

IMPACT OF JOB SATISFACTION, JOB STRESS AND MOTIVATION ON JOB PERFORMANCE: A CASE FROM PRIVATE UNIVERSITIES OF KARACHI

Masood Hassan

Department of Business Management, Institute of Business Management (IoBM), Karachi. Email: masoodhassan1@hotmail.com

Urooj Azmat

Department of Psychology, Institute of Business Management (IoBM), Karachi. Email: uroojazmat787@gmail.com

Samiullah Sarwar

Lecturer, Education Department, University of Loralai, Balochistan. Email: learnedsami@gmail.com

Iftikhar Hussain Adil

Assistant professor, School of Social Sciences and Humanities s3h; NUST Islamabad. Email: iftikhar.adil@s3h.nust.edu.pk

Syed Hussain Mustafa Gillani

Assistant Professor, School of Management Studies, The University of Faisalabad. Email: hussainmustafagillani@gmail.com

ABSTRACT

This research study is bringing the link between Job Performance with Job Stress, Satisfaction as well as with the Motivation. This study conducted on employees of six private universities in Karachi, Pakistan. Quantitative research method has used for this research project. The 360 questionnaires collected from the individuals, who are working in private universities as either faculty or management staff, in order to seek the required information. The questionnaires consist of 16 questions divided into four constructs. The validity of received information tested by Confirmatory factor analysis and reliability verified by Cronbach's alpha analysis. The results drawn through hypothesis testing along with regression analysis. The results revealed that there is no significant relationship among Job Stress and Job Performance from research. While on the other hand, Job Satisfaction and Job Performance have a compelling relationship among each other. Whereas no relationship was found among Job Motivation and Job Performance during study. Therefore, it seems a need to investigate the best practice for Human Resource managers in future research to improve the employee's performance by job satisfaction and motivation.

© 2020 The authors. Published by ZARSMI UAE.

This is an open access article under the Creative Commons Attribution-Non-Commercial 4.0

ARTICLE INFO

Keywords:

Job Performance, Job Stress, Job Satisfaction, Motivation

JEL Code:

O15, D23

Article History:

Received: 10 Aug 2019

Revised: 13 Oct 2019

Accepted: 25 Feb 2019

Available Online: 15 Jul 2020

1. INTRODUCTION

This world is moving very fast. In today's fast dynamic world, the contest between collaborative and business companies has increased. To cope up with these intense competitions organizations are following many strategies. Employees are also performing the vital role in organization to achieve organization's competitive goal with these strategies (Adebimpe, 2013). In private even in every organization, employees are the important part and every employee holds a very significant position. For managing all the operational task of an organization with speed and efficiency, it is vital that worker should actively do their work to attain organisation's goals. Many organisations create efforts and formulate strategies that are effective to satisfy their employee and free of stress. Top management should step forward to make supreme efforts to acquire the best performance of employees. Managers can satisfy their employee by removing stress from their professional life, which will increase employee's effectiveness and their satisfaction (Adebimpe, 2013)

Performance evaluated by the outcomes of the employee's behavior. It shows how perfectly an employee has done or completed his task. Performance affected by many factors, one of which is motivation that affects performance of an employee. To achieve high degree of performance a manager should know that your subordinates must have the potential, motivation and the enough opportunities to meet the goals. When performance is not satisfactory, you should find out determine which factor of performance requires to enhanced and enhance it. (Lussier & Richard, 2005). In this research, the main motive is to justify the connection of job stress, satisfaction and motivation with Employee Performance in the Private sectors of Pakistan. This study develops the specific relation of the four variables, which includes job stress, satisfaction, motivation and job performance. This is also relates to the improving the job satisfaction and job performance by reducing job stress.

Many researchers show their interest to the terms that are involved in Job. Most of the researchers declare that the involvement of employee predict outcomes of employees, success and performance of organization (Bates, 2004; Baumruk, 2004; Richman, 2006). First issue we discussed in this study is about Job Stress. The work stress on extreme level leads an employee to the feeling that he is not worthy and then his performance starts decline. It happens when employee are not able to think better and lost their interest in work. As described by Cordes and Doghery (1993) the extreme state of exhaustion, poor ability of self-evaluation and weak self-esteem are also the reason of stress of an employee. Although work, stress directly affects the Job Performance (Jex, 1998). Another issue discussed in this research study is about Job satisfaction, it has a great role in terms of well mental health (Kornhauser 1965). The variable Job satisfaction is very complicated and affected from the factors of situation and temporary characteristics of an individual (Sharma & Ghosh, 2006). We can capture either the idea of one dimensional or multi-dimension constructs by collecting different sides of Job Satisfaction that vary dependently or independently. The interlink of Job satisfaction and performance has developed by the many research study such as by Brody (1945) and methodologies that have been used varied greatly. Last issue that has discussed in this research study is Job Motivation. In the study of Kovach (1980) it has been discussed that various studies has been conducted on motivation but managers have still no clear understanding relationship with employees motivation. Motivation is what that enhance the action of a person continuously. Many factors monetary and non-monetary are involved in increasing the motivation level, only money cannot increase motivation in employee (Frey and Osterloch, 2002). Thus, we find the need to do the research to develop the main factors of Job performance, job stress, job satisfaction and motivation to overcome the problems.

