

## Impact of Punitive Supervision on Employee Performance: Employees Exhaustion as a Mediating Role in The Hospitality Sector of Pakistan.

Danish Mushtaq\*

Shahzadi Sattar†

Amna Mushtaq‡

Vol. II, No. 1 (2019)

Pages: 1 – 10

**Abstract**

*The deliberate, cognizant utilization of animosity (as an operant) to shape and control the reactions of subordinates and increase consistency with orders, hierarchical guidelines and casual standards is known as punitive supervision. In this study, we investigate the relationship between punitive supervision and employee performance by using employee exhaustion as a mediating role in the model. The target population in the investigation is the hospitality sector, including hotels and restaurants in south Punjab. The research was quantitative in nature. We developed a questionnaire from existing literature. The research sector of the survey was the Hospitality sector, and we choose a management level of the hotel industry. The framework of the investigation has proposed the search out the outcomes of the punitive supervision in the hospitality sector of Pakistan. In this study, the model was developed according to the social exchange theory. Punitive supervision is a newly developed concept. The results recommend that if the supervisor has behavior negatively then the employee was exhausted, and in the resultants, the performance of the employee was decreased.*

**Key Words:** Punitive Supervision, Employee Performance, Employees Exhaustion, Hospitality, Pakistan

### Introduction

The deliberate, cognizant utilization of animosity (as an operant) to shape and control the reactions of subordinates and increase consistency with orders, hierarchical guidelines and casual standards is known as punitive supervision. A punitive boss is one who will, in general, respond adversely to and censure workers for botches. Representatives who are genuinely depleted are additionally prone to treat clients in an insulting way since they come up short on the intellectual assets to be affable. Enthusiastic depletion, defined as "sentiments of being sincerely overextended and exhausted of one's enthusiastic assets". The business result can be improved by embracing exceptional estimates that incorporate representatives work inclusion, strengthening, work upgrade, expertise-based preparing and advancement projects, examination and reward frameworks. Worker's exhibition is resolved through multipurpose cutoff points like human, mechanical, progressive and institutional level. It begins from the top line of the executives, yet results are accomplished from the main concern (employees). High-performing organizations show a more prominent fulfillment level among their employees, while some of the time, organizations demonstrating poor budgetary performance additionally have a similar situation of fulfillment among their employees. As per experts and scholastics clarifications, performance and results rely on the ways/strategies associations receive to deal with their employees. Employee work performance is a marker of an association's effectiveness and efficiency

In this study, we investigate the relationship between punitive supervision and employee performance by using employee exhaustion as a mediating role in the model. The target population in the investigation is the hospitality sector, including hotels and restaurants in south Punjab. For many years, the friendliness business has been a significant area adding to the economies around the globe. The business is viewed as

---

\* Department of Business Administration, NFC IET, Multan, Punjab, Pakistan. Email: [mushtaqdanish29@yahoo.com](mailto:mushtaqdanish29@yahoo.com)

† Lecturer Department of Business Administration, NFC IET, Multan, Punjab, Pakistan.

‡ Lecturer Department of Sociology, Women University Multan, Punjab, Pakistan.

huge in the financial and social improvement of any country. Aside from its ability of occupation creation, decrease in neediness, human turn of events and ecological maintainability, the accommodation industry helps a country in a number of ways and brings incalculable freedoms for financial development.

Pakistan has a great deal of potential for neighborliness industry, as it has assorted culture, scene, strict spots to pull in more nearby and global sightseers. Worldwide GDP development, solid travel and the travel industry patterns prepare for proceeded with positive inn working execution and venture possibilities. Today, Pakistan interestingly, since its creation, has shown a solid obligation to advance the accommodation and the travel industry by including the private area, making of the travel industry teams, working gatherings, encouraging the travel industry highest points and making the simplicity of movement by executing e-visas, sans visa passage for select nations, opening cantonments and public zones and loosened up aeronautics approaches and motivations.

The importance of the hospitality sector in Pakistan was defined well. The management of these sector has different issues. Some positive and negative management variables were implemented in this sector study. The framework of this study was not implemented in this sector. It was a major contribution in this sector. The supervisors and their subordinates were the target population in this investigation. In this study, punitive leadership can affect the employee's performance, including employee exhaustion as a mediating role.

