Challenge-hindrance Stressors and Job Outcomes: An Islamic Work Ethics Perspective

[1]Muhammad Tufail, [2]Shahab Jouhar, [3]Sami Ullah, [4]Fazal Rabi

ABSTRACT

Stressors are perceived differently by individuals and bear diverse outcomes in work settings. Based on the transactional theory of stress, the current study focuses on two objectives. First, it explores the underlying mechanism of job satisfaction between stressors and Organization Citizenship Behavior. Second, the interactive effect of Islamic Work Ethics and Job Satisfaction was explored on OCB. Time-lagged, purposive sampling technique was adopted for data collection. Responses of 448 respondents were recorded working in the head offices of cellular services providers in Pakistan. Data were obtained in two phases. Linear regression was used to test the proposed hypotheses. Results yielded a direct relationship between challenge stressors and an indirect relationship between hindrance stressors with job satisfaction and OCB. Further, the results confirmed the indirect effect of job satisfaction between stressors and OCB. Similarly, the moderating role of IWE was also confirmed in a link between job satisfaction and OCB. This study discusses important practical implications for organizations and theoretical contributions to the literature.

INTRODUCTION

Job stress is a shared issue for managers and organizations in the recent era (Mamberto, 2007) and cannot be denied in both advanced and non-developed countries (Naqvi et al., 2013). Studies have found the unpleasant impact of workplace stress on psychological, and physical health, worker attitude, and behavior (Jex & Yanklelevich, 2008; Boyd et al., 2009). Job stress has been correlated both positively and negatively with strain (Semmer et al., 2005; Fried et al., 2013). Stress in terms of relation to work attitude and behavior has been approved as good or bad due to unsettled results (LePine et al., 2005). Based on Lazarus and Folkman's (1984) stress theory, Cavanaugh et al., (2000) categorized stressors into challenge and hindrance

---

[1] *Abdul Wali Khan University, Mardan, Pakistan. Email: tufail@awkum.edu.pk (Corresponding Author)*

[2] *Abdul Wali Khan University, Mardan, Pakistan. Email: shahabjohar@gmail.com*

[3] *Abdul Wali Khan University, Mardan Pakistan., Email: samiullah_virgo@gmail.com*

[4] *Abdul Wali Khan University, Mardan, Pakistan. Email: fazalrabi@awkum.edu.pk*

stressors. Challenge stressors (CS) are considered positive and include factors like the level of responsibility, time urgency, and workload; and are considered by employees necessary for growth and learning. Conflicting to the CS, hindrance stressors (HS) are reflected as an obstacle to learning and attaining the desired targets and encompass factors like organizational politics, job insecurity, role ambiguity, and role ambiguity.

A relational approach suggests that employee-management connections are fundamental in the work setting and organizational culture is formed by the interaction between individual members and the wider systems with which they interface (Bradbury & Lichtenstein, 2000). Constructive transaction procedures shape and sustain expectable and responding systems of relationships (Cropanzano & Mitchell, 2005). Every stressful condition holds some benefits for both organizations and employees in terms of profit and personal gain such as promotion (LePine et al., 2005; Podsakoff et al., 2007). Studies suggest that employees may occasionally involve in erroneous and counterproductive behaviors due to stress (Mazzola & Disselhorst, 2019; Reisel et al., 2010).

The first portion of the study focuses on the effect of stressors on Organization Citizenship Behavior (OCB) through job satisfaction (JS). To cope with the highly dynamic markets, organizations spend resources to maximize employees' capabilities (Dwivedi, & Kaushik, 2015) and Stressors have been found both directly and indirectly associated with job attitude and behavior (LePine et al., 2005; Podsakoff et al., 2007). In job stress literature, the set of mediators has not fully apprehended relational associations in the workplace and has consequences on employees' attitudes and behaviors (Gharib et al., 2016). To test such a mechanism, it is logical that JS can be a psychological mechanism and would have an indirect impact of stressors on OCB. Studies on stressors were focused on determinants instead of outcomes. (see, Firth et al., 2004; Danna & Griffin, 1999). The positive effect of job stressors was largely neglected in these studies (Kinicki & Kreitner, 2006). Therefore, it was aimed to investigate how JS helps employees to cope with stressful work demands recommended (Javed et., 2017; Pooja et al., 2016). The relationship between job stressors and JS is not clear, for example, Cavanaugh et al., (2000) found that stressors and JS are positively related, while other studies have resulted in inverse relation (Webster et al., 2011; Tufail et al., 2017). Similarly, JS has been found directly related with OCB (Bowling, 2010). The results have been found inconsistent and cultural differences might be involved. With differences in the working environment, culture has been categorized into two parts i.e. Western and Eastern cultures (Jelavic & Ogilvie, 2010). The vital contribution of the current study is to add evidence from

non-western cultures recommended by previous studies (see, Clarke, 2012; Seo et al., 2015) and especially from the Pakistani perspective (Tufail et al., 2017; Azeem et al., 2022).

The second portion focuses on Islamic Work Ethics (IWE). Work ethics is a situational trait that varies across persons and is shaped in the initial stages of human development, and has a significant impact on employees (Saks et al., 1996). While on the other hand, IWE refers to a set of moral principles that organize and direct employees' behaviors in likeness with the teachings of the Holy Quran and the saying of Prophet Muhammad (SAW) (Mohammad et al., 2016).

Contrary to work ethics in Judaism and Christianity IWE has been ignored in organizational studies although Islam has some likenesses with the other two monotheistic religions: Judaism and Christianity, however, Islam has some dissimilarities in terms of work settings (Ali & Al-Owaihan, 2008). For example, Judaism focuses on the particular and important, as well as the purpose of man on earth, and Christianity lays a larger focus on generic and unspecific living principles, particularly spiritual components (Ali & Gibbs, 1998). While Islam delivers comprehensive principles of human life along with maintaining spiritual viewpoints. Work in Islam, therefore, is central to the belief and is regarded as a vital component of life. Furthermore, in Muslim societies, the sayings of Prophet Mohamed and the Quranic text are an integral part of the socio-political discourse (Ali & Al-Owaihan, 2008). Islam with other religions e.g. Christianity and Judaism shares some features and offers some exceptional viewpoints like considering the job as worship and excellence of the job as a virtue (Ali, 2009). Similarly, fairness, fair selection, and compensation from Islamic and other theological perspectives have analogous importance (Rana, & Malik, 2016).

Islam a monotheistic religion, and is the second largest religion after Christianity (Khan et al., 2015) and Approximately 25% of the world's population are Muslims (Salin et al., 2020). IWE has its roots in Quraan and Sunnah, a permanent, universal set of principles that are not restricted to a specific individual, society, or profession (Khan et al., 2015) but for all phases of life containing societal and economics (Ahmad, 2011). IWE provokes workers to be helpful and compassionate toward associates and hence, provides a constructive workplace environment (Ali & Al-Owaihan, 2008). Implementation of IWE supports work-related responsibility as an obligation, paces the positive, and avoids negative behavior (Ahmad & Owoyemi, 2012). In this regard, Quran guides that: "forgive, be kind and away from ignorance" (Qur'an, 7:200). "Retaliation is prohibited and clemency is particularly honored. Surely, Allah does not love sinners" (Qur'an, 42:40). Focusing on hard work and realizing decency (Murtaza et al., 2016), and the firm belief of watching every act by Allah, an individual

who follows IWE will condense negative behavior (Javed et al., 2017). To handle job stress, IWE assists as a divine handling mechanism and various verses have cleared that such belief offers employees a coping mechanism to tackle unpleasant situations. In this regard, Quraan guides "Those that believe! Seek assistance via patience and prayer, for Allah is with the ones who constantly endure" (Qur'an, 2:153); "There is, indeed, alleviation for every struggle" (Qur'an, 94:5–6). "If Allah helps you, none can overcome you; and if He forsakes you, who is there after Him that can help you?" (Qur'an, 3:160).

