

Sales Force Targets and Its Psychological Effect on Job Satisfaction of Supply Chain Employees through Pressure and Stress in Indonesian Automobile Industry

Edward Markwei Martey¹; Yaw Brew²; Joseph Frempong³

Koforidua Technical University

¹martey.edward@ktu.edu.gh

²yaw.brew@ktu.edu.gh

³joseph.frempong@ktu.edu.gh

Abstract--- Objective of this study is to examine the psychological effect of sales force targets on job satisfaction of supply chain employees. Number of studies available in the literature examining the role of target among various companies, however, the sales force targets was not examined in the automobile industry. Especially, the psychological effect of sales force targets is not examined on job satisfaction. Thus, this study examined the valuable relationship between psychological effect of sales force targets, pressure, stress and job satisfaction. Population of this study is based on the automobile companies of Indonesia. The reason to select automobile companies is that; these companies are facing numerous issues related to the employees and previous studies did not consider the psychological role of sales force targets on employees. A survey was carried out and total 271 questionnaires were returned and used in the data analysis. Results of the study highlighted that psychological effect of sales force targets has significant role in employee job satisfaction of supply chain employees. Psychological effect of sales force targets has increased the pressure on employee and increases the stress which lead to the decrease in job satisfaction. Increase in employee pressure and employee stress finally decreases the job satisfaction.

Keywords: *Automobile industry, supply chain employees, psychological effect, sales force target, pressure, stress, job satisfaction.*

1. Introduction

Automobile industry has significant role in the nation's economy. Literature demonstrated that

automobile industry has key role among the countries in which the supply chain is more crucial among the operations. As this industry generate significant revenue to the country. It is one of the industries which also help the government to collect higher taxes. Literature proved a significant relationship between automobile industry and economy [1]. Therefore, this industry has considerable effect in various countries. That is why it is important for automobile companies to maintain a significant level of performance to support the economy.

However, in different countries, this industry is facing number of issues. In some countries this industry is unable to produce significant level of performance. In the context of Indonesia, this industry is also facing different issues [2]. Due to the various issues, the performance of this industry is also suffering. Increase in the issues decrease the overall performance of the automobile industry which has adverse effect towards economic contribution of this industry. Supply chain is a major element of automobile industry [3] in which employees has important role. Hence, it is important to highlight the crucial issues in this industry which causes to decrease performance. The performance of various automobile companies of different countries is given in Figure 1. The evidence shows that China sell the highest number of vehicles, however, the position of Indonesia is not up to the mark. Market share of Indonesian automobile companies is not very high as compared to the other countries.

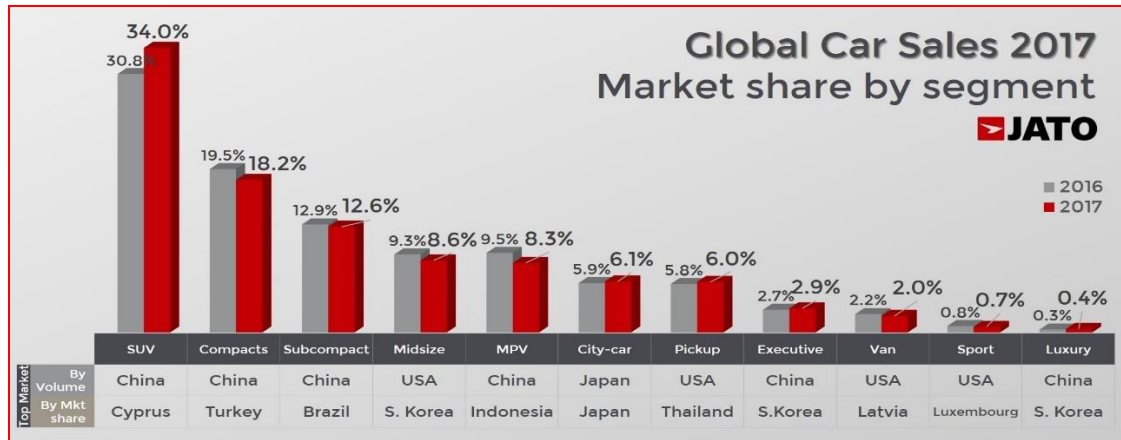


Figure 1. Global Car Sales 2017

The major problem in this industry is related to the employees. Employee satisfaction is key factor for all organizations [4, 5]. In the organizations where the employee is not satisfied, these organization perform lower than other organizations. Same issue is with the Indonesian automobile companies where employee is overburden due to company targets. Management of the company giving high targets to their employee which causes to decrease in performance due to the pressure and stress. Due to the high target's sale force remain in stress and pressure which decreases the level of motivation among employees for sales force. As it is evident that sale force target has significant role among organizations.

