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Job Stress impact on Job Motivation and Performance

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Abstract

Purpose: This study aims to explore and evaluate the impact of job stress on job motivation and performance while relating it to the psychological capital that the employees face in the workplace.

Design and Methodology: This research is empirical and based on research objective data is collected from 240 respondents working in Pakistani firms through an online survey. The self-administered questionnaire is used to collect the data with help of convenience data collection technique. The retrieved responses were processed and analyzed to test the study hypotheses with the help of statistical analysis by employing SPSS. The sample size for this research is 240 Pakistani pr

ofessionals. To study the hypothesis, regression analysis was employed and results in a state that job stress is negatively related to job motivation and job performance and psychological capital moderates the relationship between job stress and job motivation.

Findings: These research findings state that job stress negatively impacts job performance and job motivation, therefore it is important to provide a stress-free environment to the employees to improve their performance so they can perform better and help the organization to perform better in local as well as international market. Further, the finding of this research states that the psychological capital moderates the relationship between job stress and job motivation, and job motivation is positively associated with the job performance

Practical Implications: The findings of the thesis provide implications for businesses and employees to understand how job stress, job motivation, and the psychological factor are all related and influenced by each other.

Limitations: This study is based on the data collected on one geographical context, the Pakistan.

Originality: This research provides the Pakistan perspective regarding the importance of job stress, and how it shapes job motivation and performance. Further, this study enriches the existing literature by providing the moderating role of psychological capital and according to the best of the author's knowledge, only a few researches are available on psychological capital in the field of human resource management.

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Introduction

Stress during the job is a critical factor that shapes the performance of employees (Wu et al., 2021). Organizations that are providing a relaxed environment to their employees are more successful because the turnover intention of the employees is less and that firm could retain its employees for a longer time (Akhtar, 2018). The working environment provided by the firms to their employees is having a strong impact on the employee's satisfaction and as well as job performance (Akhtar, 2018). In a stress-free environment, employees can perform better as compared to the stressful environment (Uysal, 2019). Organizations that are not capable of delivering a quality environment will face the problems like shortage of inexperienced employees and will be having employees who are always trying to have a better opportunity so that they can leave the job (Uysal, 2019).

1.1 Research Background

In this competitive world, organizations are trying to have a competitive advantage over a rival by bringing better products and services for their customers (Porter, 1985). With an aim to have a better position in the global market sometimes, firms forget that their competitive position depends on the performance of their employees (Antoniou, Cooper & Davidson, 2016). Satisfied employees perform better than unsatisfied and satisfaction depends on the environment, incentives provided by the companies to its employees (Valdez, 2019). Modern employers are not paying attention to the needs of their employees, as they believed that providing training, incentives and other facilities is just the financial loss, these results in employee dissatisfaction and led a poor performance of the employee that affect the business position in the competitive market (Halkos and Dimitrios; 2006). Another researcher states that when employees are under stress, they become frustrated and led to poor performance of the employees (Palmer, Bonzini, Harris, Linaker, & Bonde, 2013). This stress could be the result of the working hours or because of management behaviors towards the employees. Sometimes employers are not giving opportunities to employees to discuss the problems they are facing and this results in the customer's dissatisfaction, and dissatisfaction led to poor performance of the employees (Bayraktar, 2003).

For an organization it is not easy to sustain in this competitive environment, employees are the competitive edge (Kumar, 2013) for most companies that's why it is mandatory for the firms to keep their employees satisfied (Bertrand et al., 2010). Employees are an important asset for firms

(Ramlawati et al., 2020). When an organization is providing high incentives to its employees it ultimately results in the improved performance of the employees (Prayuda, 2018; Macke, 2019). Chavis conducted another research in 2020 in which it is stated that the perceived working environment is the key factor that impacts the turnover intentions of the employees and organizations needs to provide a quality environment to their employees to retain them for a longer time (Chavis et al., 2020).

Job stress has been an emerging problem in organizations, especially in today's world where many renowned and prominent employees go through it and as a result, decreases job motivation, satisfaction, and performance (Michie, 2002). Job motivation is considered an essential element in influencing employees and creating a healthy work environment which as a result directly affects the behavior of employees and promotes a healthy lifestyle (Wani, 2013) It is important to know that stress causes different mental issues like outrage, despondency, tension, crabbiness. However, job stress's adverse effects on employees' family life can even impact the job performance that can lead to the alarming situation for the organizations (Wani, 2013). Furthermore, the tension in the workplace impacts the motivation of workers to an impressive degree which influences the performance and strengths of the workers in the organizations (Imamuddin, 2014). Moreover, psychological capital is defined as an individual's positive capital by high self-efficacy and by being an optimist and having hope to succeed in goals also, by providing the best solutions to the problem in attaining the success factors (Luthans, 2007). In addition to that, motivation is considered to be a powerful instrument in the hands of administration in motivating the workforce is the center of the administration, which promotes and enhances job satisfaction as well as increases productivity which increases the revenue of organizations and companies (Wani, 2013).

According to (Dubrin, 2003) every organization mainly consists of three levels: organizational level, process level, and activity level. Different jobs are assigned to employees on these stages according to their expertise and the best interests of the organization. According to Jamal (1984), job stress creates job motivation, thus they are interconnected. Also, it is essential to know that organizations must take care of their employee's health since their performance is directly related to their well-being (Jamal, 1990).

Further, In previous studies, it is stated that for the smooth running of firms it is compulsory to implement effective methods to check the employee's satisfaction level (Purcell, 2011). In

addition, the main challenge for every organization is how to evaluate the performance of their employees, or what method is more valid to evaluate their employee's performances (Rynes et al., 2000). To differentiate between the good and the bad employees of the firm, it is important to analyze their performance so that firm can appreciate and provide incentives to their better performers and motivate others to perform better in the future (Prodromos et al., 2019).

In 1984, research was conducted by Jamal in which he stated that the stressful working environment led to poor performance of the employees (Jamal, 1984). When employees have stress it demotivates them to perform better (Aruldoss et al., 2020). A positive perceived environment motivates employees to perform better and to improve their performance (Bokti & Talib, 2009). Extensive work pressure, unrealistic performance pressure led to a stressful environment, employees dissatisfaction, and poor performance of the employees (Ahsan, 2009).

Employee satisfaction results in lowering the turnover rate of the employees and optimized job performance (Wright et al., 2009). When employees are working in a stressful environment and are not satisfied with the management processes it will lead to a high turnover rate for that company (Singh and Loncar 2010). Then to hire new employees, training them for days or even weeks results in financial as well as time loss, that is why it is mandatory to provide a stress-free environment to employees (Nazia, 2013). Therefore, they can work in a single firm for a longer period and that firm can have a competitive advantage because of having an experienced workforce (Nazia, 2013). From the study presented by Nazia and Wright it is clear that when employees are satisfied, it results in the optimized performance of employees and ultimately helps the business to grow and to have a competitive position in the market.

High turnover rates drive firms to hire new staff more frequently and then to train the hired individuals. This process of hiring and training will cost companies a lot (Singh and Loncar 2010). Employee retention and employee satisfaction are the biggest challenges for the industries (Pfeffer, 1994). High turnover creates problems for the industries as experienced employees left their jobs and it is not easy for the companies to fulfill those vacancies (Taylor, 2007). To fulfill these deficiencies and to hire the competent individual drive firmly for higher costs with the risk that the hired employee may not be able to fulfill the job requirements (Nazia, 2013). To retain the employees and to lower the turnover rate researchers proposed different techniques in history, For example, according to a few researchers' organization needs to provide incentive systems to the

employees to keep them satisfied and to retain them (Allen et al., 2003). Firms must provide a quality environment that is hazard-free as it will create a sense of ownership among the employee, improve their performance and lower their intention to makeshift to any other organization (Ghosh et al., 2013). According to Pfeffer the quality working environment, growth opportunities, financial rewards, proper training make employees loyal to their company results in lowering the leaving intention and helps an organization to avoid the redundant costs related to the unnecessary hiring and training process (Pfeffer, 1994). In today's business HRM is getting more important because the workforce and their knowledge are the key factors that affect the productivity of an organization (Swaroop et al., 2017). Measurement of the ES is the most common factor under consideration for HRM (Swaroop et al., 2017). To increase the productivity of the firm, improve the response rate, and make quality products, employee satisfaction is obligatory. Employee satisfaction is measured in terms of how happy workers are about their job and their job environment (Sudhir, 2017). To measure the success of an organization, measure the level of employees' satisfaction about their job and the environment they are working in. Firms realized that to sustain and grow in this competitive world they have to exploit their human resource to get a strategic advantage over their rivals (Wright et al., 2009).

The psychological development of employees is another factor that helps in the positive skills development, the resilience of employees to deal with job pressures. Psychological capital enables the employees to work under pressure and psychological capital makes employees more creative (Fred Luthans, et al., 2007). To make employees psychologically strong or the positive psychological development of employees it is important to provide proper pieces of training and to create a sense of ownership so, that they can decide with confidence regarding their work and instead of being an employee they can deal with the uncertain situation as a leader (Shobe, 2018). In addition, it will make employees more capable of finding a solution for every problem. So, Psychological capital is another important factor that led to the optimized performance of employees. when employees are psychologically strong, they can work under pressure and are always motivated to face challenges (Williams, Costley, Bellury, & Moobed, 2018).

Relations between employees and employer helps in measuring the performance of the workforce (kai-yang et al., 2014). In 2019, research was presented in which it is stated that the supervisory support enhances the self-efficacy and satisfaction level of the individuals, which

results in better performance of the workforce as well as, reduces the job stress of the employees (Sadia et al., 2019). Job stresses are decreased by supervisory support and it also improves other outcomes like job satisfaction and performance (Chiang et al., 2012). According to social learning theory when employees get support from their employers it results in better performance of the individuals and makes employees able to work under pressure (Melián-González, 2016). Supervisor performance is also crucial for creating a sense of ownership among the employees and improved performance of employees is associated with the behavior of their managers and the team member of their teams (Sadia et al., 2019). Positive and supportive behavior led to lowering the job stress among the employees.

From the literature mentioned above, it is clear that employees performance is the key factor for the success of corporations (Singh and Loncar 2010). And the performance of employees highly depends on the environment provided by the organizations, in a stressful environment, employees are not able to perform at an optimized level (Swaroopaa et al., 2017), secondly, job stress negatively impacts the employee's motivation to work (Allen et al., 2003). Further, the psychological capital of employees is the key to actively and creatively working in a stressful environment (Swaroopaa et al., 2017).

This research aims to empirically investigate the impact of job stress in shaping job motivation and job performance with the complementary objective to check how psychological capital moderates the relationship between job stress and job motivation. This research is conducted in Pakistan to present the Pakistani perspective in the field of human resource management to enrich the existing literature, as previous similar researches are conducted in well-developed countries.

1.2 Research Motivation

Employees are the most important asset of an organization and the competitive advantage of the company depends on its employees' performance (Opkara, 2002). It is not easy for every organization to sustain and grow in this competitive world (Frye, 2004). To deal with today's changing market every organization or every firm must provide a good quality product or services to their lead users and delivered the product to the market according to the demand to retain their customers and final product quality depends on individual employee performance working in production systems (Chandrasekar, 2011). Therefore, the motivation is to analyze the factors like job stress and job motivation in shaping the employee's performance.

