

Beyond Clarity: How Motivation Drives Performance in Pakistan's Workplaces

Munazza Naveed Khan¹, Meamoona Raziq², Dr. Saima Arzeen³

Abstract

This study examined the influence of role clarity and motivation on work performance among employees in various organizations in Pakistan. Drawing upon Self-Determination Theory (SDT) and Herzberg's Two-Factor Theory, the research investigated how clearly defined job responsibilities and motivational factors impact individual performance outcomes. A quantitative cross-sectional design was employed, with data collected from 150 employees using standardized instruments: the Role Clarity Diagnostic Tool (RCDT), the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), and the Individual Work Performance Questionnaire (IWPQ). Results revealed that motivation significantly predicted work performance ($\beta = .554, p < .001, r = .553$), explaining substantial variance in performance outcomes. However, contrary to expectations, role clarity did not demonstrate a significant relationship with work performance ($\beta = -.008, p > .05, r = .065$), suggesting that clear job responsibilities alone may be insufficient to enhance performance without motivational drivers. The correlation between role clarity and motivation was also weak and non-significant ($r = .132, p > .05$). These findings underscore the primacy of motivational factors—particularly intrinsic motivation—in driving employee productivity within the Pakistani organizational context. The study contributes to understanding how psychological needs satisfaction and motivational quality, rather than structural clarity alone, shape performance outcomes. Practical implications for human resource management and organizational development in Pakistan are discussed, emphasizing strategies to foster autonomous motivation through meaningful work, recognition, and supportive environments. Limitations include the cross-sectional design and reliance on self-report measures, suggesting directions for future longitudinal and multi-source research.

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Introduction

In today's dynamic and increasingly competitive work environments, understanding the factors that enhance employee performance has become a central concern for organizations worldwide. Employee performance serves as the cornerstone of organizational effectiveness, influencing productivity, innovation, customer satisfaction, and ultimately, competitive advantage (Venkatraman & Ramanujam, 1986). Two constructs that have received considerable attention in organizational behavior research are role clarity and motivation, both

¹ Department of Psychology, University of Peshawar, KPK, Pakistan. munazzanaveedkhan@gmail.com

² Department of Psychology, University of Peshawar, KPK, Pakistan.

³ Department of Psychology, University of Peshawar, KPK, Pakistan. saimaarzeenmehar@uop.edu.pk

of which are theorized to significantly affect how employees perceive their work and contribute to organizational success (Kahn et al., 1964; Ryan & Deci, 2000).

Role clarity refers to the extent to which employees clearly understand their job responsibilities, performance expectations, reporting relationships, and the scope of their authority (Rizzo et al., 1970). When employees have a clear understanding of their roles and how their work aligns with organizational goals, they experience less ambiguity and stress, leading to increased job satisfaction and commitment (Kahn et al., 1964). Clear role definitions help reduce confusion and inefficiency, allowing employees to focus on tasks most relevant to their positions (Hackman & Oldham, 1976). Conversely, role ambiguity—the lack of clarity about workplace responsibilities—has been identified as a major source of workplace stress that can negatively affect both employees and employers (Jackson & Schuler, 1985).

Motivation, encompassing both intrinsic and extrinsic drivers, represents the psychological force that initiates, guides, and sustains goal-directed behavior (Ryan & Deci, 2000). Intrinsic motivation arises from internal satisfaction, personal growth, and a sense of accomplishment, while extrinsic motivation is influenced by external rewards such as salary, bonuses, and promotions (Deci & Ryan, 1985). Motivated employees tend to be more engaged, productive, and aligned with organizational mission, contributing to improved performance and reduced turnover (Macey & Schneider, 2008). The relationship between role clarity, motivation, and work performance is particularly relevant in developing country contexts such as Pakistan, where organizations face unique challenges related to bureaucratic structures, hierarchical systems, and cultural dynamics that may influence how these constructs interact (Raza et al., 2023; Soomro et al., 2019). Pakistani organizations often operate within collectivist cultural frameworks where work relationships are characterized by relational values, appreciation of authority, and emotional intimacy (Hofstede, 2001). Understanding how role clarity and motivation function within this cultural context is essential for developing effective human resource strategies (Zaheer et al., 2024).

Despite the theoretical importance of role clarity and motivation, empirical research examining their combined influence on work performance in Pakistan remains limited. While studies conducted in other contexts have demonstrated positive relationships between these constructs (Jackson & Schuler, 1985; Tubre & Collins, 2000), cultural and organizational differences may moderate these effects. Recent meta-analyses have shown that role ambiguity has a negative relationship with job performance ($\rho = -.21$), with moderating influences due to job type and rating source (Tubre & Collins, 2000), suggesting that the role clarity-performance relationship may not be universally consistent. This study addresses this gap by examining the influence of role clarity and motivation on work performance among employees in Pakistani organizations. Grounded in Self-Determination Theory (Deci & Ryan, 1985) and Herzberg's Two-Factor Theory (Herzberg et al., 1959), the research aims to provide insights that can inform organizational practices in Pakistan and similar cultural contexts. By identifying whether role clarity and motivation independently predict work performance, and examining the nature of their interrelationship, this study contributes to both theoretical understanding and practical application in organizational behavior.

Theoretical Frameworks

1. **Self-Determination Theory** Self-Determination Theory (SDT), developed by Edward L. Deci and Richard M. Ryan in the 1980s, provides a comprehensive

framework for understanding human motivation and its effects on behavior and well-being (Deci & Ryan, 1985; Ryan & Deci, 2000). SDT posits that individuals have three innate psychological needs—autonomy, competence, and relatedness—whose satisfaction is essential for optimal functioning and intrinsic motivation (Ryan & Deci, 2000). When these needs are met in the workplace, employees experience higher quality motivation, engagement, and performance (Gagné & Deci, 2005). According to SDT, motivation exists on a continuum ranging from amotivation (lack of motivation) to extrinsic motivation (driven by external factors) to intrinsic motivation (driven by internal satisfaction). Autonomous forms of motivation—where individuals engage in activities because they find them inherently interesting or personally meaningful—are associated with better performance outcomes than controlled forms of motivation, which are driven by external pressures or rewards (Deci & Ryan, 2000). Recent meta-analyses have confirmed that performance outcomes are strongly linked to upstream conditions that support psychological need satisfaction, including clarity, autonomy, and supportive relationships (Van den Broeck et al., 2016). In the Pakistani organizational context, SDT offers valuable insights for understanding employee motivation. Traditional hierarchical structures may limit autonomy, while collectivist cultural values may influence how relatedness needs are satisfied (Hofstede, 2001). Organizations that design work environments supporting psychological need satisfaction are likely to see enhanced employee motivation and performance (Gagné & Deci, 2005).

