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**IMPACT OF JOB STRESS ON JOB PERFORMANCE WITH MODERATING ROLE OF
WORKPLACE SPIRITUALITY: A CASE STUDY OF POLICE FORCE EMPLOYEEYS IN
PAKISTAN**

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Abstract

Job or task performance is a cause that is needed for any organization to sustain in the competitive business environment. Workplace spirituality is recognized as moderator in creating win-win situation for both employees and organizations. This study explores the impact of various job stressors (role overload, role conflict and role ambiguity) on job performance. The construct of workplace spirituality plays a moderating role between role overload, role conflict, role ambiguity and job performance. These constructs and their relationship were measured on police's employees of capital territory, Pakistan. Consistency of instruments was confirmed in Pilot testing. To accomplish this process 31 respondent out of 331 responded. Then data was distributed and collected from 310 employees out of 12589 police employees. Data was also collected through convenience sampling technique of non-

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probability sampling. Data of pilot testing was analyzed through SPSS Version no. 21 and actual data was examined in the software of AMOS 24. Reliability test was done through Cronbach's alpha values regarding the various instruments of study. Moreover, SEM was used for the measurement and structural model. The technique of measurement model was used to ensure GoF indices, discriminant validity, composite reliability, factors loading and average variance extraction of constructs. Structural model method was adopted to confirm the proposed hypotheses of research study. To explore the moderating role of workplace spirituality between various job stressors (role overload, role conflict, role ambiguity) and job performance multi-groups analysis test was done. Results reveal that there is significance and negative association between job stressors of the study and job performance. Moderating relationship of workplace spirituality was observed between role overload and job performance because significant relationship was found of WPS between RO and JP. The same results were received regarding the H5. The moderating relationship of WPS was not investigated on the relationship between role conflict and job performance. Therefore, study reflects that H1, H2, H3, H4 and H5 are accepted and H6 is rejected. Research was limited to police's employees of Islamabad, Pakistan. The results of the research study were found to be invariant for male and females. The research study is expected to contribute in the growing empirical research on job stressors and the underexplored area of workplace spirituality amongst police official operating in stressful environment. The study suggests development and practice of a systematic program that helps to argument prevalent degree of workplace spirituality and overcome job stressors and increase job performance.

Key words: *Job stressors (role overload, role conflict, role ambiguity), workplace spirituality, job performance, Police personnel, Islamabad, Pakistan.*

抽象的

工作或任务绩效是任何组织在竞争激烈的商业环境中维持生存所需的原因。职场精神被认为是为员工和组织创造双赢局面的调节器。本研究探讨了各种工作压力因素（角色超负荷、角色冲突和角色模糊）对工作绩效的影响。职场精神建构在角色超载、角色冲突、角色模糊与工作绩效之间起调节作用。这些结构及其关系是根据巴基斯坦首都地区的警察雇员来衡量的。在试点测试中确认了仪器的一致性。为了完成这个过程，331名受访者中有31名回应。然后从12589名警察雇员中的310名雇员中分发和收集数据。数据也是通过非概率抽样的便利抽样技术收集的。中试数据通过SPSS版本号进行分析。21和实际数据在AMOS 24的软件中检查。可靠性测试是通过关于各种研究工具的Cronbach α 值进行的。此外，SEM用于测量和结构模型。测量模型技术用于确保GoF指标、判别效度、复合信度、因素加载和构造的平均方差提取。采用结构模型方法来证实所提出的研究假设。为探讨职场精神在各种工作压力源（角色过载、角色冲突、角色模糊）与工作绩效之间的调节作用，进行了多组分析测试。

结果表明，研究的工作压力源与工作绩效之间存在显著性和负相关。由于发现 RO 和 JP 之间的 WPS 存在显著关系，因此在角色超负荷和工作绩效之间观察到工作场所精神的调节关系。关于 H5 收到了相同的结果。角色冲突与工作绩效的关系没有考察 WPS 的调节关系。因此，研究反映 H1、H2、H3、H4 和 H5 被接受，H6 被拒绝。研究仅限于巴基斯坦伊斯兰堡的警察雇员。研究发现，男性和女性的研究结果是不变的。预计这项研究将有助于对工作压力源和在压力环境中工作的警务人员中工作压力源和未被充分探索的工作场所精神领域的日益增长的实证研究做出贡献。该研究建议开发和实践一个系统计划，以帮助论证工作场所精神的普遍程度并克服工作压力并提高工作绩效。

关键词：工作压力源（角色过载、角色冲突、角色模糊）、工作场所精神、工作绩效、警察人员、伊斯兰堡、巴基斯坦。

Introduction;

Productivity of the labor force reveals the success of their jobs that ultimately lead to the performance of employees (Khan & Baloch, 2017). The construct of job performance is so importance for the researchers. From previous few decades, relationship of job performance with different variables has been investigated. Multiples studies can be examined on job performance with cultural and sectorial differences. Police department is a sector that maintains law and order situation of the nation. This department prevents the nation from internal disturbance because internal disturbance is very harmful for the nation's stability (Tsai et al., 2017). After America Afghan war, it was very necessary to overcome the internal disturbance. Ojo (2021) reports that this department faces threats. These threats can be harmful for them and relatives. Ultimately, level of employees' motivation decreased.

According to Ahmad et al. (2021) low level of motivation can reduce the level of job satisfaction and job performance. Even in today's in peaceful working environment, police

department is facing many issues at workplace. These issues can be organizational (Medya & Kanesan, 2019). Stress is a big dilemma for the employee that was considered an organizational issue (Bartels 2020). Employees of police department also face stress and it's intensity at working place and beyond the working place. Research study conducted by Hassan et al. (2020), found that intensity of stress level is high on the job as compare to beyond the workplace of working entities.