The second motivation of this research is the region, in which this research is being conducted, which is Pakistan. In Pakistan, the higher management is having bossy behavior towards the employees and the lower management negatively impacts the self-esteem of the employees (Malik and Sattar, 2019).

If an organization wants its employees to be more productive and to work more efficiently, firms must satisfy their customers. Employee satisfaction depends on several factors like incentives, intrinsic or extrinsic motivations, employee empowerment, etc. (Malik, 2019). In Pakistan, the employees are not provided with proper training, incentives when they perform better, so this research will be emphasizing fulfilling the needs of the employees so that they can work better and efficiently (Ahsan, 2009). One of the reasons that employees are not satisfied with the facilities they are provided with and that is why they cannot perform better which ultimately impact the performance of the firm in local and as well as in global market (Jabeen and Rahim)

Psychological capital is one of the key elements that keep motivated employees and make employees able to work under stress. So, the motivation is to check how psychological weakens the relationship between employee's job stress and job motivation (Tahir, Bashir, and Shah, 2021).

1.3 Research Significance

This research is enriching the existing literature based on the following.

1. Region

This research was conducted in Pakistan where only a few researchers with no consistent results. This research will strengthen the previous research by adding more empirical pieces of evidence from Pakistan.

2. Moderator

In this research, Psychological capital is used as a moderating variable and according to the best of my knowledge, the moderating role of these variables hasn't been done before.

3. Practitioners

This research study results can be presented as evidence in front of practitioners and higher management to convince them, the performance of firms highly depends on the performance of the employees. Therefore, this research will be encouraging the

practitioners and policymakers to take care of their employees in order to have a better market position.

4. Turnover intentions

When employees are not satisfied, they always prefer to leave their current jobs and find better opportunities, these results in high turnover intentions. As a result, the firm needs to hire new employees, train them which is a costly process that is why it is important to keep the employees satisfied and to keep them for a longer period.

5. Maslow Hierarchy of Needs

This research will also support Maslow's hierarchy of needs by stating that employers must take care of their employees to build long-term relationships by providing the basic facilities and fulfilling the needs and demands of customers.

Job stress has become very common among employees globally, especially in today's generation (Bhui et al., 2016). There was no direct research performed that satisfies our research questions, aim, and purpose in Pakistan, yet, previous research was done which suggests the impact of stress on job motivation (Kesmodel, 2018). This present study explores the relationship between the employees at different levels in an organization and how this relationship could also be a job stress factor or a job motivation one. Moreover, this study would provide top-level managers practical implications to formulate stress-free environments and obtain effective results by understanding employees' needs to be more motivated and thus the organization will gain more profit on all levels (workplace and profit gain).

1.4 Problem Statement

Business performance is directly related to the employee's performance, so, to improve the business market position it is important to emphasize the performance of the individuals who are working in the industry (Kesmodel 2018). Most of the business operating in Pakistan believes that getting most of the output from the workers is the best way to make a profit and to provide them good training, a quality working environment, stress-free tasks are just a waste of time and money (Shobe, 2018).. Here the problem for the businesses operating in Pakistan is to understand the fact that a stress-free environment, leadership support, employee empowerment are the key factors that led to the improved performance of the company (Kesmodel 2018). To highlight this problem and

to address the fact that stress-free environment keep employees motivated and they perform well that ultimately impact the business performance.

The problem statement for this research study can be summarized as

“to investigate the impact of job stress, job motivation impact on job performance and how psychological capital moderates the relationship between job stress and job motivation”

1.5 Research Questions

Based on the theoretical framework following are the research questions associated with this research study.

1. What is the impact of job stress on job motivation?
2. What is the impact of job motivation on job performance?
3. How does Job motivation mediate the relationship between Job stress and job performance?
4. How psychological capital does moderates the relationship between job stress and job satisfaction?

At the end of this research, the study authors will be answering the above-mentioned three research questions. Further, as it can be seen from the research questions Job stress is the independent variable of this research study, job motivation is the mediating variable; psychological capital is the moderating variable while job performance is the dependent variable of this research.

1.6 Research Objectives

Based on research questions followings are the research objectives associated with this research study

1. To examine the impact of job stress impact on job motivation.
2. To examine the impact of job motivation on job performance.
3. To examine the mediating role of employee satisfaction between job stress and job performance.
4. To examine the moderating role of psychological capital on the relationship between job stress and job motivation.

1.7 Structure of the Thesis

Chapter 1 is based on the introduction of the study that contains a research background in which previous studies related to the research model variables are explained and how those variables are interlinked with each other is also explained. After the research background, research motivation is added in which the reasons to select these research topics are mentioned in detail. Research motivation is also having different sub-sections. Research motivation is followed by the research significance in which the novelty of this research study is presented and how this research is contributing to the existing literature is mentioned. Based on the research model, research questions and research objectives are mentioned as well.

The second chapter is based on the literature review. This research is composed of one independent variable which is job stress. The first section of the literature review is based on the definitions of Job stress and how this factor is affecting the job performance of employees. after that the mediating variable, job satisfaction is mentioned in which the concept of job motivation is elaborated briefly, and then how job motivation impacts the job performance or the outcomes of the job motivation are also mentioned. The mediating role of job motivation is also mentioned in this section and as well as the antecedents of employees' job motivation are also mentioned. After the mediating variable, the moderating variable that is psychological capital is defined and how it is moderating the relationship between job stress and job motivation. The dependent variable of this research study is job performance. The literature review of job performance is divided into two sections, first section is based on the basic definitions of the concept while the second is based on the part is based on the antecedents of the dependent variables. In last the chapter summary is presented in which the research gap and why this research is important is also mentioned.

3rd chapter is titled conceptual framework and hypothesis development. This chapter is based on two sections. The first sections explain the theoretical model in which the independent, dependent, mediating, and moderating variables are explained. Theories that support our model are also explained, based on the research model we have adopted Maslow's hierarchy of needs to support the theoretical framework of a research thesis. the second section of this research thesis is based on the hypothesis development in which the relationship between independent, dependent variables are explained, how psychological capital moderates the relationship between job stress

and job motivation is explained secondly the mediating role of job motivation is elaborated. At the end of the chapter, the summary is presented.

The 4th chapter is based on the research methodology, as this research is empirical and that is why we have collected primary data for data collection, and after collecting data we have analyzed it by using the SPSS software. To test the hypothesis, we employed regression techniques to check whether there is a significant relationship between the variables or not. Further, data validity, correlations, and other similar tests have been performed.

The 5th chapter is based on the results. This chapter contains frequency analysis, correlation analysis, validity and reliability analysis, regression analysis, and variance inflation test. The first section presented a test to check the validity while the remaining's checked the hypothesis testing.

The last chapter is based on the conclusion and discussion in which the results are discussed by comparing results with previous research and then practical and theoretical contribution of this research study will be mentioned. Research limitations and research future directions are also elaborated in the last chapter. In the end, the conclusion is presented.

2 Literature Review

2.1 Perceived working Environment

The working environment defines the stress level. stress-free and friendly working environments led to enhanced performance of employees while the poor working environment led to poor performance of the employees (Akintayo, 2012). The perceived working environment is defined as the opinion of an individual about the environment in which he or she is working (Jeon, 2019). In today's competitive world, it is compulsory to retain productive employees along with the customers to have a competitive advantage over the rivals (Nilsson, 2020). Safety is the major concern for every employee (Gyekye et al., 2012). A safe environment is defined as providing hazards free and stress-free environment to the employees so that they can work with concentration (Bentley et al. 2010). A stress-free environment is a system that includes shared values about safety that create awareness about health and safety activities in an organization and keep the employees satisfied (Kaluza et al., 2012).

Effective use of communication and knowledge-sharing networks in an organization helps firms to reduce stress and create a safe environment for the workers (Gyekye et al., 2012). To provide a stress-free environment to the employees higher and lower management together try to make policies and plans through consultative management (Gallagher 2001). A stress-free environment is the result of a designing mechanism, which can control the risk and reduce the number of accidents in an organization (Ramzan et al. 2016). A safe environment or safe workplace is a measure to ensure the good physical and mental health of the worker by providing ergonomic conditions (Claudine Umugwaneza et al. 2019). Along with the physical safe environment, the organization needs to provide a positive psychological environment in which every individual can talk freely and have surroundings in which the higher management is supportive, fewer job pressures (Mimura & Griffiths, 2003). Moreover, sufficient resources must be provided to the employees so that they can work with more concentration which could result in improved productivity (Spaargaren, 2003).

2.1.1 Job Stress

Word stress is derived from the famous researcher Hans (Institut universitaire en santé mentale de Montréal 2012). When the job requirements are not equal to the employee's skills, resources provided by the company then it is called job stress (Park, 2017). An absence of organizational

encouragement led to mental stress for the workers (Arnold and Feldman, 1986). A complex state of mind is known as job stress (Akanji, 2015). When the leadership or the managers are not supporting it will lead to job stress (Jungwee, 2007). Another researcher defines job stress as a result of the difference between job requirements and employees' skills (Sauter and Murphy, 2013). The setting of unrealistic goals for employees will lead to the poor mental health of the employees and they will not be creative and cannot work effectively and efficiently (Jacobson, 1987). Job stress could be positive or negative depending on the perception of a person (Ahmed & Ramzan, 2013). For example, when the employees are asked to perform more than the required work it will be taken as positive job stress, on the other hand when employees were asked to perform tasks more than their capacities then it will refer to negative job stress (Armstrong, 2015). Secondly, setting goals lower than the actual requirement is negative stress for the higher management and could result in positive stress for the employees (Sauter and Murphy, 2013).

Job stress is and has been the most profound issue in organizations (Wani, 2013). It has been affecting the performance of employees. Stress and pressure are considered to be worrying factors to managers and stakeholders in an organization where it is a perplexing marvel and has a large number of definitions in an assortment of hypothetical models (Kesmodel 2018). Some factors determine motivation such as pay is the basic and foremost motivational factor for employees. An extensive level of the workers in an organization feels that there is an irrelevant degree for self-awareness in their job whereas recognition and status are imperative things individuals make progress toward. Rewards and incentives for the work worth remunerating are other essential instruments for expanding the motivational level of employees (Ahsan, 2009). However, better, and clear organizational strategies prompt high efficiency, motivated inspired, and devoted workers. According to Wani (2013), an amicable and steady workplace prompts a larger amount of fulfillment and inspiration. The employees of a larger organization provide a less supportive work atmosphere which also contributes to a decrease in levels of motivation for the employees (Lu, 1999).

Following are the factor that can reduce the job stress

- 1) Organization Encourage

Workplace stress can be decreased if the organization encourages its employees (Jain et al., 2019). Organizational encouragement is described as an organization's ability to motivate its personnel to

achieve better (Eisenberger et al., 1986). Motivation or encouragement is defined as a person's desire to accomplish anything that will help that person achieve something in his or her personal or professional life (Nilsson, 2020). Organizations urge their employees to be more productive since the performance or market position of their employees is greatly dependent on their performance (Eisenberger et al., 1986). Most organizations urge their employees to perform better so that they can be rewarded with cash benefits, promotions, paid vacations, and/or other incentives, all of this is dependent on their performance (Jain et al., 2019).