1.1 Research Questions

The following hypotheses developed based on above content discussion.

- How Job stress effects on the Performance during work?
- What are the impacts of Job satisfaction on Performance of an employee?
- Discuss the impacts of Motivation on Job Performance!

1.2 Objectives

The fundamental aim of this research is to reveal:

- How Job stress relates with Job Performance significantly.
- The significant relationship between of Job satisfaction with Job Performance.
- What is a meaningful relationship between of Job Motivation with Job Performance?

1.3 Gaps and Contribution

The findings of this research cover only the employees working in private organization of Karachi city. The results from the collected questionnaire cannot generalized to all companies of Pakistan. The previous researchers adopted the questionnaires from other different cities and countries but they did not developed the validities of those countries where the census samples were distributed (Rengarajan & Sathya 2014, Abhishek & Sahay 2013, Agarwal, Kumar, Bahl, Pandey & Sharma 2012).

1.4 Scope and Delimitation

This study proves that the Job stress, satisfaction and motivation directly affect the person's professional life (Dingeta). This increases the stress and decrease the satisfaction and motivational level of an employee. This study is also effective for implications in practical life it will enhance manager knowledge regarding the factors that increase performance of employees. The findings of research developed in this study provide the management of private organization of Karachi more stable and significant ways to evaluate the performance level of employees.

1.5 Brief Methodology

We have created framework, questions of research and hypotheses based on the literature review explained in next chapter. The design of research, which we conduct, is deductive. Statistical testing conducted to measure the hypotheses. Sample size for this study is eighty. The data gathered via questionnaire survey, which based on five point Likert scale. The age of respondents is in between 25-75 years. Then we analyzed the collected data through statistical analysis of EFA, reliability, validity, correlation discriminant, construct validity, and regression.

2. LITERATURE REVIEW

This section is about conceptual framework and its support of literature for the relationships that we hypothesized. Job performance is highly depends upon the job stress, job satisfaction and job motivation (Kakkos, Trivellas, & Fillipou, 2010). That is why, we proposed the below model to do our research study. (Refer to Fig 2.1)

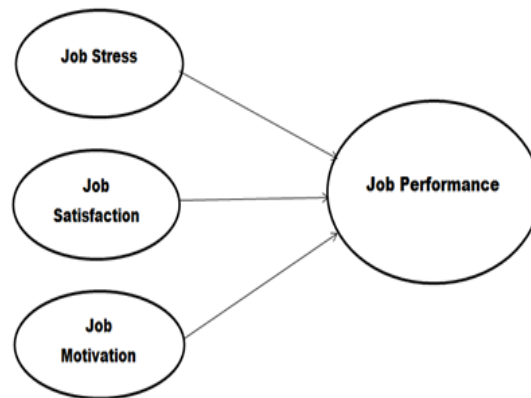


Fig.1. The visionary Structure

2.1 Job Performance

Performance of employees is very condemnatory issue, which makes very important part in achieving the performance of organization (Wang et al., 2015). It can be described as a different set of behavior of managers that show what and how employees do during their jobs (Alawamlah, 2004). In another way we can call job performance the skill a person to get the aims of their work, and encounter their believes or expectations, get standard and achieved their goals for their organization (Ismail et al., 2009). It is a productivity of individual in both viewpoint of quantitative study and qualitative.

2.2 Job Stress and Job Performance

Many topics have broadly discussed around the world, Job stress is one of them due to its impact on the mental health and capabilities, because of this they cannot work and give benefit to their company in an effective manner (Hon, Wilco, & Lin, 2012). Multiple ways of communication or social interaction during work can be the reason of stress in the organization. Environment of the organization where they are doing their professional work can also affect our mind negatively states (Arshadi & Damiri, 2013). Our state of mind and different way of thinking are responsible to build our feeling and sentiments, which also effect on the physical appearance of employees; this is the reason of stress that is unhealthy for employees (Jamal, 2005). Worst condition of mind and physical health of obviously bound the employee to do the best at his organization (Qadoos Zafar et al, 2015). All of these concepts are the reason of dissatisfaction and job stress in employees, which lead to influence the daily performance of employees (Yaşlıoğlu, Karagülle, & Baran, 2013).

