

Impact of Role Conflict and Role Ambiguity on Job Satisfaction the Mediating Effect of Job Stress and Moderating Effect of Islamic Work Ethics

Junaid Ahmad, Sawira Zahid, Fatima Fazli Wahid, and Sabir Ali

ABSTRACT

The main idea behind this study is to examine the impact of role ambiguity and role conflict on job satisfaction. This study also assesses the moderating effect of Islamic work ethics, role ambiguity, role conflict and also examine the mediating effect of job stress between role ambiguity, role conflict and job satisfaction. The questionnaire was used for data collection. 200 questionnaires were distributed among respondent out of which 175 were used for data analysis statistically descriptive statistics correlation and regression analysis were used for testing hypothesis. The finding of this study reveal that the role conflict has a negative relationship with job satisfaction and job stress has an insignificant relationship with the job satisfaction. This study also reveal that the role stressor should be controlled so that an increase in job satisfaction. When both role ambiguity and role conflict increase job stress also increase and the Islamic work ethics has a negative impact on job stress. Job stress significantly partially mediate the relationship between role conflict and job satisfaction.

Keywords: Role Ambiguity, Role Conflict, Islamic Work Ethics, Job Stress, Job Satisfaction.

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I. INTRODUCTION

Due to increasing in more advancement in information technology, mergers, acquisition, information access, more productivity, and tough competition created stress in the workplace. As a result of this conversion their job, family life and mental health have been greatly affected by the job stress. [17] define stress is anything related to work that presents a threat to employees at the workplace. The main roots that may cause the stress are growing an economy, the increase in responsibilities of employees at work and maintain profitability and productivity by the companies. Job stress has become the major concern for the organization. The term stress may express itself differently and affect the employees differently. [26] describe that the main source of individual job stress is workplace by considering the amount of time they spent, and the reality is that the financial security and career success are dependent on the performance. For all organizations it is vital for organization to manage human resource properly. If their employees are happy and satisfied, they are committed to their work and will have a good image for organization [10].

Job stress is defined as an unfocused negative response by an individual to work demand. [48] Describe the types of stress as eustress is defined as stress which has positively effect on employee's work while distress define as stress which has a negative effect on employee's work. It is examined through many studies that stress has a strong impact on job satisfaction. The job stress has opposite relation with the job satisfaction [11], [20]. The increase in the level of stress decreases in satisfaction level.

[62] define the role as the responsibilities given to employees and ask them to perform these responsibilities in such a way that organization has some expectation from them. Role ambiguity occurs when employees have the lack of information. Role conflict is defined as a denying role carried out by the worker in and organization [67]. When role ambiguity and role conflict rise it cause the rise in job stress and because of this job satisfaction decline. Islamic work ethics has a positive impact on job satisfaction. The studies show that the employee who has faith in Islam and follow Islamic work ethics have a higher satisfaction.

The focus of this study is to identify the cause of job stress and their effect on job satisfaction. Although the relationship between job stress and job satisfaction have been already

analyzed. But current study is unique in term of variable used in this study were not analyzed at yet. Another motive of this study is that this study is never been analyzed in Pakistan by considering the variable mention above. Every organization generate resource to maximize value and reduce job stress. Everything include in resource within organization that is manage in a way that maximize profit and minimize cost and conflict. There is no organization which is free from stress. Stress in the workplace have major consequence in organization and organization could not afford the stress if their objective is to maximize the value. The problem that would be investigated in this study is to find the relationship between role ambiguity, role conflict, Islamic work ethics, and job satisfaction. And also examine the interaction of four variables with job satisfaction.

This study focuses on exploring the relationship between role ambiguity, role conflict and job stress which further has effect on job satisfaction. This study also examines the relations of the moderating role of Islamic work ethics between role ambiguities, role conflict and job stress and also examine the relation of mediating effect of job stress and job satisfaction.

This study explores how role conflict and role ambiguity leads to job stress and identifies that how the variable affects the job satisfaction.

II. LITERATURE REVIEW

A. Role Conflict

When there is more demand have been taking place on individual by peers or supervisors the role conflict arises. According to [19] role conflict is the inconsistency in the expectations and demands of different parties in the organization. Some use role conflict to denote incompatible expectation situations to which an individual is exposed whether the individual is aware of the conflict or not. Others use role conflict to mean situations in which the individual perceives incompatible expectations [33].

