

**ABSTRACT**

The present research looks into the examination of the relationship between job stressors and job performance with the mediating role of job satisfaction. The concept 'job stressors' is classified into two most important dimensions named as 'role ambiguity and role conflict'.

Data has been collected from the sample of 475 employees of higher educational institutions of Lahore, Pakistan by using self-administered close ended questionnaire. Study applies three step regressions to test the hypothesis. The results indicate significant and negative association between role conflict and job satisfaction. Similarly there is negative and significant association between role ambiguity and job satisfaction that ultimately leads to poor job performance. However, job satisfaction mediate significantly between job stressors and job performance. This study will be useful for managers in the educational sector to ensure the effective policies that help them to improve the job performance by minimizing the effect of job stressors.

**KEYWORDS:** Job stressors, Role Conflict, Role Ambiguity, Job Satisfaction, Job Performance.

**INTRODUCTION**

Organizations are the social systems that are usually created to full fill the need of individuals and the societies. The survival of the organizations depend upon the efficient and effective working of their employees (Suleiman Awwad & Mohammad Agti, 2011). Now in this dynamic and competitive era, organization need highly qualified and committed employees for their success irrespective of their type, size and field (Bledow, Frese, Anderson, Erez, & Farr, 2009). While, from the last one decade, organizational stressor has become a major concern for the researchers as well as for the practitioners that can disturb the employee's performance (De Castro, Gee, & Takeuchi, 2008; Lazarova, Westman, & Shaffer, 2010). Researchers tend to address the concern of job stressors that ultimately leads to the poor performance of employees and organizations (Judeh, 2011; Wallace, Edwards, Arnold, Frazier, & Finch, 2009). In this scenario, the current trends of technology and global competition are prominent cause for the increasing stressors at work (Koukoulaki, 2010). While according to previous studies, there are some other important antecedents of the job stressors named as organizational factors, individual characteristics and environmental factors (Elovainio, Kivimäki, Steen, & Kalliomäki-Levanto, 2000; Mitchell & Ambrose, 2012; Nielsen, Hetland, Matthiesen, & Einarsen, 2012; Rafferty & Griffin, 2006; Shappell & Wiegmann, 2012). However, a few studies address frequent occurrence of role conflict and role ambiguity and its impact on job satisfaction and employees performance (Firth, Mellor, Moore, & Loquet, 2004; Mowday, Porter, & Steers, 2013; Sparks & Cooper, 2013). Furthermore, the worst effect of job stressors distress the performance level of all the stakeholders of the organization (Spector, Chen, & O'Connell, 2000).

A consistent study range of research works which have been undertaken to examine the outcomes of the job stressors such as organizational performance (Combs, Liu, Hall, & Ketchen, 2006; Jeffery A LePine, Podsakoff, & LePine, 2005), turnover intention (Egan, Yang, & Bartlett, 2004; Jaramillo, Mulki, & Solomon, 2006), job satisfaction (Coomber & Barriball, 2007; Egan *et al.*, 2004), staff commitment (Meyer & Allen, 1991; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Podsakoff, LePine, & LePine, 2007; Schwegker, 2001), locus of

control (ÖZEN KUTANİS, Meseİ, & Övdür, 2011), burnout (Flook, Goldberg, Pinger, Bonus, & Davidson, 2013; Gold & Roth, 2013) and tension (Appelbaum, 2013; Smith, Gonin, & Besharov, 2013).

Role ambiguity occurs when organizations do not properly define the roles and responsibilities of the employees within the workplace boundaries (Schulz, 2013; Tidd, McIntyre, & Friedman, 2004). The incompatible demands and expectations of the organization about the job lead towards the role conflict (Beehr, 2014). There are enormous researches that discussed the positive relationship between job stressors and emotionally fatigued and exhausted, depersonalization, job burnout etc. (Gurmit Singha, 2014; H. Kim & Stoner, 2008; Skoryk, 2013; Vorkapić & Mustapić, 2012).

