

Effect Of Organizational And Non-Organizational Stressors On Public Sector Employees' Job Performance With Moderated Role Of Workplace Spirituality

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Abstract

In competitive working environment, employees' performance is one of the main reasons for an organizational success. Each organization faces various challenges in accomplishment of goals. The success of an organization is concealed in the achievement of its goals. Thus, the obtaining of organizational goals actually depicts the individuals' performance at the working place. The employees' performance is affected negatively due to organizational and non-organizational stressors. This study explores the effects of organizational and non-organizational sources on the job performance¹ of public sector employees of various Ministries/ Divisions in Pakistan. Total strength of working personnel of Ministries/ Divisions' employees was 16165 as per Annual Bulletin 2018-19. To investigate the consistency of different constructs of the research, the approach of pilot testing was conducted. In the phase of pilot testing, 32 respondents shared the response from 35 distributed questionnaires. After checking the instruments' reliability, the questionnaires were distributed to 355 employees of federal secretariat of Pakistan. Out of 355 employees, 305 workmen returned the response. Process of data collection was done through the random sampling and SPSS version 21 was used for analysis. Version of AMOS 26 was adopted for the results extraction like as measurement model, convergent and discriminant validities, structural model test and hypotheses techniques through multi groups. The results reveal that negative but significant relationship exist between organizational and non-organizational stressors (role overload and commuting stress) and employees job performance of the federal Ministries / Divisions Pakistan. Moderating analysis among both stressors and job performance was also measured.

Key words: *organizational and organizational stressors (role overload and commuting stress), Workplace Spirituality, Job Performance, Federal Secretariat Employees, Pakistan.*

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Introduction

In modern world, many firms face multiple issues of environment. Working environment affects the employees' efficiency. Working styles of the managers may also affect the employees' efficiency negatively (Riyanto, Sutrisno, & Ali, 2017). Often, both private and public sectors' employees combat technological, cultural and financial challenges (Zaib et al., 2023a; Bayar et al., 2024; Zeeshan et al 2024a). Such challenges can be reasons to create the stress. (Greg Kearsley, 1994). According to the Faran Robert (2018), stress affects the individuals both at the working place and beyond the job place. It (stress) has three types of impacts i). Positive, ii). Zero and; iii). Negative. Cunanan et al. (2018), suggest that the general adoption syndrome (GAS) model reflects that stress may have a positive, negative or null impact on the people (Zaib et al., 2023b; Ge et al., 2024; Zeeshan et al., 2023a).

Challenging stressors such as role over load and careered path provided positive outcomes for the organizational citizenship behavior indicators (OCBI) which depict the overall organizational performance level (Tufail & Sultan, 2019; Zaib et al., 2023c; Zubair et al., 2023a; Zeeshan et al 2023b). Babbar et al. (2021) recommend that role ambiguity (role stressor) has no significant impact on Police employees which actually reflects the second stage of the GAS model of zero or no effect of job stress's factor. Babbar et al. (2022), also found a negative outcome which was due to job stress and its multiple sources.

Negative consequences can be examined from the research studies which were conducted few decades ago by the multiple researchers (Zaib et al., 2023d; Zubair et al., 2023b; Zeeshan et al 2024b). For instance, due to stress disease of ulcer, muscular pain, high blood pressure, sugar and pain of the back were observed in the UK, USA and Germany (Murphy et al., 2003; Zaib et al., 2023e; Abbas et al., 2023a; Zeeshan et al 2023c). Other negative results which arise due to stress at the working place are high aggression, low level of job satisfaction and poor commitment. Most of the employees of working organizations perform poorly due to multiple job stressors such as poor working environment, heavy work load and lack of supervisory support (Zaib et al., 2023f; Abbas et al., 2023b; Zeeshan et al 2023d).

Muslih and Damanik (2022), remark that the role stressors like work loaded activities affect the performance of working people negatively both quantitatively and qualitatively. Furthermore, past studies have also found the inverse relationship between heavy work overload with the accomplished activities/tasks (Zaib et al., 2023g; Afzal et al., 2023a; Zeeshan et al 2023e). Research in the context of commuting stress explains that commuting to workplace may give high stress (Zaib et al., 2023h; Afzal et al., 2023b; Zeeshan et al 2024c). Stress of commuting as identified by Ruger et al., (2017) like rush at the roads, long distance from home to work and back to home, crossing many traffic signals may cause fatigue and irritation which may lead to poor productivity and inefficiency (Zaib et al., 2023i; Raza et al., 2023; Zeeshan et al 2023f).

Both the work overload and stress due to commutation have been categorized as organizational and non- organizational stressors (Yousefi, & Abdullah, 2019: and Bhatti et al., 2010; Zaib et al., 2023j; Aslam et al., 2024; Zeeshan et al 2024d). One stressor (work overload) is faced in side of the organization while the other (commuting stress) is faced out-side the organization (Zaib et al., 2023k; Iftikhar et al., 2023; Zeeshan et al 2023g). Past studies reflect that heavy workload and stress of commuting both affect the performance of a number of employees (Tentama et al., 2019; Simon et al., 2020; Zaib et al., 2023l; Ali et al., 2023).

Many experiments have been performed in previous decades to minimize the level of organizational and non –organizations stressors' effects (Zaib et al., 2023m; Zeeshan et al 2024e). For example, supervisory support, various types of exercises and meditation techniques

were used to decline the level of job stress (Díaz-Benito, 2022; and Shonin et al., 2014; Zaib et al., 2023n; Zaib, 2024a).

