JOB SCOPE AND ITS OUTCOMES:MODERATING IMPACT OF JOB STRESS

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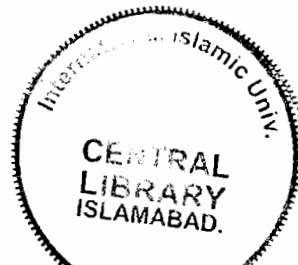**Registration No:51-FMS/MSMGT/SO8**

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I Job evaluation

II Job stress

III performance

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JOB SCOPE AND ITS OUTCOMES:MODERATING IMPACT OF JOB STRESS

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of Philosophy/Science in Management with specialization in Management at the Faculty of Management Sciences
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DEDICATION

I dedicate this project to

My Beloved parents

Title of Thesis: Job scope and its outcomes: moderating impact of job stress
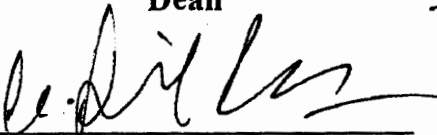**Name of Student**: Rabia Mushtaq
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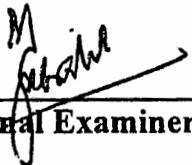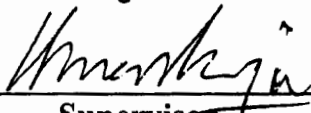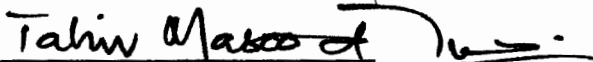
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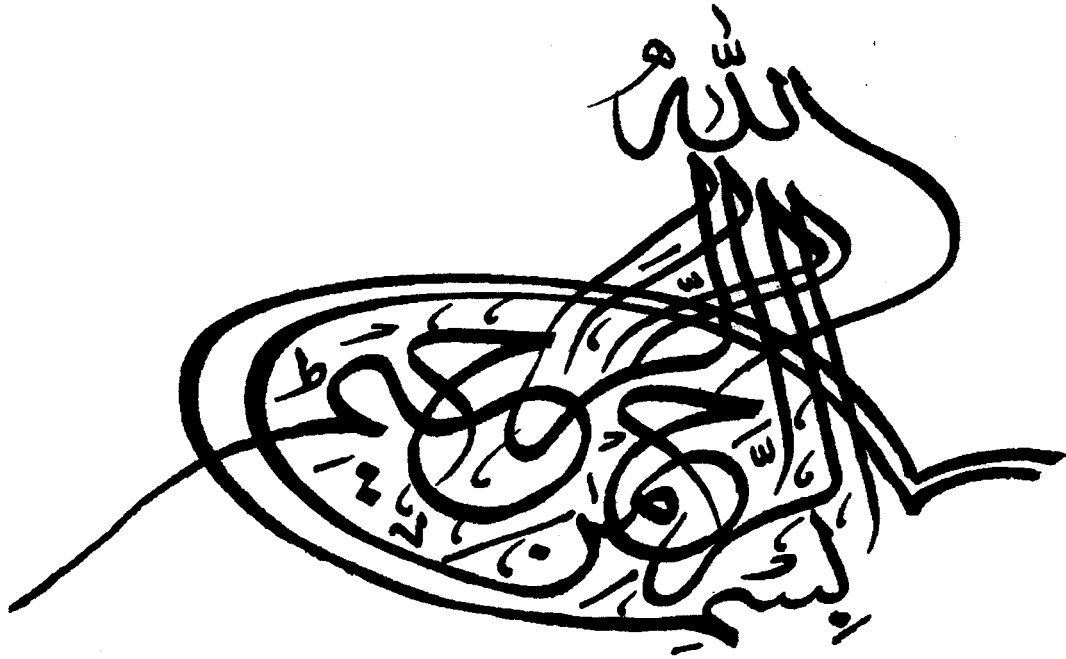
ABSTRACT

This study investigates the relationship between job scope and outcomes; such as job satisfaction, performance and internal work motivation. Further, the role of job stress as a moderator of scope-outcomes relationships is tested. Data collected from organizations in education sector and the banking sector in Pakistan with a sample size of 234 responses from independent measures; several of the hypotheses confirmed. Job scope related to internal work motivation, performance and satisfaction. Although stress did not moderate the scope-motivation and scope-performance relationships, it moderated the scope-satisfaction relationship. Therefore, the findings depict that in Pakistani organizations employees are performing well with motivation even in the presence of job stress; it means that they have fewer opportunities for the job that can be the main factor to make them perform with responsibility. Managers or higher authorities should try to reduce job stress so that the dissatisfaction level of employees can reduce and positive impact on the performance, motivation and satisfaction can appear with retreating of job stress level of employees.

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DECLARATION

I hereby declare that this thesis , neither as a whole nor as a part thereof has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal efforts made under the able guidenance of my supervisor.

No portion of the work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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LIST OF ABBREVIATIONS

JCT: Job Characteristics Theory
JCM: Job Characteristics Model
OCBI: Organizational Citizenship Behavior directed at an Individuals
OCBO: Organizational Citizenship Behavior directed at an Organization

CHAPTER 1

INTRODUCTION

1. INTRODUCTION

Job characteristics model is the important determinant to find out the employees' reaction towards job redesigning. There are different reasons behind the redesigning of job; some important reasons have discussed here: Firstly, everyone has to do the work in his/her life and work is an essential part of life and society (Morgeson& Humphrey, 2008). Secondly, in every organization, the key to success is to provide high quality service and to create innovative and standardized products. For that purpose, collaboration, adaptability and problem solving are very important. The changes in work design affect the performance of employees and enhance the satisfaction level and intensity of motivation in the employees (Friedman, 2005), lastly, job should be designed in such a manner as, it must have substantial significance to managers, workers, and organizations (Birdi, Clegg, Patterson, Robinson, Stride, Wall, & Wood, in press).

Hackman and Oldham (1976) focused on the five job dimensions of job scope in which skill variety, task identity, autonomy, task significance and feedback from the job itself were included. Skills variety refers how much a job requires the employees to sustain various kinds of skills and abilities. Task identity describes about to the beginning and ending of the job. Task significance shows the importance of task in which internal and external significance are included. Autonomy explains the job independence. Finally, feedback explains the performance rating by the supervisor or from the employees (Garg &Rastogi, 2006). Hackman and Oldham (1980) described that high job scope provides the freedom for performance of duties but in low job scope, there are restrictions on the employees and these heavy restrictions create the negative impact on the outcomes of employees.

According to Garg and Rastogi (2006) *meaningfulness* denotes the cognitive state that involves the degree to which employees perceive their work as making a valued contribution and

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responsibility refers to the employees' personal accountability for the results of the work they do. *Knowledge of results* is the sort of feedback about the performance of job.

Job characteristics theory has been extremely influential and has dominated the area of work design (Roberts& Glick, 1981). In spite of the many problems associated with job characteristics theory, it has suggested that job characteristics model has rapidly become the more prominent in the organization psychology's search (Roberts& Glick, 1981). Job stress has explained as the physical and emotional response that occurs when the demands of the job do not match with the capabilities, resources or needs of the employees (Health Gate Editorial Staff, 1999).