H₁: Link between Job stresses with Job Performance significantly.

2.3 Sense of Job Satisfaction & Job Performance

A famous researcher Vroom (1964) supported in his research study that the concept of job satisfaction affect the performance of an employee positively, his work was based on the thought the natural product to fulfills the needs of employees is their performance. The theories of expectancy of Lawler and Porter (1967) also debated the relationship between Job performance and job satisfaction. These authors also explained that the by giving rewards to the employees increase their performance which then gives them satisfaction regarding their job. It is one of the important tasks for the manager of human resource to be ensured about the satisfaction of employees. If employee in the company is not satisfied with his job then they cannot be able to do their job as per their estimated norms and expectations (Adebimpe, sept, 2013).

H₂: There is a significant relationship between Job satisfaction and Job performance.

2.4 Relation between Job Motivation & Job Performance

According to Yu (1999), for minimize the turnover ratio of employees and retaining the productive employees, management should make better their conditions of work and motivate them for their work. Motivation is very important feature that influence employee performance. It is a policy of the managers to increase employee's performance effectively by motivation (Shadare et al., 2009). It is also one of the goals of organization to increase motivation in their employee that gives support to their morale which leads to good performance (Shadare et al., 2009; Boamah, July, 2014).

H₃: Relate meaningful connection between of Job Motivation and Job Performance.

3. METHODOLOGY

“According to the philosophical framework in which we conduct is the Analysis Procedures.” (Brown, 2006). The main objective of this chapter is to present the reader an accurate understanding of the methods on which this study conducted. The chapter includes following eight parts.

3.1 Research Design

Main objective of a design in research is to find out the conformity that the information that we gather is effective enough to address the research argument logically (De Vaus, D. A. et.al.2012). The study based on quantitative research method to explore the impact on job performance of the peoples working in private organization of Karachi, Pakistan of job stress, motivation within job & satisfaction. We have used Quantitative approach for this study because it provide exact measurements, observations related to the objective, truthful verification through analysis of statics. We analyzed the hypotheses obtained in the chapter 2 (literature review) through statistics. Data for is study collected by both sources i.e.: primary and secondary.

3.2 Quantitative research

We look for finding the relationship between an autonomous variable and dependent variable in a population. This research method is used to explain variables, to find out the relationships between variables and to find the interaction of cause-and-effect between variables.' (Burns & Grove 2005:23)

3.3 Survey Research

In Survey research we gather information from different group of people or population (Polit and Hungler, 1999). The data that is collected relates to fact, distribution, and relationships between variables among these groups. Questionnaire is one of the tool of survey research.

3.4 Cross sectional design

In cross-sectional studies, we evaluate once the interested variables in a sample of subjects and determine their relationships. (Will G Hopkins, 2000)It measures only the differences in or among different group of people, subjects, or situations rather than change.

3.5 Research Approach, Population and Sample Size

We followed the deductive approach in the current research study. To solve the issue of research study at hand; It is necessary that the researcher collects data from the selected population that is readily accessible. Population is generally a group of individuals and that group is normally large in size that is why it is difficult to gather their response that's why for collecting the data through questionnaire a sample is derive (Malhotra, Baalbaki, & Bechwati, 2010). For this research study, we have selected the population of employees who are working in private organizations of Karachi, Pakistan. The sample size selected for this study was 360. We have collected duly filled 360 questionnaires to extract the data.

3.6 Sampling Technique

The sampling technique that used for this study is Probability sampling. It is a fair technique in which we collect sample in a process where each individual has same opportunity to get selected (Sekaran, 2000). It is an easy way to get a sample.

3.7 Instrument Development

Four instruments were utilized to investigate interlink of Job Performance with Job stress, Job satisfaction and Job Motivation. The instruments were developed from the study of Divakar 2015, Adebimpe, 2013, Riaz, et.al., 2016, Freund, 2015 and Berghe, 2011. The instrument consists of 16 items according to the constructs that we used or this study. The scale use in instrument is Likert Scale five points. This scale consists of questions as per the research constructs that is described below. This scale shows the range from One to Five, One is for strongly disagree and five is for the strongly agree. We have obtained the reliability of this instrument through literature that is discussed earlier but now we will obtain reliability again according to this research study and demographics. We divided instruments in 5 parts, i.e.: Demographics, Dominant Characteristics (Job performance), Job Stress, Job Satisfaction and Motivation.

3.8 Scale of Job performance

The scale that we have used for Job Performance obtained from the study of Adebimpe (2013), who studied about the effects of Job stress and motivation in Performance of employees within the Hotel staff. The scale in his study consists of 21 questions from which we selected two questions for our study. Rest of two questions were obtained from the study of Babu Divakar (2015) based on the impact of stress factors on employees job performance.