Spirituality at the workplace has been considered one of the stress reduction techniques few years ago. Belwalkar, (2018) has used workplace spirituality as a technique for reducing stress. The author found that it does not only minimize the stress level but also improved the workers' efficiency. Altaf and Awan (2011), examined that workplace spirituality increased the level of employees' job satisfaction and decreased the level of job stress which was occurring due to role overload. Babbar et al. (2021) also observed the positive outcomes in task performance due to workplace's spirituality and negative outcomes due to the stress factor (commuting stress).

Workplace spirituality as a construct has been used moderator in multiple studies. It has analyzed as a moderator with different job stressors and job outcomes (Iyer & Deshmukh, 2018). Kumar and Kumar (2014) used such construct as a moderator with role overload and Job performance Babbar et al. (2021) has also used this for the moderation effect between various job stress sources which occur quite often in the organization and job performance. In this study, workplace spirituality is used as a moderator only with two job stress components i.e work overload (organizational stressor) and commuting stress (non-organizational stressor) on public sector employees in Islamabad (Zaib et al., 2023o; Zaib, 2024b). This research study analyzes all the variables of a study such as work overload, commuting stress (independent), job performance (dependent) and workplace spirituality (moderator) (Zaib et al., 2023p; Zaib and Adnan, 2024).

The research is taken place on the following studies gaps.

- The effect of role overload on job satisfaction with the moderating effect of workplace spirituality on banks employees in Islamabad, Pakistan ().
- The effect of commuting stress on job performance with moderating role of workplace spirituality on Islamabad police's employees (Babba et al., 2021).

This study fills the gap to examine the both organizational stressor (work overload) and non-organizational stressor (commuting stress) on the performance of employees with moderating effect of workplace spirituality in public sector Ministries/Divisions in Islamabad, Pakistan.

Statement of Problem

Overall performance of the employees depends upon individuals of an Organizational performance those who work at the job place. Employees with good health provide well performance and the employees face stress in the organization and outside from the organization cannot perform efficiently and effectively Tian et al., 2020). Therefore, all types of the organizations 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 (Moon et al., 2020)

The problem in hands of this study to examine the relationship between organizational stressor (work overload) and non- organizational stressor (commuting stress) of the employees' job stress factors. It also examines the effect of moderating between organizational stressor (work overload) and non- organizational stressor (commuting stress) on employees Ministries / Divisions, Pak-Secretariat, Islamabad.

Objectives of the Study

The objectives of the study are as under:-

- i. To find out the relationship between organizational and non-organizational stressors and employees' job performance in Ministries/Divisions in Islamabad
- ii. To explore the moderating role of workplace spirituality upon the relationship between organizational stressor (work overload) and non-organizational stressor (commuting stress) and job performance

Questions of the Research

The research is designed to fetch answers of the following questions:

- i. What are the various dimensions of organizational and non-organizational stressors and measures of job performance?
- ii. What is the moderating effect of workplace spirituality between organizational and non-organizational job stressors and job performance?

Significance of the Study

This study gives numerous findings along with implications for multiple organizations in Pakistan that how much the employees are confronted with organizational and non-organizational stressors such as overload of the work and the stress of commuting stress, affecting their jobs negatively. Stressors, both at the job place or outside the job place, create hindrance in work performance at work place in public sector employees of Ministries/Divisions. To mitigate the effect of both kind of stressors on the employees of Ministries/ Divisions, workplace Spirituality has been introduced as a moderator (Zaib et al., 2023q; Zaib et al., 2024). The construct of workplace has been used between organizational, non-organizational stressors and the job performance.

Workplace spirituality as a source of stressor's coping strategy that minimizes the level of stress of both types i.e organizational stress's factor - role overload and non-organizational stress's factor - commuting stress. Resultantly, usage of workplace spirituality as a moderator increases the level of job performance. This study has significances not only for individuals but also for the organizations. Workplace spirituality as a stress controlling technique for the Ministries/ Divisions' employees will be efficient to boost up their level of job performance.

Literature Review

Job Performance

Performance of job is a combination of two words i.e "Job" and "Performance". Job means task or activity and performance means the action of an individual towards to accomplish any task or activity at the specific place of work. Therefore, performance of number of employees can reflect job performance. The phenomena of job performance can be measurable. Becker et al. (2011) suggest that the construct of job performance defines the individual's actions and reactions which actually depicts the behavior of employees at the place of work. Setiawan et al. (2019) stated that the job performance may explain a behavior or the appearance of worker at job place.

Organizational and Non-Organizational Stressors

Health depicts the three elements such as mental, physical and social well-being and not merely the absence of disease or infirmity (WHO, 2010). That's why this study categorized into organizational predictors and non-organizational predictors. This research study further examined the adverse impact of the organizational stress sources of work overload and selected one of the predictor of non-organizational stress factors i.e (commuting stress). From these above two main kinds of stressors, numbers of features at the working place and beyond the

work site have potential negative organizational outcomes which often not only impair the physical health, mental well-being but also the employees' performance (Michie, 2002).

