



Impact Of Commuting Stress On Job Performance: Moderating Role Of Work Place Spirituality

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Abstract

Employees' job performance is catalyst to organizational success in competitive business environment. Workplace spirituality is recognized as moderator in creating win-win situation for both employees and organizations. Current study investigates the impact of commuting stress on job performance with moderating role of workplace spirituality on police's employees of capital territory (Islamabad), Pakistan. Data collection process was executed by adopting the purposive and convenience sampling techniques of non-probability. Questionnaire was distributed to the sample of N 372 out of total population of N 12,589 police employees. Out of 372 respondents, 267 employees responded. Data was analyzed through SPSS Version no.21, and reliability was also determined through Cronbach's Alpha technique. After ensuring reliability and validity of the instruments, the regression analysis was used to find out the cause and effects of variables. Cross sectional research analyses reveals negative and significant relationship between the commuting stress and job performance. To find out the moderating effect of workplace spirituality between commuting stress and job performance, Baron and Kenny's (1986) approach was adopted. Relationship between commuting stress and workplace spirituality was analyzed and positive interconnection was confirmed between workplace spirituality and job performance. Findings of the study also suggested significant and moderating role of workplace spirituality between commuting stress and job performance. Hence, the study reconfirmed and established the moderating role of workplace spirituality in the relation between stress and job performance. Study was limited to the police's department employees of capital territory (Islamabad), Pakistan. The results of the research study were found to be invariant for male and females. This research study is expected to contribute in the growing empirical research on commuting stress and the underexplored area of workplace spirituality amongst police official operating in stressful environment. The study suggests development and practice of a systematic program that helps to

augment prevalent degree of workplace spirituality and overcome commuting stress and increase job performance

Key words: Commuting stress, workplace spirituality, job performance, Police personnel, Capital Territory (Islamabad), Pakistan.

Introduction

Worldwide, various organizations faced different types of issues such as cultural, technological, structural, financial and human resource management (Sattler et al., 2020; Qu, Yan and Zhu, 2021 and Gharib et al., 2016). Human resource management (HRM) has been considered a big dilemma not only in the developed countries as well as in the organizations of developing countries. In past, Human Resource has faced lot of problems from previous five to six decades (Clark et al., 2020 and ; Baloch et al., 2007). One of the big issue is a stress which relates to human resource in the organization.

According to Setar et al., (2015), stress is psychological phenomena which can influence the individuals' at and beyond the working place. It is worthy to mention here that stress at the working places occurs due to multiple hindrance stressors. These stressors can be role overload, role conflicts and role ambiguity (Teixeira et al., 2020). Few research studies suggest other hindrance stress factors namely, poor physical environment, financial and economic problems and bereavements or loss of relatives life (Patterson et al. 2020 and ; Burch & Barnes-Farell, 2019). Above all stressors can be the causes of physical and mental health disorders. These factors may effect the employees' well being and reduce their motivational level (Norgate et al., 2020). Ultimately, such worsend impact may halt the productivity of employees (Sha, Law & Yip 2019). Commuting stress has been also denoted as hindrance stressor (Garrow et al., 2020).

Commuting to and from work place as well to home and vice versa reflects an ever increasing component of time consuming. Research study conducted by Obrine Fatoko (2019), presents that between 1997 to 2006 in the United States of America (USA), average daily commute time expanded by 17%. Such trend is not only observed in the United States: even in the United Kingdom (UK), daily commuting spending of time to the workplace increased by 14% during the same tenure or years. In Turkey consuming of more time on the road ways and stuck up in crowd were 28 minutes (Demiral, 2018). Generally, commuting stress can be the source of hindrance for both types of employees public and private (Wang et al., 2020). Sun, Lin and Yin (2021) found that commuting stress may be one of the reasons that could be associated negatively with individuals' emotions and feelings.