### **Aims and objectives of the investigation**

1. To explore the connection between punitive supervision and employee performance by using employee exhaustion as a mediating role in the model in the hospitality sector.
2. To find out the outcomes of employee performance for giving appropriate measure in the betterment of hospitality services.

### **Literature Review**

Proof from an investigation of laborers at differed ability levels in a solid items plant (Hamblin, 1964) underpins the theory that punitive supervision inspires counter-forceful, negative emotions, higher turnover rates, and unpretentious retaliatory log jams in profitability.

Cognizant lulls, harmed apparatuses, decreased nature of yield and different types of roundabout hostility, when skillfully intended to maintain a strategic distance from reconnaissance, can hurt the boss' odds for compensation increments and advancement. Katz and his partners (1951), in like manner, found that low-delivering railroad area posses were those driven by punitive foremen. Punitive supervision, then again, includes the deliberate, cognizant utilization of animosity (as an operant) to shape and control the reactions of subordinates and increase consistency with orders, hierarchical guidelines and casual standards.

According to Hamblin (1964), A punitive boss is one who will, in general, respond adversely to and censure workers for botches. Negative behaviors, such as wrongdoing and rebelliousness with oversight conditions, can be disheartened if significant approvals are forced rapidly, with assurance, and with a degree of correctional power equivalent to the seriousness of an individual's bad behavior (Marlowe & Kirby, 1999).

Passionate weariness is firmly related to the negative well-being results (Shirom, Toker, Berliner, & Shapira, 2006) and a decrease in work execution (Cropanzano et al., 2003). Enthusiastic depletion has a positive relationship with the negative occupation results, for example, work disappointment, helpless occupation execution, non-appearance, diminished authoritative responsibility, and turnover (Abraham, 1998; Cropanzano et al., 2003).

Emotional exhaustion, defined as "sentiments of being sincerely overextended and exhausted of one's enthusiastic assets" (Maslach, 1993, pp. 20-21),

Administration work includes visit cooperation with clients, and significant levels of these connections have been demonstrated to be related to elevated levels of employee emotional exhaustion (Grandey et al., 2004). An individual strain measurement that flag the main phase of burnout said by Halbesleben & Bowler (2005).

Employees who are emotionally depleted are additionally prone to treat clients in an uncivil way since they come up short on the intellectual assets to be affable (Baumeister, 2001).

Mulki, Jaramillo, and Locander (2006) showed that employees who were emotionally depleted from an absence of participative administration from chiefs responded by taking part in administrator focused on freak practices.

In Addition, Argyris (1957) & McGregor (1960) said that It has been for some time perceived that the earth given by the association has a significant impact on the mental soundness of its employees and, in this way, the well-being of the association itself. In addition, worker work weariness happens when representatives feel overextended and exhausted by their work and begin to isolate themselves sincerely and emotionally from it (Maslach, Schaufeli, & Leiter, 2001).

According to many authors, including Maslach & Jackson (1984); Pines, Aronson, & Kafry, (1981); Wolpin, Burke, & Greenglass (1991), work exhaustion has significant ramifications for associations, as it is connected with lower employee work fulfilment lower authoritative duty (Jackson, Turner, and Brief, 1987), and expanded occupation turnover or turnover goal (Jackson, Schwab, & Schuler, 1986; Jackson et al., 1987; Lee & Ashforth, 1996; Moore, 2000; Pines et al., 1981).

Jackson & Schuler (1985) said that work exhaustion could directly affect the customer base by diminishing the recurrence or resilience of connections with demographic.

Caldwell & Ihrke (1994, p. 78) characterizes An explanation that work exhaustion might be especially significant in the open area is that its employees frequently have broad customer contact in conditions "where political, monetary, or authoritative substances keep hopeful employees from understanding their beliefs."

Besides, Jackson et al. (1986); Lee and Ashforth (1996); Maslach et al. (2001); Pines et al. (1981) composes that qualities of the authoritative atmosphere, for example, correspondence, assets, and support in basic leadership, are identified with employee work exhaustion.

According to Saleem and AminM (2013), Employee performance prompts improve by and large proficiency and efficiency of association forms. Employee performance alludes to the exercises and assignments performed by an employee proficiently and adequately. Performance can be estimated by administrators through various systems.

In the context of Gul et al. (2012), There are different elements that influence the employee performance, for example, money related advantages, preparing programs, non-fiscal advantages, authoritative help, hierarchical help for vocation improvement (OSCD), supervisory help and limit building programs, and so forth. Resultantly employee performance upgrades benefit the association.