Job stress is a phenomenon that is emerged due to various sources. Stress's sources can be role overload, job insecurity, role conflict, poor career development policy and role ambiguity (Teng, Zhang & Lou, 2020; Travis et al., 2020 and; Abbas & Raja, 2019). Few other stress factors can lack of finances, poor working environment and loss of relatives lives (Jannesari & Sullivan, 2021 & Horan et al., 2020). These motioned stressors may be the reasons of negatives consequences. Workload, role conflict and role ambiguity may oftenly considered chronic stressors and can produce negative consequences for the organizations (Travis, et

al., 2020). Working entities face burden of work, conflicts of roles and ambiguity in roles assigning at their job places. Resultantly, anxiety, depression and dis-mood appear in the forms of negative consequences. According to Mittal and Bhakar (2018), dis-mood, anxiety and tension affect the employees level of job performance badly. Workload both quantitative and qualitative, role conflict and role ambiguity reduce the employees performance (Arifi et al., 2021).

Multiple issues have been stated in various time periods that influence the employees' performance. This study was conducted to investigate the relationship between various job stressors (role overload, role conflict and role ambiguity) and performance of police personnel. The focus of this study was to examine the significance and negative impact of effective job stress's constructs i.e. role overload, role conflict and role ambiguity on employees' job performance of police sector. To cope the hindrance stressors issues at the job few of the techniques have been introduced. These are meditations, trainings, yoga, religious factors, workplace spirituality's dimensions and etc. (Ahmad, Nawab & Shafi, 2021; Van Horn, 2021; Altaf & Awan, 2011).

Most prominent techniques that were used widely by the researchers to decline the effect of stress were religiosity and workplace spirituality. Many people preliminary mix them (workplace spirituality and religiosity) with each other. After few decades these constructs were distinguishly defined. Religiosity only connects the person or entity to Allah and spirituality reveals the person or entity connectivity not only to Allah but as well as with people and owns self. Various views regarding the term of spirituality have been introduced. For instance, Zaidi, Ghayas and

Durrani (2019) state that spirituality is as "person connect to God and environment". Rahman et al., (2019), illustrate that spirituality means "transpersonal and interrelationship of an individual to Allah, friends, family and surroundings. Moreover, author has further classified it into two further dimensions. These dimensions can be vertical and horizontal. In vertical dimension performing of individual's prayers, adoption of silence before meetings and using of some useful meditation techniques are included. In horizontal dimension's helping of other people or employees and to do the work for society are involved (Razapouraghada, Alipour & Arsali, 2019).

Workplace spirituality which was derived from the construct of spirituality is slightly different from the original term of spirituality. Spirituality is general term while workplace spirituality is confined to the workplace of a company, firm or organization. In many studies, the term workplace spirituality has been defined with same dimensions but unique meanings. Multiple factors of workplace spirituality can affect the performance of a person (Rani, Abidin & Hamid, 2013). This can be said that the workmen those who had tendency to workplace spirituality had produced output efficiently (Garg Naval, 2020). Job stress factors (workload, role conflict and role ambiguity) and workplace spirituality can affect the level of productivity variably. Workload, role conflict and role ambiguity unleash depression, anxiety and tension. Such types of bad consequences can be the causes of poor health, poor level of job satisfaction and poor level of job performance. Thus, it has been examined from previous studies that intensity of job stress that arises due to burden of work, role conflict and unclear or ambiguous role has negative effects on job performance (Ali &

Farooqi, 2014). It has also been observed that role overload, role conflict and role ambiguity have often affected the working employees' performance negatively (Arshad & Shahidan, 2020). Study conducted by (Hassan et al., 2016) illustrate that the high level of workplace spirituality can increase the level of job satisfaction. Ultimately, high level of job satisfaction of employees portrays the better performance of working people.

Few research studies report that role overload, role conflict and role ambiguity influence the various outcomes like as health, job satisfaction and job performance with moderating role of workplace spirituality in the western countries as well as in developing countries separately. In the countries of this region especially in Pakistani culture very few amount of studies can observed. It is very important to mention here that to find out the relationship among few hindrance stressors like as role overload, role conflict and role ambiguity on job performance with moderating role of workplace spirituality simultaneously on police's department employees of capital territory (Islamabad), Pakistan.

Considering the above arguments, organizational performance is direct outcome of corresponding performance of its employees at work place. The healthy workforce performs well, whereas employees experiencing stress on consistent range, evolve their performance to serious extent. Therefore organizations at all spectrum of their nature and size need to ensure provision of stress free work environment so as to enable their workforce to deliver positive outcomes with focused energies.

The problem in hand for this research study is to explore the association among the job stressors like as workload, role conflict and role ambiguity

with the employees job performance. The research also explores the effect of workplace spirituality on the job stressors and job performance of police's force employees of the capital territory (Islamabad), Pakistan.

Objectives of the study

Followings were the objectives of study;

- To explore the relationship between role overload and job performance.
- To investigate the relationship between role conflict and job performance.
- To examine the relationship between role ambiguity and job performance
- To find out the moderation effect workplace spirituality on job stress factors (role overload, role conflict and role ambiguity) on performance of police individuals'.

Research Questions:

This study enlightens the below questions;

1. What is the relationship between Various job stressors(role overload, role conflict, role ambiguity) and the employees job performance
2. What is the moderating relationship of workplace spirituality between Job stressors (role overload, role conflict, role ambiguity) and employees job performance

Transactional theory of Stress and Coping

The transactional model of stress and coping advanced by Lazarus and Folkman (1984) elucidated coping as a phenomenon that encompasses both perceptive and behavioral reactions by an individual in an endeavor to manage stressors supposed to surpass his personal physical or psychological resources. Theory focuses on two are fundamental notions which are primary and secondary appraisals. Primary appraisal depicts the challenges of

stress. Secondary appraisal introduces the strategies and methods to control or overcome the stress that is arise due to various reasons at job and beyond the job place. Work overload, role conflict and role ambiguity are the causes of job which create halt in the level of police employees performance and which has been considered as a primary appraisal of the stress' model while workplace spirituality being a secondary appraisal component minimizes or copes the level of job stress and enhances the performance level.