2) Leadership Support

Leadership or higher management could have a strong impact on the performance of the employees (Miner, 2015). Leadership support is defined as the nature of the project leads, managers, or higher management to support their employees whenever they perform better and considered them as an important part of the organization, empowering employees so that they can decide their jobs (Pathak, 2012). This behavior creates a sense of loyalty among the employees and also results in self-directed teams (George, 2015). Leadership support can also be defined as the ability of the organization leaders or the managers to keep their employees satisfied (Armstrong, 2006). Leadership support encourages improvements in workers' behavior, according to organizational support theory (Eisenberger et al., 1986). Employees' perceptions of how much their bosses respect their contributions and worry for their well-being are referred to as leadership support (Kottke & Sharafinski, 1988). Supervisors are in charge of directing and monitoring workers' work success as representatives of the company (Pathak, 2012). As a result, workers often interpret their supervisor's comments as an indication of the company's attitude toward them (Hayes, 2015). Furthermore, since workers are mindful that their supervisor's assessments of their job success are often conveyed to management, who are seen as the organization's leaders, the connection between effective loyalty and supervisor support is reinforced even further (Eisenberger et al., 2002).

3) Team Corporation

Team corporation is defined as the teamwork of various employees working on a common project (Lee, 2021). The flow of ideas, skills, and other expertise between employees is sometimes referred to as a team corporation. In today's competitive environment, an organization can't survive on its own while forming alliances with other organizations to compete in the market (Golden, Veiga, and Dino, 2008). Similarly, employee cooperation is required to improve the overall

performance of the firm and the employees themselves (Golden, Veiga, and Dino, 2008). Team company is not just restricted to cooperation among employees of the same level, but strong collaboration between upper, middle, and lower management is also advantageous to the firms (Cho, & Mor Barak, 2008).

4) Sufficient Resources

Resources are defined as the equipment or the facilities that are necessary to fulfill the desires or needs (Vijayan, 2017). An organization is required to provide sufficient resources to the employees so that workers can perform their job more effectively and efficiently (Spaargaren, 2003). Resources include proper PPE's required for a specific task, SOP's and also the training that trains the employees to get the work done (Achmad, 2017). Sufficient resources are defined as enough amount of resources that could be utilized to fulfill the needs of someone (Armstrong, Atkin-Plunk, & Wells, 2015). In an organization, sufficient resources are defined as the responsibility of the organization to provide a sufficient amount of resources to their employee to keep them satisfied that ultimately improving workers' productivity (Vijayan, 2017).

5) Job Pressure

Job pressure is defined as the amount of work assigned to an individual to complete within a limited time frame. When the tasks are more than the capacity of the employee that is referred to as high-pressure work and when the tasks are according to the capacity of the workers that is called low pressures (Mimura & Griffiths, 2003). Job satisfaction and job pressure are inversely related to each other. High pressures on the employee drive them to look for other opportunities in the market and that positively influence the turnover intention of the employees. job stress is not only based on the workload (Ahsan, 2009). Job pressure could also result in higher workloads, employee's insecurity about their jobs, low scales salaries, not getting recognition from the higher management after completing the assigned tasks, change in technology to which the workforce is not familiar with and many other factors that results in the job stress for the employees (Mäki et al., 2008). Job stress or job pressure could also be defined as the impact on the surrounding/environment on the working behavior of the employees that have the potential to negatively affect the performance and influence the turnover intention of the employees (Ahsan, 2009).

2.1.2 The outcome of Job Stress

The work environment could have a positive impact on the performance of the employees and most of the time it could result in employee satisfaction (Salanova, Agut, Peiró, 2005). Providing a positive environment to the employees keeps them satisfied (Vijayan, 2017). Organization encouragement or organization motivation is an important factor that improves the employee's productivity and this motivation is the result of different benefits that are provided to the employees by the higher management (Baird, Tung, & Yu, 2019). Employees are encouraged and motivated when their basic needs are fulfilled by the organization in which they are working and this positive behavior of the organization towards their employees creates a sense of ownership and loyalty that reduces the turnover intention of the employees (Nilsson, 2017). In the formal studies, it is indicated that the employee's satisfaction is highly dependent on the organization's encouragement and this also helps the firm to retain their human workforce for a longer time (Salanova, Agut, Peiró, 2005). In other words, the sustainability of the workforce highly depends on the organization's encouragement (Miner, 2015).

Job stress is another factor that could have a negative impact on the employee's satisfaction level and job stress/pressure results in the low morale of the workers (Vijayan, 2017). In previous studies, it is stated that job stress affects employees' physical as well as the mental health of the individuals (Williams, Costley, Bellury, & Moobed, 2018). Lowering the job stress could result in employee's job satisfaction, high morale, and improved productivity while higher job pressures could result in turnover intentions, mental and physical health problems as well as lower the morale of the employees (Hendrix, Steel, & Schultz, 1987). That is why the organization needs to focus on their employee's job stress and try to keep them satisfied by digging into the depth or the core reasons for the job stress (Hendrix, Steel, & Schultz, 1987).

Job Stress has long been found to be linked negatively with job performance and has been a part of research since then, for example, the more the job stress that reduces the job performance of the employee (Jamal, 1985). Studies indicated that workers having more job stress reported having effects on their performance and had difficulty concentrating on their work (Vijayan, 2018). Further, a study revealed that job stress also lowered the overall productivity of the employee and reduced their commitment to the job (Jameel et. al, 2016). Another research indicated that

improving role ambiguity; defining proper job descriptions and supervisor's support at work could help to reduce the job-related stress of a worker (Hosseini et. al, 2017).

However, according to Bashir & Ramey (2010), the results of a Pakistani study previously done are coherent with the previously investigated literature such as the stress at the job reduced the performance of the employees and created loss for the organization in general (Bashir & Ramey, 2010).

In addition to that, another Pakistani study revealed that insufficient monetary reward and excessive workload are also reasons for generating job stress in individuals that ultimately affect their job performance, and minimizing it could help improve the performance of the employees (Imamuddin, 2014).

According to Jackson (1989), another factor that increases the job stress for employees is low levels of job control which shows that giving little autonomy to employees could also help to release job stress of the employees (Shah et al., 2012). Furthermore, the researchers also show a positive link and connection between job stress and job performance for example, the more the job stress the higher the job performance, but they also indicated a lower job satisfaction in the scenario (Shah et al., 2012). This means that the results could be related to the factors like meeting the day-to-day means in life and ensuring the survival of oneself and other dependents (Chao et. al, 2013).

Team collaboration is another factor that could discourage the turnover intentions of the employees (Lee, 2021). It is obvious that when an individual is working in an environment where the seniors are having bossy behaviors and not sharing their experiences (Golden, Veiga, & Dino, 2008). This will drive the employees to look for better opportunities in the surrounding and employees will try to go to another place where he or they can work with the team that corporate, collaborate, and share their experience (Lee, 2021). So, he or she can learn from them (Shah et al., 2012). "Leaders and workforce push each other towards the higher level of morale and motivation" (Burns et al., 2004) that means the stronger the collaboration among the employees and the higher management the higher will be the employee's motivation level and higher motivation level of employees results in lower intention level (Cho, & Mor Barak, 2008). As every organization is facing problems in different units, and for that innovative ideas, creative knowledge and quality information sharing are the essential elements to solve those problems that could be achieved through strong collaboration among the team members (Fullan, 2001). Team corporations create a competitive

environment in which everyone is willing to learn from others' experiences and to get the solution quickly (Wu, Ren, Wang, He, Xiong, Ma, & Zhang, 2021). Team Corporation influences the brainstorming process and every individual is allowed to give creative ideas related to the problem under consideration (Uysal, 2019). This process of brainstorming and involvement of employees in the process let them think that they are important for the organization (Salanova, Agut, Peiró, 2005). This results in lower turnover intention and organizations can have their experienced workforce for longer time span and employees with improved performances (Salanova, Agut, Peiró, 2005).

Leadership support or the supervisor's support could have a positive impact on job satisfaction and discourage the turnover intention of the employees (Shooshtarian, Ameli, Amini Lari, 2013). Relations between employees and employer helps in measuring the performance of the workforce (chang and Cornellis, 2014). In 2019, research was presented in which is stated that supervisory support enhances the self-efficacy and satisfaction level of the individuals which results in better performance of the workforce (Sadia et al., 2019). Turnover intentions are decreased by supervisory support and it also improves other outcomes like job satisfaction and task outcomes (Chiang and Hsieh, 2012). According to social learning theory when employees get support from their employers it results in better performance of the individuals (Melián-González, 2016). Supervisors' performance is also crucial for the market position of the firm and supervisors' performance is directly related to the performance of the individual working under their supervision or the team member of their teams (Afzal et al., 2019). When an employee feels that his supervisor is cooperative and he appreciates his work or encourage him whenever he performs well, this behavior of supervisor motivates the individuals to work with more concentration and try to complete the task which is assigned by their supervisor more effectively (Park et al., 2018). According to social learning theory, supervisory support motivates individuals to be more productive and enhances the level of satisfaction of the workers and they provide high-quality work (Deconinck and Johnson, 2009). From this literature, it can be concluded that the leadership support not only enhances the performance of the employees but it also results in reducing the turnover intention of the employees and it also kept employees more satisfied (Lee, 2021). Therefore, leadership support could have a strong negative impact on employees' turnover intention and a positive impact on other employees' satisfaction (Lee, 2021).

Sufficient resources could be another factor that could have a positive impact on employee satisfaction and help in lowering the employee's turnover intention (Salanova, Agut, Peiró, 2005). When proper training is provided to the employees that enhance the satisfaction level of the employees (Qudah, Osman, & Al Qudah, 2014). Similarly, when high-quality services are offered to the employees and their work is being recognized by their managers that enhances the satisfaction level of the employee and they try further harder to be more productive and satisfied (Rumawas, 2015). Proper SOP's, reward systems that are mandatory for a specific job are provided to the workers increasing their level of satisfaction and lowering the turnover intention (Zacharias, Rahawarin, & Yusriadi, 2021). For every employee their safety is the priority and when proper personal protective equipment is provided to the employees for tasks in which there is a risk of getting injured i.e. providing a harness for working on heights (Vijayan, 2017).

As indicated by Bowing Harvey (2001), stress happens with the association between an individual and the climate, which produces enthusiastic strain influencing an individual's physical and state of mind. Stress is brought about by stressors, which are occasions that make a condition of disequilibrium inside a person (Lee, 2021). These creators additionally expressed that the expense of a lot of weight on people, associations, and society is high. Numerous workers might experience the ill effects of tension problems or stress-related diseases (Bowin and Harvey, 2001). As far as days lost at work, it is assessed that each impacted representative loses around 16 working days a year due to stress, uneasiness, or discouragement (Bowin and Harvey, 2001).

Bowin and Harvey (2001) states that pressure was depicted as far as outer, typically physical, powers following up on a person (Bowin and Harvey, 2001). Later it was proposed that the singular's insight and reaction to boosts or occasions were a vital component in deciding how that individual may respond, and regardless of whether an occasion will be viewed as distressing (Zacharias, Rahawarin, & Yusriadi, 2021). These creators further fought that most analysts recognized that both outer and inner variables influence pressure (Qudah, Osman, & Al Qudah, 2014). They saw pressure as a reaction to outside or inner cycles, which arrive at levels that strain physical and mental limits past their cutoff. effect of weight on representative efficiency (Zacharias, Rahawarin, & Yusriadi, 2021)..