Regarding the Islamic perspective, it has been stated that culture has a strong influence on organizational activities, but fewer studies in this field and the established studies have been carried out only in the Middle or Far East (Rana, & Malik, 2016). As there are 57 Muslim-majority states in the world (İhsanoğlu, 2010) and most of the southern-Asian countries are Islamic states (Ozdemir et al., 2017) that follow life according to the teaching of Islam (Ali & Al-Owaihan, 2008). Evidence from other countries such as Pakistan is needed (Islam, Chaudhary, & Aziz, 2021). Few studies have focused on snowledge sharing behavior and other positive outcomes (Chaudary et al., 2021; Ullah and Mehmood, 2022: Surani et al., 2021). Recently, studies also suggested testing the moderating role of IWE (Tufail., 2022; Anand et al., 2021; Khan et al., 2020; Javed et al., 2019). Following the above recommendations and to fulfill the literature gaps mentioned above, this study investigates the effect of job stressors on OCB via job satisfaction and the moderating role of IWE.

Challenge-Hindrance Stressors and Organizational Citizenship Behavior

Stressors are the prominent features of the work milieu that cause anxiety or strain. Poor psychosomatic and physical health can be highlighted due to labels of strains (Cooper et al., 2001). Strains can be produced by both hindrance and challenge stressors, with varying impacts on other variables. However, the employee's potential achievement of workload can be found in challenge stressors (Boswell et al., 2004). Employees with a sense and responsibility of handling workload effectively receive substantial benefits like an opportunity for an increase in salaries or promotions and a sense of attainment causing great work performance. However, Hindrance stressors, and ambiguity, suggest fewer chances of such achievements. Solving ambiguity will only empower the employees to achieve ordinary levels. But this will not lead to a pay raise or promotion. In recent times, stressors' dimensionality is found in experimental studies and support. For instance, challenge-associated stressors are exposed to be directly connected to job satisfaction (Podsakoff et al., 2007), turnover intentions, and job performance (Abbas & Raja, 2018), organizational reliability (e.g., Boswell et al., 2004).

Few studies found that the association between work criteria and stress depends on the type of stressors (Boswell et al., 2004; Cavanaugh et al., 2000). Individuals take challenge and hindrance stressors according to their perception, some consider certain stressors as a challenge and others as a hindrance. Though in-role behavior is important for the smooth running of the organization, it is crucial to comprehend the association between stressors and organizational-related behaviors (Webster et al., 2010).

Employees who are not following the work setting enforced on them may find OCB as a barrier that restricts them from achieving their job-related goals (Podsakoff et al., 2009). If they feel that they are less persuaded to leverage their capabilities and to accomplish goals for which in return they are not rewarded directly or which are not a part of their job description. Thus, it is beyond the capabilities of employees to exhibit OCB. Similarly, Kaplan et al., (2009) suggested that individual who experiences high job stress (for instance caused by high work overload) are less engaged in OCB as compared to employees who do not face job stress in their occupation due to a lack of energy and time that are required to perform not necessary optional activities such as exhibiting OCB. Moreover, whenever employees are forced to perform under pressure or to endeavor tasks successfully they become less motivated to help their organization and they keep away from doing additional work which is not a part of their job description. Therefore; we propose that:

H1: *Stressors (challenge [a]) are positively and (hindrance [b]) are negatively correlated with OCB.*

Mediating Role of Job Satisfaction

Podsakoff et al., (2007) in their Meta-analysis concluded the positive relation between CS and the negative relationship of HS with job satisfaction respectively. Social exchange theory gives support for this relationship i.e. when employees find the job environment supportive and have the chances of promotion, personal growth, and development will elicit positive emotions, thus the positive perception of their job- will result in high job satisfaction. Opposite of this, when the employees perceive the working environment as a barrier to personal development and do not allow them to develop their skills, will result in negative emotions. These negative emotions will result in a negative relationship between HS and JS. Furthermore, Positive working conditions and social exchange theory provide the basis for a positive relationship between JS and OCB. The former elaborates that satisfied employees bear positive emotions and thus, engage themselves in exhibiting a high degree of OCB (Fassina et al., 2008; Allen et al., 2008**).** According to Webster et al., (2010), the stressors and work behavior relation is mediated via JS. Thus, to add to the prevailing literature regarding the emerging epoch of stressors it was

vital to check the mediating role of job attitude (job satisfaction) with work behavior. CS is positive while HS is negative and thus has a direct and inverse relation with job attitude and behavior. According to the transaction theory of stress, the interaction between employees and the environment can be conceptualized as stress and has been discussed in earlier sections of the current study. It is said that the supporting and favorable working environment results in positive emotions and motivation regarding the job, thus, exhibiting a high degree of OCB and vice versa.

Job satisfaction is a cerebral function, appraised by employees' responses (Brief & Weiss, 2002) after the evaluative response (Hulin & Judge, 2003). It is needed to explore the mechanism, under which challenge and hindrance stressors influence OCB. To explore the said mechanism, JS is being taken as a mediator between stressors and OCB. It is expected that stressors will influence JS and further job satisfaction will influence OCB. Further, when JS is taken as a mediator between stressors and OCB, this situation leads to exploring whether stressors either directly affect OCB or only JS is affected by stressors, and as a result it influences OCB. Moreover, it is suggested that through JS the CS and OCB relation will be directly related and that of HS with OCB will be indirectly related. Thus:

H 2: Challenge stressors have an indirect positive impact on OCB through job satisfaction.

H 3: Hindrance stressors have an indirect negative impact on OCB through job satisfaction.

The moderating role of IWE

Initially, based on the Islamic teaching (Quran & Sunnah), the term IWE was tossed by Ali (1988) in business research (see, Yousef 2000; Ali & Al-Owaihan, 2008) and has progressed from the teaching of Islam (Kumar & Che Rose, 2012). Our Holy Quran and the Sunnah of our Prophet Hazrat Muhammad (SAWW) are the core advice and practices for all Muslims (Beekun & Badawi 2005). The topic of the Quran is the "Human Being" which covers aspects of normal work life (Razimi et al., 2014). The verses of the Qur'an are directly revealed by Allah (Mellahi & Budhwar, 2010). The teaching and principles of Islam are not changeable and the validity does not change due to the norms and values of any society (Abbasi et al., 2011). Islam emphasizes ethics in any business activity (Rice, 1999) and does not allow the workers to engage in time-wasting and other negative activities in their organizations (Yousef, 2000) rather than is considered the compulsion to be carried out (Kamaluddin & Manan, 2010). Islamic work behavior is not genially different than the other usually acknowledged work behaviors (Sarwar & Abugre, 2013). Organizations owned by non-Muslims also follow some of those ethical values which have been communicated by Islam (Hashim, 2009). Qur'an and the Prophet Muhammad (SAW) accentuates hard work and deject lethargy. For example,

Qur'an explains: "Man would not succeed until he strives" and "O believer! Obey Allah, and his messenger, and your efforts should not be in vain!" (Qur'an, 53:39; 47:33). From an Islamic perspective, hard work covers the idea of consistency in exertion, which implies workers who receive an IWE reliably make a solid effort to accomplish the ultimate targets.

