

CHAPTER 1

INTRODUCTION

1.1. Background:

The Prophet said: 'Verily, Allah loves that when anyone of you does something, he does it perfectly.' [Al Bukhari]

The possibility of the cutting-edge hard-working attitude was started by Weber (1905). He presented idea of the Protestant Work Ethic (PWE) in the light of the belief system of cheapness, independence, discipline, and diligent work. A significant part of the exploration on hard working attitude has been completed in the West and has centered especially on PWE. In any case, researchers currently perceive that Protestant social orders are not quite the same as non-protestant social orders that exist in different spiritual conviction frameworks. Thus, PWE is certifiably not a widespread developed, (Niles, 1999 & Arslan, 2001). IWE predict that do business in a decided environment will show the higher execution of the employees and broad achievement (Ali & Al-Owaihah,2008). As indicated by IWE there must be courtesy and trustworthiness in exchange at working environment (Yousef, 2000). The investigation explains that the job related to IWE and its effect on the hierarchical culture, development and execution in serves Industries Limited Pakistan.

keeping this in view, researchers have begun considering the idea of an IWE in various social orders and have discovered that the significant head work of this hard-working attitude is religion. For instance, they have studied inspected Work Ethics in social orders that take after various religions for example, Hinduism, Buddhism, Confucianism and Judaism, among others (Parboteeah et al., 2009). The same school of thought was followed by a few researchers and presented awareness about the Islamic Work Ethic (IWE) (Ali,1988 & Yousef, 2001).

Islamic Work Ethic (thereafter IWE) essentially related to Islamic desires with regard to the individual behavior at work place which incorporates his/her judgments, eagerness, back responsibility, and creativity. On a very basic level, when one individual has a strong belief in Allah, having same approaches and activities would tend to be steady with the determinations and rules of the religious conviction (Rahman, Muhammad & Otman,2006). McShane and Von Glinow (2010:108) characterize work fulfillment as a man's assessment of his or her activity and work setting, though (Rannona,2003:24) characterizes it as a specialist's viable reaction to his or her activity. Occupation fulfillment is a representative's attitudinal reaction to his or her association (Scholl, 2003). Peng (2014:75) characterizes employee performance as the result of the quality, and additionally the measurement of the work performed, or all the more normally about how well an individual can perform responsibilities at his/her work. As per Jex (referred to by Van lair Berge, 2011:24), work performance is every one of the practices representatives take part in while at work. The top management of the organization grants the opportunity to those workers who appeared to be committed and sincerely joined to the organization moreover they do not desert their employments (Mathieu & Zajac, 1990; Meyer, Allen & Allen, 1997).

Work Ethics, in for the most important part gathered appear the representative activities towards the work, counting take for action and cooperation, and deliver rewards and motivating forces to the workers on the premise of the best execution, and give the more opportunities for the best future (Cherrington,1980; Yousef, 2001). Around the world, the organizations are going to confront the moral issue day by day which have for the most part related to the misfortunes of the efficiency of the organization, and survival of the worker performance. According to Porter (2010), that every nation has its own culture, laws and history in the world that affect the meaning of inspirational work of the employees' life. This may be some thoughts of the different researchers that values can make a possibly influential account of behavior (Hofstede, 1980), the actions of both the work place (Munson & Posner, 1980), and the performance of groups (Maznevski & Peterson, 1997). Work ethics have been used to advance the organizational productivity and the work atmosphere (Learned & Katz, 1959; Brunson, 1973), and also assume the employee actions and boldness within the government institutions (England, 1967; Sikula,1973).

Religion is mentioned to as a set of beliefs, values, actions, and organizations constructed on belief in supernatural force (Sark & Bainbridge, 1985). Davie (2007) proved that religion assumes an essential job in the life of most people, gatherings, and social orders. Different examinations from various control have related religion with various factors, for example, the representatives' regulatory states of mind (Iannaccone,1998), volunteering practices (Parboteeach et al., 2004), and morals (Parboteeach et al., 2008). Concurring to work environment, religious has real effect on shaping singular convictions, qualities, demeanor and practices. Individual are grasping unique religion at working environment (Christianity, Buddhism, Islam, Hinduism), which in tale that they have distinctive qualities and morals that may have its impact on the efficiency and nature of the work. Along these

lines, it is fundamental to comprehend and feature of different estimations of these gatherings inside the association.

Nowadays, organizations are facing a lot of problems which are based on ethical issues. It is an alarming situation for the organization to avoid the all conceivable losses for the greater performance of the association and get rid of the criticisms and complaints of the employees in a better way. Sometimes, unethical performances effect the individuals thought about Organizations, which can be directed to affect the critical circumstances such as no more profit, low production and even not having enough money to pay bills. Many examples of Western and Pakistani organizations are mentioning (e.g., Enron, WorldCom, Pakistan Steel Mills, Pakistan Railways, PTCL and Pakistan International Airlines (PIA) (Muhammad, Arshad, Fakhar zaman & Ramay.,2012). According to researcher Cherrington in 1995 explained an important aspect which is closely related to work and ethics that are derived from the Weber's theory, it covers some important component like hard work, trustworthiness, no time for relaxation, pride in work and perform her\his job in a better way, and the way of thinking towards action of accomplishing or completing something challenging as well as, overtime and invest money in some sensible projects. But Rokhman in 2010, disapproved the applicability of those important components which are based on the Weber's model because he suggested that it may be limited in non-western cultures. The major reason of the criticism, may be in those cultures that are conquered by the non-Islamic religion. Nowadays, organizations are focusing on the corporate code of ethics to gain their aims in working in the best possible way.

The impacts of IWE on JS may contrast between JS gatherings. Associations create IWE in light of religious qualities. It will prompt JS among workers having and applying a religious conviction (Yousef, 2000; Elkins, 2007). They examined the assembling

organizations of Japan in America. They detailed a weak connection between hard working attitudes and JS among lasting and transitory representatives, while employees by a settled pay have bring down hard working attitudes however higher employment fulfillment contrasted with non-perpetual workers. Moreover, Arifuddin's investigation in 2002 among 350 examiners work in an open bookkeeping firm in Makassar, Indonesia, uncovered the undesirable impact of IWE on JS because of unpredictable pay rates and constrained open door for advancement for representatives. Tischler, Biberman & McKeage,2002) found that by setting up other secularism in the work environment, a few employees were more associated (rationally, inwardly, and physically) with the worker's work.

Employee Satisfaction in the higher education:

The appraisal and thought of job satisfaction began in 1911 with the exploration (Taylor,1911). The studies communicated that prizes like the income of the activity, motivating force installments, progression, appreciation, and open entryways for advancement could incite extended JS (as referred to by Aslan, 2001). Different specialists had characterized the term JS Wiener (1982) stated that, work satisfaction is a nature towards business related circumstances, structures and shares of the activity. Feinstein in 2000 stated that Job fulfillment is to a greater extent a response to a precise employment or different segments of the work. JS has been found altogether to impact work performance, non-attendance, turnover, and mental misery (Andrisani,1978; Davis, 1992 & Spector, 1997). Among the components of worker performance one of the assessable components that is the employee's performance through the level of their proficiency. A few investigations have been related to diverse techniques which measure authoritative performance (Wong & Wong in 2007; Prajogo,2007). It combines the amount, quality and information or under the other inventiveness of individual towards the expert works. That is according to the obligation in

the midst of a decided period by the day's end, the assessment systems have some standard parameters that can be relied on. Disappointed employees are inclined to unnecessary turnover and absence.