From the discussion above it can be stated that the organization's encouragement, Leadership support, Team corporation, Sufficient resources positively shape employee motivation while

having a negative association with the employee job performance. Similarly, job stress could negatively impact employee motivation.

According to Singh (2015), an employees' motivation is directly affected by the job, especially when the job is stressful, or the management team pressures the employees resulting in a negative relationship between the two parties (Strauss, 2017). Moreover, job stress has a high impact on job motivation in terms of creating anger management issues, very high levels of stress, anxiety, lack of confidence, and tension between the employee, the management, the company, and the job as a whole (Wani, 2013). It is very essential to know that the company's base is its employees because they are the ones that do all the work, put in their efforts, and take care of the job, thus demotivation and job stress lead to the company's loss and even bankruptcy (Zacharias, Rahawarin, & Yusriadi, 2021). However, according to Lu (1999), employees tend to seek emotional support from peers and team members as well as the management team. It increases their chances of lowering the job stress as well as being motivated while performing the job where self-confidence is enhanced as well (Strauss, 2017).

On another hand, research done on female workers shows that they have higher motivation levels and these motivation levels directly affect the overall job satisfaction and thus increase the quality of job performance, this shows that there is a direct relationship between motivation and job performance (Primasari, 2015). Some workers are motivated through stress and excessive work pressure where they did not have personal motivation, this shows a reciprocal relationship between job motivation and job stress (Strauss, 2017). Work fulfillment is a satisfying or hopeful articulation weighty of the thought of one's movement (Azash et al, 2011). Associations today have understood the significance of roused and fulfilled workers as significant donors towards long-haul destinations (Tietjen and Myers,1998). It has made associations take into account the assumptions and requirements of the representatives and could expect a comparative reaction. Inspiration likewise emphatically impacts execution at the individual and gathering level, at last, influencing the authoritative presentation (Risambessy et al 2012). It is the authoritative conduct addressed by the authoritative senior administration that impacts the level of inspiration and fulfillment through its convictions, rule, and fundamental qualities which are firmly trailed by association (Roos, Van Eeden, 2008). Associations center possible lies in its roused and fulfilled workers who reliably contribute towards association objectives and objectives. A viable HRM

framework could be a lot of help with keeping worker assurance high (Kumar and Garg, 2011). It isn't feasible for any division to exclusively rouse and fulfill representatives without the help of the senior administration's dynamic support and interest (Solanki, 2013). Dina Maria LUT, 2012 additionally upholds the view considering the uniqueness of the singular conduct and disposition with an assortment of assumptions and necessities which can have a variable impact on the exhibition (Tietjen and Myers,1998). Higher Management needs to take the sign of dropping execution may not be because of the outer variables of inspiration however could be the impact of disappointment from the undertakings and the result accomplished. They need to zero in on creating occupations that include representative and spurs and satisfy the day-by-day assumption (Tietjen and Myers,1998). It ought to likewise be understood that the worker execution is additionally contrarily impacted by stress at work place, consequently, it is of critical worth to assess the current cycles and rehearses which are answerable for causing unpleasant circumstances not to impact the execution (Kakkos et al, 2010). Here planning position content which is more fascinating is basic, work advancement could be one technique to inspire representatives (Lunenburg, 2011).

2.2 Job motivation

Motivation is the human energy that clarifies steadiness and positive feelings to assure completing or reaching a goal (Davies et. al, 2008). However, motivation is essentially the individual and work environment qualities that clarify why individuals carry on how they do at work (Schultz & Zucher, 1989). Everyone has diverse occupation motivations. As all individuals work consequently of advantages that working environment is giving them (Heathfield, 2018). In addition, motivation can likewise be characterized as playing out activity because of intrigue (Herzberg, 1959). Some famous motivational theories are Maslow's hierarchy of needs, the two-factor theory, and Vroom's expectancy theory (1964). Managers persistently need to propel their workers for achieving alluring outcomes for the association. However, motivation can be further divided into two parts: intrinsic motivation and extrinsic motivation (Amabile, 1993).

These two parts are as follows:

- 1- Individuals are internally motivated when they look for happiness, intrigue, fulfillment of interest, self-articulation, or individual tests at work.

2- People are extraneously roused when they take part in the work in order to secure some target that is isolated from the work itself

Job satisfaction and motivation is the combination of psychological and environmental surroundings that led an employee to say I am satisfied with my role/job (Hoppock, 1935). According to another author, employee motivation can be determined by the effectiveness of roles they are playing shows their level of satisfaction (Vroom, 1964). Feelings and positive attitudes or behavior of someone about their job are known as employee motivation and if someone has negative feelings about the job satisfaction then it is called dissatisfaction (Armstrong, 2006). Job motivation is a construct that has different reasons for different people (Mullins, 2005). Employee motivation is related to someone's level of satisfaction if an employee is highly motivated to do his/her duties then that particular employee is having a high level of satisfaction but if an employee is not motivated to perform his tasks then that employee is not satisfied by the role which was given by the higher management (Arasli, Turner, 2008). Job motivation is about the internal attitudes and behaviors of a worker towards their work (Wasif Ali, 2016). Moreover, Job motivation is more about the employee's sense of success on the job (Kaliski, 2007). The motivation level of employees is directly linked to the productivity of the worker, if a worker's productivity level is high then that work is motivated and satisfied can be considered a high performer (Kaliski, 2007). On the other hand, if the productivity of employees is lower that means he or she is not satisfied and less motivated (Kaliski, 2007) with his/her job and the reasons for this dissatisfaction and low morale could be many like a safe environment, supervisory support, higher management behavior and many more (Vijayan, 2017). Another researcher stated that job motivation is the result of feeling or perception of someone about their jobs according to their material and psychological needs (Aziri, 2008).

Organization encourage is the ability of an employer or organization to keep their employees motivated while leadership support is defined as the behavior of the higher management towards the employees (Williams et al., 2018). Whether managers are motivating the employees or have negative behavior towards the employees shapes the job satisfaction and employees' level of motivation (Baird, Tung, & Yu, 2019). Sufficient resources are the facilities that are provided to the employees that are mandatory to carry out the tasks (Aziri, 2008). Team corporation is defined as the collaboration among the team members that results in creative ideas and help in finding the

solutions for the problem under focus and it will motivate the employees to perform better (Rumawas, 2015).

2.3 The outcome of Job Motivation

From the existing literature, we have concluded that to improve the performance of an employee it is very important to keep them motivated (Williams et al., 2018). Every organization, every firm always try to recruit those employees who are more productive, and to increase their productivity it is compulsory to keep them satisfied (Kaliski 2007). When the productivity of an employee is lower that means he or she is not motivated to perform the required tasks (Kaliski 2007). A satisfied and motivated employee is an individual who will be having a positive attitude towards the job and has a lower level of turnover intentions (Feldman & Arnold 1983). From the previous studies, we have seen that employee motivation is harming absenteeism but has a positive impact on the high staff morale as well as positive influences on employee commitment (Obiekwe et al., 2019). And their level of motivation creates a sense of loyalty among them so they do not leave their jobs and firms can have a sustainable workforce (Obiekwe et al., 2019). According to Omah, employee satisfaction increases the level of productivity of the employees and reduces turnover intentions, and increases job satisfaction (Omah, 2019). If an organization can satisfy its employees, it will improve the business outcome because of an increase in the level of productivity (Koys, 2001).

From the literature presented above, it can be seen that employee satisfaction is negatively related to the job performance of the employees.

2.4 Psychological Capital

Martin Seligman introduced a new approach in psychology called positive psychology a few years ago (Seligman and Csikszentmihalyi 2000). Positive psychology, as opposed to conventional psychology, encourages an emphasis on how to build on people's assets, such as qualities, values, and abilities, to make their own lives more useful and productive. Within the growing positive organizational behavior movement, Luthans and Youssef proposed the notion of psychological capital, abbreviated PsyCap (Luthans and Youssef 2004). (Cameron and Spreitzer 2012; Luthans and Church 2002). PsyCap refers to an individual's psychological capacity, which may be assessed, developed, and controlled to improve performance. It is made up of the psychological resources that most closely fulfill the inclusion criteria stated in positive organizational behavior: identity, hope, enthusiasm, and perseverance (Luthans and Youssef 2004; Luthans et al. 2007a, b). When

these four resources are merged, they form a higher-order construct that is based on the similarities shared by these four first-order constructs (Hobfoll, 2002) and has empirical evidence (Avey et al. 2011; Luthans et al. 2007a). Employee empowerment and incentive systems are two critical factors that shape the psychological development of employees.

In previous literature, different researchers define employee empowerment differently. Conger and his co-fellow Kanungo stated that employee empowerment is a process to boost up the self-efficacy feelings of employees and it mitigates the factors which lead employees to feel powerless (Conger,2008). Shifting power into the hands of workers is known as employee empowerment (House, 1986). Later this concept is defined as a variable that is based on the components like autonomy, impact, meaningfulness, and group potency (Kirkman et al., 1999). This concept was supported by another researcher in 2016 by Burke. Employee empowerment is a concept that brings out the self-control abilities and responsibilities of the employees (House, 1988). Providing power to workers to make decisions regarding production or manufacturing systems (Oxford, 2018).

Psychological capital is defined as the individual's positive capital by being optimistic, having high self-efficiency, and hoping to succeed in organizational goals as well as personal goals by providing solutions to several problems that might come up during work (Luthanas, 2007). These positive emotions of hope, optimism, and efficacy can decrease the dysfunctional effect caused by negative emotions related to job stress and increase the levels of job motivation (Avery, 2008).

The psychological capital has four dimensions that fall under its name.

The first dimension is self-efficiency, which directly relates to the belief in oneself, the second dimension is Optimism which means having positive thoughts about certain negative situations (Luthanas, 2017). The third dimension is Hope, which falls under the person being hopeful and believes that he/she can succeed and perform better in achieving their personal goals and organizational goals (Durrah, 2016). Last but certainly not least, the fourth dimension is Resilience, which means the possibility to bounce back from failure and stress (Mills & Katherine, 2013). All these four mentioned dimensions result in positive psychological capital.

Power means giving authority to locals and authority means empowerment. According to another author, empowerment is defined as a procedure to allow every individual to think, plan and act to

make effective decisions (Han, 2015). This process creates a sense of ownership among the employees and makes them feel that they are important not just followers (Kok et al, 2011). Through employee, empowerment control has been shifted from managers to junior employees and this helps to make decisions through brainstorming (Abraiz et al., 2012). In previous studies employee empowerment is defined as providing authority to the employees related to a specific task and operation is known as employee empowerment (Klagge J. 1998). The process of shifting the decision-making authorities from the higher level to the lower level is called the empowerment process (Mainiero, 1986). Similarly, Delaney J.T with his co-fellow stated this concept in 1996 as an act of providing or extending the authority to decide all the working force. So, from this literature, we have concluded that employee empowerment is the process that allows everyone to make decisions at different stages making the product or providing service to the end customers.