Authors including Orth et al. (1987) & Popper & Lipshitz (1992) says that "as every day, the hands-on procedure of helping employees perceive chances to improve their performance and abilities". Burdett (1998), Evered & Selman (1989), Hargrove (1995) defines employees' performance as "a procedure of enabling workers to surpass earlier degrees of execution."

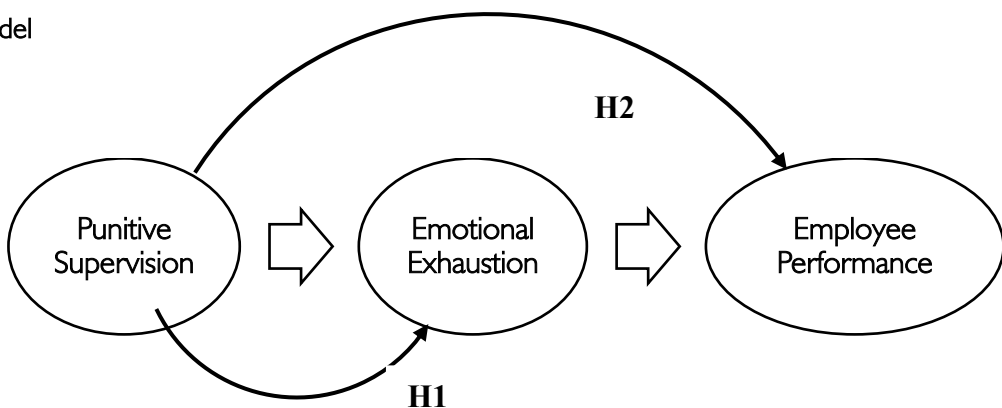
According to Kamoche (2001), Execution of the board as an administration gadget is critical to keep up the agreement and impart hierarchical advancement. Stanton and Nankervis (2011); Stanton and Pham (2014) says that "Execution the board as an administration gadget is critical to keep up the agreement and impart hierarchical advancement

When laborers respond to objectives as a gathering, their profitability builds (Van Knippenberg, 2000). The business result can be improved by embracing exceptional estimates that incorporate representatives work inclusion, strengthening, work upgrade, expertise-based preparing and advancement projects, examination and reward frameworks (Pfeffer, 1998).

According to Delaney (1996), an Employee's performance is determined through multipurpose limits like human, mechanical, hierarchical and institutional level. It begins from the top line of the executives, yet results are accomplished from the main concern (employees). High-performing organizations show a more prominent fulfilment level among their employees, while some of the time, organizations demonstrating poor budgetary performance additionally have a similar situation of fulfilment among their employees. As per experts and scholastics clarifications, performance and results rely on the ways/strategies associations receive to deal with their employees.

Additionally, Employee work performance is a marker of an association's effectiveness and efficiency (Colquitt et al., 2011). Occupation performance is an essential basis for organizations and for hierarchical results and achievement (Lakhal et al., 2006). Numerous past examinations including Yusoff et al. (2014), Bartuševičienė and Šakalytė (2013), Jeong and Phillips (2001), Koopmans et al. (2014), Peterson and Plowman (1953), Frederiksen et al. (2017), Peterson et al. (1962), Swanson (2007), Ahmed et al. (2013) and affirm that estimating employee performance adds to the achievement of authoritative objectives.

## Model



## Hypothesis

This study carries the following hypothesis to target the final outcomes and results.

### Null hypothesis -H0

There is a positive relation between Punitive supervision and emotional exhaustion to get employee performance in the hospitality sector.

### Alternative Hypothesis -H1

There is a positive relation between Punitive supervision and emotional exhaustion in the hospitality sector.

### Alternative Hypothesis -H2:

There is a positive relation between Punitive supervision and employee performance in the hospitality sector.

## Measures

### Punitive Supervision

Punitive supervision was measured by 3 items of Cangio

### Emotional Exhaustion

Emotional exhaustion was estimated with Maslach and Jackson's (1986) nine-item passionate weariness scale (Maslach Burnout Inventory).