Qualities of Organizations that grow high ethical measures are high flexibility for threat; low to direct in strength and spotlight on means and additionally results. Administrative Practices advancing an ethical culture are; being a noticeable good example; imparting moral desires; giving moral preparing; compensating moral acts and rebuffing exploitative ones and giving defensive components. Understanding employment fulfillment accordingly might be associated to performance, hierarchical efficiency and different issues, including work turnover stated by (Sekoran & Jauch, 1978; Melamed et al., 1995; Dickter et al., 1996; Lee et al., 1999;). Organizations definitely want work fulfilment from their representatives (Oshagbemi,2003). Employees satisfaction is as critical as consumer loyalty in affecting authoritative execution. (Lee,1988) demonstrated that activity fulfillment is among the best indicators of turnover. The target factors in the organization like importance given to development and risk taking, regard for points of interest, result introduction, individuals introduction, group introduction, forcefulness and dependability are seen by the worker as public organizations culture or identity. The ideal or horrible impression of hierarchical culture influences performance of individuals and fulfillment. The impact is more noteworthy if there should arise an occurrence of strong societies. Past investigations likewise inspected the impact of IWE on JS dependent on hierarchical culture, particularly authority style. practicing IWE among best administration and directors, for example, discussing hard working attitudes in the workplace, keeping a guarantee and a dedication, caring for representatives and turning into a model for ethical behavior would make satisfaction for the majority of the workers. JS among representatives will decay in the event that best administration and bosses are to the least extent liable to practice hard working

attitudes (Coldwell et al., 2008). An investigation in Singapore by (Koh & Boo, 2004) uncovered the altogether beneficial outcome of the best administration bolster for ethical behavior on JS.

This twentieth century saw sensational changes in government claimed associations as well as for private organizations. After the disappointment of one of the greatest companies Enron and WorldCom analyst network demonstrated an awesome enthusiasm in the area of ethics (Rokhman & Omar, 2008). Work ethics can fundamentally provoke governments to perform better and get focused on their separate jobs (Randall & Cote,1991). There are numerous models of disappointment in Pakistan. The government claimed associations like Pakistan steel Mill, Pakistan International Airline, and Pakistan Railways can be seen clearly. Loads of research have been done in the territory of business morals yet for the most part it is constrained to Europe likewise U.S.A Rice,1999). The hypothesis tested by Weber Max's hypothesis needs to be pursued for Protestant Work Ethic (here after PWE) (Ahmad,2011). The European nations pursue the PWE for employment fulfillment and occupation responsibility (Yousaf,2001). Work ethics are constrained for western social orders. There is an immense role of individuals who have confidence on Islam for the individuals which has a place in the religion of Muslims (Rakhman,2010). From the Holy Qur'an and Sunnah, it can be realized that morals are viewed as the principle target for Muslims (Marri et, al. 2012). Islam instructs how to carry on with other senior citizens and associates. Muslim researchers around the world have understood the significance of Islamic Work Ethics. Since it is a necessary piece of Islam. It is gainful for individuals for all kinds of different backgrounds (Marri et, al. 2012).

Employees in the organization have had great hard-working attitudes. Great hard-working attitudes among the representatives is because of work morals esteems, which are

the equivalent of their religious qualities. Great hard-working attitudes among the representatives are appeared by the individuals who never get an updated letter; by administrations to the client's dependent on the organization standard; who help each other in doing their activity; and who give input to the organization. The great hard-working attitudes among the employees is likewise demonstrated by doing undertakings as per the code of morals and controls, setting the organization's interests over close to home interests, try to accomplish the objective, and utilizing the time viably.

JS additionally impacts client view of administration quality (Rafaeli,1989; Schneider & Bowen, 1985). Moreover, Williams (1995) found that representative benefits impact work fulfillment. Backhanded expenses related with occupation disappointment incorporate preparing, enrolling and expectation to learn and adapt wasteful aspects, and in addition decrease in the customer base (Brown & Mitchell, 1993). Then again, worker satisfaction can move forward efficiency, decrease staff turnover and improve inventiveness and responsibility. Along these lines, worker fulfillment ought not be disregarded but then not many organizations truly think about worker fulfillment (Ulmer et al., 1999).

Satisfaction in the work environment is important to think about for numerous reasons:

- (1) The first reason is expanded satisfaction is proposed to be identified with expanded profitability, and
- (2) The second reason is advancing representative satisfaction has intrinsic philanthropic esteem (Smith et, al.1969). Work fulfillment is additionally identified with other positive results in the work environment e.g. expanded hierarchical citizenship practices (Organ and Ryan,1995), expanded life fulfillment (Judge, 2000), diminished counter productive work practices (Dalal,2005), and reduced non-appearance (Hardy

et, al. 2003). Each of these results is attractive in associations, and all things considered demonstrates the benefit of contemplating and understanding occupation satisfaction.

From hierarchical point of view JS is a basic segment as it prompts higher authorities' obligation of delegates and high obligation prompts. As a rule, legitimate accomplishment and enhancement (Feinstein, 2000) also advancement, practicality and capability of the association and low agents' objectives to leave the association (Mosadeghard,2000). Persistently, frustrated individuals leave the association and grow the motivation of those staying there (Feinstein, 2000) and therefore experts' free execution and capability and might assault the work and leave the activity (Sonmezer & Eryaman,2008).

Different analysts have contributed their examination discoveries from authoritative set ups, to expand representative. JS has given different suggestions to help up the satisfaction. Keeping in mind the final goal line of increment person's satisfaction level workers ought to be given headway openings (Feinstein,2000). So also changes in hierarchical factors e.g. pay scales, worker contribution to strategy improvement, and workplace at that point be attempted to increment hierarchical duty and by and large result. Elton Mayo initiated that association keeps confidential gathering to the greatest satisfier. Moreover, association with work and accomplishment are trailed by intergroup relations (Bektas,2003). Job fulfillment measurements like nature of the activity, administration and management, associates, employer stability, job requirements acknowledgment and advancement have more impact on workers' authoritative duty in hierarchical set up (Mosadeghard,2000). Benefits and benefit sharing designs are decidedly connected to JS (Heywood & Bender,2006). There might be number of reasons that should be considered. First is no one would be right to think about a single proportion of employment fulfillment (Stephen,2005). He also discovered that, the honest work remains the greatest satisfier. On

the other hand, working conditions were the slightest satisfier, and Professional stability was additionally enormous determining factor of JS. Penn et, al. (1988) found that open door for expert advancement is the greatest determinant to separate fulfilled and non-fulfilled workers. A representative will be fulfilled on the off chance that he has come to the beliefs in his calling; he will create positive sentiments towards his calling (Sirin,2009). Hagedorn (1994) described a causal model among staff at various phases of profession advancement and found that satisfaction with pay, add up to work hours, and collaborators bolster influenced the level of pressure and at last fulfillment. Extended opportunity and adaptability of academicians would have brought about essentially with higher job satisfaction (Bender & Heywood,2006). Salary, economic wellbeing, headway, capacity usage, regulatory worker relationship, inventiveness, security are the fundamental factors that decide work fulfillment among training area workers (Sonmezer & Eryaman,2008).

Employee Performance comprises of the noticeable performs that persons do in their occupations. That are applicable to the objectives of the association stated by (Campbell et, al. 1990). It is an important association on account of the significance of high efficiency in the work environment (Hunter,1984). The definition of Performance center around practices rather than results (Murphy,1989). In the light of fact that should bring the attention on results could lead representatives to locate. It is the least demanding approach to accomplish the coveted outcomes. It is probably going to be opposed to the association in light of fact that other imperative practices won't be performed. The execution is not the outcome of practices but instead the practices themselves (Campbell et, al.1993). Execution contains on practices that representatives really take part in which can be observed. Numerous examinations concentrating on authoritative conduct have given broad thought inspiration, worker work satisfaction and organization performance. Every one of these variables are dependent on one another. Basically, the relationship between inspiration, job satisfaction and organization

performance can be seen as, Motivation can be expounded as what people attempt to accomplish better. Be that as it may, not every person gets spurred by the indistinguishable factors. Somebody may get spurred by or fulfilled by accomplishing higher expert and duty where some other individual only needs adaptability in work routine, or somebody might be inspired by feeling of achievement. As demonstrated in an investigation by the experts of HR (Ryne et, al. 2002). In addition, to the view of the experiences the real specialist information there are lop holes in this sector. These lope holes can be divided into three main reason. There various reason for that the first reasons is for worker behavior. The second reason is aftereffects of positive or negative work fulfillment. The third reason is how to measure and affect worker states of mind. Inside each region there are surveys of the logical research and proposals for professionals identified with the exploration discoveries. In the last section, extra proposals for improving organizational practice in the territory of worker states of mind what's more, work fulfillment are depicted. The proposals were along with recommendations for assessing the executed practices. Formal connections make complex issues of participation, transaction and basic leadership because of contrasts in asset control. This may offer ascent to numerous moral issues in the association like worker burglary, practically identical worth of representatives, irreconcilable situation, inappropriate behavior, sentimental inclusions, hierarchical equity, shriek blowing. Chiefs must stand up to these moral difficulties of individual and gathering level and furthermore those moral issues that are experienced in authoritative level like natural issues and corporate social duty and handle them effectively (Zuhria,2013).