Islam offers a dual vision of human existence, where life in this world and afterward cannot be isolated. The hereafter life of a human will be ensuing in their exposition in this world (Ahmad, 2008). Regarding the same, the Prophet Muhammad (SAWW) cleared that "perform moral actions appropriately, honestly and moderately and you realize that your evil acts will not get you into Paradise and that the most valued action to Allah will be the most regular and consistent, even if it is minimal." (Bukhari, 472). Followers are accountable for performing good or bad and must follow the ideologies allowed by the almighty Allah. Quraan proclaims that "He who accomplishes decent actions and is a Muslim will be fearless of both excess and loss" (Qur'an, 4:122; 20:112). Further, it has been elaborated that every worker is accountable for his/her performance: "Whoever does the right thing does it only for his gain. And whoever fails, he goes amiss to his detriment. No one who is burdened can carry a load of another" (Qur'an, 17:15). Islam graces employment and inspires all human beings to engross in rewarding actions for the benefit of society (Ali, 2010). Thus, employees are encouraged by IWE to engage in positive rather than negative behavior, beneficial for both individuals and the organization and develops a robust interpersonal relationship (Abu-Saad, 2003; Helmy et al., 2014).

Exploring the prospecting moderating variables explains the crucial relationships (Chen & Jin 2014; Park et al., 2016). IWE is likely to influence job satisfaction and citizenship behavior link. Employees having more influence on IWE will abide by positive emotions which will result in exhibiting a higher level of OCB. Islam stresses positive behavior. Similarly, in the organizational context, individuals are expected to follow the guiding principles and to be involved in supportive working behavior. In this regard, Prophet (SAWW) instructed, that are helpful to their fellow are the best people.

Workers, higher on IWE, are more prospective to involve in affirmative behavior and will be motivated towards the achievement of organizational goals and avoid negative behavior. Such honesty has been stated by MUHAMMAD (SAWW): "The best earnings are those obtained via honest human labor" (Ahmed, Hadith No. 83, 93). IWE compels workers to perform their jobs properly and with honesty. As stated by our Prophet: "Allah likes a worker to be perfect in his work" (Baihaqi, 5312).

Keeping in view the importance of moderating variables and following the recommendation by Javed et al., (2019) it can be assumed that IWE will moderate the relationship between job satisfaction and OCB. It is expected that IWE, when paired with JS will strengthen the established link. It can be due to the positive feelings and Islamic principles which will strengthen the perception of individuals in helping behavior. A higher level of IWE will provide support and will not be affected by negative emotions as the job will be considered a virtue. Islam also emphasizes hard work and cooperation in the workplace (Yousef 2001). Satisfied employees engage in discretionary behavior and when combined with IWE the hypothetical link will be strengthened. Thus, it can be hypothesized that:

H4: *Islamic Work Ethics will moderate the positive relation between JS and OCB in such a way that the relationship will be stronger when the IWE is high.*

METHODOLOGY

Sample and Data Collection Procedure

The target population was the employees working in 4 cellular services provider companies (Warid-Mobilink, Telenor, Zong, and Ufone) established in Pakistan. Different industries face diverse competitive pressure thus, we focused on a single (De Clercq, & Belausteguigoitia, 2017). Pakistan was suitable for data collection due to the role of Islamic culture and values (Haq et al., 2020). Data was composed of officer-ranked employees working in head offices and managers of franchises. A cover letter was attached to the questionnaires clarifying the scope of the study and employees filled the questionnaires voluntarily and no variable was manipulated. To avoid social desirability bias, a standard process, previously validated in Pakistan was followed (Murtaza et al., 2016).

Based on the purposive sampling techniques, a sum of 600 questionnaires were distributed among employees of different cadres. Yielding a response rate of 74%, we received 471 questionnaires. The missing data were excluded and 448 useable filled questionnaires were found fit for further procedures. Time-lagged data collection is fruitful (Podsakoff et al., 2012) and varying the orders of questions (Podsakoff et al., 2003) reduces common method bias. Both conditions were followed to eliminate this obstruction and 21 days gap was given while collecting the data. At the first point data regarding stressors, job satisfaction, and IWE were collected and in the second phase, responses were recorded regarding OCB. Data regarding OCB was collected by respective supervisors as recommended by Farid et al., (2019).

The demographic data of the concerned respondents revealed that the majority (82.4%) of the participants were male. Recording the age of the respondents it was found that 56% were aged between 25-36 years. Likewise, only 3.8% of workers were recorded as having more than 20

years of job experience, lastly, experience wise 37.9% of employees were in the group of 6 to 10 years.

Research instruments

This study tested research constructs by using a five-point Likert scale. All the items are espoused from previous studies. Challenge and hindrance stressors were assessed through 11 items scale developed by Cavanaugh et al., (2000). Responses regarding job satisfaction were recorded through 20 items scale, adopted from Weiss et al., (1967), while OCB was measured via 16 items developed by Podsakoff et al, (1990). IWE was measured by a scale developed by Ali (1988) consisting of 17 items.

RESULTS

Table 1. Discriminant and Convergent Validity

Variables	CV	AVE	SMV
Challenge Stressors	0.92	0.78	0.49
Hindrance Stressors	0.96	0.63	0.50
Job Satisfaction	0.85	0.76	0.48
Islamic Work Ethics	0.92	0.72	0.42
Organization Citizenship Behavior	0.90	0.79	0.44

To check the validity of the construct, we followed the recommendation suggested by Anderson and Gerbing (1988) convergent and discriminant validity were checked. It was found that the data was a good fit ($\chi2$/df= 1.6, CFI = 0.96, GFI = 0.95, TLI = 0.96. RMSEA = 0.05, p<0.01). The obtained values confirmed the better fitness of the hypothesized model. Moreover, table 1 demonstrates the convergent and discriminant validity by average variance extracted (AVE) and mean shared variance (MSV). Values of SMV were lower than AVE, confirming the discriminant validity. Similarly, AVE resulted higher than 0.05 and CV was above 0.7, establishing the CV of the constructs.

Furthermore, Harman's single-factor test recommended by Podsakoff et al., (2003) was also performed. It was found that the variance was calculated 40% and concluded that the common method bias was not an issue for results.

Table No 2. Correlation, Mean, SD and Reliabilities

		Mean	S.D	1	2	3	4	5	6	7	8
1	**Gender**	-	-								
2	**Age**	30.1	0.79	-0.22							
3	**Exp**	2.77	0.9	-0.2	0.74						
4	**CS**	2.3	0.51	0.47	-0.01	-0.04	(0.69)				
5	**HS**	3.7	0.67	0.33	-0.007	0.03	-0.19	(0.7)			
6	**JS**	2.66	0.96	-0.04	0.001	0.02	0.16	-.22**	(0.96)		
7	**OCB**	2.46	0.5	-0.03	0.19	0.21	0.34	-0.37**	0.53**	(0.79)	
8	**IWE**	2.34	0.48	0.12	0.007	0.01	0.7	-0.34**	0.28**	0.49**	(0.85)

N= 448; Cronbach's Alpha presented in parenthesis

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the correlation, mean, standard deviation, and reliabilities of the variables. It is clear that CS are positively and HS correlated with JS respectively (r=0.16, r= -0.19, p< 0.01) offering preliminary support for the proposed hypotheses. Similarly, CS are positively and HS are negatively associated with OCB (r= 0.34, r= -0.37, p< 0.01) providing preliminary support for hypotheses. Moreover, JS is positively and directly correlated with OCB (r= 0.53, p< 0.01) and IWE is also directly correlated with OCB (r=0.49).