RC and RA are collectively named as job stressors and are the two important factors that negatively affect both psychological and behavioral processes of the employees (Chen, Takeuchi, & Shum, 2013; Furnham & Marks, 2013; Trépanier, Fernet, & Austin, 2013). These two factors result in negative emotions like job dissatisfaction (Papastylianou, Kaila, & Polychronopoulos, 2009) and poor performance for organization (Jawahar, Stone, & Kisamore, 2007; Spector & Jex, 1998).

There are very few research studies examined the role ambiguity and role conflict as 'job stressors' and investigating their effect on employee's behavior towards the job and output level at the same time. Employees are considered as the essential resource of the organizational set up, so there is a dire need to focus on the employee's roles, satisfaction level, and their performance that is ultimately responsible for the success for an organization (Sinha & Subramanian, 2012; Ugboro & Obeng, 2000; YEŞİLTAŞ).

In this regards, the main concern of the current research paper is to examine the direct impact of stressors at job (ambiguity of role and conflict regarding) on performance at job with mediating effect of one dominant variable 'job satisfaction' in the context of higher educational sector of Pakistan. Hence, this study becomes unique as it explains the stated relationship in consolidation with one important job performance in a study with the relationship of job stressors in Pakistani context. Moreover, this research work along with literature on workplace stressors gives insight to leaders to comprehend the impact of stressors on emotional, psychological and behavioral state of employees and their performance. Hence, this study has covered the least addressed and multi-dimensional association between stressors at workplace, satisfaction, and performance at workplace.

## LITERATURE REVIEW

The notion of job stressor has gained wide attention of researchers during previous decade. Stress is feeling of somatic or emotive fatigue and an emotional perspective of considering oneself as unable to cope up with the tension and discomfort, specifically in response to variation (Linden, Keijsers, Eling, & Schaijk, 2005; Mutkins, Brown, & Thorsteinsson, 2011; Omar, Halim, Zainah, & Farhadi, 2011). Research shows that long term stress at workplace may take job burnout for employees in the form of feelings of fatigue, pessimism, disinterestedness, hopelessness and exploitation in the teaching profession (Howard & Johnson, 2004; Mutkins *et al.*, 2011; Woods, 1999). The relational description of job stressors with job satisfaction and job performance is given below;

### Role Ambiguity

According to classical role theory, the concept of 'role ambiguity' as it exists when an individual has insufficient information about how to effectively and efficiently complete one's job. RA is the lack of clarity and concreteness regarding desired job and behavioral outcomes (Schulz, 2013). The role ambiguity includes the deficiency of information about the objectives of an organization and the conditions in which job has to be performed effectively (Tidd *et al.*, 2004). The role ambiguity includes vague expectations from an individual as he/she did not know about the exact situation of working that creates stress leads to poor outcomes for work and personal life both (J. L. Lu, 2013). In addition, the job roles cannot be presumed when the organization is not supportive about the clarity of roles and desired expectations (Sinha & Subramanian, 2012).

### Role Conflict

A lot of research has been done on the concept 'role conflict' of male and female both in different settings that leads to multiple outcomes (Elloy & Smith, 2003; Stoeva, Chiu, & Greenhaus, 2002; Tang & Chang, 2010; Viator, 2001). RC happens in situation in which the individuals face numerous and obstinate job demands that are not consistent with their KSAs (Bolat, Bolat, & Yuksel, 2011; Evans & Davis, 2005). Multiple workplace demands and requirements from various stakeholders like clients, peers and supervisors at the same time create role conflict for an individual (Elloy & Smith, 2003). In addition, facing multiple bosses simultaneously leads to role conflict

in an organization that creates stress for an employee (Tarafdar, Tu, Ragu-Nathan, & Ragu-Nathan, 2007). The incompatibility of demands with the workers targets aptitude, norms is the dominant cause of RC (Cooper, Leung, Dellaportas, Ahmad, & Taylor, 2009).

### **Job Satisfaction**

Satisfaction at work is an emotional reaction of an individuals about their jobs (Mafini & Dlodlo, 2014). It is simply a perception of an individual regarding the different aspects of job at the workplace (Youssef & Luthans, 2007). Job satisfaction is purely related with amount of reward that he/she has received at workplace according to his own calculations (Widyani & Sugianingrat). The research proved that job satisfaction is the feel of inclination of a person who does the job and gets the response according to his/her expectations (Hendrix, Robbins, Miller, & Summers, 1998). Another research explained some antecedents of job satisfactions such as workplace support, supervisor behavior, stress, working schedules, environment and work-family conflicts (Franke, Rapp, & "Mick" Andzulis, 2013).