Under normal circumstances, employees should be able through activating their reaction mechanisms, to find new balances and responses to new situations. Stress is therefore not necessarily a negative phenomenon. It would be a mistake to concentrate only on the negative aspects of stress without emphasizing its importance in the search for dynamic adaptation to a given situation. Stress generates due to interaction with other people and with the environment, without this interaction people cannot survive. Some stress, therefore, is normal and necessary (Martino & Musri, 2001).

As Martino and Musri (2001) describe if stress is intense, continuous or repeated, person is unable to cope or if support is lacking, it becomes a negative phenomenon leading to physical illness and psychological disorders. From early disorders to real illness, the harmful consequences of stress cover a broad range from chronic fatigue to depression, by way of insomnia, frustration, anxiety, migraines, emotional upsets, stomach ulcers, allergies, skin disorders, lumbago and rheumatic attacks and can conclude in the most serious consequences of all: heart attacks, accidents and even suicides.

When the stress has taken as a moderator, Job Characteristic Model (JCM) will predict the jobs with higher level of skill variety, task identity, task significance, autonomy and feedback thus motivating the individuals who are facing low job stress. In the high stress, people will be less motivated with highly enriched job. In the high job stress, people are likely to be less motivated, performance rate will be relatively low and their satisfaction level is too low.

The job characteristics arranged in such a way as to meet an individual's needs and nurturing a work environment that encourages employees by increasing their productivity level (Hackman & Oldham, 1976). The Hackman and Oldham model developed to specify how job characteristics and individual differences interact to affect the satisfaction, motivation and the productivity of individuals at work. The model was specifically for use in planning and carrying out changes in the design of work (Champoux, 1991).

1.1. Objectives of the study

More specifically the objectives of the study are:

1. To understand and analyze the relationship between job characteristics and its impact on the satisfaction, internal work motivation and performance of employees.

2. To explore the moderating impact of job stress on the job scope, job satisfaction, internal work motivation and performance of employees.

1.2. Problem statements

Following are the research problems that will investigate in this study.

1. How the JCM has an effect on the various work related outcomes in different working environment?

2. How job stress affects the relationship between job characteristics, satisfaction, motivation and performance of employees?

1.3. Significance of the study

This study conducted in Pakistani organizations where the importance of job scope on employees' outcomes is studied and the impact of job stress on the overall relationship of job scope and its outcomes will observe. In Pakistan, such type of study not conducted where the importance of job scope has highlighted for the enhancement of employees' productivity. A guideline will given to higher authorities that they should try to reduce the dissatisfaction level of employees so that positive impact on the performance, motivation and satisfaction can be appeared with diminishing of job stress level of employees.

CHAPTER 2

LITERATURE REVIEW

2. LITERATURE REVIEW

2.1. The influence of work design on different outcomes

The design of work plays a main role in various aspects of individual and organizational functioning. The considerable research has shown how job design can influence attitudinal and behavioral outcomes in the work place (Edmondson, Bohner & Pisano, 2001). Research on work design provides insight into how to design work to achieve these different outcomes.

Edmondson et al., (2001) depicted that work design outcomes can divide into different categories in which attitudinal, behavioral, cognitive, well being, and organizational are more prominent.

Attitudinal outcomes reflect feelings about the job and organization. These outcomes include various aspects of satisfaction, organizational commitment, job involvement, internal work motivation, and goal striving (Hackman & Oldham, 1976; Meyer, Stanley, Herscovitch &Topolnytsky, 2002; Brown, 1996; Ryan & Deci, 2000; Kanfer, 1990).

Behavioral outcomes reflect the specific actions of workers or employees. Usually in an organization, focus has laid on the efficiency and excellence of performance. However, innovation, creativity and citizenship behaviors are also very important. Other significant behavioral outcomes include absenteeism and turnover, which are very critical for organizations (Shalley, Zhou & Oldham, 2004; Organ, 1988; Scott & Taylor, 1985; Cotton & Tuttle, 1986).

Cognitive outcomes reflect the thoughts about the developmental outcomes of the work. This includes a set of role perceptions, such as role ambiguity and role conflict. Some cognitive outcomes of the work design are in the form of learning and development (Rizzo, House, & Lirtzman, 1970; Edmondson et al., 2001).

Sprigg, Stride, Wall, Holman and Smith (2007) described that physiological and psychological effects of the job designs included satisfaction, job stress in the form of anxiety, frustration, burnout, exhaustion and different physical problems such as sleep disorder and ill health arising from stress and burnout.

Finally, in the organizational outcomes, the importance of Human Resource Department cannot ignore and it finds how the planning of this department regarding worker compensation plans, for the employees training requirements and for their performance enhancement considered important (Morgeson&Humphery, 2006).

2.2. Job Characteristic Theory

Hackman and Oldham (1975) introduced the Job Characteristics Model (JCM) based on Job Characteristics theory (JCT). Basic elements of the theory were Job scope, critical physiological states and work outcomes such as performance. Job scope divided into five dimensions namely skills variety, task identity, task significance, autonomy and feedback.

2.2.1. Skill variety: According to Hackman and Oldham (1976), skill variety refers to the variety or number of skills that needed to perform the certain job. When the employees using different skills in the work then that work becomes more challenging for them (Hackman & Oldham, 1976). A Meta analytical study depicts, skill variety motivates the workers and in turn their performance and satisfaction level become high (Humphrey, Nahrgang & Morgeson, 2007).

2.2.2. Task identity: Task identity refers how employees complete their whole work. Employees are being able to start and finish their work, which may be in the form of a product or completing a unit of service (Hackman & Oldham, 1976). According to Garg and Rastogi (2006) task identity in the job refers to a job that has specific beginning and ending or how the employees execute to complete a unit of work, which has assigned to them.

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2.2.3. Task significance: Task significance refers the importance of job and its impact on the lives of other people (Hackman & Oldham, 1980). Task significance has positive impact on job satisfaction, work motivation and on the performance. It has negative relationship to stress (Grant, 2008). Task significance is actually two-dimensional where one dimension refers to the internal significance or task importance in perspective of the organization, and the other dimension refers to significance in perspective of the society (Garg &Rastogi ,2006).

2.2.4. Autonomy: It refers to the sovereignty of employees so that they do the work with full liberty. Concepts of empowerment and self-management are highly similar but of more recent origin. Autonomy has considered one of the most important dimensions of the job design (Garg &Rastogi,2006). Meta-analytic results revealed that in terms of behavioral outcomes, autonomy linked to both objective and subjective performance ratings. It has positive relationship with performance, job satisfaction, organizational commitment, and internal work motivation (Humphrey, et al 2007). Humphrey, et al (2007) also described that autonomy is negatively related with absenteeism, anxiety, frustration, burnout and role conflict.

2.2.5.Feedback: Hackman and Oldham (1976) interpret the feedback as "the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance." The timely feedback to the employees will be the key to motivation for them (Locke & Latham, 1990).

The critical psychological states determine four main outcomes, which include job satisfaction, internal work motivation, work performance, absenteeism and turnover. Absenteeism and turnover later replaced by growth satisfaction. Worsening conditions of an organization reduce the job satisfaction (Dawali &Taha, 2006).

When the internal work motivation is highlighted, Hackman and Oldham's Job

Characteristics Theory is specifically based upon the concept of the motivation of employees (Hackman & Oldham, 1980). The theories of motivation and the motivation literature have led to job redesign. When the job redesigned according to the demands and abilities of employees, their motivation level will increase (Herzberg, 1966). Motivation defined as psychological needs or other type of needs /deprivations that determine the direction of a person's level of effort, and a person's level of diligence how they face the different type of challenges (Kanfer, 1990).