### Job Performance

Job performance is measured by 3-items of Heilman et al. (1992)

## Methodology

The research was quantitative in nature. We developed a questionnaire from existing literature. The research sector of the survey was the Hospitality sector, and we choose a management level of the hotel industry. After gaining permission from management, then the employees were contacted, those who were willing were given the questionnaire. Moreover, a cover letter of the research was attached with the questionnaire. Employees were assured of the anonymity of the data. There was a Benchmark technique that will be used to decide the sample size of the survey. The calculated sample size is 100. Convenience sampling was used for the data collection. We distributed 130 questionnaires in different hotels or hospitality sector and received 114 questionnaires from them. In these questionnaires, 103 questionnaires are useable. The response rate of the survey is 79%. The N of my research is eight, and the samples were collected from the hospitality sector of the city Multan Punjab. The research design was longitudinal.

## Method of Analysis

To analyze the data, we used SPSS Statistics 22 software. Due to certain reason we use this software, the reasons are given below:

- a. It has a good user interface.
- b. It was efficient and easy to perform the task.
- c. It was very popular in research analysis.
- d. In the bachelor stage mostly researcher was using SPSS for analysis.

## Analysis and Results

Table I. Demographic Characteristics

Gender	Frequency	Percentage	Cumulative %
Male	76	73.8	73.8
Female	27	26.3	100
Not to Say	0	0	100
<b>Age</b>			
11-20	9	8.7	8.7
21-30	60	58.3	67
30-40	28	27.2	94.2
40-50	6	5.8	100
50 Above	0	0	100
<b>Experience</b>			
Below 1 Year	15	14.6	14.6
1-3 Year	46	44.7	59.3

4-6 Year	30	29.1	88.4
7-10 Year	10	9.7	98.1
Above 10 Year	2	1.9	100

Regarding the descriptive statistics of this study, 8.7% of respondents belonged to the 11-20 age group, while 58.3% of respondents belonged to the 21-30 age group. Moreover, 27.2% of respondents belonged to the 30-40 age group, and 5.8% belonged to the 40-50 age group. In this study, 14.6% of respondents were less than 1 year in the organization while 44.7% of respondents were working from 1-3 years in the organization. Moreover, 29.1% of respondents are working here for 4-6 years, and 9.7% of employees are working for 7-10 years in the organizations. While only 1.9% of respondents are working in the organization for more than 10 years.

**Table 2.** Means, Standard Deviations and Correlations for main Variables of Interest in the Study

Variable	Mean	SD	1	2	3	4	5	6
1. Gender	1.2621	.44195	1					
2. Age	2.3010	.71174	-.222*	1				
3. Experience	2.3981	.92185	-.283	.712	1			
4. Punitive Supervision	2.6311	.82962	-.010	-.103	-.169	1		
5. Employee Exhaustion	1.6386	.57456	-.005	-.509**	-.283**	.056	1	
6. Employee Performance	3.8900	.72819	.070	-.030	.012	.080	.051	1

**Table 3.** Regression results for Simple Mediation

S. No	Variable	R	R <sup>2</sup>	B	SE	t	p
	Step-1	.56	.003				.000
1	Direct effects of PS on EE			0.056	.069	0.56	.567
	Step-2						
2	The direct effect of EE on EP			.051	.126	.510	.611
	Step-3						
3s	The direct effect of PS on EP			.07	.087	0.087	.422
	Step-4						
4	Mediation of EE btw PS and EP			0.046	.643	0.465	.997

## Discussion

The framework of the investigation has proposed the search out the outcomes of the punitive supervision in the hospitality sector of Pakistan. In this study, the model was developed according to the social exchange theory. Punitive supervision is a newly developed concept. A few researches were conducted on punitive supervision. The model of this study was not implicated in previous literature. There was a big gap in the literature. Hence, this study contributes practically to the literature. The hypothesis of the study is to check the positive relationship between punitive supervision and employee exhaustion in the hospitality sector of Pakistan. This study investigates that the H1 has a positive relationship between variables. It means that the punitive supervision increased employee exhaustion. The negative supervisor is the stressor for the employees. If the stressor can be increased, then the employee can be exhausted from work. The negative

behavior from the supervisor can increase the stress level during the job. Moreover, the employee can be morally down if the supervisor can give the negative behavior.

In this study, the H2 is the positive relationship between punitive supervision and employee performance. The results of this study accept the hypothesis, in the hospitality sector of Pakistan, the employee performance was decreased due to occurring of punitive supervision. Punitive supervision affected the performance of the employees. In the hospitality sector, the manager gave the stress through negative behavior, which can affect the employee performance.