There are two types of role conflict defined by [15]. The first type is that when an individual norm represents a behavior that is immoral, improper, and unethical by the standard of second's norms. The second type of role conflict is the inability of persons to perform two tasks at once that may cancel first role or defeat the first role. According to [67] role conflict is "the dimensions of congruency-incongruence or compatibility incompatibility in the requirements of the role" [36] state the four types of role conflicts result from incompatible messages and pressures from the person's role set. [55] explain that low level of job satisfaction and decrease confidence in superior and in the organization is due to high level of role conflicts. Role conflict is more a case of choosing between clear but incompatible alternatives. Role conflict is a feeling of being torn in multiple directions, unable to find a way to make every role partner satisfied. [60] The people feel role conflict when they confronted with different role expectation [68].

B. Role Ambiguity

Role ambiguities nurture the most in organization where authorities or duties are unclear or have low knowledge to individuals to perform their tasks or roles in the organization

[38], [43]. Cause for existence of role ambiguity is when the employee is uncertain about their role and or certain of lacking knowledge and no clarity about their job [58]. Role ambiguity is the unviability of knowledge or information required and necessary to perform a certain job or duty [81]. Lack of information give birth to role ambiguity [24] and role ambiguity is root cause of stress, anxiety poor performance, low productivity, and cause of depression in workplace [41].

C. Job Stress

Stress is the body's response to any change in the environment that needs mental or physical adjustments in order to word properly and productively [25]. Job stress is the negative response (mentally or physical) by an employee when the work requirements and demands does not match up. Job stress is a major health risk in any organization all around the world [65]. Stress at work can be the product of interpersonal and task and role demands [40]. Increased risk in work environment leads to decrease in productivity. job stress are forms of feelings, emotions and physical responses which arises in response to both organizational internal and external demands [32].

D. Islamic Work Ethics

Ethics are set of values and morals through which right and wrong are differentiated [80]. Ethics are moral values, code conduct, merits, and social fairness of a society [22]. Islamic work ethics are actions attitudes and behaviors prescribed by Islam to its followers achieve high quality of life [4]. In Islam work ethic is dedication and sincere efforts that drives individuals to benefits for themselves and their surroundings [31]. Islamic work ethics is not only a code for life but also guide us to how to conduct business and how to deal in work environment [1].

E. Job Satisfaction

Job satisfaction shows how an individual is motivated at work [82]. Job satisfaction is the degree of job pleasure or displeasure of individuals from their work [72]. Job satisfaction is a multidimensional variable and different researcher have defined it in various ways it can be appraisal from organization, pleasure for doing a job well done and state of happy emotion towards job [14].

F. Role Conflicts and Job Satisfaction

The relationship between role conflict and job satisfaction is determined by many studies. Studies indicate that the low job satisfaction in employees is due to role conflict they experience during performing their jobs. [95], [96]. [97] explain that a negative relationship between role conflict and job satisfaction. [101] Role conflict is negative correlated to the job satisfaction. As the author explains, the feeling of lack of control over a work situation and of the inability to enact a "rightful role" in the workplace may lead to job dissatisfaction in terms of position held by the employee. [98] explain that the job satisfaction of employees is affected by role conflicts. [100] indicate a negative relation between role conflict and job satisfaction. [99] stated negative relationship between role conflict and job satisfaction. [98] suggest in his study that the role conflict directly influenced to the job satisfaction. On the bases of above discussion, it was concluded that the relationship between job satisfaction and

role conflict is negative. Therefore, the hypothesis for this study is:

