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## Article

# Work conditions and job performance: An indirect conditional effect of motivation

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## MANAGEMENT | RESEARCH ARTICLE

# Work conditions and job performance: An indirect conditional effect of motivation

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**Abstract:** The current research investigated the indirect conditional effect of motivation and job satisfaction between work conditions-job performance relationships in the telecomm sector of Pakistan. This is a survey-based study and the questionnaire was developed using pre-established scales. The sample consisted of full time employees in telecommunication sector of Lahore and Karachi. Partial least square structural equation modeling was conducted to explore the relationships between Work conditions and Job performance. The research on work conditions of organizations in emerging economies is still inadequate. Preceding scholars have mainly focused on various factors to enhance the performance of the employees such as training and job redesigning. This study focused on how healthy workplace conditions aid the employee to raise their satisfaction level and efficiency. These important issues have strong managerial implications since utilitarian managers face tough choices in assigning their restricted resources and in prioritizing strategic initiatives. Our finding that work conditions contribute positively to efficiency of employees recommends that firm can reap benefits by adopting such



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Aideed Bashir is MPhil in accounting and finance from University of Central Punjab. He has done his bachelor in accounting and finance from the Lahore School of Economics. He has served as a teacher/research assistant under the supervision of various professors at the Lahore School of Economics. His major interests include accounting, finance and business management.

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### PUBLIC INTEREST STATEMENT

In pursuance of maintaining a productive work force that is not only optimally satisfied but also highly motivated, employers strive to provide and maintain conducive work conditions. Organizations often spend valuable resources in designing work structures that play pivotal role in maintaining high performing employees. The current research firstly, establishes that work place conditions have a positive influence on job performance of the employees. Secondly, work place conditions actually increase the satisfaction of employees because of which, they become productive and efficient. The current research goes a step further from the previous studies and established that motivation of the employees has a moderating effect on the indirect relationship of work place conditions and job performance. In service industry particularly Telecomm sector, employers need to understand that creating a good working environment alone cannot ensure a high level of productivity unless the employee also experiences high level of motivation.

measures. Job satisfaction has value and behaves as an encouraging force, but only for those who have high level of motivation to work because that allows them to fully benefit from this favorable working circumstances and produce well.

**Subjects: Work Motivation; Motivation; Behavioural Management**

**Keywords: job satisfaction; motivation; job performance; PLS SEM; work conditions**

## 1. Introduction

Training, development and job performance are considered to be the essential elements under industrial psychology discipline (Armstrong et al., 2015; Borman, 2004). Performance of workers is extremely crucial for any company as it ultimately leads to company's success (Shaughnessy, 2017). Technological advancements have resulted in tremendous improvements in modern economy and lifestyles; and at the same time, it has led to an increased competition among organizations (Law & Guo, 2015; Nilsen & Ringholm, 2019). This has led numerous senior managers and policy makers to emphasize rather strongly on sustaining the competitive position in the market (Faragher et al., 2013). Previous research explains that satisfaction occurs when the workplace develops certain qualities that lead the workers to perform better at job (Judge & Larsen, 2001). Hence, a suitable working condition should be established for the employees to carry out their responsibilities by fully utilizing their potential and at the same time delivering quality service to the customers (Masadeh et al., 2016). Therefore, satisfied workers lead to satisfied customers (Atamba, 2019; Hassan et al., 2011). Multiple researchers support the notion that when managers are supportive of the employees, they perform better at job due to lesser stress level and encouraging behavior of their immediate supervisors (Kiazad et al., 2019; Taghipour & Dejbani, 2013). Job performance which is influenced by numerous factors is realized when an individual is able to successfully achieve the task appointed to him/her under subject to less constraints at the work place (Matsuo, 2019; Yozgat et al., 2013).

Organizational behavior academia is in acute need of examining the intervening role of job satisfaction between the relationship of work conditions and job performance (Yuen et al., 2018). The research on work conditions of organizations in emerging economies is still inadequate. Preceding scholars have mainly focused on various factors to enhance the performance of the employees such as training, security/safety, working hours and job redesigning (Kiazad et al., 2019; Masadeh et al., 2016). However, not many studies have focused on employee motivation level which plays a vital role between employee's satisfaction level and how they perform at work (Yuen et al., 2018). Under the lens of Job Characteristics Theory (JCM), satisfaction occurs when the workplace energizes naturally inspiring qualities among the workers leading the workers to perform better at the job (Hackman & Oldham, 1976; Raziq & Maulabakhsh, 2015). The theory specifies the condition in which individuals are predicted to prosper in their work (Faturochman, 1997). The current study proposes that employees would be able to perform better on the job if they are provided with enriched work conditions. This study also aims to investigate if Job Satisfaction and Motivation level of an employee behave as a mediator and moderator between the aforementioned relationships, respectively.

