

## **Stressors, Organization Citizenship Behavior and Islamic Work Ethics**

MUHAMMAD TUFAIL

*Assistant Professor, Institute of Business Studies and Leadership  
Abdul Wali Khan University Mardan*

ANUM

*MS Scholar, Institute of Business Studies and Leadership  
Abdul Wali Khan University Mardan*

SAQIB SHAHZAD

*Demonstrator and PhD Scholar- Institute of Business Studies and Leadership  
Abdul Wali Khan University Mardan  
[Saqibshahzad26@gmail.com](mailto:Saqibshahzad26@gmail.com)*

DR. JEHANGIR

*Assistant Professor, Institute of Business Studies and Leadership  
Abdul Wali Khan University Mardan*

### **Abstract**

*In response to the need of study fulfilling the interplay between stressors and job outcomes, the present study has been carried out. We also examined the moderating role of Islamic Work ethics in the proposed relationship. Based on the purposive sampling technique, a sample of 287 employees working in Public sector organizations were selected. Results of the study supported the proposed hypotheses, indicating that the challenge stressors have positive and hindrance stressors have negative relation with organizational citizenship behavior. We also found that the Islamic Work Ethics moderates the said relationship in such a way that higher level of Islamic Work Ethics strengthen the relationship between challenge stressors and organization citizenship behavior and weaken the relationship between hindrance stressors and organization citizenship behavior.*

**Keywords:** *Islamic Work Ethics, Organization citizenship behavior, Stressors*

### **1. Introduction**

Work related stress is related to fast paced global market and economic competitiveness (Sauter, Murphy & Hurrell, 1990). The medical expenses and low productivity due to job related stress cost organizations millions of dollars around the world (Brun & Lamarche, 2006; Cynkar, 2007; Ryan & Watson, 2004). Job stress occurs when employees experience job stressors (Lazarus & Folkman, 1984). Stress is linked with impair job performance and cast negative impact on employee work attitude and behaviour (Podsakoff, LePine, & LePine, 2007). However, not all stressors lead to ill health and low work outcomes. Evidences are accumulating the most common negative relationship

between job stressor and work outcome but little attention is given to its positive effects (LePine, Podsakoff, & LePine, 2005; Podsakoff, LePine, & LePine, 2007; Wallace, Edwards, Arnold, Frazier, & Finch, 2009). The debate on positive and negative outcomes of job stressors has led researchers into categorizing job stressors into challenge and hindrance stressors (Cavanaugh, Boswell, Roehling, & Boudreau, 2000). The assumption of positive impact of challenge stressors and negative impact of hindrance stressors on attitude and work outcomes appeared to be justified by extant literature (Podsakoff et al., 2007; LePine, Podsakoff, & LePine, 2005) but its impact on organisational citizenship behaviours has received little attention (Ramalu, Sintok & Rashid, 2016).

Organizational citizenship is important for effective organizational performance (Podsakoff, Ahearne & MacKenzie, 1997). As stated by Bolino and Turnley (2005, p. 740) that *“the ideal worker is an employee who not only demonstrates high levels of task performance, but also engages in high levels of contextual performance or OCB as well.”* Few evidence on factors of work related stress are studied linked to OCB but unfortunately, the body of literature on these relationships yielded inconsistent findings (see Bolino & Turnley, 2005; Motowidlo Packard & Manning, 1986). Therefore, inquiry on this relation seems to be important to found out how job stressor impact employee organizational citizenship behaviour.

On other hand, in understanding the underling concept of OCB, dispositional factors have become one of the focal area of research because these factors are individual to employee (Scholl, 2008) such as work values, personality traits (Neuman & Kickul, 1998; Konovsky & Organ, 1996), work attitude (Sonnetag, Mojza, Binnewies, & Scholl, 2008), highly influenced organizational outcomes (see Elorza, Harris, Arizeta & Balluerka, 2016; Wagner & Rush, 2000). Among these variables Islamic work ethics have received greater attention from researchers (see Alhyasat, 2012; Abbasi & Rana 2012), previously, greater attention were given to protestant work ethics, proposed by Blood (1969) especially in western countries (Mirels & Garrett, 1971). Islamic work ethics emerged a separated field of research in Muslim countries (Ali 1992; Yousef 2000). As Islamic work ethics are grounded on teaching of Holy Quran and Hazrat Muahmmad ( S.A.W.W) (Yousef 2000a). Business community are emphasizing on ethics and ethical behavior due to witnessing several scandals linked to insufficient or lack of ethical standards in organizations community (Hodgetts & Luthans, 2000; Rokhman, 2010). The assumption of decreasing negative impact of job stress on work outcomes are also empirically justified (Ajmal & Irfan 2014).

Taken as a whole, Islamic work ethics is relevant to evaluate work stressors effect on OCB because this trait is characterized by cooperation, goal orientation, work-related resourcefulness, help, devotion and hard work, against stressors. Regarding the relevance of Islamic work ethics with OCB, several meta-analyses revealed that Islamic work ethics is strongly related to innovation (Kumar & Che Rose, 2010), organizational commitment (Yousef, 2000), work involvement (Khan, Abbas, Gul & Raja ,2015), job satisfaction (Mohamed, Karim & Hussein, 2010), positive work behavior (Abbasi & Rana, 2012, Murtaza, Abbas, Raja, Roques, Khalid & Mushtaq, 2014). Therefore, it is likely that those employees who follow Islamic work ethics will perform extra role behaviors than those who report low on Islamic work ethics. Therefore we assume that Islamic work ethics will moderate the association between job stressors and OCB.