Literature Review

Job performance

Job performance is a collection of activities to perform in specific time period (Sungu & Weng, 2019). According to Manzoor et al (2019), job performance reveals the individuals' performance at the working place. It is closely related to the employees' positive behavior and attitude those who are found engage in doing of various tasks in limited tenure. It is a practice on specific work that is done by the employees efficiently and effectively (Khan and Baloch, 2017). Thus authors describe that job performance of employees depict the obtaining of tasks in minimum time frame and resources. Employees of few sugar mills achieved the work objectives during the crushing season (Saratale et al., 2021).

Job performance is a construct that was classified further into two types such as contextual and task performance. According to Hartini et al. (2019), contextual performance uncovers the working entities' performance on the basis of their abilities, relationship to environment and other interrelated activities. Dimension of task performance can be observed when any organization asks to the employees to meet the expected requirements both in quantitative and

qualitative ways. Demand of work by the organization can be examined in the form of job performance.

Job performance describes the skills, abilities and knowledge level of employees to perform the working activities according to the organizational demand of work. Organizational demand of work can be measured through financial and non-financial measures which are also acquired from two methods and these can be in role performance (Task Performance) and extra role performance (Organizational Citizenship Behaviour) (Sani & Ekowati, 2019). According to Malik, Sarwar and Orr (2020) in role performance means doing of various tasks by the employees are followed in procedural and formal ways. On the other side, extra role performance depicts the tasks accomplishment without formal rules and procedure.

Job Stress

Stress, being a problem was faced by the individuals in ancient period. Now, it has been spread widely and is affecting every human beyond the job and on the job. It affects human being both psychologically and physically. Psychological effects can be in the forms of anxiety, tension and dis-mood. Rude or bad behavior can emerge many physical diseases like as backbone pain, muscular pain and headache (Vosough et al., 2016).

During the past five decades, multiple research studies depict the observation of job stress' sources or factors. These factors can lack of finances for publicity, media rules and regulations for advertisement and inefficiency of leadership expertise (Latif & Baloch, 2015). Such shortage of leadership skills and abilities cannot provide the right directions to the lower level staff that finally leads to the poor performance.

Various sources (Role overload, role conflict, role ambiguity, poor working environment, low salary and commuting stress) have been denoted as hindrance stressors (Legrain, Eluru & Geneidy 2015; Sulsky & Smith, 2005). These all stress factors can be the reasons of multiple issues such as job dissatisfaction and turn over intention. According to Baloch (2009) low level of job dissatisfaction and intention to turn over decreases the level of employees' motivation to complete the organizational goals efficiently and effectively. Same results of the study were further confirmed by Qamar and Baloch (2011).

Work Overload

Role overload arises to complete the allocated work in holidays and after working office hours (Arshad et al., 2020). Work overload is occurred when employees of any organization do the work after office timing and beyond the limited time frame. Whenever employees of the organization are found to be busy in doing of more tasks even after the working hours is called role overload. Work overload can be also happened when assignments given by the top managements are very difficult to accomplish (Gurlek, 2020). Various dimensions were reported of workload construct such as more pressure of work, excess time and pace. Lack of skills, expertise, knowledge and abilities can also be the dimensions of work overload.

According to Anrew Carnes. (2017), work overload is a phenomenon that deals with burden of work in the forms of quantitative and qualitative overload. Quantitative role overload means to complete the more number of tasks and responsibilities in very short and limited time. Authors describe that deadlines given by the top management to accomplish the working activities in specific time can create anxiety and tension and ultimately create stress. Thus, it can

be said that overwhelm tasks, objectives and organizational goals can be the reasons of stress or job stress.

Qualitative role overload is a term wherein overwhelm or excess of tasks is observed more than of individuals' skills and expertise. Employees of the organization are found absent due to insufficient skills which were received during the training by them (Slaski, 2017). In globalization era, employees of many organizations face the shortcoming of technical or technological skills to perform the objectives efficiently. According to observation Marvian and Bayaz (2015) that employees of audit firm had lower level of auditing skills to do the audit of private organizations during the four months for early reporting.

Role conflict

Carne (2015) postulate that when multiple roles are assigned to the working individuals which are contradicting to their job responsibilities, authorities, duties with in predefined hierarchal system of the organization. It is observed that contradicted roles assigning by the top hierarchal position in an organization usually create hurdles. Employees face difficulties to execute the responsibilities and duties due to conflict of roles in the specified hierarchy of the organization.

Montani et al. (2020), state that role conflict is occurred "when two or more opponent roles are assigned to an individual in the organization". In simple words role conflict is happened when contradicted activities and tasks are assigned to the employees. The et al. (2020), view that multiple activities demanded by the manager, peers and clients that are entirely opposite of employees' nature of work. Moreover, author simply elaborates that assignment of work against the job descriptions, responsibilities and

skills of workmen cause of role conflicts. Term role conflict describes that several roles that are naturally opposed to each others may reduce the working capabilities of bureaucratic organizations.

Role conflict arises from the system of bureaucratic organizational control that does not follow the norms, rules, ethical values and independency of professionalism. This situation occurs because of two or more roles are allocated in one time with maximum proposed results. Results of the study also remark that assignment of various roles that are not accordance with the job responsibilities and job specification of employees can produced negative consequences. Thus, in view of the above, it is to be said that when a person is received two or more than two sets of roles to execute them simultaneously none of the tasks is completed successfully (Atmadja & Saputra, 2018).

Role Ambiguity

Role ambiguity is a phenomenon which comprises of two words role and ambiguity. Role is a single character or task which is assigned by the top management or allocated for owns self. Ambiguity means uncertain, dark, dim and unclear. So, when a task is required to complete with uncertain, unclear and dark ideas then it is to be said that role is ambiguous for an individual (Ho et al., 2021).

Netemeyer, Johnston and Burton (2019) state that role ambiguity exists when objectives are uncertain, ideas regarding to goals' achievement are incomplete and accomplishments of tasks are ambiguous. Lack of information or having no clarity towards the attainment of objectives of the organization is the reflection of roles ambiguity. Conversely, role ambiguity might be observed when deficiency of information prevails to the subject matter. It is

also concerned to the job stability and independency that may many times affect by the upset of roles (Daya Patton, 2019).