Motivation as a moderator has been given scarce attention by previous researchers therefore an opportunity has been taken in this study to fill the identified gap (Yuen et al., 2018). Based on the JCM theory, the focus of this study is to investigate the influence of work conditions on job performance. In particular, this study focuses on the mediating role of job satisfaction and moderating role of motivation between job satisfaction and job performance. In addition, natural tendency of an employee, manifested through motivation is another crucial factor for satisfaction of employees and performance (Kiazad et al., 2019; Yuen et al., 2018). Therefore, in order to address to the research gap identified, this study focuses on the moderated-mediation pathways by which work conditions lead to improved job performance via job satisfaction and motivation.

Due to the mounting pressure from stakeholders, work conditions have become imperative for firms to take under consideration (Aziz et al., 2015; Górný, 2017). This is because work condition has emerged as a detrimental element to boost the energy level with which the employees perform in any working place (Jimenez et al., 2017). Besides, the growing governmental pressure for better work conditions, employees nowadays also tend to demand better work conditions to carry out their work (Kiazad et al., 2019; Lu et al., 2016). Due to this, senior human resource managers have to achieve yet another target in terms of improving the work conditions (Akhtar et al., 2018). Poor work conditions tend to influence the workers' satisfaction and performance on the job (Marshall et al., 2015; Guan & Frenkel, 2019). Scholars claim that the most crucial endogenous construct in the organizational and industrial psychology relates to be "job performance" (Jung & Yoon, 2015). Recent studies have investigated the influence of work conditions on satisfaction of employees (Agbozo et al., 2017), the effect of presenteeism, work conditions, and absenteeism on productivity (Stromberg et al., 2017). They also focused upon how collaboration of working environment and personality affects the performance of any employee (Mustafa & Ali, 2019). However, very few scholars have emphasized upon motivation as a determining factor of job performance (Yuen et al., 2018). This study serves as a stepping stone to investigate the indirect conditional effect of motivation and job satisfaction between work conditions-job performance relationships.

The study contributes to the literature on multiple levels. Firstly, this study shows that the relationship among work conditions and job performance is not straightforward but is mediated through job satisfaction. Secondly, the model of the study finds more complex interactions through which employees' performance on the job is improved, specifically through job satisfaction and motivation. Thirdly, this study complements the theoretical perspective of JCM theory by investigating the spillover influence of work conditions.

## 2. Literature review

### 2.1. Work conditions and job performance

For every business, performance has been assessed by fundamentals of the business relating to sales, revenue or earnings (Osman et al., 2016). However, nonfinancial indicators are crucial to consider as well for example, investigating the performance of the business which relates to human resource such as satisfaction, motivation, and absenteeism (Nilsen & Ringholm, 2019). A business needs to value its employees so they can perform efficiently, as well as to sustain their competitive position in the market (Imran et al., 2012). Furthermore, job performance has been defined as the way by which workers perform the tasks of the organization, also linking the behavior of workers with the norms of the company itself (Imran et al., 2012).

A substantial literature has been created about the milieu in which work conditions affect both mental and physical wellbeing (Feldman et al., 2002). The conceivably unpleasant nature of emotional well-being work has been sufficiently illustrated. A few examinations have revealed an abnormal state of burnout and poor emotional strain among staff individuals due to poor working environment (Rossberg & Friss, 2004). A poor workplace has turned out to be related to attendance concerns, reduced job satisfaction, physical grievances, burnout and poor job performance (Gulliver & Towell, 2003). A poor workplace is most likely one of the fundamental reasons for the high staff turnover rate and poor satisfaction and performance (Mustafa & Ali, 2019; Rossberg & Friss, 2004). Factors of the workplace and satisfaction may likewise be helpful benchmarks for assessing future changes and advancements of work. Moreover, encouraging work conditions and environment are compelled to enhanced workers' attitude leading to better performance (Day & Bedeian, 1991).

It is emphasized that motivation components relating to recognition at work aid the employees to find their value in the company. This would enhance their overall performance at work plus leading them to be satisfied. This phenomenon is also supported by JCM that satisfaction occurs when the working conditions encourage motivating qualities further leading the workers to perform better at job. Moreover, as per the above discussion the subsequent hypothesis is constructed.

