

Job Performance, Goal Orientation, and Perceived Stress among Employees: Comparative Analysis

Zarbakhat Ayesha

Clinical Psychologist
Rukhsana Shafqat Medical Center,
Bhakkar Punjab

Dr. Zahid Majeed

Director, Academic Planning & Course Production,
Allama Iqbal Open University, Islamabad
Email: zahid_majeed@aiou.edu.pk

Dr. Abdul Basit

Senior Special Educationist, Department of Special Education,
Govt. of the Punjab, Lahore,
Email: basitranakkot@yahoo.com

Abstract

Stress is an inherent facet of life. It may be utilized effectively at times. However, if you are unable to control your stress and it continues, it may adversely affect your health, familial relationships, and professional life. Objectives can inherently induce tension. Failing to achieve your goals might exert pressure and induce feelings of distress. This study examines the perceived stress, goal orientation, and job performance of call centre personnel. This study was quantitative in nature. This research employed a correlational research strategy. Data was gathered from many call centers in the Lahore district. Data were collected from 261 people utilizing a purposive sampling method (77 men; 184 females). The

age range of the sample was 20 to 30 years. The standardized research instruments were the demographic information sheet, the perceived stress scale, the goal orientation scale, and the work performance scale. The Pearson correlation was employed to assess the relationship between goal orientation, job performance, and reported stress. The influence of perceived stress and goal orientation on job performance was investigated by multiple regression analysis. The correlation matrix indicated a robust association among perceived stress, goal planning, and job performance.

Keywords: Stress, goal, job satisfaction

Introduction

Given that employees' moods and perceived stress levels fluctuate during the workday, the impact of this intra-individual variation on job performance remains ambiguous. Goal orientation posits that experienced stress conveys signals regarding job performance, which are interpreted variably by everyone. A pronounced goal orientation would result in more flexible reactions to increased emotions and perceived stress. Call centers have become increasingly significant as sites of customer connection and sources of consumer data. Call centre staff often experience stress due to competing demands from the firm, management, and customers. Surveys regarding personal goals, job-related stress, and dedication to career success were administered to inbound call centre representatives (Armstrong et al., 2015).

In internal marketing, performance is a critical component, though not the exclusive consideration. Attaining optimal performance is more challenging due to the continuous growth of organizations and rising market expectations. This necessitates the existence of an efficient staff and the delivery of superior services and products. In industrial psychology, job performance is recognized as the paramount aspect (Armstrong et al., 2015).

Every organization must prioritize employee performance, as it ultimately determines the profitability of the enterprise. Technological advancements have significantly enhanced the modern economy and individuals' lives, while also augmenting economic competitiveness. Consequently, maintaining the market's competitive stance has become a primary focus for numerous senior executives and

policymakers.

Previous research indicates that workplace happiness occurs when specific attributes increase in the environment, hence motivating people to perform more efficiently. Consequently, an appropriate work environment may be established for employees to perform their responsibilities and deliver exceptional service to clients by utilizing their full potential. Consequently, satisfied staff result in satisfied clients. Contemporary economies and lifestyles have significantly profited from technological innovations, which have concurrently heightened economic competition. Consequently, maintaining the market's competitive stance has garnered considerable focus from numerous senior executives and authorities (Faragher, 2013).

Review of Literature

A prior study indicated that individuals exhibit enhanced performance at work when specific attributes increase in the workplace, resulting in job satisfaction. To fulfil responsibilities and deliver exceptional service to clients, businesses must establish an appropriate work environment that enables workers to realize their full potential. Consequently, satisfied staff result in satisfied clients. Conversely, limited research has concentrated on employee motivation, a crucial factor in the correlation between employee satisfaction and job performance. The Job Characteristics Theory (JCT) posits that individuals exhibit enhanced performance at work when their intrinsic driving attributes are activated by their environment. The concept elucidates how individuals are expected to perform in specific workplace scenarios (Atamba, 2019).

Job Performance Theories

Theories of human motivation and concepts related to work performance share many similarities. Most notably, this area is home to Herzberg's Motivator-Hygiene Theory, the Dispositional Approach, and the Job Characteristics Model. The next sections elaborate on these hypotheses.