## **2. Stressors and Work Outcome**

Studies regarding stress has followed a tradition of distinguish good stressors from bad stressor (e.g., Selye, 1974). These stressors are distinguished based on certain merits at workplace (Jex, 1998), considering the mixed results generated by studies covering the employee behavioral response to job stressors (Jex & Yankel evich, 2008; Fritz & Sonnentag, 2009). Cavanaugh, et al., (2000) projected a two-dimensional work stressor framework (i.e., challenge– hindrance stressors) and established that the nature of stressors provide the direction between stressors and job outcomes. Factor analysis exposed that items related to stressors can be divided in two dimension. The first dimension was called challenge stressors and the sub items were workload, time pressure, and responsibility as these are considered path way to achieve goals and personal growth. While the second dimension was named as hindrance stressors, include ambiguity, role conflict, and organizational politics due to the reason of threatening to achieve goals.

Stressors such as high job demand, possibly will lead to exhaustion (Bakker, Demerouti, & Verbeke, 2004) and burnout (Llorens, Bakker, Salanova, & Schaufeli, 2006), due to diminishing energy, that they raise in individuals. The exhaustion, and burnout deplete employee personal resources, therefore, they are less engaged in OCB decreases (Schaufeli, Bakker, & Salanova, 2006).

Further studies on job and OCB have confirmed these results (see Podsakoff, Whiting, Podsakoff, & Blume, 2009). Researchers also identified stressful situation in which OCB is affected for instance if tasks are interdependent, employees feel a need to help each other thus to overcome job stressor result in high OCB but if employees are forced to help each other (Podsakoff et al. 2005). It might hinder their own performance, gives rise to negative emotion therefore, OCB decreases and may result in counter productive work behavior (Bolino, Turnley, Gilstrap, & Suazo, 2010; Fox, Spector, Goh, Bruursema, & Kessler, 2011). Organizational stressors are not always harmful to work outcomes, but the nature of stressors (Cavanaugh et al., 2000; Podsakoff, LePine, & LePine, 2007). Every individual in organizations appraise challenge and hindrance stressors rendering their views. Dealing with challenging job demands, employees consider that they will effectively cope with them, will obtain personal growth. These stressors naturally induce feelings of enthusiasm and assurance that result in vigorous problem-solving style of handling (Wallace, Edwards, Arnold, Frazier, & Finch, 2009). Contrariwise, when experiencing hindrances stressors individual's initial reaction is that they might not be able to overcome these demands by efforts therefore, lead to less investment of efforts in fulfilling these demands. In such intense events employee performance decreases and turnover intention increases (Arshadi, & Damiri, 2013). Therefore, the unclear effect on stressful event on OCB might be due to the difference between job stressor.

A mounting body of research studies support the two-dimensional framework of challenge–hindrance stressors, thus, suggest that challenge stressors lead to required work attitudes or behaviors like affective organizational commitment (Boswell, Olson-Buchanan, & LePine, 2004), employee job satisfaction (Webster, Beehr, & Love, 2011), and work self-efficacy (Webster, Beehr, & Christiansen, 2010), whereas hindrance stressors result in unwanted behaviors like turnover intention (Podsakoff et al., 2007; Webster, Beehr, & Love, 2011), low job satisfaction (Tufail, Shahzad, Gul & Khan, 2017) and withdrawal (Podsakoff et al., 2007). Though, OCB is vital for smooth running

of any organization, it is critical to understand the link between stressors and organizational related behaviors (Webster, Beehr & Christiansen, 2010). Thus, the following hypothesis has been developed:

*H<sub>1</sub>: Challenge stressors have positive and Hindrance stressors have negative relation with OCB.*

### **2.1 Moderating role of IWE**

In business research Islamic work ethics was initially coined by Ali (1988) based on teaching of Holy Quran and Sunnah of Hazarat Muahmmand (S.A.W.W) (see also Ali and Al-Owaihnan 2008; Rice 1999; Yousef 2000). Holy Quran and Hazarat Muhammad (S.A.W.W) Sunnah are the main guidelines living live and are valid for all individual, it will remain valid for all time for people who follow Islam (Beekun & Badawi 2005). Islamic principal are universal and applicable to all fields of life, they don't change with passage of time and in no way they will depend on prevailing societal norms (Abbasi, Rehman, & Bibi, 2011). As per Islamic principal "it is the ethic that dominates economics and not the other way around" (Rice 1999, p. 346). Quran prohibit Muslims from negative, time wasting and unproductive activities, such activities are consider wasteful in Islam (Yousef 2000).