**H1:** Work conditions have a positive relationship with job performance.

### **2.2. Job satisfaction and job performance**

“Joy or happiness” is a construct and research requests extra precision to operationalize “joy or happiness” properly. Throughout the years, researchers have proposed various distinctive ways to deal how to operationalize joy or happiness (Wright et al., 2007). However, within the area of organization sciences, job satisfaction is likely the most widely recognized and most established operationalization of “joy and happiness” though; nobody affirms that work satisfaction with an occupation is similar to the joy of life (Wright et al., 2007). Judge et al. (2001) deduced that, attitude toward a situation should be identified with practices at work, focus of which is performance on the job. The concept of job satisfaction has widely been investigated related to behavior of organization as well as job design (Mustafa & Ali, 2019). Herzberg et al. (1959) developed a theory referred to as “two-factor theory” related to job satisfaction. He claimed dissatisfaction and satisfaction to be unrelated occurrences. In addition, the occurrences related to extrinsic and intrinsic factors which were referred to as “motivators”, where internal factors such as work experience were related to satisfiers (Guan & Frenkel, 2019). Such satisfiers included responsibility, recognition, achievement, and work. On the contrary, external factors which were referred to as hygiene factors composed of company policy, salary, and supervision (Nilsen & Ringholm, 2019).

The accord of job satisfaction influencing job performance relates to be the oldest accord as Bakotic and Babic (2013) reported that elevated morale of workers would enhance their productivity. Furthermore, Judge et al. (2001) recommended that earlier research related to job satisfaction and performance is related by seven models. Thereby, prompting a reestablished optimism about the possibilities of finding important relations among job satisfaction and job performance (Wright et al., 2007). Hence, for which the opportunity has been taken in the current study to accommodate motivation as moderator between job satisfaction and performance, which has also been recommended by (Yuen et al., 2018).

Various researchers have defined job satisfaction. Hoboubi et al. (2017), job satisfaction relates to an employee having an effective direction towards their job/work. Job satisfaction has been extensively utilized by many researchers and is explained as a desirable state where an individual achieves work values (Trivellas et al., 2013). Furthermore, it has been argued that if employees are not satisfied they feel unclear about the work, feel that supervisors give them less attention, perceive working environment as dubious which may lead employees feeling that they are not included as an active part of the organization (Armstrong et al., 2015). Gul et al. (2018) claimed satisfaction to have a positive relationship with opportunities of employees at the work. Furthermore, another researcher found satisfaction to have a positive accord with performance of employees (Inuwa, 2016). Likewise, Inuwa (2016) found job satisfaction to explain more variance related to performance ( $R^2 = 0.7$ ). Therefore, as per the above discussion the subsequent hypothesis is constructed.

**H2:** Job Satisfaction mediates the relationship between work conditions and job performance.

### **2.3. The moderating role of motivation**

Motivation is amongst the key detrimental traits of effective front desk employees and hence helps in impairing their exhaustion level. It reduces burnout for a group of salespeople across different industries (Karatepe & Tekinkus, 2006; Low et al., 2001). Moreover, Karatepe and Tekinkus (2006) also revealed in their results that alleviated motivation leads to high levels of satisfaction and performance level.

JCM suggests that the motivation or inspiration to work is a component of three basic mental states; experienced seriousness of the work, experienced duty regarding results of the work and learning of the genuine consequences of the work exercises. These three basic mental states are controlled by five occupation qualities (Hackman & Oldham, 1976). One of the focal predictions of



JCM is that improved work attributes in the work conditions are related to more elevated amounts of satisfaction and performance amid the job (Mustafa & Ali, 2019). Hackman and Oldham (1976) concluded that representatives, who are motivated, take part in more elevated amounts of job performance since performing well leads to positive effect upon the satisfaction of the individual. Wright et al. (2007) reported that motivated individuals attain satisfaction from work achievement and thence, perform much better on the job.

Furthermore, along these lines motivated individuals work harder to exceed expectations to transcend. Despite the fact that these claims apply most clearly to work performance; Hackman and Oldham (1976) provided theoretical base by investigating the impact of motivation on work performance. In particular, the two claimed that motivation ought to diminish the types of work withdrawal (e.g., wandering off in fantasy land, breaks, mingling etc.). Vroom (1964) clarifies the social procedure of why people pick one conduct choice over the other. Expectancy theory declares that they will choose the choice with the best motivation (Guan & Frenkel, 2019). The motivational power for a conduct, activity, or errand is a component of three particular discernments: anticipation, instrumentality, and valence. Whereas, expectancy is the apparent likelihood that exertion will enhance job performance (Nilsen & Ringholm, 2019). Ahsan et al. (2009) have proposed that motivation yield expectations of work performance and satisfaction that are better than those yielded by outward results. Consequently, due to such consideration, this study incorporates working environment as job characteristic variable which has been utilized as a contextual characteristic (Hackman & Oldham, 1976).