### **Performance at job**

'Job performance' means that how effectively an individual perform his/her job assigned by supervisor (Beauchamp, Bray, Eys, & Carron, 2002). The confidence of an individual about his or her own capabilities influenced the job performance (Casey-Campbell & Martens, 2009). The performance level of an employee depends upon his initiative and the extent to which an employee doing his or her work and what he or she revealed (Jabbour, de Sousa Jabbour, Govindan, Teixeira, & de Souza Freitas, 2013). While ,the resource availability that becomes the major factor of job performance in an industry (Jabbour et al., 2013). In addition, the alignment of an individual with the organizational vision, mission and goals can become a key to achieve the level of desired performance of an individual as well as organization (Demerouti, Bakker, & Leiter, 2014; Moradi, Kord, Bavadi, & Tarifi, 2014; Singh, 2000).

### **RC and Performance at work**

The role theory stated that incompatible demands regarding work related issues creates the role conflict among the competent workers (Henle & Blanchard, 2008; Rod, Ashill, & Carruthers, 2008).

Role conflict arises when an individual get contradictory role's expectation from individual and from the environment at the same time and he is totally confused that he/she could fulfil the job expectations imposed by different factors (Ahsan, Abdullah, Fie, & Alam, 2009). An individual experiences role conflict when he or she has to obey or follow one boss at a time but he is getting pressure from two or more bosses and this sort of conflict affects the performance of employees (B. P. Kim, Murrmann, & Lee, 2009).

The role conflict affects the performance motivation regarding going outside the routine activities that he/she wants to act innovatively at the workplace (Fried, Shirom, Gilboa, & Cooper, 2008). When an individual has difficulty in role clarification, he/she could have direct and indirect difficulty in performing their duties effectively and efficiently (Lukasik, 2009). The results of prior research proved that role conflict of an individual affects the behavior of an individual and his/her performance level at the workplace (Sai, 2014; Viator, 2001). In some prior research, auditors are used as a sample and they claimed their job outcomes are poorly affected by experiencing the issue of role conflict or role overload (Bhanugopan & Fish, 2006; Netemeyer, Brashear-Alejandro, & Boles, 2004; Sai, 2014). Therefore, we hypothesize the following:

H1: Role conflict affects the job performance

### **RA and performance at job**

RA arises from inconsistent guidance of supervisors that leads to anxiety and reduce the job productivity (Rodell & Judge, 2009). Therefore, we understand that the individual who faced the problem of role ambiguity ultimately loses his performance level at the workplace. In some cases role ambiguity is a detrimental factor for employee's productivity at the workplace (Imran, Arif, Cheema, & Azeem, 2014; Khan, Yusoff, & Khan, 2014; Tang & Chang, 2010). While, the role ambiguity is a key factor for increasing anxiety, reducing employee's satisfaction and diminishing job performance (Karlsson, Björklund, & Jensen, 2010). Similarly, some studies claimed that role ambiguity seriously affect the planning and decision making areas especially at managerial level (Brown & Estévez, 2011; Foss & Laursen, 2012). Cognitive theories emphasizes that job ineffectiveness and poor utilization of resources resulted by role ambiguity and in turn, reducing job performance (Blackford, 2010; Chu, Lee, & Hsu, 2006; Djebarni, 1996; Lin, 2012). Another study describes hat in case of multiple stake holder the role ambiguity can affect job performance (Srikanth & Jomon, 2013). If role ambiguity increases, there is huge possibility of

misinterpretation regarding job requirement and job standards among similar group of individuals that leads to poor job performance (Mulki, Jaramillo, & Locander, 2009; Wakefield et al., 2009). Therefore, we can position the following hypothesis.

