

IMPACT OF JOB SATISFACTION, JOB STRESS AND JOB MOTIVATION ON JOB PERFORMANCE: A CASE OF SUPPLY CHAIN PROFESSIONALS

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Abstract

Understanding job performance in contemporary organizational behavior requires a thorough examination of the interplay between job satisfaction, job stress, and job motivation. The triadic relationship serves as the fundamental basis for the effectiveness, efficiency, and overall achievement of an organization. Therefore, this study develops a unique framework consisting of three direct relationships to analyze the interaction of Job Performance with Job Satisfaction, Job Stress and Job Motivation. The data was collected through questionnaires distributed among employees working in several supply chain companies of Pakistan. A total of 170 useable responses were available for statistical analysis with SPSS software. The study illustrates that job satisfaction is a crucial factor in determining job performance. Job satisfaction positively correlates with employee engagement, motivation, and commitment, hence immediately improving their performance.

Keywords: Job Satisfaction, Job Stress, Job Motivation, Job Performance, Supply Chain

INTRODUCTION

Understanding job performance in contemporary organizational behavior requires a thorough examination of the interplay between job satisfaction, job stress, and job motivation. The triadic relationship serves as the fundamental basis for the effectiveness, efficiency, and overall achievement of an organization. Each component, namely job satisfaction, job stress, and motivation, have a significant impact on shaping employees' attitudes and behaviors, ultimately affecting their performance (Rasool et al., 2019). Performance is assessed based on the results of the employees' conduct. It demonstrates the performance or accomplishment of an employee in carrying out their assigned work. Performance is influenced by numerous elements, with motivation being a key determinant of an employee's performance. In order to get a high level of performance, a manager must recognize that their subordinates require the necessary potential, motivation, and sufficient opportunity to reach the established goals. When performance is unsatisfactory, it is important to identify the specific aspect that needs improvement and strengthen it accordingly (Dziuba et al., 2020). Numerous researchers demonstrate their fascination with the concepts associated with employment. The majority of researchers assert that employee engagement is a significant predictor of employee outcomes, as well as organizational success and performance. The primary topic addressed in this study pertains to the concept of Job Stress. Experiencing high levels of job stress can cause a person to develop feelings of inadequacy, which in turn can negatively impact their performance. It occurs when employees experience a decline in cognitive abilities and a lack of motivation towards their work (Hassan et al., 2021).

The employee's stress can be attributed to the severe condition of fatigue, limited capacity for self-assessment, and low self-esteem. Work-related stress has a direct impact on job performance. Job

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satisfaction significantly influences mental well-being (Gordon and Hood, 2021). The variable Job happiness is a complex phenomenon that is influenced by situational conditions and transient individual qualities. By gathering several aspects of Job Satisfaction that might fluctuate either dependently or independently, we can encompass the concept of both one-dimensional and multi-dimensional constructs (Andreas, 2022). Motivation is the driving force that consistently amplifies an individual's actions. Various monetary and non-monetary aspects contribute to improving motivation levels (Hassan et al., 2018). It is important to note that employee motivation cannot be solely increased by money alone. Therefore, it is necessary to do research in order to identify the key elements of job performance, job stress, job satisfaction, and motivation in order to address the issues at hand (Gayashri and Rathika, 2020).

Industry Brief

The supply chain sector in Pakistan plays a pivotal part in the economic advancement of the nation. Efficient supply chain management is crucial for the growth and competitiveness of a country with a broad economic base, encompassing sectors such as textiles, agriculture, manufacturing, and the emerging tech industry. This literature analysis examines many facets of Pakistan's supply chain business, encompassing its present condition, obstacles, progress, and prospective developments (Mahmood et al., 2024).

Challenges in the Supply Chain Industry

Notwithstanding the advancements made, the supply chain sector in Pakistan encounters numerous obstacles. A major concern is the insufficient infrastructure. Although initiatives such as CPEC show potential, there are still notable deficiencies in the infrastructure for road and rail networks, port facilities, and warehousing capabilities. The presence of these shortcomings results in elevated transportation expenses and delays, which have an adverse effect on the overall effectiveness of the supply chain (Khokhar et al., 2020). The supply chain sector in Pakistan is currently at a critical point, with substantial prospects for expansion and advancement. Despite the presence of significant obstacles, the progress made in infrastructure, technology, and regulatory frameworks establishes a strong basis for future developments. Pakistan may improve its supply chain efficiency and boost its economic growth and competitiveness globally by taking advantage of these opportunities and overcoming the current obstacles (Naqvi et al., 2018).