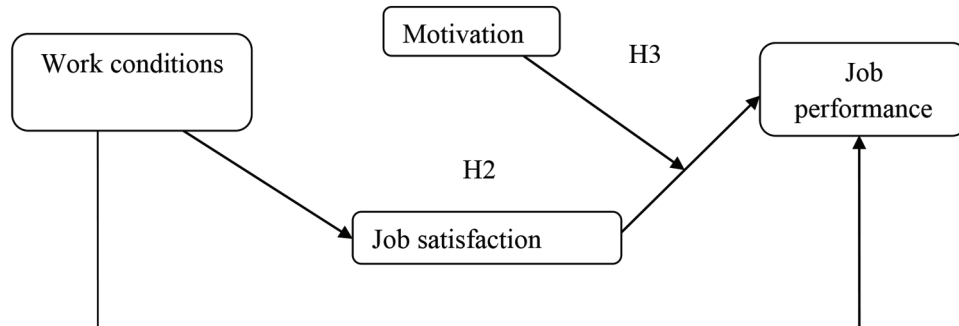
It has been seen that better working environment would cause an effect toward the satisfaction level of the individual and hence further influencing the job performance of the worker (Ahmad et al., 2010). JCM is particularly fitting for this study since it unequivocally centers on the motivating capability of individuals towards enhancing job performance (Mustafa & Ali, 2019). Whereby research in instructive settings proposes that undergraduates high among motivation are more tenacious, self-propelled, and perform much better (Ryan & Deci, 2000). Besides, the research by Gagne and Deci (2005) proposes that workers with high motivation are more engaged with their occupations and show more prominent effort to objective achievement than those less motivated. These perceptions propose that motivated representatives ought to react all the more effectively and emphatically to job satisfaction, as its association with job performance (Guan & Frenkel, 2019). As representatives high in motivation are more diligent and intrigued by their work, their work performance should increment to more elevated amounts. Since, it unequivocally distinguishes the assessments of the association setting and involving job satisfaction as mediator of the relationship between work condition and performance. Therefore, as per the discussion above the following hypothesis has been developed:

**H3:** Motivation moderates the relationship between job satisfaction and job performance.

#### **2.4. Research gap**

It is apparent from the reviewed literature that application of motivation as a moderator has received scant attention. Although sufficient material related to individual impact of motivation upon performance or other variables can be found in literature, where researchers have tried to explore the independent accord of satisfaction with performance (Ahmad et al., 2010), motivation and job performance (Leisink & Steijn, 2009), motivation and job satisfaction (Pang & Lu, 2018) and working environment with satisfaction (Raziq & Maulabakhsh, 2015). Similarly, as per the JCM theory which also clarifies that satisfaction occurs when the working environment energizes motivation thereby satisfying workers to perform better at job. Ahmed et al. (2010); Yuen et al. (2018) in their study proposed to accommodate motivation as moderator for future research among the relationship between job satisfaction and performance. Also, particularly the subject has not been touched upon in the Pakistani perspective. Hence, through this study, an effort has been made to fill the research gap. Hence, as per the aforementioned discussion the following model has been constructed.

**Figure 1. Theoretical model.**



### 3. Methods

#### 3.1. Instrument

PLS-SEM (Partial Least Square—Structural Equation Modeling Model) approach is based on causal modeling method. Maximization of exogenous latent construct’s explained variance is a focal objective of this approach. However, Covariance-Based SEM cornerstones iterations of theoretical covariance matrix instead of variance aspect. According to Hair et al. (2011) PLS-SEM has been increasingly applied in marketing and other business disciplines. Therefore, PLS-SEM is conducted on this study to investigate the causal relationship between Work Conditions and Job Performance with moderated mediation effect of Job Satisfaction and Motivation.

This is a survey-based study and the questionnaire was developed using pre-established scales. All the constructs were based on pre-established scales measured with five-point Likert scale from “strongly disagree” (1) to “strongly agree” (5); higher values indicated higher level of agreement and lower values indicated weak level of agreement. Table 1 reports the operationalization of all the latent variables incorporated in the theoretical model. For data collection procedure each selected firm was contacted via telephone in order to request their cooperation. The respondents were informed related to the aim and nature of the study and furthermore confidentiality of the responses was promised. Furthermore, to encourage for prompt responses, a report was promised to the firms as well. The questionnaire was sent to the respondents explaining the aims and objectives of the study and confidentiality of the responses was assured.