Maslow's Needs Hierarchy Theory

Maslow's requirements the ordered progression hypothesis was among the initial theories to examine the determinants influencing job satisfaction, despite its prominence in the domain of human motivation. Human needs are structured in a

five-tiered hierarchical development, as proposed by the theory. Basic needs, such as physiological requirements and safety, must be satisfied prior to addressing more complex needs, such as belonging and esteem, as outlined by Maslow's hierarchy of needs. Maslow developed his hierarchy of needs to illustrate human motivation. The primary occupants, however, are business-oriented and have been employed to elucidate job satisfaction.



Figure. 1 Maslow's theory of Needs Hierarchy

Two benefits that help salespeople achieve their basic physiological needs while working for an organization are financial compensation and health insurance. Making sure employees are really safe while working, having stable employees, and having legal business designs and legislation are all ways to meet representatives' health requirements. After this is nurtured, representatives can focus on feeling like they belong at work. As important as it is for them to feel like they belong in their club or association, this can also affect their relationships with administrators and coworkers. After completing their duties, the representatives should be well respected by their colleagues and employers. The last step is for the representative to realize their full potential by developing and creating the self-realization they need.

Companies who want their employees to be happy in their jobs should,

therefore, try to meet their basic needs before moving on to their more advanced goals. This approach used to work, but now it's unpopular because it typically requires precise validity and doesn't consider the representative's mental cycle. Some have also criticized a specific level of self-actualization. Recognizing a final goal or when it has been refined is difficult due to the lack of a positive portrayal and fair management of self-realization, as well as the challenges with estimating it.

Perceived Stress Theories

The theory of stress and coping

The concept of Lazarus and Folkman aims to illustrate how a person intellectually adjusts to difficult situations. The way one examines and adapts to stresses, as indicated by this thought, affects one's physical and psychological well-being. The occasion, the examination of the experience, adapting methods and the outcome are the four primary standards in the hypothesis. These ideas will be explored further. An occasion alludes to the event of a likely stressor in one's life. As indicated by the thought, stress is characterized as "a particular or upsetting (Lin, et.al., 2009).

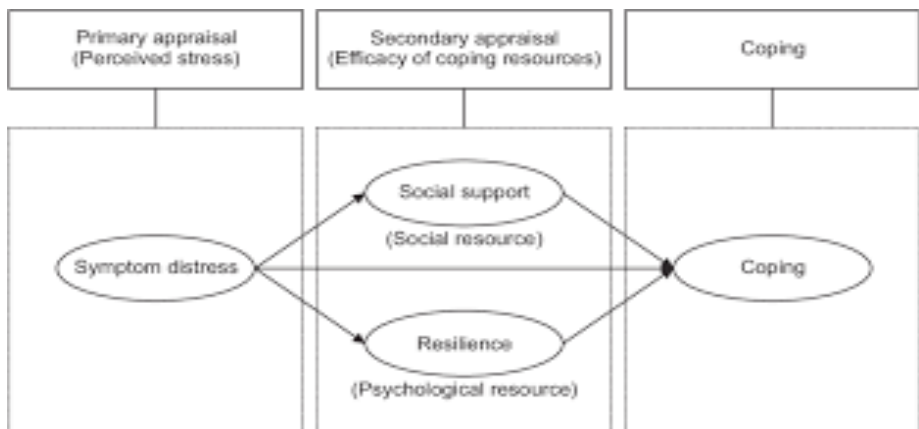


Figure. 2. Theory of Stress and Coping by Lazarus and Folkman

The individual decides the significance of the relationship to their prosperity. Survival methods are intentional, mental, passionate, and conduct reactions to stressors. Not entirely settled by the mental evaluation and used to change or adjust to the climate. Critical thinking and feeling addressing are two methodologies of

adapting. The individual climate association is modified by issue centered adapting. By dealing with the enthusiastic response to the issue, feeling centered adapting modifies the importance of the situation.

Adaption results are pivotal since they connect with the occasion's drawn-out suggestions, paying little mind to the survival method utilized or how the Stressor is evaluated. Social working, confidence, and substantial wellbeing are all transformation results that add to fruitful adapting. Among the benefits incorporate further developed wellbeing, mental prosperity, and physiological changes. At the point when one region is hurt, three others are affected also. Besides, the connections between these three results are cloudy. Superior execution in one region might be at the cost of lackluster showing in another, and solid execution in one region doesn't imply that the circumstances assumptions, limitations, or encouraging groups of people are perceived.