Table No 3. Regression Analysis

	β	t	sig
CS ➔ JS	0.31	3.5	0.00
JS ➔ OCB	0.25	12.7	0.00
CS ➔ OCB	0.25	6.76	0.00
HS ➔ JS	-0.33	-4.96	0.00
HS ➔ OCB	-0.2	-6.81	0.00

CS (Challenge stressors), JS (Job satisfaction), HS (Hindrance stressors), OCB (Organization citizenship Behavior)

Table 3 specifies that CS has a significant and positive direct effect on JS (β=0.31, p<0.05). Similarly, JS is directly correlated with OCB (β=0.25, p<0.05), and further CS are positively correlated with OCB (β=0.25, p<0.05). In the case of HS, as discussed in the literature, it has a negative impact on JS (β= -0.33, p<0.05) and OCB (β= -0.2, p<0.05). The resulting values were in the acceptable range, thus backing the hypotheses.

Mediating Regression Analysis

Preacher and Hayes (2004) bootstrapping technique was used. The 95% confidence interval (CI) was acquired with a bias inclination rectification technique by utilizing the 4000 bootstrapped tests. If there is no zero involved in the 95% CI for secondary effect, mediation is confirmed. The obtained mediation results have been displayed in table 4.

Table No 4. Mediation Analysis

Path	Total effect	Direct effect	Indirect effect	95% CI[c]	
				Lower level	Upper level
CS ➔ JS ➔ OCB	0.56	0.25	0.31	0.11	0.41
HS ➔ JS ➔ OCB	-0.71	-0.2	-0.51	-0.12	-0.05

CS(Challenge Stressors), Hindrance Stressors (HS)JS (Job Satisfaction), OCB (Organization Citizenship Behavior)

c Determined by bootstrapping with bias correction

Table 4 presents the mediation analysis of challenge-hindrance stressors on OCB through JS. Consistent with Hypothesis 1a, the results reveal that CS positively affect OCB (0.25, p < .01). Bootstrapping results show that JS mediates the relationship between CS and OCB, which means that CS has a positive indirect effect (0.31, p < .01, 95% CI=0.11, 0.41) on OCB through JS, as the 95% bootstrapped CI does not contain any zero i.e. (LLCI,= 0.11; ULCI= 041), thus, lead to acceptance of the proposed hypothesis. Moreover, the total effect was 0.56, which indicates that a unit change in the standard deviation of JS brings a 0.56 change in OCB. Similarly, further results show that HS is negatively associated with OCB (-0.20, p < .01). Therefore, H_2 is accepted. Moreover, it is found that HS have an indirect effect (-0.51, p < .01, 95% CI= -0.12, -0.05) on OCB. As illustrated in Exhibit 3, the result of bootstrap confirmed that JS mediates the effect of HS on OCB, as there is no zero in 95% bootstrapped CI of indirect effect (LLCI=0.12; ULCI= 0.05). In other words, an HS has an indirect negative effect on OCB through its influence on JS. These findings lead to the acceptance of H3 in this study. Moreover, the total effect was -0.71, indicating that a unit change in the standard deviation of JS brings a 0.71 change in OCB.

Moderating analysis

Cohen et al., (2003) technique was applied to assist the moderating effect. The IV and MV were mean-centered. To investigate the multicollinearity among the variables the tolerance statistics (Tabachnick & Fidell, 2001) and variance inflation factor (VIF) scores (Hair et al., 1998) were calculated. The VIF and TS measure the degree to which correlation among the variables affects the accuracy of a regression model. The acceptable values of Tolerance statistics are above 0.10 (Hair et al., 1998), and that of VIF scores is less than 5 (Chatterjee & Price, 1991). The analyses found the VIF scores were 1.04, and tolerance =0.96, negating the multicollinearity issue. Hypothesis 4 predicted the moderating effect of IWE, the result has been displayed in table no 5. Step 3 specifies the significant moderation role of IWE. The R^2 change value (0.005) is small but significant and informative.

Table 5. Moderating Analysis

	OCB		
	β	R^2	ΔR^2
Gender		0.003**	
Education		0.001**	
Step 2			
JS	0.02**		
IWE	0.11**	0.415**	
Step 3			
JS x IWE	0.58**	0.421**	0.005**

**. Correlation is significant at the 0.01 level (2-tailed).

DISCUSSION

Job satisfaction, from a job perspective, has been studied as a possible outcome of job stress. (Zivnuska et al., 2002) nevertheless not a substitute for strain (Weber et al., 2010). In this domain, it has also been advised that JS is an emotional condition that is caused by positive or adverse judgments (Hulin & Judge, 2003). Challenge-hindrance stressors are appraised as positive or negative by individuals, thus JS as well. All job stressors are not harmful, some are judged as positive which endorses their development (Van den et al., 2010;Nielsen et al, 2022). CS provides the opportunity for growth. When employees feel positive emotions regarding their organization they feel comfortable and try to show discretionary behaviors. CS enhances motivation, as employees feel that greater efforts on the job will facilitate them to achieve organizational and personal goals (LePine et al., 2005). It has been confirmed that high motivation for growth will lead to having a higher degree of OCB and other desired outcomes (Tufail et al., 2021).

HS are inversely related to OCB. It is hard to experience a high level of OCB toward organizations having negative feelings by employees. Negative emotions intensify the likelihood of discontinuation from discretionary behaviors (Bachrach & Jex, 2000; Weber et al., 2010) thus, results in negative relations with OCB. Researchers investigated the ways to motivate employees to involve in OCB as it contributes to both employees and organizations (Uçanok & Karabati, 2013). OCB has greater practical worth for employees (Sommer & Kulkarni, 2012). For instance, OCB is given more weightage than in-role performance while performance appraisal (Lievens et al., 2008). Meta-analyses conducted by Podsakoff et al., (2009) underlined that OCB positively influences overall productivity. OCB is not an automatic process but requires particular efforts, and energy investment (Trougakos et al., 2015). Stressful situations (hindrance stressors) trench workers' energy, and motivation, and do not provide a supportive environment. To work in such an environment, employees try to retort with cognitive coping (Lazarus & Folkman, 1984), consequently, such employees have lesser energy to exhibit discretionary behavior which is not a requirement of formal duties (Schaufeli & Bakker, 2004). Our study found that challenge stressors are directly associated with JS and OCB (for discussion, Podsakoff et al., Pine, & LePine, 2007; Rodell & Judge, 2009) while HS are indirectly correlated with JS (Boswell et al, 2004) and OCB (Jain et al., 2013). Our study has supported the discoveries of prior efforts in this reverence (Sawhney, & Michel, 2022).

Results established the mediating role of JS. Moreover, it was also hypothesized that JS plays a mediating role between HS and OCB. Results supported the proposed hypotheses and confirmed that the said relationships are mediated via JS. In such domain, Webster et al., (2010)

found the influence of stressors on work outcomes through JS, confirmed by the current study. Initially, Lazarus and Folkman's (1984) model of stress had a focus on stress, and for coping mechanism, the individual needs to evaluate the working environment to be stressful (Beehr & Franz, 1987). Stressors endure probable maltreatment even if they are good, assessment should be considered before adopting strategies (Webster et al., 2011).