#### 3.2. Participant and procedures

Employees in service industries are indulged to find themselves more attached and loyal to their working place if they seek progressive opportunities in it due to raised motivation level (Osman et., al; 2016). The sample consisted of full time employees in telecommunication sector of Lahore and Karachi which are metropolitan cities of Pakistan. The telecom industry of Pakistan is a large and growing segment of the retailing sector. According to PTA’s Annual Report, 2018, Telecomm sector has developed to be more secure, as opposed to a descending pattern in the general economy of the nation in the financial year 2017–2018. This division gives lucrative business chances to both foreign and local speculators. The employees of telecom segment in Pakistan are demanding better working environment for carrying out their daily work (Times, 2018; Tribune, 2015).The

Table 1. Items and sources		
Variables	No. of items	Source
Job performance	5	Karatepe and Tekinkus (2006)
Job satisfaction	4	Hanaysha and Tahir (2016)
Work conditions	5	Morgeson and Humphrey (2006)
Motivation	4	Karatepe and Tekinkus (2006)



main objective of convenience sampling is to collect information from participants who are easily accessible to the researcher (Etikan et al., 2016). Considering the geographical proximity, ease of accessibility and suitability of time convenience sampling was adopted for the purpose of gathering the data by uploading the questionnaire as Google form and sending it to multiple offices and head offices of different telecom connections operating in the city.

Partial Least Square Structural Equation Modeling was conducted to test the relationships between Work condition and Job performance by using Smart PLS 3. This study also investigated if Job satisfaction mediated the relationship between the independent and dependent constructs by conducting mediation analysis on the basis of typology introduced by (Zhao et al., 2010). Furthermore, Moderated Mediation Technique by Preacher and Hayes (2004) was conducted using SPSS software in order to investigate the presence of Conditional Indirect Effect of Motivation within the mediating relationship of work conditions and job performance. For the purpose of data collection for this study, four telecomm service providers in Pakistan, in particular, Telenor, Zong, Warid and Ufone were selected. Respondents included 245 individuals (response rate: 82%) working as full time middle managers in telecommunication industry of Pakistan. The questionnaire was also floated online to raise the response rate. It was made sure that the respondents have been working in the same firm for at least 4 years. The most common job categories were Operational manager (39%), Quality Assurance Manager (28%), Floor Manager (19%), Human Resource or Marketing Manager (14%). The age brackets of respondents were 25 years or less (17%), 26 years to 28 years (41%), 29 years to 31 years (21%), and 32 years or more (21%). Majority of the respondents were male (73%).

## 4. Results

### 4.1. Confirmatory factor analysis

Before conducting the path analysis, mediation analysis, and conditional indirect effects analysis, it was necessary to conduct Confirmatory Factor Analysis to ensure the reliability and validity of all the constructs and their respective items followed by model fit indices. All the items with factor loading of greater than 0.7 were retained and the rest were dropped. Table 2 reports the factor loadings of all the items measuring their respective latent variables which were present in the theoretical model. The values of VIF (Variance Inflation Factor) are also stated in Table 2. Since, each VIF value is less than 5, therefore, we can infer that there was no problem of multicollinearity which is a very positive indication to proceed for mediation and moderation effects.

Table 3 reports the composite reliability, Average Variance Extracted (AVE), Mean, Standard Deviation values for Work conditions (WE), Job Performance (JP), Job Satisfaction (JS), and Motivation (M). Since all the latent variables were measured through pre-established scales, therefore content validity was assumed. It can be assessed from Table 3 that composite reliability for all the latent variables exceeds the recommended range of 0.7 which indicates that divergent validity holds (Hair et al., 1998). Moreover, it can be assessed that Average Variance Extracted (AVE) for all the variables is greater than the cut-off point of 0.5 indicating that the explained variance is greater than unexplained variance, thus convergent validity was also established in the study.

We tested the Discriminant validity through values of Hetero-trait Mono-trait (HTMT) ratio which has a recommended range of being less than 0.9 (Henseler et al., 2015). Results in Table 4 show that all the values for HTMT ratio across all latent variable are less than 0.9 demonstrating that correlations of indicators within the same latent variable is greater than the correlation of indicators across the variables reflecting an encouraging impression of the theoretical model.