While surveying an episode, there are different mediating factors in the way that a young person responds to the pressure of having cystic fibrosis. The adapting stage comes after the assessment. Early adapting will be feeling centered in the present circumstance, with the challenges and saw pressure of living with CF during pubescence being managed inwardly. This is impacted by one's enthusiastic and formative working abilities. The individual can continue onto issue centered adapting after the circumstance's desolation is taken care of. The individual is contemplating how to adapt to existence with an ongoing sickness at the same time. To limit pressure and thrive, this incorporates transforming one's private and ecological circumstances, as affected by critical thinking gifts, social working, assets, and financial status. Contingent upon the seriousness of the disease and saw conditions, individuals adapt in various ways. The circumstance's quick and long-haul impacts eventually characterize the adapting approach. Contingent upon the way picked, variation, versatility, or the capacity to "get by and flourish" (Lazarus & Folkman, 1984).

Goal Orientation

Learning, Forestalling Performance, and Demonstrating Performance are everything that you might do to further develop your presentation. As indicated by objective direction, "a singular's inclination to increment or approve one's ability in achievement conditions". Objective direction is portrayed as picking conduct in view of either cognizant or oblivious data, bringing about personal conduct standards that might be used to draw surmising's about an individual's objective situated demeanor.

Objective direction alludes to the hidden mentalities that drive specific practices. For instance, a presentation objective direction centers around displaying ability to other people, while an authority objective direction centers around building skill inside an undertaking (Elliot, 1999).

People with a learning objective direction (LGO) need to further develop their capability by growing their gifts and dominating tough spots. They are bound to participate in versatile reaction designs, which are described by undeniable degrees of perseverance despite disappointment, the reception of more complicated learning procedures, and the quest for intense and testing material and tasks. Due to the trouble and intricacy associated with such endeavors, it is theorized that people with an overwhelming LGO would be bound to help enterprising desires. Additionally, those with a higher LGO are bound to support administrative objectives because of the hardships of administrative occupations, which incorporate high levels of liability, coordinating drives, and overseeing individuals (Button et al, 1996)

People with a learning objective are constantly looking for new challenges and need to learn new knowledge, skills, and abilities from whatever movement they are doing. These consumers approach activities with a more positive mindset, which helps them adjust to challenging circumstances and even failure. Rather than comparing their performance to others' or aiming to acquire others' praise, these people work for personal improvement and are happy when they succeed (Lee et al., 2010).

Achievement Goal Theory

Duda proposed the foundation of two prevailing accomplishment objective points of view, task direction and self-image direction, considering Nicholls' hypothetical work, connecting and isolating how competitors see their level of capacity, exertion, and execution judgment- ability assessment is self-referred to in task direction, and it is evaluated corresponding to one's own apparent authority, understanding, or information.



Figure.3, Goal Achievement Theory by Nicholls

According to the accomplishment target hypothesis, people approach achievement tasks with qualitatively different kinds of goals depending on how they assess their competence and ability. The objective direction hypothesis, which is based on the achievement objective hypothesis, anticipates that people would describe achievement and assess seeming capacity in unexpected ways. Individuals' subjective points of view influence their thoughts, feelings, and behaviors in situations like training and sports.

Goal Setting Theory

The foundation of Locke and Latham's goal-setting theory is their most basic introspective finding that human behaviour has a purpose. It is governed by the individual's goals. On the other hand, all living creatures, even plants, share the trait of goal-directedness. Therefore, goal-directed behaviour is more than just conscious behaviour (Locke & Latham, 1984).

The biologically regulated level of goal-directed action is the most fundamental one (e.g., plants). The following level incorporates conscious self-control via sensory perception systems like pleasure and pain, and it is present in lesser species. The capacity for thought is part of a higher level of consciousness seen in humans. They are capable of understanding goals and creating long-term ones. Humans are capable of choosing whether or not to behave with a specific goal in mind (Binswanger, 1991). Therefore, people must decide what is best for their welfare,

create goals to accomplish it, select the methods to do so, and then decide how to behave based on these judgements. With recent advancements in communication channels, such as emails, SMS, and even social media, the call center sector continues to grow and expand.

Herzberg's Motivator-Hygiene Theory

According to Herzberg's inspiration cleanliness hypothesis, work fulfillment and disappointment are two autonomous and, on occasion, detached ideas, rather than two contradicting limits of a similar continuum. For a worker to be happy with their work, motivating' components like as compensation and rewards, acknowledgment, and accomplishment should be met. Components of „cleanliness,' then again, are related with work disappointment (e.g., working climate, business guidelines and construction, employer stability, association with colleagues, and the board quality).