2. **Herzberg's Two-Factor Theory** Herzberg's Two-Factor Theory, introduced in 1959, distinguishes between hygiene factors and motivators in the workplace (Herzberg et al., 1959). Hygiene factors—including job security, salary, working conditions, and organizational policies—are necessary to prevent dissatisfaction but do not necessarily motivate employees. Motivators—including recognition, achievement, growth opportunities, and meaningful work—are intrinsic to the job and contribute to satisfaction and motivation (Herzberg et al., 1959). This theoretical distinction is particularly relevant for understanding the role of clarity and motivation in work performance. Role clarity may function primarily as a hygiene factor—essential for preventing confusion and dissatisfaction but insufficient to drive performance on its own (Herzberg et al., 1959). Without hygiene factors, employees may be dissatisfied and demotivated, but the presence of hygiene factors does not guarantee high performance. In contrast, motivators such as recognition, challenging work, and opportunities for growth are more directly linked to enhanced performance and engagement (Hackman & Oldham, 1976). Empirical research in Pakistan has supported the relevance of Herzberg's framework. Studies have found that job satisfaction and intrinsic motivation are significant predictors of workplace performance, with job satisfaction partially mediating the relationship between empowering leadership and employee performance (Raza et al., 2023). These findings suggest that Pakistani organizations should attend to both hygiene factors and motivators to optimize employee outcomes (Zaheer et al., 2024).
3. **Role Theory** Role theory provides an additional lens for understanding the relationship between role clarity and work performance. According to role theory,

individuals occupy positions within organizations that carry certain expectations, responsibilities, and behavioral norms (Kahn et al., 1964). Role ambiguity—uncertainty about these expectations—can lead to stress, reduced performance, and lower organizational commitment (Jackson & Schuler, 1985). Role clarity serves as a significant predictor of organizational commitment and work performance (Rizzo et al., 1970). When employees understand what is expected of them and how their role contributes to organizational goals, they are better able to focus their efforts and coordinate with colleagues (Hackman & Oldham, 1976). However, recent research suggests that the relationship between role clarity and performance may be more complex than previously assumed, with moderating factors such as supervisor support, job type, and rating source influencing the strength of this relationship (Tubre & Collins, 2000).

Empirical Literature

Role Clarity and Work Performance : The relationship between role clarity and work performance has been extensively studied, with somewhat mixed findings. Early meta-analyses by Jackson and Schuler (1985) found a negative relationship between role ambiguity and job performance, suggesting that lack of clarity impairs performance. A more recent meta-analysis by Tubre and Collins (2000) confirmed this negative relationship ($\rho = -.21$), with moderating influences due to job type and rating source. The relationship was found to be stronger for managerial jobs than for non-managerial jobs, and stronger when performance was rated by supervisors rather than self-reported (Tubre & Collins, 2000). However, the strength of the role clarity-performance relationship may vary across contexts. Recent research in Pakistani organizations has found that role clarity has a significant positive effect on work performance, with organizational commitment partially mediating this relationship (Soomro et al., 2019). Employees of multinational telecommunication organizations in Pakistan who had clear job responsibilities demonstrated higher work performance, with organizational commitment serving as a mediating mechanism (Zaheer et al., 2024). Similarly, a study examining employees in Pakistan's telecom sector found that role clarity and training and development had a considerable positive influence on intrinsic motivation and work performance (Raza et al., 2023). Intrinsic motivation mediated the relationship between role clarity and work performance, suggesting that clarity enhances performance by fostering internal motivation. Transformational leadership was found to moderate and strengthen the association between role clarity and intrinsic motivation (Raza et al., 2023). Despite these positive findings, some research suggests that role clarity may not always be a sufficient condition for enhanced performance. A study of multinational telecommunication organizations in Pakistan found that employees who are uncertain about their job responsibilities are unable to be engaged and motivated at work, but clarity alone may not guarantee high performance without other enabling conditions (Zaheer et al., 2024). This suggests that the role clarity-performance relationship may be more complex in practice than in theory.

Motivation and Work Performance

The relationship between motivation and work performance is well-established in organizational behavior research. Both intrinsic and extrinsic motivation have been shown to positively influence employee performance, though the quality and sustainability of effects may differ (Deci & Ryan, 2000; Gagné & Deci, 2005). Intrinsic motivation, driven by personal growth, recognition, and a sense of accomplishment, is generally associated with higher

quality performance and greater persistence than extrinsic motivation driven by external rewards alone (Ryan & Deci, 2000). Research in Pakistani contexts has consistently demonstrated the importance of motivation for work performance. A study examining primary school teachers in Pakistan found that work-life balance had a direct and indirect positive impact on workplace performance through higher work motivation (Khan et al., 2022). Workplace spirituality was also significantly correlated with all essential variables, proving to be a factor that can affect teacher performance (Khan et al., 2022). These findings support Self-Determination Theory (Deci & Ryan, 1985) and Herzberg's Two-Factor Theory (Herzberg et al., 1959), underlining the significance of intrinsic motivation and emotional well-being as major factors in performance. Another study in Pakistan's IT project sector found that empowering leadership positively affects employee performance, with job satisfaction partially mediating this relationship (Raza et al., 2023). Performance reward positively moderated both direct and indirect empowering leadership relationships, strengthening the impact of empowering leaders on employee performance (Raza et al., 2023). These findings suggest that both intrinsic and extrinsic motivational factors contribute to performance, with leadership playing a crucial role in creating conditions that foster motivation. Research on transformational leadership in Pakistan has similarly demonstrated its positive impact on employee motivation and job performance (Soomro et al., 2019). Transformational leaders enhance intrinsic motivation by fulfilling psychological needs and propagating shared goals, leading to behavioral changes that persist beyond short-term compliance (Soomro et al., 2019). This leadership approach is particularly suited to collectivist societies like Pakistan, where work relationships take the form of relational values, appreciation of authority, and emotional intimacy (Hofstede, 2001).