The null hypothesis of the study also accepted by the research. In the hospitality sector of Pakistan, punitive supervision did not occur because in the hospitality sector, the SOP's was defined to the supervisor or manager. They can follow the SOP's that's why the punitive supervision did not occur mostly. In this study, the mostly respondents agree if the punitive supervision occurred, then employee exhaustion was increased and affect the performance of the employees. Its mean that the negative supervisor was a problem creator for the employees and affect the performance of the employees.

These results can be explained by the social exchange theory. In this study, one variable effect the other variable. Moreover, Punitive supervision was an independent variable, and employee performance as dependent variable and employee's exhaustion play the role of mediator in this study.

### **Theoretical Contribution**

In this study, we contribute practically in the literature. Punitive supervision was a new concept in the research. It was a large gap in this concept. This study contributes to the literature practically. The framework was explained through social exchange theory. The hypothesis was generated by this theory. In Pakistan, this framework was implemented in the hospitality sector.

### **Practical Implication**

This study offers the suggestion for the managers for the betterment of the organization:

1. The manager should avoid negative behavior.
2. The manager should give a friendly environment for the employees.
3. The manager should check the performance of the employees on an equal time frame.

### **Future Recommendation/ Limitation**

After this study, we suggest recommendation for future researchers, given below:

1. Future researchers can implement this framework in other sectors including nursing sector, where punitive supervision bear.
2. We consider the only the managerial level of the hospitality sector as a unit of analysis; the future researcher can take other employees of this sector.
3. The researcher can implement this framework by different time spans.

### **Conclusion**

In this study, we conclude that punitive supervision has a positively relationship with employee performance and employee exhaustion play a mediating role between them. The results recommend that if the supervisor has behavior negatively then the employee was exhausted, and in the resultants, the performance of the employee was decreased.

## References

- Abraham, R. (1998). Emotional dissonance in organizations: Antecedents, consequences, and moderators. *Genetic, social, and general psychology monographs*, 124(2), 229.
- Ahmed, I., Sultana, I., Paul, S. K., & Azeem, A. (2013). Employee performance evaluation: a fuzzy approach. *International Journal of Productivity and Performance Management*, 62(7), 718-734.
- Argyris, C. (1957). Personality and organization; the conflict between system and the individual.
- Bartuševičienė, I., & Šakalytė, E. (2013). Organizational assessment: effectiveness vs. efficiency. *Social Transformations in Contemporary Society*, 1(1), 45-53.
- Baumeister, R. F. (2001). Ego depletion, the executive function, and self-control: An energy model of the self in personality.
- Burdett, J. O. (1998). Forty things every manager should know about coaching. *Journal of Management Development*, 17(2), 142-152.
- Caldwell, D. S., & Ihrke, D. M. (1994). Differentiating between burnout and copout in organizations. *Public Personnel Management*, 23(1), 77-84.
- Colquitt, J., Lepine, J. A., Wesson, M. J., & Gellatly, I. R. (2011). *Organizational behavior: Improving performance and commitment in the workplace* (Vol. 375). New York, NY: McGraw-Hill Irwin.
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied psychology*, 88(1), 160.
- Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management journal*, 39(4), 949-969.
- Evered, R. D., & Selman, J. C. (1989). Coaching and the art of management. *Organizational Dynamics*, 18(2), 16-32.
- Frederiksen, A., Lange, F., & Kriechel, B. (2017). Subjective performance evaluations and employee careers. *Journal of Economic Behavior & Organization*, 134, 408-429.
- Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: Customer aggression and emotion regulation of service employees. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 397-418.
- Gul, A., Akbar, S., & Jan, Z. (2012). Role of Capacity Development, Employee empowerment and Promotion on Employee Retention in the banking sector of Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(9), 284.
- Halbesleben, J. R. B., & Bowler, W. M. (2005). Organizational citizenship behaviors and burnout. *Handbook of organizational citizenship behavior: A review of "good soldier" activity in organizations*, 399-414.
- Hamblin, R. L. (1964). Punitive and non-punitive supervision. *Social Problems*, 11(4), 345-359.
- Hamblin, R. L. (1964). Punitive and non-punitive supervision. *Social Problems*, 11(4), 345-359.
- Hargrove, R. (1995). *Masterful coaching*. San Francisco: Pfeiffer.
- Jackson, S. E., & Schuler, R. S. (1985). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational behavior and human decision processes*, 36(1), 16-78.
- Jackson, S. E., Schwab, R. L., & Schuler, R. S. (1986). Toward an understanding of the burnout phenomenon. *Journal of applied psychology*, 71(4), 630.
- Jackson, S. E., Turner, J. A., & Brief, A. P. (1987). Correlates of burnout among public service lawyers. *Journal of Organizational Behavior*, 8(4), 339-349.