H1: Role conflict has negative correlation with job satisfaction

G. Role Ambiguity and Job Satisfaction

[16] said that Role ambiguity occurs when employees were unaware of the role they perform, where to direct the struggle, where to add furthermore and whether his supervisor clean performance result as failure or a success. When an employee doesn't know his role and duties it may lead to a high level of job tension and high level of job satisfaction [93] Every formal position should have a clear task to decrease the level of confusion and increase productivity [92]. The reason of increasing role ambiguity is lack of training provided to employees, poor communication between employees and their supervisor or coworker and withholding information by coworker or supervisor [91]. When employees are not clear about the task and not clear about expectation to that task role ambiguity arise. Individuals have to get incomplete information about the duty. Therefore, it is difficult to provide training in these situations. According to [90] role ambiguity and job satisfaction was negatively correlated. [89], [28] concluded that role ambiguity is indeed negatively correlated with job satisfaction. [45] conclude that role ambiguity and job satisfaction have negative correlated with each other. [88] determine the relation between role conflict, role ambiguity and job satisfaction in which they conclude that when employees face role stress, they are most likely to produce an unfavorable behavior and most likely they have dissatisfied from their jobs. According to [79] that role ambiguity affects the job satisfaction. According to the [47] conclude that the role ambiguity reduces the level of job satisfaction.

H2: Role ambiguity has negative correlation with job satisfaction.

H. Role Conflict and Job Stress

[84] studied first time on the relationship between role conflict and job stress. They explained that the role conflict correlated with job tension, job dissatisfaction and lack of trust confidence and respect. There is positive and direct relationship between role conflict and job stress [28]. In the study of [76] conclude that the conflict is the most important factor that influence the job stress when at least two conflicting job factors pressures the persons. [44] indicate in their study that role conflict affects the job stress. Some researchers treat role conflict as the potential work stressor [42]. Other researcher believe that role conflict significantly negatively correlated with job satisfaction and affection commitment and significantly positively correlated with tension with cause stress. Based on above studies it can conclude that role conflict has a direct and positive relation with the job stress. When role conflict increases job stress also increases.

H3: Role conflict negatively correlated with job stress when role conflict increase stress also increase

I. Role Ambiguity and Job Stress

[18] were the first to classify the job stress into two kinds: challenging and preventing stress, they suggested that preventing stress called destructive stress results from factors such as role ambiguity, role uncertainty, and organizational policies, and decreases both the individual and organizational performance, while challenging stress will result in satisfaction, loyalty, trust, and even employees' creativity. [94] concluded that the role conflict and role ambiguity are two influencing factors of job stress. Role ambiguity had also been linked with the job stress and low job satisfaction [67]. [29] conclude that the role conflict and ambiguity increase the job stress. In the study of [3] the job stress consists of workload pressure, management role, homework interface, relationship with others, performance pressure and role ambiguity. [8] conclude that role ambiguity of an organization is one of the aspects that affect work-related stress among workers. [56] found that role ambiguity led to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression.

H4: Role ambiguity has positive correlation with job stress

J. Job Stress and Job Satisfaction

There are many studies that reveal that job satisfaction is affected by job stress, this is because better outcomes of jobs are on demand for organizations. In modern time it is term as anxiety and stress [53]. The employees felt the tension because of their job is job stress [30]. According to [69] the job stress is when there is difference between job requirement and employee capabilities, resources, or needs to perform the job cause harmful physical and emotional responses occur. According to this study of [87] it was found that role overload, role ambiguity, role conflict, lack of work environment, more demands from the agencies, inadequate working environment and poor relation with colleagues cause the job stress. The positive emotional state from the appreciation of one's job and job experiences. [49]. Many studies are conducted to determine the relationship between job stress and job satisfaction [74] and [75]. Job satisfaction has ha significant relationship with job stress. [86]. Low job satisfaction can be the source of job stress and high satisfaction can be the result of e-reduction in stress level [85]. [52] reveal that the employees who are more satisfied are more committed to performing that have supported by [71] and [77]. [46] identified that high levels of job stress are correlated with low levels of job satisfaction. [21] have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. Study of [39] also reveals that job stress affects job satisfaction and career satisfaction negatively. It is concluded that job stress negatively correlated with job satisfaction.

H5: job stress has negative correlation with job Satisfaction. when job stress increase job satisfaction decreases and vice versa.

K. Job Stress Mediate the Relationship Between Role Conflict and Job Satisfaction

According to [50] it was concluded that the role conflict and job satisfaction is mediated by job stress. According to [27] it was also concluded that there is a relationship exist between role conflict and job satisfaction. When there is increase in the level of role conflict result in decrease the level in job satisfaction [37]. The study of [16] conclude that there is a negative relationship exist between job satisfaction and work conflict. There is a strong negative relationship between role conflict and job satisfaction [59].