Role ambiguity is the reflection of a person's attitude and behavior regarding the uncertain directions (Cahayasanthi & Piartrini). Dimensions of role ambiguity can be the deficiency of information, absence of clear ideas, vagueness of policies and authorities. Hickman (2020) suggests that weak and vague directions may oftenly reasons of poor policies' formation. Few of these dimensions can make the working personnel sluggish and fainéant. Furthermore, author reports that incomplete, uncertain and unclear information regarding to any task can be the reasons of shyness, anxiety and depression.

Workplace Spirituality:

According to Petchsawang and Duchon (2009), workplace spirituality nourishes inner life of the individual and make the life meaningful. It spreads at large to the community. It has various dimensions like as relationship with God, meaningful work or honesty to tasks and relationship to community. Mitroff (1999) and Hoffman (2010), divide the dimensions of workplace spirituality into further two categories such as vertical and horizontal. Horizontal dimension describes the person relationship to God and working environment and on the other side vertical dimension uncovers the individual's relationship with friends and family. So, it can be said that meanings of workplace spirituality is same but with different notions.

Role overload and Job performance

Nevi and Peranginangin (2019) state that the more working activities can create more stress at the job. The continuity and permanency of the working activities for long term in the organization may cause of negative emotions and feelings. The authors describes that more work

overload for a long time remove the positive emotions, feelings, passions and level of motivation. Latif and Baloch (2015) suggest that burden of work does not only affect the entrepreneurial activities but also influences the organizational performance.

Past studies' depict that role overload has been considered a reason of job stress. Many times such sources unleash the negative effects (Jha et al., 2017; Sutanto, 2017 and; (Gerpott, Rivki & Unger, 2021). These negative effects can be in the forms of health disorder, job dissatisfaction and high turnover intention. Moreover, one of the negative outcomes can dissatisfactory level of job performance (Prihantari & Astika, 2019). Work overload is found negatively and significantly associated with employees' job satisfaction (Aina –David et al., 2015 and Sunada, 2018). Amlin (2017) reports the same findings of a single construct (role overload) of job stress with the employees' job performance. Mittal and Bhakar (2018) describe the negative effects of role over load with the job performance and job satisfaction. Both authors collected the data from 150 married women to find out the worse effects of role overload on job performance and job satisfaction. They suggest that the women those who are married and doing more number of tasks are found dissatisfy from their jobs and performance of them was also found not good. Similar findings were extracted from the study conducted by () on impact of excessive work or work overload and quit to classes of MBAs students. Both studies provided the significance relationship with variation of variables examination.

H1: There is significance relationship between role overload and job performance

Role conflict and Job performance

Unnguren and Arslan (2021) describes that role conflict is one of the colossal source of job stress. Many times such s bad source of job stress unleashes the negative effects (Warraich et al., 2014). These negative effects might be in the forms of health disorder, job dissatisfaction and high turnover intention. Moreover, one of the negative outcomes can dissatisfactory level of job performance (Purnomo, Lustono & Tatic, 2021). Role conflict is found negatively and significantly associated with employees' job satisfaction (Aina –David et al., 2015 and Sunada, 2018).

Role conflict brings negative changes at the working place. Rude behaviour, quarrelling with staff members or intention to quit from the organizations can be the symbols of negative effects or changes (Mai & Hai, 2016). Warraich et al. (2014) investigated the impact of role conflict on the productivity of workmen. Study's results prove the literature review while elaborating the detail on a component of job stress that the association between work or role conflict and a measurer of job performance (productivity) is significant. Negative effect was also explained by the authors.

Quarat- Ul-Ain, Khattak and Iqbal (2013) express that incompatible may lead to the bad performance. The conclusion of the study follows the literature review which was elaborated according to the variables relationship. Significance and negative relationship was observed between role conflict and job performance of employees of banking sector. Amlin (2017) reports the same findings of a single construct of job stress (role conflict) and employees' job performance.

H2: There is significance relationship between role conflict and job performance

Role ambiguity and Job performance

Mahar et al. (2019) illustrate that proper ideas and information regarding the tasks are not communicated to the lower level of working personnel from the leaders. That's why ambiguous information is passed on to the employees resultantly, few of the employees does not perform the allocated tasks smoothly and successfully. In other words, it is to be said that dark leadership qualities affect the organizational performance negatively.

Carreno-Lukasik (2009) suggests that when there is uncertainty of roles clarity then the certainty of lack of tasks achievement is happened. The negative impact of role ambiguity was examined on employees' job satisfaction (Ahmad et al., 2021). The results also revealed the inverse and significance relationship between role ambiguity and job satisfaction. Moreover, it was reported that vague and unclear direction could not help the employees to perform the objectives of private firm accordance with the performance standards. Such a lower performance level decreased the level of satisfaction of employees.

Various studies conducted by Turkmenoglu (2021); Yusef (2002) and; Aldoseri and Lagaras (2021) indicate the negative and significance interrelationships between factor of job stress i.e role ambiguity and job performance. Showail et al. (2013)), examine the negative and significance correlation between role ambiguity and job performance. Conversely, it is to be assumed from the literature that clear roles can increase the performance while unclear and uncertain directions can be the reason to diminish the performance.

H3: There is significance relationship between role ambiguity and job performance

Workplace Spirituality as a Moderator between Role overload and Job Performance

Kumar and Kumar (2014) viewed that existence of workplace spirituality can be a good tool in health disorder situation and improves the psychological wellbeing that diminishes the level of stress that arises due to work overload on the job. Workplace spirituality can affect the different job outcomes positively. For example, Pouragha et al. (2021) exerted the positive relationship between workplace spirituality and motivation. The study conducted by Van, Walt and Klerk (2014) indicate the significance but positive association of workplace spirituality with productivity and job satisfaction. Kasongo (2011) suggests the direct and significance interconnection of predictor (workplace spirituality) and job performance. So, literature describes that job performance is affected by the both constructs role overload and workplace spirituality in opponent ways. Various studies suggest that workplace spirituality plays moderating role with role stressors and different job outcomes for Instance, study conducted by Altaf and Awan (2011) recommend that workplace spirituality moderates the relationship between work overload and one of the job outcomes i.e. job satisfaction.