Multiple and more number of working tasks can be the reasons to create high level of stress (Nevi & Peranginangin, 2019). Moreover, authors stated immense level of workload stress reduces the level of positive emotions and feelings. It means pleasure and happiness can go away due to higher level of work load's stress. In the above mentioned context, data was collected from the married working women and observed that there is a higher level of stress which happened due to one of the organizational stressors components. The authors explained that the females gender specially married were indulged in higher level of stress of work overload as compared to unmarried women (O'Connor et al., 2021).

Reardon and Abdallah (2013) recommended the stress which arises due to long travelling from office to home and back to home, spending more time at traffic signals, stuck in the rush is non-organizational stress factor/ commuting stress. Travelling long distances to work place may cause fatigue, tiredness, sleeplessness, irritation and angeriness. Previous mentioned symptoms in an individual can be the stress of commuting or non-organizational (Lee et al., 2014).

Workplace Spirituality

Spirituality is directly related to an individual and one's religion. Fourie (2014) connects the construct of spirituality with the sentiments of an individual. Belongness of a person with Allah, people and things. Thus, affiliation of an individual with the God, friends and environment can reflect the intensity of spiritual level.

Workplace spirituality is little bit different from the phenomena of spirituality. Spirituality relates beyond the job place while workplace spirituality has relation with different individuals at work place. Workplace spirituality reflects the well-being for each individual in the organization or in the condition where the individuals are working (Zahran et al., 2021).

Organizational Stressor and Job Performance

Previous research studies recommend that few of the organizational stress factors (role overload) had negative effects on the job performance of public sector employees. The authors of researches extracted negative association between one of the organization stressor i.e work load and job performance on employees working in multiple public sector organizations. They examined the inverse relationship of role overload which is namely hindrance stressor with one of the job outcomes (Babbar et al., 2022 & Jahangiri et al., 2022).

Therefore, the hypothesis can be presumed as:-

H-1; There is a significance relationship between organizational stressor and employees job performance

Non-organizational Stressor and Job Performance

Obrenovic et al. (2020); Haousa et al. (2014) and Novaco et al. (1998) classified the stress factors into non workplace (non organizational) stressors that are faced by the employees far from the workplace. Non organizational stressor components can be financial problems, family illness and commuting stress. The authors contributed in the literature in various times through their inputs like as negative relationship of these stress sources with multiple outcomes. The construct of commuting stress is denoted as non-work or non-organizational stressor (Amponsah-Tawiah et al., 2016). The author also examined the significant and negative connection of non-organizational stressor and job performance. In this context, Babbar et al.

(2021) found the negative interconnection between one of the non-organizational elements that is the commuting stress and employees’ job performance. Furthermore, authors had observed the direct connection of commuting stress with the job performance of police personnel those who are also renowned in public sector employees of Islamabad.

In view of the above discussion, it is proposed that;

H-2; There is a significance relationship between non-organizational stressor and employees’ job performance

Workplace Spirituality as a Moderator between Organizational Stressor and Job Performance:

The working employees having higher level of spirituality at the work place perform well and their stress’s level gets down (Gede et al., 2017). The phenomenon of workplace’ spirituality has been analyzed between job outcome (job satisfaction) and environment of the workplace. Altaf and Awan (2011) examined the moderation effect of workplace spirituality among role overload and job satisfaction. Babbar et al. (2022), describe the moderating role of workplace spirituality on the association of various role stressors on the job place and task performance. The debate of literature review suggests as:-

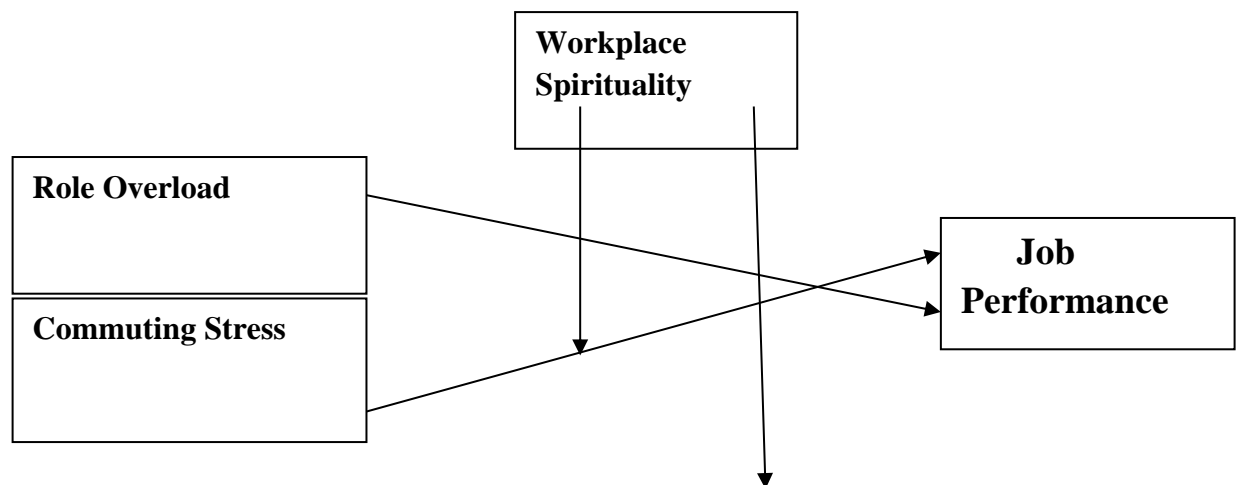
H3; There is a moderating relationship of workplace spirituality between non- organizational stressor and job performance