Employee empowerment plays a role in job satisfaction. Environment turbulence, obstacles and to deal with the sudden changes in needs and demands, employee empowerment is the key (Abdissa et al., 2016). In today's changing market demand, employee empowerment is the key to making quick decisions to be the pro-active or the market leader rather than follower and it also helps the worker to handle the job pressure (Obeidat et al., 2017). According to a former researcher psychological capital is having an impact on job performance and the overall performance of an organization depends on the performance of individuals working in an organization (Tetik, 2016). When an organization empower their workers, provide the necessary training and incentives they think that they are important for the firm, and this increase the sense of loyalty when which results in employee satisfaction (Nawaz et al., 2014), and when the employees are satisfied, they focus on their work which ultimately improves their performance. A high level of empowerment enables the managers to deal with the employees working under them more effectively (Waqar et al., 2011). Employee empowerment results in self-directed teams which results in a high innovation rate which ultimately results in the success of a firm (Tietjen and Myers,1998).

So, from the existing literature, we have concluded that employee performance highly depends on the employee's satisfaction, and whenever an employee is satisfied only then he or she will focus on their work instead of applying to a different organization to get more money and other incentives to keep their quality of life higher (Nawaz et al., 2014). Similarly, it is observed that job satisfaction and innovation both depend on the employee's empowerment and as well. So, this

study will elaborate empirically on how these variables help an organization to make their employees satisfied and to improve their worker's performance to get a competitive advantage over others (Cross, 2019).

A collection of incentives and rules for their disbursement in corporate environments that are intended to affect potential results. Incentives differ from group to group in motivational strength. Incentive systems are very vital for the job satisfaction and productivity of employees. In previous studies, the term incentive has been defined by many researchers in different contexts. The incentive is the process that helps organizations to achieve goals and objectives and to get specific results (Milton, 2013). Similarly, every single facility which is provided to the employees beyond their pay is known as an incentive (Cross, 2019). Therefore, incentives are also defined as a key of motivation for employees (Pouliakas, 2008). Any financial or non-financial facility which is provided to the workers is an incentive (Schiller, 1996). According to another research incentive system is the way to satisfy employee self-esteem and to fulfill the needs of the employees (Mukherjee et al., 2012). Incentive systems are introduced by many organizations to motivate and satisfy their employees. these systems help the organization to achieve its objectives (Milton, 2013). Incentive systems provide the firm the opportunity to motivate their workers which ultimately results in improvements of their employees' productivity (Pouliakas, 2008). Impetus programs are set up by associations to remunerate and repay uncommon representatives' profitability (Schiller, 1996). The incentive doesn't mean only providing money to employees, giving vacations and other incentives like paid trips to the good employees are also a kind of incentive. These systems help organizations to retain their productive employees (Arnold et al., 2013). Organizations tried to use the best type of incentives to retain their customers and to get their job done (Daniel, 2019). Incentives help to drive employee motivation and improve the employee's productivity (Condly et al., 2003). Previous research has concluded that younger salespersons were more attracted to the highest-paid plan incentives and it motivates them and satisfies them (Delvecchio et al., 2007).

Every organization's performance depends on the performance of the individuals who are working in their organization, therefore is very important to keep employees motivated and loyal, for this incentive is the keyway to go keep them motivated (San et al., 2012). Moreover, this process of

incentives is used to keep firm employees motivated and to develop self-directed teams (San et al., 2012).

Incentives systems are also the key element for the psychological development of employees (Mahmood et al., 2016). Every organization's performance depends on the performance of the individuals who are working in their organization, therefore is very important to keep employees motivated and loyal, for these incentives are the keyway to go keep them motivated (Pouliakas, 2008). Every individual will work very hard to give their best when they know that will be awarded by the management for their efforts (Hafiza et al., 2011). There are many factors which satisfy an employee needs for example safe environment, working conditions, PPE's, training and development programs plus secure job but among all these incentives is the factor which keeps employees very much motivated and has a high impact on the job performance (Hafiza et al., 2011). incentive systems motivate employees to perform better than before (San et al., 2012). If a manager provides incentives to his or her workers, then this will motivate them to learn new skills and to contribute to achieving organizational goals and objectives for the long term. As the needs of every employee are different so, every organization must know what kind of incentives should be provided to every individual then they will try to improve their skills and learn new skills to be more productive (Mahmood et al., 2016). In previous research, it is also stated that the job performance of employees depends on their level of motivation and their motivation depends on the incentive systems provided by the company (Bhola, 2013). Often companies use incentive programs to inspire and satisfy their workers. These programs assist the company in achieving its goals (Milton, 2013). Incentive programs enable a company to inspire its workforce, which in turn leads to increased productivity (Pouliakas, 2008). Associations set up incentive schemes to remunerate and reimburse rare representatives' profitability (Schiller, 1996). Giving breaks and other bonuses to successful employers, such as paid holidays, is also an example of a reward.

2.5 Outcomes of Psychological Capital

The psychological capital of employees is critical in improving the self-esteem of the employees (Pouliakas, 2008). Psychological capital enables employees to be more creative and always seeking for new solutions to deal with uncertain and pressurized situations (Pouliakas, 2008). Psychological capital enables employees to work in a stressful environment and it will help employees not to be demoralized and instead, it motivates employees to be more efficient with

increased stress in the working environment. Self-efficacy is also defined as an individual's psychological capital (Luthanas, 2017).

Having a positive psychological capital directly affects an employee's motivation since it generates self-efficiency and self-trust in which they can believe that achieving personal and organizational goals is simple where they are also able to enhance the job performance too (Durrah, 2016). Previous studies have shown that psychological capital has a direct relation with job motivation in terms of job performance and satisfaction (Luthans et. Al., 2007). There are 4 facets on how to analyze the psychological capital on the job motivation level which are how hope, resilience, optimism, and efficiency all together play a very important role in the composition of predicted work performance, satisfaction, and motivation (Luthans et al., 2007).

Encouraged by positive psychology's renewed focus on studying what is right about people, organizational behavior researchers applied positive psychological research to the workplace (Cross, 2019). Positive Organizational Behavior is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002b, p. 59).

A broad range of positive workplace topics has been addressed in the literature. POB researchers are interested in a more specific subset of these workplace positivity constructs. In the introduction of POB to the literature, scholars established working boundaries and criteria for inclusion in the list of positive psychological resource capacities. Among these standards for inclusion are having a solid theory and research base, having valid and reliable measures, existing at the individual or micro level, exhibiting state-like and developmental characteristics that can be enhanced through brief interventions, and having illustrated an ability to impact work-related performance (Luthans, 2002a, 2002b; Luthans & Youssef, 2007) While concepts including subjective well-being and emotional intelligence have been proposed as potential POB concepts in the past (Luthans, 2002b), the four receiving the majority of attention by POB researchers are self-efficacy, hope, optimism, and resilience.

According to the results of a study done in 2010, it shows that psychological capital is positively and directly related to job performance with its relationship mediated by psychological capital (Hartnell,2010). This means that psychological capital mediates the impact of job stress on job

performance where it satisfies all the levels previously mentioned before. There is a significantly positive relationship between psychological capital and job performance where work attitudes are found to mediate the relationship between the psychological capital and job performance of employees (Kappagoda et. Al., 2014).

2.6 Job Performance

Job performance is defined as the ability of the employees to complete the given tasks within the given period (Alnaqbi, 2011). Another researcher states that the performance of the employees can be measured by analyzing the market position of the organization in which they are working (Al-Qudah, 2011). Employee performance is the effective implementation of knowledge, skills, and experiences to achieve the objectives assigned by the higher management (Bowra, Sharif, Saeed, & Niazi 2012). Performance is a multidimensional concept that is defined as the behavioral commitment of the workers towards their work (Campbell et al., 1993). Employee performance concept is defined as how well or how effectively an individual is capable of fulfilling the job duties (Lia Ciner, 2019). Employee's performance measures are effectiveness, quality of the work, and depend on the time and cost used to complete the tasks (Lia Ciner, 2019).

The term job performance is influenced by various factors which measure an individual's ability to successfully achieve their tasks appointed to them under subject to less restriction at the workplace (Matsuo, 2019).

The term "employee performance" implies a person's work accomplishment in the wake of applying required exertion at work which is related to getting important work, connected with profile, and merciful partners/businesses around (Jackson, 2010).

Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Roe, 1999). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states the consequence of an individual's job behavior (Campbell, 1990).

According to previous studies employee performance can be measured by focusing on the level of empowerment (Kennedy et al., 2001), organizational support, personal support (Borman et al., 2001), pro-activeness (Turner et al., 2006). Another researcher defines this concept as the ability of a worker to deal with the changing working environment (Baard et al. 2014). It means if the

shop floor or the production floor conditions are changing even then an employee should have the capability to keep their performance the same (Tetik, 2016).

In this study job, satisfaction is used as antecedents of job performance. In previous studies, it is stated that satisfied employees can perform better, and they are more productive, and it has a direct relation with the firm performance (Tetik, 2016). According to McCook (2002), if the employees are satisfied, they can perform better. Similarly, different previous researches have stated that job satisfaction is directly related to job performance and if workers perform better then it would help the organization to have a better position in the market (McCook, 2002).

2.7 Chapter Summary

After reviewing the literature on human resource management it is found that job pressure and job satisfaction are the two key elements that affect the employee's performance. Further after analyzing the literature we have concluded that job satisfaction is positively impacting the performance of the employees and secondly the job pressure or the unrealistic goals create stress in employees' minds and it led to poor performance of employees. Further existing literature states that the impact of job stress and job satisfaction has not been analyzed in Pakistan before so, this study will be enriching the existing literature by providing Pakistan's perspective. Secondly, psychological capital is used as a moderating variable of this study and it will enrich the existing literature by providing how psychological capital strengthen or weakens the relationship between job stress and job satisfaction.

3 Conceptual Framework and Hypothesis Development

This is the third chapter of my final research thesis consists of two sections. The first section contains the conceptual framework in which the model and previous theories are mentioned which support my model and the half contains the hypothesis development which explains the relationship between different variables which are used in this research model and on these bases of hypothesis collected data will be tested.

3.1 Conceptual Framework

In every organization primary goal of the human resource, the department is to keep their employees satisfied so they can improve their employees' level of productivity (Indranil, 2018). The positive attitude of the HR department keeps their employee motivated and help an organization reduce the negative behavior of the organization like deviation of employees from their duties, absenteeism and help to create a sense of ownership among them (Indranil, 2018). These all are not only the responsibilities of HR but also the duties of the supervisors or the operational managers working in different departments within the industry (Mullins, 2005). In the number of previous researches, it is stated that the performance of every individual is related to the overall performance of the company. So, to compete in this world firms need to take care of their employees (Ogohi, 2019).

The model used in this study is aimed to check the role of job stress, job satisfaction in shaping job performance. Job stress is used as an independent variable of this study. Job pressure is defined as the amount of work assigned to an individual to complete within a limited time frame. When the tasks are more than the capacity of the employee, that is referred to as high-pressure work, and when the tasks are according to the capacity of the workers that is called low pressures (Mimura & Griffiths, 2003). The mediating variable of this research is job motivation. Motivation is defined as how effectively the employees are doing their jobs (Vroom, 1964), moreover, motivation is defined as the ability and positive attitude of the employees towards the organization (Armstrong, 2006). Psychological capital is the moderating variable of this research which is defined by the self-esteem of the employees, incentive systems, and the empowerment of employees in the organization (Mullins, 2005).