Role Clarity and Motivation

The relationship between role clarity and motivation has received less empirical attention than their individual effects on performance. Theoretical frameworks suggest that role clarity may influence motivation by reducing uncertainty and enabling employees to focus their efforts effectively (Kahn et al., 1964). When employees understand what is expected of them, they are better able to set goals, develop strategies, and experience a sense of competence—a key psychological need in Self-Determination Theory (Deci & Ryan, 2000). However, the relationship between role clarity and motivation may not be straightforward. Research in Pakistan has found that role clarity and training and development have a considerable positive influence on intrinsic motivation (Raza et al., 2023), suggesting that clarity can foster motivation by enabling employees to see how their efforts contribute to meaningful outcomes. Transformational leadership was found to moderate and strengthen the association between role clarity and intrinsic motivation (Raza et al., 2023), indicating that leadership plays a crucial role in translating clarity into motivation. Empirical evidence from other contexts has shown that employees with a high personal need for structure demonstrated a high level of role clarity during close monitoring, which subsequently affected task performance and organizational commitment (Sluss et al., 2012). This suggests that individual differences may moderate the relationship between role clarity and motivation, with some employees benefiting more from clear structures than others.

Rationale of the Study and Research Questions

The present study is motivated by several factors that collectively underscore the need for empirical investigation into the relationships between role clarity, motivation, and work performance in Pakistani organizational contexts.

First, there is a growing recognition among organizational leaders and human resource professionals in Pakistan that employee performance is critical for organizational success in an increasingly competitive global economy (Venkatraman & Ramanujam, 1986). Understanding the factors that drive performance is essential for developing effective human resource strategies that can enhance productivity, innovation, and competitive advantage (Macey & Schneider, 2008). Organizations in Pakistan, like their counterparts worldwide, face pressures to optimize human capital and create work environments that foster high performance. However, the specific mechanisms through which organizational factors translate into performance outcomes remain insufficiently understood in the Pakistani context, highlighting the need for empirical research that can inform evidence-based human resource practices.

Second, while both role clarity and motivation are theorized to influence performance, empirical evidence for their effects in Pakistani organizational contexts remains limited (Soomro et al., 2019). Cultural and organizational differences may significantly influence how these constructs operate, suggesting the critical need for context-specific research (Hofstede, 2001). Pakistani organizations operate within unique cultural, economic, and institutional contexts that may moderate the relationships between these constructs (Zaheer et al., 2024). In collectivist societies like Pakistan, where work relationships are characterized by relational values, appreciation of authority, and emotional intimacy (Hofstede, 2001), the relationships between role clarity, motivation, and performance may differ substantially from those observed in individualistic Western contexts. This cultural specificity necessitates empirical investigation that accounts for the unique characteristics of Pakistani organizational environments.

Third, there is considerable debate in the literature about the relative importance of role clarity and motivation for performance. Some studies have emphasized the importance of clear job responsibilities for enabling employees to focus their efforts and coordinate with colleagues (Hackman & Oldham, 1976), while others have highlighted the primacy of motivational factors for driving engagement and effort (Ryan & Deci, 2000). Understanding the relative contribution of these factors is essential for informing organizational interventions and resource allocation. Organizations face decisions about whether to invest in job redesign and role clarification or in motivation-enhancing initiatives such as recognition programs, career development opportunities, and supportive leadership. Empirical evidence on the relative importance of these factors in Pakistani contexts can guide such decisions and help organizations optimize their human resource investments.

Fourth, despite the substantial body of research on role clarity and motivation, several important gaps remain in the literature. Most studies have examined role clarity and motivation as separate predictors of performance, with limited attention to their combined influence and interaction (Raza et al., 2023). Understanding whether role clarity and motivation have independent or synergistic effects on performance is important for developing comprehensive organizational strategies that address both structural and psychological factors simultaneously. Furthermore, much of the existing research has been conducted in Western contexts, with limited attention to developing country contexts such as Pakistan (Soomro et al., 2019). The methodological quality of existing research varies considerably, with many studies relying on small samples, cross-sectional designs, and self-report measures (Tubre & Collins, 2000). These limitations constrain the ability to draw causal conclusions and may introduce bias (Podsakoff et al., 2003). Longitudinal and multi-source research designs are needed to strengthen the evidence base and provide more robust findings.

Fifth, the instruments used to measure role clarity, motivation, and work performance have not always been adequately validated in Pakistani contexts. Cross-cultural adaptation and validation of measurement instruments is essential to ensure that findings accurately reflect the constructs of interest (Koopmans et al., 2013). The Individual Work Performance Questionnaire (IWPQ), for example, has been validated in multiple cultural contexts but requires careful adaptation for use in Pakistan (Koopmans et al., 2013). Similarly, the weak reliability of the Role Clarity Diagnostic Tool (RCDT) observed in preliminary testing ($\alpha = .116$) suggests that existing measures of role clarity may not be well-suited to Pakistani organizational contexts. This raises important questions about the validity of previous research conducted with unvalidated instruments and highlights the critical need for careful instrument selection and validation in Pakistani organizational research.

Sixth, the practical implications of understanding the relationships between role clarity, motivation, and performance extend beyond academic interest. Pakistani organizations face significant challenges related to employee engagement, productivity, and retention (Soomro et al., 2019). Understanding how role clarity and motivation influence performance can inform the design of human resource interventions that address these challenges. For example, if motivation emerges as a stronger predictor of performance than role clarity, organizations may prioritize interventions such as recognition programs, career development opportunities, and leadership development. Conversely, if role clarity is found to be equally or more important, organizations may invest in job redesign, role clarification processes, and communication strategies. The findings of this study can provide evidence-based guidance for such decisions.

In summary, the present study is motivated by the need to address identified gaps in the literature, provide context-specific empirical evidence for Pakistani organizations, and inform evidence-based human resource practices. By examining the combined influence of role clarity and motivation on work performance, this study aims to contribute to both theoretical understanding and practical application in organizational behavior within the Pakistani context.

Research Questions

Based on the literature review and identified gaps, this study addresses the following research questions:

1. What is the relationship between role clarity and work performance among employees in Pakistani organizations?
2. What is the relationship between motivation and work performance among employees in Pakistani organizations?
3. What is the relationship between role clarity and motivation among employees in Pakistani organizations?
4. To what extent do role clarity and motivation collectively predict work performance among employees in Pakistani organizations?

Methodology

Research Design This study employed a quantitative cross-sectional research design to examine the relationships between role clarity, motivation, and work performance. A cross-sectional design was appropriate for addressing the research questions as it allowed for the collection of data from a large sample of participants at a single point in time, providing insights into the relationships between variables without the time and resource requirements of longitudinal research (Creswell & Creswell, 2018). However, it is important to acknowledge that cross-sectional designs cannot establish causality, a limitation addressed in the discussion section.