H4: Workplace spirituality plays a moderating role between role overload and job performance

Workplace Spirituality as a Moderator between Role Conflict and Job Performance

Role conflict is a phenomenon which can cause of stress at the work and beyond from the working place. This can also reason of negative consequences. These can be uncivil behavior, intention to quit and etc. Uncivil behavior of working employees was observed due to contradicted and opponent roles that were

assigned by the upper management (Lata & Chaudhry, 2020). Authors recommend that moderating role of component of workplace spirituality eliminates the bad effects of role conflict and boost up their behavior towards positivity. Othman, Abas and Ishak (2017) examine the moderation effect of workplace spirituality between role stressors and job performance on banking sector employees.

H5: Workplace spirituality plays a moderating role between role conflict and job performance

Workplace Spirituality as a Moderator between Role Ambiguity and Job Performance

Selvarajan et al. (2020) suggest that spirituality plays a moderating role between work family conflict and employees wellbeing. Authors illustrate that work to family conflict brings

H6: Workplace spirituality plays a moderating role between role ambiguity and job performance

negative changes in the wellbeing of individuals’ and they analyzed that by the moderating role of workplace spirituality wellbeing of employees affected positively. To reduce the job stress which arises due to one of the job stressors i.e. role conflict workplace spirituality may also enhance the level of employees wellbeing that finally that leads to improve the level of job performance of employees. In this context, Iyer and Deshmukh (2018) found moderating role of workplace spirituality between role stressors and job performance on nurses of various Indian hospitals. Saeed et al. (2016) recommend that there is found insignificant relationship of workplace spirituality between job stressor (i.e. work overload) and job satisfaction. Role ambiguity has been considered and denoted as a job stressor (Meitasari, Wirama & Suardikhha, 2018).

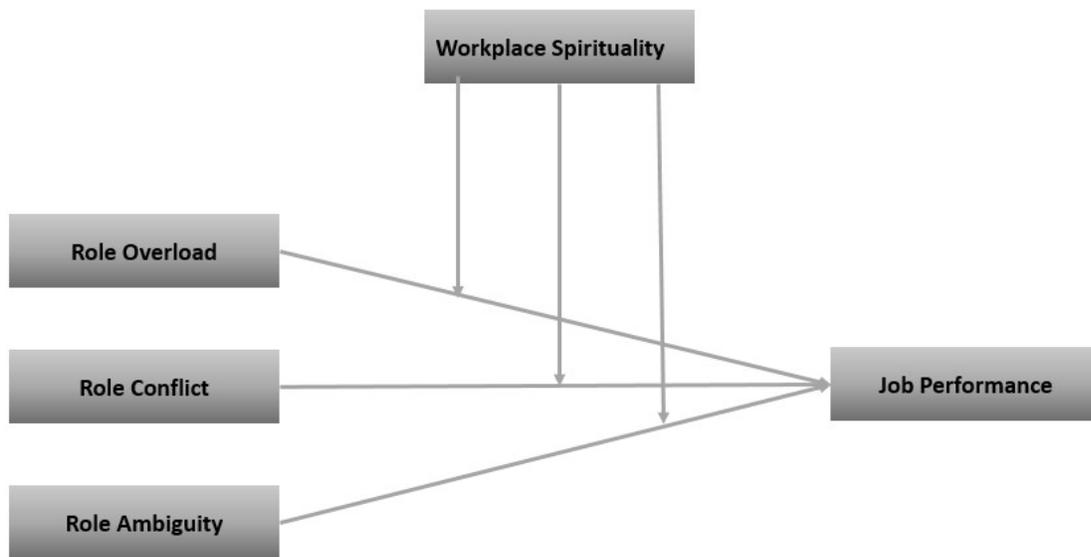


Figure 1: Conceptual framework of the study

Research Methodology

Police force employees of capital territory (Islamabad), Pakistan from Havaladar

level to Senior Superintendent of Police SSP or AIG (BS 09-19) was determined as a population for the study. Total population for the study was 12,589. Sample size was also determined from whole population. Number of 380 employees were taken as a sample of the study. For this purpose, formula of Krejcie and Morgan 1970 was used. Police's employees deployed on various routes, barriers, Ministers and controlling places were used to distribute and collect the data. For the data distribution and collection safety staff and traffic police were also selected on the basis of purposive and convenience sampling techniques of non-probability. The choice of convenient sample was made because there is no database or information source to identify knowledge intensive police department workers. In total, 380 questionnaires were distributed and 310 complete usable questionnaires were returned which reflect an appropriate sample size for the current study as per the guidance of Hair et al., (2014). To acquire the response from research participants cross sectional and filed survey methods were adopted.

Adopted questionnaire was based upon three parts such as job stress sources or factors (role overload, role conflict and role ambiguity), workplace spirituality of job performance. To

Table 1 Demographic Characteristics.

measure the job stress factors, questionnaire developed by Ivancevich and Matteson (1980) was used. Measurement scale of workplace spirituality that covers both vertical and horizontal dimensions was adopted in the study which was also developed and used (Sheng & Chen, 2012). Questionnaire based on dependent variable of job performance was used in the study which was developed and used by Williams & Anderson (1991). Method of five Likert scale for the items was used as 1 for Strongly Disagree and 5 for Strongly Agree.

To identify the issues of different items of this study's scales pilot testing was done and which accomplished before the actual data collection phase. In pilot testing some adjustments were carried out. Ultimately, questionnaire was distributed and collected from the police employees of capital territory (Islamabad), Pakistan.