Regarding the moderating role, it was found that the said relation was moderated by IWE, relatively low (0.005) still informative and concludes a significant moderating impact of IWE. Strong faith and belief not only develop employees with integrity but make them work hard (Kamal, 1985) negating to perform any extra activity in the organization. Studies explored the vitality of IWE in transforming employees to be authentic and responsible to perform their duties without expecting any extra reward (Hayati & Caniago, 2012). The reason behind this could be that Allah is the Creator and nothing is hidden from Him, and trust that the reward and satisfaction will be awarded by Him, not by individuals (Javed et al., 2019). Employees consider their jobs as a virtue, are satisfied, and expect the reward in the long run. Such belief of getting the reward by Allah has also been discussed in Quraan as "Surely, individuals who believed and done virtuous deeds—indeed, those who have done well in deeds—will not be denied their reward" (Quran, 18:30). Strong belief in Allah facilitates employees on coping rather than deviant behavior in organizations (Husin, 2011). Promoting religious values enhances social networking (Kirkbesogl & Sargu, 2016) and supports other co-workers (De Clercq et al., 2019) and other desired behavior (Tufail, 2022; Qasim et al., 2022). Accordingly, employees expect a reward in the afterlife (Rawwas et al., 2018), thus, exhibiting higher discretionary behavior when paired with JS. IWE was found beneficial for society and the organization's prosperity (Abbasi & Rana 2012; Sarwar & Abugre 2013).

Practical Implication

The current study bears some practical implications for managers and organizations. First, stressors are considered good or bad by individuals. So, to cope with stressors organizations must take the initiatives to train employees according to the required skills. Proper counseling is required to be carried out. Second, some stressors are due to organizational practices like a long way of communication. In this situation, the managers may adopt the policy and follow the procedures to eliminate unnecessary channels. Third, job insecurity (hindrance stressors) plays an important role in exhibiting OCB. For example, employees, who have a contract job will exhibit a higher degree of OCB than those having regular jobs (Feather & Rauter, 2004). Thus, such policies need to be tailored so that the employees pay back to organizations through a high degree of OCB.

Managers of multinationals might find it easy and more effective to work with such employees who exhibit a higher level of IWE due to the reason of inclination to work hard, the timely achievement of targets, and engage in positive behavior. Such supportive behavior and better performance will augment the image of the organization. Everyone is responsible for their performance and no other can be blamed for the same reason (Hashim, 2010). In this regard Qur'an says, "And fear the Day on which you will be taken back to God; yet every soul will be rewarded what it deserves, and no one will be treated unfairly" (Quran; 2:281). The Islamic view of the selection is to follow merit and proficiency. In no case, nepotism should be followed (Alorfi, 2012). The best available candidate should be selected (Mohiuddin, 2012). It is the foremost liability of the establishment to safeguard fairness and integrity. The employees create the overall image of the organization. Subsequently, any organization may find the degree of IWE of candidates and employees before offering a job or promotion to them. This can be accomplished with a survey while interviewing.

Another implication for the managers could be the equal pay concept. The disparity in pay causes demotivation and hinders employees from productive behavior (Farooq et al., 2017). Such variation will embark negative emotions and the employees will not be indulged in discretionary behavior. Discrimination in Compensation should be discouraged and be considered the workers' family obligation (Azmi, 2010).

Theoretical Implications

This study pays to the evolving literature on stressors and IWE by endorsing the significant mediating impact of job satisfaction between stressors and OCB, and the moderating role of IWE between JS and OCB. This study provides empirical evidence of the stressors OCB literature recommended by previous studies (Abbas and Raja, 2019; Horan et al., 2020;To et al., 2020). They further in sighted that in Pakistani culture pressure and seeking helping behavior from colleagues is normal. There is a long custom of dependence on morals to comprehend why individuals act in explicit manners (Khan et al., 2015). Based on such a notion, the impact of IWE which are based on Quraan and Sunnah (Kumar & Che Rose 2012). In Islamic societies, religion and ethical philosophies have a substantial effect on normal life. Islam addresses effectiveness, cooperation (Yousef 2000), and many additional aspects (Ali and Al-Kazemi 2007); consequently, the relation between IWE and OCB is vital. In Islam job is taken as a virtue and employees are anticipated to live prolific life (Ali & Al-Kazemi 2005) and are relaxed to perceive how such features are reflected in one's job. Certainly, the combined effect of IWE and JS on OCB is steady with the main theme of IWE, which stresses helping behavior at the workplace. As projected that employees who were satisfied and were

higher at IWE engaged more in OCB than those lower on IWE. Our results pay to the developing literature on IWE and highlight the ethical character in refining outcomes. Prior studies have confirmed the moderating role of IWE (see, Farid et al., 2019; Tufail et al., 2018; Javed et al., 2019; Khalid et al., 2018, for discussion). Our results support the value of IWE as a moderator in the organizational context.

Limitations and Future Research Directions

Several limitations were noted during the study. First, the individuals were known of the fact that the study is about measuring the level of stress and its relation with OCB, thus possibility was there that the individual might underreport the level or perception of stressors. Second, the CS, HS, and OCB were measured as uni-dimensional consequently, future studies need to explore the dimension-wise impact of stressors on other variables. Likewise, OCB pressure can also be studied with challenge-hindrance stressors (Abbas & Raja, 2018). Third, Gender was not taken into two categories. It has been suggested that excessive female directors are not necessary for ethical companies (Dominguez et al., 2009). Lastly, the data was collected from private sector organizations where the environment is tougher than in public sector organizations and there is little room for lethargy, therefore it is strongly recommended to carry out the comparative study as the employees in public sector organizations normally score high on IWE.

Bearing such limitations there are avenues for future studies. First, organizational support can be considered as a potential mediator. When there is support from the organization, the negative effects of hindrance stressors might be lesser and thus, increase OCB. Second, the OCB has been divided into OCBI and OCBO; providing avenues to be taken as separate dimensions concerning challenge and hindrance stressors. Another avenue for further research may be negative work behavior like counter CWB (Tufail et al., 2019) and compulsory citizenship behavior. The negative aspect of HS when paired with IWE will lessen the adverse effect of CWB and CCB. Lastly, IWE has been investigated as a moderator with negative outcomes (Tufail et al., 2021) and thus, may be considered for challenge hindrance stressors and knowledge hiding.

REFERENCES

Abbas, M., & Raja, U. (2019). Challenge-hindrance stressors and job outcomes: The moderating role of conscientiousness. *Journal of Business and Psychology*, *34*(2), 189-201.

Abbasi, A. S., & Rana, A. H. (2012). Impact of Islamic work ethics, reward system and organizational environment on citizenship behavior of employees. *Science International, 24*(4), 513–519.

Abbasi, A. S., Rehman, K. U., & Bibi, A. (2011). Islamic work ethics: How it affects business performance. *Actual Problems of Economics*, (12), 312-322.

Abu-Saad, I. (2003). The work values of Arab teachers in Israel in a multicultural context. *Journal of Beliefs and Values*, *24*, 39–51.

Ahmad, K. (2008). Challenges and practices in human resource management of the Muslim world. *The Journal of Human Resource and Adult Learning*, 4(2), 34-42.

Ahmad, M. S. (2011). Work ethics: An Islamic perspective. *International Journal of Human Sciences*, *8*, 850–859.

