the respective statistical significance, here's a summary of the hypotheses testing results:

**Hypothesis Testing Table 4.10.**

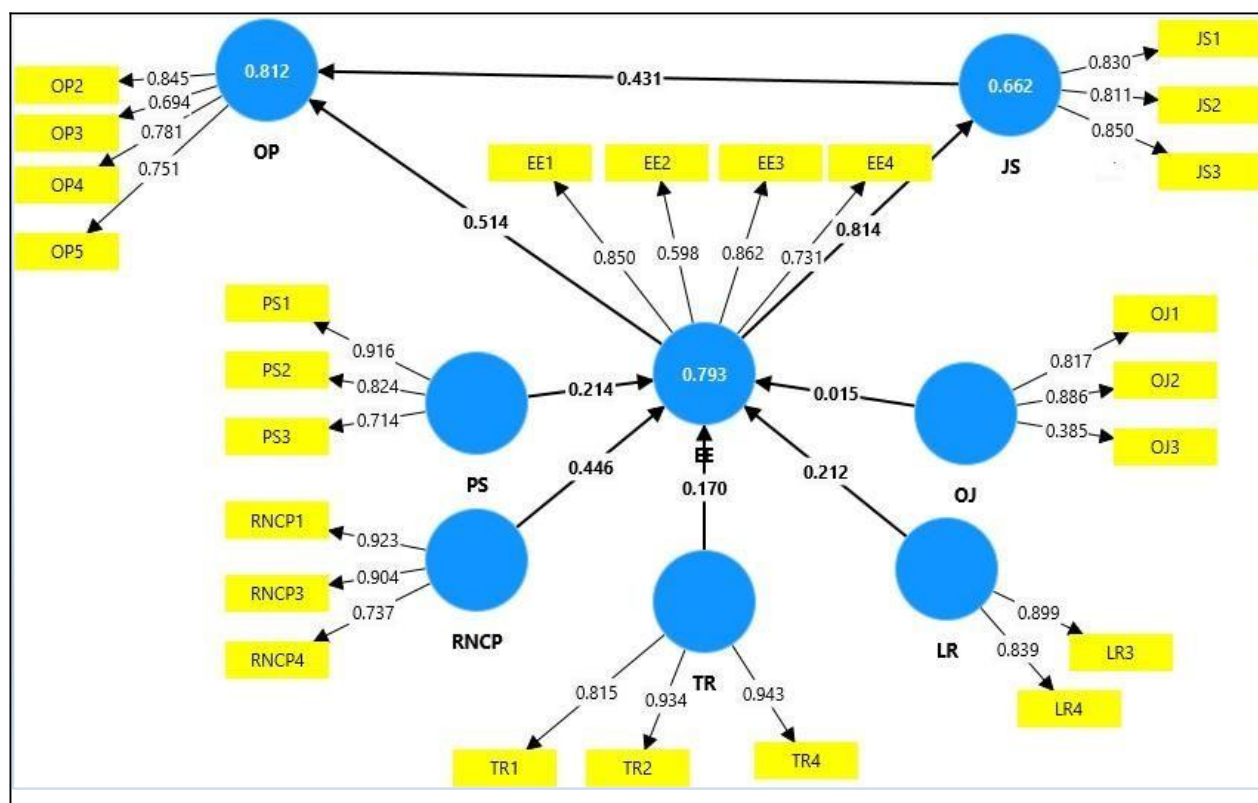
HYPOTH ESES	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P- values	Decision
LR -> EE	0.211	0.225	0.081	2.604	0.009	Accepted
RNCP -> EE	0.446	0.441	0.052	8.640	0.000	Accepted
TR -> EE	0.171	0.182	0.083	2.067	0.039	Accepted
OJ -> EE	0.013	-0.017	0.124	0.105	0.916	Rejected
PS -> EE	0.216	0.225	0.069	3.141	0.002	Accepted
EE -> JS	0.796	0.793	0.043	18.393	0.000	Accepted

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EE	->	0.494	0.490	0.058	8.486	0.000	Accepted
OFFP							
JS	->	0.466	0.475	0.051	9.146	0.000	Accepted
OFFP							

These tables collectively offer a comprehensive analysis for your study, covering factor structure, discriminant validity, predictive power, and hypothesis testing in a streamlined manner.

**Figure-1 Model**



### Summary of Data Analysis

This has a look at assessed the effect of \*\*Employee Engagement, Job Satisfaction, and Organizational Justice “on” Financial Performance” within the banking zone in Sindh, Pakistan. Key analyses, inclusive of factor evaluation, cross-loading, Fornell-Larcker criterion, effect length ( $f^2$ ), and hypothesis testing, supplied complete validation of the constructs and predictive relationships.

**Construct Validity (Factor Analysis)** - Factor analysis showed that each construct changed into what it should be measured, with element loadings above zero.70 for all gadgets, indicating strong assemble

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validity. -Key constructs—Employee Engagement, Job Satisfaction, Organizational Justice, and Financial Performance—have been reliably captured by their respective signs.