Workplace Spirituality as a Moderator between Non-Organizational Stressor and Job Performance:

The workplace spirituality was used as a moderator with the components of job stress and on the managers of private and public sector health (Kumar & Kumar, 2014). Stress which arises due to the reason of commuting which is namely non-organizational has also been tested with the job performance and moderating role of workplace Spirituality (Babbar et al., 2021). Therefore, the researcher is used a moderator workplace spirituality between job performance and non-organizational stressor in the research on public sector employees of multiple Divisions/ Ministries Islamabad. Thus, the literature review suggested hypothesis as below;

H4; There is a moderating relationship of workplace spirituality between non- organizational stressor and job performance

CONCEPTUAL MODEL OF ORGANIZATIONAL AND NON ORGANIZATIONAL STRESSORS



Research Methodology

Public sector employees from BPS 11 to BPS 20 were taken from different Ministries and Divisions. As per record of annual bulletin 2018-19, there are 16165 employees working in the multiple Divisions / Ministries. Total population of working personnel strength of secretariat employees was 16165 as per record of annual bulletin 2018-19. To detect the sample size from the total population of various Divisions/Ministries, proportionate sampling procedure was adopted. Through the technique of proportionate sampling 355 sample size was found out. To collect the data from number of 355 employees in the study from the employees of public sector's employees the random sampling method has been used. To investigate the reliability and consistency of the data researcher adopted the pilot testing method. According to Treece and Treece 1977, data was distributed to the 10 % (35) out of 355 employees. After such phase of the research the data was distributed and number of 305 returns the response. Hair et al. (2014) suggest that sample size of 305 is appropriate for analyzing of data. So, respondent response was 86 % of the employees of Ministries/Divisions.

Measurement of the scale of the study was divided into four parts such as Characteristics of population (Demographic), variables of organizational and non-organizational stress factors, workplace spirituality and employees job performance of above said sector. Other than demographic factors, the measurement scales/instruments those are also known variables of this research are role overload, commuting stress, workplace spirituality and job performance.

Instrument on organizational stressor (role overload) was used of Ivancevich & Matteson 1980. To measure the level of commuting stress as non organizational stressor, the items developed by Evan, Wener & Phillips, 2002) were used. To find out the moderating effect of workplace spirituality, researcher used the measurement scale developed by Sheng & Chen 2012. Finally, the instrument prepared by the Williams and Anderson in 1991 used to measure the job performance. Five likert scale of close ended method which ranges from strongly disagree to strongly agree was prioritized over the other methods (Zaib et al., 2023r; Zaib et al., 2023s).

Data Analysis

Out of 355 public sector employees 305 responded. It means that 86% employees both males and females returned the questionnaire. Additionally, characteristics of the study demographic can be examined from the table as below.-

Demographic Characteristics

Demographic		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	250	82.0	82.0	82.0
	Female	55	18.0	18.0	100.0
	Valid Total	305	100.0	100.0	
Marital Status	Single	62	20.0	20.0	20.0
	Married	243	80.0	80.0	100.0
	Valid Total	305	100.0	100.0	
Age	18-30 years	78	26.0	26.0	26.0
	31-40 years	102	33.0	33.0	59.0
	41-50 years	70	23.0	23.0	82.0
	51-60 years	18	18.0	18.0	100.0

	Valid	Total	305	100.0	100.0		
Level of Education		Matriculation or equal	31	10.0	10.0	10.0	
		Intermediate or equal	121	40.0	40.0	50.0	
		Graduation or equal	87	29.00	29.0	79.0	
		Post graduate	60	20.0	20.0	99.0	
		M.Phil. or equal	6	1.0	1.0	100.0	
		Valid	Total	305	100.0	100.0	
Designation		Lower Division Clerk	49	16.0	16.0	16.0	
		Upper Division Clerk	31	10.0	10.0	26.0	
		Steno Typist	55	18.0	18.0	44.0	
		Assistant	105	34.0	34.0	78.0	
		Section Officer	32	10.0	10.0	88.0	
		Deputy	20	7.0	7.0	95.0	
		Secretaries	13	5.0	5.0	100.0	
		Valid	Joint Secretaries	305	100.0	100.0	
			Total				
Work Experience		1-10 years	76	25.0	25.0	25.0	
		11-20 years	188	62.0	62.0	87.0	
		21-30 years	20	6.0	6.0	93.0	
		31-40 years	15	5.0	5.0	98.0	
		41 and above	6	2.0	2.0	100.0	
		Valid	years Total	305	100.0	100.0	

The table above reflects the Characteristics of Demographic of this research study. Characteristics of demographic were divided into gender, marital status, age, educational level, designations and experience of the respondents.

Measurement scales of this research were tested through two approaches like as analysis of reliability and item to total correlation that can be further examined from the tables given below

Reliability Analysis

Serial No.	Name of variable	No. of Items	Scores
1	Org-stressor	08	0.69
	Non org-stressor	05	0.84
2	Workplace Spirituality	16	0.77
3	Job performance	10	0.66

Measurement items of the organizational stressor scales were deducted from numbers of ten (10) to numbers of eight (08) in the phase of pilot testing. As item no. 1 and Item no. 5 were

discarded. The item no.5 was also removed from the non organizational measurement scale i.e non organizational stressor. For the improvement of reliability of workplace spirituality and employees' task performance numbers of eleven items were eliminated through reliability technique.