3.9 Scale of Job Stress

The scale that we used to measure Job stress is developed by the research study of Riaz, Ahmad, Riaz, Murtuza, Khan & Firdous (2016). This scale used in previous research papers of Saleem & Mahmood (2010). The scale contains 24 questions, out of which we selected four for our study. It contains characteristics that represents the impact of employee

stress on job performance, scale represented the range from strongly disagree to the strongly agree and the reliability that was developed from this scale 0.629 (Riaz et.al, 2016).

3.10 Scale of Job Satisfaction

The scale of this instrument obtained from the study of Macdonald & MacIntyre (1997), which is very useful for different professional groups. The value of Cronbatch alpha was 0.77 for these items. This scale showed there is notable relationship between stress and performance of Job, which consists of ten items on five point Likert scales, out of which four items is selected for current research. This measure also found in the scale obtained by Zafar & Rafique, (2012). Earlier literature shows its reliability of 0.79 to 0.87 (Zafar & Rafique, 2012).

3.11 Scale of Job Motivation

To measure Job Motivation, the scale obtained from the study of Jae Vanden Berghe (2011). The scale of Motivation used to find out the outcomes of work motivation including monetary incentives that indicates no essentiality for job satisfaction as explained in Herzberg's theory. As it highlighted in theory, that compensation can minimize the job dissatisfaction but not perfectly lead to maximize the employee's performance (Berghe's, 2011).

4. DATA COLLECTION AND PRETEST

Pre-test is used to test the instruments on a small number of groups of respondents before doing a study of entire research, used for the improvement of instrument. It can reduce unrelated or unclear feature of instrument (Zikmund, 2003). Pretesting is usually base on the 10 to 50 range of respondents. The sample size of 5 respondents was chosen from the questionnaires for the pre-test in this research, which is almost 5% of the total sample size. Later on from this test and with improved questions, we have to make our instrument better while it distributed in 360 respondents for collecting the data.

4.1 Method of Data Analysis

To analyze the gathered information we used methods of Quantitative research. In Quantitative analysis, we make diagrams or different tables to show the resulted frequencies and we use statistics modeling to find out comparisons by obtaining relationships of interrelated variables. (Saunders et al, 2007). We analyzed results through SPSS 17 and converted these results into tables and percentage. We found the reliability, validity, correlation, regression analysis, and exploratory factor analysis (EFA) and discriminant validity through analysis. Then we analyzed our results and made tables and percentages from the results to find out the difference in opinions of those who filled questionnaire. These techniques of analysis described below:

4.2 Reliability and Validity

To find out the accurate quality of research study we use the test of validity and reliability.

4.2.1 Reliability

To generalize the results of large number of population we use reliability. To find the reliability and stability of the collected responses, an accurate tool is use that is Cronbach alpha (Sekaran, 1992). Through reliability, we similarity between collected answers given by individuals who respond to survey is test through reliability (Litwin 1995, Salant & Dillman 1994). Accepted coefficient reliability is 0.6-0.7.If reliability comes above 0.8 is a good reliability (Sekaran, 1992).

4.2.2 Validity

Validity a scientific research used to measure what research actually declares to measure. Validity is very important in social sciences to test that the constructs that are being used measure the idea under attention or not (Bryman & Bell, 2007). We have used three forms of validity for this research that are content, criterion and construct validity. The skill to come with the change in research study that makes it more accurate to fulfill the requirement of the topic is Criterion Validity (Yin, 2007). Content Validity is to represent the high level of measurement to the readers that is used in research (Bryman & Bell, 2007). To measure the constructs by using validity of framework of theory and the extent to which there is a requirement of instrument, is known as Construct validity (Cronbach & Mechl, 1955).

4.3 Exploratory Factor Analysis (EFA)

To describe the variability between constructs, we use a statistical technique known as Exploratory Factor Analysis. It finds out the variability of variables that correlate as a lower number of variables that are unobserved. We have used Principle Component Analysis (PCA) for this research to obtain the maximum variance by computing the weight of factors. We did consecutive factoring until there is no more purposeful variance remains. According to rule of confirmatory factor analysis, the value of loadings should be 0.7 or more to verify there is a fact that independent variables previously identified by the research studies. If the value comes above 0.6 then it is known as high and if the value comes below 0.4 then it is consider as low (Hair J., 2010).

5. DESCRIPTIVE STATISTICS

Summary provided to the on regard with sample that used in the research. Descriptive analysis shows differently by depending upon the category of scale, its results includes variance, range, standard deviation and sometime mean, median, mode of central tendency (Miller et. al., 2002 and Christensen et. al., 2010).