Islamic work ethics has focus on dedication, loyalty, hard work and commitment irrespective of work settings. In the same vein, it can be assumed that the individuals in organizations will exhibit high degree of OCB regardless of stressful situations. Previously, it has been discussed that the challenge stressors have positive and hindrance stressors have negative link with OCB. The direct relation between IWE and OCB is well established (Sulistyo, 2017; Khaled 2012; Tufail, Ahmad, Ramayah, Jan, & Shah, 2017). In Pakistani context, IWE is relatively a new research area and very few studies encircle the moderating role of IWE with different job outcomes (see Batool, Gul, & Shahzad, 2013; Sadozai, Marri, Zaman, Yousufzai, & Nas, 2013; Khan, Abbas, Gul, & Raja, 2015; Tufail et al., 2017). Teaching of Islam encourage interpersonal relation and direct human to help each other during hard times, as directed by Hazrat Muhammad (S.A.W.W).

Work related objectives are known as ethical compulsions (Bouma, Haidar, Nyland, & Smith, 2003). Challenge stressors provide path to the personal growth and development (Cavanaugh et al., 2000). It means that when individuals follow the organizational ethics and consider their duty as obligation, will be developed in their respective fields and will display discretionary behavior. Further, it can be claimed that IWE, jointly with challenge stressors will strengthen the challenge stressors and OCB link, as IWE will offer dual strength to the individuals considering promotions and development. Moreover, IWE will moderate the relation between hindrance stressors and OCB in such a way that high the degree of IWE, when paired with hindrance stressors will weaken the relationship between hindrance and OCB. When an individual will consider the IWE in organizational life he/she will not be effected by the negative emotions and thus, will not consider the hindrance stressors restraining form exhibiting high degree of OCB. Based on the above discussion the following hypotheses have been developed:

*H<sub>2 a</sub>: Islamic Work Ethics will moderate the positive relation between challenge stressors and OCB in such a way that the relationship will be stronger when the IWE is high.*

*H<sub>2</sub> b: Islamic Work Ethics will moderate the negative relation between hindrance stressors and OCB in such a way that the relationship will be weaker when the IWE is high.*

### **3. Methodology**

Data was collected from full time employees of different public sector organizations in major cities of Khyber Pakhtonkhwa through self-developed questionnaires. Data was collected at a single point. Purposive sampling techniques was adopted. Gathering data from a different organizations helped us to overcome maximum variances across various work settings. 400 questionnaires were distributed in different cadre employees working in Hospitals, Banks, NADRA, Passport Offices, and Universities. The surveys were distributed personally. Among the distributed questionnaires, 311 questionnaires were received. The questionnaires were scrutinized and excluding the missing data, 287 questionnaires were found fit for further analysis and yielded response rate of 71 percent. Of these useable responses, 21 percent respondents were from Hospitals, 21 percent from Banks, 18 percent from NADRA, 11 percent employees belonged to Passport Offices, and 29 percent were from Public sector Universities. Out of these respondents, 61% were male and the rest 39% respondents were female. 17% of the respondents were below 30 years, 41 % were at the range of 30 and 40 years. 35% were between the ages of 41 and 50, while the rest 7% were above 50 years. The mean age of the respondents were 34.2 (SD=7.81) years and the average job experience was 5.1 (SD=4.12) years.

#### **3.1 Measures**

Using a five point Likert scale, the variables of the current study were measured, where 1= strongly disagree, 2= disagree, 3 neither, 4 agree, and 5 represented strongly agree. Questionnaires regarding the variables of the current study were adopted from previous studies. The researcher measured the Challenge and hindrance stressors through 11 items scale developed by Cavanaugh et al, (2000). OCBs scale was adapted from Podsakoff, MacKenzie, Moorman, & Fetter (1990) which was developed on five dimensions having 16 items and lastly, responses regarding IWE were recorded via 17 items instrument developed by Ali (1988).

#### **3.2 Control variables**

In the current study age and gender was taken as control variables. One way ANOVA when carried out, was also found significant. The previous studies also controlled the same for moderation analysis in Pakistani context (see Tufail et al., 2017; Khan et al., 2015; Usman, Shahzad, Roberts, & Zafar, 2015).

#### **3.3 Common method bias**

Researchers suggested the main element underlying common method variance is the use of single survey method (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). It greatly affect the results of behavioral studies, if not addressed thus, to overcome this issue Harman's one-factor test was conducted, to examined the data collected for this study (Podsakoff et al., 2003). Principal component factor result reveal that one factor contain 40.1 % of variance, which is less than commended value of 50% (Podsakoff et al., 2003), thus data for this study is free from common method bias.

## 4. Results

### 4.1 Model Measurements

To check the validity of contract used for this study, first convergent validity and then discriminant validity were checked. Convergent validity explained the degree to which the assessment tools produce a stability and consistency in the results, it can be indicated by high correlation values between similar concepts. AVE value higher than 0.5 and CR value higher than 0.7 indicate good convergent validity. In order to check convergent validity, factor loading were first calculated, all the factor loading exceeding the threshold of 0.4 (Campbell & Fiske, 1959) were retained, while items with low factor loading were removed as shown in the table 1. The Cronbach's alpha which show the degree to which the indicators of construct indicate the underlying construct, the coefficient of Cornbash's alpa for all questionnaire were above 0.7 (Nunnally, 1978), the AVE which shows the amount of variance explained by the construct indicators was higher than the minimum required value 0.5 (Hair, Hult, Ringle, & Sarstedt, 2013).