Growth Need Strength used as a moderator and it attaches to the personal development. When all these components combined, a complete model of Hackman and Oldham formed. It has shown in the figure 1.
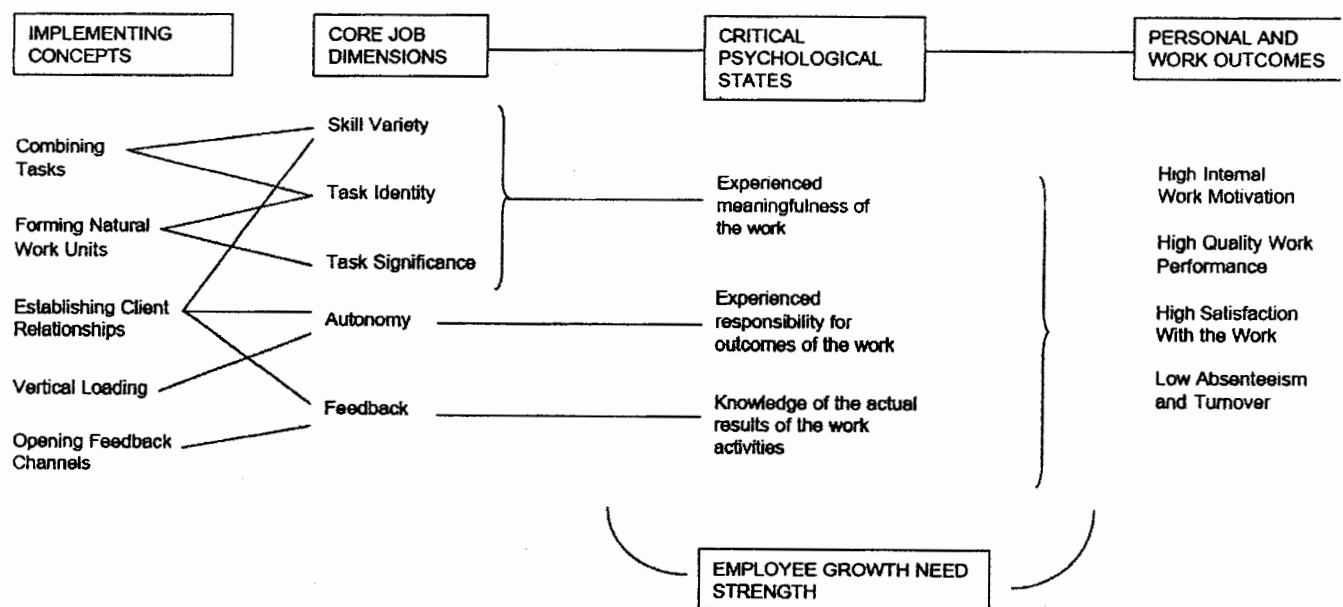
Figure 1. Full Job characteristic model

Source: It adopted from Hackman and Oldham et al (1975).

2.3. Different moderators of JCM

Hackman and Oldham (1975) suggested that Growth Need Strength (GNS) would moderate the job characteristics and the critical psychological state outcomes relationship. Employees which have high growth need, would be more motivated in high job scope. Therefore, while redesigning the job, the needs and requirements of the employees will consider. When work design is satisfactory, productivity level of employees will be enhanced (Hackman & Oldham, 1980). Tiegs, Tetrick and Fried (1992) specified that GNS and context satisfaction jointly moderate the relationship of job characteristics, psychological states, and personal work outcomes.

Katz (1978) found that job longevity acts as a moderator of the JCM and its main effect found on the employee satisfaction level. Kemp and Cook (1983) took the GNS and job longevity as a joint moderator in JCM. Employees with short tenure and long tenure were being least satisfied from their job (Johns, Xie, & Fang, 1992).

Umstot, Mitchell and Bell (1978) found that productivity, high effort level of employees and job satisfaction in the form of employees refined attitude, lower turnover and abseentism. Job enrichment and goal setting have interactive and positive effects on the productivity and satisfaction level of employees.

Education was another variable tested as a moderator in the JCM. Several studies have assessed the moderating effects of education in the job characteristics/work-outcome relationship. Johns, Xie, and Fang (1992) found that employees with lower education levels responded more to job enrichment and had more positive outcomes to job enrichment than those with higher education. Roberts and Glick (1981) concluded that education was not a significant moderator in JCM.

The Champoux model portrays work content and context has as substitute or alternative influences on satisfaction. Champoux (1981) describes that work context moderates the work content-job satisfaction relationship. Ferris and Gilmore (1984) also found the moderating impact of job context or organization climate in the complex job design.

Boonzaier (2008) found that JCM and its outcomes are moderated by pesonality and culture of employees.This study was conducted in South Africa and found that work forces are diversified and when the designing of job is done, cultural and personality variables must be considered as important variables.

Xie and Johns (1995) found that moderating impact of demands ability fit between the job scope and stress such that a better demand-ability led to higher performance on complex jobs as compared to those with low demand-ability fit.

Bish (2006) found Human Resource System affects the performance of employees. Well-structured HR System created positive impact on the performance of employees; this impact moderated by job scope, teamwork of the employees and mediated by the fairness of whole system in organization.

2.4. Workplace / Job Stress

Stress has become an important variable of inquiry in the workplace. Workplace stress has studied in three ways: 1) a stimulus, 2) a response, 3) a stimulus-response interface (Jex, Beehr & Roberts, 1992). As a stimulus, stress relates to the work environment of organization. A second approach to defining stress in organizational research is the response approach. This approach assessed the stress as an employee's affective reaction to the elements of the workplace and work environment in the form of work context and the work contents of the organization. The final approach to assessing stress within the organization is through the stimulus-response

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approach. The stimulus-response approach assumes that stress results from the forceful interaction between the working environment and workplace influences (Jex et al., 1992).

Job stress defined as expanded exposure to certain job demands that lead to a variety of pathological outcomes, including mental and physical disorders, absenteeism, and reduced productivity (Ganster & Schaubroeck, 1991). Fast and hectic work rate may increase the physical strain and employees feel fatigue, depression and anxiety, which are prominent symptoms of stress (Fox, Dwyer & Ganster, 1993). Stress is also a result of congestion in the working environment when the people have no authority to make the decisions. When jobs are high in demands and have no autonomy, employees feel stress in that working environment (Fox et al., 1993).

French, Rogers and Cobb (1974) defined stress as a lack of association between characteristics of the persons and environment of organization. This lack of association assumed to generate injurious psychological, physiological, and behavioral outcomes, which eventually result in increased physical and psychological problems.

When the stress at work place increases due to poor job design or uncomfortable working environment, it creates many negative outcomes. Employees are demoralized, they do not feel convenient in working environment, and in turn their absenteeism rate increase. Some psychological signs also appear in the form of depression, frustration, fatigue, forgetfulness and the complex of powerlessness. Physiological symptoms include headache, skin rashes, sleep disturbance and stomach problems (Ontario Safety Association for Community & Healthcare, 2006).

2.5. Job Scope and Stress

Working conditions including the job design of the organization play very important role

in creating the stress. Kahn and Byosiere (1992) identified in a literature review that stress mainly considered as a dependent variable resulting from stressors and those stressors are in the form of poorly structured or complex job design. Cox and Griffith (1994) specified that poor working conditions are main stimuli in creating the stress in organizations.