Commuting stress can be harmful to the employees' that can be the cause of poor health and performance. Few of the research studies on the topic of work related stress addresses the issue of commuting as a stress (Xiao, Yang & Chi, 2020). Even though very few studies have enhanced our understanding regarding the impact of psychological construct (Commuting stress) on employees' well being and other job outcomes (Amponsah-Tawiah, Annor & Arthur, 2016). Relatively, in past very little discussion has been made on

commuting stress with employees to work-related attitudes and behaviours (Gimenez-Nadal, Molina & Villa, 2018). Finally, it can be assumed that very little amount of studies have emphasized to discuss the impact of commuting stress on job and organizational outcomes like as job performance, job satisfaction and organizational performance (Chatterjee et al., 2020; Evans, Wener, & Philips, 2002 and; White & Rotten, 1998).

Religiosity and workplace spirituality have been used widely to cope the stress and stress related issues. Many people mix it with the religiosity. Religiosity factor only reflects the person or entity connection to God. But on the other side spirituality reflects the connectivity of individual not only to God or Allah (religion) but with people as well to oneself or ownself. Different views have been given by the authors on the phenomena of spirituality. Zaidi, Ghayas and Durrani (2019) defines the term spirituality is as "individual's interconnection with Allah and environment". Rahman et al., (2019), define the term spirituality broadly as it is transpersonal and interrelationship of an individual to Allah, family and friends. Moreover, author has further classified into two dimensions. These can be vertical and horizontal. Vertical dimension depicts the individual's to perform prayers, keep silence before the meeting and involves in the meditation process. On the other hand, in horizontal dimension's factors can be included of helping and having desire to support the people and to do work for the betterment of society (Razapouraghada, Alipour & Arsal, 2019).

Workplace spirituality is little bit different from the construct of spirituality. It's only confine to the workplace of a firm or organization. In many studies, the term workplace spirituality has been defined with almost same dimensions. Different factors of it (workplace spirituality) can effect the performance of an individual (Rani, Abidin & Hamid, 2013). This means the employees those who tendency to workplace spirituality had provided more level of productivity (Garg Naval, 2020).

Both variables such as commuting stress and workplace spirituality can influence the level of employees' job performance variably. Commuting stress unleashes depression, anxiety and tension. Such worse consequences can be the causes of poor health, poor level of job satisfaction and poor level of job performance. It has been observed from previous studies that intensity of commuting stress has negative affect on job performance (Joris Kanters, 2016 and Ranasinghe & Samarasinghe, 2019). Generally, it has also been analyzed from previous research studies that commuting stress has oftenly influenced the job performance negatively (Ahsan et al., 2009; Imtiaz & Ahmad, 2009). Describing the impact of workplace spirituality on job performance, study conducted by Haldorai et al. (2020), elaborate that the high level of workplace spirituality can increase the level of employees' job satisfaction. Finally, high level of job satisfaction leads to the better performance of employees. Thus, it is to be assumed that workplace spirituality has positive relationship with the employees' performance.

Few research studies can be observed to find out the influence of commuting stress on job performance with moderation effect of workplace spirituality in the western countries. In this region's countries especially in context of Pakistani culture very little amount of

discipline, motivation, pride and pride appreciation are involved in non financial measure while in financial measures, the output or numbers of unit produce by the employees and profit earn by the organization are counted. Thus, Organizational performance can be in the forms of high productivity and profit (Awan, ul Amin & Baloch, 2021). Good will of the organization may also be considered the measurement dimensions of organizational performance (Villagrasa et al., 2019).

Measurements of organizational performance at micro and micro level have been examined separately. Thus, employees' performance describes the number of units produce in a day, month and year (Peiro et al., 2020). Same method was adopted for the measurement of profit earn on number of units produced by the employees (Afridi & Baloch, 2017). Job performance means achieving of a task or multiple tasks by an employee in a current year (Loan, 2020). In other words, job performance is a process wherein multiple tasks are performed within specific time frame. Moreover, due to dimensional differences job performance was categorized into extra role performance and in role performance (Darvishmotevali, 2020). Authors state that extra- role performance examines the real reaction of an employee who completes his work successfully without following rules and formal procedure. Conversely, in role or intra role performance depicts to do the single or number of tasks according to formal ways and rules.

Job Stress

In past, stress on the job has been considered as a primitive topic. It is still a permanent part of human life that can affect both psychologically and physically. Psychological effects mostly relate to anxiety, depression and rude behavior. Unchanging in rude or bad behaviour can emerge many physical diseases like as backbone pain, muscular pain and headache (Hassan et al., 2020).