**Table 1: Validity and reliability for constructs.**

Constructs and their respective items	Factor Loadings	AVE	CR
<b>Islamic work ethics - Cronbach's alpha=0.89</b>			
Laziness is a vice	0.86	0.65	0.96
Dedication to work is a virtue	0.88		
Good work benefits both one's self and others	0.81		
Justice and generosity in the work place are necessary conditions for society's welfare	0.78		
One should carry work out to the best of one's ability	0.81		
Work is not an end in itself but a means to foster personal growth and social relations	0.83		
Life has no meaning without Work	0.71		
Human relations should be emphasize and encourage	0.84		
Work enables man to control nature	0.76		
Creative work is a source of happiness and accomplishment	0.65		
Any person who works is more likely to get ahead in life	0.83		
Work gives one the chance to be independent	0.82		
A successful person is the one who meets deadlines at Work	0.81		
One should constantly work hard to meet responsibilities	0.89		
The value of work is delivered from the accompanying intention rather than its result.	0.82		
<b>Challenge stressor - Cronbach's alpha=0.80</b>			
I feel stress with the number of projects and or assignments I have.	0.89	0.61	0.91
I feel stress with the amount of time I spend at work.	0.71		

I feel stress with the volume of work that must be accomplished in the allotted time.	0.88		
I feel stress with time pressures I experience.	0.62		
I feel stress with the amount of responsibility I have.	0.81		
I feel stress with the scope of responsibility my position entails.	0.78		
<b>Hindrance Stressors- Cronbach's alpha=0.81</b>			
I feel stress with the degree to which politics rather than performance affects organizational decisions.	0.81	.71	.92
I feel stress with the inability to clearly understand what is expected of me on the job.	0.86		
I feel stress with the amount of red tape I need to go through to get my job done.	0.89		
I feel stress with the lack of job security I have	0.85		
I feel stress with the degree to which my career seems "stalled."	0.83		
<b>OCB - Cronbach's alpha=0.88</b>			
This employee willingly give of his time to help others out who have work-related problems	0.84	.62	.96
This employee willing to take time out of his busy schedule to help with recruiting or training new employees	0.89		
This employee usually "touch base" with other before initiating actions that might affect them.	0.85		
This employee takes steps to try to prevent problems with others and/or other personnel in the organization.	0.81		
This employee attend functions that are not required but help the organization's image	0.82		
This employee attend training/information sessions that he is encouraged to, but not required to attend	0.81		
This employee attends and actively participates in organizational meetings.	0.71		
This employee consumes a lot of time complaining about trivial matters.	0.69		
This employee always find fault with what the organization is doing.	0.72		
This employee tends to make "mountains out of molehills" or make problems worse that they are.	0.87		
This employee usually focus on what is wrong with his situation rather than the positive side of it	0.89		
This employee rarely takes long lunches or breaks	0.81		
This employee does not take unnecessary time off work.	0.83		
This employee does not take extra breaks.	0.86		

The composite reliability of all construct were higher than there commended value of 0.7 indicate construct has adequate convergent validity. On other hand, Discriminant validity

depict the degree to which the construct indicators does not represent some other variables (Hair et al., 2013), it is shown by the low values of correlation of items of measurement with other variables, thus indicate that the correlation between dissimilar construct will be low (Campbell, 1960). Table 2 given below shows that the square root of average variance extract of each measure is higher than there correspondent variable correlation indicate adequate discriminant validity (Fornell & Larcker, 1981).

**Table 2: Discriminant Validity**

	IWE	OCB	HS	CS
Islamic work ethics (IWE)	<b>0.81</b>			
Organizational citizenship behaviour (OCB)	0.469	<b>0.78</b>		
Hindrance stressor (HS)	0.362	.423	<b>0.84</b>	
Challenge stressor (CS)	0.501	.513	.486	<b>.78</b>

Confirmatory factor analysis was conducted therefore to check the goodness of fit. All the Goodness of fit indicator were in acceptable ranges ( $\chi^2 = 81.95$ ,  $df = 43$ ,  $\chi^2/df = 2.11$ , RMSEA = .06, GFI = .93, AGFI = .89, IFI = .95, CFI = .91), therefore indicate a good fit.

#### 4.2 Hypothesis Testing

Multiple regression analysis was carried out to find out the impact of challenge, hindrance stressor and Islamic work ethics on organizational citizenship behavior. For main effect all predictor variables were entered. Results show that challenge significantly predicted organizational citizenship behavior ( $\beta = .13$ ,  $p < 0.01$ ), similarly, table 3 shows that hindrance stressor was negatively related to organizational citizenship behavior ( $\beta = 0.24$ ,  $p < 0.01$ ) also Islamic work ethics has positive effect on OCB ( $\beta = .24$ ,  $p < 0.01$ ), these results render support for proposed hypothesis.