Hypotheses Based on the theoretical framework and empirical literature, the following hypotheses were formulated:

- **H1:** Role clarity has a significant positive influence on work performance among employees in Pakistani organizations.
- **H2:** Motivation has a significant positive influence on work performance among employees in Pakistani organizations.
- **H3:** Role clarity has a significant positive influence on motivation among employees in Pakistani organizations.
- **H4:** Role clarity and motivation collectively predict work performance among employees in Pakistani organizations.

Sample

The sample consisted of 150 employees working in various organizations in Khyber Pakhtunkhwa, Pakistan. A purposive sampling technique was used to approach potential participants, with the aim of including employees from diverse organizational contexts to enhance the generalizability of findings (Creswell & Creswell, 2018). Participants were required to be currently employed in a formal organization and willing to complete the questionnaire.

The sample size of 150 was determined based on the requirements of regression analysis, with a rule of thumb of approximately 10-15 participants per predictor variable (Field, 2018). With two predictor variables (role clarity and motivation), a minimum of 20-30 participants would be sufficient for basic regression analysis; however, a larger sample was sought to enhance statistical power and the stability of estimates.

Instruments

Role Clarity Diagnostic Tool (RCDT) The Role Clarity Diagnostic Tool (RCDT) was used to measure the extent to which employees clearly understand their job responsibilities, expectations, reporting relationships, and the scope of their authority. The scale consists of 10 items, such as "I know exactly what is expected of me at work," rated on a 6-point Likert scale ranging from 1 (Very uncertain) to 6 (Very certain). Higher scores indicate greater role clarity.

Work Extrinsic and Intrinsic Motivation Scale (WEIMS) The Work Extrinsic and Intrinsic Motivation Scale (WEIMS), developed by Tremblay et al. (2009), was used to measure motivation. This 18-item scale assesses both extrinsic and intrinsic motivation at work, with items rated on a 7-point Likert scale ranging from 1 (Doesn't correspond at all) to 7 (Corresponds exactly). The WEIMS has demonstrated good psychometric properties in

previous research, including high internal consistency and construct validity (Tremblay et al., 2009).

Individual Work Performance Questionnaire (IWPQ) The Individual Work Performance Questionnaire (IWPQ), developed by Koopmans et al. (2013), was used to measure work performance. The IWPQ assesses three dimensions of work performance: task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2013). The scale consists of 18 items rated on a 5-point Likert scale ranging from 1 (Seldom) to 5 (Always). The IWPQ has demonstrated adequate reliability and validity across diverse cultural contexts (Koopmans et al., 2013).

Procedure Data collection proceeded in several stages. First, permission was obtained from the concerned organizations to approach their employees for participation. Organizational leaders were informed about the purpose of the study and the voluntary nature of participation, and their consent was secured before data collection commenced. Second, a purposive sampling technique was used to approach potential participants. Employees were provided with a comprehensive explanation of the study, emphasizing the voluntary nature of participation and clarifying that no academic credit or other incentives would be granted for participation. This was done to minimize potential bias and ensure that participants completed the questionnaire voluntarily (Podsakoff et al., 2003). Third, questionnaires were distributed to participants who agreed to participate. Participants were given approximately 15 to 20 minutes to complete the questionnaire, which included demographic questions and the three instruments. Participants were instructed to answer all questions honestly and were assured of the confidentiality of their responses (American Psychological Association, 2017). Fourth, following the conclusion of data collection, all questionnaire responses were compiled and the data were entered into SPSS for analysis. Data cleaning procedures were performed to check for missing values and outliers, and descriptive statistics were calculated for all variables (Field, 2018).

Results

Table 1 *Descriptive Statistics and Reliability Coefficients of Study Variables*

Variable	N	M	SD	Max	Min	N of Items	α
RCDT	150	37.08	4.275	48.00	30.00	10	.11
WEIMS	150	83.08	14.636	114.00	48.00	18	.80
IWPQ	150	60.76	11.65	86.00	24.00	18	.87

Note: N = number of participants; M = Mean; SD = Standard Deviation; Max = Maximum score; Min = Minimum score; α = Cronbach's alpha; values above .70 indicate acceptable internal consistency (Nunnally & Bernstein, 1994)

Table 1 presents the descriptive statistics and internal consistency reliability coefficients for the study variables. A total of 150 participants completed the questionnaires. The mean score on the Role Clarity Diagnostic Tool (RCDT) was 37.08 (SD = 4.275), with scores ranging from 30.00 to 48.00. The mean score on the Work Extrinsic and Intrinsic Motivation Scale

(WEIMS) was 83.08 (SD = 14.636), with scores ranging from 48.00 to 114.00. The mean score on the Individual Work Performance Questionnaire (IWPQ) was 60.76 (SD = 11.65), with scores ranging from 24.00 to 86.00. The RCDT showed poor reliability, with a Cronbach's alpha of .116. This indicates that the items on the RCDT did not consistently measure the same construct, suggesting inadequate internal consistency (Field, 2018; Cronbach, 1951). The low reliability of the RCDT raises concerns about the validity of conclusions drawn from this measure and warrants caution in interpreting findings related to role clarity (Nunnally & Bernstein, 1994). In contrast, the WEIMS demonstrated high reliability, with a Cronbach's alpha of .867, indicating that its 18 items consistently measure the construct of motivation (Tremblay et al., 2009). The IWPQ also demonstrated high reliability, with a Cronbach's alpha of .878, indicating that its 18 items consistently measure work performance (Koopmans et al., 2013). These values are well above the acceptable threshold of .70 (Nunnally & Bernstein, 1994), suggesting that both the WEIMS and IWPQ are reliable measures in this sample. The mean scores indicate that participants, on average, reported moderate to high levels of role clarity, motivation, and work performance. However, the standard deviations suggest considerable variability in all three variables, indicating that participants varied substantially in their experiences of role clarity, motivation, and performance (Field, 2018).

Table 2 *Evaluation Table of Correlation among Variables of the Study Model (N = 150)*

Variables	Mean	SD	1	2	3
1. Role Clarity	37.08	4.27	—		
2. Motivation	83.08	14.63	.132	—	
3. Work Performance	60.76	11.65	.065	.553**	—

*Note: * $p < .001$. Correlation is significant at the 0.01 level (2-tailed).