Ahmad, S., & Owoyemi, M. Y. (2012). The concept of Islamic work ethic: An analysis of some salient points in the prophetic tradition. *International Journal of Business and Social Science*, *3*(20), 116–123.

Ali, A. (1988). Scaling an Islamic work ethic. *The Journal of Social Psychology*, *128*(5), 575-583.

Ali, A. and Gibbs, M. (1998). Foundation of business ethics in contemporary religious thought: the ten-commandment perspective. *International Journal of Social Economics*, 25(9), 1552-1564.

Ali, A. J. (2009). Levels of existence and motivation in Islam. *Journal of Management History*. 15(1), 50-65.

Ali, A. J., & Al-Kazemi, A. A. (2005). The Kuwaiti manager: Work values and orientations. *Journal of Business Ethics, 60*(1), 63–73.

Ali, A. J., & Al-Kazemi, A. A. (2007). Islamic work ethic in Kuwait. *Cross Cultural Management: An International Journal, 14*(2), 93–104.

Ali, A.J. (2010). Islamic challenges to HR in modern organizations. *Personnel Review*, 39 (6), 692-711.

Ali, A.J. and Al-Owaihan, A. (2008). Islamic work ethic: a critical review. *Cross Cultural Management: An International Journal*, 15(1), 5-19.

Allen, T. D., Eby, L. T., O'Brien, K. E., & Lentz, E. (2008). The state of mentoring research: A qualitative review of current research methods and future research implications. *Journal of Vocational Behavior*, *73*(3), 343-357.

Alorfi, S. (2012). Human resource management from an Islamic perspective. *Journal of Islamic and Human Advanced Research*, 12(2), 86-92.

Aman-Ullah, A. and Mehmood, W. (2022). Role of Islamic work ethics in shaping employees' behaviour: evidence from the banking sector in Azad Jammu and Kashmir. *Journal of Islamic Accounting and Business Research*. doi.org/10.1108/JIABR-12-2021-0309

Anand, A., Offergelt, F., & Anand, P. (2021). Knowledge hiding–a systematic review and research agenda. *Journal of Knowledge Management*. 26(6), 1438-1457.

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, *103*(3), 411-423.

Azeem, M. U., Haq, I. U., Murtaza, G., & Jaffery, H. (2022). Challenge–Hindrance Stressors, Helping Behavior and Job Performance: Double-Edged Sword of Religiousness. *Journal of Business Ethics*, 1-13.

Azmi, I.A.G. (2010). Islamic human resource practices and organizational performance: a preliminary finding of Islamic organizations in Malaysia. *Journal of Global Business and Economics*, *1*(1), 27-42.

Bachrach, D. G., &Jex, S. M. (2000). Organizational citizenship and mood: An experimental test of perceived job breadth. *Journal of Applied Social Psychology*, *30*(3), 641-663.

Beehr, T. A., & Franz, T. M. (1987). The current debate about the meaning of job stress. *Journal of Organizational Behavior Management*, *8*(2), 5-18.

Beekun, R. I., & Badawi, J. A. (2005). Balancing ethical responsibility among multiple organizational stakeholders: The Islamic perspective. *Journal of Business Ethics*, *60*, 131–145.

Boswell, W. R., Olson-Buchanan, J. B., &LePine, M. A. (2004). Relations between stress and work outcomes: The role of felt challenge, job control, and psychological strain. *Journal of Vocational Behavior*, *64*(1), 165-181.

Bowling, N. A. (2010). Effects of job satisfaction and conscientiousness on extra-role behaviors. *Journal of Business and Psychology*, *25*(1), 119-130.

Boyd, N. G., Lewin, J. E., & Sager, J. K. (2009). A model of stress and coping and their influence on individual and organizational outcomes. *Journal of Vocational Behavior*, *75*(2), 197-211.

Bradbury, H., & Lichtenstein, B. M. B. (2000). Relationality in organizational research: Exploring the space between. *Organization Science*, *11*(5), 551-564.

Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual review of psychology*, *53*(1), 279-307.

Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among US managers. *Journal of applied psychology*, *85*(1), 65-74.

Chatterjee, S., & Price, B. (1991). Regression diagnostics. *New York*.

Chaudhary, A., Islam, T., Ali, H.F. and Jamil, S. (2021). Can paternalistic leaders enhance knowledge sharing? The roles of organizational commitment and Islamic work ethics. *Global Knowledge, Memory and Communication*, doi.org/10.1108/GKMC-06-2021-0109.

Chen, H., & Jin, Y. H. (2014). The effects of organizational justice on organizational citizenship behavior in the Chinese context: The mediating effects of social exchange relationship. *Public PersonnelManagement, 43*(3), 301–313.

Clarke, S. (2012). The effect of challenge and hindrance stressors on safety behavior and safety outcomes: a meta-analysis. *Journal of Occupational Health Psychology. 17*(4),387–397.

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences*. Routledge.

Cooper, C. L., Dewe, P. J., &O'Driscoll, M. P. (2001*).* Organizational stress: A review and critique of theory, research, and applications. Sage.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management. 31*(6), 874-900.

Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, *25*(3), 357-384.

De Clercq, D., Rahman, Z., & Haq, I. U. (2019). Explaining helping behavior in the workplace: The interactive effect of family-to-work conflict and Islamic work ethic. *Journal of Business Ethics*, *155*(4), 1167-1177.

De Clercq, D., & Belausteguigoitia, I. (2017). The usefulness of tenacity in spurring problem-focused voice: The moderating roles of workplace adversity. *Journal of Business and Psychology*, *32*(4), 479-493

Dominguez, L.R., Alvarez, I.G. and Sanchez, I.M. (2009). Corporate governance and codes of ethics. *Journal of Business Ethics*, 90(2), 187-202.

Dwivedi, S., &Kaushik, S. (2015). Organizational Citizenship Behaviors and Demographic Variables of Employees in Indian Business Process Outsourcing (BPO) Sector. *IUP Journal of Organizational Behavior*, *14*(1), 121-126.

Farid, T., Iqbal, S., Jawahar, I. M., Ma, J., & Khan, M. K. (2019). The interactive effects of justice perceptions and Islamic work ethic in predicting citizenship behaviors and work engagement. *Asian Business & Management*, *18*(1), 31-50.

Farooq, N., Ullah, R., & Zia, Y. A. (2017). Pay Disparity among Employees of the Federal Government of Pakistan and the Mediating Role of Motivation between Pay Satisfaction and Organizational Citizenship Behavior. *FWU Journal of Social Sciences*, *11*(2), 60-70.

Fassina, N. E., Jones, D. A., &Uggerslev, K. L. (2008). Meta-analytic tests of relationships between organizational justice and citizenship behavior: testing agent-system and shared-variance models. *Journal of Organizational Behavior*, *29*(6), 805-828.

Feather, N. T., & Rauter, K. A. (2004). Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of occupational and organizational psychology*, *77*(1), 81-94.

Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of managerial psychology*. 19 (2), 170-187.

Fried, Y., Shirom, A., Gilboa, S., & Cooper, C. L. (2013). The mediating effects of job satisfaction and propensity to leave on role stress-job performance relationships: Combining meta-analysis and structural equation modeling. In: Cooper, C.L. (eds) From Stress to Wellbeing Volume 1. Palgrave Macmillan, London.

Gharib, M.N., Jamil, S.A., Ahmad, M. & Ghouse, S. (2016). The impact of job stress on job performance: a case study on academic staff at dhofar University. *International Journal of Economic Research, 3(1), 1-6.*

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., &Tatham, R. L. (1998). *Multivariate data analysis* (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice hall.