Innovation comprises of the scholarly and mechanical procedures utilized by an association to change contributions to items or administrations that meet hierarchical objectives. Innovation gives the assets which individuals work and influences the errands that they perform.

On the other hand, the employee performance assessment concerns with different point of view. In expansion the most important thing is a capability which is most fundamental for the employee performance, they have the fitness for the preparing and the preparing ought to be coordinated for moving forwards the fundamental abilities and capacities. (e.g., IT work, space, and that equipment they have required in their occupations). To begin with thing gets it approximately the rules and controls of the organization which is dynamic for both workers and managers. A few analysts that is Brief and George (1996) have conceived that work execution is influenced by employee's capacity to utilize feelings to encourage the individual performance. Individuals may utilize both positive and negative feelings to their advantage to progress performance. The employee fulfillment is invaluable. The unsatisfied employees are less committed to their work which affects both of the performances, the individual as well as the organization (Nelson,2006). The discouraged and frustrated workers adversely affect the agility to do the work (Ahmad, Ahmad and Shah.,2010).

The connection between JS and employment execution returns similarly as the 1930's with the notable Hawthorn considers (Judge et al., 2001:376). The Hawthorn contemplates thought about the potential linkage between worker dispositions and execution which was a resulting component of the human relations development. A few perspectives and hypothetical clarifications have progressed throughout the years with respect to nature of this relationship. Many found that general occupation fulfillment and by and large occupation execution are not that firmly related and the relationship isn't so solid as one would expect (Jones, 2006:20).

Ethics word has been originated from the Greek letter ethos which has a tremendous impact on custom or practice. It additionally started by word Mores, which is the base of

morality or ethical quality (Khairunneezam,2013). Ethics is a study of leading and the action of applying moral standards to a current issue Muhamad Farah (2012). Furthermore, he additionally trusts that it is an investigation of right or wrong state of mind and the individual decisions on ethical quality activity. Ethics in the organization is fluctuate from nation to nation. Many researchers collected the data from the different sector of public institutions, the best performance has found of the government organization because they articulate the values and rules to the individual clearly Denhardt, (1993), Hale, (1996) and Paarlberg and Perry, (2007). IWE stand on four major pillars, which are the determination, competition, straightforwardness and ethically responsible behavior, and all the components are able to build up the trade and financial growth in the society (Ali and Al-Owaihah,2008). In the modern times Ali (1988) presented a concept in which he focused on the Islamic moral role play in the business, has become a disconnected field of analysis. IWE is clearly mentioned in the Quran and it instigates from teaching of Quran and Sunnah of Prophet Muhammad (S.A.W). The Quran and Sunnah of prophet Muhammad (S.A.W.W) both are considered as a basic source that brings broad views and directions for leading Islamic life and acknowledged to be effective for all people and all times who accepted Islam (Ali & Al-Owaihah,2008; Rice 1999; Yousaf,2000a; Beekun & Badawi in 2005). Previous research papers presented that work ethics is closely related to job satisfaction as socialized in research studies conducted by different research specialists (Viswesvaran & Deshpande1996; Yousef,2001; Rokhman,2010). According to the Kidron (1979) the work values demonstrates an advanced connection of honorable obligations to the organization than the calculative obligations. Employee Performance is the primary character in the organization victory. The IWE is a direction towards 'work' which is the basic in Islamic Sharia instructions. Since work Ethics is supported to have an important effect on the individual and Organizational consequences, it is easy to understand the concept of (Jihad Mohammad and

Farzana Quoquab., Comparative study on IWE). Islam is the basic way to guide people for the right deed in their life (Mardzelah., 2006). Work Ethics are very essential for every organization to make it profitable and maintain it in future (Al-Modaf,2008).

Islamic Work Ethics stands not only for the life denial but for the life achievements and business concerns. It is of great importance of life of every common man living in the planet. The Muslim employee who has strong belief in Allah and they follow the Islamic Ethics tend to be more satisfied with their job. These kinds of employees are more committed to their institute (Yousaf,2001). Working attitudes in an association is a way to the behavior of representatives. Associations that focus on creating work ethics important to the issues looked by representatives will prompt the workers acting ethically (Valentine & Barnett,2007). Honing work ethics is a powerful means for enhancing the performance of an association, particularly when the association utilizes diverse methodologies in making an ethical culture among the workers (Valentine et, al.2011). Past investigations have estimated hard working attitudes with a variety of markers. The indicators integrate self-intrigue, organization benefit, effectiveness, group consideration and social duty. Individual ethical quality in an organization and the principles and techniques which they follow. The set laws of an organization are accepted rules Elzi and Alpkhan (2009) savvy and vain person demeanors Cullen et al., (2003) correspondence, preparing and preparing length, codes of morals (Valantine & Fleischman,2008) minding, law and morals, instrumentality, administrative, self-governance Victor and Cullen (1988); functioning as an objective, time use also diligent work (Ali,1988). Formal connections make complex issues of participation, arrangement and basic leadership because of contrasts in asset control. This may offer ascent to numerous moral issues in the association like worker robbery, tantamount worth of representatives, irreconcilable circumstance, inappropriate behavior, sentimental inclusions, authoritative equity, shriek blowing. Supervisors must stand up to these moral difficulties of

individual and gathering level and furthermore those moral issues that are experienced in hierarchical level like ecological issues and corporate social duty and handle them effectively. IWE helps avoid issues that will be impeding to the association and representatives (Yousef, 2001).

This twentieth century saw sensational changes for government claimed associations as well as for private organizations. As indicated by Omar and Rokhman,2008) after the disappointment of one of the greatest organizations like Enron and World Com analyst network demonstrated an awesome enthusiasm for the region of morals. As indicated by (Cote and Randall,1991). IWE can sometimes provoke individuals to perform their duties in a better way and get focused on their particular occupations. In a third world country like Pakistan there are numerous models of disappointment of government possessed associations. The best example for the disappointment in Pakistan is the scandals of Pakistan Steel Mill (PSM), Pakistan International Airline (PIA), and Pakistan Railways and so on. Many researches have been done in the zone of business morals yet for the most part it's constrained to Europe and America, Rice (1999). There are various steps which are seemed to be taken after the Weber Max hypothesis of Protestant Work Ethic (PWE) (Ahmad,2011). In a study by (Yousaf,2001) opposed about the European Countries which take after the PWE for JS and occupation responsibility. Work ethics are restricted for western social senior members of their society. There is a huge gap for individuals who have belief in Islam for the individuals who have a place with Islamic religion (Rokhman,2010). From the Holy Qur'an and Sunnah, we come to realize that ethics is thought to be the principle goal of Islam Marri et, al. 2012). Islam instructs how to carry on with your older societies, your partners. Muslim researchers have understood the significance of IWE since it is a vital part of Islam. It is useful for individuals for all kinds of different backgrounds Marri et, al. (2012). For the most part analyst delays to gather the information from this segment in light of the fact that

the workplaces are found everywhere throughout the Pakistan. In Pakistan it is a time-consuming procedure for individual researchers. Along these lines, scientists for the most part gather the information from the private division. The motivation behind this examination to explore that does IWE moderates the connection between Job satisfaction and hierarchical responsibility.