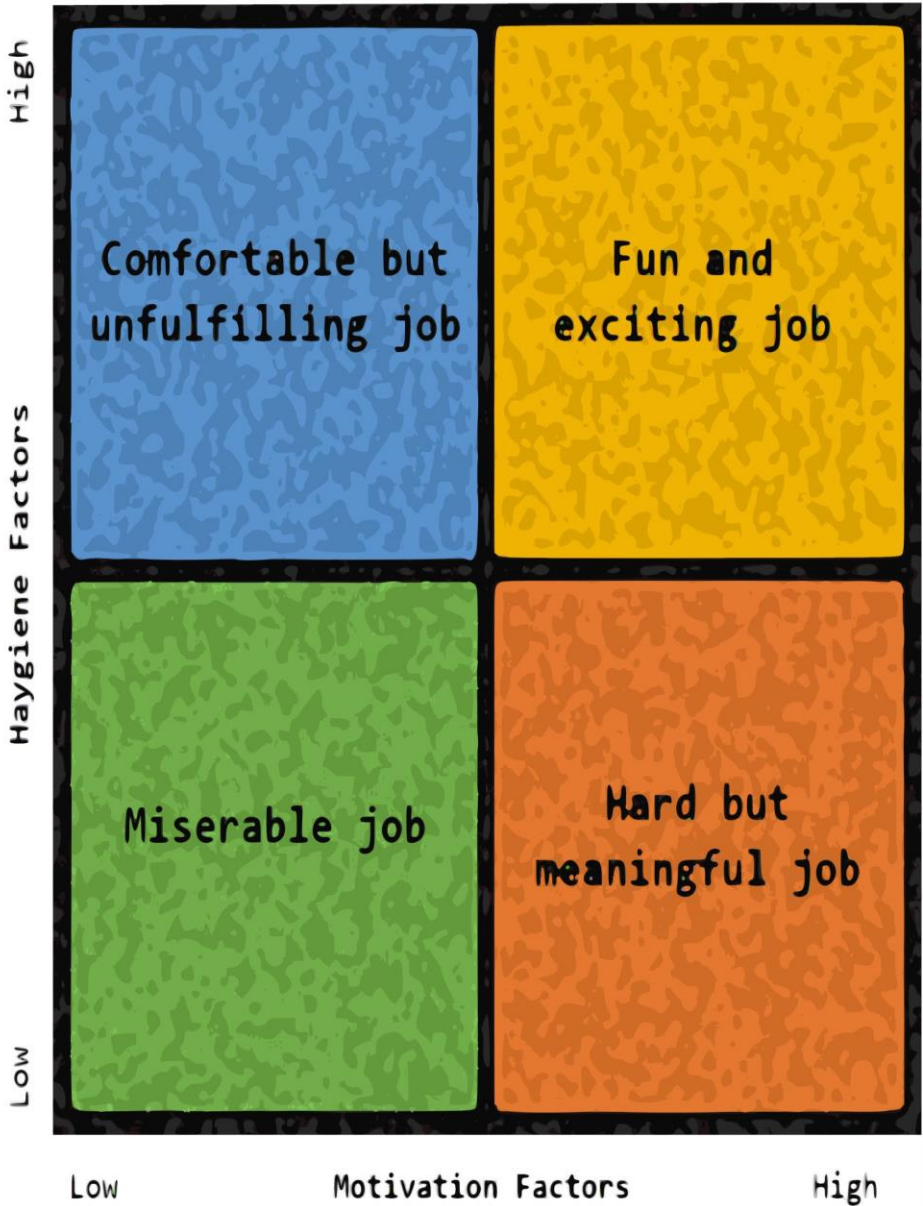
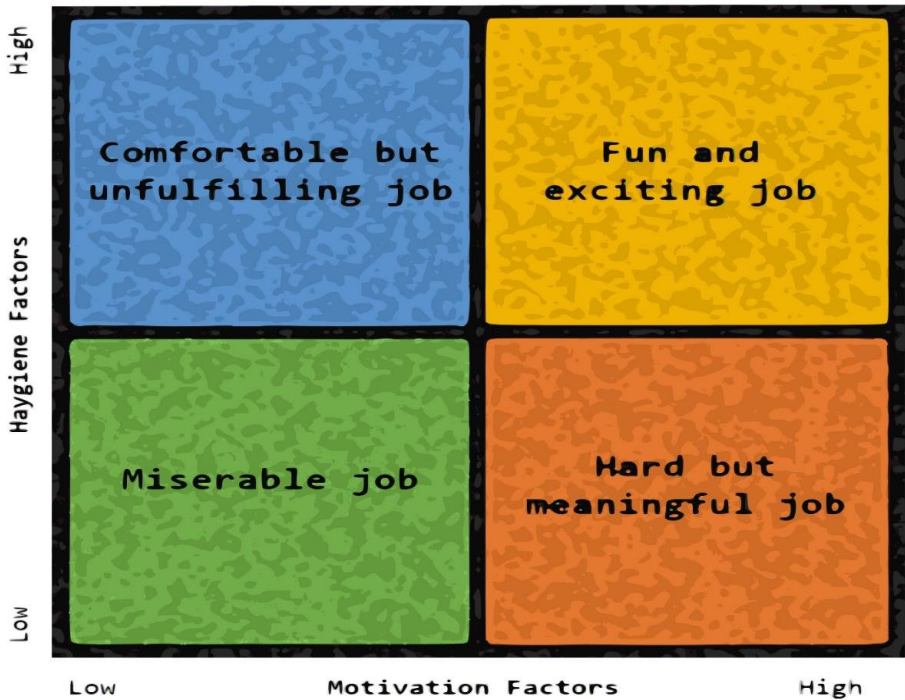