Literature highlighted the variable of sales force target in different organizations [6, 7], however, it is not discussed in the automobile industry, particularly in Indonesia. Satisfaction of supply chain employees was not considered. Moreover, literature is completely missing to discuss the psychological effect of sale force targets. As number of studies are highlighting the automobile industry [8, 9], however, these studies did not consider the psychological role of sales force target. Therefore, this is the important study which highlighted the role of sale force psychological effect on job performance in automobile industry.

Among the automobile companies, increase in the sale force targets increases the pressure on employee to achieve the targets. Moreover, increase in the targets increases the level of stress among employees, finally increase in stress and pressure increases the dissatisfaction which finally decreases the job satisfaction of supply chain employees. It is important because both job satisfaction and employee motivation are key to the employee performance [10-12]. Therefore, it is important to increase the job

satisfaction with the help of decreasing employee targets, pressure and level of stress.

Objective of this study is to examine the psychological effect of sales force targets on job satisfaction of supply chain employees. Thus, this study examined the relationship between psychological effect of sale force targets, pressure, stress and job satisfaction. Figure 2 shows the relationship between psychological effect of sale force targets, pressure, stress and job satisfaction. Finally, the current study is valuable for top management of Indonesian automobile companies to increase the job satisfaction by decreasing employee stress and employee pressure.

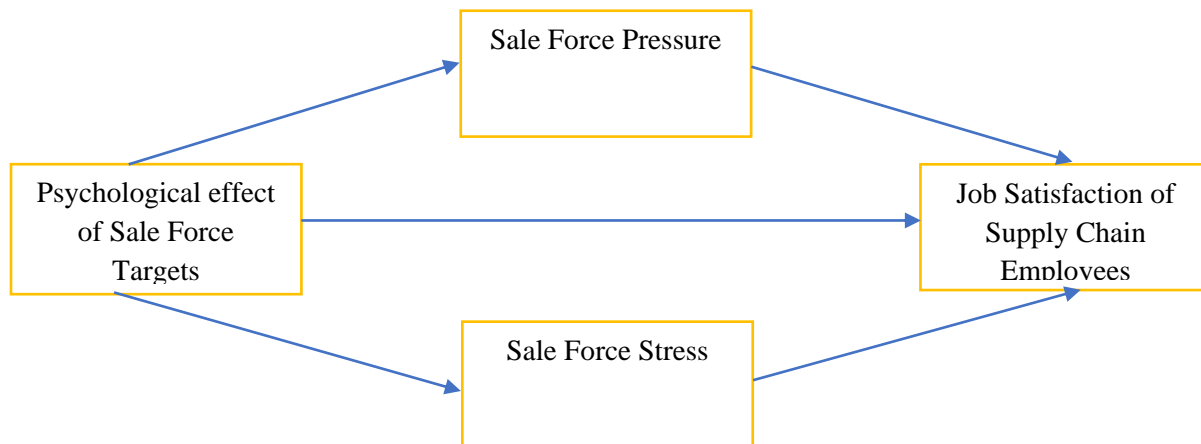


Figure 2. Theoretical framework of the study showing the relationship between psychological effect of sale force targets, pressure, stress and job satisfaction

2. Literature Review

The automotive industry related firms consist of a wide range of firms as well as organizations involved in the design, development plans, manufacturing plans, marketing plans, and selling of motor vehicles. It is one of the world's major economic sectors by revenue. It is huge contribution to the economic sector of various countries. Automobile industry is an important industry which has contribution worldwide having wide range supply chain process. This study is based on the Indonesian automobile industry to examine the job satisfaction among employees.

Job satisfaction is the critical factor among the organization [13] having significant effect on the performance of employee as well as performance of organizations. A number of studies available in the literature which examined the phenomena of job satisfaction among automobile companies of Indonesia [14], however, this study discussed the job satisfaction along with the psychological effect of sales force targets. As it is observed that sale force

targets have positive and negative relationship with job satisfaction.

Figure 3 shows the performance of automobile industry of Indonesia. The performance of automobile industry is highlighted from 2011 to 2019. Performance of this industry is not stable. This performance is lacking sustainability. As the performance changing with numbers in each year. There was highest performance in 2012, but lowest performance in 2015. From 2015, again performance is increasing gradually which is one of the positive signs for Indonesian automobile industry. Moreover, increase in performance has gradual which is positive sign. However, psychological effect of sales force targets is a factor which causes to contribute to create instability in performance along with the pressure and stress among employees. The psychological effect of sales force targets on pressure, stress and job satisfaction of supply chain employees is presented below one by one including hypotheses.