The term of stress relates to psycho and influences the individual beyond the working place and workplace. During the past five decades, lot of research studies can be observed on the subject of job stress' and its factors. These factors can finances deficiency for publicity, media barriers for advertisement and inefficiency of leadership skills (Latif & Baloch, 2015). Economic problems and bonuses differentiation to the workers of private banks can also create stress. For example, financial issues compel the large number of employees to do the part time jobs. Evidences of research conducted by Ali et al., (2011) depict that many employees were found lazy, passive and ill to overcome financial or economic problems.

Various sources (Role overload, role conflict, role ambiguity, poor working environment, low salary and commuting stress) have been denoted as hindrance stressors (Morris & Guerra, 2014 and; Sulsky & Smith, 2005). These all stress factors can be the reasons of multiple issues such as job dissatisfaction and turn over intention. According to Dr. Qadir Bakhsh Baloch (2009) low level of job dissatisfaction and intention to turn over reduce the level of motivation to perform the organizational tasks effectively. Same results of the study were further confirmed by (Qamar & Baloch, 2011).

Commuting Stress

Commuting stress is commonly known a type of job stress which is occurred due to exhaustive and unwanted travelling from home to job place and job place to home. Allen et al., (2012) reports the commuting stress which arises by doing the travel from house to office in morning time when there is more rush on the road ways, evening commuting congestion, and usage of more time for traveling and surface street constraints. In many cases, it is often considered from home to job place. According to Bai et al. (2021), traveling to job or work place employees face lot of difficulties or hurdles. These difficulties can be road congestion, crowded road and more numbers of traffic signals on the way. Consequently, lot of time is consumed to reach the office.

The construct of commuting stress is as one of the factors that gives flame to the level of stress on the job. In early eras the term commuting stress was limited to time spending from residence to place of work. Distance factor was also used as the dimension of commuting stress (Pykett, Osborne & Resch, 2020). Jimenez- Vaca et al., (2020), elaborate that the some facets of commuting stress like as distance, intensity of crowd on the road ways and wait for many minutes on the traffic signals. The commuted stress, in addition to many negative consequences, also generates Job burnout which reflection of extreme physical and mental fatigue that is not restricted to an employee's issue rather ingress organizational workplace environment and affects workplace outcomes (Liu et al., 2018; Colon et al., 2020; Baloch, et.al. 2021).

The most populous cities and offices far from residence may be the cause to create stress. The changing of work nature and place from sub urban areas to urban areas increases the daily work commute. Different studies concluding remark suggest that employees of textile sector of Turkey spend 28 minutes daily to reach the office. Even in Norway half an hour was consumed on the road ways (Ozge Demiral, 2018 and; Kopperud & Vitters, 2008). Routine practices towards the daily work commute may enhance the level of stress that finally affect the job of employees. So, intensity of daily commuting stress may causes of fatigue, gloom and sentiments of unexpected weaknesses (Amponsah-Twah & Annor, 2016)

Workplace Spirituality

Spirituality means interconnection of Human being to God. In early eras researchers mixed the terms spirituality and religion with each other. These were distinguished and defined in these words that spirituality alludes to a typical human condition while religion alludes to the nation. Means spirituality is limited to person while religion to the nation (Ke & Deng, 2018).

According to Zhan and Suchuan (2020), religiosity depicts the moral, ethical and other set of values that provide frame work for understanding the motivational as well as behavioral level of individuals. It s' reflection is exclusive and external while the construct of workplace spirituality highlights an entity' association with saying of prayers, reciting of holy books and interconnectedness to Allah (vertical dimension). Person's belief, relationship with society and etc determine the other dimension (horizontal). Thus, workplace spirituality is related to personal and inclusive (Zaidi, Ghaya & Durrani, 2019).

Personal and inclusive sub dimensions represent an individual's experience to himself as well as connection to God. These both sub dimensions were considered an integral part of vertical dimension of spirituality (Naval Garg, 2020).

On dimensionality basis, author divided the construct of spirituality into two dimensions which were vertical and horizontal. First dimension covers the recitation of Quran, Bible and other Holy books, prayer and relationship of a person to God, family and friends. But horizontal dimension extends the views, the helping and supporting the people and relationship to society (Ranasinghe&Samarsinghe, 2019). In view of the above, it can be assumed that workplace spirituality has been defined in different ways but in same meanings.