5.1 Correlations Analysis

It is the analysis that used to represent the effectiveness and level of association between two different variables. Commonly used coefficient of correlation is Karl Pearson that describes two variables i.e., X and Y in linear relation (Malhotra, 2010). The value of correlation lie in the range of -1 to +1, a strong and negative relationship serves as -1 whereas +1 represents strong and positive relationship. If we get 0 values, then it shows there is no correlation (Bryman & Bell, 2005).

5.2 Regression Analysis

In Regression analysis we analyses the relationship among variables. It also provide the answer of the questions like, is there any relationship exist or not between variables, is the relationship significant or non-significant (Malhotra, 2010). We calculate the p-value to ensure the significance of the outcomes that we get from regression analysis, which illustrates the reliability of the regression. Result shows significant relationship if the p-value is less than 0.05 with 95% level of confidence. The significant relationship with 99% level of confidence comes when p-value comes less than 0.01 (Nolan & Heinzen, 2007). In this research, we test all the hypotheses through regression analysis to obtain the relationship among variables.

6. RESULTS

We have discussed Research Methodology in previous chapter (Chapter 3). In current chapter, we collected the result through the data analysis and explained with the representation of tables. The characteristics of the respondents also presented in this chapter.

6.1 Profile of Respondents

As explained in the previous chapter we distributed 360 questionnaires and the sample collected for this study was the employees working in organizations.

Table 1. Collective Profile of respondents:

Variable		Number	Percentage
Gender	Male	51	65.4
	Female	27	34.6
Age in years	Age of 21 or less	03	3.8
	Age from 21 till 30	66	82.5
	31 till 40	10	12.5
	From 41 till 50	01	1.2
	51 and above	0	0
	Up to 21,000	10	12.5
Income in Rs	22,000-30,000	21	26.3
	31,000-40,000	11	13.8
	41,000-50,000	38	47.5
Marital Status	Single	65	81.3
	Married	15	18.8
	Inter	4	5
Education	Graduation	28	35
	Masters	27	33.8
	MS/MPhil	18	22.5
	Doctoral	3	3.7
	Total	80	100

6.2 Descriptive Statistics

Through descriptive statistic, the data of normality has developed. As given in below table.

Table 2. Descriptive Analysis

	Mean	Std. Deviation	Skewness	Kurtosis
Job Performance	4.50	0.41	-0.86	0.87
Job stress	3.29	0.92	-0.14	-0.31
Job Satisfaction	3.67	0.87	-0.71	0.14
Job Motivation	3.27	0.94	-0.48	-0.34

In the above Table 2:

The mean value is 3.29 whereas std.dev is. 0.92 of Job Stress has the little skewness which is -0.14, and therefore mean 4.50 & std. dev. 0.41 of Job Performance has the highest skewness -0.86. Two items have positive Kurtosis while negative for all other items, therefore Job Performance is 0.87 having highest kurtosis and the lowest one is for Job Stress -0.31 within the normal distribution range ± 3.5 (Hair Jr. et al, 2010). Authenticity and validity has discussed in many previous researchers. However, the reliabilities analyzed according to the data of the current research that we got from the respondents of questionnaire. The summary of result is as follows.

Table 3. Reliability of the Constructs

	Mean	Std. Deviation	Cronbatch	Standard Cronbatch
Job Performance	4.50	0.41	.514	.519
Job stress	3.29	0.92	.644	.640
Job Satisfaction	3.67	0.87	.837	.844
Job Motivation	3.27	0.94	.815	.823

*after dropping JP_4, **after dropping Jstress_1

Above table shows that Satisfaction in doing job have greater accuracy $\alpha=.837$ while Job Performance have lowest $\alpha=.514$. Whereas, according to the study (Leech 2008) reliability of two constructs is less than 0.7 while the reliability of other two construct is greater than the 0.7 is acceptable.

6.3 Exploratory Factor Analysis (EFA)

This method has been developed to do research, based on inactive and construct variables and their relationship. Table 4 contains the compiled outcomes from the test.

Table 4. EFA's constructs

Construct	Items	Kaiser-Meyer Olkin	Sphercity (Barley Test $P < 0.05$)	Aggregated Factor loading	Received Item
Job Performance	4	0.588	16.53	51.14%	3
Job stress	4	0.560	37.91	58.56%	3
Job Satisfaction	4	0.786	134.250	68.337%	4
Job Motivation	4	0.786	122.273	65.874%	4

6.4 Correlation

The relationship among the variables checked through correlation analysis to find out that the variables are highly correlated or not, also before going toward regression analysis we first have to check the correlation. It reported that the range between the constructs should be in between 0.20 to 0.90. If the value of correlation is less than the value of 0.20 then we dropped that item (Bryman & Bell, 2005). The findings shown as in following table.