Figure.4,



Since the cleaning and inspirational components are considered as separate entities, employees may neither be substance nor disappointed. According to this concept, the worker is worried when the clean factors are low; nevertheless, when these factors are representative is content. The representative isn't disappointed (or unbiased), yet not really fulfilled. The persuasive components affect whether or not a worker is fulfilled. Moreover, it is viewed as that the worker will be content assuming the inspirations are met. This differentiation might clarify the complexities of a representative's feelings, since they may not be both simultaneously, content and unsatisfied, or neither fulfilled nor troubled. While the Motivator Hygiene speculation was fundamental in characterizing the contrast between work fulfillment and disappointment, it has gotten minimal exact help discoveries, for certain analysts supporting it and others opposing it.

Job Characteristics Model

According to the Work Features Model, work fulfillment happens when the workplace encourages characteristically invigorating elements. Five crucial work

characteristics sway three mental states: expertise variety, task personality, task importance, independence, and input. The three mental states can then prompt various results, including work fulfillment. Accordingly, it is imagined that further developing the five essential work aspects would bring about a superior workplace and further developed work fulfillment from an authoritative outlook. Maslow and Herzberg's thoughts have less experimental help than the JCM. Many investigations using this worldview, then again, have been panned since they center totally around the immediate impact of center work highlights on private and expert results, totally disregarding fundamental mental states. Regardless of this, three evaluations of the JCM's effect on work fulfillment have been distributed, which are all sure.

Moreover, Behson and associates did a meta-examination of 13 investigations that zeroed in on the significance of key mental states in the JCM, and found that these mental states serve a huge down to earth and hypothetical capacity inside the JCM. At the point when a competitor's apparent ability is estimated in contrast with that of others, the person is supposed to be "self-image arranged," which means a weighty dependence on friendly correlation with survey one's own skill. When people are insecure about themselves and their abilities, they are more likely to engage in helpless achievement behaviours (such as impaired execution, cunning tactics, lower effort, and a lack of creativity) and maladaptive thought patterns (White & Duda, 1994).

Perceived Stress

Perceived stress and word related wellbeing are inseparably related, in any event, for those with little foundations in brain research. Stress discernment has been related to more significant levels of melancholy, with both immediate and aberrant results on emotional wellness development. Seen pressure and word related wellbeing brain science have just been around for a brief time frame.

Numerous researchers have put forth theories about the origins and components of occupational stress, all of which require more investigation. According to Beehr and Newman, elements in both the individual and the environment affect the most common way that people experience pressure, having an impact on both the individual and hierarchical effects, and possibly encouraging flexible or maladaptive practices (1978). In this technique, the "individual" element refers to a person's constant characteristics, such as orientation, age, character, and tendencies (Jex & Britt, 2014).

Therefore, the connection of individual and ecological components impacts the cycle aspect, which incorporates physiological, navigation, and situational assessment processes. An individual evaluates in the event that their environmental factors and conditions are unsafe in this stage. Impression of hindering ecological tensions cause pressure. Certain individuals portray work pressure as attributes of one's workplace that one accepts to be unsafe (Morris et al., 2013).