1.2. Problem Statement:

Teachers are the people who construct the future of any nation. Their performance decides the fate of nations. So, every successful society highly focuses on the performance of their teachers. In 1995, Ali, Azam and Krishnan, explained that the most investigated and discussed ideas in the business literature that is work ethics and values system. Existing literature suggested that employee job satisfaction influences employee's performance (Judge, et, al. 2001). In addition to this, Rokhman (2010) identified that work ethics are an important variable that has gained significant attention in this era but still literature lacks the impact of Islamic work ethics as there are very few studies available that may have checked the impact of Islamic work ethics on important job-related attitudes and behaviors. He also identified that the role of Islamic work ethics on job satisfaction and its outcomes have not received adequate attention. Keeping in view the importance of IWE on important job-related behaviors and attitudes there is need to understand how IWE can affect the connection between employee job satisfaction and their performance in public sector universities of KPK operating in Peshawar.

1.3.Objective of the Study:

The objectives of the investigation to find out that how employees job satisfaction can increase over all employee performance when IWE of the employees are used as moderator. Specific purposes of the investigation are

- Find out the impact of employee job satisfaction on employee performance
- Check how IWE affects the relationship between employee job satisfactions on employee performance.

1.4. Significance of the Study

a) Theoretical Significance

The study will contribute in the body of literature from the prospect of faculty members of public sector universities operating in Peshawar Pakistan.

b) Practical Significance

This study will help the public-sector universities to identify the areas where their employees are not satisfied of their jobs/job conditions and will eventually enable these organizations to take remedial steps for eliminating this non-satisfaction of their employees. In turn, these steps will not only enhance the efficiency of the employees but will also compel the employees that intend to quit these universities and stay in their respective organizations. Organization will encourage the performance of the employee as well as the administration.

1.5. Purpose of the study:

This research investigates the connection between job satisfaction and employee performance and also check that IWE moderates the relation between these two variables. Job satisfaction is an independent variable whereas dependent variable is employee performance and IWE plays a role as a moderating variable. In this research also check the result of demographic variables like organization name, gender, age, education and experience of the respondents. To analyze the data through SPSS (Statistical package of the social science) software.

1.6. Definition of Variables:

a) Job Satisfaction

“It is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke,1976).

b) Employee Performance:

According to Hersay and Blanchard (1982), defines it as “level of achievement of business and social objectives and responsibilities”

c)Islamic Work Ethics:

“Islamic Work Ethics (IWE) related to the rules and beliefs of doing the right thing, ways of thinking, basic truth that differentiates the right deeds from wrong” (Beekun,1997).

CHAPTER 2

Literature Review

2.1. Job Satisfaction

The most useful research definition of job satisfaction was put forward by Locke (1976). The Definition of JS states that it is a positive emotional relationship which results from the appraisal of either mere job with experiences. JS has been characterized in various routes by different creators of which a couple takes after. As per Bhuian and Menguc (2002) work fulfillment is the degree to which one feels adversely or emphatically about the outward as well as natural parts of one's activity. They additionally portray it as a mentality that people have about their employments. The positive or negative aspect of job satisfaction is “an emotional response to a value judgement”. JS is important factor for the employee performance. When the Individual’s observes that the jobs requirements meet with the one’s important values and with their experience feel the “admirable sentiments of satisfaction” (Henne and Locke, 1985; Nebeker et, al. 2001). Agreeing Rokhman (2001) and Cranny et al. (referred to by Rannona,2003), JS is a passionate response to an occupation coming about because of a correlation of genuine results with those that are wanted, anticipated that or felt would be merited, while Hamermesh (2001:1) portrays JS as the specialist's psychological

mapping of all the diverse destinations and emotional attributes of the activity into a list of satisfaction.

Earlier studies have described the importance of job satisfaction which become a part of literature in 1930 (Hoppock,1935; Brayfield and Rothe,1951). As Locke has put forward number of researches 3350 in 1976, Cranny et al, (1992) estimated investigation papers which were more than 5000, giving figure recorded in 1996 that was considered more than 6700 (Oshagbemi,1996). Scholl (2003) presumed that activity fulfillment could be abridged as an evaluative segment which is a person's general reaction towards the utilizing association. There are many aspects that can be influenced on an individual's performance, that show the level of satisfaction. A few of these variables consist of the level of salary and incentives, developed justice and fairness in promotion system among the employees of the organization, technologically advance the quality of the work conditions, keep on an eye on the administration and social connection etc. Nowadays, Job satisfaction used as the most important variable in corporate and interactive sector in the business world (Ramay and Riaz,2010; Haroon, Rehman & Zaman,2012; Sadozai, Marri, Zaman & Ramay,2012). Likewise, according to kaliski (2007), As sentiments of achievements JS can be seen as and how effective a representative depend on a person activity. As JS specified that it can have an immediate relationship to EP and in addition prosperity of the representative. As well as, Jones and George (2008), propose that JS is formed towards convictions and sentiments that people see about their separate employments. The intrinsic satisfaction is concerned with subjective component of assignment this can be independence, obligation, talents and abilities required to achieve the procedure and reach towards the desired direction etc., while the extrinsic deals with measurable characteristic such as working time, provide security, physical rewards and many more incentives. It has been accepted by researcher throughout the world that it is multi-dimensional and complicated. This has been seen in a wide range

of courses by various people. This was never identified with inspiration despite the fact that the extent of the association is not clear yet by Aziri (2011). As acclaimed by Aziri, (2011) JS is under the outcome of elements that involve: the nature of effort, reward, advance possibilities, administration, work collections and work environment. Despite what might be expected Aziri (2011) additionally contend that there is no solid link between JS and EP. Consider the way that a meta-examination of pre-researchers thinks about precisely .17 best-gauge connection between occupation fulfillment and representative execution. He additionally declares that a representative with abnormal state of JS may not really have a more elevated amount of execution.

According to Bandura (1977), characterizes that self-viability as the belief to execute successfully and conduct importance to accomplish a specific result. Furthermore, the view of self-viability thus is nourished by translations of real exhibitions. Along these lines, if a man is confidence mark that he or she can play out a specific conduct, at that point it is more probable that this individual will show this conduct as long as this conduct results in a coveted result.

As for as Job Satisfaction is concerned an approach that people have around their professions. Training on work ethic and training on job satisfaction look thinly distributed (Ivancevich, Olelelns, & Matterson, (1997). Generally, Job satisfaction influence on both the people and organization which improves the performance confidently and take away harmful behavior (Spector, 1997 and Silverthorne, 2005). The fewer turnover intensions are based on the higher satisfaction of the job (Boles, Johnston & Hair, 1997). Robbins in 2005, stated that job satisfaction is” a set of feeling in the direction of his or her activity”. The intrinsic satisfaction is concerned with subjective component of assignment this can be independence, obligation, talents and abilities required to achieve the procedure and reach towards the desired direction etc., while the extrinsic deals with measurable characteristic such as

working time, provide security, physical rewards and many more incentives. Which means an employee who has an extreme level of development pleasure will keep wonderful feelings toward employment and irreversible. Basically, person assessment is a task pleasure of the general fine of a person existing job. The assessment measures can also encompass both a powerful orientation in the direction of mere task, task position or a mindset, one holds about the activity (Spector, 1997).

The Motivation-Hygiene Theory created by Fredrick Hertzberg (1974) comprises of two factors identifying with JS and inspiration in the work environment:

- i. Satisfiers. Satisfiers or inspirations identify with the substance of the work, for example, accomplishment, acknowledgment for accomplishment, intriguing work, expanded duty, development, and progression. (Herzberg, 1974:18).
- ii. Dissatisfies. This identifies with how representatives are dealt with at function and is additionally known as cleanliness factors which incorporate things, for example, compensation, working conditions and so on. The nonattendance of cleanliness components can be the reason for disappointment. (Herzberg, 1974:18).