Earlier Jamal (1984) and more recently Bond and Bunce (2004) found that stress was negatively related to job performance. Sager (1991) found that job stress increased due to heavy workload. If the work design is not appropriate, there is a heavy workload forcing insignificant tasks on the part of employees thus increasing the stress level.

Johansson (2003) revealed that poor job design is the cause of stress, which caused by lack of variety in the job as well as proper and timely decisions by higher authorities. Working alone in nightshifts and the repetitive nature of job are harmful for the employees and for the organization. In such circumstances, redesigning of the job is required for the reduction of stress at work place. Cartwright and Cooper (2002) found that eradicating the sources of stress from working environment could reduce workplace stress.

High variety tasks create innovation or creativity in employees' job. If this job demand of employees fulfilled, they are likely to perform in a better way and their job satisfaction level will be high. However, low variety in the job tasks than the capabilities of the employees will cause low performance and dissatisfaction (Locke, 1969) .Milstein, Farkas (1988) found that low autonomy in the job, and role ambiguity increased the stress level of employees. Emphasis had given to the adoption of new approaches for the reduction of stress.

Cooper and Payne (1978) divided the job stress into different categories: *Intrinsic job factors,* which included pitiable working conditions and work burden, *role conflict and role ambiguities problems* in which the roles of employees are not clear and *career development*

problems in which lack of promotion policies and job insecurity like hurdles are more prominent. These factors create the stress among employees, all these factors are included in the job design of organization, and negative impacts create on the work outcomes of the employees.

2.6. THEORTICAL FRAMEWORK AND HYPOTHESES

Job enrichment is important factor for the successful performance of employees and for the enhancement of their satisfaction level. A comprehensive job design refers to intentional planning of the job, including any or full structural or social aspects in it (Umstot, Bell & Mitchell, 1976). Work design is a structured approach to know about the employees' likeness and dislikes regarding work (Warr & Wall, 1975). Managers are more concerned with designing or redesigning the work of their employees for enhancement of their outcomes (Birdiss, Clegg, Patterson, Robinson, Stride, Wall, & Wood, in press).

The Hackman and Oldham Model indicate how job characteristics and individual differences interact to affect the satisfaction, motivation and performance of employees during work. The model is supportive in planning and carrying out changes in the design of jobs (Hackman & Oldham, 1976). As Hackman and Oldham (1976) described through the job characteristics model that the internal work motivation of employees will enhance by means of three psychological states: experienced meaningfulness of work, experienced responsibility for outcomes of the work and knowledge of results. JCM gets empirical support in the literature, and the independent impacts of job scope on internal motivation, job satisfaction, job stress, and job performance are checked (Fried & Ferris, 1987; Hackman & Oldham, 1976; Xie & Johns, 1995). The job characteristics model has been rapidly become the leading model in organization psychology's research (Evans, Kiggundu & House, 1979).

Hackman and Oldham (1975; 1976) suggested that task-level work characteristics have

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significant impact on work outcomes. If the task environment is favorable to fulfill the needs and utilize the capabilities of the employees, their outcomes are positively affected; otherwise, negative outcomes generated. In the congenial environment, employees feel comfortable for the performance of duties; they are internally motivated and feel satisfied with their working environment. High variety tasks will lead to high performance of employees' by providing autonomy to them (Campbell &Gingrich, 1986).

Garg and Rastogi (2006) examined that performance can be increased through appropriate job design. Well-designed jobs can have a positive impact on employee's satisfaction; the quality of performance and internal work motivation.

Every organization that is doing restructuring or redesigning the job, must consider the Hackman and Oldham model (Casey & Robbins, 2009). In work designing, job factors are predictors of job satisfaction (Dawali &Taha, 2006). JCM indicates that high motivating job increases the internal work motivation, performance and satisfaction level of employees (Hackman & Oldham, 1980).

As the stress moderates this relationship, so this direct positive relationship of job scope with it outcomes can convert into negative relationship as the job stress increases. The model sketched below in figure 2 has depicted the whole relationship. This figure explicitly shows that job scope directly related to the work outcomes of employees. Fit between job scope and employees' capabilities will increase the performance, satisfaction and motivation level of employees.

PROPOSED MODEL
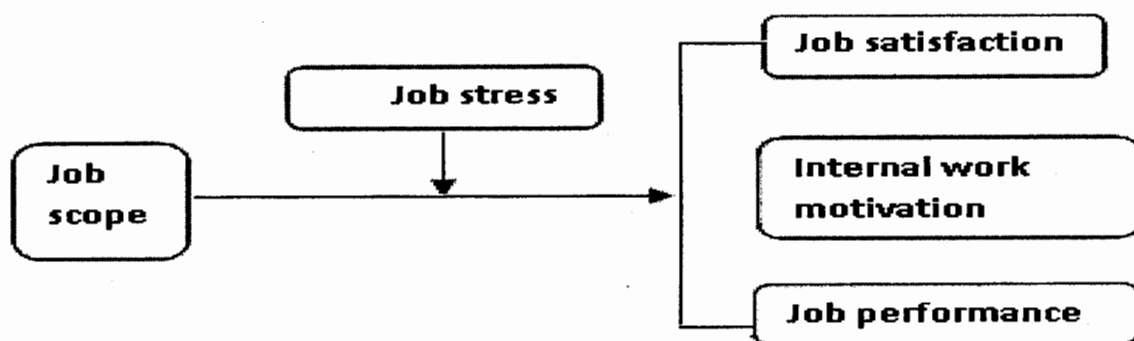
Figure 2.Proposed model.

Job contents are important factors for the prediction of job satisfaction among the employees (Shepard, 1970). Working conditions are the best predictors for the satisfaction level of the employees (Gerhart&Barry 1987). Three job dimensions skill variety, task identity, and task significance enhance job satisfaction (Stevens, 2006). Factors that lead to job satisfaction are achievement, advancement, responsibility and work design and poor working condition is the one of important dissatisfaction factor (Casey & Robbins, 2009).

Satisfaction level of employees relates to the extent of job involvement of employees and job involvement relates to work characteristics (Rabinowitz& Hall, 1977). Based on available evidence in literature I hypothesize the following:

Hypothesis 1: Job scope will be positively related to job satisfaction.

Intrinsic motivation provides the pleasure to employees internally. They feel happy and satisfied in the performance of the task. There are different factors that internally motivate the employees in which one is job designing. High scope job is the source of motivation for the employees. Autonomy is the main factor for internal work motivation. It increases the confidence level of employees and they perform well. In the high demanding jobs, autonomy acts as a catalyst to increase the internal work motivation and productivity level of the employees

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(Hackman & Oldham, 1980; Parker & Sprigg, 1999).

Variety in the tasks also increases the internal work motivation level of the employees. Intrinsic motivation of the employees will also increase when the employees feel recognition (Humphrey et al., 2007). Evidence suggested that skill variety, task identity and task significance enhance the internal motivation of employees (Stevens, 2006). Therefore, motivation of employees is less likely to enhance through only refining one factor of job; instead, overall job scope improvement is more likely to result in greater internal work motivation (Pfeffer, 1998).

That's why it hypothesized:

Hypothesis 2: Job scope will be positively related to internal work motivation.