Table 5. Correlation analysis

	Job Performance	Job stress	Job satisfaction	Job Motivation
Job Performance	1.00			
Job stress	0.11	1.00		
Job Satisfaction	0.23	-0.01	1.00	
Job Motivation	0.20	-0.05	0.70	1.00

The correlation between Job Performance and stress is weak positive that is 0.11. While the correlation between Job performance and satisfaction is strong positive correlation. Job stress and job satisfaction shows negative correlation -0.01. Job performance and motivation is 0.20 which positive correlation while the job stress shows -0.05 with the Job Motivation, which is negative correlation. The highest correlation is between job satisfaction and motivation that is very strong and positive correlation.

6.5 Construct validity

The constructs, which we used in this research, obtained through researchers in previous research studies, so there is a need to verify its validity for the data that we have collected for this study. As per the concept of Fornell (2010), the validity of construct can be found through below types of validity.

6.6 Convergent Validity

To find out the convergent validity that explained in variance should be greater than 0.40 and its reliability should be greater than the value 0.07.

Table 6. Convergent Validity

	Mean	Std. Deviation	Variance explained	Reliability
Job Performance	4.50	0.41	51.14%	.519
Job stress	3.29	0.92	58.56%	.640
Job Satisfaction	3.67	0.87	68.337%	.844
Job Motivation	3.27	0.94	65.874%	.823

Job Satisfaction (Mean=3.67, Standard deviation=0.87) has the greatest reliability ($\alpha=0.84$), followed by Job Motivation (Mean=3.27, SD=0.94) has the reliability ($\alpha=0.82$), Job Stress (Mean=3.29, SD=0.92) has reliability ($\alpha=0.64$), followed by the Job Performance (Mean=4.50, Standard Deviation =0.41) has reliability ($\alpha=0.51$). Variance that discussed for Job Satisfaction (Mean=3.67, Standard Deviation=0.87) is the highest (VE=.68) followed by Job Motivation (Mean=3.27, Standard Deviation =0.94) is (VE=.65), Job Stress (Mean=3.29, Standard Deviation =0.92) is (VE=.58) and Job Performance (Mean=4.50, Standard Deviation =0.41) is (VE=.51).

6.7 Discriminate Validity

Discriminate validity use to verify the ability of each variable (Hair, Black, Babin, & Anderson, 2010. Fornell in 2010 reported that the square root of the variance that developed should be higher than the square of every set of correlation.

Table 7. Discriminant Validity

	JP_T	Jstress_T	JS_T	M_T
Job Performance	0.81			
Job stress	0.01	0.73		
Job Satisfaction	0.05	0.00	0.79	
Job Motivation	0.04	0.00	0.49	0.91

Hypothesis 1: Stress in Job and Performance of Job

Our first hypothesis signifies a relationship between Job Stress and Job Performance, collected from the data through regression analysis.

Table 8. Results of regression summary

	Coactive Synergies		Un-Coactive Synergies		t	Sig.
	B	Standard Error	β			
(Constant Values)	4.337	4.337			25.335	.000
Job Stress	.051	.051	0.431		1.013	.314

Dependent Variable: Job Performance, $R^2=0.13$, Adjusted $R^2=0$, $F(1, 80) = 1.026$, $p=0.314 > 0.05$

Within the investigation of regression explains 0% of the variance of Job Stress which represents no significance with performance of employee during job.

Hypotheses 2: Satisfaction of Job and Job Performance

Regression analysis is conducted in second hypothesis to define a significant relationship among Job Satisfaction and Job Performance.

Table 9. Regression Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.085		.197	20.769	.000
Job Satisfaction	.113		.052	2.179	.032

Dependent Variable Job Performance, $R^2=0.05$, adjusted $R^2=0.05$, $F(1, 80) = 4.750$, $p = .032 < 0.05$

The results of the regression indicates that the predictor Job Satisfaction explains 5% of the variance and significantly predicts Job Performance ($\beta = 0.238$, $p < 0.05$).

Hypotheses 3: Motivation in job and Job Performance

The summerized outcomes are presented through the regression analysis in third hypothesis defines relationship among Job Motivation and Job Performance.

Table 1.0 Summarized Regression Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error 'ε'	β		
(Constant)	4.203	.165		25.444	.000
Job Motivation	.090	.048	.205	1.860	.067

Dependent Variable Job Performance, $R^2=0.042$, adjusted $R^2=0.030$, $F(1, 80) = 3.458$, $p = .067 > 0.05$

The outcome predicts 0% of the variance in Job Motivation defines ($\beta = 0.205$, $p > 0.05$) insignificantly anticipates Job Performance.