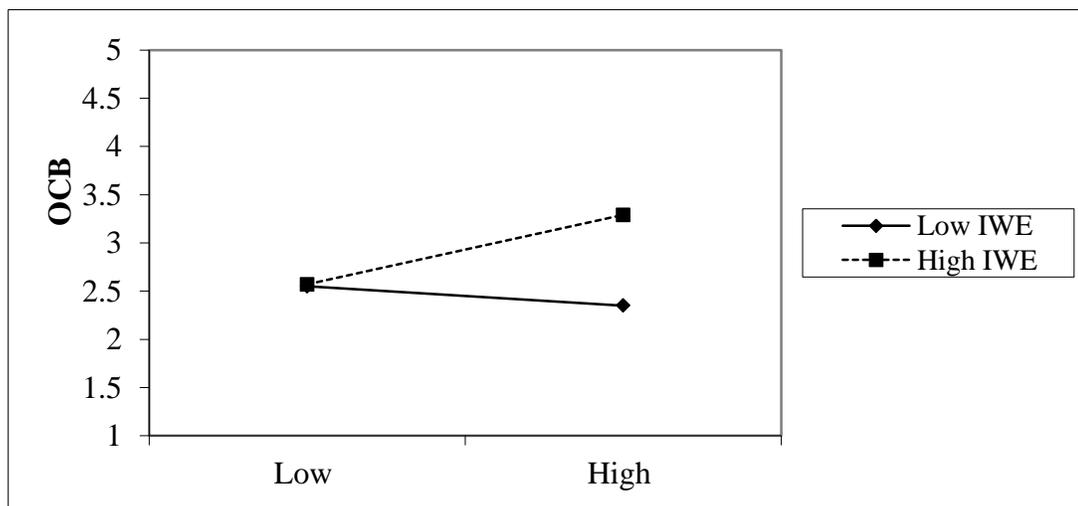
**Table 3: Main Effects And Moderation Analysis**

	Organization Citizenship Behaviour	
	$\beta$	$\Delta R^2$
<b>Step 1</b>		
Age	.02	
Gender	.51	.19**
<b>Step 2</b>		
Islamic work ethics	.24**	
Challenge stressor	.13**	
Hindrance stressor	-.02**	.12 <sup>†</sup>
<b>Step 3</b>		
Hindrance X IWE	.18*	
Challenge X IWE	0.23**	.05**

N = 287. <sup>†</sup>  $p < .10$ , \* $p < .05$ , \*\* $p < .01$

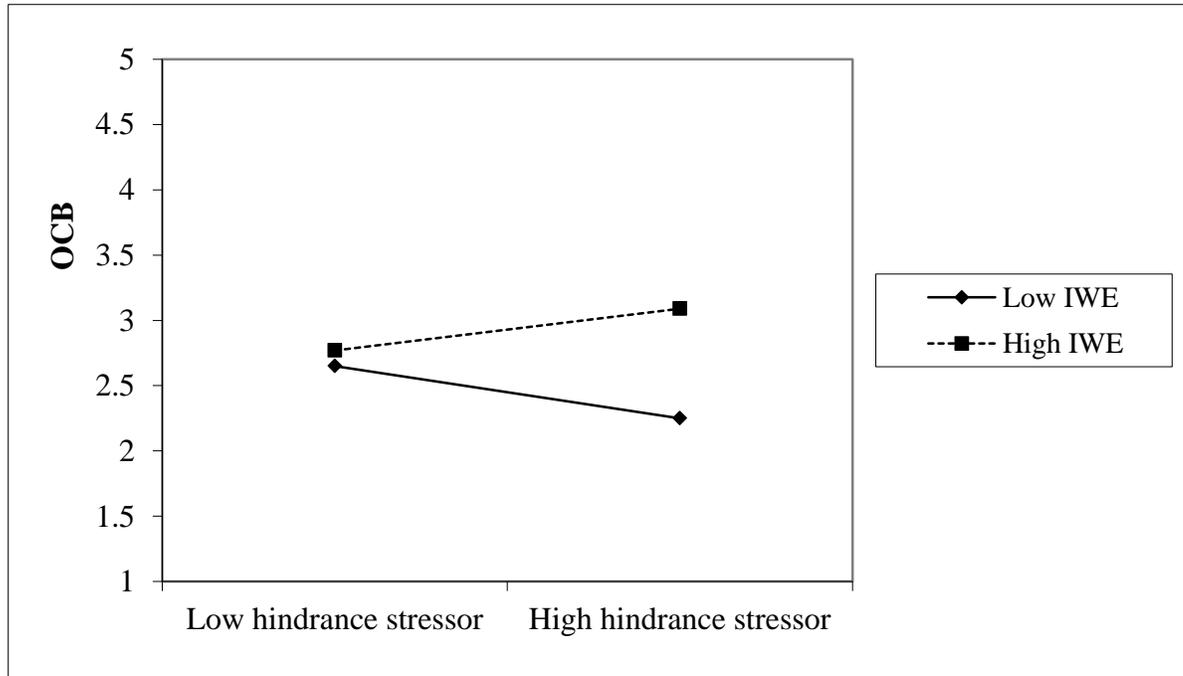
The remaining two hypotheses (H<sub>2a</sub> and H<sub>2b</sub>) were tested through moderated regression analysis (Cohen, Cohen, West, & Aiken, 2013). For this gender and age were entered first, then in next step predictor and moderating variable were entered while two product

terms (Hindrancer stressor X IWE and Challenge Stressor X IWE) were entered in third step of analysis. Results show that interactive term was highly significant for challenge stressor indicated that Islamic work ethics moderates the relationship between challenge stressor and organizational citizenship behavior, confirming H2a, The slope test revealed that for high Islamic work ethics the positive slope was significant ( $\beta = .37, p < .005$ ), similarly the negative slope was also significant ( $\beta = -.18, ns$ ). Thus provides support for H2a.