Data analysis

Data was collected from 310 respondents. This means that 83.34% of the sample size provided the response. Moreover, information regarding to demographics characteristics can be observed from the following given table;

Demographic		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	294	95.0	95.0	95.0
	Female	16	5.0	5.0	100.0
	Total	310	100.0	100.0	
Valid					
Marital Status	Single	62	20.0	20.0	20.0
	Married	248	80.0	80.0	100.0
	Valid Total	310	100.0	100.0	

Age		18-30 years	93	30.0	30.0	30.0
		31-40 years	124	40.0	40.0	40.0
		41-50 years	62	20.0	20.0	90.0
		51-60 years	31	10.0	10.0	100.0
	Valid	Total	310	100.0	100.0	
Level of Education		Matriculation or equal	93	30.0	30.0	30.0
		Intermediate or equal	62	20.0	20.0	50.0
		Graduation or equal	77	25.0	25.0	75.0
		Post graduate	47	15.0	15.0	90.0
		M.Phill or equal	31	10.0	10.0	100.0
	Valid	Total	310	100.0	100.0	
Designation		Havaldars	124	40.0	40.0	40.0
		Asstt. Sub inspectors	62	20.0	20.0	60.0
		Sub inspectors	31	10.0	10.0	70.0
		Inspectors	40	12.90	12.90	82.90
		DSPs or ASPs	37	11.95	11.95	94.85
		SSP or AIG	16	5.15	5.15	100.0
	Valid	Total	310	100.0	100.0	
Work Experience		1-20 years	195	62.90	62.90	62.90
		21 and above years	115	37.10	37.10	100.0
	Valid	Total	310	100.0	100.0	

Structural Equation Modelling (SEM) techniques was used to analyze the collected data in AMOS package version 24. It has some advantages over the other statistical techniques. There are some benefits of using SEM that sets it apart from other statistical techniques. Firstly, SEM takes into account various types of measurement errors. These errors can be method

and systematic errors and which are associated with first generation data analysis techniques (factor analysis, regression, correlations and etc.). Secondly, it assesses and helps the researchers be more specific when testing the hypotheses and operationalizing the research constructs. Moreover, SEM helps in case of assessing the reliability of multiple methods of

measuring such as the reliability associated with the concept being investigated, including the exploratory and confirmatory methods as well as the originality and novelty the proposed hypothesis (Byrne, 2010; Bagozzi & Yi, 2012). All the measurement scales of the study were tested through item-to-total correlation and reliability analysis. Items no.1 and 5 were eliminated in the phase of pilot testing. Workoverload's items were reduced from ten to eight. For improving the reliability of the scale item no. 10 of workoverload was removed by the adopting of test item to total correlation. Item no. 5 of workplace spirituality instrument was excluded

and item no. 12 was discarded from the measurement scale of job performance because values were found .269, .256 and .269 which are less than acceptable value of .3 (Hair et al., 2014). By using the process of item to total correlation, reliability was reached to .894 work overload, .945 workplace spirituality and .933 of job performance. Measurement scales of role conflict and role ambiguity were not perturbed in the final data analysis phase and reliability of both instruments were improved by .851 and .804, respectively. Table 2 which is as under reflects the scales' purification procedure of the study.

Table 2: Reliability analysis of research scales

Constructs/Items	Code	1 st analysis		2 nd analysis	
		Item-to-total correlation	Coefficient Alpha	Item-to-total correlation	Coefficient Alpha
Job Stressors					
Role Overload	RO		.839		.894
	RO2	.647		.674	
	RO3	.706		.712	
	RO4	.663		.676	
	RO6	.659		.667	
	RO7	.634		.657	
	RO8	.683		.744	
	RO9	.668		.716	
	RO10	.269		Excluded*	
Role Conflict	RC		.851		.851
	RC3	.667		.667	
	RC4	.731		.731	
	RC5	.772		.772	
Role Ambiguity	RA		.804		.804
	RA2	.595		.595	
		.680		.680	
	RA3				
	RA4	.681		.681	
Job Performance			.914		.933

Workplace Spirituality	JP1	.778		.692		
	JP2	.735		.648		
	JP3	.746		.609		
	JP4	.740		.610		
	JP6	.776		.641		
	JP8	.708		.584		
	JP9	.775		.681		
	JP10	.673		.653		
	JP11	.757		.692		
	JP12	.269		Excluded*		
	Workplace Spirituality	WS1	.785	.934	.789	.945
		WS2	.745		.749	
WS3		.686		.689		
WS4		.719		.709		
WS5		.256		Excluded*		
WS8		.694		.715		
WS14		.612		.622		
WS15		.677		.681		
WS16		.716		.721		
WS17		.677		.687		
WS18		.685		.688		
WS19		.693		.701		
WS20		.763		.776		
WS21		.761		.760		
WS24		.656		.654		
WS26	.714		.702			

The Measurement Model:

CFA was used to check the data fitness for the measurement model. Maximum likelihood technique was adopted. According to the sample size which is 310 the model X^2 which is very sensitive. (Hair et al., 2014) suggested significant at P value less than 0.001 ($X^2=873.449$, $p<0.001$; $X^2/df=1.594$). As for dealing with other values of goodness of fit both the normed fit index (NFI) and the comparative fit index (CFI) scored were observed 0.914 and 0.957 respectively. Values

of NFI and CFI crossed the acceptable value i.e. 0.9 (Hair et al., 2014). Moreover, (RMSEA=0.042) root mean square error of approximation was analyzed. According to the Hair et al., (2014) value of RMSEA can be in the range of 0.3 and 0.8. Therefore, all the values of model fit as discussed are found accordingly.

To find out the measurement model validity researcher adopted two steps approach and it was accomplished to follow the guidelines issued

(Anderson and Gerbing, 1988). In first step of two steps approach validity of convergent and reliability are needed to measure. For achieving the convergent validity model must to satisfy three conditions such as the loadings of factor should be greater than 0.5 (Bagozzi & Yi, 1988),

value of composite reliability should be also greater than value of 0.7 (Bagozzi & Yi, 2012) and value of average variance extracted (AVE) should be >0.5 (Fornell & Larcker, 1981). Table 3 reflects that the model fulfilled the criteria as per three requirements.