Some studies are very helpful in the existing literature, that is “Morale is not only a concept but it is authentic in the sense that is directly affected by the quality and quantity of an employee output” and “an Employee morale reduce turn over intentions, cut down, absenteeism, unpunctuality and high inventions” Organ (2018). In 2001, Rose recommend that the job satisfaction divided in to two categories that was intrinsic and extrinsic satisfaction. Employment satisfaction has a critical point of convergence for class distinction and power-driven psychology. In work characterizing fulfillment the reference is frequently made by Locke’s (1976). The description of employment fulfillment as an "admirable or positive enthusiastic state coming about all because of the examination a single employment or an occupation encounters Jex (2002). The evaluation involves changed mechanisms to

recognized the work of employees, for example, pay, at work environment, partners and executive, vocation prospects and, obviously. The natural parts of the activity itself as detailed by Arnold et al 1998 (p. 204). Along with the above lines, work fulfillment is linked with how our desires are for function in harmonious way with the real outcomes. Since occupation fulfillment has only employee's state of mind towards person's employment. As mentioned above about speculations in regards to mentalities are material to work fulfillment. Subsequently work fulfillment can be viewed as containing three sections. That is, a full of feeling fragment, a psychological segment and conduct all segment by Jex 2002 p.116). While the full of feeling part alludes to an inclination about an occupation, the subjective part speaks to a confidence as to an occupation. Regularly these two angles are connected. The conduct part is a pointer for social intentions towards an occupation, for example, getting the chance to work in time, buckling down, and so forth.

The intrinsic satisfaction is concerned with subjective component of assignment this can be independence, obligation, talents and abilities required to achieve the procedure and reach towards the desired direction etc., while the extrinsic deals with measurable characteristic such as working time, provide security, physical rewards and many more incentives. Job satisfaction presented a positive affiliation to the individual outcomes. If an employee determines the work satisfaction (Paul & Clay., 2005), involvement (Spector and Charash.,2001) and task accomplishment within the time (Cohen, 1991), who showed a high level of commitment, sincerity and devotion within the organization. According to Feinstein and Vondrasek (2001), observed the effect of JS on organization commitment and performance of employee and the consequence showed that the level of employee satisfaction would commitment to the organization.

Simatwa (2011) conducted a study on JS to point-out toward an ability. It can be certainly recognized by individual needs and the satisfaction in the activity condition. This

was opposed by different researcher that representatives are the most fulfilled and profoundly gainful Kuria (2011). Their activities offered them security from economic strain, acknowledgment of their exertion clean strategy of complaints. The chance to contribute thoughts and proposals support in basic leadership and dealing with the issues. In the study clean meanings of obligations and duties and open doors for advancement, incidental advantages, sound installment structure, motivating force designs and benefit sharing exercises. Safety of employees can be measured by using different tools. The government managed savings pay, correspondence framework lastly. The environment of common trust regard is also a measure of the satisfaction. Job satisfaction suggests pleasurable enthusiastic situation of feeling that are the outcomes from the execution of work Simatwa (2011).

These elements integrate social, mental and monetary viewpoints proposed by Jewell (1998) subordinate and administrator support of Gu & Siu (2009). Work itself is considered as the main element for wage or compensate, administration, advancement openings and cooperation (Luthans, 2006); strain emerging from work relations, natural inspiration, certainty in the capacities of administration Leat & El-Kot, (2009); individual wellbeing, the personal satisfaction, self-improvement, also, connections among collaborators, and between the bosses and representatives Chileshe & Haupt (2010). Associations must focus on representatives ceaselessly of their work fulfillment, their improved work execution and wellbeing as proposed by Khan, Farooq and Hussain (2010). JS isn't just an impression of the achievement or disappointment of a representative's life yet in addition impacts the worker's mentality and their life. Better states of mind furthermore, the enhanced personal satisfaction of workers will prompt a fruitful association (Locke, Latham & Erez, 1988).

As per R. Anitha (2011), stated that representatives assume the fundamental part of the organization, so the worker's satisfaction is extremely fundamental and important, thus there emerges a need to learn around occupation fulfilment. Azari and Soleimani (2011)

demonstrated, that moral misconduct corporations had switched into a central point to make different issues in general public. The decrease of conduct rule in people general associations has urged specialists to search for the hypothetical base of genius citizens. Chalabi (2009) likewise noticed that the social investment, public equity, and social condition altogether connected with confidence in hard working attitudes and in associations.

The connection between JS and competence cannot absolutely have measured. The agreement however is that in the long-term JS tends to grow efficiency and output of the employees. The stronger suggestions of other investigations are that the dual factors for job satisfaction and performance are moderate not relying on each other. There seems to be a smaller imaginable cause for this. The major cause for this is that in various job fluctuations in satisfaction cannot lead to the fluctuations in the performance of employees. On the other hand, when relations do come the relationship may be counterfeit since both of them may be linked with each other elements. In other term JS and efficiency may have higher distinct accidental directions a single group of elements shows abilities but the other segment forms job pleasure. There are some other situations in which vastly trended towards higher job satisfactions.

The social scientist Oshagbemi, (2003) Scarpello (1992) and Yousaf (2000a) showed a high level of bond that the job satisfaction is basically positive response of the emotion to a particular job. In 1974, the Churchill and his colleagues talk about the structure of job satisfaction which be made up of seven components that are, the job itself, fellow workers, directors, company strategy and provision, compensation, advancement and customers care Churchill et al., (1974). Rainey (1997) also described the seven components for construction of JS and the individual characteristics and a number of other elements for defining the job which are taken from the Churchill et, al. (1974). Petty et, al. (1984) determined in their study that JS and performance showed a positive relationship with each other. When employees of

an organization are presenting good performance in their jobs and improve the production and growth rate of the organization as compare to the other organization in the market, it means that the employees are satisfied from their jobs. Judge et, al. (2001) added that there is various type of relationship between performance and job satisfaction. It plays moderating and mediating role of variables in the investigations. The intrinsic fulfilment is concerned with subjective component of assignment this can be independence, obligation, talents and abilities required to achieve the procedure and reach towards the desired direction etc., while the extrinsic deals with measurable characteristic such as working time, provide security, physical rewards and many more incentives. The stronger suggestions of other investigations are that the dual factors for job satisfaction and performance are moderate not relaying on each other. They concluded that in earlier studies were uncooperative in their conceptualizations of both performance and satisfaction. They defined the performance and satisfaction relationship it was proposed that encouraging feeling of satisfaction would convey about a higher performance of the employee.

As indicated by Khan et al. (2015), IWE should be explored as arbitrator between occupation stressors and employment results since individuals having IWE have the ability to shield themselves from hierarchical stressors. In addition, religion additionally fills in as a spiritual spark and enables the people to accomplish their objectives (Ali, Falcone, and Azim, 1995). Accordingly, fusing the IWE in the connection among stressors and occupation demeanor won't just produce new experiences in the present writing yet in addition give proof from the Eastern culture.

The impact of works ethics on hierarchical responsibility can be directed by reasonable or non-reasonable action of representatives. It may cause gratification or disappointment among them as stated by Sharma, Stearns and Borna (2009). The execution level of individuals in the direction of justice can be achieved by the study of Equity theory

Robbins (2003). According to Equity theory, a satisfaction level of representatives is a subject to a level of fairness, got by them in a specific circumstance Gibson et, al. (2011).

2.2. Employee Performance

According to Blanchard & Hersay in (1982), affirmed it as “level of achievement of corporate, social objectives and responsibilities”. The regard of Hawthorne and many other research works, showed the efficiency of employee. They emphasized on the fact that employees who are satisfied with their respective job have higher job performance. Hence supreme job retention, then those who are not willing with their jobs Landy (1985).