The value of NFI (Normed Fit Index) 0.746 depicted that overall the theoretical model proposed in the study holds well and the model produced an adequate fit (Hair et al., 1998). The value of SRMR (Standardized Root Mean Square Residual) reflects the discrepancy between the implied and observed matrix. Model Fit indices indicated as SRMR value was 0.082 and a value less than 0.08 is generally considered as an indication of a good model fit (Hu & Bentler, 1999). Therefore, the

**Table 2. Summary of confirmatory factor analysis**

Factor Loadings					
	JP	JS	WE	M	VIF Statistics
JP1	0.81				4.55
JP2	0.82				2.18
JP3	0.77				3.77
JP4	0.74				3.78
JP5	0.88				1.47
JS1		0.81			1.76
JS2		0.78			1.76
JS3		0.81			2.78
JS4		0.72			2.54
WE1			0.78		1.65
WE2			0.79		2.27
WE3			0.83		2.77
WE4			0.70		2.82
WE5			0.79		2.40
M1				0.72	1.24
M2				0.89	2.36
M3				0.73	3.21
M4				0.66	1.27

Note: JP: Job Performance, JS: Job Satisfaction, WE: Work conditions, M: Motivation, VIF: Variance Inflation Factor

**Table 3. Reliability and validity results**

	Cronbach's Alpha	Composite Reliability	AVE	Mean (SD)
Job Performance	0.927	0.924	0.671	3.421 (0.121)
Job Satisfaction	0.862	0.861	0.609	3.56(0.115)
Work conditions	0.886	0.885	0.608	4.21 (0.148)
Motivation	0.789	0.756	0.623	3.98 (0.165)

Note: AVE: Average Variance Extracted

**Table 4. Hetro-trait mono-trait ratio, discriminant validity results**

	Job Performance	Job Satisfaction	Work Conditions	Motivation
Job performance				
Job Satisfaction	0.517			
Working Conditions	0.452	0.616		
Motivation	0.412	0.612	0.642	

findings indicated that the discrepancy level between the observed and the implied correlation mix was insignificant.

**4.2. Path analysis, mediation analysis, moderation analysis and conditional indirect effects analysis**

Table 5 State the results of Path Analysis and Mediation Analysis. The statistical results reveal that Work Conditions significantly and positively impact Job Performance ( $\beta$ : 0.2) at 5% level of

Significance. Therefore, we accept our Hypothesis (H1). The results also indicate that Work Conditions have a positive impact on Job Satisfaction ( $\beta: 0.00$ ), and Job Satisfaction further is significantly directly proportional to Job performance ( $\beta: 0.00$ ).

Moreover, specific indirect effects indicate that Job Satisfaction complementarily mediates the relationship between Work Conditions and Job Performance ( $\beta: 0.00$ ) which means that although the mediator that we have identified is consistent with hypothesized theoretical framework, there could be a possibility of an omitted mediator (Zhao et al., 2010).

Table 5 also reports the results of Moderating Effects of Motivation between Job Satisfaction and Job Performance ( $\beta: 0.993$ ) indicating that Motivation does not significantly moderate between both the aforementioned latent variables that is Job Satisfaction and Job Performance. The results of Conditional Indirect Effects, we conclude that when the Motivation Level of the respondents were low ( $-1.1647$ ) the relationship between Work Conditions and Job Performance with Job satisfaction as mediator becomes Insignificant indicated by opposite signs of Lower and upper limits of confidence intervals at 5% Alpha value, whereas when the motivation level of respondents seemed to be medium or higher ( $0.137, 1.042$ ) the aforementioned relationship becomes significant as indicated by LLCI and ULCI.

### 5. Discussion and conclusions

This study brings the extant literature a step forward by investigating the relationship between Work Conditions, Job Satisfaction, Motivation and Job Performance. Furthermore, this study contributes to the previous researches on multiple grounds. *Firstly*, according the results of current study work conditions leads to higher levels of job satisfaction (H1). *Secondly*, job satisfaction mediates the positive relationship of work conditions over job performance (H2). *Thirdly*, the current study concludes the motivation significantly and positively moderated between the mediating relationships of Work Conditions-Job Satisfaction-Job Performance (H3). This study provides a straight solution related to the calls of Yuen et al. (2018) connecting work conditions to job performance (Guan & Frenkel, 2019). Hence, these results tend to claim that work conditions lead to positively impact the

**Table 5. Summary of path analysis, mediation analysis and conditional indirect effect results**

	Structural Co-efficient ( $\beta$ )	P Values		Hypothesis Results
Direct Effects				
Job Satisfaction $\rightarrow$ Job Performance	0.4	0.00***		
Work Conditions $\rightarrow$ Job Performance (H1)	0.212	0.02**		Supported
Mediation Analysis (Specific Indirect Effects)				
Work Conditions $\rightarrow$ Job Satisfaction $\rightarrow$ Job Performance (H2)	0.25	0.00***		Supported
Moderation Analysis				
Moderating Effect 1 $\rightarrow$ Job Performance	0.024	0.070*		
Work Conditions $\rightarrow$ Job Performance	0.212	0.008***		
Motivation $\rightarrow$ Job Performance	0.616	0.000**		
Conditional Indirect Effects				
Work Conditions $\rightarrow$ Job Satisfaction $\rightarrow$ Job Performance (H3)				
Moderator: Motivation	Effect	Boot LLCI	Boot ULCI	
High	0.253	0.047	0.179	Supported
Moderate	0.106	0.067	0.217	
Low	0.2083	-0.0215	0.3038	