Stress is a two-way process where people interact with their circumstances, according to Lazarus and Folkman's notion about stress and adapting. To put it another way, people's prosperity or ability to work is only affected when they perceive a situation as distressing and lack the resources to manage outside improvements (e.g., test, sickness, separation with a better half, loss of adored one, monetary strains; Roddenberry 2007). Lazarus and Folkman presented the ideas of mental assessment to clarify individual varieties in managing distressing valuable encounters and their connection to prosperity and working (i.e., essential evaluation and optional examination). The cycle by which people survey conditions as hazardous, nonpartisan positive, or irrelevant is known as first examination, though auxiliary evaluation is the interaction by which individuals evaluate their adapting assets because of the essential evaluation judgment (Lecic, et.al., 2011).

Rationale of the Study

As a source of client data and a vital point of contact, call centers have grown in importance. Call centre staff often mention feeling pressured because of competing demands from consumers, management, and the organization.

This research examines the relationship between goal orientation, perceived stress, and performance on the job in a contact centre. Subjects like the effects of stress on job performance and the pressures faced by employees to complete goal-oriented tasks within a certain time frame have received surprisingly little attention in Pakistani research.

Since the researcher has had similar experiences while working in contact centers, they are interested in studying the effects of stress on goal orientation and job performance.

Objectives of the Study

- To investigate the association between call center employees' reported stress, goalorientation, and job performance.

- To find out the gender difference in job performance, goal orientation, and perceived stress among call center employees.

Hypotheses

- Call center workers are more likely to experience a negative correlation between perceived stress and job performance.
- Goal orientation, job performance, and reported stress are probably all positively correlated for call center employees.
- In comparison to male call center workers, female call center workers are more likely to report stressed.
- Male call center employees are more likely to have better job performance and goal orientation than the female call center employees.

Methodology

Research Design

The current study used correlation study methodology to look at the relationships between felt stress, goal orientation, and job performance among call center employees. The researcher can better grasp how the variables are connected and operationalized by using this design.

Sampling Technique

To obtain data for the study, convenience sampling was used. Data was gathered from people who met the requirements since the researcher was interested in Call Center Employees in the Pakistani district of Lahore.

Sample Size

The sample consisted of 261 call center employees (Men=77, Women= 184) with age range of 20 to 30 years. The sample was determined by using G power.

Procedure

After receiving authorization from the Riphah Institute of Clinical and Professional Psychology, the original authors went ahead and secured it. Secondly, the psychology department of Riphah International University in Lahore officially

authorized data collecting by submitting an official letter. After that, we started gathering information. In the first stage, we made sure the participants knew their data would be kept private and secure, and we got their informed consent. The participants were briefed on the whole yet concise study procedure and provided all the necessary instructions for filling out the questionnaires before they were administered. Researchers reassured participants that they may back out of the study at any moment without consequences. The employees were given a semi-structured Performa along with other information such as their age, number of siblings, birth order, education, socioeconomic status, occupation, family system, marital status, and more after the participants' informed consent was obtained and an introductory period. After that, the participants got their surveys, and the research team was there every step of the way to answer any questions the participants might have had. Next, the participants' scales were given back to them, and they were sincerely thanked for their time and participation.

Data Analysis

Table I

Descriptive Statistics of Participants' Demographic Information (N=261)

Variables	N	%
Age		
Female	184	(70.5%)
Male	77	(29.5%)
Marital Status		
Single	118	(45.2%)
Married	129	(49.4%)
Separated	10	(3.8%)
Widow	4	(1.5%)
Family system		
Nuclear	130	(49.9%)
Joint	131	(50.2%)
Area		
Urban	198	(75.9%)
Rural	63	(24.1%)

Religion		
Islam	253	(96.9%)
Christianity	8	(3.1%)
Socioeconomic status		
Middle	130	(49.8%)
Lower	131	(50.2%)
Job type		
Closer	13	(5%)
Dialer	90	(90%)
Executive	13	(5%)
Income		
20k-30k	39	(14.9%)
30k-40k	64	(24.5%)
40k-50k	64	(24.5%)
50k	94	(36.0%)
Experience		
0-2 years	109	(41.8%)
2-4 years	92	(35.2%)
4 + year	60	(23%)

Note. f = frequency, % = percentage, M = mean, SD = standard deviation, N= no. of participants

According to the data in table 1, the average age of the participants was 28.82 years old, and the standard deviation was 2.56%. There was a total of 184 females and 77 males who took part. There were 130 people from lower-class families and 131 from middle-class ones. Dialers made up 90% of the participants. Most of the participants, 36% to be exact, had salaries over \$50,000. Muslims made for 96.9% of the participants, while Christians accounted for 3.1%. Nearly half of the people who took part were married, while nearly half were unattached.