Research Problem

The supply chain industry plays a crucial role in the economic growth and operational efficiency of enterprises, yet it is known for its high expectations and severe pressure. Supply chain workers frequently face the task of overseeing intricate logistics, adhering to strict time constraints, and orchestrating collaboration among different departments. These factors can have a substantial influence on their job contentment, stress levels, and drive. Although these professionals play a crucial role, there is a lack of studies specifically examining the impact of job satisfaction, job stress, and motivation on their job performance. This study seeks to fill this void by examining the precise aspects that impact the effectiveness of supply chain experts. Gaining a comprehensive understanding of these factors is crucial for formulating effective approaches to improve the physical and mental health of employees and increase their efficiency in this industry.

Research Questions

The following questions developed based on above content discussion.

1. How Job stress impact on the Performance during work?
2. What is the impact of Job satisfaction on Performance of an employee?
3. Discuss the impact of Motivation on Job Performance!

Objectives of the Study

The fundamental aim of this research is to reveal:

1. To assess impact of Job Stress on Job Performance.
2. To assess impact of Job Satisfaction on Job Performance.
3. To assess impact of Job Motivation on Job Performance.

Justification

The significance of supply chain efficiency cannot be exaggerated, since it has a direct impact on the cost, quality, and delivery of products and services. Considering the pivotal importance of supply chain experts, it is essential to guarantee their satisfaction, motivation, and ability to properly handle job-related stress. Prior studies have thoroughly examined the effects of job satisfaction, job stress, and motivation on job performance across many industries. However, there is a scarcity of literature that focuses specifically on the supply chain sector.

There are multiple justifications for conducting this study:

- Supply chain specialists face distinct conditions and constraints that are not adequately covered in general research on job satisfaction and stress, making their industry relevance significant. Customized observations are required to formulate actions that are specific to each area.
- Enhancing the job performance of supply chain experts can have a substantial impact on the efficiency and effectiveness of organizations, thereby affecting their financial success.
- Enhancing Employee Well-Being: By addressing the various elements that impact job satisfaction and stress levels, organizations can promote greater mental health and job satisfaction among employees. This, in turn, can help reduce employee turnover and enhance the overall work environment.
- Policy development: The results can be used to shape organizational policies and human resource practices with the goal of enhancing working conditions for supply chain specialists.

Limitations

This study recognizes certain constraints that could impact the applicability and extent of the results:

- The research will be carried out using a restricted sample size, possibly within a certain geographic area or industry sector. This may not comprehensively depict the breadth of variation among the overall supply chain profession.
- The study used self-reported assessments of job satisfaction, stress, and motivation, which are based on personal opinions and may not provide an accurate representation of real job performance or experiences.
- Being a cross-sectional study, it collects data at a specific moment in time. This method fails to consider the dynamic nature of job satisfaction, stress, and motivation over time.

- The outcomes may be influenced by external variables such as economic situations, technical improvements, and organizational changes, which are not accounted for or controlled.
- The cultural environment in Pakistan may impact job satisfaction, stress, and motivation in ways that may not be relevant to other areas, thereby restricting the generalizability of the findings.

Scope

This study demonstrates a direct correlation between job stress, contentment, and motivation and their impact on an individual's professional life. This leads to heightened stress levels and diminished levels of satisfaction and motivation among employees. This finding also has practical ramifications. It will improve managers' understanding of the aspects that enhance employee performance. The research conducted in this study offers the management of supply chain in private organizations in Karachi more reliable and meaningful methods to assess the performance level of employees.

- The surveyed sample of supply chain experts is supposed to be representative of the wider population in the industry, enabling the findings to be generalized.
- Existing literature and theoretical frameworks suggest that job happiness, job stress, and motivation are important factors that can predict job performance in supply chain workers.

LITERATURE REVIEW

This section focuses on the conceptual framework and its role in supporting the literature pertaining to the relationships that we have hypothesized.