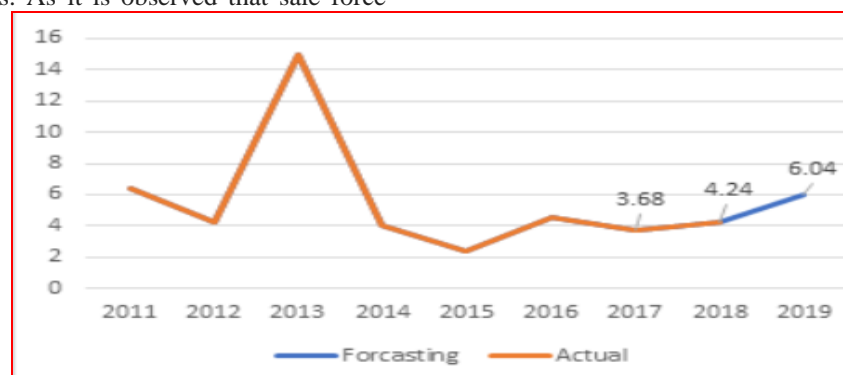


Figure 3. Indonesian Automobile Industry Performance
Source: Statistics Indonesia 2020

According to the current study, sales force targets have contribution to job satisfaction. It has direct as well as indirect contribution to the employees as highlighted in Figure 2. Indirectly, psychological effect of sales force target effect on employee pressure and employee stress which shows significant effect on job satisfaction. Literature also shows the relationship between job satisfaction and employees targets [15] which is psychological effect on employees and causes to alter the satisfaction level.

Along with this psychological effect of sale force targets on job satisfaction, it also has the potential to alter the level of pressure and stress on employees. Psychological effect of sale force targets has the potential to alter pressure which lead to the employee satisfaction. Besson, et al. [16] also highlighted a relationship between sale force targets and pressure. Generally, more targets increase the level of pressure and decreases the job satisfaction. Moreover, pressure also has relationship with job satisfaction as highlighted by Melamed, et al. [17]. In addition to this, psychological effect of sales force also has the potential to alter employee stress. Relationship between sales force targets, stress and job satisfaction is also proved the previous literature [18, 19]. Hence, there is a relationship between psychological effect of sale force targets, pressure, stress and job satisfaction, which is demonstrated in hypothesis 1, hypothesis 2, hypothesis 3, hypothesis 4 and hypothesis 5. Moreover, this study considered the mediation effect of pressure and stress. All three paths are significant as per the instructions of Baron and Kenny [20] which allow to consider the mediation effect of pressure and stress. Therefore, hypothesis 6 and hypothesis 7 are representing mediation effect of pressure and stress, respectively.

Hypothesis 1. Psychological effect of sale force targets has relationship with job satisfaction of supply chain employees.

Hypothesis 2. Psychological effect of sale force targets has relationship with sale force pressure.

Hypothesis 3. Psychological effect of sale force targets has relationship with sale force stress.

Hypothesis 4. Sale force pressure has relationship with job satisfaction of supply chain employees.

Hypothesis 5. Sale force stress has relationship with job satisfaction of supply chain employees.

Hypothesis 6. Sale force pressure mediates the relationship between psychological effect of sale

force targets and job satisfaction of supply chain employees.

Hypothesis 7. Sale force stress mediates the relationship between psychological effect of sale force targets and job satisfaction of supply chain employees.

3. Research Method

This study examined the relationship among psychological effect of sales force targets, sale force pressure, sale force stress and job satisfaction of supply chain employees. Major objective is based on to examine the psychological effect of sales force targets on job satisfaction. To achieve this purpose, in the current study quantitative research approach was used. Hypotheses were developed with the help of literature and finally, hypotheses were tested with the help of statistical tool. In this study, data were collected from one point of time which indicated that this study used cross-sectional research design.

Population of this study is based on the automobile companies of Indonesia. The reason to select automobile companies is that; these companies are facing numerous issues related to the employees. Companies are focusing to achieve higher targets which may lead to increase the pressure and stress. Therefore, in this direction, this study attempted to find the major factor which create pressure and stress among the employees. Hence, this study considered the psychological role of sale force targets given by the automobile companies to its employees.

All the variables were measured with the help of measures revealed in the previous studies. Psychological effect of sales force targets was measured in relation to the targets given to the employees. Various questions were asked to the employees related to the targets given to them on monthly basis, quarterly basis, Semi annually basis and annually basis. The other section was based on that whether the employee can achieve the targets are not. Whether the targets are suitable to achieve in the period given by the company or employees cannot achieve the targets. Sale force pressure is measured in a way that whether the employee feeling pressure during job or not. Whether the employee feel pressure while achieving job tasks or not, whether the employees feel pressure while dealing with the top management or not. Sale force stress was measured that whether the employee feel stress while doing the job or not. Whether the employee feel stress while achieving the different tasks. Whether the employee feel stress while giving extra time to the job. Whether

the employee feel stress while listening to the top management or not. Finally, job satisfaction is measured based on the salary of the employees, duties given to the employees, workplace environment and behavior of the top management.

Sample size of the study was selected based on the recommendations of various other studies. According to Comrey and Lee [21], 300 sample size is satisfactory and 500 sample size is good. Therefore, this study used 500 sample size. Population of the study is based on the employees of automobile companies in Indonesia. All the managerial level and non-managerial level employees were considered in this study for data collection. Lower level employee like the labor or workers are not considered in this study, because labor has low educational level, therefore, it is supposed that these employees cannot provide accurate response which may affect the results of the study.