H6: Relationship between role conflict and job satisfaction is mediated through job stress

L. Job Stress Mediate the Relationship Between Role Ambiguity and Job Satisfaction

In the study of [79] tell us that that the role ambiguity has negative influence on job satisfaction. According to [34] role conflict and role ambiguity has a negative impact on job satisfaction. The relationship between role ambiguity and job satisfaction is mediated by job stress is significant [70]. If the role ambiguity level was reduced than the level of job satisfaction will be increased [47]. According to [50] it was concluded that the perceived stress has mediated the relationship between role ambiguity and job satisfaction. In the study of [78] it was concluded that there is direct and negative relationship between role stressor and job satisfaction. According to [45] the job stress mediates the influence between role ambiguity and job satisfaction.

H7: Relationship between role ambiguity and job satisfaction is mediated through job stress

M. Islamic Work Ethics and Job Stress

Islamic work ethics as the set of set of moral postulates that differentiate what is wrong and what is right [12]. Islamic work ethics is ways toward work and approaches, the most valuable asset is work in human lives. The Islamic code of conduct were originated from Holy Quran and teaching saying, preaches and action of Holy prophet Muhammad (PBUH) as well as the teaches of four Caliphs of Islam [7] and [64]. Ethics in Islam is the good value in term of behavior action thinking and feelings [35]. Islamic work ethics is called akhlaq which is outcomes of Iman and is a set of Islamic moral values that have been approved basically in the Holy Qur'an and derived from the actions of Prophet Mohammad SAW throughout his lifetime [54]. For all those who follow Islam can get guidelines and follow Islamic principles to conduct Islamic ways of livings and these techniques are to be followed every time [13].

Islam provided simple and comprehensive setups, based on ethics, which regulates every aspect of life accounting social and economic activities [57], [66]. Islam cover every aspect of lives whether it is individual lives, or it is collective lives [12]. Islamic law explains Islamic Work Ethics which cannot be changed nor denied and are same of every Muslim, so, Islamic Law is not for some specific field persons or society. In Islamic societies, Cultural norms and values have roots in

Islamic principle and they grow according to take shape according to practices made by Muslims, as directed by the Sharia instead of traditions, as a separate standard, driving approaches and behaviors of the believers [6] Those people who follow Islam and Islamic principles in their lives and doing everything according to the principles of Islam face less pressure and stress in the workplace.

H8: Islamic work ethics and job stress are negatively correlated.

N. Role Conflicts and Role Ambiguity and Job Stress Moderated by Islamic Work Ethics

Work Ethics stresses upon trustworthiness, hard work and self-respect [5]. A moderating affiliation can be predicting between role conflict, role ambiguity and job stress. IWE not only deals that how to spend life but also provides courses of action for the business. Its ethical system suggests guidelines and strategies for conducting business and work [66]. Work Ethics is an important part of Muslim beliefs and value system, those employees who are high in Islamic Work Ethics are low in role conflicts, role ambiguity and job stress

H9: Islamic work ethics moderate the relationship between role conflict and job stress.

H10: Islamic work ethics moderate the relationship between role ambiguity and job stress.

III. STUDY METHODS

A. Study Model

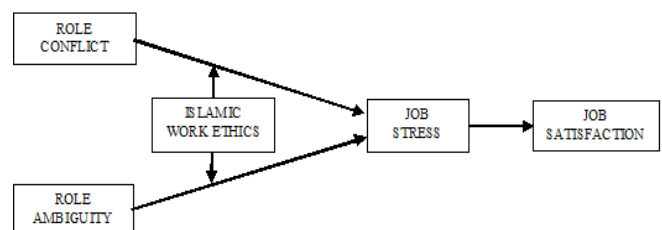


Fig. 1. The hypothesized model of the Study.

B. Population, Sample and Data Collections

Job stress can be present in every organization and employees feel stress in all levels of organizations. To determine the stress level in employees of organization I choose the two public sector higher educational institutions, public and private banks, and other private sector organization for the purpose of data collection. By using personal contact, I was got access to the public and private sector banks, two public sector higher educational institutions and some others public sector organizations. Because in all levels in organization private employees feel job stress so that I decided to managerial as well as low middle level employees. Low education in lower-level employees might be a problem to understand the questionnaire that was developed in English language and did not able to respond.