Employee motivation can help in shaping or enhancing the performance of every individual working on the shop floor. This research model is also having a moderator which is named supervisory support to check whether supervisory positively and significantly moderates the relationship between job motivation and their performance. Employee job motivation is used as a mediator for this research and it is stated that every single facility which is provided to the employees beyond their pay is known as an incentive (Ogohi, 2019). Therefore, incentives are also defined as a key of motivation for employees. Any financial or non-financial facility which is provided to the workers is the incentive. According to another research incentive system is the way to satisfy employee self-esteem and to fulfill the needs of the employees (Mukherjee et al., 2012). A safe environment is defined as providing a hazardous-free environment to the employees so that they can work with concentration and it will motivate the employees to perform better (Bentley et al., 2010).

Psychological development means allowing the employees to make decisions related to their work and making changes to improve job performance. Employee empowerment is a process to boost up the self-efficacy feelings of employees and it mitigates the factors which lead employees to feel powerless (Conger et al., 2008). Another researcher supported this concept in 2016 by Burke. Psychological capital is a concept that brings out the self-control abilities and responsibilities of the employees (House, 1988).

3.2 Theories

3.2.1 Contingency theory

Further, various theories are available in the literature, which is used to measure the firm's performance and the individual's performance working in the organizations. Contingency theory has been used by several researchers to find out the performance of the organization and this theory can also be used to evaluate the performance of the working employees (Wang et al., 2017). According to this theory, the performance of every individual depends on the structure of the company. Every organization faces environmental changes as well within the industries. So, to keep their employee's morale high, they have to deal with them most properly. According to another research, it is not possible to have one single strategy for every organization to keep their workers' morale higher because every organization has a different culture and different norms and different ways to deal with risks which are related to their customer or the market (Zhou et al.,

2017). In the previous studies which are related to management, there is an important as well as a redundant question that is why some companies fail and others succeed. This contingency theory approach states that organizational performance is related to the individual working in the firm. Organizations must design the best combination of their workers with their structure, technology, strategy, and culture (Moorthy et al., 2012). As this study is focused on the performance of the employees so this theory best suits this model and supports the DV used in this research model.

3.2.2 Need theory

In former literature, a Need theory has been presented by Mr. Maslow in 1943. According to this theory if an organization is capable of fulfilling the five basic needs of their employees (physiological, safety, social, esteem, and self-actualization) then it will result in improvements in individual behaviors and productivity (Maslow's, 1943). Psychological needs contain those needs which are essential for the living like providing shelter, clothes, food, proper sleep, etc. So, the higher management must provide a comfortable working environment, short shift timings, and frequent breaks so, employees stay satisfied and work more effectively. Safety needs mean creating a sense of ownership among the employees; provide safe environments (i.e., providing personal protective equipment (PPE's) to make sure the safety of the employees. Give surety to the employees about their jobs and provide them good incentives in terms of bonuses (Principle of management). Social needs mean making your employees capable of interacting with the higher management so that they can talk about the difficulties they are facing while working. Self-esteem refers to the capability of the higher management to create an environment where every respects each other. Higher management can improve the self-esteem of the individuals by appraising them and by recognizing their efforts in front of all others. At last, comes the self-actualization needs. Self-actualization means allowing your employees to decide according to the requirement. In other words, your management must not have bossy behavior towards the labor or the lower-level employees. This theory also supports our independent variable which is job stress, mediating variable, which is job motivation and dependent variable job performance.

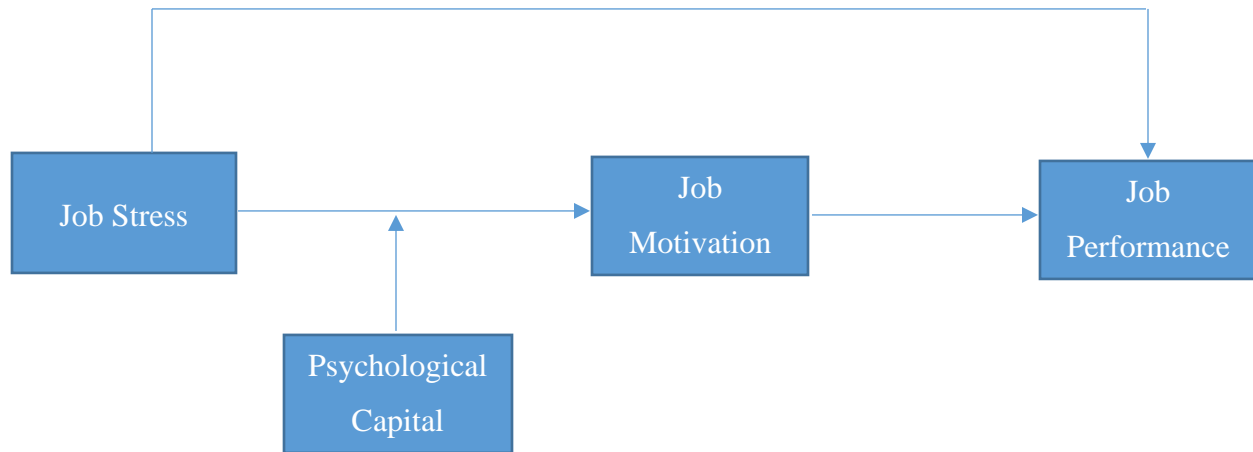


Figure 3- 1 Conceptual Framework

3.3 Hypothesis Development

This hypotheses development section explains the relationship between independent variables and dependent variables and prior studies evidence to construct the hypothesis. On the basis of these hypotheses, data is tested and inference is drawn.

3.3.1 The relationship between Job stress and Job Performance

Employees are preferred to work in an environment in which they are free to talk about their ideas and work as per their capacity. In developing countries like Bangladesh, India, and Pakistan, organizations' main objective is to get maximum profit from their utilized sources. Organizations is assigning tasks to their employees more than their capacities just to make a maximum profit without considering the maximum output that an individual can give. They consider their employees as moneymaking machines instead of their employees. This attitude of organizations leads towards the low satisfaction levels of the organization and influences the turnover intention of the employees. On the other hand, when organizations assign tasks to their employees as per their capacity or as per their abilities, it lowers the overall burden from them and it positively affects the satisfaction level and negatively their turnover intentions. Employee satisfaction is the key to making quick decisions to be the pro-active or the market leader rather than follower and it helps the worker to handle the job pressure (Obeidat et al., 2017). When the employees are satisfied they focus on their work which ultimately improves their performance. A high level of empowerment enables the managers to deal with the employees working under them more effectively (Akbar et al., 2011). From this, it has been concluded that employee job satisfaction and job pressure both are strongly related. Employee satisfaction is critical in today's evolving

workplace demand because it allows employees to make fast choices to be proactive or market leaders rather than followers, and it also lets workers deal with job stress (Obeidat et al., 2017).

When there is a stressful environment, it will affect the creativity of the employees. job stress creates mental health and physical health problems for the employees that impact their performance. therefore, to ensure the better performance of employees it is required to provide a quality and stress-free environment. To improve the performance of the employees, firms need to realistic goals for the workers and must provide incentives to better performance, it will boost the morale of the employees and result in the improved and optimized performance of employees.

So, based on the literature mentioned above, it is concluded that the stress of the job is hurting the job performance as well as negatively impacts job motivation. It is hypothesized that

H1: Job stress is negatively related to the job performance

3.3.2 The relationship between Job Motivation and Job Performance

When employees have to work under pressure it negatively, impact their level of motivation. When the employees are free to share ideas and are assigned tasks according to their needs and demands it will positively enhance the motivational level of the employees and on the other hand when employees are asked to do the task that is not according to their needs and demands then it will negatively impact the motivational level and impact their performance. Research states when the higher management is supportive, it releases the stress in the environment and motivates employees that is why it is required to provide a stress-free environment to the employees to motivate them. A safe environment or safe workplace is a measure to ensure the good physical and mental health of the worker by providing ergonomic conditions (Claudine et al., 2019). A stress-free environment is a system that can be established by the involvement of senior management in health and safety activities, promoting health and safety inspectors to the higher ranks in an organization, and focusing on safety training and motivating the employees to perform better (Zohar, 1980). The working conditions (stress) given to employees have a significant impact on their success. Previous research has shown that a healthy working atmosphere has a significant impact on employee satisfaction (Claudine et al., 2019). Workers' ability is increased as they operate in a healthy climate. Jilchaw and co-fellow Kitaw published a paper in 2016 in which they shared several findings relating to a safe workplace and its effect on jobs. Employee happiness is

positively linked to the amount of safe environment given to them (Manay et al., 2014), and a stress-free environment has a positive effect on employee performance (Manikandan et al., 2017). From this literature, it is concluded that job stress is negatively related to job motivation.

H2: Job stress is negatively related to job motivation.

3.3.3 Meditating Role of Job Motivation

In most of the previous studies, it is stated that firm goals achievement is directly related to the performance of the individuals working in that environment (Thomas, 2009). Job satisfaction influences the performance of the employees (Thomas et al., 2006). Job satisfaction is closely related to the individual's performance and then performance is directly related to the financial productivity of the performance (Muhammad Shahzad Latif et al., 2013). Job performance is highly affected by psychological well-being and having a high level of job satisfaction then they can perform more effectively (Thomas, 2009). When employees like the task they perform, then this will help affect their performance. Secondly, satisfied employees are more loyal as compared to unsatisfied employees. Unsatisfied employees always try to shift from one company to the other and they try to move to a better place and to have a better position. A similar study was conducted in banks in 2014 in which it was found that satisfied employees are more loyal as compared to others (Abdul et al., 2016).

Moreover, job motivation is positively related to the performance of the employees (Abdul et al., 2016). In 2008 a research was presented in which it is stated that organizations that are having less number of satisfied employees' must focus on their employee's satisfaction to motivate them and to improve the productivity of the employees (Shahu et al., 2008). Providing a safe environment can play a central part in improving the productivity of the employees but employers think that providing a safe environment to the employees will add cost that's why it is not beneficial to provide a safe environment to the workers (Woodward, 1996). In previous research, it is also stated that an incentive system drastically motivates young employees to be more productive (Delvecchio et al., 2007). In 2011 another research was presented by Syed Waqar Akbar and his co-researchers, they stated that if the workers of organizations are satisfied then it will make their workers more productive (Akbar et al., 2011). From the previous literature, it is clear that employee satisfaction helps firms to improve their employee's productivity. As employee performance is having a direct

effect on the overall organization's performance, productive employees are helping the firm to have a competitive position in the market. Factors like incentives systems, employee empowerment, and safe environment help organizations to satisfy the employees. Based on these studies and the available literature authors have hypothesized that ES mediates the relationship between independent variables and the dependent variable.

Via work fulfillment, supervisor assistance helps workers improve their dedication and loyalty (Hossain & Aktar, 2012). The degree to which employees feel their supervisors respect their efforts, assist, and care for their well-being was described as supervisor support (Kossek et al., 2011; Kottke & Sharafinski, 1988). Supervisor help is important because supervisors are representatives of the enterprise, and measuring it helps managers to take disciplinary steps to ensure that workers regard supervisors positively and that organizational relations are strengthened (Eisenberger et al., 2002).

Sharma and Jyoti researched school teachers (2006). He reported that there is a strong association between supervisor support and employee work satisfaction, which improves employee performance and decreases attrition in the company. Sharma and Jyoti (2006) have conducted a report on university teachers to validate the findings using the same variables of boss assistance and employee work motivation.