Moreover, 7-point Likert scale was preferred in the current study. It is one of the good scales to get the opinion as well as views of the respondents. The current study is also trying to collect the opinion and views of the employee related to the psychological effect of sale force targets, sale force pressure, sale force stress and job satisfaction. Therefore, total 500 questionnaires were used and distributed among the employee of automobile companies. Total 271 questionnaires were returned and used in the data analysis. These responses were entered in excel sheet for data analysis.

Additionally, this study used cluster sampling for data analysis. There are many techniques to collect the data, selection of appropriate technology is important for research study. All sampling

techniques generally not suitable for each research study. Therefore, sampling technique selection is most important. To select area cluster sampling is based on the reason that; population is spread on a wide area, as the Indonesian banking industry is spread in whole Indonesia. Therefore, it was really tough to cover whole Indonesia, hence, in this situation, various studies highlighted that area cluster sampling is most suitable technique [22].

This study distributed the questionnaires with the help of self-visit to the banks. Various clusters were made, and specific number of questionnaires were distributed in each cluster. Objective of the study was clearly explained to the respondents before data collection. It was insured that response will only use for this research study. Names of the employee were not revealed to increase the rate of confidentiality and to increase the confidence level of employees to give true response.

4. Data Analysis and Findings

Data analysis and findings of the study are based on various steps. The first step is grounded on data screening. It is important to screen out the current data. Primary data always has the probability of mistake based on the human error. As after the collection, data entered to the excel sheet in chances of mistake is maximum because huge number of values are entered. Thus, this step was followed to examine the error in the data. It is given in Table 1 which indicates the missing value, mean, median, outlier, standard deviation and normality of the data. It is found that data collected for the current study is free from any case of error, hence, it is appropriate to proceed for further analysis.

Table 1. Data Screening

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
SFT1	1	0	3.37	3	1	7	1.519	-0.309	0.154
SFT2	2	0	3.278	3	1	7	1.765	-0.573	0.407
SFT3	3	0	3.543	3	1	7	1.836	-0.799	0.272
SFT4	4	0	3.395	3	1	7	1.88	-0.84	0.365
SFT5	5	0	3.574	3	1	7	1.713	-0.515	0.281
PR1	6	0	3.519	4	1	7	1.796	-0.693	0.244
PR2	7	0	3.599	4	1	7	1.877	-0.913	0.183
PR3	8	0	3.605	4	1	7	1.758	-0.699	0.116
PR4	9	0	3.698	4	1	7	1.843	-0.77	0.279
PR5	10	0	3.691	4	1	7	1.81	-0.571	0.355
PR6	11	0	3.519	3	1	7	1.779	-0.545	0.388
ST1	12	0	3.525	3	1	7	1.778	-0.575	0.285
ST2	13	0	3.562	3	1	7	1.798	-0.602	0.349
ST3	14	0	3.426	3	1	7	1.666	-0.426	0.337
ST4	15	0	3.556	4	1	7	1.869	-0.855	0.201
ST5	16	0	3.475	4	1	7	1.785	-0.699	0.225
ST6	17	0	3.71	4	1	7	1.709	-0.54	0.266
JS1	18	0	3.167	3	1	7	1.561	-0.266	0.595
JS2	19	0	3.272	3	1	7	1.641	-0.001	0.818
JS3	20	0	3.333	3	1	7	1.587	0.22	0.823
JS4	21	0	3.309	3	1	7	1.517	0.277	0.794
JS5	22	0	3.253	3	1	7	1.45	0.396	0.715
JS6	23	0	3.346	3	1	7	1.577	0.142	0.75
JS7	24	0	3.21	3	1	7	1.565	0.259	0.895
JS8	25	0	3.111	3	1	7	1.491	-0.289	0.462