Job Performance

Job performance can be defined as an individual's ability to effectively achieve the objectives of their work, meet their beliefs or expectations, meet established standards, and accomplish their goals for their business. The productivity of an individual can be assessed from both a quantitative and qualitative perspective (Warr, 2020). The term "job performance" refers to the degree to which an individual successfully carries out the duties and responsibilities associated with their position (Ali and Hassan, 2022). It is a crucial indicator that businesses use to evaluate the contributions that individuals make to the success of the organization. In contrast, low performance can lead to outcomes that are detrimental to the organization. The level of an employee's performance is not solely determined by their skills; motivation is also a crucial factor in deciding how effectively they perform. Motivation can originate from a variety of sources, including those that are intrinsic, such as personal fulfillment and a passion for the task, as well as those that are extrinsic, such as rewards, recognition, and chances for future progress. (Hajiali et al., 2022).

Job Stress and Job Performance

Job stress is a widely debated topic globally because to its significant impact on mental health and job performance. It hinders individuals from working effectively and contributing to their company's success (Yu et al., 2021). The presence of many modes of communication or social interaction in the workplace might contribute to stress within the business. The organizational environment in which professionals operate might have a detrimental impact on our mental well-being, as stated by Berger (2020). The condition of our mind and our unique thought processes play a significant role in shaping our emotions and feelings, which in turn have an impact on the physical look of employees. This is why stress, which is detrimental to employees' well-being, arises. The employee's poor mental and physical health inevitably

compelled him to perform at his best within the firm. These concepts are the cause of job unhappiness (Boddice and Smith, 2020).

When an employee is under a significant amount of stress, their ability to concentrate, make decisions, and efficiently handle problems may be negatively impacted. Employees that are under an excessive amount of stress may become less interested in their work, more likely to make mistakes, and result in decreased productivity. In other instances, individuals may also demonstrate absenteeism or presenteeism, which is a situation in which they are physically present but are not working to their full potential, which further detracts from their total effectiveness on the job. In addition, stress at work can result in burnout, which is a state of mental and emotional tiredness that significantly hinders an individual's capacity to fulfill the requirements of their profession (Alayoubi et al., 2022).

Job Satisfaction and Job Performance

The concept of job satisfaction has a favorable impact on employee performance. The underlying idea is that meeting the requirements of employees naturally leads to improved performance. The theories proposed by Lawler and Porter (1967) also examined the correlation between job performance and job satisfaction. Adamopoulos (2022) stated that providing rewards to employees enhances their job performance and subsequently leads to job happiness. Ensuring employee satisfaction is a crucial responsibility for the human resource management. If a person in the organization is dissatisfied with their employment, they will be unable to do their duties according to the expected standards and their own expectations (Anwar and Abdullah, 2021).

To achieve optimal performance in their human resource management strategies, it is essential for businesses to have a comprehensive understanding of the complexities of the relationship between work satisfaction and performance. Companies have the opportunity to improve their overall work performance and organizational productivity by putting into place policies and procedures that encourage the well-being, engagement, and job happiness of their employees. Individual characteristics and contextual factors play a key impact in defining the strength and nature of the satisfaction-performance link (Yang et al., 2024). It is vital to note that a one-size-fits-all strategy may not be beneficial, as this is something that needs to be taken into consideration.

Job Motivation and Job Performance

In order to reduce employee turnover and retain high-performing personnel, management should enhance working environment and provide effective motivation. Motivation is a crucial factor that impacts employee performance. The management have a policy of using motivation (Anwar and Abdullah, 2021). One of the organization's objectives is to enhance employee motivation, which in turn boosts morale and results in improved performance (Riyanto et al., 2021).