Convenience sampling was used to collect the data from organization. A self-reported survey that contains measure role conflict, role ambiguity, job stress, Islamic work ethics, and job satisfaction was used to collect data. Survey was

distributed to 200 employees. Of which 185 responses were received back. In which 175 responses were usable for data analysis. The valid response rate is 94.5%.

A cover letter was attached to the questionnaires which explain the purpose of study and voluntary participation of respondent unanimity and confidentiality were fully assured to the respondents.

The majority of respondents in this study is male 63.4% and woman comprises of nearly 36.6%. 67.4% of respondents were married and 29.1% of respondents were unmarried. The 52% of respondents have the age in between 26-35 and 23.4% of respondents were in between 36-35. The majority of respondents had experience less than 3 years which is 30.9%, 25.7% of respondents had experience 3 to 6 year. 82.9% of respondents were full time job holder and 17% were part time. The majority of respondent have the middle level position in organization which is 76.6%.

C. Measures

All variables were measured using self-report survey. Respondents for all variables were accessed through 5 points Likert type scale with 1 indicate strongly agree, 2 agree, 3 neutral, 4 disagree, and 5 strongly disagree.

1. Role conflict

I used the 8-item role conflict scale developed by [67] to assess this construct. This study were one sample items "I receive assignments without the manpower to complete them" the reliability of this scale is 71.2%. A high score on this scale indicated a higher degree of role Conflict.

2. Role Ambiguity

The scale that was used I this study is the 5-item role ambiguity scale developed by [2] used to collect data. This study were one sample items "I am not always sure that I have divided my time properly between tasks" the reliability of this scale is 71.8%. A high score on this scale indicated a higher degree of role ambiguity.

3. Job Stress

Nine item scale of job stress that was developed by [63] to assess this construct. This study were one sample items "I sometimes dread the telephone ringing at home because the call might be job-related" the reliability of this scale is 71.9%. A high score on this scale indicated a higher degree of job stress.

4. Islamic Work Ethics

To access this construct, we used 15 items scale of Islamic work ethics scale developed by [7] to assess this construct. This study were one sample items "Producing more than enough to meet one's needs contributes to the prosperity of society as a whole" the reliability of this scale is 77.1%.

5. Job Satisfaction

Author used the 7 item of job satisfaction scale developed by [73] to assess this construct. This study were one sample items "Considering my skills and level of education that I have; I am satisfied with my pay and benefit that I get in this organization" the reliability of this scale is 73.9%. A high score on this scale indicated a higher degree of job satisfaction.

IV. RESULTS

In the first table analyze the bivariate correlation among the key interest variable, this show that all the zero-order direction value were acceptable the correlation table provide the provision supports to the hypothesis testing. In this study the multiple regression was used to test the hypothesis formed in the study. We entered the job satisfaction in dependent section, gender was entered into the independent section in first step and then we entered independent variable in second step.

TABLE I: MEANS, STANDARD DEVIATIONS AND CORRELATIONS COEFFICIENTS

	Mean	S. D	1	2	3	4	5
1 RC	2.77	.59	1				
2 RB	2.43	.74	-.36**	1			
3 IWE	2.11	.47	-.127 [^]	.223**	1		
4 JSTR	2.77	.61	.409**	.419**	-.139 [^]	1	
5 JSAT	2.48	.63	-.227**	.104	.179*	-.127	1

N=175 alpha reliability was presented above, RC: Role conflict, RB: Role Ambiguity, IWE: Islamic work ethics, JSTR: Job stress, JSAT: Job satisfaction, *P<.05>.01, **P<.01>.000, [^]P<.10>.05.

Table I provides initial support to this study. In this table it shows that the role conflict has significantly negative relationship with job satisfaction while role ambiguity has insignificant relation with job satisfaction. This table also show that the role conflict and role ambiguity have positive association with job stress while Islamic work ethics has negative relation with job stress.