Item to total co-relation

Constructs/Items	Code	1 st analysis		2 nd analysis	
		Item-to-total correlation	Coefficient Alpha	Item-to-total correlation	Coefficient Alpha
Organizational Stressor	OS		.849		.897
	OS2	.658		.672	
	OS3	.717		.721	
	OS4	.651		.681	
	OS6	.661		.671	
	OS7	.641		.662	
	OS8	.691		.752	
	OS9	.671		.725	
	OS10	.269		Excluded*	
Non organizational Stressor	NoS		.881		.881
	NoS1	.683		.683	
	NoS2	.728		.728	
	NoS3	.736		.736	
	NoS4	.725		.725	
	NoS6	.781		.781	
Workplace Spirituality			.934		.945
	WS1	.785		.789	
	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	
	WS21	.656		.654	
WS26	.714		.702		
Job Performance			.891		.945
	JP1	.779		.693	
	JP2	.736		.649	
	JP3	.736		.610	
	JP4	.741		.611	
	JP6	.767		.642	
	JP8	.710		.585	

JP9	.765	.682
JP10	.671	.663
JP11	.756	.695
JP12	.269	Excluded*

The next test for the scales' purification, item to total correlation method was adopted by the researcher. As per suggestion of Hair et al., (2014), the values less than .3 can be removed of measuring items from the respective scale of the study. As the above table shows the values which are found less from the value .3 of the measurement items. These are OS10, WS5 and JP12.

Measurement Model

Effectively and efficiency of scales 'fitness are examined through the measurement model (Mac-Kenzie et al., 2005). Even in this study scales have been examined from following model of the measurement.

Measure	Estimate	Threshold	Interpretation
CMIN	1244.364	--	--
DF	659.000	--	--
CMIN/DF	1.888	Between 1 and 3	Excellent
CFI	0.932	>0.95	Acceptable
SRMR	0.046	<0.08	Excellent
RMSEA	0.052	<0.06	Excellent
NFI	0.98	>0.90	Excellent

Measurement model can be analyzed by model fit indices which are namely called GoF indices and which also show either model is fit or not. Values of GoF are as follows. Hair et al. (2014) recommend that the value of CMIN/DF range should be between 1 and 3, comparative fit index (CFI) should be more than 0.90, Standardized root mean residual (SRMR) must be lower from value of 0.05, range of the root mean square from error of approximation (RMSEA) should be less than 0.08 and finally value of normed fit index (NFI) also must be greater from 0.90. So, the above values of the table reflect the level of excellent and acceptable of GoF indices.