Note: LLCI: Lower Limit Confidence Interval, ULCI: Upper Limit Confidence Interval

psychological behaviors and naturally inspiring qualities of the employees which further proliferates their performance levels (Matsuo, 2019). On the contrary, non physical features of the working place do not conform to the requirements of the employee; he will be less satisfied leading to lower levels of performance (Guan & Frenkel, 2019). The results of this study are in alignment with Hassan et al. (2011), according to whom there is a significant influence of work conditions on job satisfaction which is an essential attribute towards attaining firm's sustainable competitive advantage.

Interestingly, this study reconnoiters the Conditional Indirect effect of Motivation. The results reveal that the higher level of satisfaction (specifically due to healthy work conditions) of an employee will only lead him to perform well if he is motivated enough to work (Matsuo, 2019). On the contrary even if he is satisfied with the physical features of the work place, lower level of motivation will not let him perform well and as per required. Many other factors can serve to be the determinant of motivation for example, rewards and recognition or performance appraisal systems etc (Stromberg et al., 2017).

The result of this study relating to the mediating role of job satisfaction suggests that company's work conditions assist in improving the performance of the employees by increasing the employee's satisfactory levels. Moreover, the companies should put their focus upon providing their employees a better work condition to carry out their daily activities and tasks to improve satisfaction level of the employees (Jimenez et al., 2017; Mustafa & Ali, 2019) but this can't be the only matter of importance towards their staff. Employees may be feeling less motivated due to other reasons and may not perform better at the job (Stromberg et al., 2017).

This study significantly contributes to the academicians and practitioners by identifying a path through which work condition tends to be related to job performance incorporating the moderating and mediating role of motivation and job satisfaction, respectively. The mediating role related to job satisfaction is crucial for several reasons. First, it enhances research on job satisfaction by detecting their antecedent (such as work conditions). Even though numerous studies exist to investigate the antecedents of job satisfaction (Osman et al., 2016), but minimal efforts have been made to investigate the influence of work conditions on job satisfaction (Guan & Frenkel, 2019). Altogether, this accord with work condition to job satisfaction to job performance constitutes a pathway by which work condition enhances job performance.

This study serves as an eye-opener for the department heads in regards to how they should take into consideration, a more strategic tactic on work condition as well as improving motivation levels of their employees with respect to other factors than the physical features of work conditions as it raises their satisfaction level leading to better outcomes in terms of firm performances (Raziq & Maulabakhsh, 2015). This study will deepen the understanding of department heads so as to how work conditions and motivation are very essential and crucial factors in determining the firm outcomes.

Overall, the results of our study support the previous researches and draw the inference that workplace does influence job performance (Shalley et al., 2000). Unpleasant work conditions in service industry have different effects on each of the job performance indicators (Kahya, 2007). This study highlights the importance of pleasant vs unpleasant work conditions designed to boost the job performance of full time working employees in telecom industry of Pakistan. Work conditions fall under the domain of emotional cognitions reflecting whether or not a workplace is constructive or harmful to one's personal well-being (James & James, 1989; Lazarus, 1984).

Although many studies have been devoted to the potential effects of some demographic variables such as experience, age and gender, to best of our knowledge. This is the first investigation to indicate the influence of workplace characteristics and work conditions on job performance along with mediation and moderation effect of Job Satisfaction level and Motivation level of Employees, respectively. Our results reveal that healthy work conditions increase the satisfaction level of employees which further encourages them to perform well in their job capacity (Nilsen &

Ringholm, 2019). Furthermore, this relationship can be strengthened if the motivation levels of the employees are high. Management neglects the fact that their employees are a very crucial resource and hence they need to be provided with a flexible environment to carry out their work efficiently and effectively without causing any stress or hindrances (Raziq & Maulabakhsh, 2015). Moreover, our findings also indicate the people with less level of motivation to work tend to be less efficient in terms of job performances compared to those with higher level of motivation to work, hence, leading to better and enhanced job performance.