H3: Job motivation mediates the relationship between job stress and job performance.

3.3.4 Moderating Role of Psychological Capital

Psychological capital means giving authority to the workers to take decisions according to the situation they are facing. Psychological capital is the major concern for every organization (Gibriel et al., 2019). Whenever an individual enters an organization they have some goals and expectations from the firm. Every individual is having some expectations and agreements with the firm (Gibriel et al., 2019).

In previous studies, it is stated that psychological capital helps to enhance the responsibilities as well as motivate every individual to provide quality work, increase loyalty factor and also hurt the employee turnover (Spatz, 2000). In 1999 two software companies have been awarded “Exceeding Customer Expectations” and “Motivating and Retaining Employees” just because of their happy

customers and employees. Employee empowerment help organization to be proactive as employees are free to decide according to the situation without waiting for the higher authorities (Obeidat et al., 2017).

As a result, using empowerment as a method to achieve corporate results affects both employees and customer loyalty. Employees are an organization's assets (Davidson, 2004) and can make or break it; highly motivated employees produce unexpected results, while employees with low morale levels can stifle the company's progress (Deal, 2005). Employee participation, according to Lawler and Mohram (1989), is "a proper method for competing for the skill of workers to enhance their contribution and achieve the development and performance of the company".

One of the most daunting things for administrators in dealing with workers. A challenge arises as two organizations collaborate in parallel on workforce empowerment and the implementation of different performance-enhancing strategies. The effort in this phenomenon is to sustain the desired standard of success from workers by having faith in them and giving them empowerment for the organization's betterment. As a result, in the service sector, this show of confidence by empowerment for success achievement is a critical factor. Employees' lack of loyalty and the employer's repeated shifts in responsibilities without willingness are barriers to employee empowerment.

Spice and Gilbert (1991) urged administrators to delegate decision-making power to staff in order to maximize human resource use. Empowerment, according to Dobbs (1993), increases worker morale and the work atmosphere in organizations. Caring, respectful attitudes, and empowering staff increase the quality of work and the workers' satisfaction in their employment. Many managers have failed to motivate their workers by establishing clear reporting channels; but, if employees are empowered with a shared vision, they would be empowered. Employee empowerment makes every employee capable of handling difficult situations and job pressure (Obeidat et al., 2017). If an organization is providing proper training to their employees, giving incentives according to their desires, it helps a firm to keep their customers satisfied and create a sense of ownership among them (Nawaz et al., 2014). In 2011, Syed Waqar Akbar and his co-researchers presented another research, they stated that if the workers of organizations are motivated then it will make their workers more productive (Akbar et al., 2011). If an employee

has the power to decide for his or her job, it will help in making them satisfied as they start feeling that they are important for the organization and there will be a sense of ownership among them.

H4: Psychological capital moderates the relationship between job stress and job performance.

4 Methodology

4.1 Research Design

A quantitative research approach is taken for this study. Primary data was collected using a questionnaire as a research instrument. The respondents returned 240 questionnaires. The participants were briefed about the study. They were invited to respond without any incentive. The returned surveys were then keyed into the computer for data analysis. Invalid responses were eliminated and only valid questionnaires were used. Once data had been collected, validity and reliability tests were performed using SPSS to verify the data. After that further correlation and regression tests were performed to prove the hypothesis.

The email that was sent to the employees included a letter of confidentiality that stated that individual responses would be kept confidential and the participants would remain anonymous in the study. The participation was voluntary and anyone who did not want to take part in the study could just deny the request to be included. Personal information was kept confidential and anonymous.

4.2 Research Nature

This research is empirical and for this research, primary data is collected through questionnaires. Based on the research model, we have planned to collect data from the employees working in the Pakistan industry. To designed questionnaires, we have explored previous literature and empirical research.

First, we intend to collect data from three employees (Pilot Study), to validate the authenticity of our research questions and questionnaires and whether or not we can collect appropriate results. We followed the initial questionnaire that we distributed to check whether the audience can understand what the questionnaire is all about and does it relates to aim what we are figuring out. So to check Logic and flow Acceptability, Length and adherence, Technical quality and Introduction, and gaining consent. So we found satisfactory results that we can proceed with which shows the validity of our questionnaire that we can target the audience and proceed.

This is explanatory research as this study done aims to investigate the direct relationship between job stress, job motivation, and the psychological factor that the employees face at the workplace. This is explanatory research that investigates and targets several topics. Casual research

investigates the job motivation and job performance: Moderating role of psychological capital and effect relationship among the study variables (Saunders, et al., 2019). The tool for research in this article's data collection was a self-reported online survey via Google Forms which made it user-friendly and easily assessable for employees, especially during our present times where the pandemic is taking place.

4.3 Research Sample

The data collection method abided in this research is the convenience sampling technique which is a kind of non-probability sampling that includes the example is drawn from a certain piece of population near hand.

Since this study focuses on the impacts of job stress on other variables like job motivation and job performance along with mediating effect of psychological capital, both genders were targeted in the organizations studied. Thus, we selected both males and females as our sample because both genders can have different types of stress that they can face in an organization.

Sample size would include 300 individuals, (100 from each hierarchy level of employees, for example, 100 from low level, 100 from middle level, 100 from upper level) which would be non-probability sampling which is that not a single person would have an equal chance of being selected as a sample. As it would be a convenient type of sampling through people who are approached based on our convenience. For that, we are using Nonparametric T-tests to make our research minimize the error of biasedness.

4.4 Variable Measurements

The primary source of gathering data surveyed. The given structured surveys have a Structured Questionnaire with Close Ended Questions based on the Likert Scale with 4 segments based on Variables Job Stress, Job Performance, Job Motivation, and Psychological Capital.

Quantitative research will be based on a questionnaire to gather information about different variables. This research conducts a statistical analysis using SPSS software to check the correlation and regression of variables. We have designed a Structured Questionnaire with Close Ended Questions based on the "Likert Scale" with 4 Segments Based On Variables (Luthans, 2007).

4.5 Research Technique

To test the designed hypothesis we have employed the SPSS software. To test the hypothesis first we perform the descriptive analysis, then the correlation analysis, variance inflation test, validity test, and regression analysis. Based on the regression analysis we have drawn our conclusion.

4.5.1 Descriptive Analysis

This test shows the description of the given data, it shows the mean, standard deviation, maximum and minimum values of the data set. This research enables in analyzing whether the respondents agree, strongly agree with the questionnaires statement.

4.5.2 Correlation analysis

This research is conducted to check the association among different variables and whether they are affecting each other or not. When the values of the correlation are greater than 0.5 that shows the data set is not valid and cannot be used for further processing, this is known as the multi-collinearity of the data set. To remove multi-collinearity from data author has used the variance inflation test.

4.5.3 Variance Inflation Test

This test is performed by the author to detect the multi collinearities among the variables. According to previous research when the VIF value is greater than 10 that there is a chance of multi-collinearity and if the VIF value is less than 10 that shows the data is valid and can be processed. The high correlation could be because of the similar questionnaires nature used for data collection.

4.5.4 Validity

Factor analysis tests are performed to check the validity of the questionnaire and according to previous standards when the factor loading values are less than 0.5 that shows data is not valid and if the values of the factor loading are greater than 0.5 that shows the data set is valid and can be used for further analysis.

4.5.5 Reliability Analysis

Reliability analysis is conducted to check the reliability of the data set. The reliability of primary data is based on the Cronbach alpha's value. If the Cronbach alpha value is greater than 0.6 that means the data set is valid otherwise the data cannot be used to processes the hypothesis testing.

4.5.6 Regression Analysis

Regression analysis is employed to test the design to test the hypothesis. Based on the p-values, and unstandardized beta values author has decided whether there is a designed hypothesis exists between the variables or not. Regression analysis is employed in many high-ranked journal empirical research papers and that is why we have adopted this method.

5 Results

This chapter is based on statistical techniques applied to the data collection. It comprises of the following elements descriptive statistics, correlations, one-way ANOVA testing, regression analysis, and mediation analysis. All these approaches were used to test the study hypotheses

5.1 Frequency Analysis

The table below is showing the frequency analysis of the data set. One of the control variables of this research study is the age of the respondents and the frequency analysis is shown below.

Table 5- 1 Age

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
18-24	37	15.41	15.4	15.4
25-30	75	31.3	31.3	46.7
31-35	49	20.4	20.4	67.1
36-40	38	15.8	15.8	82.9
41-45	11	4.6	4.6	87.5
45+	30	12.5	12.5	100
Total	240	100	100	

Table 5-2 shows that majority of respondents were male i.e.64.2%. Whereas 35.8% of respondents were female that may be due to the reason that most South Asians especially women avoid participating in the survey as a concern of privacy.

Table 5- 2 Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	154	64.2	64.2	64.2
Female	86	35.8	35.8	100
Total	240	100	100	

Depending on the nature of the study and the variables used in this study it was mandatory to collect the data from the senior management so that's why we have added management level as a control variable. Out of 240 respondents, 155 were from senior management and 85 from middle management.

Table 5- 3 Management Level

Management Level	Frequency	Percent	Valid Percent	cumulative percent
Senior Management	155	64.6	64.6	85.2
Middle Management	85	35.4	35.4	14.8
Total	240	100.0	100.0	

5.2 Descriptive statistics

Table 5-4 provides details of descriptive study variables. The average job stress is 5.8444 which means the majority of individuals stated agree and strongly agree that jobs stress impacts job motivation and the deviation from the mean is 0.69638. Similarly, the mean of job motivation is 5.8481 means the majority agreed that job motivation impacts their performances. The deviation from the mean is 0.74694. The mean of psychological capital is 5.9870 means respondents stated between agreeing and agree the deviation from the mean is 0.65315. Similarly, the job performance means is 5.8617, and the deviation from the mean is 0.75132.

Table 5- 4 Descriptive Statistics

Variables	Mean	Std. Deviation
Job Stress	5.8444	.69638
Job Motivation	5.8481	.74694
Psychological Capital	5.9870	.65315
Job Performance	5.8617	.75132
N= 240		

5.3 Correlation Analysis

The table below is showing the correlation analysis of the data set and from the table below it can be seen that there is a strong relationship between independent, mediating, moderating, and dependent variables. As the correlation is higher than 0.5 so, there is a strong chance for multicollinearity we have to conduct the variance inflation test to ensure the validity of the data set

Table 5- 5 Correlation

	Age	Gender	Designation	Job Stress	Job Motivation	Psychological Capital	Job Performance
Age	1						
Gender	.488	1					
Designation	.204	.168	1				
Job Stress	-.102	.312	-.084	1			
Job Motivation	-.319	.241	.120	.249	1		
Psychological Capital	-.498	.274	-.116	.912		1	
Job Performance	-.027	.000	-.511	-.413	-.501	.549	1

5.4 Reliability

To test the reliability of the data set we have analyzed that Cronbach alpha value and according to the standards when the value of the Cronbach alpha is greater than 0.6 that means data is reliable, otherwise we cannot run the analysis.

Table 5- 6 Reliability

Predictors	Cronbach Alpha
Motivation	0.796
Performance	0.737
Psychological Capital	0.844
Job Stress	0.767

From the table above it can be seen that the Cronbach alpha values are greater than 0.7 that shows the data is valid and can be used for further analysis.