Dynamic job design makes the jobs of employees more attractive; they try to perform at high level (Garg & Rastogi, 2006). Suitable job demands, autonomy and social support through job design leads to high performance (Love&Edwards, 2005). Job rotation enhances skills variety, resulting in increased performance of employees (Sokoya, 2000). Oldham, Hackman, Pearce and Caminis (1976) depicted positive and significant correlation between job scope and performance.

Skills variety and autonomy increase the performance (Karasek, 1979; Campbell&Gingrich, 1986). Autonomy increases the sense of responsibility among the employees and in return, their performance level is increased too (Stevens, 2006). A situation where there is high level of autonomy, performance level will be increase (Northcraft & Early, 1989). Northcraft and Early (1989) also compared the effects of self-generated and others generated feedback on performance. They concluded, self-generated feedback generated good impact on the performance.

Above discussion shows that there are ample evidences, that documents a relationship

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between job scope and performance.

Hypothesis 3: Job scope will be positively related to job performance.

Job stress can lead to undesirable outcomes such as job dissatisfaction, higher absenteeism, poor performance and turnover (Miller, Ellis, Zook & Lyles, 1990). The negative outcomes of job stress have been documented as financially costly which are in the form of employees illness, reduction in quality of work and low job satisfaction (Schwab, 1996).

Work design divided into different factors in which psychological factors, social factors, physiological factors and organizational factors are included, and all these factors relate to job satisfaction and reduction of job stress (Riggs &Beus, 1993; Das, 1999). Especially psychological problems more strongly depict the job stress and the criterion of measurement of these problems is variance in the satisfaction level of employees (Hart&Cooper, 2001; Judge, Parker, Colbert, Heller & Ilies, 2001).

As Spector and Jex (1991) identified that job characteristics have deep and positive relationships with job outcomes, due to excessive job stress this relationship can weak. Productivity and satisfaction level of employees get down. Tosi (1971) argued job autonomy has positive relationship with job satisfaction and negatively related to anxiety. Thus, Abdul-Halim (1981) argued that low job scope related to high job stress.

Organizations with different technologies consist of different properties that may influence how employee's response toward role stress which leads to different negative job outcomes (Rousseau, 1977; Mahoney & Frost, 1974). Interaction between role variables and job design characteristics generate the various impacts on the employee's responses toward job (Tosi, 1971; Abdel-Halim, 1978). Kahn and Quinn (1970) built arguments that job stress in the organization is generated through role ambiguity, role conflict, and work overload, adverse

consequences are produced in the form of low productivity and low satisfaction.

Fitness (2000) found that intense feelings and reactions of employees related to complex workplace behaviors and outcomes. Young and Cooper (1999) argued that different stressful occupations as having complex nature of jobs always lead job dissatisfaction. Fox and Spector (2002) depicted that emotional exhaustion due to job causes job dissatisfaction. Matteson and Ivancevich (1987) reported that job stress is important issue for the organizations profitability; job stress creates dissatisfaction in turn productivity level of employees lowered. Saavedra and Kwun (2000) specified that job divided into two categories one was high activation and other was low activation job. High activation attained through pleasant working environment to the employees by designing the job in challenging way. This is the state of positive affectivity. Low activation generates the negative feelings in the form of job stress. In return, job satisfaction reduces. This condition called negative affectivity.

It is hypothesized based on above-mentioned arguments:

Hypothesis 4: Job stress will moderate the job scope satisfaction relationship such that it will be strongly positive when job stress is low.

Job stress created due to uncomfortable working environment; and it decreases the motivation level of employees (Parker & Sprigg, 1999). Absence of the intrinsic characteristics of work decreases the internal motivation of employees (Kelloway & Barling, 1991). Jex and Gudanowaski (1992) suggested that low autonomy and improper feedback decrease the internal motivation of employees.

Hypothesis 5: Job stress will moderate positive relationship between job scope and internal motivation such that it will be stronger when stress is low.

Stress has negative relationship with performance (Jamal, 1984). Work overload, boring

repetitive work design, work family conflicts are important factors for the reduction of performance of employees (Mubashir&Ghazal, 2007). Nervousness or anxiety, fatigue and distress also have a negative impact on the job performance of the employees (Saavedra& Kwun, 2000). Job stress in the form of anxiety decreases the performance (Reio & Callahan, 2004). Interruption theory that gave by Mandler's (1984) suggests that frustration relates to disruption of goal achievement and it may mitigate further attempts to achieve goals and that goal attainment depicts the performance of employees. Fox, et al (2001) took the role of job stress in the form of anxiety and anger as a mediator and moderator between work behaviors and negative outcomes. Job stress negatively related to performance. All above discussion depicts that:

Hypothesis 6: Job stress will moderate the job scope - performance relationship such that it will be strongly positive when job stress is low.

CHAPTER 3

METHODOLOGY

3. METHOD

3.1. Data collection and sample

The data collected through onsite administration of survey from organizations in the education and banking sectors in Pakistan. In order to avoid the self-reporting bias or common method bias, data collected by self-reporting and supervisory reported measures for the variables. Job scope, satisfaction, stress and internal work motivation data collected through self-reported measures and performance of employees measured by using supervisory reported measure. A covering letter provided the justification of the study and assured of strictest confidentiality of the responses to the participants.

Three hundred questionnaires distributed in various universities, colleges, and banks. From those 300 questionnaires, total 234 complete responses received. Total 78% response rate recorded. The respondents' mean age was 35.6 years, the minimum age of respondents was 26 years, and maximum age was 59 years. 19.7% were female and 80.3% were male. All three levels of management were included in the respondents. The tenure ranged from one year to 34 years.

3.2. Measures

Measures for satisfaction, performance and internal work motivation obtained from the self-reported questionnaires and the measure for performance obtained through supervisory reported questionnaire. Measurement of variables did on the likert scale. Job scope was measured on 7=point likert scale and all the included items of job scope had anchors of 1=very little, 7=very much. Satisfaction, Internal work motivation and performance and stress were measured on 5-point likert scale and all included items had anchors of 1= *strongly disagree* to 5 = *strongly agree*.

3.2.1. Job scope: Job scope measured with Job Diagnostic Survey (JDS), which was developed by Hackman and Oldham (1974). The JDS has been the frequently used self-report measure of job design; it used in many studies (Fried & Ferris, 1987; Pierce & Dunham, 1978; Dunham, Aldag& Brief, 1977; Dawali & Taha 2004; 2006).

Job scope calculated through averaging the responses to the five characteristics. The reliability of job scope for this data set was .70.

3.2.2. Satisfaction: Hackman and Oldham (1974) 5-items scale was being used for the measurement of satisfaction. Dawali and Taha (2004) used this measure for the measurement of satisfaction of employees. In this data, alpha reliability for the satisfaction was .68.

3.2.3. Internal work motivation: Hackman and Oldham (1974) 4-items scale for the measurement of internal work motivation used. Casey and Robbins (2009) used this measure to find the internal work motivation. It is the most frequently used measure in various studies. Alpha reliability for the internal work motivation for this data set was .63.

3.2.4. Performance: William and Anderson (1991) 7-item scale used to measure job performance. It is a widely used measure of job performance (Jamal & Baba 1992; Ladebo & Awotunde, 2007). Supervisor reported data used to tap job performance in order to avoid self-reported bias. For this data, alpha reliability was .85.