Hashim, J. (2009). Islamic revival in human resource management practices among selected Islamic organisations in Malaysia. *International Journal of Islamic and Middle Eastern Finance and Management*, 2(3), 251-267.

Hashim, J. (2010). Human resource management practices on organizational commitment: the Islamic perspective.*Personnel Review*, 39(6), 785-799.

Haq, I. U., De Clercq, D., Azeem, M. U., & Suhail, A. (2020). The interactive effect of religiosity and perceived organizational adversity on change-oriented citizenship behavior. *Journal of Business Ethics*, 165(1), 161–175.

Hayati, K., & Caniago, I. (2012). Islamic work ethic: The role of intrinsic motivation, job satisfaction, organizational commitment and job performance. *Procedia-Social and Behavioral Sciences*, *65*, 1102-1106.

Helmy, S., Labib, A., & AbouKahf, A. (2014). The impact of Islamic values on interpersonal relationship conflict management in Egyptian business organizations "an applied study". *Procedia-Social and Behavioral Sciences*, *143*, 1090–1110.

Horan, K. A., Nakahara, W. H., DiStaso, M. J., & Jex, S. M. (2020). A review of the challenge-hindrance stress model: Recent advances, expanded paradigms, and recommendations for future research. *Frontiers in Psychology, 11*, 3065.

Hulin, C. L., & Judge, T. A. (2003). Job attitudes. *Handbook of psychology*.

Husin, W. N. W. (2011). The influence of *Budi-Islam* values on Tunku Abdul Rahman (Tunku) Leadership. *The European Proceedings of Social and Behavioral Sciences*. Future Academy (pp. 20–28).

İhsanoğlu, E. (2010). The Islamic world in the new century: The organisation of the Islamic conference. Hurst Publishers.

Islam, T., Chaudhary, A., & Aziz, M. F. (2021). I regret to hide knowledge: a coping strategy model. *Global Knowledge, Memory and Communication*. 71 (4/5), 230-252.

Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Stress, health and well-being: the mediating role of employee and organizational commitment. *International journal of environmental research and public health*, *10*(10), 4907-4924.

Javed, B., Bashir, S., Rawwas, M. Y., & Arjoon, S. (2017). Islamic work ethic, innovative work behaviour, and adaptive performance: The mediating mechanism and an interacting effect. *Current Issues in Tourism*, *20*(6), 647-663.

Javed, B., Fatima, T., Yasin, R. M., Jahanzeb, S., & Rawwas, M. Y. (2019). Impact of abusive supervision on deviant work behavior: The role of Islamic work ethic. *Business Ethics: A European Review*, *28*(2), 221-233.

Jelavic, M., & Ogilvie, K. (2010). Knowledge management views in Eastern and Western cultures: an integrative analysis. *Journal of Knowledge Globalization*, *3*(2), 51-69.

Jex, S. M., & Yankelevich, M. (2008). Work stress. *The Sage handbook of organizational behavior*, *1*, 498-518.

Kamal, H. (1985). *Profesionalisme dan etika kerja Islam. Seminar Pengurusan Islam*. Bangi: Universiti Pertanian Malaysia.

Kamaluddin, N., & Manan, S. K. A. (2010). The conceptual framework of Islamic work ethic (IWE).
Malaysian Accounting Review, 9(2), 57–70.

Kaplan, S., Bradley, J. C., Luchman, J. N., & Haynes, D. (2009). On the role of positive and negative affectivity in job performance: a meta-analytic investigation. *Journal of Applied Psychology*, *94*(1), 162- 176.

Khalid, M., Bashir, S., Khan, A. K., & Abbas, N. (2018). When and how abusive supervision leads to knowledge hiding behaviors. *Leadership & Organization Development Journal*. 39(6), 794-806.

Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic Work Ethic. *Journal of Business Ethics*, *126*(2), 235-246.

Khan,T,I., Kaewsaeng-on, R., Hassan, Z, M., Ahmed, S., & Khan, A. Z. (2020). Perceived organizational politics and age, interactive effects on job outcomes. *SAGE Open*, *10*(3), 2158244020936989.

Kinicki, A., & Kreitner, R. (2006). Organizational behavior: Key concepts, skills & best practices. New York: McGraw-Hill/Irwin.

Kirkbesogl, E., & Sargu, A. S. (2016). Transformation of Islamic work ethic and social networks: The role of religious social embeddedness in organizational networks. *Journal of Business Ethics, 139*(2), 313–331

Kumar, N., & Che Rose, R. (2012). The impact of knowledge sharing and Islamic work ethic on innovation capability. *Cross Cultural Management: An International Journal, 19*(2), 142–165.

Lazarus, R. S., & Folkman, S. (1984). Coping and adaptation. *The handbook of behavioral medicine*, 282-325.

LePine, J. A., Podsakoff, N. P., &LePine, M. A. (2005). A meta-analytic test of the challenge stressor–hindrance stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of Management Journal*, *48*(5), 764-775.

Lievens, F., De Corte, W., & Schollaert, E. (2008). A closer look at the frame-of-reference effect in personality scale scores and validity. *Journal of Applied Psychology*, *93*(2), 268-279.

Mamberto, C. (2007). Companies aim to combat job-related stress. Wall Street Journal.

Mazzola, J. J., & Disselhorst, R. (2019). Should we be "challenging" employees? A critical review and meta-analysis of the challengehindrance model of stress. *Journal of Organizational Behavior, 40*(8), 949–961.

Mellahi, K. and Budhwar, P.S. (2010). Introduction: Islam and human resource management. *Personnel Review*, 39(6), 685-691.

Mohammad, J., Quoquab, F., Makhbul, Z.M. and Ramayah, T. (2016). Bridging the gap between justice and citizenship behavior in Asian culture. *Cross Cultural & Strategic Management*, 23 (4), 633-656.

Mohiuddin, G. (2012). Controlling: An Islamic perspective. *Research Journal of Finance and Accounting*, 3(9), 108-113.

Murtaza, G., Abbas, M., Raja, U., Roques, O., Khalid, A., & Mushtaq, R. (2016). Impact of Islamic work ethics on organizational citizenship behaviors and knowledge-sharing behaviors. *Journal of Business Ethics*, *133*(2), 325-333.

Naqvi, S. M. H., Khan, M. A., Kant, A. Q., & Khan, S. N. (2013). Job stress and employees' productivity: case of Azad Kashmir public health sector. *Interdisciplinary Journal Contemporary Research Business*, *5*, 525-542.

Nielsen, J., Firth, B., & Crawford, E. (2022). For better and worse: How proactive personality alters the strain responses to challenge and hindrance stressors. *Organization Science*. doi.org/10.1287/orsc.2022.1587

Ozdemir, S., Erdogan, S., & Gedikli, A. (Eds.). (2017). *Handbook of Research on Sociopolitical Factors Impacting Economic Growth in Islamic Nations*. IGI Global.

Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: The mediating effect of self-leadership. *Leadership & Organization Development Journal, 37*(6), 711–729.

Podsakoff, N. P., LePine, J. A., &LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: a meta-analysis. *Journal of applied psychology*, *92*(2), 438.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, *94*(1), 122.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, *63*, 539-569.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, *88*(5), 879-903.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, *1*(2), 107-142.

Pooja, A. A., De Clercq, D., & Belausteguigoitia, I. (2016). Job stressors and organizational citizenship behavior: The roles of organizational commitment and social interaction. *Human Resource Development Quarterly*, *27*(3), 373-405.