H2: Role ambiguity affects the job performance

### Stressors, Satisfaction and Performance at work

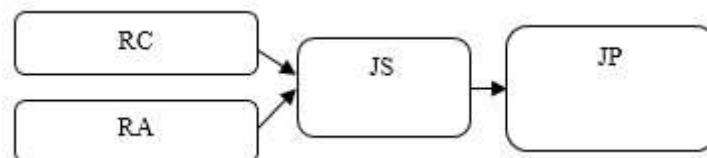
Satisfaction is an affirmative emotional feeling that arises from the job experiences but it can be badly affected by the existence of job stressors (Rodell & Judge, 2009).. Researchers found a negative association between job stressors, role ambiguity and role conflicts, and job satisfaction (Bhanugopan & Fish, 2006; Netemeyer, Brashear-Alejandro, & Boles, 2004; Sai, 2014). Marketing research indicates that the satisfaction level of sales person has negatively affected by their role stressors through marketing-oriented boundary spanners and managerial sales orientations (Karlsson, Björklund, & Jensen, 2010). Similarly accounting literature presents the negative association of role ambiguity and role conflict on job satisfaction (Karlsson, Björklund, & Jensen, 2010). However, role ambiguity and role conflict can affect job performance through job satisfaction (H. Lu, While, & Barriball, 2005). Consequently, some studies found negative association between job stressors and employee's satisfaction, while some studies got positive correlation between job satisfaction and job performance (Mishra & Shukla, 2012; Tang & Chang, 2010).

The role overload has a negative association with employee satisfaction and performance. Most of the researchers stated about the correlation of role conflict and role ambiguity with job satisfaction even for the recent research by (Blackford, 2010; Chu, Lee, & Hsu, 2006; Djebarni, 1996; Lin, 2012. The satisfied employees are quite beneficial for the organizations as they perform well according to their roles but as well as their dissatisfaction can spoil the image and performance of an organization (Mulki, Jaramillo, & Locander, 2009; Wakefield et al., 2009).

To this end, it is hypothesised:

H3: Job satisfaction acts as a mediating variable between job stressors and job performance.

### THEORETICAL FRAMEWORK



### RESEARCH METHODOLOGY

As per our research objectives, we have employed quantitative techniques under the positivism paradigm. In this research

#### Table 1: Respondent Demographics

Focusing the basis of quantitative research probability method of sampling is applied. This study utilizes cluster random sampling technique. In this study employees are selected randomly from private and public universities of Lahore (Pakistan). The unit of employee was that employee who has experienced at least six months job in the institution in order to ensure that the employee has a clear understanding of the academic institutional jobs and policies implemented by the organization. Lahore is the capital city of Punjab and is considered is "THE CITY OF KNOWLEDGE". There are 38 public and private universities in Punjab and out of these 29 universities are located in Lahore .In these 29 universities 18 universities are private and 11 are public universities. This study has divided universities of Lahore in two clusters, private and public universities.

A sample of 500 employees randomly selected from total population which are 29 universities in Lahore. Among the population of employees at universities and colleges of Lahore region and were requested to fill the questionnaires. The sample size should be above 300 for reliable results obtained in Principal Component Analysis. Out of 500 respondents, 475 individuals fill the questionnaires and returned it back to the researcher. The forms were nearly completely filled depicting the success rate to be 95%. To achieve the objective of this research, a survey form was designed containing 19 statements to check the opinion of employees regarding RA

and RC at higher educational institutions. The survey instrument is developed on 5-point Likert scale (from Strongly Disagree to Strongly Agree) and they were asked to rate the statements as per best of their knowledge, feelings and emotions.

For the data analysis, we have used SPSS (Statistical Package for Social Sciences) 20.0 and various tests are applied like reliability test (Cronbach's Alpha value), descriptive analysis, PCA, correlation, regression analysis and mediation analysis. The details of data analysis are mentioned in next section following by complete interpretation and description.