Table 2 presents the Pearson correlation coefficients among the study variables. The most notable finding was the significant positive correlation between motivation and work performance, $r(148) = .553$, $p < .001$. This indicates a strong positive relationship between these variables, consistent with the regression results. The correlation between role clarity and work performance was very weak and not statistically significant, $r(148) = .065$, $p > .05$. This suggests that role clarity is not meaningfully associated with work performance in this sample, consistent with the regression findings. The correlation between role clarity and motivation was also weak and not statistically significant, $r(148) = .132$, $p > .05$. This suggests that clear job responsibilities may not necessarily lead to greater motivation among employees in this context.

Table 3 *Regression Analysis between Role Clarity, Motivation, and Work Performance*

Variables	B	95% CI	SE B	B	R ²	ΔR^2
Constant	24.94	[9.36, 40.53]	7.88		.306	.306***
Role Clarity	-.023	[-.39, .35]	.189	-.008		

Variables	B	95% CI	SE B	B	R ²	ΔR ²
Motivation	.441	[.33, .55]	.055	.554		

*Note: CI = Confidence Interval; LB = Lower Bound; UB = Upper Bound; ** $p < .001$

Table 3 presents the results of the regression analysis examining the influence of role clarity and motivation on work performance. The overall model was significant, with $R^2 = .306$, $F(2, 147) = 32.45$, $p < .001$, indicating that role clarity and motivation collectively explained approximately 30.6% of the variance in work performance. However, the individual predictors showed different patterns. Role clarity did not significantly predict work performance ($\beta = -.008$, $p > .05$), indicating that after accounting for motivation, role clarity had no independent effect on performance. In contrast, motivation significantly predicted work performance ($\beta = .554$, $p < .001$), indicating that higher motivation was associated with higher work performance. For every one-unit increase in motivation scores, work performance increased by .441 units. The confidence intervals for the regression coefficients further illustrate these findings. The 95% confidence interval for the role clarity coefficient (-.39 to .35) includes zero, confirming that role clarity does not significantly predict work performance. The confidence interval for the motivation coefficient (.33 to .55) does not include zero, confirming that motivation significantly predicts work performance.

Discussion

The present study examined the influence of role clarity and motivation on work performance among employees in Pakistani organizations. The findings revealed a clear and consistent pattern across all analyses: motivation emerged as a significant positive predictor of work performance, while role clarity demonstrated no meaningful relationship with performance outcomes. These results have important implications for understanding the drivers of employee performance in Pakistani organizational contexts and for developing effective human resource strategies. The discussion follows the sequence of findings as presented in the results section, beginning with descriptive statistics and reliability analysis, followed by correlation analysis, and concluding with regression analysis.

The descriptive statistics revealed that participants reported moderate to high levels of role clarity ($M = 37.08$, $SD = 4.275$), motivation ($M = 83.08$, $SD = 14.636$), and work performance ($M = 60.76$, $SD = 11.65$). These mean scores suggest that, on average, employees in Pakistani organizations perceive themselves as having reasonably clear job responsibilities, adequate motivation, and satisfactory performance levels. However, the standard deviations indicate considerable variability across participants, suggesting that individual experiences differ substantially based on organizational context, job characteristics, and personal factors (Field, 2018). The reliability analysis yielded particularly noteworthy results. The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) demonstrated excellent internal consistency ($\alpha = .867$), confirming its suitability for use in Pakistani organizational contexts (Tremblay et al., 2009). Similarly, the Individual Work Performance Questionnaire (IWPQ) showed strong reliability ($\alpha = .878$), indicating that it effectively captures the multidimensional nature of work performance in this sample (Koopmans et al., 2013). These high reliability coefficients strengthen confidence in the findings related to motivation and work performance. However, the Role Clarity Diagnostic Tool (RCDT) exhibited critically poor reliability ($\alpha = .116$), raising serious concerns about the validity of conclusions drawn regarding role clarity

(Cronbach, 1951; Nunnally & Bernstein, 1994). This extremely low alpha coefficient suggests that the items on the RCDT did not consistently measure the same underlying construct of role clarity in this Pakistani sample. Several factors may explain this measurement failure. First, the RCDT may not be culturally appropriate for Pakistani organizational contexts, where role definitions may be more fluid, informal, or relationally negotiated than in Western contexts where the instrument was originally developed (Zaheer et al., 2024). In Pakistani organizations, roles often overlap, and employees may be expected to perform multiple functions beyond their formal job descriptions (Soomro et al., 2019). Second, the 6-point Likert scale format may not adequately capture the nuances of role perception in collectivist cultures, where employees may interpret uncertainty about roles differently than in individualistic cultures (Hofstede, 2001). Third, the RCDT may contain items that are interpreted differently by Pakistani employees due to cultural differences in understanding workplace expectations and authority relationships (Raza et al., 2023). This measurement issue is critical because it may have attenuated the observed relationship between role clarity and work performance. Low reliability attenuates correlations and can obscure true relationships between variables (Nunnally & Bernstein, 1994). Therefore, the weak correlations and non-significant regression coefficients involving role clarity should be interpreted with considerable caution. The findings do not necessarily indicate that role clarity is unimportant for work performance in Pakistan; rather, they may reflect the inadequacy of the measurement instrument for this population. This underscores the critical need for culturally appropriate measurement instruments that have been validated specifically for Pakistani organizational contexts (Koopmans et al., 2013).

The correlation analysis revealed a strong, statistically significant positive relationship between motivation and work performance ($r = .553$, $p < .001$). This finding indicates that employees who report higher levels of motivation—both intrinsic and extrinsic—tend to demonstrate higher work performance. The magnitude of this correlation suggests a substantial association that is both statistically and practically significant (Field, 2018). This finding aligns with Self-Determination Theory (Deci & Ryan, 1985), which posits that autonomous motivation enhances performance by fostering engagement, persistence, and discretionary effort (Gagné & Deci, 2005). When employees are motivated, they invest more energy, creativity, and dedication into their work, leading to improved performance outcomes (Ryan & Deci, 2000). The strong motivation-performance correlation observed in this Pakistani sample is consistent with previous research conducted in similar cultural contexts. Studies examining employees in Pakistan's telecom sector found that role clarity and training and development had a considerable positive influence on intrinsic motivation and work performance (Raza et al., 2023). Research on primary school teachers in Pakistan found that work motivation significantly influenced workplace performance (Khan et al., 2022). Studies in Pakistan's IT project sector found that empowering leadership positively affects employee performance, with job satisfaction—closely related to intrinsic motivation—partially mediating this relationship (Raza et al., 2023). These findings collectively suggest that motivational factors are critical for driving performance across diverse Pakistani organizational contexts (Soomro et al., 2019). From a cultural perspective, the strong motivation-performance relationship in Pakistan may reflect the collectivist orientation of Pakistani society (Hofstede, 2001). In collectivist cultures, employees may derive motivation from social relationships, group belonging, and organizational identification, which in turn enhance their performance (Soomro et al., 2019). Pakistani organizations that foster a sense of community, recognition, and shared purpose may be particularly effective at leveraging motivational factors to enhance performance. Research has shown that workplace spirituality—which emphasizes meaning, connection, and purpose—is significantly correlated with employee performance in Pakistan (Khan et al., 2022). This suggests that

interventions designed to enhance motivation in Pakistani organizations should attend to both individual and collective sources of motivation.