**Figure 1:** Interactive effects of challenge stressors and Islamic work ethics on organizational citizenship behaviour

While H2b predicted that Islamic work ethics will moderate the negative relationship between hindrance stressor and OCB, such that the relationship will be weaker for employees who developed high Islamic work ethics. Step 3 in table 3 shows the negative relation between hindrance stressors and organizational citizenship behavior was significantly moderated by Islamic work ethics ( $\beta = -.18, p < .05$ ). Figure 2 illustrates the graph for this interaction. Slope test revealed that the relationship between hindrance stressors and organizational citizenship behavior significant for high Islamic work ethics ( $\beta = -.15, p < .05$ ) and insignificant for low Islamic work ethics ( $\beta = .24, n.s$ ). These results were supported Hypothesis H2b, which predicted stronger negative relationship between hindrance stressors and organizational citizenship behavior for low Islamic work ethics.



**Figure 2:** Interactive effects of hindrance stressors and Islamic work ethics on organizational citizenship behaviour

## 5. Discussion

The results of this study exposed that challenge stressors have positive while hindrance stressors have negative relation with organizational citizenship behavior. According to COR theory, stressors require using resources. Consequently, According to the COR theory, to deal with stressors resources (e.g., effort, attention, coping strategies) are required. Hence, continual experience of stressors results in extra resource lessening instigating stress and adverse health related effects e.g. burnout (Hobfoll & Shirom, 2001). Previous studies direct that both challenge and hindrance stressors may cause superior strains (LePine et al., 2005) as both the challenging and hindering job demands need adaptive reactions from employees (LePine et al., 2005).

The mixed results on job stressor and OCB relationship is due to individual appraisal of job stressor as a hindrance or challenge. Challenge stressor correlates positively with OCB. It might be because initial response of employee to challenge stressor is adaptive, employee feel they can cope with these stressors, therefore feel relaxed and exhibit discretionary behaviors. The personal growth linked to challenge stressor motivate employee to put more effort to achieve organizational growth (LePine et al., 2005). The motivation for growth and development will lead to higher degree OCB has also been confirmed. Earlier, the same was suggested by LePine et al., (2005). The link between hindrance stressors and OCB is inverse, thus, elaborates that low degree of OCB will be observed by employees having negative feelings or emotions at work place. Adverse

emotions strengthen the probability of withdrawal from discretionary behaviors (Bachrach & Jex, 2000; Weber et al, 2010) thus, results in negative relation with OCB.

IWE has positive impact on OCB (see Usman et al., 2015; Murtaza et al., 2016). IWE provides a complete system of life, thus, to follow the Islamic beliefs, any individual will show dedication to work and will demonstrate high degree of OCB, as Muslim workers are anticipated to apply their religious principles in organizations (Khan et al., 2015). The novel part of the current study was to explore the combined effect of stressors and IWE on OCB. Moderation analysis showed that IWE significantly moderates the impact of challenge stressors on OCB. In such way that challenge stressor is positively related to OCB for Employee having higher in Islamic work ethics. On contrary, the said relationship is negative for employee who reported low in Islamic work ethics. Therefore, based on the results of this results this study suggests that employee high on IWE exhibit more OCB when experience challenge stressor than employee low on IWE.

Finding regarding the moderating role of IWE in a link of hindrance stressors and OCB was also confirmed. Hindrance stressors are negatively correlated with employee behavior (Podsakoff et al., 2009; Llorens, Bakker, Salanova, & Schaufeli, 2006; Fox, Spector, Goh, Bruursema, & Kessler, 2012). However, hindrance stressors when combined with IWE revealed that the said relation is moderated. It might be because employee exhibit OCB as a mean to help their coworker, as per Islamic teachings. Consequently, it may be due to the Islamic perspective and highly acceptance of IWE that allowed them to engage in extra role behavior without considering the barriers.

Future research may replicate the same study in other Asian countries. Pakistan is a developing country, so more focus showed be given on contextual factors rather than using stressors as uni-dimensional. Another avenue for future research can be employees' trust and organizational politics when paired with IWE, will eliminate the adverse effect of hindrance stressors on OCB.

## References

- Abbasi, A., & Rana, A. (2012). Impact of Islamic work ethics, reward system and organizational environment on citizenship behavior of employees.
- Abbasi, A., Rehman, K., & Bibi, A. (2011). Islamic work ethics: How it affects business performance.
- Ajmal, M. U., & Irfan, S. (2014). Understanding the moderating role of Islamic work ethics between job stress and work outcomes. *IOSR Journal of Business and Management*, 16(1), 62-67.
- Ali, A. (1988). Scaling an Islamic work ethic. *The Journal of Social Psychology*, 128(5), 575-583.
- Ali, A. J. (1992). The Islamic work ethic in Arabia. *The Journal of psychology*, 126(5), 507-519.
- Ali, A. J., & Al-Owaidan, A. (2008). Islamic work ethic: a critical review. *Cross cultural management: An international Journal*, 15(1), 5-19.
- Arshadi, N., & Damiri, H. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Procedia-Social and Behavioral Sciences*, 84, 706-710.