TABLE II: COMBINED DIRECT, INDIRECT, MEDIATING AND MODERATION ANALYSIS

	Job stress			Job satisfaction		
	β	R ²	Δ R ²	β	R ²	Δ R ²
<i>Direct affects</i>						
Role conflict	.296**			-0.22**		
Role ambiguity	.311**	.251	.251	.025	.052	.052
<i>Mediation</i>						
<i>Step 1</i>						
Job stress				.127	.016	.016
<i>Step 2</i>						
Role conflict				-.21*		
Role ambiguity				.013	.053	.037
<i>Moderation</i>						
<i>Step 1</i>						
Role conflict	.309**					
Role ambiguity	.364**					
Islamic work ethics	.260**	.315	.315			
<i>Step 2</i>						
Role conflict	.405					
Role ambiguity	.368	.316	.000			

N=175, *P>.01<.05, **P<.01>.000.

The hypothesis role conflict has negative effect on job satisfaction is supported by this study. The job satisfaction is effect by the role conflict by ($\beta = -.22$, and $P = .007$). This imply that the -22% negative change was predicted in job satisfaction by role conflict. This supports the first hypothesis of this study.

The hypothesis of role ambiguity has negative correlation with job satisfaction is not supported by the result of this study. The ($P = .756$) which is greater than the standard significance level. This value is insignificant and not support the second hypothesis.

Role conflict has a negative correlation with job stress is supported by this study. The result shows in this study are $\beta =$

.309, $P = 0.000$). The P value is less than the significant standard value it is significant and support the hypothesis of this study. The job stress effected by role conflict was 30.9%. This mean that the job stress is increase when role conflict within the employees is increased and job stress decrease when role conflict decreases.

The ($\beta = .364$, $P = 0.000$) which is less than .05 this mean that the p value is significant, so the hypothesis role ambiguity is positively correlated with job stress is supported by this study. The predictor role ambiguity predicts 36.4% change in job satisfaction. This study shows that when role ambiguity increases job stress also increases.

In this the ($\beta = -.26$, and $P = .000$) the p value is significant when the Islamic work ethics increase in the employees of organization the employees feel less pressure the hypothesis Islamic work ethic has negative correlation with job stress was supported by this study by examined the regression result. The job stress is experience -26% change by the predictor Islamic work ethics.

The hypothesis job stress has negative association with job satisfaction is not supported by this study the significance of the value is ($p = .093$) which is less than the standard significance value. So, this value is not supported by this study. The $r = .016$ and change in $r^2 = .016$ is same for this hypothesis.

The hypothesis mediating role of job stress between role conflict and job satisfaction is significantly supported in this study. ($\beta = .20$, $p = .015$) the R square is .053 and change in R square is .037. The total changing in r square is 3.7%. Due to mediation, there is partial mediation between role conflict and job satisfaction.

We used moderating analysis of multiple regression to analyze the moderating effects in this study. we entered the independent variable along with moderator variable in first step and then we entered the interaction term of role conflict and Islamic work ethics and role ambiguity and Islamic work ethics on step two of independent section. The dependent variable job stress is used to predict the effect.

There is insignificant relationship between role ambiguity and job satisfaction there is no direct significant relationship between role ambiguity and job satisfaction. This is necessary for [83] mediation analysis. This does not support the hypothesis role ambiguity and job satisfaction mediated through job stress.

The moderation effect of Islamic work ethics between both the role ambiguity, role conflicts and job stress have an insignificant relationship the p value is far above the standard significant value thus both the hypotheses nine and ten were not supported from this study.

V. DISCUSSIONS AND CONCLUSION

We conducted this study on the private and public sector of organization is Pakistan. In today competitive world the competition between organizations was increased. The more work is demanding from employees to perform. So, employees have to perform many roles in the organization to meets the organizational goal. Sometime many organizations have not enough training plan to make the employee more competitive. So, the employees sometime did not know what their role is in the organization. This study explores the role

conflict and role ambiguity the employees possess and impact of these role on their job satisfaction and job stress. This study also explored the effect of job stress on job satisfaction. Furthermore, this study also analyzed the moderating role of Islamic work ethics.

We conducted this study on the sample size of 175 valid responses. The 200 questionnaires were distributed in our target population from which 175 valid responses were received back. The regression analysis that was run in this study show the result as follows.