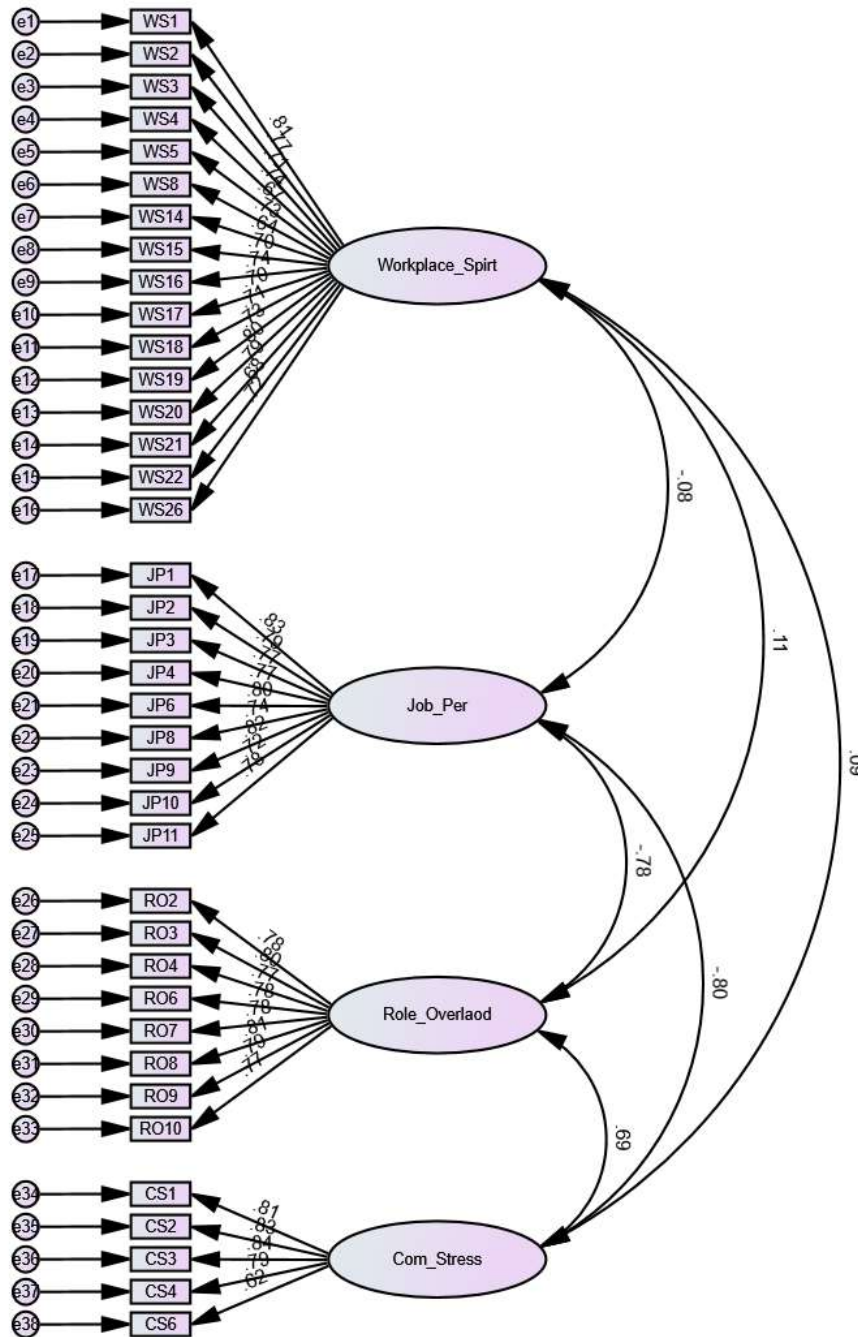


Figure 1

Convergent Validity

Convergent validity reflects the association of measuring constructs of the study. It illustrates the performing of all the observed constructs of the study collectively. For calculation of convergent validity, the values of factor loading should be higher than 0.60 and composite reliability figure also must be higher than of 0.7 (Hair et al., 2014).

Factor loading, composite reliability, AVE and Convergent validity

Constructs	Items	Standardised Loadings	Composite Reliability	AVE			
RO	RO2	.788	0.911	.612			
	RO3	.812					
	RO4	.769					
	RO6	.781					
	RO7	.779					
	RO8	.823					
	RO9	.783					
	CS	CS1			.810	.885	.662
		CS2			.836		
CS3		.851					
CS4		.793					
CS6		.614					
WS		WS1	.814	.889	.556		
	WS3	.686					
	WS4	.719					
	WS8	.723					
	WS15	.679					
	WS16	.758					
	WS17	.736					
	WS18	.718					
	WS19	.729					
	WS20	.777					
	WS21	.767					
	WS22	.689					
	WS26	.740					
	JP	JP1	.819			.994	.661
		JP2	.794				
JP3		.761					
JP4		.770					
JP6		.819					
JP8		.777					
JP9		.779					
JP10		.719					
JP11		.778					

Hence, the above table describes that the all values meet the criteria of convergent validity.

Discriminant Validity

This type of validity separates the observed constructs correlation from each other and it is derived from taking square root of inter constructs correlation. The extracted value of sic must be higher from AVE value (Hair et. al., 2014). The values of all the constructs of this study are as given below table:-

	CR	AVE	Workplace_Spirit	Job_Per	Role_Overload	Com_Stress
Workplace_Spirit	0.948	0.532	0.729			

Job_Per	0.93 3	0.61 0	-0.077	0.781		
Role_Overlaod	0.92 8	0.61 8	0.113†	- 0.780** *	0.786	
Com_Stress	0.88 6	0.61 1	0.091	- 0.795** *	0.687***	0.782

In the table above given, SIC values are greater from AVE values of the study Variables.

HTMT Analysis

	Workplace_Spirt	Job_Per	Role_Overlaod	Com_Stress
Workplace_Spirt				
Job_Per	0.080			
Role_Overlaod	0.118	0.782		
Com_Stress	0.088	0.784	0.680	

HTMT table represents that all the values of measurement constructs of discriminant validities are below from 0.90. The tables of convergent and discriminant catalysts that there is no issue of scales' validities

Structural Model

After measurement model evaluation and finding out of various constructs validities through two techniques that were convergent and discriminant validities, the next step was adopted to perform the structural model test. This is mandatory in the SEM approach (Hair et al., 2014). For the structural model, few but important GoF indices are analyzed and measured. Table below portrays that all the values that should meet the criteria are observed and found accordingly. The values of all GoF indices of the structural model are at excellent level. Thus, figure No. 2 is about the model fitness of the structural model.

Measure	Estimate	Threshold	Interpretation
CMIN	381.027	--	--
DF	206.000	--	--
CMIN/DF	1.850	Between 1 and 3	Excellent
CFI	0.966	>0.95	Excellent
SRMR	0.041	<0.08	Excellent
RMSEA	0.051	<0.06	Excellent
NFI	1.129	>0.90	Excellent