Commuting Stress and Job Performance

Commute to work and from workplace can not only affect the physical or mental health of employees badly but also has negative impact on motivational level. Low level of motivation not only influences the leadership styles but also peculate the low level staff (Baloch, Ali & Zaman, 2014). According to Bayighomog and Arasli (2019), daily long traveling, congestion on road ways to the working place increases the level of frustration and tiredness that finally influence the leadership qualities like as democratic or autocratic.

Stress on the job that arises due to daily intensive commute is not merely to diminish the level of job satisfaction but also decreases the level of service quality of employees. Service quality is denoted as a measure of employees' performance (Shah et al. 2018 and; Haider, Kerr & Badami, 2013). Therefore, it can be said that stress of commuting produces worsened results with job Performance. Results of the studies indicate the negative and significance relationship between commuting stress and job performance.

Commuting on daily basis form large proportion of Dutch company's cause to high degree of stress because daily traveling to workplace of females contracted the performance. Author reports such results from the daily rail commuters of males and females employees. The literature review and study's conclusion suggest the significance relation between rail commuters and job performance (Kenters, 2016). Gerpott, Rivki and Unger (2021), view that there was found an inverse relationship between stress source i.e daily long traveling one of the facets of commuting stress and employees task's performance. Significance association was also investigated from the study.

Workplace Spirituality as a Moderator between Commuting Stress and Job Performance

In past, to minimize the level of commuting stress, various techniques have been introduced and used. These techniques were exercises, meditation and supervisor and social support (Akhtnar & Mustafa, 2017). Islamic work ethics practices were also used to combat with various stress sources (Khan & Khan, 2017). The factor of religiosity was adopted to manage the stress. New approach was introduced by the different researchers to cope the stress level that was workplace spirituality. In today's era of globalization, workplace spirituality

is playing a vital role (Biswakarma, 2018). Multiple research studies were conducted on “impact of commuting stress on workplace spirituality (Yotter & Swank, 2017; Norful et al., 2021 and; Rose simth, 2021). Carpenter, Lany and Mezulis (2011), report the inverse relationship with different hindrance stress’s sources like as role overload, role ambiguity, role responsibility, poor relationship to peer and poor working condition. Commuting stress has been categorized into the list of hindrance stressors (Patterson et al., 2020). P.W.Ida.I Gede et al. (2017), briefly explain that daily commuting stress has negative interconnection with workplace spirituality. The author also provides the valuable remarks about the significance relationship between both variables.

Previous studies, positive consequences of workplace spirituality had been reported. For example, there is found significance and positive association between workplace spirituality and health (Kumar & Kumar, 2014). Same type of interconnection was analyzed among the antecedents of workplace spirituality and employees’ productivity (Othman, Abas & Ishak, 2017). Carpenter, Laney and Mezulis (2011), investigate the positive but significance correlation of workplace spirituality with the job performance. After that another study was conducted by Emmons (2016) proves the hypothesis regarding significance and positive interlink between two constructs which are workplace spirituality and job performance.