7. DISCUSSION AND CONCLUSION

The hypotheses of this research were developed from the previous studies. The findings of this research with the light of earlier studies is discussed in this chapter. To find out from hypothesis, the stress of an employee does really affect his job performance is the objective of the study, but as the results shows that there is no significant relation between these two then it means that other factor should also be there that affect employee performance. The second hypothesis represents a significant relationship between Job stress and Job Performance. The above findings shows importance of organizational culture which effect on employee commitment, are compared by previous reserachers (Maurer & Lippstreu, 2008; Pool & Pool, 2007). Within third hypothesis, no significant relationship have found between Job Motivation and performance.

7.1 Conclusion

The purpose and objective of this research study is to identify the factors that aids to improve the employee performance during working in private organization of Karachi. For the betterment in employee performance that reveal stress and achieve the highest level of Job satisfaction, management should give the platform to their employee and being supportive to their staff and different reward system should established in the organization for motivation.

REFERENCES

- Abhishek, & Sahay, A. (2016). Role of culture in celebrity endorsement: brand endorsement by celebrities in the Indian context. *International Journal of Indian Culture and Business Management*, 13(3), 394-413.
- Agarwal, P. K., Kumar, M., & Kumar, P. (2013). Impact of celebrity endorsement in advertisement on customer buying patterns. *International Journal of Research in Management, Economics, and Commerce*, 2(1), 17-31.
- Alawamlah, N. (2004). Managerial performance in public organizations between regional and globalization. *Studies for human sciences*, 31(3), 16.
- Arshadi, N., & Damiri, H. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Procedia-Social and Behavioral Sciences*, 84, 706-710..
- Bahl, P., Pandey, B. B., & Sharma, M. (2012). A study on the impact of celebrity endorsement on brand positioning of different product categories. *International Journal of Research in IT and management*, 2(3), 31-44.
- Baumruk, R. (2004). The missing link: the role of employee engagement in business success.
- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press.
- Berghe, V., & Hyung, J. (2011). Job satisfaction and job performance at the work place.

- Boamah, R. (2014). *The effect of motivation on employees' performance: empirical evidence from the Brong Ahafo Education Directorate* (Doctoral dissertation).
- Brody, M. (1945). The relationship between efficiency and job satisfaction. *Unpublished master's thesis*. New York: New York University.
- Brown, J. (2006). Reflexivity in the research process: Psychoanalytic observations. *International Journal of Social Research Methodology*, 9(3), 181-197.
- Burns, N., & Grove, S. K. (2005). Selecting a quantitative research design. *The Practice of Nursing Research: Conduct, Critique, and Utilization*, 5th edition (231-272). St Louis, MO: Elsevier Saunders.
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of management review*, 18(4), 621-656.
- Cronbach, L. J., & Meehl, P. E. (1955). Construct validity in psychological tests. *Psychological bulletin*, 52(4), 281.
- De Vaus, D. A. (2012). *Surveys in Social Research*, translation by: H Nayebe. *Nashre Ney*.
- DeShon, R. P., & Gillespie, J. Z. (2005). A motivated action theory account of goal orientation. *Journal of Applied Psychology*, 90(6), 1096.
- Divakar, J. (2015). *Factors leading to work stress and its impact on employee performance. A case study of Reliance Fresh, India* (Doctoral dissertation, Dublin Business School).
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Advanced diagnostics for multiple regression: A supplement to multivariate data analysis.
- Holland, S. M. (2008). Principal components analysis (PCA). *Department of Geology, University of Georgia, Athens, GA*, 30602-2501.
- Hon, A. H., Chan, W. W., & Lu, L. (2013). Overcoming work-related stress and promoting employee creativity in hotel industry: The role of task feedback from supervisor. *International Journal of Hospitality Management*, 33, 416-424.
- Ibrahim, N. A. (2013). *The Effects of Worker Stress on the Job Performance in Electronic Manufacturing* (Doctoral dissertation, UMP).
- Ismail, A., Suh-Suh, Y., Ajis, M. N. E., & Dollah, N. F. (2009). Relationship between Occupational Stress, Emotional Intelligence and Job Performance: An Empirical Study in
- Jamal, M. (2005). Personal and organizational outcomes related to job stress and Type-A behavior: a study of Canadian and Chinese employees. *Stress and Health: Journal of the International society for the investigation of stress*, 21(2), 129-137.
- Kakkos, N., Trivellas, P., & Fillipou, K. (2010). Exploring the link between job motivation, work stress and job satisfaction. *A case study in the banking industry, proceedings of the 7th ICESAL, Rhodes, June*, 28-29.
- Kornhauser, A. (1965). Mental health of the industrial worker: A Detroit study.
- Kovach, K. A. (1987). What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5), 58-65.
- LAWLER III, E. E., & Porter, L. W. (1967). The effect of performance on job satisfaction. *Industrial relations: A journal of Economy and Society*, 7(1), 20-28.
- Litwin, M. S. (1995). *How to measure survey reliability and validity* (Vol. 7). Sage publications.
- Luo, X., Wang, H., Raithel, S., & Zheng, Q. (2015). Corporate social performance, analyst stock recommendations, and firm future returns. *Strategic Management Journal*, 36(1), 123-136.
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16.
- Malhotra, N. K., Baalbaki, I. B., & Bechwati, N. N. (2013). *Marketing Research (Arab World Edition)*. England: Pearson Education Ltd.
- McGue, M., Osler, M., & Christensen, K. (2010). Causal inference and observational research: The utility of twins. *Perspectives on Psychological Science*, 5(5), 546-556.
- Monka, S. (2016). Perception of Organisational Climate and Job Satisfaction in Nursing Staff Personnel: influence of personality and self-efficacy. *The Indian Journal of Social Work*, 67(3), 263-274.
- Olaniyi, A. A. (2013). *Effects of job stress and motivation on performance of employees in Hotel Industry* (Doctoral dissertation, Dublin, National College of Ireland).
- Olaniyi, A. A. (2013). *Effects of job stress and motivation on performance of employees in Hotel Industry* (Doctoral dissertation, Dublin, National College of Ireland).
- Oluseyi, S., & Ayo, H. T. (2009). Influence of work motivation, leadership effectiveness and time management on employees' performance in some selected industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences*, 16(1), 7-16.
- Osterloh, M., & Frey, B. S. (2002). Does pay for performance really motivate. *Business performance measurement: Theory and practice*, 107.
- Pantang, W. (2007). *Effect of Self-Efficacy and Goal Setting on Performance of Jean Factory's Employee*. *Unpublished master's thesis*. Thammasart University, Bangkok, Thailand. (In Thai).