In contrast, the correlation between role clarity and work performance was very weak and non-significant ($r = .065$, $p > .05$). This finding indicates that clear job responsibilities are not meaningfully associated with work performance in this sample. This challenges the assumption that role clarity is a necessary condition for enhanced performance (Jackson & Schuler, 1985; Tubre & Collins, 2000). However, given the poor reliability of the RCDT, this finding should be interpreted with considerable caution. The weak correlation may be an artifact of measurement error rather than a true reflection of the relationship between these constructs (Nunnally & Bernstein, 1994). The weak role clarity-performance correlation may also reflect the nature of work in Pakistani organizations. In many Pakistani workplaces, roles are not strictly defined, and employees may be expected to perform multiple functions beyond their formal job descriptions (Zaheer et al., 2024). This flexibility may make formal role clarity less central to performance than adaptability, initiative, and relational competence. Employees who can navigate ambiguous role expectations and build effective work relationships may perform well despite—or perhaps because of—role flexibility. This interpretation is consistent with research showing that in collectivist cultures, relational factors—such as supervisor support, peer relationships, and organizational justice—are often more important determinants of performance than formal role clarity (Soomro et al., 2019). Furthermore, role clarity may function as a hygiene factor in Herzberg's Two-Factor Theory (Herzberg et al., 1959). According to this framework, hygiene factors—including clear job responsibilities—are necessary to prevent dissatisfaction but do not directly motivate or enhance performance (Herzberg et al., 1959). While lack of role clarity may lead to confusion and stress, its presence does not guarantee high performance. Without motivational factors such as recognition, meaningful work, and growth opportunities, clear roles alone may not drive performance (Hackman & Oldham, 1976). This theoretical interpretation is particularly relevant in the Pakistani context, where hierarchical organizational structures and bureaucratic systems may provide role clarity but simultaneously limit autonomy and initiative (Soomro et al., 2019). The correlation between role clarity and motivation was also weak and non-significant ($r = .132$, $p > .05$). This finding suggests that clear job responsibilities do not necessarily lead to greater motivation among employees in this context. This is somewhat inconsistent with previous research in Pakistan, which found that role clarity and training and development had a considerable positive influence on intrinsic motivation (Raza et al., 2023). However, differences in sample characteristics, measurement instruments, and analytical approaches may account for these discrepant findings. The weak role clarity-motivation correlation suggests that motivation may arise more from autonomy, competence, and relatedness (Deci & Ryan, 2000) than from structural clarity alone. Employees may clearly understand what is expected of them but may still feel unmotivated if the work lacks meaning, challenge, or support (Gagné & Deci, 2005). This finding aligns with Self-Determination Theory, which emphasizes that psychological need satisfaction is the primary driver of autonomous motivation (Ryan & Deci, 2000). In the Pakistani context, where workplace relationships and social connections are highly valued (Hofstede, 2001), motivation may derive more from social support and organizational belonging than from formal role definitions.

The regression analysis provided further insight into the relative importance of role clarity and motivation for work performance. The overall model was significant, with $R^2 = .306$, $F(2, 147) = 32.45$, $p < .001$, indicating that role clarity and motivation collectively explained approximately 30.6% of the variance in work performance. This represents a substantial

portion of explained variance, suggesting that these psychological factors play an important role in understanding employee performance (Field, 2018). However, the individual predictors showed dramatically different patterns. Motivation significantly predicted work performance ($\beta = .554$, $p < .001$), with the 95% confidence interval for the motivation coefficient (.33 to .55) not including zero, confirming that motivation significantly predicts work performance. The standardized beta coefficient of .554 indicates that motivation is a strong predictor of performance, with higher motivation associated with higher performance. Specifically, for every one-unit increase in motivation scores, work performance increased by .441 units. This finding is consistent with the strong correlation observed between these variables and reinforces the central importance of motivation for employee performance in Pakistani organizations. In contrast, role clarity did not significantly predict work performance ($\beta = -.008$, $p > .05$), and the 95% confidence interval for the role clarity coefficient (-.39 to .35) includes zero, confirming that role clarity does not significantly predict work performance. This indicates that after accounting for motivation, role clarity had no independent effect on performance. This finding aligns with the weak non-significant correlation between role clarity and work performance and further challenges assumptions about the importance of role clarity for performance (Jackson & Schuler, 1985; Tubre & Collins, 2000). The relative strength of motivation compared to role clarity in predicting performance has important implications. It suggests that organizations seeking to enhance employee performance should prioritize motivational interventions over role clarification efforts. This is consistent with Self-Determination Theory (Deci & Ryan, 1985), which emphasizes that satisfying employees' basic psychological needs for autonomy, competence, and relatedness is more effective for enhancing motivation and performance than providing structural clarity alone (Gagné & Deci, 2005). Organizations that invest in creating meaningful work, providing recognition, offering growth opportunities, and fostering supportive relationships are likely to see greater returns in terms of employee performance than those that focus primarily on clarifying job responsibilities (Ryan & Deci, 2000). However, it is important to consider the measurement limitations when interpreting these regression results. The poor reliability of the RCDT ($\alpha = .116$) likely attenuated the role clarity coefficient, potentially obscuring a true relationship between role clarity and work performance (Cronbach, 1951; Nunnally & Bernstein, 1994). Future research using validated role clarity measures may reveal different patterns. The high reliability of the WEIMS ($\alpha = .867$) and IWPQ ($\alpha = .878$) strengthens confidence in the motivation and performance findings, but the role clarity findings should be considered tentative pending replication with better measurement instruments. The regression findings also raise questions about the practical significance of role clarity in Pakistani organizations. In contexts where roles are fluid and employees are expected to be flexible, formal role clarity may be less important than adaptability and initiative (Zaheer et al., 2024). Pakistani organizations may benefit more from developing employees' ability to navigate ambiguity and build effective work relationships than from providing detailed job descriptions. This suggests that training programs focused on interpersonal skills, problem-solving, and adaptability may be more effective than role clarification efforts in enhancing performance.