## RESULTS AND ANALYSIS OF RESULTS

### Table 2: Demographic Profile of the Respondents

The demographics of the respondents include gender, age, qualification, sector and income. The above table depicts that out of 475, 277 (79%) are male respondents and only 73 (21%) are female respondents. The above table shows that out of all 475 (100%) respondents are postgraduates. Here it can be seen that there were 400 respondents from private sector representing 84.2% of the sample. On the other hand, there were 50 respondents from semi-government sector accounting for the 10.5% of the sample whereas 25 respondents were from public sector accounting 5.3% of the sample. It was presented that major category in the age distribution is "> 35 years" with 375 individuals presenting 78.9% from the population whereas another category to which respondents of this study belongs is "35 – 45 years" with 100 respondents and representing 21.1% of the total sample. There are 250 respondents that fall in this category and represents 52.6% of total sample whereas 100 respondents were those who had their income in the category of "PKR 30,000 – PKR 40,000" that account for 21.1% of the total sample of the study. Moreover, there are 75 respondents that fall in the category of "PKR 61,000 and above" and represents 15.8% of total sample whereas two categories were having same number of respondents which were "Less than PKR 30,000" and "PKR 51,000 – PKR 60,000" having the frequency of 25 respondents each representing 5.3% of the sample respectively.

### Descriptive Statistics

Results of descriptive analysis show that the measured value of mean for the variables varies between 3.4123 and 3.7895, with minimum value of 1.75-2.17 and maximum of 4.83-5.00 whereas the value of standard deviation is 0.68763-0.88511.

### Reliability of Measurement

Reliability of the instrument indicates the accuracy of data collection. In order to serve this requirement, the Cronbach Alpha's value indicates the reliability of the instrument for collection of data. The table 5 depicts the values of Cronbach's Alpha for all variables that are greater than 0.7 (benchmark for reliability of data). These values clearly depicts that the instrument was reliable, so we can further proceed for the analysis of data.

### Correlations

We employed Pearson correlation test to check the mutual association of job stressors (Role ambiguity and role conflict as an independent variables), job satisfaction (taken as mediating variable) and job performance (dependent variable). Table 3 depicts that all the selected variables have significant negative relationship with each other. In case of further elaboration, we can observe that role ambiguity has strong association with job performance (Beta= - .795) except role ambiguity and job satisfaction that has moderate relationship (Beta= - .658). Role conflict has strong association with job satisfaction (Beta= - .897) and job performance (Beta= - .856). It can also be noted that job satisfaction also strong positive association with job performance (and Beta= .797).

Table 3: Correlation

### Regression Analysis

Hence after presenting the correlation test results, the test is conducted to check the relationship and intensity of effect on dependent variable due to some independent variables and the results are reported in Table 4.

Table 4: Regression Analysis

Multiple regression analysis was performed to identify the measures regarding individual variables and to check the effects of independent variables (i-e RA and RC) on dependent variable (i-e job performance) along with the combined effect of self-regulatory variables on the dependent variable. Here, the measured B value for independent variables i-e role ambiguity and role conflict are - 0.866, - 0.119 for job satisfaction and - .399 and -

0.493 for job performance respectively. While the measured B value for independent variable i-e job satisfaction is - 0.525, 0.386.

#### Table 5: Cronbach Alpha

Here in all cases, significance value is less than 0.01 which reflects a significant impact of independent variables on dependent variables. Here the value of ANOVA and F-test depicts that the research model is good fit as the significance level of F-test is also less than 0.01. The value of adjusted R square for independent variables i-e role ambiguity and role conflict is 0.902 for job satisfaction and 0.416 respectively for job performance which means that the collective impact of independent variables i-e RA and RC on dependent variable i-e job satisfaction is 90.2% and job performance is 41.6%. The value of adjusted R square for independent variables i-e job satisfaction is 0.363 for job performance of employees that explained 36.3% impact on job performance due to job satisfaction.

#### Regression Analysis (Mediation Analysis)

The key purpose of this empirical study is to examine the mediating role of job satisfaction between RA, RC and job performance. Mediation was applied to check the mediation of job satisfaction between self-regulating variables (i-e. RA and RC) and reliant on variable i-e job performance. Table 4.6 reported the results of mediation analysis where it is observed that job satisfaction shows partial mediation between self-regulating variables (i-e RA and RC) and dependent variable i-e. Outcome of job. This interpretation is drawn by analyzing the significance value of the variables in Table 5.6 as they are less than 0.05 including the value of mediating variables i-e. Satisfaction at job. So it can be said that there is partial mediation between independent variables (i-e role ambiguity and role conflict) and dependent variable i-e job performance through mediating variable i-e job satisfaction of staff towards job. The remaining B Values, Adjusted R-square and F-statistics are presented in table 6.