- Polit, D. F., & Beck, C. T. (2004). *Nursing research: Principles and methods*. Lippincott Williams & Wilkins.
- Qadoos Zafar, A. A., Hameed, T., & ToqeerIlyas, H. I. Y. (2015). The influence of job stress on employees performance in Pakistan. *American Journal of Social Science Research*, 1(4), 221-225.
- Riaz, M., Ahmad, N., Riaz, M., Murtaza, G., Khan, T., & Firdous, H. (2016). Impact of Job Stress on Employee Job Satisfaction. *International Review of Management and Business Research*, 5(4), 1370.
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it. *Workspan*, 49(1), 36-39.
- Roodt, G., Rieger, H. S., & Sempane, M. E. (2002). Job satisfaction in relation to organisational culture. *SA Journal of industrial Psychology*, 28(2), 23-30.
- Roodt, G., Rieger, H., & Sempane, M. E. (2002). Job satisfaction in relation to organisational culture. *SA Journal of industrial Psychology*, 28(2), 23-30.
- Salant, P., Dillman, I., & Don, A. (1994). *How to conduct your own survey* (No. 300.723 S3.).
- Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motivation on job satisfaction in mobile telecommunication service organizations of Pakistan. *International journal of business and management*, 5(11), 213.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). Research methods for business students. Essex. *Financial Times/Prentice Hall*, 1-2.
- Sekaran, U., & Bougie, R. (2010). Research for Business—A Skill Building Approach.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of occupational health psychology*, 3(4), 356.
- Stivers, B. P., & Joyce, T. (2000). Building a balanced performance management system. *SAM Advanced Management Journal*, 65(2), 22.
- Vroom, H. V. (1964). *Work and Motivation*, John Wiley & Sons Inc. New York. London and Sidney.
- Wang, H. J., Lu, C. Q., & Siu, O. L. (2015). Job insecurity and job performance: The moderating role of organizational justice and the mediating role of work engagement. *Journal of Applied Psychology*, 100(4), 1249.
- Wang, W. T., & Hou, Y. P. (2015). Motivations of employees' knowledge sharing behaviors: A self-determination perspective. *Information and Organization*, 25(1), 1-26.
- Yaşlıoğlu, M., Karagülle, A. Ö., & Baran, M. (2013). An empirical research on the relationship between job insecurity, job related stress and job satisfaction in logistics industry. *Procedia-Social and Behavioral Sciences*, 99, 332-338.
- Yin, R. K., & Davis, D. (2007). Adding new dimensions to case study evaluations: The case of evaluating comprehensive reforms. *New directions for evaluation*, 2007(113), 75-93.
- Yu, S. L. (1999). Women's Motivation and Strategy Use in College Science Classes. *Journal of Staff, Program & Organization Development*, 16(2), 93-101.
- Zikmund, W. G. (2003). Sample designs and sampling procedures. *Business research methods*, 7(2), 368-400.