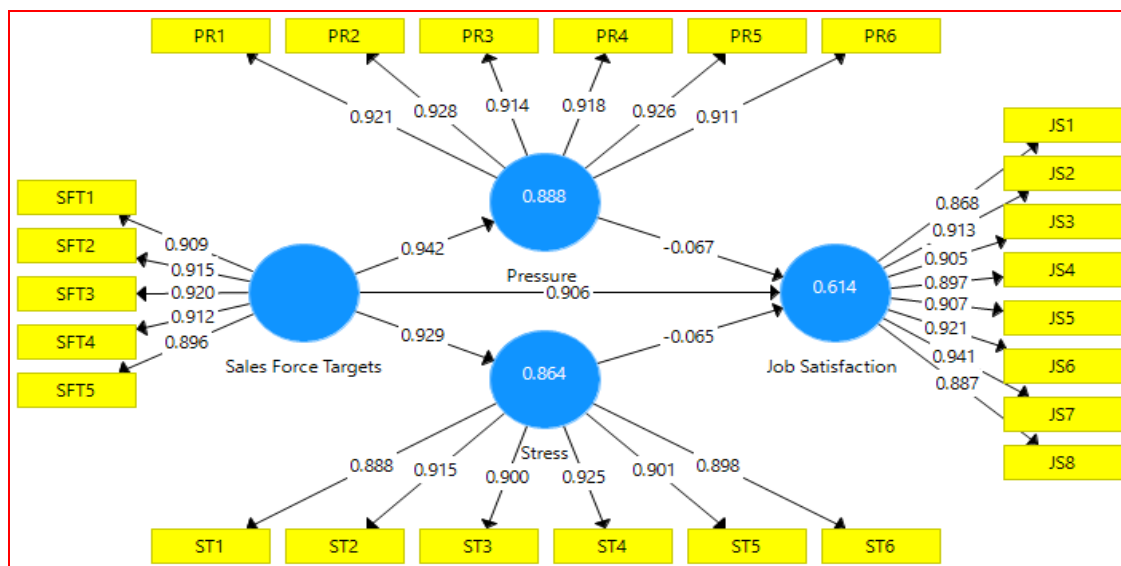


Figure 4. Confirmatory Factor Analysis (CFA)

Further analysis was carried out to examine the reliability and validity. In this direction, Confirmatory Factor Analysis (CFA) was performed. This study used five items to measure sales force targets, six items were used to measure pressure, six items were used to measure stress and finally, eight items were used to measure job satisfaction of supply chain employees. Various studies highlighted that

loadings for all items should be above 0.7 [23, 24]. However, few researchers highlighted that it is sufficient to achieve 0.5. Thus, by following the other studies, the study followed 0.7. Table 2 presenting the factor loadings for all items which is above 0.7. Moreover, Confirmatory Factor Analysis (CFA) is given in Figure 4.

Table 2. Factor Loadings

	Job Satisfaction	Pressure	Sales Force Targets	Stress
JS1	0.868			
JS2	0.913			
JS3	0.905			
JS4	0.897			
JS5	0.907			
JS6	0.921			
JS7	0.941			
JS8	0.887			
PR1		0.921		
PR2		0.928		
PR3		0.914		
PR4		0.918		
PR5		0.926		
PR6		0.911		
SFT1			0.909	
SFT2			0.915	
SFT3			0.92	
SFT4			0.912	
SFT5			0.896	
ST1				0.888
ST2				0.915
ST3				0.9
ST4				0.925
ST5				0.901
ST6				0.898

Along with the factor loadings which carrying out Confirmatory Factor Analysis (CFA), composite reliability (CR) and average variance extracted (AVE) was also examined. This study also examined the Cronbach alpha. Hair, et al. [23] stated that CR and AVE should be above 0.7 and 0.5 respectively. In the current study CR and AVE for job satisfaction

is 0.973 and 0.819, for pressure 0.97 and 0.846, for stress 0.964 and 0.819, finally, for sales force targets, it is 0.96 and 0.829, respectively. Moreover, Cronbach alpha is also above 0.7 for job satisfaction of supply chain employees, pressure, stress and sales force targets.

Table 3. Alpha, CR and AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.968	0.969	0.973	0.819
Pressure	0.964	0.964	0.97	0.846
Sales Force Targets	0.948	0.948	0.96	0.829
Stress	0.956	0.956	0.964	0.819

Along with the determination of alpha, CR and AVE, this study also examined convergent validity and discriminant validity. Convergent validity was attained through AVE. AVE is above 0.5 which confirms the convergent validity. Moreover, discriminant validity can be examined with the help of AVE square root [25], HTMT ratio and cross-loadings. This study followed cross-loadings, as given in Table 4.

Table 4. Cross-Loadings

	Job Satisfaction	Pressure	Sales Force Targets	Stress
JS1	0.868	0.635	0.672	0.624
JS2	0.913	0.669	0.707	0.661
JS3	0.905	0.618	0.668	0.61
JS4	0.897	0.622	0.68	0.61
JS5	0.907	0.702	0.735	0.699
JS6	0.921	0.658	0.715	0.645
JS7	0.941	0.69	0.762	0.667
JS8	0.887	0.649	0.718	0.645
PR1	0.695	0.921	0.894	0.858
PR2	0.686	0.928	0.882	0.841
PR3	0.633	0.914	0.855	0.875
PR4	0.665	0.918	0.855	0.906
PR5	0.647	0.926	0.859	0.887
PR6	0.672	0.911	0.852	0.869
SFT1	0.769	0.847	0.909	0.833
SFT2	0.658	0.853	0.915	0.837
SFT3	0.684	0.838	0.92	0.856
SFT4	0.732	0.854	0.912	0.848
SFT5	0.716	0.895	0.896	0.856
ST1	0.673	0.83	0.845	0.888
ST2	0.622	0.868	0.844	0.915
ST3	0.604	0.836	0.818	0.9
ST4	0.655	0.921	0.87	0.925
ST5	0.647	0.862	0.84	0.901
ST6	0.67	0.831	0.825	0.898

After the analysis of reliability and validity through CFA, this study examined the data to test hypotheses. Number of studies in the literature followed PLS bootstrapping technique for hypotheses testing by using PLS [26, 27], therefore, this study also utilized

this technique. In this technique, p-value, t-value and beta values was examined to check the relationship among variables. This process is given in Figure 5. Results of this process is presented in Table 5 and Table 6.