The notion of goal-setting is an additional significant perspective on the relationship between motivation and performance for individuals. Taking this approach places an emphasis on the significance of establishing goals that are specific, hard, and yet reachable in order to improve both motivation and performance. According to Ali and Anwar (2021), when employees are provided with well-defined goals to work towards, they are more likely to demonstrate the ability to effectively direct their efforts and to persevere in the face of challenges, which ultimately results in improved job performance. Higher levels of engagement, inventiveness, and sustained performance are all connected with autonomous motivation, which is a sort of motivation that originates from one's own inherent interests or ideals that have been fully internalized. On the other hand, regulated motivation, which is driven by various external pressures

or rewards, may result in compliance in the short term, but it frequently fails to nurture gains in performance over the long term. In order to understand the nature of the relationship between job motivation and job performance, it is essential to acknowledge that it is not necessarily linear or straightforward. There are a number of moderating factors that can contribute to the strength and type of this relationship. Some of these factors include personality variations, job qualities, and the setting of the organization. For example, according to the person-job fit hypothesis, the degree to which an individual's abilities, interests, and values are congruent with the requirements and features of the job is a significant factor in determining both the level of motivation and the level of performance that they exhibit (Good et al., 2022). Furthermore, according to Sokolic et al. (2024), providing employees with a supportive organizational culture that encourages learning, growth, and acknowledgment can dramatically boost employee motivation and, as a result, work performance.

To summarize, the complex relationship that exists between job motivation and job performance is, and will continue to be, an important subject of research in the field of organizational behavior. Despite the fact that workplaces are constantly changing and new issues are appearing, it is still necessary for the success of organizations and the well-being of their employees to comprehend and successfully manage this relationship.

Variables

Independent Variables are: Job Satisfaction, Job Stress and Job Motivation.

Dependent Variable is Job Performance.

Hypotheses

H1: Relationship between Job stress and Job Performance is significant.

H2: Relationship between Job Satisfaction and Job Performance is significant.

H3: Relationship between Job Motivation and Job Performance is significant.

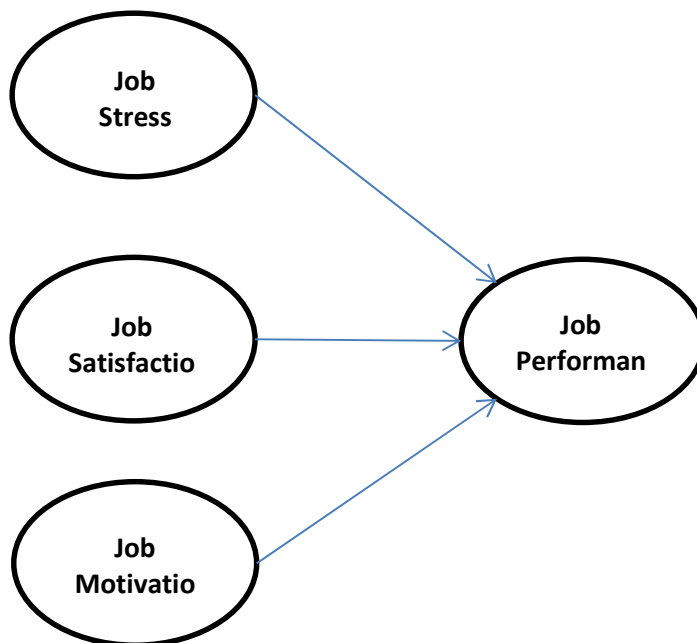


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Giving the reader a clear grasp of the methodologies used in this study is the primary goal of this section.

Research Design

The primary goal of a study design is to determine whether the data we collect is sufficient to address the research question in a logical manner (Gregor et al., 2020). For this study, we have employed a quantitative approach since it offers precise measurements, observations pertinent to the goal, and accurate verification through statics analysis. The derived hypotheses from the literature review were examined. Primary sources are the sources of data used in this study.

Procedure

In the current research investigation, we used a deductive technique. The researcher must gather easily available data from the chosen population in order to address the research study's current problem.

Population

A population is typically a huge group of people, making it difficult to get their responses. As a result, a sample is created in order to collect data via questionnaires (Lakens, 2022). The population of workers in supply chain departments of private companies in Karachi, Pakistan, has been chosen for this research study.

Sample and Sampling Methods

Sample Size

For this investigation, a sample size of 200 people was used. Attained surveys were 170.

Sampling Technique

Probability sampling was the technique of sampling that was employed in this investigation. It's a fair technique in which we gather samples in a way that gives everyone an equal chance of being chosen. Obtaining a sample is simple with this method (Baltes and Ralph, 2022).

Instrument Selection

The study will be quantitative in nature and administered via questionnaire. Along with survey questions, the questionnaire asks demographic questions. Other survey questions will be rated on a Likert scale of 1 to 5 and the survey's items and questions have been modified from earlier researches.