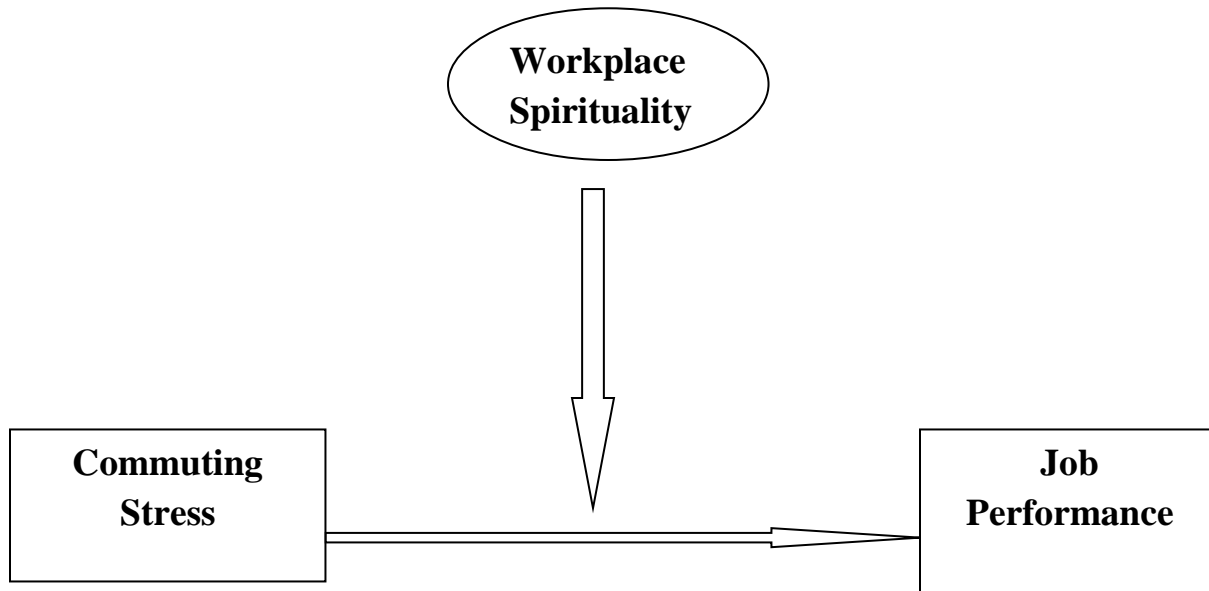
Moderating effect of various constructs have been examined by the researchers on job stress source (role ambiguity) and job satisfaction (Ahmed & Omer, 2011). Altaf and Awan (2011); explore the moderation effect of workplace spirituality between work load and job satisfaction. Wickramasinghe (2018) have also investigated the moderating effect of workplace spirituality between poor working environment and job performance. UlRehamana et al. (2021) state the moderating role of workplace spirituality’s construct dimensions between employees commuting stress and their performance. Therefore, this study makes transparent and clear contribution by showing the moderating role of workplace spirituality on the relationship between the study’s independent variable (commuting stress) and dependant variable (job performance) on police force personnel of the Islamabad which is the capital territory of Pakistan.

Transactional theory of Stress and Coping

The transactional model of stress and coping advanced by Lazarus and Folkman (1987) elucidated coping as a phenomenon that encompasses both perceptive and behavioral reactions by an individual in an endeavor to manage stressors supposed to surpass his personal physical or psychological resources. Two notions are fundamental to the stress theory are primary and secondary appraisals i.e., ‘individuals’ appraisal’ of the worth of what is happening and ‘individuals efforts’ in thought and action to manage specific demands. According to the stress model, primary appraisal depicts the challenges of stress factors and secondary appraisal introduces the techniques and strategies to cope or overcome on stress’ threats or challenges. Commuting stress is a threat or challenge for performance improvement which has been considered as a primary appraisal of the stress’ model while workplace spirituality being a secondary appraisal component minimizes the

level of commuting stress or coping the stress arises through commuting and enhances the performance level of police' employees. Drawn from the transactional model of stress and coping advanced by Lazarus and Folkman (1987) the research study aims to investigate the relationship between the commuting stress and the job performance under the moderating role of workplace spirituality as coping agent.

Conceptual Model



Hypotheses

H1 Commuting stress has significance impact on job performance

H2 Workplace spirituality has moderation affect on commuting stress and job performance

Research Methodolog

The population of study was limited to the police force employees from Havaladar (BS-09) to Senior Superintendent of Police SSP / AIG (BS-19) of capital terriortary, Pakistan. Approximately, population of total police force employees is 12,589. The sample size was determined 372 as per formula of krjcie and Morgan 1970. Police employees those who were taken in the study to provide the response were deployed on various routes, ministers, barriers andin information technology department. Data was also distributed to safety staff and trafic police. Purposive and convenice sampling techniques of non-probability were used to collect the data.

Following the both techniques, data was collected from 267 respondents. Means 72% of the sample size provided the respnse. The participants according to age segment males 94.8 % and females 5.2%. Out of 267 respondents 83.9 % were married and 13.1% were

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unmarried. Majority of the respondents from educational back ground were graduates or had equal level of education. These were 37.1%. According to designation perspectives, more number of participants were Havalgars. Large porportion of mployees having the age ranged from 30-40 yaers were 56.2%. Finaly, morenumber of individuals had the experience from 10-20 years 46.9% and took part in the process of filling the questionnaire.