- Jeong, K. Y., & Phillips, D. T. (2001). Operational efficiency and effectiveness measurement. *International Journal of Operations & Production Management*, 21(11), 1404-1416.
- Kamoche, K. (2001). Human resources in Vietnam: The global challenge. *Thunderbird international business review*, 43(5), 625-650.
- Katz, D., Maccoby, N., Gurin, G., & Floor, L. G. (1951). Productivity, supervision and morale among railroad workers.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C., & van der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work*, 48(2), 229-238.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C., & van der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work*, 48(2), 229-238.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of applied Psychology*, 81(2), 123.
- Marek, T., Schaufeli, W. B., & Maslach, C. (2017). *Professional burnout: Recent developments in theory and research*. Routledge.
- Marlowe, D. B., & Kirby, K. C. (1999). Effective use of sanctions in drug courts: Lessons from behavioral research. *National Drug Court Institute Review*, 2(1), 1-31.
- Maslach, C., & Jackson, S. E. (1984). Burnout in organizational setting.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.
- McGregor, D. (1960). *The human side of enterprise*, New York (McGraw-Hill Book Company) 1960.
- Melamed, S., Shirom, A., Toker, S., Berliner, S., & Shapira, I. (2006). Burnout and risk of cardiovascular disease: Evidence, possible causal paths, and promising research directions. *Psychological bulletin*, 132(3), 327.
- Moore, J. E. (2000). One road to turnover: An examination of work exhaustion in technology professionals. *MIS quarterly*, 141-168.
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference?. *Journal of Business Research*, 59(12), 1222-1230.
- Orth, C. D., Wilkinson, H. E., & Benfari, R. C. (1987). The manager's role as coach and mentor. *Organizational Dynamics*, 15(4), 66-74.
- Peterson, E., Plowman, G. E., & Trickett, J. M. (1962). *Business Organization and Management*. Homewood, Illinois: Ricnard D. Irwin.
- Pines, A. M., Aronson, E., & Kafry, D. (1981). *Burnout: from tedium to personal growth*. New York: A Division of MacMillian Publishing Co.
- Pines, A. M., Aronson, E., & Kafry, D. (1981). *Burnout: from tedium to personal growth*. New York: A Division of MacMillian Publishing Co.
- Popper, M., & Lipshitz, R. (1992). Coaching on leadership. *Leadership & Organization Development Journal*, 13(7), 15-18.
- Saleem, S., & Amin, S. (2013). The impact of organizational support for career development and supervisory support on employee performance: An empirical study from Pakistani academic sector. *European Journal of Business and Management*, 5(5), 194-207.
- Stanton, P., & Nankervis, A. (2011). Linking strategic HRM, performance management and organizational effectiveness: perceptions of managers in Singapore. *Asia Pacific Business Review*, 17(01), 67-84.

- Stanton, P., & Pham, H. T. (2014). Managing employee performance in an emerging economy: perceptions of Vietnamese managers. *Asia Pacific Business Review*, 20(2), 269-285.
- Swanson, R. (2007). *Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise*. Berrett-Koehler Publishers.
- Theriou, G. N., & Chatzoglou, P. D. (2008). Enhancing performance through best HRM practices, organizational learning and knowledge management: A conceptual framework. *European Business Review*, 20(3), 185-207.
- Van Knippenberg, D. (2000). Work motivation and performance: A social identity perspective. *Applied psychology*, 49(3), 357-371.
- Wolpin, J., Burke, R. J., & Greenglass, E. R. (1991). Is job satisfaction an antecedent or a consequence of psychological burnout?. *Human relations*, 44(2), 193-209.
- Yusoff, R. B., Ali, A. M., & Khan, A. (2014). Assessing reliability and validity of job performance scale among university teachers. *Journal of Basic and Applied Scientific Research*, 4(1), 35-41.