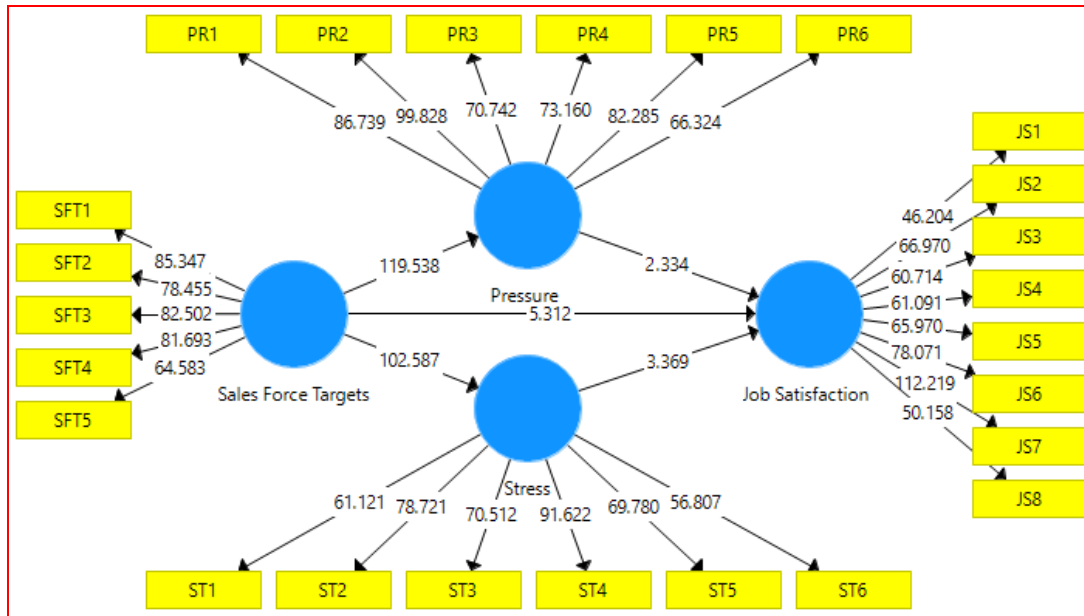


Figure 5. Structural Model

Both direct and indirect effect are presented separately in different Tables. Direct effect is presented in Table 5. Total seven hypotheses are tested in this study among which five were direct and 2 were indirect. While testing the direct effect, the effect of sales force targets was examined on pressure

and stress. Moreover, the effect of pressure and stress was examined on job satisfaction of supply chain employees. The direct effect of sales force targets was also examined on job satisfaction.

Table 5. Structural Model (Direct Effect Results)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Pressure -> Job Satisfaction	-0.067	-0.07	0.029	2.334	0.025
Sales Force Targets -> Job Satisfaction	0.906	0.899	0.171	5.312	0
Sales Force Targets -> Pressure	0.942	0.943	0.008	119.538	0
Sales Force Targets -> Stress	0.929	0.931	0.009	102.587	0
Stress -> Job Satisfaction	-0.065	-0.056	0.018	3.369	0

It is found that achievement in sales force targets has positive effect on job satisfaction. Pressure has negative effect on job satisfaction. Increase in pressure decrease the job satisfaction. Moreover,

stress also has negative effect on job satisfaction of supply chain employees. Increase in stress among the employees decreases the job satisfaction. Therefore, both pressure and stress have negative relationship with job satisfaction.

Table 6. Structural Model (In-Direct Effect Results)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Sales Force Targets -> Pressure -> Job Satisfaction	-0.063	-0.066	0.025	2.5	0.017
Sales Force Targets -> Stress -> Job Satisfaction	-0.06	-0.052	0.027	2.21	0.029

Moreover, indirect effect is given in Table 6. The indirect effect of pressure was examined between sales force targets and job satisfaction. Moreover, the

indirect effect of stress was also examined with sales force targets and job satisfaction. Mediation effect of pressure is significant between sales force targets and

job satisfaction. Furthermore, mediation effect of stress is also significant between sales force targets and job satisfaction. Therefore, both mediation effect is significant. In this study, total seven hypotheses were proposed in which six hypotheses are supported and one hypothesis is not supported. In addition, this study also examined the r-square value which is given in Figure 4. R-square value for job performance is 0.614. It indicates that sales force target, pressure and stress are expected to bring 61.4% change in job satisfaction of supply chain employees. According to the recommendations of Chin [28], this variance is substantial.