Despite demographic information, questionnaire was divided into three parts namely,commuting stress, workplace spirituality and job performance. Structered base questionnaire was distributed and collected. To measure the daily commuting stress, questionnaire developed by Evan et al.(2002), was used. Measurment scale of workplace spituality that covers both vertical and horizontal dimensions was adopted in the study which was also developed and used (Sheng & Chen, 2012). Questionair used in the study on job performance was developed and used williams & Anderson (1991).To ensure the validity of questionnaire the process of pilot testing was done on SPSS.

All the scale were tested through reliability analysis. Daily commuting stress questions were reduced from six to five items. For improving the reliablity of the scale of commuting stress, item no.5 was removed. By doing the process of item scale deleting, reliablity was reached to 0.81 from 0.68. The same process was adopted with the scales of workplace spirituality and job performance. Deleting 11 items from workplace spirtuality and 10 items from job performance reliablity of both scales were increased from 0.66 to 0.77 and 0.49 to 0.75, respectively.

Data analysis

After collection of data, the process of reliability anayslis was used regarding to each scales alongwith item- to- total coreraltion as shown in given below table 1

Table 1: Reliability analysis of research scales

Constructs/Items	Code	1 st analysis		2 nd analysis	
		Item-to-total correlation	Coefficient Alpha	Item-to-total correlation	Coefficient Alpha
Commuting Stress		.891		.891	
	CS1	.694		.694	
	CS2	.739		.739	
	CS3	.747		.747	
	CS4	.716		.716	

	CS6	.777		.777	
Workplace Spirituality		.934		.945	
	WS1	.785		.789	
	WS2	.745		.749	
	WS3	.686		.689	
	WS4	.719		.709	
	WS5	.256		Excluded*	
	WS8	.694		.715	
	WS14	.612		.622	
	WS15	.677		.681	
	WS16	.716		.721	
	WS17	.677		.687	
	WS18	.685		.688	
	WS19	.693		.701	
	WS20	.763		.776	
	WS21	.761		.760	
	WS22	.656		.654	
	WS26	.714		.702	
Job Performance		.914		.933	
	JP1	.778		.692	
	JP2	.735		.648	
	JP3	.746		.609	
	JP4	.740		.610	
	JP6	.776		.641	
	JP8	.708		.584	
	JP9	.775		.681	

	JP10	.673		.653	
	JP11	.757		.692	
	JP12	.269		Excluded*	

Then the relationship among the study's variable was tested. To detect the relationship among the variables technique of pearson coreltion was adopted. To find out the relationship of indicators the methods of correlation and regression anlysis were examinded. For modeartion effect Baron and kenny (1986) approach was folloewd. These information can be viewed in table 2, 3,4 and 5.

Table 2 Correlations

Correlations

		CS	WS	JP
CS	Pearson Correlation	1	-.287**	-.218**
	Sig. (2-tailed)		.000	.000
	N	267	267	267
WS	Pearson Correlation	-.287*	1	.549**
	Sig. (2-tailed)	.000		.162
	N	267	267	267
JP	Pearson Correlation	-.218**	.549**	1
	Sig. (2-tailed)	.000	.000	
	N	267	267	267

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

Table 2 represents the interrelationship between commuting stress and job performance which is found -.218. This means that there is a negative relationship between commuting stress and job performance at the level of significance value that is .000. The next correlation between commuting stress and workplace spirituality was explored as negative and significance. Negative relationship value was -.287 and significance was also .000. But only positive relationship was found between workplace spirituality and job performance. The correlation and significance values were .549 and .000 of N 267.

Table 3 Summary Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.510	.49434

- a. Predictors: (Constant), CS
b.

Table 3 represents the cause effect of predictor of the study that is commuting stress and its relationship with dependent variable. R value of the model shows the relationship between commuting stress and job performance that is 71.5 %. R square value indicates the coefficient of .511 This means that variation is about of 51.1%. This means change in job performance was happened due to commuting stress.