Employee performance is a term which is related to the Human Resource field. It argues that employee performance is all about the performance of employees in a company or an organization. It involves all the positive and negative aspects of employee performance. It directly or indirectly affects and also relate the work of employees” (www.employeeperformance.com/). Generally, Gallup describe the two types of employees were working in the Gallup organization that is engaged or unengaged employee. Workers who are exceptionally worked in their organization will deliver high level of client care, maintenance, efficiency and create higher benefits Peterson & Luthans, (2002). On the other hand, the unengaged employees demonstrate not as much of interest in the work which cause less profit in the production, increased the turnover intentions and also effect the efficiency of the organization. In 2004, the Gallup Organization arranged a survey to know the outcome between the engaged and unengaged employees. Within the United Kingdom, the low engaged employees fetched their companies \$64.8 billion in a year. On the other hand, Japan also faced a reduced amount of productivity that was \$232 billion recorded. The basic reason was that the employees showed less interest in the productivity and increased the unengaged employees ranking that was 9% recorded. Those employees who take interest and keep

engaged in their work so those employees considered as an appreciated strength for the organization (Mclean and joo.,2006).

Ahmad and Shahzad (2011) conducted a study in Pakistan. They opposed their statement that performance of a worker communicates the whole belief of a representative. It concerns the whole activities which are being performed by the worker. Its contribution to the accomplishment of the association long term mission and objectives. They mentioned the practices of pay, assessment of execution and works on concerning advancement of representative are the standards for execution of a laborer. Additionally, Anitha in 2013 expressed, that the execution of a representative is measure or pointer of fiscal or other aftereffect of the worker that has unswerving association with the association execution and achievement also. Moreover, Anitha, (2013) uncover the climate, on which representative perform their assignment and different timetables, association with supervisors, co-worker association and that of group, pay strategy, and commitment of a representative deciding components for the execution. Lawson and Samson (2001) characterized development capacity as "the capacity to consistently change information and thoughts into new items, procedures and frameworks to assist the firm and its partners". Advancement ability makes an incentive for associations in various regions, for example, making new item and administrations, being more versatile and adaptable, abusing new thoughts, being better ready to learn, and upgrading aggressiveness in a changing business world (Neely and Hii,1998; Terziovski,2007; Shan & Zhang,2009).

Nowadays the job promotion is developing with the time and evolving very quick. It is the duty of the head of the organization to make these decisions very quick and according to the market. An association has to adjust to these developments and to have the capacity to make the association profitable. The organizations must have the capacity to do this on time.

It is urgent to fulfill the key representatives in the association. They are the ones that drive the organization forward. Organizations are observed with individuals leaving one organization to join different organizations for better compensations and other monetary benefits Young (2006). The modern-day labor in this era are changing their occupation with the passage of time. The normal age between the changing of the occupation is 18 to 37. They change their occupation frequently due to certain reasons. The main reason for this trust between the employees and bosses. Young inspire that one response to the same issue is the gap of trust between the employees and bosses.

A few numbers of employees might be happy with their jobs. They're maybe a couple of parts of their work which disappointed with every single one in the organization Mullins, (2002). It is warned that those who are the best achievers in the organization advanced too rapidly. It can result in disappointment among faithful keen employees of the organization. However less innovative employees are the senior specialists in the organization Hoy and Miskel (1991).

Furthermore, Employees performance are very necessary for every organization. Without employee's organization cannot be survived. Performance can be segmented into five fundamentals that is monitoring, planning, rating, developing and rewarding. The very first step is planning which is based on theory of "thinking before action". Planning has three major types. That are tactical, operational and strategic planning. For achieving organizational goals, begins with top executives who create strategic plans, that paints a picture of the chosen future and long-term goals of the association, such as enhancing profitability or productivity (Planning., Website²). In this step of monitoring in which the top management patterned the routine problems and performance of the employees. The basic purpose of monitoring is to look after the poor performance and check whether their work is

going according to their plans and are, they achieving the organizational objectives. The third phase is developing of performance in which an employee is recommend to improve the poor performance. At this stage go to remove all the problems and deficiencies which occurred during planning and monitoring of task. In Rating measure, the performance of the employees. In short, this stage is called assessment of the employees and either check the relating performance completed in time or not. At this stage organization needs to know the best performers to reach the last stage of rewarding. At the end organization gives incentives and rewards to those employees who have outstanding behavior during the work Imran and Elnaga. (2013). Work commitment is gainful for the two representatives and associations in light of the fact that connected with representatives are relied upon to demonstrate better occupation execution. Demerouti and Cropanzano (2010). Better execution among connected specialists, in correlation to non-drew in laborers, is accounted by connected workers' certain feelings, for example, joy, delight, and energy (Bakker and Demerouti,2008). Working environment spirituality prompts inventiveness, genuineness and trust, individual satisfaction, and responsibility, which will at last prompt expanded authoritative performance Krishnakumar and Neck, (2002). The more representatives encounter individual reason and importance at work, the more representatives are focused on the organization Milliman et al., (2003).

In Islam, work is viewed as a wellspring of autonomy and a method for advancing self-awareness, confidence, fulfillment, and self-satisfaction. Barker and Coy (2003) recorded seven excellences of pioneer character that additionally line up with the Islamic work ethics modesty, bravery, respectability, empathy, amusingness, energy, and shrewdness. Authority conduct assumes a huge job in the improvement of trust in the pioneer by employees (Dirks & Ferrin,2002).

The view of occupation stress varies from nation to nation Glaxer et, al. (2004). It may be influenced by social contrasts relating to a study in Indonesia Jaramillo et, al. (2005). Regardless of the fact that, assertion of creators with the relationship of occupation stress and work execution. The human assets operationalization in Islamic associations may deliver diverse drawback. Islamic banks should marginalize the arrangements that avoid the intemperate weights. It may create different types of exploitative activities by the representatives. Islam had detailed an administrative vision towards the idea of Shariah in Islam is persistent. Also, the desire to have better representatives' execution, it should be an expanded Maslah introduction.

Evaluation of achievement of a performance investigation outline is arranged as a major aspect of the related practice and government procedure. It may complete research for the assessment of performance examination framework in a field setting. A study conducted by Murphy and Cleveland (1991) advised the problems with current approaches for evaluating accomplishment inspection frameworks. It speaks probably the most down to earth issues confronting specialists. Traditional ways taught us how to deal with assessing execution examination frameworks which has not sufficiently thought about the perplexing one's, relational, and also authoritative variables that influence the appropriateness of performance investigation, in the association setting Mohrman and Lawler, (1983) Murphy and Cleveland (1991).

As indicated by Wicker (1969) examine proof did not recommend a solid correspondence among states of mind and conduct. Truth be told, a person's conclusions, musings or feelings in respect to somebody or something had all the earmarks of being extremely feeble pointers for how that per-child would in the long run act. Along these lines Wicker upheld the suggestion to relinquish the whole thought of states of mind as indicators for conduct Azjen and Madden (1986) handled the matters which was raised by Bentler and

Speckart and modified the theory of Reasoned Action into the Theory of Planned Behavior. What's more to states of mind, abstract standards and goals, the Theory of Planned Behavior introduction damned the idea of social control as a fourth segment. The Theory of Planned Behavior accept, that apparent conduct regulator has an immediate impact on conduct and furthermore a circuitous impact through goals.

Ajzen and Fishbein indicated the conduct of the consequence of the three comparing components:(i-e) aims, demeanors and abstract standards. That guarantee that the activities are anticipated by expectations and that goals thusly are impacted by states of mind and abstract standards (Arnold et al 1998 p. 201). Along these lines, subsequently, if a man expects to play out a particular activity, at that point it is likely that he or she will do as such as long as the dispositions and the subjective standards of the individual are in compatibility with the expectation.

As indicated by Aslam (2012) Employees are the most vital resources for any association and their conduct influences themselves as well as influence the hierarchical performance. The problem with is new workforce is that it does not have the ability to contrast with past one and 23% of the work drive not locate a reasonable activity Jamrog (2004). Academic research outfitted to people in general segment has discovered that high performing government associations unmistakably express an arrangement of qualities (Denhardt, 1993; Solidness, 1996) and that open segment workers ceaselessly utilize esteem frameworks to make "road level choices" (Maynard-Moody and Musheno, 2003). The execution evaluation is a commanded process in which, for a determined timeframe. A meeting of a worker's work practices or qualities are separately evaluated or judged by a rater. The outcomes are kept by the association for a record purpose of every employee Coens and Jenkins (2000).