3.2.5. Stress: In stress, two variables had taken in which one was anxiety and other was frustration. Five items had taken from the Parker and DeCotiis (1983) measure to tap anxiety and three items O'Connor and Rudolf (1980) scale used to tap job frustration. Later, two items dropped for enhanced reliability. Finally, job stress measured with overall mean score of six items from the above-mentioned two scales. The reliability of job stress in my data set was .85.

3.2.6. Control variables: Results of one- way ANOVA revealed that there were significant differences in mean values of dependent variables across organization. I created two dummy variables to control for effects of organization. Similarly, differences existed across income levels. Therefore, I controlled for effects of income levels by creating four dummy variables. There were no differences in responses across other variables such as gender, education level, and age.

3.3. RESULTS

Table 1 shows the descriptive statistics and correlation among the variables. Observed correlations present in the table did not show any unexpected association. As expected, stress negatively related to job scope, internal work motivation, satisfaction, and performance. The highest negative correlation of job stress was with job satisfaction ($r = -.60$, $p < .01$). Similarly, job scope also correlated to other variables in expected direction. For example, job scope was positively associated with internal work motivation, satisfaction, and performance.

Table 1. Mean, Standard Deviation, and Correlations

	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Age	35	9.2													
2.Gender	1.8	.39	.34**												
3.Occupation	.49	.50	−.31**	.01¹											
4.Income level	3.0	1.0	.65**	.2**	−.43**										
5.Education	3.8	.71	.11¹	−.02¹	−.48**	.26**									
6.Designation	2.2	.49	−.28**	−.02¹	.38**	−.45**	−.46**								
7.Tenure in current organization	7.0	7.8	.77**	.28**	−.22**	.52**	.03¹	−.22**							
8.Total Experience	9.7	8.9	.92**	.32**	−.30**	.68**	.08¹	−.30**	.82**						
9.Internal work motivation	4.0	.77	.21**	.08¹	−.58**	.35**	.29**	−.29**	−.06¹	.23**	(.63)				
10.Satisfaction	3.6	.73	.37**	.12¹	−.58**	.52**	−.34**	−.35**	.28**	.38**	.44**	(.68)			
11.Job Scope	4.9	.69	.11¹	.02¹	−.26**	.15**	.08¹	−.15*	.14**	.15*	.33**	.26**	(.70)		
12.Stress	2.6	.95	−.37**	−.06¹	−.68**	−.45**	−.40**	.35**	−.23**	−.35**	−.54**	−.60**	−.22**	(.85)	
13.Performance	4.2	.53	.24**	−.13*	−.39**	.25**	.17**	−.16*	.19**	.27**	.29**	.17**	.26**	−.29**	(.8

N=234; alpha reliabilities are shown in parenthesis. **$p < .01$, *$p < .05$, ¹$p < .1$

For testing of hypotheses linear regression test applied. Control variables entered in the first step followed by the job scope in the next step. Results of the regression analyses presented in Table 2 show that job scope was significantly related with job satisfaction ($\beta =. 10$, $p <. 05$), internal work motivation ($\beta = .2$, $p < .001$), and job performance ($\beta =. 2$, $p < .01$). Job scope explained 1% variance in job satisfaction ($\Delta R^2 =. 01$, $p < .05$), 3% change in the internal work motivation ($\Delta R^2 =. 03$, $p < .001$), and 2% variance job performance ($\Delta R^2 = .02$, $p < .05$). These results provide good support to hypotheses 1, 2, and 3.

Results of regression analyses for the main effects have shown in table 2.

Table 2. Results of Regression Analysis for the Main Effects of job Scope and its Outcomes

Predictor	Job Satisfaction β	Job Satisfaction ΔR^2	Internal Work Motivation β	Internal Work Motivation ΔR^2	Performance β	Performance ΔR^2
Step 1 Controls		.5***		.4***		.2***
Step 2 Job Scope	.1**	.01*	.2***	.03***	.2**	.02*

N=234; Control variables are organizations and income level of employees.

***$p<.001$
**$p<.01$
*$p<.05$
!$p<.1$

Moderated regression analysis conducted to test the hypothesis predicting the interaction effects of job scope and situational variables on the outcomes. Following the procedures recommended by Baron and Kenny (1986), control variables entered into the equation first, followed by the job scope in the second step. Finally, an interaction term of job scope and job stress (job scope x job stress) entered into the equation in the last step.

Results of moderated regression analyses have shown in Table 3. The results of moderated regression analyses show that job stress interacted significantly with job scope and weakens the relationship of job scope with job satisfaction ($\beta=-.56$, $p<. 1$). This interaction explained the 1% variance in job satisfaction. Job scope and job satisfaction relationship was negative when job stress was high and positive when job stress was low.

This result provides the good support for hypothesis 4. No support found for hypothesis 5, 6, as the interaction term of job scope and job stress did not show the significant results for the internal work motivation and performance. The interaction of job scope and job stress shown the negative β value for the internal work motivation but relationship not proved due to high level of insignificance.

Figures 3 to 5 show the directions of these interactions. Figure 3 showed that on average, individuals with low job stress were high on job satisfaction than individuals with high job stress. It also depicted when job stress was low, higher job scope predicted higher levels of job satisfaction than low job scope. However, under the conditions of higher job stress, there were no any significant changes in job satisfaction. Hypothesis 4 got support.

Figure 4 showed that on average, individuals with low job stress were high on work motivation than individuals with high job stress. It also depicted when job stress was low, higher job scope predicted higher work motivation than low job scope. However, significant level was very low due to that hypothesis five not supported.

In Figure 5, no any change in performance depicted due to the interaction of job scope and job stress. Therefore, hypothesis 6 not supported.

Table 3. Results of the Moderated Regression Analyses

Predictor	Job Satisfaction		Internal Work Motivation		Performance	
	β	ΔR^2	β	ΔR^2	β	ΔR^2
Step 1						
Control variables		.45***		.37***		.2***
Step 2						
Job Scope	.32*		.3¹		.15¹	
Job Stress	.28¹	.05***	−.011¹	.05*	−.02¹	.022*
Step 3						
Job Scope× Job Stress	−.56¹	.01¹	−.22¹	.001¹	.03¹	.000¹

N=234; Control variables are organizations and income level of employees.

***$p<.001$

**$p<.01$

*$p<.05$

¹$p<.1$

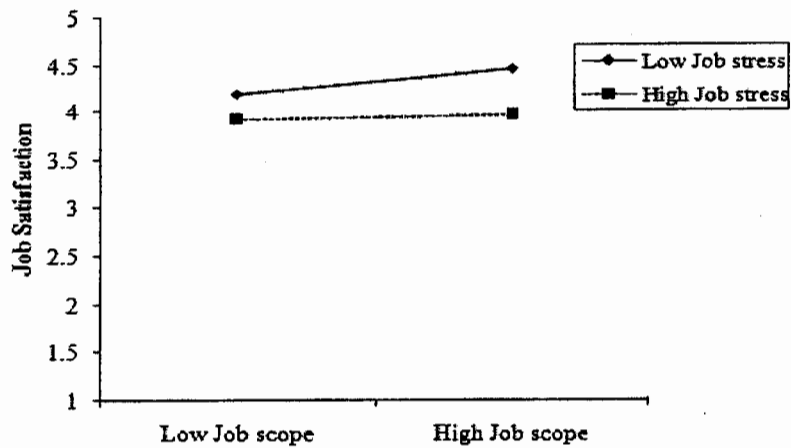**Figure 3: Moderating effect of Job Stress between Job Scope and Job Satisfaction**