#### Table 6: Mediation analysis

## DISCUSSION

In the context of higher educational institutions, faculty members are supposed to perform different tasks of not only managing the teaching aspects but also few administrative tasks. Teachers appear to experience difficulty that creates conflict in their jobs to perform well when teachers do not get clear cut job descriptions at the time of their appointment of their job. In this context, employees expressed similar levels of job stress related to affect their performance.

In the present study, the aim was to determine the effect of job stressor and its outcome with or without job satisfaction. The main intention behind the selection of these variables as these variables has described as isolated in few previous studies (Podsakoff *et al.*, 2007; Sai, 2014; Yousef, 2002).

But especially with the relationship of these variables in one study in academic sector of Pakistan will be conducted first time. Henceforth, this study along with being worthwhile addition in literature on work stressors but will also provide understanding to the leaders at their respective workplaces to deeply comprehend the influence of these stressors on employees behaviours and performance. The data was collected from 475 employees out of these maximum respondents are from private sector who face job stressors usually at their workplace and therefore affect their performance. Pearson's correlation test used for this collected data and the findings are derived which are shown in Table 3. The results may be perceived as a negative association exists between independent variables i.e. RA and RC. It is quiet vivid that the association between RA and RC is negative in reliant variables that presents the findings from the applied tests shows significance level. Consequently, the alternate hypothesis H1 is accepted, that shows association between role ambiguity and role conflict with job performance and job satisfaction. Here a negative mark along with the correlation coefficient describes the association between RA and RC is negative. The negative relation of stress and performance has already been researched in preceding studies (Cropanzano, Rupp, & Byrne, 2003; Jeffrey A LePine, LePine, & Jackson, 2004). All these research studies somewhat reflect that the academicians stress may have psychological, physical and social effects in the performance of employees not only effecting them but also the persons in liaison with them (Stamper & Johlke, 2003; Struthers, Perry, & Menec, 2000).

The findings of regression analysis reveal that the collective impact of independent variables i-e JA RA and RC on dependent variable i-e job satisfaction is 90.2% and job performance is 41.6%. The value of adjusted R square for independent variables i-e job satisfaction is 0.363 for job performance of employees that explained 36.3% impact on job performance due to job satisfaction. Table 6 reported the results of mediation analysis where it is

observed that job satisfaction shows partial mediation between self-regulating variables (i-e RA and RC) and dependent variable i-e. Job performance. From the analysis, it has been observed that the significance value of the variables is less than 0.05 including the value of mediating variables i-e. JS. So it can be concluded that there is partial mediation between independent variables (i-e Role Ambiguity and Role Conflict) and dependent variable i-e job performance through mediating variable i-e job satisfaction of staff towards job. The remaining B values, Adjusted R-square and F-statistics are presented in table 6.

However, the present verdict has a significant contribution in the sense that this study has determined the predictor variables regarding work related stressors, job satisfaction and job performance work in the academic arena of Pakistan. In addition to this, previous studies have focused these variables separately, but none of the study has explained the multiple effects of these variables with the effect of mediation .In contrast to this results from this study also indicate the factors other than selected in this study may explain variance in selected demographic and workplace related stressors, satisfaction and job performance. The study also reflects some shortcomings especially in case of model selected from higher educational institutions of Punjab, while province Punjab is the most populated province of Pakistan but on the other hand the reality reveals that in all the provinces employees have different workplace lifestyles and different situations and conditions as per their context and background. Moreover, the criteria for evaluating the employees job performance by management feedback including management prejudices as well and may be more effective if they may be reported on the basis of involving multiple sources . On the basis of intense competition in the academic organizations which are exerting more and more pressures on the employees in order to compete and survive in the educational context with dreadful stressors affecting satisfaction level leading towards performance/outcome.