Table 4 Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.840	.081		69.211	.000
	CS	-.062	.038	-.715	-18.542	.000

- a. Dependent Variable: JP
b.

Table 4 describes that when the level of commuting stress is found zero then the level of job performance of employees is found 24.840. Moreover, table presents -.062 means 6.2% of Beta (β) value shows the change in job performance is due to change in commuting stress. Negative signs of (β) value suggests the negative relationship between commuting stress and job performance. Table also explains the significance relationship between the independent variable and dependent variable. Thus, it is to be said that according to the table values of correlation and regression analysis H1 has been accepted and proved.

Table 5 Summary Model

Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics		
				R Square Change	F Change	Sig. F Change
1	.715 ^a	.512	.509	.512	171.741	.000
2	.723 ^b	.523	.519	.012	8.052	.005

- a. Predictors: (Constant), WS, CS
- b. Predictors: (Constant), WS, CS, CSWS

R square change of the table 5 shows the increase in the variation due to addition of interaction of term. The interaction was proceeds between independent variable (commuting stress) and the moderator variable (workplace spirituality). The change in R square is found .012. Therefore, it is to be said that change is in R square is 12%. So, it is to be concluded that workplace spirituality plays the moderating role between commuting stress and job performance. The significance value was extracted as .005. Thus, this study proves the H2 that workplace spirituality plays a moderating role between both independent variable (commuting stress) and dependent variable (Job performance).

Discussion

Based on the results of research analyses, significant relation was identified between commuting stress and job performance because P (sig.) value .000 which is less than 0.01. The findings of the present study confirm the prior research findings (Shah et al. 2018 and; Haider, Kerr & Badami, 2013). The evidences of our research study reflect the research arguments given by (Gerpott, Rivki & Unger, 2021). Moreover, there is investigated negative relationship between commuting stress and job performance. Negative Beta (β) value which is -.715 shows the negative relationship between predictor and job performance. Results of this research study's show the consistency with the results of study (Kenters, 2016). This means the more long travel and rush on the roads, the more time consumes resultantly the performance of police employees become low. Contradictory, short distance from residence to duty place minimizes the stress which happens due to commuting. Ultimately, short distance reasons of efficient work and performance. Results of this study prove concluding remarks (Bayighomog and Arasli., 2019). Commuting stress has worsened effects on job performance through it's direct relationship. Study suggests that majority of the employees face stress of commuting at higher level and on the other side performance decline.

There is found significance relationship between commuting stress and workplace spirituality because here in it P (sig.) is relatively found highly significance of .000 which is again not greater than P value 0.01. In correlation table association value of both variables is -.287. Beta value is also negative. In other words, it is to be said that there is explored opposite relationship of commuting stress and workplace spirituality. The results received in the study are similar with the study's results of (P.W.I. Gede et al., 2017).

Workplace spirituality and job performance are found positively correlated to each other. Value .549 of the correlation table indicates positive relationship between workplace spirituality and employees job performance. Consequences of current research highlight the positive and significance correlation between workplace spirituality and job performance that follows the consequences of study examined by (Kumar & Kumar, 2014). Findings of the study do not only suggest the positive relationship between both variables but also

provide the clear picture to reduce the negative effects of commuting stress. Their level of interaction was significant as well. Significance and positive association was observed between both the constructs of study. The results of study portrays that police employees' and their high level of tendency towards worship of God, relationship to family, friends and society increase the performance level significantly. The concluding remarks of this study are proved the studies' evidences (Othman, Abas&Ishak, 2017).

Workplace spirituality plays moderating relationship between commuting stress and job performance. The moderation effect was analyzed through hypothesis H2. This study second hypothesis describes the moderation effect of workplace spirituality on commuting stress and job performance that prove the concluding remarks of study analysis (Kumar & Kumar, 2014). Moderating effect of workplace spirituality was also explored between one of the source of job stress and job performance (Wickramasinghe, 2018). According to table 5 of the present study, there is found moderating relationship of workplace spirituality between commuting stress and job performance. The effect of moderating variable of workplace spirituality is observed from R square change value of .012 which is occurred due to interaction term of workplace spirituality. Change of R square that is shown by 12% affect of the interaction variable. Study conclusion is reasonably in line with the conclusion of (Altaf&Awan, 2011 and; UIRehamana et al., 2021).