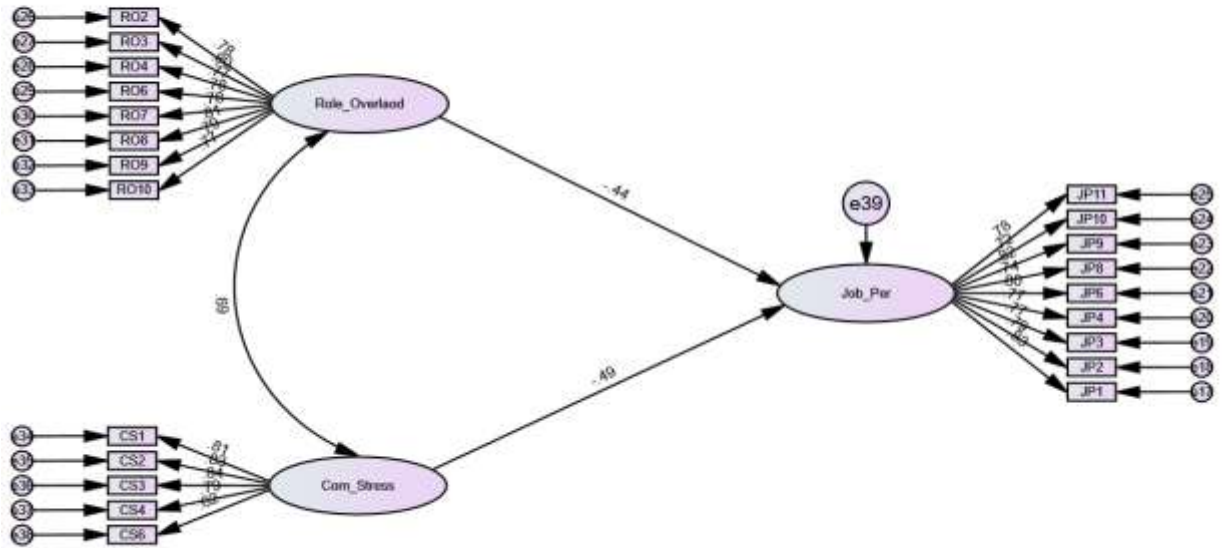


Figure 2
Results of Hypotheses

Hyp.	Independent Variables	Dependent Variable	Path Est.	Std. Err.	t-value	Sig.
H1	Job_Per <--- Role_Overload		-.514	.067	-7.688	***
H2	Job_Per <--- Com_Stress		-.545	.065	-8.324	***

Notes. *** p < .001

Two types of stress were measured and hypothesized with the job performance. These were organizational and non organizational stressors with the employees’ job performance as H1 and H2. Third and four Hypotheses were H3 and H4 which denoted the moderation relationship of workplace spirituality between organizational and non organizational stressors and job performance. The above table depicts that value of path estimation / standardized coefficient is -.514 and critical or t-value is -7.688 which is lower from -1.96. It means that there is found negative relationship between role over load which is an organizational stress factor and job performance. It is also found highly significant relationship between organizational stress’s source and the job performance. In the second hypothesis, critical or t- value is -8.324 and path estimation is -.545. The correlation investigated is highly significant. Thus, it can be said that the results are according to the suggested hypotheses and literature review.

Moderation Analysis

Table Moderation Analysis

Relationship	Moderation of Work Place Spirituality		
	Low	High	t-value
Job_Per <--- Role_Overload	-.605***	-.367***	-2.393
Job_Per <--- Com_Stress	-.556***	-.356***	-3.415

The data and table show moderation effects in both cases. The negative effect of RO on JP was noted in High WS group compared to Low WS (H3) (β Low WP = $-.605^{***}$; β High WP = $-.367^{***}$). Furthermore, the difference in the effect of RO on JP was also significant in cases of WP (Critical value or t- value= -2.393 for WP), and thus we accepted our hypothesis H. The data also shows a moderation effect of WP such that the strength of the effect of CS on JP (H4) (β Low WP = $-.556^{***}$; β High WP = $-.356^{***}$) decrease in case of WP. The difference in the effect of CS on JP was significant in cases of WP (Critical value or t- value = -3.415 for WP), therefore, accepting our moderation hypothesis for WP with the organizational stressor namely role over load and job performance and also with the non organizational stressor i.e commuting stress with the performance of employees' job.

Moreover, the given below table reflects that all the suggested hypotheses of the study are proved and accepted.

Hypotheses	Result
H1	Accepted
H2	Accepted
H3	Accepted
H4	Accepted

Discussion:

The concerned figures of the data analysis reveal results' validity which have been investigated following the review of the study's literature. Path estimation or Standardized coefficient value of the first hypothesis was analyzed as $-.514$. Critical value figure of this hypothesis was as -7.688 . Therefore, it can be said that there is investigated negative but significant correlation between organizational stressor and performance of employees' job.

The results recommend that more organizational stress lowers task performance level in public sector workers. On the contrary side, the lower level of organizational stress can enhance the performance level. In other words, it is to be pleaded from the figures of H1 that employees of various Divisions / Ministries do not give performance who confront stress within the organization i.e role overload. The working personnel who face low level of stress at the work place, give higher level of performance. The results H1 are as same of findings of study (Nevi & Peranginangin, 2019). So, the findings regarding H1 are in line with the remarkable findings (Babbar et al., 2022 & Jahangiri et al., 2022).

Results related to the H2 reveal the strong significant association between commuting stress which is considered as non organizational stress component and employees task performance. Standardized coefficient / path estimation and t or critical values of the hypothesis are $-.545$ and -8.324 are extracted respectively. Relevant figures show that there is a negative correlation between independent variable and dependent variable. Means commuting stress (IV) and job performance (DV) have negative interlink with each other in the study.

Figures illustrate that there is an inverse relationship between non organizational stress factor (commuting stress) and employees work performance. The employees' performance boost up when the stress level is confronted low from outside of the organization by the Ministries /

Divisions and vice versa. It can be interpreted that the employees face commuting type of stress because most of workers' residences are far from offices' locations and approximately they travel 40-50 minutes daily from home to job place. Mean while they face various traffic signals and other issues from outside of their organizations or commuting types of stress and resultantly they don't perform well. Forgoing results of the study show the consistency with the concluding remarks (Babbar et al., 2021). Findings of this study are followed the prior results / findings (Amponsah-Tawiah et al., 2016). Results support the H2. From the above mentioned mathematical figures and discussion, it is claimed that lower level of stress which occurs outside the organization can be the reason to increase the level of workers' performance and the higher level of such type of stress can decrease the performance level. Performance of the ministries / Divisions of capital Islamabad, Pakistan has negative association with their stress's level.