### LIMITATIONS

This empirical study has various limitations presented as below. This study is limited due to its time dimension and has limited factors that affect job performance and satisfaction. This study has limited sample size that is only conducted in the context of Punjab whereas the workplace culture of other provinces may vary from area to area and their environments in the educational contexts. Moreover, this study has been conducted in the educational sector only and may be undertaken in other sectors as well.

### PRACTICAL IMPLICATIONS OF THE STUDY

The inferences drawn from the study represents that policies should be made to update the organizational structure and organizational environment to the optimum level by reducing the communication gap within the management and employees. In case, the administration is optimistic may convert most of the employees' stressors to positive streamline by stipulating maximum output. This study will be useful for managers in the educational sector to ensure the effective policies that help them to improve the job performance by minimizing the effect of job stressors.

As far as a developing country like Pakistan is concerned the study have major managerial implications on the expansion of business organizations. Firstly, managerial department will be aware of stressors and their impact on job satisfaction of employees and job performance. Secondly, organizations must take initiatives to control employee's stressors and the ways in which an organization tries to satisfy its employees. Very few organizations in Pakistan are working that have the possibility to control the stress level of employees. They are providing an environment which seems appropriate to them to encourage their employees. By focusing on this research these and other organizations may induce their employees intentions by detecting psychological well- being or workplace stress fulfilling hard goals and staying more satisfied by providing better performance instead of leaving university or college . The findings of this study suggested that reducing the job ambiguity and job conflict can contribute to minimize employees stress. A situation in which the stress is reduced is considered as reducing worst consequences of strain such as augmenting satisfaction and workplace performance. This study has focused on the situation in which the academia related employees were ambiguous in their role in their institution and the professional identities were not properly defined. So to equip the employees with the necessary resources to face with role stressors more attention be given to briefing, guiding, explaining and training the academic employees with their job description and about their immediate bosses to whom they are answerable to.

### CONCLUSION

The major concern of this research work was to examine the association between stressors at job and performance at job of university teachers' .Whereas job satisfaction is taken as a mediating variable. As per hypothesis, it has been proved that job stressors (Role Ambiguity and Role Conflict) had a negative relation with Job Performance

of university teachers. While, we found a partially mediating role of job satisfaction between job stressors and job performance. So as a result of this study, our alternative hypothesis are accepted that when stress (about Role Ambiguity and Role Conflict) occurs it effects the performance of employees negatively, as lower the stress it increases the performance so both these are inversely proportional each other. Management support helps in reducing or increases stress in employees, apparent organizational assistance, management support work as a cushion which acts positively in decreasing work related stress in employees.

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## APPENDICES

### Questionnaire

The mediating role of job satisfaction between job stressors and its job Performance: an empirical study from the perspective of higher education sector of Lahore, Pakistan

Dear Participant,

This survey is aiming to gauge the impact of job stressors on job Performance through the mediating role of job satisfaction. For this particular purpose, Higher Education Institutions in Pakistan is chosen. It would take only 5-10 minutes to fill out the following form. All the information provided by you will be kept confidential and anonymous. The overall results of the study would be shared with you upon your request.

Thank you for your participation.

NOTE: Please mark your relevant category to answer the question. Please make sure to mark only within the box.

Name (Optional): \_\_\_\_\_

Name of Institution: \_\_\_\_\_

Department: \_\_\_\_\_

Designation: \_\_\_\_\_

**Please identify your age category:**

- Less than 35 years
- 35 to 45 years
- 45 to 55 years
- Above 55 years

**Sector**

- Public
- Private
- Semi-government

**Please identify your qualification:**

- Attended High School
- Attended College
- Graduate
- Post Graduate

**Income**

- Less than PKR 30,000
- PKR 30,000 – PKR 40,000
- PKR 41,000 – PKR 50,000
- PKR 51,000 – PKR 60,000
- PKR 61,000 and above

Following are the statements that aim to gauge the mediating role of job satisfaction with organizational stressors and its job performance. Please show your level of agreement or disagreement by choosing the number from 1-5. (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Strongly Agree, 5= Strongly Agree)