Table 2

Pearson Product Correlation among Variables of Perceived Stress, Goal Orientation and Job Performance among Call Center Employees (N=261)

Variables	N	M	SD	1	2	3
1.Perceived Stress	261	75.28	8.46	-		
2.Job Performance	261	14.05	2.81	-.07	-	
3.Goal Orientation	261	73.64	9.58	.16**	.27**	-

Note. **= $p < 0.01$, N = total no. of participants, M = mean, SD = standard deviation
 The relationship between the study variables may be seen in Table 2, which displays Pearson's moment correlation. The results showed a good correlation between goal orientation and job performance and a favourable correlation between felt stress and goal orientation in call centre employees. Perceived stress and performance on the work were also found to have no statistically meaningful link.

Table 3

Predictors of Job performance in call centers employees (N=261)

Variables	Model				95 C.I	
	B	SE	T	P	L L	UL
Constant	8.551	1.860	7.45	.00	4.888	12.214
Perceived stress	.088	.19	.287	.349	-0.58	.022
Goal Orientation	-.018	.020	-.054	.00	.052	.125

Note. CI=Confidence Interval

Regression analysis is seen in Table 3. The results demonstrated that goal orientation and perceived stress are important factors in determining how well call centre workers perform on the job. With an F-value of 25.88 and a p-value less than 0.001, the predictors accounted for 7% of the variation in the outcome variable, as shown by the R2 value of .07. According to the results, goal orientation is a predictor of success in the work.

Table 4

Gender Difference on Perceived Stress, Goal Orientation and Job Performance.
($N=261$)

Variables	M	SD	M	SD	t	P	LL	UL	Cohen's d
Perceived Stress	76.10	9.05	75.30	7.24	-.74	.45	4.888	12.214	0.1
Goal Orientation	0.2	73.14	9.69	71.34	7.85	-1.57	.11	-.058	.022
Job Performance	14.66	2.47	13.06	2.51	.44	.00	.052	.125	0.0

A confidence interval (CI), lower and upper limits (LL and UL, respectively), effect size (Cohen's d), and a p-value greater than 0.05 are all used in statistical analysis. Table 4 shows the average differences between the sexes with regard to stress perception, goal orientation, and work performance. A statistically significant difference ($p>0.01$) in work performance was found. The job performance of males is better than that of females ($M=14.66$, $SD=2.47$), with a t-value of .44 and a ***p-value of less than .00. Additionally, the results showed that no other variables in this study showed any differences.

Discussion

Finding out how call centre employees' stress levels, goal orientation, and productivity on the job relate to one another was the driving force for this research. Give some examples of how a focus on goals and stress levels affect productivity on the job. The effect of goal orientation on productivity at work is also attempted to be disproved in this study.

This study's demographics consider factors that significantly affect workers' productivity on the job, such as marital status, gender, job function, income, and length of service. There was a total of 184 females and 77 males who took part. A total of 130 came from lower-class backgrounds, while 131 were middle-class. Dialers made up 90% of the sample. A third of the people who take part in the study earn 50,000 a year or more. While 3.1% of the individuals identified as Christians, 96.4% were Muslims. Nearly half of the population was unmarried, while nearly half were married.

A person is said to be under stress when they are faced with a situation that they are unable to cope with. In addition, stress is associated with negative outcomes for the person and the business. Not only does stress harm workers' physical and mental health, but it also lowers the company's credibility and efficiency. It can be challenging to even create goals. Setting and failing to meet your objectives could be discouraging. The study's premise, on the other hand, states that call centre workers are more likely to exhibit a positive correlation between goal orientation, job performance, and felt stress. According to this research, goal orientation significantly affects how well people do their jobs in call centers. An optimistic, goal-oriented perspective on learning motivates people to work more energetically and deliberately, which in turn improves their performance, according to the study's major conclusions. Performance is the key to a company's success and a high approach, according to the literature (Peng, et.al., 2010). In today's rapidly evolving business and economic landscape, it is more important than ever to boost employee performance on the job and, by extension, the company's bottom line. The correlation between stress and actual work performance was the subject of another research involving 295 bank workers. Researchers found that workers' perceptions of their own stress levels significantly affected their productivity on the workplace (Sohn, et.al., 2016).