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, *36*(4), 717-731.

Qasim, M., Irshad, M., Majeed, M., & Rizvi, S. T. H. (2022). Examining impact of islamic work ethic on task performance: mediating effect of psychological capital and a moderating role of ethical leadership. *Journal of Business Ethics*, 180(1), 283-295.

Rana, M. H., & Malik, M. S. (2016). Human resource management from an Islamic perspective: a contemporary literature review. *International Journal of Islamic and Middle Eastern Finance and Management*. 9(1), 109-124.

Rawwas, M. Y., Javed, B., & Iqbal, M. N. (2018). Perception of politics and job outcomes: moderating role of Islamic work ethic. *Personnel Review*. 47(1), 74-94.

Razimi, M. S. B. A., Noor, M. M., & Daud, N. M. (2014). The concept of dimension in human resource management from Islamic management perspective. *Middle-East Journal of Scientific Research*, *20*(9), 1175-1182.

Reisel, W. D., Probst, T. M., Chia, S. L., Maloles, C. M., & König, C. J. (2010). The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior,

and negative emotions of employees. *International Studies of Management & Organization*, *40*(1), 74-91.

Rice, G. (1999). Islamic ethics and the implications for business. *Journal of business ethics*, *18*(4), 345-358.

Rodell, J. B., & Judge, T. A. (2009). Can "good" stressors spark "bad" behaviors? The mediating role of emotions in links of challenge and hindrance stressors with citizenship and counterproductive behaviors. *Journal of Applied Psychology*, *94*(6), 1438-1451.

Saks, A. M., Mudrack, P. E., & Ashforth, B. E. (1996). The relationship between the work ethic, job attitudes, intentions to quit, and turnover for temporary service employees. *Canadian Journal of Administrative Sciences*, *13*(3), 226-236.

Salin, A. S. A. P., Ab Manan, S. K., & Kamaluddin, N. (2020). Ethical framework for directors–learning from the prophet. *International Journal of Law and Management*. 62(2), 171-191.

Sarwar, S., & Abugre, J. B. (2013). An assessment of Islamic work ethics on employees in organizations: Insights from the United Arab Emirates. *Problem of Management in the 21st Century, 23*, 60–72.

Sawhney, G., & Michel, J. S. (2022). Challenge and hindrance stressors and work outcomes: The moderating role of day-level affect. *Journal of Business and Psychology*, *37*(2), 389-405.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), 293-315.

Semmer, N. K., McGrath, J. E., &Beehr, T. A. (2005). Conceptual issues in research on stress and health. *Handbook of stress medicine and health*, *2*, 1-43.

Seo, H. C., Lee, Y. S., Kim, J. J., &Jee, N. Y. (2015). Analysing safety behaviours of temporary construction workers using structural equation modelling. *Safety Science*, *77*, 160-168.

Sommer, K. L., & Kulkarni, M. (2012). Does constructive performance feedback improve citizenship intentions and job satisfaction? The roles of perceived opportunities for advancement, respect, and mood. *Human Resource Development Quarterly*, *23*(2), 177-201.

Suryani, S., Sudrajat, B., Hendryadi, H., Oktrivina, A., Hafifuddin, H. and Ali Buto, Z. (2021). Can Islamic work ethics encourage knowledge-sharing behaviors? The role of job embeddedness and organizational identification. *Journal of Islamic Accounting and Business Research*, 12(8), 1181-1199.

Tabachnick, B., &Fidell, L. (2001). Using multivariate statistics (4thed.). Needham Heights, MA: Allyn & Bacon.

To, C., Kilduff, G. J., & Rosikiewicz, B. L. (2020). When interpersonal competition helps and when it harms: an integration via challenge and threat. *Academy of Management Annals, 14*(2), 908–934.

Trougakos, J. P., Beal, D. J., Cheng, B. H., Hideg, I., & Zweig, D. (2015). Too drained to help: A resource depletion perspective on daily interpersonal citizenship behaviors. *Journal of Applied Psychology*, *100*(1), 227-236.

Tufail, M., (2022). Impact of Perceived Organizational Politics on Employee Work Engagement: The Moderating Role of Islamic Work Ethics. *Journal of Business and Economics*, 14(1), 1-17.

Tufail, M., Ghauri, U., Khan, S., & Rahman, I, U. (2021). Interactive effect of Workplace Hazing and Islamic Work Ethics on Knowledge hiding Behavior. *International Review of Basic and Applied Sciences*, 9(3), 122-134.

Tufail, M., Anum., Shahzad, S., & Jehangir, D. (2018). Stressors, Organization Citizenship Behavior and Islamic Work Ethics. *Journal of Business and Tourism*, 4(1), 81-96.

Tufail, M., Shahzad, K ., Gul, A., & Khan, K. (2017). The Impact of Challenge and Hindrance Stressors on Job Satisfaction: Moderating Role of Islamic Work Ethics. *Journal of Islamic and Business and management,* 7(1). 100-113.

Tufail, M., Sultan, F. & Anum. (2019). Examining the effect of Challenge-Hindrance stressors on Work Attitude and Behavior. *FWU Journal of Social Sciences*, *13*(1). 90-104.

Tufail, M., Habib, M, N., & Manzoor, H. (2021). Challenge Stressors and Faculty Job Performance: The Role of Career Success Satisfaction during COVID-19. *International Journal of Business and Management Sciences*, 2(3), 92-107.

Tufail, U., Ahmad, M. S., Ramayah, T., Jan, F. A., & Shah, I. A. (2017). Impact of Islamic work ethics on organisational citizenship behaviours among female academic staff: the mediating role of employee engagement. *Applied Research in Quality of Life*, *12*(3), 693-717.

Uçanok, B., & Karabatı, S. (2013). The effects of values, work centrality, and organizational commitment on organizational citizenship behaviors: Evidence from Turkish SMEs. *Human Resource Development Quarterly*, *24*(1), 89-129.

Van den Broeck, A., De Cuyper, N., De Witte, H., & Vansteenkiste, M. (2010). Not all job demands are equal: Differentiating job hindrances and job challenges in the Job Demands–Resources model. *European journal of work and organizational psychology*, *19*(6), 735-759.

Webster, J. R., Beehr, T. A., & Christiansen, N. D. (2010). Toward a better understanding of the effects of hindrance and challenge stressors on work behavior. *Journal of Vocational Behavior*, *76*(1), 68-77.

Webster, J. R., Beehr, T. A., & Love, K. (2011). Extending the challenge-hindrance model of occupational stress: The role of appraisal. *Journal of Vocational Behavior*, *79*(2), 505-516.

Weiss, D. J., Dawis, R. V., & England, G. W. (1967). Manual for the Minnesota Satisfaction Questionnaire. *Minnesota studies in vocational rehabilitation*.

Yousef, D. A. (2000). The Islamic work ethic as a mediator of the relationship between locus of control, role conflict and role ambiguity-A study in an Islamic country setting. *Journal of Managerial Psychology*, *15*(4), 283-298.

Yousef, D. A. (2001). Islamic work ethic-A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel Review*, *30*(2), 152-169.

Zivnuska, S., Kiewitz, C., Hochwarter, W. A., Perrewé, P. L., & Zellars, K. L. (2002). What is too much or too little? The curvilinear effects of job tension on turnover intent, value attainment, and job satisfaction. *Journal of Applied Social Psychology*, *32*(7), 1344-1360.