<b>Role Ambiguity</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I am not clear about the job tasks.					
2.	My organization has not given job description in written form.					
3.	Management keeps on assigning new tasks on regular basis.					
4.	Management keeps on assigning new tasks on rare basis.					
5.	Management keeps on assigning new tasks on often basis.					
6.	Management does not evaluate the assigned duty.					
<b>Role Conflict</b>						
1.	I think I have so many bosses at workplace.					
2.	I have to perform multidisciplinary tasks.					
3.	I have to meet deadlines of different tasks.					
4.	I have to keep myself updated regarding different disciplines.					
<b>Job Satisfaction</b>						
1.	I cannot be more satisfied.					
2.	My organization is providing the maximum incentives as per my expertise.					
3.	Organization keeps on revising the incentives.					
4.	I recommend my friends to join this organization.					
5.	I own my organization.					
6.	I never thought of switching my job from this organization.					
<b>Job Performance</b>						
1.	My organization is satisfied with my performance.					
2.	I get outstanding annual increments.					
3.	Organization provides extra benefits on the tasks I perform.					

Thank you for time and participation.

*Table 1: Respondent Demographics*

Respondent Demographics	Frequency	%
<b>Gender(N=350)</b>		
<input type="checkbox"/> Male	277	79
<input type="checkbox"/> Female	73	21
<b>Age(N=475)</b>		
<input type="checkbox"/> Less than 35 years	375	78.9
<input type="checkbox"/> 35 –45 years	100	21.1
<input type="checkbox"/> 46 –55 years	0	0
<input type="checkbox"/> Above 55 years	0	0
<b>Qualification(N=475)</b>		
<input type="checkbox"/> Attended High School	0	0
<input type="checkbox"/> Attended College	0	0
<input type="checkbox"/> Graduate	0	0
<input type="checkbox"/> Post Graduate	475	100
<b>Sector(N=475)</b>		
<input type="checkbox"/> Public	25	5.3
<input type="checkbox"/> Private	400	84.2
<input type="checkbox"/> Semi Government	50	10.5
<b>Income(N=475)</b>		
<input type="checkbox"/> Less than PKR30,000	25	5.3
<input type="checkbox"/> PKR30,000–PKR40,000	100	21.1
<input type="checkbox"/> PKR41,000–PKR50,000	250	52.6
<input type="checkbox"/> PKR51,000–PKR60,000	25	5.3
<input type="checkbox"/> PKR61,000 and Above	75	15.8

*Table 2: Demographic Profile of the Respondents*

	N	Minimum	Maximum	Mean	Standard Deviation
JA	475	1.75	5.00	3.6184	0.78036
JC	475	2.00	5.00	3.7763	0.80337
JS	475	2.17	4.83	3.4123	0.68763
JP	475	2.00	5.00	3.5789	0.88511

*Table 3: Correlation*

Independent Variable	Dependent Variables	
	Job Satisfaction	Job Performance
<b>JA</b>		
Correlation Coefficient	-0.658	-0.795
Sig.value	0.000	0.000
<b>JC</b>		
Correlation Coefficient	-0.897	-0.856
Sig.value	0.000	0.000
<b>JS</b>		
Correlation Coefficient	1	0.797
Sig.value		0.000

**Table 4: Regression Analysis**

Independent Variable		Job Satisfaction	Job Performance
JA & JC	Beta value	(-0.866,-0.119)	(-0.399,-0.493)
	Sig.value	(0.000,0.000)	(0.000,0.000)
	Adjusted-R2	0.902	0.416
	F-Statistics	2106.041	163.073
JS	Beta value		0.525
	Sig.value		0.000
	AdjustedR2	1	0.363
	F-Statistics		128.881

**Table 5: Cronbach Alpha**

Constructs	Valid N	Number of Items	Cronbach's Alpha
JA	475	4	0.817
JC	475	4	0.799
JS	475	6	0.750
JP	475	3	0.733

**Table 6: Mediation analysis**

Independent Variable		JP (Dependent Variable)
JA	Beta value	(0.389,-0.495,0.12)
JC	Sig.value	(0.004,0.000,0.036)
JS	Adjusted-R2	0.415
	F-Statistics	108.479