Table 3: Results of Measurement Model

<i>Construct</i>	<i>Item</i>	<i>Loading</i>	<i>Composite Reliability (CR)</i>	<i>Average Variance Extracted (AVE)</i>			
Role Overload	RO2	.774	0.920	0.623			
	RO3	.809					
	RO4	.777					
	RO6	.784					
	RO7	.782					
	RO8	.817					
	RO9	.782					
	Role Conflict	RC3			.772	0.862	0.676
		RC4			.840		
RC5		.851					
Role Ambiguity	RA2	.695	0.805	0.581			
	RA3	.865					
	RA4	.715					
Job Performance	JP1	.825	0.933	0.610			
	JP2	.787					
	JP3	.769					
	JP4	.774					
	JP6	.804					
	JP8	.742					
	JP9	.817					
	JP10	.724					
	JP11	.779					
	JP12	.787					
	Work Place Spirituality	WS1			.814	0.938	0.538
		WS3			.676		

WS4	.720
WS8	.732
WS15	.683
WS16	.757
WS17	.725
WS18	.719
WS19	.730
WS20	.779
WS26	.737
WS22	.686
WS21	.766

Model fit indices: $X^2=873.449$, $p < 0.001$; $X^2/df = 1.594$; $CFI = 0.957$; $NFI = 0.914$; $RMSEA = 0.042$

Note: $(CR) = (\sum \text{Factor loadings})^2 / [(\sum \text{Factor loadings})^2 + (\sum \text{Error variances})^2]$;

$(AVE) = (\sum \text{Factor loadings})^2 / [(\sum \text{factor loadings})^2 + (\sum \text{error variances})]$.

Furthermore, discriminant validity, following Hair et al. (2018) suggestions, square root of AVE was compared to inter-construct correlation. The value of square root of AVE must be greater than the inter-construct

correlation between the construct. As can be seen in Table 4, the square root as shown on the diagonals of the table is greater than the inter-construct correlation values. This further suggests that discriminant validity is evident.

Table 4: Discriminant Validity of the Constructs

	R_O	R_C	R_A	WPS	JP
R_O	0.789				
R_C	0.716***	0.822			
R_A	0.574***	0.742***	0.762		
WPS	0.101**	0.072	0.006	0.734	
JP	-0.771***	-0.814***	-0.712***	-0.073	0.781

Note: Diagonal values represent square root of AVE while the other entries represent the square of correlation values.

Additionally, Table 4 presents that none of the variable value did not cross the acceptable criteria i.e. is 0.85 and which also fulfilled another requirement of measurement model. The values

below than certain standard in the above table confirm the discriminant validity of variables. The following table shows the results of HTMT analysis.

Table 5: HTMT values

	R_O	R_C	R_A	WPS	JP
R_O					
R_C	0.724				
R_A	0.586	0.751			
WPS	0.100	0.072	0.008		
JP	0.772	0.821	0.702	0.076	

The Structural Model:

Results of hypotheses testing can be examined from given below table no.6. Role overload has significance and negative relationship with job performance wherein or standardized coefficient $\beta = -0.369$, with p value .001. Therefore, it can be said that there is found significance and negative relationship between role overload and job performance. Results of hypothesis H2 indicate the relationship between

role conflict and job performance. Statistical results such as $\beta = -0.399$, with p value .001 suggest the association between role conflict and job performance that are found negative and significance. Statistical results like as $\beta = -0.204$, with p .002 are concerned with the third hypothesis of the study. As per statistical results there is observed significance and negative relationship between role ambiguity and job performance. Thus, findings reflect that H1, H2 and H3 are accepted.

Table 6: Results of Hypothesis testing

Hypothesis	Relationship	Beta value	Standard error	Critical Ratio	P-value	Accepted/ Rejected
H1	Job_Per \rightarrow R_O	-0.369	.069	-6.300	.001	Accepted
H2	Job_Per \rightarrow R_C	-0.399	.098	-5.034	.001	Accepted
H3	Job_Per \rightarrow R_A	-0.204	.096	-30157	.002	Accepted

Model fit indices: $\chi^2 = 357.418$, $p < 0.001$; $\chi^2/df = 1.761$; CFI = 0.969; NFI = 0.917; RMSEA = 0.048

Moderation Analysis:

Table 7 presents the results of the structural model. The results show that WPS moderate the

relationship between R_O and R_C and job performance that portray the H1 and H2. The negative relationship between R_O and job

performance was stronger for low WPS group compared to High WPS, similarly the negative relationship between R_C and job performance was also stronger for Low WPLS compared to High WPS group. However, the results suggested

that WPS does not moderate the relationship between R_A and job performance as the critical ratio of difference is -1.44 and Beta value is .060 which is also insignificant therefore hypotheses H6 was rejected.

Table 7: Results of Moderation hypotheses regarding workplace spirituality

Path	High Level WPS		Low Level WPS		Critical ratio	Results
	R square	Path Est.	R square	Path Est.		
Job_Per → R_O	75.6%	-.185**	87.2%	-.676***	-3.45	Supported
Job_Per → R_C		-.064		-.339***	4.06	Supported
Job_Per → R_A		-.688***		.060	-1.44	Rejected

Discussion

The purpose of this study to explore the factors that influence the the performance of police's employees. These factors are role overload or work overload, role conflict and role ambiguity. Based on the above tables, there is found significant relationship between work overload and job performance of police force employees because P (sig.) value is .001 which is not greater than acceptable value i.e. 0.05 0. Results of this variable are in line with the study concluding remarks of (Gerpott, Rivki & Unger, 2021). Moreover, negative relationship between role overload and job performance was observed. Negativity of Beta (B) value which is -.369 presents the negative interlink between role overload and job performance. Results of this research are found consistence with the study's results (Kenters, 2016). This means the more work or burden of work either of quantitative or qualitative reduce the performance of capital territory police's individuals. Contradictory, lower work load of both types quantitative and qualitative improves the productivity or output of individuals'. This study reports the direct relationship between one of the predictors of job

stress and job performance. Study suggests that majority of the employees bear the overwhelm work that's why they indulge in various diseases and face lower level of job satisfaction. Ultimately, their job dissatisfaction leads to their poor performance.