Burke et al., (2009) conducted research on the correlation between stress levels in nurses and their ability to do their jobs well. In order to compile the data, 95 ladies were polled. Findings suggest that nurses do better when faced with high-stress situations and crowded wards. Performance, engagement, motivation, happiness, and wellness are just a few of the individual and organizational outcomes that have been studied in relation to work passion (Astakhova, 2015). Lastly, the study concludes that knowing one's job and goals, in addition to engaging in smart and hard labour, maximizes performance. Working hard was found to have less of an effect on performance than motivating behaviour linked to realistic goals. Goal orientation also improved performance on the workplace, according to Ho and Lee (2011). Research for faculty at the university level was his specialty. In his research, he found that academics do better throughout the year when they make plans and stick to them.

Conclusion

The major objectives of this study were to identify the elements that affect perceived stress, goal orientation, and job performance in different ways, as well as to

better understand and connect the research components in call center personnel. The statistics show a connection between goal orientation, perceived stress, and job performance. The conclusions of the earlier literature are supported. The findings revealed a notable disparity in the levels of stress experienced by individuals based on their gender. Put differently, men demonstrate better job performance ($M=14.66$, $SD=2.47$) compared to women ($M=13.06$, $SD=2.44$) ($t=.44$, $^{***}p= <.00$). The working hypothesis of the study was that female call center workers would be more likely to report stress than their male counterparts. There is a gender gap in the call center industry, with men workers being more goal-oriented and productive than their female counterparts.

Recommendation/Suggestions

- The findings of this study suggest that learning goal orientation be used as a selection factor for service employees, and that existing service employees' tasks be clearly defined, especially for those with poor learning goal orientation.
- This study is unique in that it emphasizes the necessity of learning goal orientation, even when there is a lack of role definition, to perform well in a given activity.
- The study's conclusions have two clear applications. To reduce job ambiguity, managers should first clearly identify the roles of each of their employees.
- Particularly for staff with low levels of learning goal orientation, clear standards and procedures must be established.
- Second, when employing candidates for customer service positions that inherently involve a high level of motivation.

Reference

- Armstrong, M. B., Landers, R. N., & Collmus, A. B. (2015). Gamifying recruitment, Selection, training, and performance management: Game-thinking in human resource management. In D. Davis & H. Gangadharbatla (Eds.), *Handbook of research trends in gamification* (pp. 140–165). Hershey, PA: IGI Global.
- Astakhova, M. N., & Porter, G. (2015). Understanding the work passion–performance relationship: The mediating role of organizational identification and moderating role of fit at work. *Human Relations*, 68(8), 1315–1346.

- Atamba, C. (2019). Restorative effects of awe on negative affect after receiving negative performance feedback. *Journal of Psychology in Africa, 29*(2), 95-103.
- Burke, R. J., & Fiksenbaum, L. (2009). Work motivations, satisfactions, and health among managers: Passion versus addiction. *Cross-Cultural Research, 43*(4), 349-365.
- Faragher, E. B., Cass, M., & Cooper, C. L. (2013). The relationship between job satisfaction and health: a meta-analysis. *From stress to wellbeing Volume 1, 254-271*.
- Ho, V. T., Wong, S. S., & Lee, C. H. (2011). A tale of passion: Linking job passion and cognitive engagement to employee work performance. *Journal of Management Studies, 48*(1), 26-
- Lecic-Tosevski, D., Vukovic, O., & Stepanovic, J. (2011). *Stress and personality. Psychiatric, 22*(4), 290-297.
- Lin, Y. H., Chen, C. Y., Hong, W. H., & Lin, Y. C. (2010). Perceived job stress and health complaints at a bank call center: comparison between inbound and outbound services. *Industrial health, 48*(3), 349-356.
- Morris, M. L., Messel, C. B., & Meriac, J. P. (2013). Core self-evaluation and goal orientation: Understanding work stress. *Human Resource Development Quarterly, 24*(1), 35-62.
- Peng, E. Y. C., Lee, M. B., Tsai, S. T., Yang, C. C., Morisky, D. E., Tsai, L. T., & Lyu, S. Y. (2010). Population-based post-crisis psychological distress: an example from the SARS outbreak in Taiwan. *Journal of the Formosan Medical Association, 109*(7), 524-532.
- Sohn, E. M., Oh, S. H., & Hong, S. H. (2016). The Effect of Customers' Wellness Perception on Evaluation of Physical Environment and Behavioral Intentions in Hotel Restaurants, *31*(2), 1-23.