- Arslan, M. (2001). The work ethic values of protestant British, Catholic Irish and Muslim Turkish managers. *Journal of Business Ethics*, 31(4), 321-339.
- 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.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human resource management*, 43(1), 83-104.
- Batool, S. M. K., Gul, A., & Shahzad, K. (2013). Combined effects of ethical leadership and Islamic Work Ethics (IWE) on organizational commitment and job satisfaction. *Journal of Islamic Business and Management*, 3(1), 35-49.
- Beekun, R. I., & Badawi, J. A. (2005). Balancing ethical responsibility among multiple organizational stakeholders: The Islamic perspective. *Journal of business ethics*, 60(2), 131-145.
- Bergeron, D. M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost?. *Academy of Management review*, 32(4), 1078-1095.
- Blood, M. R. (1969). Work values and job satisfaction. *Journal of Applied psychology*, 53(6), 456.
- Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4), 740.
- Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a "good soldier" to do?. *Journal of Organizational Behavior*, 31(6), 835-855.
- 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.
- Bottomley, P., Mostafa, A. M. S., Gould-Williams, J. S., & León-Cázares, F. (2016). The impact of transformational leadership on organizational citizenship behaviours: The contingent role of public service motivation. *British Journal of Management*, 27(2), 390-405.
- Bouma, G., Haidar, A., Nyland, C., & Smith, W. (2003). Work, religious diversity and Islam. *Asia Pacific Journal of Human Resources*, 41(1), 51-61.
- Brun, J. P., & Lamarche, C. (2006). Assessing the Costs of Work Stress (Research Report).
- Campbell, D. T. (1960). Recommendations for APA test standards regarding construct, trait, or discriminant validity. *American Psychologist*, 15(8), 546.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological bulletin*, 56(2), 81.
- 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.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). *Applied multiple regression/correlation analysis for the behavioral sciences*. Routledge.

- Cropanzano, R., & Byrne, Z. S. (2000). Workplace justice and the dilemma of organizational citizenship.
- Cullen, J.B. and Parboteeah, K.P. (2008) *Multinational Management: A Strategic Approach*. Mason, OH: South-Western Publishing.
- Cynkar, A. (2007). Whole workplace health. *Monitor on Psychology*, 38(3), 28-31.
- Davie, G. (2007). *The Sociology of Religion*. Thousand Oaks, CA: Sage.
- Dodd, S.D. & Seaman, P.T. (1998). Religion and Enterprise: An Introductory Exploration. *Entrepreneurship Theory and Practice* 23: 71–86.
- Elorza, U., Harris, C., Aritzeta, A., & Balluerka, N. (2016). The effect of management and employee perspectives of high-performance work systems on employees' discretionary behaviour. *Personnel Review*, 45(1), 121-141.
- Fem, V. (1963). *An encyclopedia of religion*. London: Peter Owen.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2012). The deviant citizen: Measuring potential positive relations between counterproductive work behaviour and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 85(1), 199-220.
- Francis, L., & Barling, J. (2005). Organizational injustice and psychological strain. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 37(4), 250.
- Fritz, C., & Sonnentag, S. (2009). Antecedents of day-level proactive behavior: A look at job stressors and positive affect during the workday. *Journal of Management*, 35, 94–111.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt M. (2013). *A primer on partial least squares structural equation modelling (PLS-SEM)*. Sage Publications.
- Hobfoll, S. E. (2001). The influence of culture, community and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology: An International Review*, 50, 337–396.
- Hobfoll, S. E., & Shirom, A. (2001). Conservation of resources theory. In R. Golembiewski (Ed.), *Handbook of organizational behavior* (pp. 57–80). New York, NY: Dekker.
- Hodgetts, R. M., Luthans, F., & Doh, J. P. (2000). *International Management: Culture. Strategy and Behaviour, (4th edition.)* New York: Mc Graw-Hill.
- Iannaccone, L.R. (1998). Introduction to the Economics of Religion. *Journal of Economic Literature* 36, 1465–96.
- Jex, S. M. (1998). *Stress and job performance: Theory, research, and implications for managerial practice*. Sage Publications Ltd.