The role conflict has a significant negative relation with the job satisfaction. The employees who face role conflict do not perform well due to extra work burden and doing more than paid increases employee dissatisfaction level and decrease employee's productivity. It is means when the role conflict in employees increase the job satisfaction of employees decrease and when employees have felt less role conflict the job satisfaction of employees increased. Thus, it is concluded that the first hypothesis the role conflict has negative relation with job satisfaction has been supported from this study.

The role ambiguity had insignificant relationship with job satisfaction. This mean that the second hypothesis role ambiguity has negative relation with job satisfaction is not supported with this study. The reason may be that from where I collect sample the job opportunity was very less if they leave the job, they required lot of time to get a new job although they have not clear about their existing job but they were remained with a part of organization that's why were satisfied.

Role conflict has significantly positive association with job stress. When the increase in role conflict the employee's felt job stress. Role conflict and job stress has positive association [59]. The employee's feel more job stress when they have some role to perform. The employees cannot perform well in a stress situation. This study supports the third hypothesis of this study.

This study supports the fourth hypothesis role ambiguity has positive correlation with the job stress. The result shows the positive significant relationship with the job stress. This mean when there is increase in role ambiguity the job stress also increased and there is fall in role ambiguity job stress also goes down. E when employees was unclear about their role and duties, they feel stress in their jobs.

This study shown that Job stress and role satisfaction has insignificant relationship. It is not supporting the hypothesis of this study. The reason of this significant relationship my b that they economic conditions were not so good in country from where I collect the sample. The less jobs are available to the people. The family structure was too large, dependence of large family on single family member income. That is why people are less dissatisfied while they are facing job stress.

The role conflict and job satisfaction are significantly mediated through job stress. This will support my hypothesis this mean that the role conflict has an effect on job satisfaction is through job stress. The relationship of role ambiguity and job satisfaction through mediation is significant [70]. While the hypothesis role ambiguity and job satisfaction are mediated through job stress is insignificant and not supported from this study.

Islamic work ethics has significantly negatively association with the job stress. The job stress decrease when

employees follow Islamic code of conduct in their workplace. Its mean that the when Islamic work ethics increase the job stress decreased and vice versa. Employees who follow Islamic rules feel less job stress.

The moderation effect of Islamic work ethics between role conflict and job stress has an insignificant relationship. The Islamic work ethics are not adopted in the workplace. People talk about Islamic rule and code of conduct, but they don't follow the Islamic rule and Sariah in workplace. Same in the case of hypothesis role ambiguity and job satisfaction is moderating through Islamic work ethics has an insignificant relationship.

VI. IMPLICATIONS FOR PRACTICE

This study has some meaningful implication for the manager. First, this study has proven that role conflict is negatively related to Job satisfaction so the manager should understand what type of conflict arises in employees during the job in the organization whether they are inter-role or intra-role then the manager should deal with those employees who has job-related conflicts to resolve it. This study also shows the role conflicts, role ambiguity, and job stress are positively correlated with each other. This mean that the manager should also overcome the effect of role conflict and role ambiguity. The manager should communicate the goal vision and mission of the organization. The manager should also communicate the duties of employees of the worker so that they do work effectively and efficiently. By applying these techniques manager would be able to overcome the stress of employees in the organization and have to get a better performance from employees. The manager should also address the inter-role and intra-role conflict within the employees to overcome the pressure of stress. Islamic work ethics also has an effect on the job stress the manger should promote the Islamic ethics between the employees in the organization to reduce the level of stress within the employees.

VII. LIMITATION

Limitations of study are the sample collected for this study is small. The convenience sampling is used to collect the data. The sample is collected from few branches of banks and few higher education institutions. There is a very short time period for completion of this research article. There is little access in organization to collect the data.

VIII. FUTURE RESEARCH DIRECTION

The future researcher should collect the sample from more branches to generalize the result. In this study, both public and private sector were examined future researcher may examine the study on any one of the sectors. The future researcher may use longitudinal sampling to collect the data. The researcher may replicate this study by increasing the sample size. The researchers are recommended to use the psychological capital, organizational culture, and age as a moderator to conduct the future study.

APPENDIX

Section I: Demographic

Note: Please tick the number that you feel best describes you.