5. Conclusion

This study examined the valuable relationship between psychological effect of sale force targets, pressure, stress and job satisfaction. Population of this study was based on the automobile companies of Indonesia. A survey was carried out and statistical tool was preferred to analyze the data to get final results.

Results of the study highlighted that psychological effect of sale force targets has significant role in employee job satisfaction. Psychological effect of sale force targets has the ability to increase or decrease in job performance. Generally, positive psychological effect lead to enhance the job satisfaction of supply chain employees, however, negative lead to decrease the employee satisfaction as well as job satisfaction. Therefore, automobile companies should focus on employee sale targets to increase the satisfaction level among employees otherwise employee will not perform. Psychological effect of sale force targets has increased the pressure on employee and increases the stress which lead to the decrease in job satisfaction. Sale force targets increases the level of pressure by increasing the level of stress which causes to decrease in job performance. Increase in employee pressure and employee stress finally decreases the job satisfaction. Hence, automobile companies should make various strategies to decrease the pressure and stress on employee which will lead to job satisfaction of supply chain employees.

6. Implications of the Study

This study is important contribution to the literature because this study examined the valuable relationship between psychological effect of sale force targets, pressure, stress and job satisfaction of supply chain employees. This relationship was not examined by the previous studies. Particularly, this study has

important contribution because the psychological effect of sales force targets was not considered by the other scholars. The relationship between the psychological effect of sales force targets and job satisfaction was not clear. Therefore, this study makes this relationship clearer and started new debate in the literature. Particularly, in the automobile industry of Indonesia, relationship between psychological effect of sale force targets, pressure and stress is not examined. Practically, this study also provided valuable insights for the management of automobile companies. This study guided the automobile management to decrease the level of pressure and stress by decreasing the employee targets to enhance job satisfaction of supply chain employees and overall company performance.

7. Limitations and Future Research

This study has few limitations which may lead to the future directions. First, this study is based on the automobile companies of Indonesia, it is one of the developing countries where the market could be different from developed countries. Therefore, this study in developed countries may give different results. Results of the study cannot be generalized to the developed countries. Future research should be carried out to other developed countries with the same model or by adding some other variables in the existing model. Second, this study did not cover other psychological variables such as psychological capital and psychological distress. Psychological distress is also linked with pressure and stress. Therefore, future research should consider psychological capital and psychological distress in the current model. Third, comparison should be made between various developed and developing countries by taking the current idea.

References

- [1] A. K. Ali, Y. Wang, and J. L. Alvarado, "Facilitating industrial symbiosis to achieve circular economy using value-added by design: A case study in transforming the automobile industry sheet metal waste-flow into Voronoi facade systems," *Journal of Cleaner Production*, vol. 234, pp. 1033-1044, 2019.
- [2] P. Wicaksono, L. Priyadi, and S. Erizaputri, "GLOBAL PRODUCTION NETWORKS AND SOCIAL WELL-BEING: EVIDENCE FROM THE INDONESIAN AUTOMOBILE INDUSTRY," *International Journal of Business & Society*, vol. 20, 2019.
- [3] M. Seth, R. Kiran, and D. Goyal, "Fading Challenges in Implementation of Supply Chain