In any case, some natural factors affect the EP. For example, authoritative structure, corporate culture, performance evaluation frameworks, work outline, power and governmental issues winning in the firm way and bring together all the elements. The off chance previously declared issues occur in the firm way, individual performance reduces not because of need of applicable evidence, aptitudes and mentality, but of previously stated problems. Making or preparing successful and guarantee constructive conclusion of worker performance, components ought to be consideration Wright and Geroy (2001). And, Eisenberger et al. (1986) proposed that specialists feel more loyal to the firm, when they feel hierarchical obligation towards themselves and as long as demonstrate higher execution. Workers need their pioneers to (a) demonstration ethically, (b) exhibit the ideals of responsibility great, (c) give respect to others, (d) take constructive opinions, (e) keep on in manners unmistakably demonstrate their interests are not the driving inspiration driving their leadership Cameron in 2003). Representatives need pioneers that have solid good qualities and are profound, natural, and intuitive, with the goal that workers don't lose course during an era of uncertainty (Badaracco; 2006). Muslims are viewed as workers of God and Muslims ought to watch and take part in great deeds in both business and individual life. Hireling initiative has been a piece of Islam from the earliest starting point. The Prophet Mohammad (P.B.U.H) has said that if a Muslim adherent trust on a Muslim pioneer by his undertakings, and the pioneer does not endeavor to profit the executor really or ethically, then he won't enter into paradise (Beekun & Badawi, 2004).

Borman, and Schmit (1997) argue, that EP and JS exclusively opposed to the practices themselves, execution is a best practice with an evaluative viewpoint. This description is predictable with the main techniques used to gauge labor execution, to be precise execution judgements from directors and connections (Newman, Farr and Kinney, 2004). Despite the fact that focus on this evaluative thought in characterizing the execution area. They still keep

up that activity execution is observing and not the results Motowidlo et al. (1997). Further component of execution is the practices must be significant to the objectives of the association.

Frederick and Herzberg (1959) focused on the working environment of the organizations. Their hypothesis explains two components. The first one is a general employment satisfaction motivations and clarity factors. In an occupation, nearness of inspirations is that can be added to the expansion in the level of fulfillment. The reason for disappointment is the non-attendance of purity factors in the work environment. These factors, suggests the environment and the setting of the work. It can integrate return, safe working conditions, and so on. The helpers are identified having qualities of the activity itself. The hypothesis indicates that helpers and cleanliness factors are non-selective. Self-actualization and dissatisfaction can-not be considered as the opposing ends of one range. Hence an expansion in the level of occupation fulfillment does not really suggest a diminishing in employment disappointment. The components influencing fulfillment and disappointment are unexpected. The Two-Factor are likewise frequently referred as the Motivation-Hygiene Theory presented by Davies (2008). The above hypothesis explains a clear picture that about the inspiration and the representatives and its need in the modern world. They stood up with high compensations and incredible working situations. The other components argue only the cleanliness factors. This factor keep dissatisfaction under control. He indicated that inspiration is originated from the activity itself. It can some time become critical for supervisors to look into the idea of the jobs. They request that their representatives to perform on their behalf. The chance is that you need a representative to perform well and work to perfection on behalf of the head of the organization. He ought to have a great job to start with. Along these lines, with the end goal to enhance work states of mind and efficiency

of businesses out for the two components and not accepted expansion in fulfillment stimuli a consequential disappointment.

On the other hand, Alagaraja1 and Shuck (2015) reveal that representative execution can be estimated by methods for standard preparing and change. Furthermore, Thomas and Feldman, (2010) go up against proportions of representative execution as center occupation execution, that incorporates into job execution, security execution, and imagination, trailed by citizenship execution, marked into similarly targets-particular and far reaching hierarchical citizenship. To the extent this investigation is concerned in any case, measurements for estimating worker execution gave in the investigation of Liao et-al (2012) were picked. This is because of the way that the measurements in those examinations representative execution was estimated from the perspective of the association, the worker and in addition, the activity itself i.e. hierarchical target, representative goal, execution improvement and worker fulfillment are utilized as proportions of representative execution which makes it all the more far reaching.

Kyndt et al. (2009) conducted a study on different organizations to check the employee performance. They studied the break down reasons for the performance and job satisfaction. The first reason is why workers remain in an organization. The second reason what makes them search for other openings for work. They brought an attention on workers learning. It was accepted by them, that learning assumes an extremely essential job concerning maintenance and specially learning given by the organizations to its employees. Knowledge beginnings can be referred to three elements at work. The first element is the likelihoods to learn new things at work. The second element is having a vocation that expects one to be inventive. The third element is having the capacity to impact sudden occurrence at work. Other investigations discovered testing and broad learning chances to be related with better mental working, conditions and adapting styles Taylor (2004). The problem is that the more

employable associations makes their representatives through preparing and improvement openings the more their versatility capital builds Cappelli (2000). Different studies have demonstrated that if bosses do not take care of workers preparing needs, they will leave the organization and move to better organizations, Hay Group (2007). The businesses do create the chances for their employees in order to keep the employees in the organization or the employees will leave in any case. However, the association will profit by their fitness for the term of their residency. The preparation given to representatives is off the work at that point they will go out to investigate their aptitudes obtained Martin (2003). Specialists propose that preparation and advancement given to workers ought to be founded at work to improvement their aptitudes and capabilities on their current employments.

For each situation, compelling administration is as yet the way to progress. In administrative work Mintzberg (1973) has distinguished ten separate jobs, every job is characterized by a sorted-out accumulation of practices which has a place with an identified capacity or position. Occupation execution again comprises of the noticeable practices that individuals perform in their occupations. These are applicable to the objectives of the association by Campbell et, al. (1990). Moreover, performance of learning laborers and expert is frequently hard to measure and along these lines' roundabout measures, for example, representative fulfillment, go up against another and more prominent significance. A reasonable comprehension of representative fulfillment plays a main role in industry and society. Occupation execution is important to associations as a result of the significance of high profitability in the working environment by Hunter and Hunter (1984). Execution definitions should revolve around the practices instead of the consequences Murphy (1989). On the grounds that emphasis on results could lead towards representatives to locate the least demanding approach to accomplish the drawbacks. In other words, be negative towards the association on the grounds that other critical practices won't be held. Campbell et, al. (1993)

clarify that execution is not only the result of practices, rather the practices themselves. Execution comprises of the practices that workers really take part which can be watched.

He isolated these jobs into three subcategories: relational contact, data handling and basic leadership. He next broke down individual director's utilization and blend of the ten jobs as indicated by the six business related attributes. He recognized four bunches of free factors: outside, work related, individual and situational. For playing out these jobs, abilities required by the directors are:

Technical Skills: The capacity to apply specific learning or mastery

Human Skills: The capacity to work with to comprehend, and to inspire other individuals, both independently and in meeting.

Conceptual Skills: The psychological capacity to examine and analyze complex circumstances.

A researcher Greenberg in 1987, who was first introduced the term organizational commitment. OJ refers to fairness in all characteristic of organization, however it is based on the employee performance regarding their work. The top management appreciate the creative and fair ideas of the employees and treated them according to their performance. If the top management not treated well to the employees and create injustice environment in the organization then it supports the employee turnover, dissatisfaction and stress etc. these all factors effect on the profit of the organization and discourage the efficiency of the employees. Dye (1990) stated that the measurable approach for the employee performance is fairness in organization. Giving to the Elanain.2009), some organization may not contribute in the marketplace for a long time and it became extinct from the market. Billingsley and Singh (1996) stated that the positive result of work showed the best performance of the employees in setting goals to be accomplished in the association within

time. According to Motowidlo and Borman (1993), discussed the actions of the employees in organization that there are two categories of employee working for the betterment of the organization that is contextual performance and the other is task performance. Contextual performance discusses to support the organizational, psychological and social environment in which organizational objectives are sought. Task performance indicates the employee's ability with which he or she accomplishes the tasks that come up with the 'technical core' of the association. Ng and Feldman (2009), studied that the most important factor is education for the job. If the employee has a strong encouraging effect on job performance, it means he has the right education.