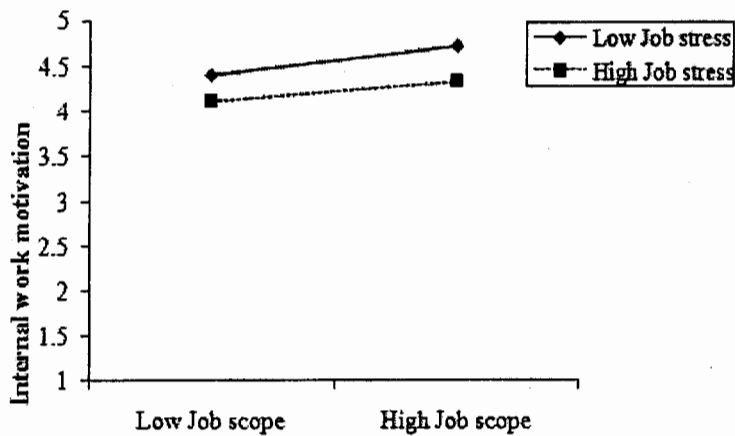**Figure 4: Moderating effect of Job Stress between Job Scope and Job Internal Motivation Work**

Figure 5: Moderating effect of Job Stress between Job Scope and Job Performance

CHAPTER 4

DISCUSSION & CONCLUSION

4. DISCUSSION

4.1. Findings

This study explored the combined effects of job scope and job stress on outcomes. Overall, I found good support for the suggested hypotheses. In all, four out of six hypotheses supported well through data.

First three hypotheses that demonstrated the main effects have shown significant results. Job characteristics or job scope explain 1%, 3%, 2% variances in satisfaction, internal work motivation and performance respectively. Employees were performing in responsible way in their existing job scope. These were expected results and in line with previous researches, job scope has positive effect on satisfaction, internal work motivation and performance (Hackman & Oldham, 1975; Fried & Ferris, 1987).

Moderated regression analyses attempted to find out the combined effect of job scope and job stress on job satisfaction, internal work motivation and performance. The Results of analyses only support the hypothesis four, as the job stress increases, job satisfaction decreases. Although the combined affects of job scope and job stress on the internal work motivation were negative, β value was -.22 yet the significance level was extremely low so this relationship not proved. Combined impact of job scope and job stress on the performance had positive value, which was .03; findings were not supporting the hypothesis. Job stress, as a moderator did not weaken the relationship of job scope with its outcomes except in the case of job satisfaction.

In literature survey, negative relationship of job stress with working outcomes is well-documented (Fox., et al, 1993; Xie & Johns, 1995; Reio., et al, 2004). Ganster and Schaubroeck (1991) identified in their studies that job stress is the result of

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misappropriation of job design and that can escort to a variety of pathological outcomes, including mental and physical disorders, absenteeism, and reduced productivity in the form of low job satisfaction, low performance and no enthusiasm for the job.

Therefore, in the Correlation matrix, stress had shown expected direct negative correlation with all other variables of the model. In the correlation matrix, stress had the correlation of ($r = -.60$, $p < .01$) with job satisfaction, ($r = -.54$, $p < .01$) with internal work motivation, ($r = -.3$, $p < .01$) with performance and ($r = -.22$, $p < .01$) with job scope.

The findings of this study were consistent with previous findings that job scope positively related with work outcomes, but there was lack of support in the results regarding moderating role of stress between job scope and its outcomes except with job satisfaction. For a healthy state and society to function smoothly, some basic facilities grant to its citizens: security, education, access to good hospitals, a reasonable job and sound economy. Unfortunately, Pakistan is dependent in all of these necessities. Okerlund, Jackson and Parsons (1994) found that good working conditions, salary and fringe benefits are important factors contributing toward the job satisfaction.

From above discussion it can be derived that the limited job choices are available in under-developing nations like Pakistan, so people are trying to adjust in the existing working environment and do not want to quit the job. Despite, high job stress and dissatisfaction, they are performing well and their motivation level does not change in the existing working environment. They are performing the job with full responsibility in the presence of job stress.

Effort level of the employees adversely affects where the job stress plays central

role (George & Brief, 1996). George's (1991) mentioned that negative moods of employees due to job stress decrease the performance of employees. These studies depict that in the developed nation's employees' performance and motivation level are sensitive towards job stress directly or indirectly. The employee's sensitivity show their surety, organizations will give attention toward their problems, otherwise they have many opportunities to go in other jobs but in Pakistani scenario, it is not possible due to different constraints.

4.2. Implications for Research

Despite the tremendous growth of research on job scope, work outcomes and on the job stress, the interaction perspective have largely ignored in the literature. The biggest contribution of this study is that it addresses this weakness by shedding light on the contextual parameters that can help us to enhance the usefulness of job scope in predicting outcomes of interests such as internal work motivation, satisfaction and performance. This study contributes to the interaction perspective, which calls for studying the joint effects of job scope and job stress on the outcomes. No study to the best of my knowledge has ever examined the moderating role of job stress on the relationship between the job scope and its outcomes.

Future research should focus on developing more elaborate models similar to the one examined in this study in which job scope and job stress interaction term impacts should be checked on the turnover intentions of the employees especially in Pakistani organizations whereas employees are dissatisfied with their current jobs but they are performing consistently. It is the next query or future area of research that they should give priority or not to quitting with the job from which they are dissatisfied. As Jayaratne,

Shrinika and Chess (1984) depicted that dissatisfaction leads to high turnover and absenteeism.

Small set of outcomes has highlighted in the job scope research, sometime positive impact of one outcome often creates negative impact in other outcomes (Parker& Wall, 1998; Campion, Mumford&Nahrgang, 2005). Therefore, another area that can investigate in future is to examine the impact of interaction term of individual job dimensions with job stress on the different job outcomes.

In this existing study, performance of employees checked through a scale, which validated by Williams and Anderson (1990). They also explained other two dimensions in which citizenship behavior directed clearly towards the individuals and organizations, called OCBI and OCBO that proposed to benefit other individuals in the organization. In the presence of combined impact of job scope and stress, it can assume how employees will exhibit different behaviors that direct to benefit other individuals in the organization.

4.3. Recommendations for Managers

Stress management program as the part of job design can reduce the employee's uncertainty through trainings. It is less expensive way to solve the problems of employees. Some organizations have employee assistance programs (EAPs) to provide individual counseling for employees with both work and personal problems (Health Gate Editorial Staff, 1999). These ways can be opted by the managers of Pakistani organizations.

High or low job scope, low participation in decision-making, lack of career development plans, ambiguous role in the organization, poor job content, workload and working hours schedule are creating stress in the organization. Explicit communication at

all the levels can also reduce the job stress and conflicts (Martino& Musri,2001; Sauter, Murphy&Hurrell1990).

Findings from this study also give the direction that employee's problems can solve through enriching the job in such a way that their work should be meaningful for them and new vistas for the career development should open for them. Their skills level can enhance by the job rotation. Explicit roles and duties assign to employees; they should know about their responsibilities well. If they want flexi timings and sharing of the job with other colleagues, there should be flexibility in this regard for the employees. When the recognition gives to the employees by admitting their achievements, it will surely be great source of development for employees.