- Management Information System in the Indian Automobile Industry," in *Novel Theories and Applications of Global Information Resource Management*: IGI Global, 2020, pp. 230-262.
- [4] N. V. Lam, N. N. Quang, N. T. Ha, and N. T. Lan, "The Impact of Internal Marketing on Employee Satisfaction and Customer Satisfaction with the Mediating Role of Service Quality: A Vietnamese Bank Case," *TEST Engineering & Management*, vol. 82, pp. 7267–7278-7267–7278, 2020.
- [5] S. Suripto, B. M. Suhita, and I. Indasah, "The Effect of Application of Work Safety and Health Management System (K3) and Organizational Culture On Employee Work Satisfaction In dr. Soepraoen Malang Hospital," *Journal for Research in Public Health*, vol. 1, no. 1, pp. 60–65-60–65, 2019.
- [6] J. S. Smolen *et al.*, "Treating rheumatoid arthritis to target: recommendations of an international task force," *Annals of the rheumatic diseases*, vol. 69, no. 4, pp. 631-637, 2010.
- [7] N. A. M. Noor and A. Mohamed, "Customer-orientation behaviour: effects on annual income, sales target achievement and subjective evaluation of performance in the Malaysian life insurance industry," *International Retail and Marketing Review*, vol. 3, no. 1, pp. 54-70, 2007.
- [8] S. Luthra, V. Kumar, S. Kumar, and A. Haleem, "Barriers to implement green supply chain management in automobile industry using interpretive structural modeling technique: An Indian perspective," *Journal of Industrial Engineering and Management (JIEM)*, vol. 4, no. 2, pp. 231-257, 2011.
- [9] X. Zhu, M. Ren, G. Wu, J. Pei, and P. M. Pardalos, "Promoting new energy vehicles consumption: The effect of implementing carbon regulation on automobile industry in China," *Computers & Industrial Engineering*, vol. 135, pp. 211-226, 2019.
- [10] M. T. Priarso, P. Diatmono, and S. Mariam, "The Effect Of Transformational Leadership Style, Work Motivation, And Work Environment On Employee Performance That In Mediation By Job Satisfaction Variables In Pt. Gynura Consulindo," *Business and Entrepreneurial Review*, vol. 18, no. 2, pp. 165-176, 2019.
- [11] S. Hussain, M. Rizwan, M. S. Nawaz, and W. ul Hameed, "Impact of Effective Training Program, Job Satisfaction and Reward Management System on the Employee Motivation with mediating role of Employee Commitment," *Journal of Public Administration and Governance*, vol. 3, no. 3, pp. 278-293, 2013.
- [12] S. Razzaq, N. Maqbool, and W. U. Hameed, "Factors Effecting The Elasticity Of Micro Credit Demand In Southern Punjab, Pakistan," *International Journal of Social Sciences and Economic Review*, vol. 1, no. 2, pp. 46-53, 2019.
- [13] M. Musringudin, M. Akbar, and N. Karnati, "The effect of organizational justice, job satisfaction, and organizational commitment on organizational citizenship behavior (OCB) of the principles," *Ijer-Indonesian Journal of Educational Review*, vol. 4, no. 2, pp. 155-165, 2017.
- [14] L. Putriana, H. Umar, and H. Riady, "The impact of organizational culture on job satisfaction, organizational Commitment and job Performance: Study on Japanese Motorcycle Companies in Indonesia," *Int J Edu Res*, vol. 3, pp. 103-14, 2015.
- [15] D. A. Yousef, "Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country," *Journal of managerial Psychology*, 2000.
- [16] M. Besson, H. Löning, and C. Mendoza, "Sticking together under pressure:: The risk-sharing approach and trust-building in sales management," *European Management Journal*, vol. 26, no. 1, pp. 11-23, 2008.
- [17] S. Melamed, Y. Fried, and P. Froom, "The interactive effect of chronic exposure to noise and job complexity on changes in blood pressure and job satisfaction: a longitudinal study of industrial employees," *Journal of occupational health psychology*, vol. 6, no. 3, p. 182, 2001.
- [18] N. F. Piercy, D. W. Cravens, and N. A. Morgan, "Relationships between sales management control, territory design, salesforce performance and sales organization effectiveness," *British Journal of Management*, vol. 10, no. 2, pp. 95-111, 1999.
- [19] L. S. Linn, J. Yager, D. Cope, and B. Leake, "Health status, job satisfaction, job stress, and life satisfaction among academic and clinical faculty," *Jama*, vol. 254, no. 19, pp. 2775-2782, 1985.
- [20] R. M. Baron and D. A. Kenny, "The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations," *Journal of personality and social psychology*, vol. 51, no. 6, pp. 1173-1182, 1986.

- [21] A. Comrey and H. Lee, "A First Course in Factor Analysis (2nd edn.) Lawrence Earlbaum Associates," *Publishers: Hillsdale, New Jersey*, 1992.
- [22] W. Ul-Hameed, H. Mohammad, and H. Shahar, "Microfinance institute's non-financial services and women-empowerment: The role of vulnerability," *Management Science Letters*, vol. 8, no. 10, pp. 1103-1116, 2018.
- [23] J. Hair, C. L. Hollingsworth, A. B. Randolph, and A. Y. L. Chong, "An updated and expanded assessment of PLS-SEM in information systems research," *Industrial Management & Data Systems*, vol. 117, no. 3, pp. 442-458, 2017.
- [24] J. F. Hair Jr, M. Sarstedt, L. Hopkins, and V. G. Kuppelwieser, "Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research," *European Business Review*, vol. 26, no. 2, pp. 106-121, 2014.
- [25] C. Fornell and D. F. Larcker, "Structural equation models with unobservable variables and measurement error: Algebra and statistics," *Journal of marketing research*, pp. 382-388, 1981.
- [26] A. M. Albassami, W. U. Hameed, R. T. Naveed, and M. Moshfegyan, "Does Knowledge Management Expedite SMEs Performance through Organizational Innovation? An Empirical Evidence from Small and Medium-sized enterprises (SMEs)," *Pacific Business Review International*, vol. 12, no. 1, pp. 11-22, 2019.
- [27] R. T. Naveed, W. U. Hameed, A. M. Albassami, and M. Moshfegyan, "Online Tax System (OTS) in Pakistan: The role of Tax Service Quality (TSQ) and Information Communication Technology (ICT)," *Pacific Business Review International*, vol. 11, no. 12, pp. 78-86, 2019.
- [28] W. W. Chin, "The partial least squares approach to structural equation modeling," *Modern methods for business research*, vol. 295, no. 2, pp. 295-336, 1998.