5.5 Validity

Composite reliability should be more than 0.5 to create the valid data set, if the composite reliability is less than 0.5 that shows data is not valid and hypothesis testing cannot be performed.

Table 5- 7 Validity

Predictors	Composite Reliability
Motivation	0.828
Performance	0.851
Psychological Capital	0.88
Job Stress	0.824

5.6 Regression Analysis

To test the designed hypothesis author has adopted the regression analysis technique. From the table below it can be seen that the unstandardized beta value is negative and the p-value is less than 0.1 which shows the negative impact of job stress on job performance. From the table below the unstandardized beta is -.589 and p-value is significance ($r = -0.589, <0.01$). from this, it can be concluded that there is a strong but negative relationship exist between job stress and job performance.

Table 5- 8 Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	Consant	2.12	.544		
Age	-.090	.278	-.028	-.265	.720
Gender	-.012	.050	-.024	-.873	.661
Designation	.005	.019	.046	.154	.649
Job Stress	-.589	.069	.476	6.986	.000

a. Dependent Variable: Job Performance

From the table below it can be seen that the impact of job motivation is positively related to job performance. The unstandardized beta value is 0.487 and the p-value is the significance ($r = 0.487; P < 0.01$) the positive value of unstandardized shows the positive impact of job motivation on job performance and the p-value shows the significance of the relationship.

Table 5- 9 Regression Analysis

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
Consant	5.15	.824		4.87	.017
Age	-.081	.612	-.012	-.292	.925
Gender	-.051	.078	-.098	-.912	.861
Designation	.025	.031	.090	.512	.810
Job Motivation	.487	.056	.512	4.129	.000

a. Dependent Variable: Job Performance

Below regression, the analysis states that psychological capital is having a moderating effect on the relationship between job stress and job motivation. The interaction variable of beta value is -.215 and the significant value shows the moderating role of psychological capital.

Table 5- 10 Moderation Regression Analysis

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
Constant	7.15	.783		3.52	.012
Age	-.081	.612	-.056	-.612	.429
Gender	-.051	.098	-.057	-.863	.541
Designation	.025	.061	.081	.713	.812
Job Stress	.487	.089	.429	3.629	.601
Job Psycho0logical capital	0.534	0.712	.621	5.174	.263
Job motivation*	-.215	0.816	.578	4.532	.000
Psychological Capital					

Depenent Variable: Job Motivation

Job motivation is used as a mediating variable of this research study. From the table, below it can be seen that there is a significant mediating role of job mediation on the relationship between job stress and job performance. further from the stats below, it can be seen that the mediation is not partial, it's a complete mediation impact of job motivation on the relationship between job stress and job performance

Table 5- 11 Mediation Regression

Model	Unstandardized Coefficients		Standardized	t	Sig.
			Coefficients		
	B	Std. Error	Beta		
Constant	8.15	.432		4.87	.019
Age	-.087	.213	-.012	-.292	.612
Gender	-.059	.078	-.098	-.912	.721
Designation	.974	.031	.090	.512	.612
Job Stress	.512	.056	.512	4.129	.731
Job Motivation	.691	0.532	0.256	3.124	.631
Mediation	-.612	0.231	.579	2.165	.000

a. Dependent Variable: Job Performance

5.7 Results Summary

Above mentioned regression results states that job performance is negatively impacted by job stress while it is having a positive association with job motivation. The table below is summarizing the results of this study.

Table 5- 12 Summary

Hypothesis		Supported/Not supported
H₁	Job stress has a negative effect on job performance	Supported
H₂	Job stress has a negative effect on job motivation	Supported
H₃	Job motivation mediates the relationship between Job stress and Job performance	Supported
H₄	Psychological capital moderates the relation between job stress and job motivation	Supported

6 Conclusion and Discussion

6.1 Discussion

This research is based on analyzing the impact of job stress in shaping the employees' job performance. The statistical analysis states that when employees are working in a stressed environment then it will negatively affect their performance. These results are aligned with the research presented by Salanova, Agut, Peiró, in 2005. Salanova, Agut, and Peiro state that the environment in which employees are operating in is having a strong impact on job performance. moreover another researcher states that the employee's performance is impacted by the job pressure when the realistic goals are assigned to the employees it positively impacts the performance (Nilsson, 2017). Further, it is stated that when organizations are providing an effective and positive environment to their employees it creates the sense of ownership among them and impacts the performance (Nilsson, 2017). From the results of the first hypothesis, it can be concluded that the impact of job stress is significant and aligned with the research presented by Nilsson. Further Jalagat presented research in 1984 in which he stated that the performance of the employees depends on the environment more than the skills (Jalagat, 2017) and this result are aligned with that research as well.

From the results, it is concluded that there is a strong relationship between motivation and job performance. In today's changing market demand, employee motivation is the key to making quick decisions to be the pro-active or the market leader rather than follower and it also helps the worker to handle the job pressure (Obeidat et al., 2017). When the employees are motivated they focus on their work which ultimately improves their performance. A high level of motivation enables the employees to work more effectively (Akbar et al., 2011). From this, it has been concluded that employee job motivation and their level of stress both are strongly related.

The independent variable used in this study is job stress and it is hypothesized that job stress is having a negative impact on employee motivation. After getting the data from 240 respondents, results were tested by using SPSS and the respondents supported this hypothesis. In previous research, it is also stated that the job performance of employees depends on their level of motivation and their motivation depends on the environment provided by the company (The Bhola, 2013). The result for this hypothesis is aligned with the research presented by Bhola in 2013.

Further, it was hypothesized that psychological capital moderates the relationship between job stress and job motivation. Every individual will work very hard to give their best when they know that will be awarded by the management for their efforts and it develops the psychological capital of the employees (Hafiza et al., 2011). The statistical analysis is in support of the research presented by Hazifa in 2011. If the desired incentive is provided to the individuals who performed well this will have motivated them to work harder and to retain their position of getting incentives. This also motivated other employees to get their job done effectively so that they can receive the incentives according to their desire or need i.e., cash, vacations, promotions, etc. these all factors create psychological development of employees. Further, it was stated by Obeidat in 2017 that when the stress-free environment is provided to the employees it affect their motivation level and this research is aligned with our research study (Obeidat et al., 2017) and the statistical results of the current study are aligned with this research

Job stress directly affects job motivation and psychological capital as it is considered to be a social problem in today's world (Blanc et., al., 2000). Job stress is increasing rapidly between employees in different organizations where the employees want to show their best by working more but resulting in low levels of motivation and higher levels of stress. These high levels of stress and low levels of motivation affect the psychological capital of the employee directly where he/she might not feel appreciated enough. It is also essential to mention that when the job stress levels are high and the job motivation levels are low, the job performance of employees might decrease as well (Dubrin, 2003). In addition to that, this present study aimed to evaluate the impact of job stress on job motivation and performance, while also examining the psychological capital as a moderating variable and how it affects the employees directly and the organization in terms of productivity and gaining profit on the long run.

To summarize the discussion, these research results are aligned with the previous research and the following are the research questions with their answer for this study.

RQ1: What is the impact of job stress on job performance?; There is a negative and significant impact of job stress on job performance. RQ2: What is the impact of job stress on job motivation?; There is a negative and significant impact of job stress on job motivation. RQ3: Does psychological capital is having a moderating impact on the relationship between job stress and job motivation?;

Answer: Yes, according to the statistical analysis, there is a moderating role of psychological capital on the relationship between job stress and job motivation.

6.2 Conclusion

In conclusion, this present study investigates the impact of job stress, job motivation, and job performance relating it to the mediating variable, which is the psychological factor. The conceptual framework of the study was connected to the theories that have been discussed and analyzed through IBM SPSS software. The findings of our research suggests that job stress has a negative impact on job motivation which aligns with earlier studies. This contributes to the credibility of the framework and aim, where the research questions and hypothesis were validated in terms of correlation.

We tested the impact of job stress over job performance and figured out a negative relationship between these variables. Psychological capital is used as a moderator between job stress and job motivation, and statistical results states that psychological capital is having a moderation impact. In addition to that, the results of this study revealed a negative impact of job stress on job motivation, and, positive impact of motivation on job performance.

6.3 Limitations and Future Research Recommendations

Despite the proposition of several appealing academic results and managerial findings, this study has some limitations. To begin with, the study was limited to only employees in Pakistan therefore the data findings of this investigated study can be challenging since not all employees in different countries face the three values which are job stress, job performance, job motivation while relating it to a mediating variable which is the psychological factor. Second, during the process of investigation of this study, there was a lack of reliable data where they were on several levels such as the organizational level, activity level, and the process level where each of them had different results due to the difference in organizations, yet the general topic was present in terms of job stress relating to the psychological capital among the employees. Third, the methodology used in this present study was based on the quantitative approach for the data collection process where the number of employees participated started with 300 employees then decreased to 240 participants, yet the findings in this quantitative research method gave better insights into understanding the survey better-providing credibility, value, and authentic.

Finally, we recommend future researchers which are interested in this study to choose two or more countries to investigate this present research on, having this present research as a reference in the Pakistani country and culture since the findings of this study provide an opportunity for future researchers to identify the employee's perception about job stress, job motivation, job performance and relating it directly to the psychological capital as a mediating variable. The empirical evidence in this study is based solely on Pakistan. Further research can be done in other countries and specific industries. In order to go into deeper understanding on job stress impact on job motivation and performance, a qualitative study using interviews is recommended.

By performing such study and paving the way for future research, organizations and top-level management employees will better understand employee's needs and wants while lowering job stress, maintaining a high level of job motivation which results in a positive psychological capital for employees and a high level of job performance which generated more profit to the organizations.

6.4 References

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Appendix

Questionnaire

Source: (Luthans, Psychological capital definition in organizational environment, 2007)

Disclaimer: This survey is designed to study differences in Job Stress among different organizational Levels and its impact on Job Motivation and Job performance with a mediating role of psychological capital. Responding to this survey is totally voluntary and if you are not willing to take part you can return it to us. Your response will be kept confidential and will be for use in this study only. We appreciate your cooperation.

Age:

Gender:

Organization Name:

Designation:

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

	Work Conflict	1	2	3	4	5
1	There are clashes between subgroups within my group					
2	The members of my groups are supportive of each other's ideas when any issue arises					
3	My department doestnot get along well with other departments					
	Work Load					
4	I have been inwardly annoyed or aggravated due to excessive job burden					
5	I have been enable to handle work					
6	I haven't able to sleep well due to work load					
	Health Issues					
7	I have felt dizzy					
8	I have experience headaches					
	Psychological Capital					
9	If I should find my self in a jam at work, I could think of many ways to get out of it					
10	At the present time I am energetically pursuing my work goals					

11	Right now I see myself as being pretty successful at work					
12	I feel confident analysing a long-term problems to find a solution					
13	I feel confident helping to set targets/goals in my work area					
14	When I have a setback at work I have a trouble recovering from it, moving on.					
15	I usually take stressful things at work in stride					
16	I can get through difficult times at work because I have faces difficult before					
17	I always look on the bright side of things regarding my job					
18	If something can go wrong for me work-wise, it will be fine soon					
19	When things are uncertain for me at work I usually expect the best					
	Job Performance					
20	I adequately complete the assign duties					
21	would you rate your performance better compare to your peers					
22	Do you perform the tasks that are expected of you on time					
23	Do you think you fully perform you tasks					