Theoretical Implications

The findings of this study have several important implications for organizational behavior theory. First, the strong effect of motivation on performance provides robust support for Self-Determination Theory (Deci & Ryan, 1985) in the Pakistani context. The study confirms that autonomous forms of motivation—where employees engage in work because they find it meaningful and personally satisfying—are associated with higher performance (Gagné & Deci, 2005). This extends SDT's applicability to collectivist cultural contexts, demonstrating that the basic psychological needs for autonomy, competence, and relatedness are important

drivers of motivation and performance across cultures (Ryan & Deci, 2000). Second, the findings challenge simplistic assumptions about the role of job design in driving performance. While clear job responsibilities may reduce confusion and stress, they may not be sufficient to drive high performance without motivational factors (Hackman & Oldham, 1976). This aligns with Herzberg's Two-Factor Theory (Herzberg et al., 1959), which distinguishes between hygiene factors—which prevent dissatisfaction but do not motivate—and motivators—which drive engagement and performance. Role clarity may function as a hygiene factor in Pakistani organizations, while motivation serves as a true motivator. Third, the findings highlight the importance of cultural context in understanding organizational behavior. The pattern of relationships observed in this Pakistani sample may differ from those observed in individualistic Western contexts, suggesting that cultural factors moderate the effects of role clarity and motivation on performance (Hofstede, 2001). In collectivist societies like Pakistan, where workplace relationships and social connections are highly valued, motivational factors may be particularly important for performance (Soomro et al., 2019). This underscores the need for culturally sensitive theories of organizational behavior that account for contextual differences. Fourth, the measurement challenges encountered in this study highlight the importance of instrument validation in cross-cultural research. The poor reliability of the RCDT suggests that Western-developed instruments may not always transfer effectively to non-Western contexts (Koopmans et al., 2013). This emphasizes the need for culturally appropriate measurement instruments that have been validated specifically for Pakistani organizational contexts. Researchers should prioritize instrument adaptation and validation as a prerequisite for meaningful cross-cultural comparisons.

Practical Implications

The findings of this study have several important practical implications for organizational leaders and human resource professionals in Pakistan. First, the strong relationship between motivation and work performance suggests that organizations should prioritize strategies that enhance employee motivation. This can be achieved through offering meaningful and challenging work, providing recognition and feedback, creating opportunities for growth and development, and fostering a supportive and inclusive work environment (Ryan & Deci, 2000). Empowered employees who find their work intrinsically rewarding are likely to demonstrate higher performance (Gagné & Deci, 2005).

Second, performance management systems should be designed to assess and reward both task performance and contextual performance, recognizing the multiple dimensions of work performance (Koopmans et al., 2013). Regular feedback and performance conversations can help clarify expectations and motivate employees (Macey & Schneider, 2008). Organizations should also consider implementing recognition programs that acknowledge employee contributions and reinforce desired behaviors.

Third, leadership development programs should equip managers with the skills to foster motivation among their subordinates (Raza et al., 2023). Transformational leadership behaviors—such as articulating a clear vision, inspiring commitment, and supporting employee development—can enhance both clarity and motivation (Soomro et al., 2019). In collectivist cultural contexts like Pakistan, leaders who build strong relationships, show appreciation, and create a sense of community may be particularly effective at motivating employees.

Fourth, while role clarity may not be sufficient to drive performance, it remains important for preventing confusion and dissatisfaction. Organizations should continue to provide clear job descriptions, performance expectations, and reporting structures, particularly for new employees or in complex work environments (Kahn et al., 1964). However, these structural measures should be complemented by motivational strategies. Organizations should recognize that role clarity alone is unlikely to maximize performance without corresponding attention to motivational factors.

Fifth, organizations should consider individual differences when designing interventions. Some employees may respond more strongly to role clarity than others, depending on their personal need for structure and other individual characteristics (Sluss et al., 2012). Tailoring interventions to individual needs may enhance their effectiveness. In the Pakistani context, where cultural values emphasize collectivism and relationships, interventions that address both individual and group-level motivational factors may be particularly effective.

Sixth, the measurement challenges encountered in this study suggest that organizations should be cautious about using unvalidated instruments for employee assessment and development. Before implementing any assessment tool, organizations should ensure that it has been validated in the Pakistani context and is culturally appropriate (Koopmans et al., 2013). This may require investing in instrument adaptation and validation efforts to ensure accurate measurement of key constructs.

Limitations

While this study provides valuable insights into the relationships between role clarity, motivation, and work performance in Pakistani organizational contexts, several important limitations should be acknowledged.

First, the cross-sectional design limits the ability to draw causal conclusions about the relationships between variables (Creswell & Creswell, 2018). While motivation was found to be significantly associated with performance, the direction of this relationship cannot be established with certainty. It is possible that high performance leads to greater motivation through positive feedback and recognition, rather than motivation causing performance (Gagné & Deci, 2005). Alternatively, there may be reciprocal relationships where motivation and performance reinforce each other over time. Longitudinal or experimental studies are needed to establish the directionality of these relationships (Field, 2018).

Second, the reliance on self-report measures may have introduced common method bias, potentially inflating the observed relationships between variables (Podsakoff et al., 2003). Participants may have responded consistently across measures due to social desirability, consistency biases, or other response styles (Podsakoff et al., 2003). Future research should consider using multi-source data, such as supervisor ratings of performance or objective performance measures, to reduce the risk of common method bias (Koopmans et al., 2013).

Third, the poor reliability of the Role Clarity Diagnostic Tool ($\alpha = .116$) is a significant concern that substantially constrains the interpretation of findings related to role clarity (Cronbach, 1951). Low reliability attenuates observed correlations and may have obscured true relationships between role clarity and other variables (Nunnally & Bernstein, 1994). The RCDT appears ill-suited to Pakistani organizational contexts, and future research should consider using alternative measures of role clarity or developing context-appropriate

instruments (Koopmans et al., 2013). The adaptation and validation of established role clarity scales for Pakistani contexts would be a valuable contribution (Raza et al., 2023).

Fourth, the sample was limited to employees in Khyber Pakhtunkhwa, Pakistan, which may limit the generalizability of findings to other regions or organizational contexts (Creswell & Creswell, 2018). Factors such as industry type, organizational culture, and national context may influence how role clarity and motivation affect performance (Hofstede, 2001). The sample may not be representative of the broader Pakistani workforce, particularly employees in other provinces, industries, or organizational types (Soomro et al., 2019).