Name: _____

Organization: _____

Gender:

Male	Female
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Age (years):

< 26	26-35	36-45	45-55	56-Above
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Marital Status

- a) Married
- b) Single
- c) Divorced
- d) Other _____

Work Status

- a) Full- time
- b) Part-time

Current position in organization:

Low level	Middle Level	Top Level
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Time with organization (years):

< 3	3-6	6-9	9-12	13-Above
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Section II: Role Conflict

1= strongly agree, 2 = agree, 3 = neutral, 4 = disagree, = strongly disagree

Source: [67]

I must do things that I think must be done differently.

1	2	3	4	5
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I work under incompatible policies and guidelines.

1	2	3	4	5
---	---	---	---	---

I have to oppose a rule or policy in order to carry out an assignment

1	2	3	4	5
---	---	---	---	---

I receive assignments without the manpower to complete them.

1	2	3	4	5
---	---	---	---	---

I receive incompatible requests from two or more people.

1	2	3	4	5
---	---	---	---	---

I have to work under vague directions or orders

1	2	3	4	5
---	---	---	---	---

I receive assignments without adequate resources and materials to execute them

1	2	3	4	5
---	---	---	---	---

I work on many unnecessary things

1	2	3	4	5
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Section III: Role Ambiguity

Source: [2]

I don't have clear about my planned goal and objectives of my job.

1	2	3	4	5
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I am not always sure that I have divided my time properly between tasks.

1	2	3	4	5
---	---	---	---	---

I don't know what my responsibilities at work are.

1	2	3	4	5
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I don't know exactly what is expected of meat work.
1 2 3 4 5
It is not explained clearly what task have to be done.
1 2 3 4 5

Section IV: Islamic Work Ethics

Source: [7]
Laziness is a vice.
1 2 3 4 5
Dedication to work is a virtue.
1 2 3 4 5
Good work benefits both one's self and others.
1 2 3 4 5
Justice and generosity in the workplace are necessary conditions for society's welfare.
1 2 3 4 5
Producing more than enough to meet one's needs contributes to the prosperity of society as a whole.
1 2 3 4 5
One should carry work out to the best of one's ability.
1 2 3 4 5
Work is not an end in itself but a means to foster personal growth and social relations.
1 2 3 4 5
Life has no meaning without Work.
1 2 3 4 5
More leisure time is good for society.
1 2 3 4 5
Human relations should be emphasized and encourage.
1 2 3 4 5
Work enables man to control nature.
1 2 3 4 5
Creative work is a source of happiness and accomplishment.
1 2 3 4 5
Any person who works is more likely to get ahead in life.
1 2 3 4 5
Work gives one the chance to be independent.
1 2 3 4 5
A successful person is the one who meets deadlines at Work.
1 2 3 4 5
One should constantly work hard to meet responsibilities.
1 2 3 4 5
The value of work is delivered from the accompanying intention rather than its result.
1 2 3 4 5

Section V: Job Stress

Source: [63]
I have felt fidgety or nervous as a result of my job.
1 2 3 4 5
My job gets to me more than it should.
1 2 3 4 5
There are lots of times when my job drives me right up the wall.
1 2 3 4 5

Sometimes when I think about my job I get a tight feeling in my chest.
1 2 3 4 5
I have too much work and too little time to do it in.
1 2 3 4 5
I feel guilty when I take time off from job.
1 2 3 4 5
I sometimes dread the telephone ringing at home because the call might be job-related.
1 2 3 4 5
I feel like I never have a day off.
1 2 3 4 5
Too many people at my level in the company get burned out by job demands.
1 2 3 4 5

Section VI: Job Satisfaction

Source: [73]
All in all, I am satisfied with the members in my work group.
1 2 3 4 5
All in all, I am satisfied with my immediate supervisor.
1 2 3 4 5
All in all, I am satisfied with my job now.
1 2 3 4 5
All in all, I am satisfied with this organization, compared to other company.
1 2 3 4 5
Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization.
1 2 3 4 5
Most people in this organization are satisfied with the job that done now.
1 2 3 4 5
I never thought to leave this organization even the condition of this company is not stable for this moment.
1 2 3 4 5

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