Plan of Analysis

For data analysis, the collected data will be processed in SPSS software with all necessary tests.

DATA ANALYSIS AND FINDINGS

Demographic Analysis

Table 1
Respondents' Profile

Variables		Number	Percentage (%)
Gender	Male	145	85
	Female	25	15
Age	18 to 20 years	0	0
	21 to 30 Years	5	3
	31 to 40 Years	75	44
	41 to 50 Years	75	44
	51 and above	15	9
Income	Up to Rs. 25k	5	3
	Rs.26k to Rs.35K	20	12
	Rs.36K to Rs.45K	50	29
	Rs.46K to 55K	45	27
	56K and above	50	29
Education	Up to Intermediate	5	3
	Graduation	115	68
	Masters	50	29
	M.S/M.Phil	0	0
	Doctoral	0	0
Total		170	100.0

In terms of gender 145 (85%) were male and 25 (15%) were female and their age ranged from below 21 till above 51. In terms of Income, 5 (3%) were in between Rs.26K to Rs.35K, 75 (44%) were in between Rs.36K to Rs.45K, 75 (44%) were in between Rs.46K to Rs.55K and 15 (9%) were Rs.56K or above. In terms of education, 5 (3%) had education up to Intermediate, 115 (68%) had education up to Graduation and 50 (29%) had at least master's degree. Survey was included to only those persons who were relevant to supply chain profession.

Reliability Analysis

The study employed a tool that included constructs that had been used and verified by Ling, Piew, and Chai (2010) as well as by Jung (2009). The reliability was confirmed with respect to the current study and participants. Table 2 displays an overview of the test results.

Table 2
Reliability Analysis

	Cronbach's Alpha	Std. Cronbach's Alpha
Job Performance	.801	.800
Job Satisfaction	.799	.798
Job Stress	.798	.798
Job Motivation	.782	.783

The above Table 2 shows that the reliability of Job Performance is the highest ($\alpha=0.801$) while the reliability for Job Motivation is the lowest ($\alpha=0.782$).

Correlation Analysis

To investigate the relationship between variables and ascertain whether multicollinearity exists between them, correlation analysis is performed (Bryman & Bell, 2005). Correlation analysis requires correlation to be checked. The correlation between the constructs should, according to Bryman, fall between 0.20 and 0.90. A correlation coefficient less than 0.20 indicate that the item needs to be removed. Table 3 provides a concise presentation of the results.

Table 3
Summarized Correlation Results

	Job Performance	Job Satisfaction	Job Stress	Job Motivation
Job Performance	1.00			
Job Satisfaction	0.64	1.00		
Job Stress	0.59	0.58	1.00	
Job Motivation	0.58	0.56	0.56	1.00

Overall Model Regression Test

Table 4 contains a summary of the regression analysis results for the research study's comprehensive model. Here, regression analysis was used to test the hypothesis that the following traits of the independent variables—Job Satisfaction, Job Stress and Job Motivation influence Job Performance.

Table 4
Summarized Regression Results

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
Job Performance	.18	0.26		.67	0.000
Job Satisfaction	.26	0.08	0.24	3.4	0.000
Job Stress	.38	0.10	0.29	4.9	0.000
Job Motivation	0.64	0.09	0.62	7.1	0.000

Independent Variables are: Job Satisfaction, Job Stress and Job Motivation. Dependent Variable is Job Performance. $R^2=.213$, Adjusted $R^2= 0.213$, $p < 0.05$.

The regression analysis results for the whole model show that the variables Job Satisfaction, Job

Stress, and Job Motivation are significantly associated with Job Performance, explaining 21.3% of the variance ($R^2=0.213$, $p<.05$). This impact size is considered large according to Cohen (1998).

Hypotheses Testing

Hypothesis 1: There is a significant effect of Job Performance on the Job Satisfaction.

The hypothesis that there is a significant correlation between Job Performance and Job Satisfaction will be examined using Regression analysis. The condensed findings are displayed in Table 5 below:

Table 5

Summarized Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.91	.271		7.044	.000
Job Satisfaction	.410	.070	.462	7.273	.000

Dependent Variable is Job Performance. $R^2=.242$, Adjusted $R^2= 0.246$, $p<0.05$

The results of the regression indicates that Job Satisfaction characteristics explains 24.2% of the variance ($R^2=0.242$, $p<.05$), the effect $B= .462$, which according to Cohen (1998) is a large effect and the hypothesis is failed to reject.