Fifth, the study did not examine potential moderators or mediators of the relationships between variables. Previous research has identified organizational commitment (Soomro et al., 2019) and transformational leadership (Raza et al., 2023) as important mediators and moderators, and future research should examine these mechanisms in greater detail. The lack of significant relationship between role clarity and performance may reflect the absence of mediating or moderating variables rather than the true absence of a relationship (Zaheer et al., 2024).

Sixth, the study did not examine specific aspects of motivation—such as the distinction between intrinsic and extrinsic motivation—in sufficient detail. While the WEIMS captures both types of motivation, the current analysis focused on overall motivation. Future research should examine whether intrinsic and extrinsic motivation have differential effects on performance in Pakistani organizational contexts (Gagné & Deci, 2005). This distinction may have important implications for organizational interventions, as intrinsic and extrinsic motivation may be influenced by different organizational factors.

Future Research Directions

Based on the findings and limitations of this study, several directions for future research emerge.

First, future research should employ longitudinal designs to examine the directionality of relationships between role clarity, motivation, and work performance (Creswell & Creswell, 2018). By tracking participants over time, researchers can establish whether changes in motivation lead to changes in performance, or vice versa (Field, 2018). Longitudinal designs would also enable examination of the stability of these relationships over time and across different organizational contexts.

Second, researchers should consider collecting data from multiple sources, including supervisor performance ratings, objective performance measures, and peer evaluations, to reduce the risk of common method bias and enhance the validity of findings (Podsakoff et al., 2003; Koopmans et al., 2013). Multi-source data would also enable examination of whether self-reported performance corresponds with other-rated performance.

Third, cross-cultural comparative studies examining the relationships between role clarity, motivation, and performance across different cultural contexts would help establish the generalizability of findings and identify cultural moderators (Hofstede, 2001). Such studies could examine whether the patterns observed in Pakistan differ from those in individualistic Western contexts and other collectivist societies (Soomro et al., 2019).

Fourth, future research should examine potential mediators (such as organizational commitment, job satisfaction, or psychological need satisfaction) and moderators (such as leadership style, organizational culture, or individual differences) of the relationships studied (Raza et al., 2023). Understanding the mechanisms through which role clarity and motivation affect performance can inform more targeted interventions (Zaheer et al., 2024).

Fifth, the poor reliability of the RCDT highlights the critical need for context-appropriate measures of role clarity in Pakistani organizational contexts (Cronbach, 1951). Future research should focus on developing and validating role clarity scales that are culturally appropriate and psychometrically sound (Koopmans et al., 2013). This may involve qualitative research to understand how role clarity is conceptualized in Pakistani organizations, followed by item development and validation using Pakistani samples.

Sixth, future research should examine the differential effects of intrinsic versus extrinsic motivation on work performance in Pakistani organizational contexts (Gagné & Deci, 2005). This distinction may have important implications for organizational interventions, as intrinsic and extrinsic motivation may be influenced by different organizational factors. Research should also examine whether the relationship between motivation and performance is moderated by individual differences such as need for achievement, locus of control, or cultural values.

Seventh, qualitative research could provide rich insights into how employees in Pakistani organizations experience and navigate role clarity and motivation in their daily work. Such research could complement the quantitative findings by providing contextual understanding of the mechanisms through which these factors influence performance. Qualitative approaches could also help identify culturally specific aspects of role clarity and motivation that are not captured by existing measures.

Conclusion

The present study examined the influence of role clarity and motivation on work performance among employees in Pakistani organizations. The findings revealed a clear and consistent pattern: motivation emerged as a significant positive predictor of work performance, while role clarity demonstrated no meaningful relationship with performance outcomes. These results have important implications for understanding the drivers of employee performance in Pakistani organizational contexts and for developing effective human resource strategies. The strong relationship between motivation and performance aligns with Self-Determination Theory (Deci & Ryan, 1985) and Herzberg's Two-Factor Theory (Herzberg et al., 1959), underscoring the importance of satisfying psychological needs and providing meaningful motivators (Gagné & Deci, 2005). Employees who are intrinsically motivated—driven by personal growth, recognition, and a sense of accomplishment—are likely to demonstrate higher performance than those who lack such motivation (Ryan & Deci, 2000). Organizations aiming to enhance employee performance should prioritize strategies that support intrinsic and autonomous forms of motivation, such as offering meaningful tasks, recognizing contributions, and fostering a supportive work environment.

The weak relationship between role clarity and performance challenges simplistic assumptions about the role of job design in driving performance (Hackman & Oldham, 1976). While clear job responsibilities may help reduce confusion and stress, they may not be sufficient to drive high performance without motivational factors (Herzberg et al., 1959). Role clarity may function as a hygiene factor—necessary to prevent dissatisfaction but not

sufficient to promote high performance (Herzberg et al., 1959). This suggests that organizations should attend to both structural and psychological factors in their efforts to enhance employee performance.

The weak relationship between role clarity and motivation further supports the independence of these constructs. Employees may clearly understand what is expected of them but may still feel unmotivated if the work lacks meaning, challenge, or support (Gagné & Deci, 2005). Motivation arises more from autonomy, competence, and relatedness (Deci & Ryan, 2000) than from structural clarity alone. This finding aligns with Self-Determination Theory, which emphasizes that psychological need satisfaction is the primary driver of autonomous motivation (Ryan & Deci, 2000).

The findings of this study contribute to the growing body of research on organizational behavior in Pakistan, a context that has received relatively limited attention in the literature (Soomro et al., 2019). By examining the relationships between role clarity, motivation, and performance in Pakistani organizations, this study provides insights that can inform both theory and practice. The findings underscore the importance of cultural context in understanding organizational behavior and highlight the need for culturally appropriate measurement instruments. However, the measurement limitations encountered in this study—particularly the poor reliability of the RCDT—suggest that findings related to role clarity should be interpreted with caution. Future research should prioritize the development and validation of culturally appropriate measures of role clarity for Pakistani organizational contexts. Longitudinal designs, multi-source data, and qualitative approaches would also strengthen the evidence base.

In conclusion, this study demonstrates that motivation is a powerful driver of work performance in Pakistani organizations, while role clarity appears less influential—at least as measured by current instruments. Organizations seeking to enhance employee performance should prioritize motivational strategies that satisfy employees' psychological needs and provide meaningful work experiences. By creating environments that foster both intrinsic and extrinsic motivation, organizations can unlock the potential of their workforce and achieve sustainable competitive advantage in Pakistan's dynamic business environment.

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