Conclusion

The findings of the current study indicate that commuting stress reduces the police employees performance badly. Analysis suggests the negative relationship between independent variable and dependent. Figures concern to the commuting stress and job performance also explain the significance relationship between both variables. Results of the study supports our first hypothesis that is followed the study conducted (Sattler et al., 2020). Therefore, results suggest the inverse relationship between the stress that arises due to commuting and performance of one of the govt. armed forces department (Police). This study's conclusion supports the results reported (Garrow et al., 2020). Negative relations means if the stress level of police employees increases due to daily high commuting level on the other side the level of job performance decreases. Contrary, if the performance level increases the intensity of commuting stress diminishes. Such results of the study follow the remarks of research (Norgate et al., 2020). The results prove the first hypothesis H1 the study.

Workplace spirituality has the negative relationship with commuting stress while on the other side it is positively correlated with job performance. In other words the literature discussed by Rani, Abidin and Hamid, 2013 and Naval Garg, 2020 suggest that there is a negative association of workplace spirituality between commuting stress and positive with job performance. Current study findings illustrates that existence of various dimensions of spirituality at work place in police department extends the performance of employees. The findings of this study also are supported by the results study conducted (P.W.I. Gede et al., 2017). Following the results of study done by Kumar and Kumar (2014), this research indicates that there is a positive relationship between workplace spirituality and job

performance. Means workplace spirituality minimizes and mitigates the effects of negativity of commuting stress on job performance of Islamabad police. Workplace spirituality plays a moderating role between the commuting stress and job performance. These results prove second hypothesis of the study.

Limitations of the Study and Future Research

This study has few limitations like; sample of the study was only limited to Pakistan's capital territory police, administration of adopted scales and its cross section character. Impact of commuting stress as one of the job stress factors was limited to explore only on one job outcome (Job performance). The purpose of this study was limited to only explore the negative effects of commuting stress on job performance. Study was also limited to analyze the impact of only one source of stress (commuting) on job performance with moderating role of workplace spirituality. Large sample size may provide more generalized results. Therefore, the rationale and meaningful generalization of the research findings across all police department across Pakistan cannot be trusted. Exploration of positive effects with various job outcomes would produce different results. Small sampling technique was adopted by the researcher of police department. Broadly, same results also cannot be detected from other regions of the world. Therefore, the study recommends future research to different perspectives like as large sample size can be taken in future. More sources of stress can be used in different territories in Pakistan or geographical regions of the world. The impact of commuting stress can be calculated on other job outcomes such as Job Embeddedness, job Satisfaction, turnover intentions and Job Burnout with the 'Religiosity' and 'work place ethics' as a moderator. The same study i.e. 'impact of commuting stress on job performance with moderating role of workplace spirituality' may also be replicated in other cultural environment. To reduce or eliminate the negative effects of stress and other organizational issues workplace spirituality dimensions can be adopted in qualitative research studies.

Managerial, Organizational and Social Implications

This study is focused on the employees of Islamabad police force of Islamabad and concludes that the commuting stress among police officials at work has a significantly negative influence on their job performance. It implies that workplace spirituality which contributes in meaningfulness at work and self-realization helps in reducing the commuting stress and enhances job performance in return leading to organizational productivity. Furthermore, high workplace spirituality creates high organizational commitment and quality of working life at the workplace. Hence, by the proper enactment of spirituality at work place from higher authority, the advancement of organization will come to start.

The results of this study align with several studies that indicated that spiritual leadership and OCB positively influenced organizational commitment and productivity. Prior research indicated that spiritual leadership had a positive relationship with organizational effectiveness. The findings add to the body of literature on spiritual leadership and OCB in that it indicated

Practical implementation of the both vertical and horizontal dimensions of workplace spirituality may be the reason to boost up the performance of an organization not only at the micro level but also at the macro level. Making more emphasize on utilization of workplace spirituality's practices, an organization can cope or minimize every issue relating to job stress or else efficiently and effectively. Spirituality practices beyond the job can be also fruitful. In social contents, it may give relief to the people to get red from social problems at maximum. It is to be said that the more tilting of people towards the spirituality, the more level of life satisfaction could be seen.

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