- Jex, S. M., & Yankelevich, M. (2008). Work stress. *The SAGE handbook of organizational behavior, 1*, 499-518.
- 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.
- Kidron, A. (1978). Work values and organizational commitment. *Academy of Management Journal, 21*, 239-247.
- Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of organizational behavior, 253-266*.
- Kumar, N., & Che Rose, R. (2010). Examining the link between Islamic work ethic and innovation capability. *Journal of management development, 29*(1), 79-93.
- 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.
- Llorens, S., Bakker, A. B., Schaufeli, W., & Salanova, M. (2006). Testing the robustness of the job demands-resources model. *International Journal of Stress Management, 13*(3), 378.
- Mirels, H. L., & Garrett, J. B. (1971). The Protestant ethic as a personality variable. *Journal of consulting and clinical psychology, 36*(1), 40.
- MK Alhyasat, K. (2012). The role of Islamic work ethics in developing organizational citizenship behavior at the Jordanian Press Foundations. *Journal of Islamic Marketing, 3*(2), 139-154.
- Mohamed, N., Karim, N. S. A., & Hussein, R. (2010). Linking Islamic work ethic to computer use ethics, job satisfaction and organisational commitment in Malaysia. *Journal of Business Systems, Governance and Ethics, 5*(1), 13-23.
- Moorman, R. H., & Blakely, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of organizational behavior, 16*(2), 127-142.
- Motowidlo, S. J., Packard, J. S., & Manning, M. R. (1986). Occupational stress: its causes and consequences for job performance. *Journal of applied psychology, 71*(4), 618.
- 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.
- Neuman, G. A., & Kickul, J. R. (1998). Organizational citizenship behaviors: Achievement orientation and personality. *Journal of Business and Psychology, 13*(2), 263-279.
- Niles, F.S. (1999). Toward a Cross-cultural Understanding of Work-related Beliefs. *Human Relations 52*, 855–67.
- Nunnally, J. (1978). Psychometric methods.

- Oplatka, I. (2009). Learning the principal's future internal career experiences in a principal preparation program. *International Journal of Educational Management*, 23(2), 129-144.
- Parboteeah, K.P., Cullen, J.B. & Lim, L. (2004). Formal Volunteering: A Cross national Test. *Journal of World Business* 39, 431-42.
- Parboteeah, K.P., Hoegl, M. & Cullen, J.B. (2008a). Ethics and Religion: An Empirical Test of a Multidimensional Model. *Journal of Business Ethics* 80(2), 387-98.
- 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., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of applied psychology*, 82(2), 262.
- 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.
- Podsakoff, P. M., MacKenzie, S.B., Lee, J. Y., & Podsakoff, N. P. (2003). Common Method Biases in behavioural research: A critical review of literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Ramalu, S. S., Sintok, U. U. M., & Rashid, Z. M. (2016). Islamic Work Ethic, Employee Engagement and Organizational Citizenship Behaviour: A Study Among Civil Servants In Malaysia. In 6th International Conference on Global Social Entrepreneurship pp. 144.
- Rice, G. (1999). Islamic ethics and the implications for business. *Journal of Business Ethics*, 18(4), 345-358.
- Rokhman, W. (2016). Islamic Work Ethic As An Antecedent Of Work Outcomes: A Study Of Islamic Microfinance In Central Java, Indonesia. *Qudus International Journal of Islamic Studies*, 2(1), 82-97.
- Ryan, D., & Watson, R. (2004). A healthier future. *Occupational Health & Wellbeing*, 56(7), 20.
- Sadozai, A. M., Marri, M. Y. K., Zaman, H. M. F., Yousufzai, M. I., & Nas, Z. (2013). Moderating role of Islamic work ethics between the relationship of organizational commitment and turnover intentions: A study of public sector of Pakistan. , 4(2), 767-775.
- Sauter, S. L., Murphy, L. R., & Hurrell, J. J. (1990). Prevention of work-related psychological disorders: A national strategy proposed by the National Institute for Occupational Safety and Health (NIOSH). *American Psychologist*, 45(10), 1146.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4),

- Selye, H. (1974). Stress without distress. *New york*, 26-39.
- Sikorska-Simmons, E. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196-205.
- Sonnentag, S., Mojza, E. J., Binnewies, C., & Scholl, A. (2008). Being engaged at work and detached at home: A week-level study on work engagement, psychological detachment, and affect. *Work & Stress*, 22(3), 257-276.
- Stark, R. and Bainbridge, W.S. (1985). *The Future of Religion*. Berkeley, CA: University of California Press.
- Sulistyo, H. (2017). Improving Organizational Citizenship Behavior (OCB) Through Islamic Work Ethics and Knowledge Sharing. *International Journal of Organizational Innovation (Online)*, 10(2), 173-187.
- 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, 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.
- Usman, M., Shahzad, K., Roberts, K. W., & Zafar, M. A. (2015). The Effect of Job Insecurity on Attitude towards Change and Organizational Citizenship Behavior: Moderating Role of Islāmic Work Ethics. *Journal of Islamic Business and Management*, 5(1), 70.
- Wagner, S. L., & Rush, M. C. (2000). Altruistic organizational citizenship behavior: Context, disposition, and age. *The Journal of Social Psychology*, 140(3), 379-391.
- Wallace, J. C., Edwards, B. D., Arnold, T., Frazier, M. L., & Finch, D. M. (2009). Work stressors, role-based performance, and the moderating influence of organizational support. *Journal of Applied Psychology*, 94(1), 254-262.
- Weaver, G.R. & Agle, B.R. (2002). Religiosity and Ethical Behavior in Organizations: A Symbolic Interactionist Perspective. *Academy of Management Journal* 27, 77-97.
- 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.
- 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. (2000a). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, 53(4), 513-537.
- 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.