Job satisfaction has positive relationship with congenial working conditions, autonomy, salaries, and other packages through which employees motivate (Okerlund., et al, 1994). New direction is unwrapping for the managers to reduce the dissatisfaction by focusing toward these areas.

4.3. CONCLUSION

A job stress based model of Job Characteristics Theory provides a conceptual framework about the negative effects of stress on the job scope and its outcomes. The model draws the association between job scope, job stress and their impact on the outcomes.

Many studies conducted on job scope and its outcomes relationship in which different moderators had taken to check their impacts. In the existing study, as direct relationship of job characteristics with the satisfaction, performance and motivation ascertained and job stress has taken as a moderator.

To conclude, the interaction view of job scope and job stress has not received deserve attention from the research. In this study, some empirical evidences provided to prove this relationship.

Instead of taking all the dimensions of job scope individually: collective impact of all these dimensions is checked as the job scope of organization because integration of all these dimension is required to make the superior job design. When the Job stress is taken as a moderator, then it will fragile the relationship of job design with job satisfaction level of the employees but they are performing in same capacity and their motivation level is not changed due to that job stress.

This type of behavior denotes that employees of Pakistani organizations are not willing to leave their existing job opportunities due to limited scope in the market. Supervisors or managers should emphasize to reduce the stress in the working environment, so the employees will feel comfortable in the job.

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APPENDIX1

Supervisory Reported Questionnaire

INTERNATIONAL ISLAMIC UNIVERSITY

Faculty of Management Sciences
Islamabad

Dear Respondent,

I am a research scholar in the field of Management. As the part of my MS studies, I am conducting a research project. The supervisor or immediate boss to avoid the self-reporting bias issues about the performance of employees fills this questionnaire. It is made sure that any information that is obtained from you will be retained safe and confidential. Your exclusive time and valuable participation will show the immense involvement in this research study.

Yours truly,

Rabia Mushtaq

Scale	Strongly Disagree 1	Disagree 2	Indifferent/Neutral 3	Agree 4	Strongly Agree 5					
1)	He/she adequately completes assigned duties.					1	2	3	4	5
2)	He/she fulfills responsibilities specified in his/her job description.					1	2	3	4	5
3)	He/she performs tasks that are expected from him/her.					1	2	3	4	5
4)	He /she meet formal performance requirements of his job					1	2	3	4	5
5)	He /she neglect aspects of the job, he/she is obligated to perform					1	2	3	4	5
6)	He/she engages in activities that will directly affect his/her performance.					1	2	3	4	5
7)	He/she fails to perform essential duties.					1	2	3	4	5

Thank you for your cooperation

Dear Respondent,

I am a research scholar in the field of Management. As the part of my MS studies, I am conducting a research project that investigates the combined effects of job design and job stress on various work related outcomes. My objective is to find out how job stress impacts the relationship between job characteristics and motivation, satisfaction, and behaviors of employees.

You can help me by filling out the following questionnaire. I assure you that your responses will be held in the strictest confidentiality. I will ensure that no one has the access to the data except me. Please answer ALL questions as honestly and accurately as possible. I am interested in responses that best reflect your experiences in your job not what should be. I thank you in advance for your time and cooperation.

Yours truly,

Rabia Mushtaq
IIUI

Scale	Very little			Moderate				Very much					
	1	2	3	4	5		6		7				
1)	How much variety is there in your job? That is to what extent the job requires you to do many different things at work using a variety of skills and talents?	1	2	3	4	5	6	7
2)	The job requires me to use a number of complex or high level skills.	1	2	3	4	5	6	7
3)	The job is quite simple and repetitive	1	2	3	4	5	6	7
4)	To what extent does your job involve doing a "whole" and identified piece of work? That is, is the job a complete piece of work that has an obvious beginning and ending? Or it is only a small part of the overall piece of work, which is finished by other or by automatic machines?	1	2	3	4	5	6	7
5)	The job provides me the chance to completely finish the piece of work I begin.	1	2	3	4	5	6	7
6)	The job is arranged so that I don't have the chance to do an entire piece of work from beginning to end.	1	2	3	4	5	6	7
7)	In general, how significant or important is your job? That is the result of your work likely to significantly affect the lives or well being of other people?	1	2	3	4	5	6	7
8)	This job is one where a lot of people can be affected by how well the works get done.	1	2	3	4	5	6	7
9)	The job itself is not very significant and important in the broader scheme of things.	1	2	3	4	5	6	7
10)	How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?	1	2	3	4	5	6	7
11)	The job gives me considerable opportunity for the independence and freedom in how does the work?	1	2	3	4	5	6	7
12)	The job denies me any chance to use my personal initiative or judgment in carrying out the work.	1	2	3	4	5	6	7
13)	My supervisors or coworkers rarely give me feedback on how well I am doing the job.	1	2	3	4	5	6	7
14)	The work itself provides me with information about how well I am doing.	1	2	3	4	5	6	7
15)	I am unhappy with the quality of feedback I receive about my work performance from other staff.	1	2	3	4	5	6	7

Scale	Strongly Disagree 1	Disagree 2	Indifferent/Neutral 3	Agree 4	Strongly Agree 5				

		Strongly Disagree 1	Disagree 2	Indifferent/Neutral 3	Agree 4	Strongly Agree 5			
16)	My opinion of myself goes up when I do this job well.	1	2	3	4	5
17)	I feel a great sense of personal satisfaction when I do this job well.	1	2	3	4	5
18)	I feel bad and unhappy when I discover that I have performed poorly on this job.	1	2	3	4	5
19)	My own feelings generally are not affected much one way or the other by how well I do on this job.	1	2	3	4	5
20)	Generally speaking, I am very satisfied with this job.	1	2	3	4	5
21)	I am generally satisfied with the kind of work I do in this job.	1	2	3	4	5
22)	I frequently think of quitting this job.	1	2	3	4	5
23)	Most people on this job are very satisfied with the job.	1	2	3	4	5
24)	People on this job often think of quitting.	1	2	3	4	5
25)	I have felt uneasy or nervous as a result of my job.	1	2	3	4	5
26)	My job gets to me more than it should.	1	2	3	4	5
27)	There are lots of times when my job drives me right up the wall.	1	2	3	4	5
28)	I feel guilty when I take off from the job.	1	2	3	4	5
29)	Sometimes when I think about my job I get a tight feelings in my chest.	1	2	3	4	5
30)	Trying to get this job done was a very frustrating experience.	1	2	3	4	5
31)	Being frustrated comes with this job.	1	2	3	4	5
32)	Overall, I experienced very little frustration on this job.	1	2	3	4	5

Please fill/tick (√) the following with appropriate answers

1. <u>What is your age?</u>   _____

2. <u>Demographic characteristic</u>
   Gender: Male ☐   Female ☐

3. <u>What is your occupation?</u>
Government employee☐ Private employee☐   .

5. <u>Monthly Income Level</u>
Below Rs. 10000   ☐
Between Rs. 10,000-20,000 ☐
Between Rs. 20,000-30,000 ☐
Between Rs. 30,000-40,000 ☐
Over Rs. 40,000 ☐

6. Education (highest degree or certificate attained) _____

7. What is the name of organization (you're currently working in) _____

8. Designation   _____

9. Tenure with current organization: _____

10. Total Experience: ____

11. Name: _____

_____

Thank you for your cooperation