Table of moderation effect indicates that the workplace spirituality plays a moderating role between both IVs that are organizational stressor and non organizational stressor and employees' job performance. Multi-group method was adopted to find out the moderation effect. Concerned table reflects the two group techniques low and high groups of moderation effect among the this study's variables.

In the hypothesis H3 the construct of workplace spirituality has moderating role between the role over-load and task performance of public sector employees of various divisions/ ministries. The values extracted for the third hypothesis of low path and high path estimation and critical or t are $-.605$ and $-.367$ and -2.393 , respectively. The results explain that the low level of workplace spirituality group has lower level of job performance due to higher level organizational stress which arises due to work overload in the organizations of public sector. In the second group of high workplace spirituality employees of public of multiple divisions/ ministries performance is found best which is also due to the lower of stress level within the organizations. Analysis illustrates the results continuity is based on with the conclusions (Gede et al., 2017)

In the second group in which majority of working personnel those who had stronger level of spirituality at the workplace had low intensity of stress which is happened outside from the originations of public entities. The investigated values of high level and low level groups for H4 path estimation and critical ratio were analyzed $-.356$, $-.556$ and -3.415 . The results elaborate that employees having high level spiritual level were performing more efficiently and effectively because researcher has found the higher value of high spirituality group as compare to lower spirituality level group. It was also observed the value i.e $-.356$ (high group) greater than $-.566$ (low group). Discussion regarding to H4 states that the spirituality not only mitigates the effect of non organizational stress factor but also increases the level of working men and women.

In view of the above, it is to be proposed and noted that work spirituality can be used a controlling technique to get rid of external stress factor to maximize the job level output.

Ultimately, it can be assumed that hypothesis (H4) findings are relevant with the findings (Babar et al., 2021). Results are consistent with the study of (Kumar & Kumar, 2014)

Conclusion

Empirical research findings of the study provide the ways of discussion that the factors of both kinds of stress have significant impact on job performance of various ministries / divisions which are located in Islamabad, Pakistan. Stress factors either which occur within the organizations or beyond from the public types of organizations effect the employee's performance significantly, badly and negatively. In the mean while interference of moderator (WPS) between the IVs and DV reduces the impacts of stressors of the stress intensity and enhances the job performance level

Conclusion with reference to job over load as organizational stressor shows a significant and negative impact on job performance. Same as the second job stress source results explain the negative association with the job outcome that is the job performance. Results also highlight the significant relationship between commuting stress and job performance. Evidences reflect the opposite and contrary correlation between both IVs (job overload and commuting stress) with the single D. V (job performance). In this regard, results witness that H1 and H2 are proved and found as their previous discussed literature.

The component of workplace spirituality has moderating role among the role overload and job performance and it has also the same relation between commuting stress and employees' performance. The variable has used as a controlling technique to minimize the effect of stress and maximize the level of individuals' performance. The moderation analysis table describes that employees who had high level of spirituality at the job place could perform well and manage the stress well as compared to having low level of spirituality in employees either in the first relation H3 or in the second relationship H4. Thus it can be concluded that workplace spirituality plays a moderation role among role overload and job performance and also with the commuting stress and job performance. Finally, all the hypotheses H1, H2, H3 and H4 have been accepted.

Implications of research

Multiple research implications can be assumed such as academics, managerial and social. These can be fruitful for implications for various individuals at various levels. First of all, its implications can be useful for the public sector employees. Findings not only have significant contributions in theory development but provide paths to cope or control the stress level at both work or beyond from the work place. Spirituality with multiple dimensions has been used as meditating techniques in the past studies. Thus, dimensions of WPS may be adopted at each individual and management level in the public sector firms and companies.

Private Businesses and organizations other than public sector departments can increase their employees and organizational performance by the usage of workplace spirituality practices. Moreover, high level of workplace spirituality often ensures high level of job satisfaction, high level of organizational commitment and quality of work at the workplace. Hence, by the proper enactment of spirituality at the job place from managerial level can be the reason for organizations' success. Policy makers may introduce and use the techniques of workplace spirituality at large to minimize the issues related to job stress or others for the betterment of organizations effectiveness and efficiency.

Its implications are not only confined with the managers or workers at lower level but this research study also proposes and validates the theory of interaction or transaction developed (Lauzarus & Folkman, 1984).

This research has few limitations as this study took place in Pakistan. Population and sample of the study limited for only public sector employees of Ministries / Division, Islamabad. Employees of mere one public sector were used as a sample of the study. Job Performance as one of the job outcomes was used to measure the stresses of organizational and non-organizational. Workplace spirituality as a moderators denoted coping technique of job stress was determined between the job stressors and job performance.

Following above mentioned limitations of the study, few directions for future researches are drawn like studies can be conducted in other countries of that region. Employees of other sectors even private may be taken up for the future studies. Moreover, for obtaining of unique results other job outcome can be analyzed with this study's stress factors. Multiple mediation techniques / method can be also adopted in the future researches.

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