This study has also investigated significance relationship between role conflict and employees' performance. Analyzing the significance relationship between the variables of the study i.e. role conflict and job performance P (sig.) value is relatively observed .001. This value shows strong significance level between both variables. Findings of the study are accordance with the study findings (Mai & Hai, 2016). Beta (B) value was observed -.399. This standardized coefficient value shows the negative relationship between role conflict and job performance. In other words, it is to be said that there is explored inverse relationship of the said variables (role conflict and job performance). Such relationship explains that multiple but opposed roles that are not according to the prescribed duties and job responsibilities of Police Act 1861 creates hindrances towards the achievement of tasks. The results received by the

study examination are same with the study analysis of (Knight and Kim, 2003).

Study findings show that there is found significance relationship between role ambiguity and job performance such as P (sig) value is .002. Findings relating to significant relationship are in line with the findings of (Jacomosl, Schulp & Zantto, 2018). Negative link was examined between the role ambiguity and job performance from the statistical results of Beta value which is -.204. The results are consistence with the concluding remarks (Lopes & Kachalia, 2016).

Moderation effect of workplace spirituality was extracted through multi - groups technique. On the bases of critical ratios or t values and paths estimation two groups were formulated that were high workplace spirituality and low workplace spirituality. Table 7 shows that workplace spirituality plays moderating role upon the role overload and job performance. Statistical results regarding the fourth hypothesis H4 of the study describe that workplace spirituality has moderating role between which is according to the results (Kumar and Kumar, 2014).

The result of the study's show that workplace spirituality also modeates the relationship between role conflict and job performance. Modeartion effect of workplace spirtuality was found by the interaction of role conflict and WPS. Lower group for workplace spirtuality indicates that critical values is accroding to the literature review of the study and that suggests that workplace spirtuality modeartes the association between role conflict and job performance (Lata & Chaudhry, 2020).

Workplace spirituality does not modete the role on the relationship between role ambiguity and job performance because t value is found -.144 and path estaimation value is .060 which is insignificance. Values of both indicators relating

to the modearting role of workplace spirtuality show that there is no moderation effect of workplace spirtuality exixts between role ambiguity and job performance. Means when employees are ambiguus to complete the tasks even spirtitual environment can not improve the performance of police force. Findings of this study are different from hypotheses H4 and H5 but in line with the emperiacl eveidence to such relationship that were suggested (Saeed et al., 2016).

Managerial, Organizational and Social Implications

This study emphasizes and concludes that the workload, role conflict and role ambiguity have significance and negative influence on the employees' job performance. It implies that workplace spirituality which contributes in meaningfulness at work and self-realization helps in reducing the job stress and enhances job performance in return of leading to organizational productivity. Furthermore, high workplace spirituality creates high organizational commitment and quality of working life at the workplace. Hence, by the proper enactment of spirituality at work place from higher authority, the advancement of organization will come to start.

The results of this study align with several studies that indicated that spiritual leadership and OCB positively influenced organizational commitment and productivity. Prior research indicated that spiritual leadership had a positive relationship with organizational effectiveness. The findings add to the body of literature on spiritual leadership and OCB in that it indicated Workplace spirituality along with its dimensions can be the causes to boost the performance of not only individuals but also organizations. Making more emphasize on utilization of workplace

spirituality's practices, an organization can cope or minimize every issue relating to job stress or else efficiently and effectively. Spirituality's practices are also fruitful beyond the working place. Practices of spirituality may be the reasons to get red from social issues. Therefore, it is also to be said that the more tilting towards spirituality makes the life level more satisfactory.

Limitations of the Study and Future Research Directions

There were kept few limitations in the study as sample of the study was only limited to police personnel of capital territory, Pakistan. Effect of role overload, role conflict and role ambiguity was analyzed on job performance and moderating role of workplace was also examined between these job stressors. Small sampling technique of Krjcie and Morgan was prioritized. More generalized results can be acquired from police employees of other provinces and territories and it can be done from future studies. Impact of other job stressor can be examined on the same job outcomes. The impact of these job stress sources can be calculated on other job outcomes such as job embeddedness, job Satisfaction, turnover intentions and job burnout with the 'exercise' and 'work place ethics' as a moderator. The same study i.e. 'effect of stress on job performance with moderating role of workplace spirituality' may also be replicated in other cultural environment. Large sample size and technique can be taken in future.

Conclusion

Role ovelod has negative affect on the job the job performance. The results indicate that high level of job performance was conditoinal adihire with low leve of workoverload. On the other side the higher workload declines the level of employees job performance. The more level of role conflict decreses the employees

performance of police force and vice versa. Evidences of the study show that conntradicted roles reduces the out put or productivity. The third job stress factor is role ambiguity that depicts the negative relationship with the job performance. It also impacts the job performance of police individulas. All the job stressors such as role overload, role conflict and role ambiguity are significant associated with the employees performance. Means the findings of the study support H1, H2 nad H3.

Rest of the hypotheses present the moderation effect of workplace spirituality between job stressors (role overload, role conflict, role ambiguity) and job performance. There is a modeartion effcet of workplace spirituality between work overload and job perofromance of police department individuals. Hypothesis H5 illustrates that workplace spirituality plays as modearting role between one of the job stressor (i.e role conflict) and job performance. Hence, results indicate that H5 is proved. Fidnigs donot refelect the desire results regarding the hypothesis H6 because there is not examined modeating role of workplace spirituality on the relationship between role ambiguity and police force employees job perofimance. Results with contenxt to hypothesis 6 are contrary. On behalf of findings it can be said that H6 is rejected.

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