Hypothesis 2: There is a significant effect of Job Performance on the Job Stress.

The hypothesis that there is a significant correlation between Job Performance and Job Stress is examined using Regression analysis. The condensed findings are displayed in Table 6 below:

Table 6

Summarized Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	.741	.344		2.122	.000
Job Stress	.748	.086	.444	8.823	.000

Dependent Variable is Job Performance. $R^2=.264$, Adjusted $R^2= 0.265$, $p >0.05$

The regression results show that the Job Stress features account for 26.4% of the variance ($R^2=0.264$, $p<.05$). The effect size, shown by $B= .444$, is considered large according to Cohen (1998). Therefore, the hypothesis is not rejected.

Hypothesis 3: There is a significant effect of Job Performance on the Job Motivation.

The hypothesis that there is a significant correlation between Job Performance and Job Motivation is being examined using Regression analysis. The condensed findings are displayed in Table 7 below:

Table 7

Summarized Regression Results

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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	B	Std. Error	Beta		
Constant	.466	.269		1.801	.000
Job Motivation	.882	.067	.300	8.229	.000

Dependent Variable is Job Performance. R2=.271, Adjusted R2= 0.276, p<0.05

The regression results show that Job Motivation features account for 27.1% of the variance (R2=0.271, p<.05). The effect size, B= .300, is considered large according to Cohen (1998). Therefore, the hypothesis is not rejected.

CONCLUSION

When finishing thesis on the effects of job happiness, job stress, and job motivation on job performance among supply chain professionals, it is crucial to summarize the main findings and consider their wider implications. The research emphasizes the complex interconnections among these variables and their combined impact on work performance, providing useful insights that are applicable not only to the supply chain industry but also to wider organizational practices. The study illustrates that job satisfaction is a crucial factor in determining job performance. Job satisfaction positively correlates with employee engagement, motivation, and commitment, hence immediately improving their performance. Job satisfaction involves multiple factors, such as the work environment, acknowledgment, possibilities for career growth, and the alignment of job responsibilities with personal and professional objectives. The strong association between job happiness and job performance highlights the need of cultivating a work environment that fulfills employees' requirements and anticipations, as this can result in enhanced productivity and efficiency in supply chain operations. Conversely, occupational stress has been discovered to have an adverse effect on job performance. Organizations that prioritize gaining insight into and improving the motivating factors that drive their employees can attain superior performance results and maintain a competitive edge. Although job satisfaction and motivation typically result in enhanced job performance; the existence of job stress might diminish these favorable outcomes. The results of this study indicate that in order for businesses to maximize job performance, they need adopt a comprehensive strategy that improves both job satisfaction and motivation while reducing job stress. An integrated strategy can facilitate the establishment of a work environment that promotes consistent and exceptional performance.

Recommendations

After analyzing the results of research on the influence of job happiness, job stress, and job motivation on job performance among supply chain experts, we can propose numerous important suggestions to improve job performance in this field. Organizations should give top priority to enhancing job satisfaction among supply chain professionals, since it is closely associated with improved job performance. Organizations ought to incorporate stress management initiatives that encompass provisions for mental health support, flexible work schedules, and periodic breaks during the workday. It is crucial to offer training to managers to enable them to identify indicators of stress and proactively take measures to deal with it. In addition, advocating for a balanced allocation of time and energy between work and personal life can effectively diminish stress associated with one's employment and enhance general state of being, resulting in enhanced performance results.

Future Research

The results of your study on the influence of job happiness, job stress, and job motivation on job

performance present several opportunities for future research that could enhance our comprehension of these connections, especially among supply chain experts. An area with great potential for future investigation is the examination of these connections across various sectors and geographic areas. Although this study primarily examines supply chain specialists, it would be worthwhile to explore whether such trends are present in other industries, such as manufacturing, logistics, or retail. Comparative studies have the potential to uncover industry-specific characteristics that impact the connection between job satisfaction, stress, motivation, and performance. These findings can offer valuable insights that are relevant to many industries.

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