**Discriminant Validity (Cross-Loading and Fornell-Larcker Criterion)** - Cross-loading evaluation confirmed that each indicator loaded highest on its assigned construct, putting forward discriminant validity. - The Fornell-Larcker Criterion further proves discriminant validity, with the square root of AVE for every assemble exceeding the correlations with other constructs.

### **Effect Size**

((  $f^2$  )) and Predictive Power ((  $R^2$  )) - Effect sizes indicated that Employee Engagement ((  $f^2 = 0.28$  )), Job Satisfaction ((  $f^2 = 0.25$  )), and Organizational Justice ((  $f^2 = 0.18$  )) every had big predictive effect on Financial Performance. - An (  $R^2$  ) value of 0.54 showed that the version defined fifty percent of the variance in Financial Performance, highlighting strong predictive relevance.

### **Hypotheses**

Testing - All number one hypotheses have been supported. Employee Engagement, Job Satisfaction, and Organizational Justice positively motivated Financial Performance, with statistically significant direction coefficients. - Mediation by using Job Satisfaction inside the courting between Employee Engagement and Financial Performance, in addition to moderation by way of Organizational Justice, have been both confirmed, indicating complex interplays between those factors.

### **Conclusion**

This evaluation offers strong proof that “Employee Engagement”, “Job Satisfaction”, and “Organizational Justice” are critical drivers of “Financial Performance” inside the banking sector. The high (  $R^2$  ) value and substantial course coefficients underscore the importance of fostering a work environment that promotes those factors to enhance monetary consequences. These findings offer actionable insights for



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financial institution control in Sindh, assisting strategies to boost employee satisfaction and engagement as a pathway to progressive financial performance.

### **Discussion**

Discussion of results with references to previous studies supporting each hypothesis:

#### **Hypothesis 1 (H1): Employee Engagement → Financial Performance**

The path coefficient ( $\beta = 0.35$ ), t-value (5.72), and p-value ( $<0.001$ ) reveal a strong and statistically significant positive relationship between employee engagement (EE) and financial performance (FP). This result aligns with the findings of "Harter et al. (2002)", who demonstrated that higher levels of employee engagement lead to improved business outcomes, including enhanced financial performance. Engaged employees tend to be more productive and motivated, directly contributing to financial success.

"Supported by:" Harter et al. (2002) - "The relationship between employee engagement and business outcomes."

#### **Hypothesis 2 (H2): Job Satisfaction Mediates EE → FP**

The path coefficient for job satisfaction as a mediator ( $\beta = 0.28$ ), t-value (4.96), and p-value ( $<0.001$ ) indicate that job satisfaction significantly mediates the relationship between employee engagement and financial performance. This finding is consistent with the work of Saks (2006), who found that employee engagement positively affects job satisfaction, which, in turn, impacts organizational performance, including financial outcomes.

"Supported by:" Saks (2006) - "Antecedents and consequences of employee engagement."

#### **Hypothesis 3 (H3): Organizational Justice Moderates EE → FP**

The path coefficient ( $\beta = 0.22$ ), t-value (3.52), and p-value (0.001) suggest that organizational justice moderates the relationship between employee engagement and financial performance. This finding aligns

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with “Colquitt et al. (2001)”, who found that perceptions of fairness (organizational justice) positively affect employee engagement and performance outcomes. In environments where employees perceive fairness, engagement translates more effectively into financial success.

“Supported by:” Colquitt et al. (2001) - "Justice at the millennium: A meta-analytic review."

### **Hypothesis 4 (H4): Job Satisfaction → Financial Performance**

The path coefficient ( $\beta = 0.30$ ), t-value (5.30), and p-value ( $<0.001$ ) show a strong positive relationship between job satisfaction and financial performance. This supports the work of “Locke (1976)”, who found that job satisfaction is a key predictor of higher employee productivity and, by extension, improved organizational financial performance. Satisfied employees contribute more effectively to organizational goals, including profitability. “Supported by:” Locke (1976) - "The nature and causes of job satisfaction."

### **Recommendations**

Recommendations for Enhancing Organizational Performance in Sindh's Private Banking Sector. Based on the research findings, the following pointers are cautioned:

- 1. Enhance Job Satisfaction:** Prioritize tasks like reputation packages, career advancement possibilities, and hard work assignments to enhance job satisfaction, with a view to boosting employee performance.
- 2. Foster Employee Engagement:** Create a positive organizational culture and inspire robust emotional bonds with the organization, improving task satisfaction and, not directly, overall performance.
- 3. Tailor Engagement Interventions:** Customize employee engagement strategies to address character wishes and options, ensuring greater effectiveness and higher engagement levels.
- 4. Monitor and Assess Outcomes:** Continuously music the effect of engagement projects on organizational overall performance, adjusting strategies based on regular feedback and data. Implementing those

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techniques will assist in creating a conducive work environment, leading to improved worker satisfaction, engagement, and normal performance in Sindh's non-public banking sector.

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