## 6. Theoretical contribution

Previous literature establishes motivation as an antecedent of job satisfaction (Saleem et al., 2010). The current research reinforces the same notion, but draws attention to the dynamics of the relationship from another angle. Good working condition will lead to job satisfaction, but this job satisfaction will not translate into higher job performance, unless the employee has a high level of motivation as well. The study establishes that working condition alone will not cause variation in motivation, and motivation remains independent of job satisfaction. Therefore, this study draws the inference that high motivation level amongst employees causes them to put effort into their duties and performing better due to high satisfaction level which was earlier confirmed by Brown and Thomas (1996) in their study. Overall, we can conclude that job satisfaction is of value and behaves as an encouraging force, but for those with the high level of motivation to work because that allows them to fully benefit from these favorable working circumstances and produce well. A person with less motivation to work will not be able to reap advantage from his or her higher level of satisfaction which emerged due to favorable workplace (Nilsen & Ringholm, 2019).

## 7. Managerial implications

Practitioners have pondered whether firms should take a more serious steps towards improving the working place conditions or not and if the investment is going to be worthy enough to invest capital or not (Nilsen & Ringholm, 2019). This study focuses on such aspects like how implementing measures like healthy workplace environments aids the employee to raise their satisfaction level and efficiency. These are important issues that have strong managerial implications since utilitarian managers face tough choices in assigning their restricted resources and in prioritizing different strategic initiatives. Our finding that work conditions contribute positively to efficiency of employees, recommends that firm can reap benefits by adopting such measures.

## 8. Future directions and limitations

While interpreting the results, the current study has quite a few limitations that are attention worthy, and that should be addressed by forthcoming researchers. The sample is regional and signifies only service providers working in telecom. Thus, it does not allow direct contrasts between these employees and other types of retail industries. The key limitation of this study is the generalizability to other business settings. These findings were obtained from telecom industry of Pakistan where most of the jobs are indoor and less multifaceted as compared to jobs of greater complexity. It could be a possibility that for jobs with lower or greater complexity work conditions lead to different results in terms of satisfaction level job performance level. Future research, to be conducted in more than one organization, would strengthen the generalization of the present findings.

Furthermore, the model studied is not exhaustive and much more can be investigated by expanding the accords in the study by scholars. First, motivation is not the only moderating construct to have an impact on the effects on job satisfaction and job performance. Future researchers should include more moderating variables such as dimensions of motivation which would be interesting for further investigation. Likewise, future studies can also enhance the model by differentiating among long and short-term job performance. Results from such a study would provide much more explicitly make department heads understand the differing job performance inferences of work conditions over both long and short term.

The findings of this study are only based on the information from Pakistani telecom sector which may limit the degree to which they can be generalized to other settings. Moreover, the influence of job satisfaction and motivation related to influencing the accord with work conditions and job performance may be disparate connected to other developing nations which may reduce the generalizability of the results. Hence, further scholars should strive to confirm cross-cultural distinctions among the accords studied.

## 9. Conclusion

This study moves ahead from observing the direct influence of work conditions on job performance or job satisfaction and job performance. In addition, this study with strict consideration from previous literature has identified job satisfaction an omitted mediator to be tested in between work conditions and job performance. Furthermore, this study does not stop there as this study focuses on studying the indirect conditional effect of motivation in between job satisfaction and job performance. Therefore, this study is unique in this aspect as based on the importance of motivation emphasized by Yuen et al. (2018), this study adds to the job performance literature by showing in this study that if the employees tend to be given better work conditions on the job, that would cause the employees to be satisfied and motivated and all in all improve the performance level of the employees too.

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## Appendix

### Questionnaire Items

#### Job Performance

- JP1 = I am a top performer.
- JP2 = I am in the top 10% of frontline employees here.
- JP3 = I get along better with customers than do others.
- JP4 = I know more about services delivered to customers.
- JP5 = I know what my customers expect.

#### Job Satisfaction

- JS1 = I like doing the things that I do at my workplace.
- JS2 = I am satisfied with my earning from my current job.
- JS3 = I am extremely glad that I chose this institution to work for, over other institutions.
- JS4 = Overall, I am satisfied with my current job.

#### Work Conditions

- WD1 = the work place is free from excessive noise.
- WD2 = the climate at the work place is comfortable in terms of temperature and humidity.
- WD3 = the job has a low risk of accident.
- WD4 = the job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.).
- WD5 = the job occurs in a clean environment.

#### Motivation

- M1 = When I do work well, it gives me a feeling of accomplishment.
- M2 = I feel a great sense of personal satisfaction, when I do my job well.
- M3 = When I perform my job well, it contributes to my personal growth and development.
- M4 = my job increases my feeling of self-esteem.



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