2.3. Relationship between Job Satisfaction and Employee Performance

Vroom in 1964 expressed, "it was normally accepted by many great people related with the human relations development that JS emphatically connected to Employee performance. In fact, human relations may portray as an authentic to expand efficiency by fulfilling the requirements of representatives" (vroom, 1964, p. 181). The perspective that satisfaction causes, performance has its underlying foundations in human relations theory, which rose up out of the Hawthorne investigations of the late 1920s and mid 1930s (Schwab and Cummings, 1970; Filley, House, and Kerr, 1976). Vroom expressed that "it was normally accepted by many people related with the human relations development that JS was forcefully related to EP. Actually, human relations may be portrayed as invite to expand profitability by sustaining the requirements of representatives". It shows the strong relationship between these two variables job satisfaction and employee performance. Early Researches have investigated many factors that have emotional impact on job execution. Yousaf, (2001) contended that European nations pursue the PWE for employment fulfillment and occupation responsibility. Be that as it may, these hard-working attitudes is constrained

for western social orders and there is a colossal hole for individuals who have confidence on Islam for the individuals who have a place with Islamic religion Rakhman, (2010). Muslim religion Islam instructs that how to act with your colleagues, your older folks. Muslim researchers have understood the significance of Islamic hard-working attitudes since it is an essential piece of Islam and it is helpful for individuals for all kinds of different backgrounds (Marri et al., 2012). The exhibition of performing, and something accomplishing successfully, utilizing data as perceived from having it; an execution includes event in which all things considered one social affair of people (the performer or performers) carries on specifically route for another gathering of individuals Ilham. (2009). Jaramilloa et al. (2005) and Al Ahmadi (2009) studied the important factor relates with the employees' commitment to their job. A strong association between the work satisfaction and the EP Gu & Chi, (2009). Since the Brayfield and Crockett (1955) study, a couple of other convincing record reviews have been circulated. These records were from the past studies of Herzberg et, al. (1957) Vroom (1964) Locke (1970) Schwab and Cummings (1970). Worthwhile organizations ensure that, there is an honest match between the Workers and also the job Kristof-Brown et, al. (2005). Additionally, inquire about not concur with this end. Organ (1988) recommends that incapability locate a solid relationship between JS and employee Performance is just because of regularly used to characterize JP. Structure contended that when performance is characterized incorporate critical practices for the most part reflected in performance examinations, for example, authoritative citizenship practices, its association with employment fulfillment moves forward. Research tends to help Structure's recommendation in that JS relates with hierarchical citizenship practices (Organ and Ryan, 1995). When employees of the society are satisfied with their jobs and demonstrate the concentration to increase the profitability, it means that the top management has taken the correct decision to hire the right people for the right place. As employee performance is the

emphasis of any Organization that is the necessary part to evaluate the individual performance before beginning of work Quarstein et, al. 1992).

The possible relation between worker states of mind and performance was measured vigorously in the 1930s. Agreeing with the studies of Hawthorne and the following human relations development. Despite the fact that the Hawthorne thinks about normally qualified with underlining an association between representative states of mind and execution. Analysts were more watchful in their choices than most accept e.g. Roethlisberger (1941). In any case, it is clear that the human relations development fortified enthusiasm for the relationship. Following are the human relations progress, the most powerful story survey of activity satisfaction job execution relationship was circulated by Brayfield and Crockett (1955). In this article, the writers have checked on studies relating work fulfillment to work execution and also conduct various other results (mishaps, turnover and nonattendance,). They supposed that it has shown a very little link between JS and EP, naming it as "insignificant or no relationship" (p. 405). Their survey was constrained by the simple uncertain number of distributed plans accessible for survey around then (just nine examinations were investigated that discovered a relationship between individual JS what's more, work Performance) and the general bias of personal audits. Disregarding these weaknesses of their article was might be the most as often as possible mentioned audit in the zone of exploration preceding 1985.

These studies differentiated phenomenally in their presentation and to a couple of degrees. In the positive reasoning spoke as for the fulfillment execution relationship, with Herzberg et al. being the most cheerful. The standard noteworthiness of two of these studies Locke, (1970) Schwab and Cummings (1970) was the issue of a strong call for hypothesis driven examinations of the satisfaction execution relationship. In light of these studies, researchers began to consider extra almost the possibility of the relationship, giving

particular idea to factors that may coordinate or mediate the relationship. In like manner, in the accompanying region of the article, we accumulate these examinations concerning seven models of the satisfaction execution relationship and review investigate that has been driven on these helpful structures.

From the beginning of Islam, the Prophet Mohammad (P.B.U.H) accentuated on basic job of riches and defining factor influence of economy. His first devotee was his better half Kadajah who belong to a rich Arab clan, was an effective agent of the "Qureish" clan. She allotted all her riches for publicity and development of the Islamic thought, rationality and religion. She was a dealer who exchanged among the neighboring nations of the Hijaz arrive. Since those days, Prophet Mohammad (P.B.U.H) and the Quran has set an exceptional system and morals. As referred to the Prophet, he pronounced that "I have been appointed as a messenger with the end goal to complete the information and ideals of morals."

Muslim beliefs and honor frameworks, representatives with higher levels of job satisfaction and work relationship would show higher levels of IWE and show fewer turnovers eagerly. Judge et, al. (2001) showed a well-constructed exploration of the job performance –JS relation and determined that JS was an actual interpreter of job performance. EP can be characterized as a conduct estimated through the level that progresses organizational success (Motowidlo et, al. 1997). Job execution is basically a center around specialists, efficiency is a standout amongst the most essential dependent variables of Work and organizational make-up today (Borman, 2004).

For a long time, Investigators have accepted that there was a constructive relationship between JS and EP and therefore almost no time was spent to decide "why" JS should prompt higher execution (Lawler & Porter, 1967:21).

Agreeing to Gallup, highly engaged employees are the highly profitable for the Organization because they show the great level of care for their customers, maintenance, and productivity (Luthans and Peterson, 2002). A broadly verified theory of the determining factor of JS that make use of this type of explanation is Herzberg's "two-factor" theory (Herzberg et al., 1959). In this kind of justification of distinction in job satisfaction may be described as an "operational" one, in such a way, worker's attitudes are seen as a direct, one-to-one reflection of structure of the work place. Besides, the Organization creates the cooperative environment and practice the moral principles among the employees which ensure the success of the shareholders and support the society's safety (Donker et al. 2008; Jalil et al.2010; Barutcugil,2004).

In this study Judge et, al. (2016), presented a quantitative and qualitative analysis of the relationship between two main variables that were JS and EP. They analyzed past investigations which showed the relationship between JS and EP. The qualitative review was organized around 7 models which was taken from the previous research papers. Some models have accepted more supportive than others, explore has not given significant declaration or disconfirmation of any model, mostly as a result of a nonattendance of interest and combination in writing. Investigation gave different observation of these models melted away after 2 meta-examinations of the JS, task performance relationship. On account of limits in earlier examinations and the error of their findings, one more meta-investigation was directed on 312 samples with a joined N of 54,417. The genuine connection between in general JS and JP was assessed to be .30. In the light of these conclusions and the personal audit, plan for upcoming research on the fulfillment and execution relationship has shown.

Shmailan, (2016) researched on the employees working in bank of Saudi Arabia. The major determination of this research to find the relationship between job satisfaction and employee performance. The researcher received 50% responses in return from the distributed

questionnaire which showed the significant relationship between job satisfaction, employee performance and employee engagement. The consequences of this research indicate that JS is directly linked with the employee performance and engagement.

Sy, et, al. (2006) studied, the relation of managers and employee emotional intelligence to job satisfaction, and employee performance. The aim of this research was to find the relation between the variables. The Sample was taken from nine different sites of the same restaurant franchise. 300 questionnaires were distributed among the food service employees and received 187 questionnaires in return. After controlling the personality traits, the result of the research remains significant. A same outline was found for Job Performance. Research findings has shown the positive relationship among the variables which are emotional intelligent, JS and employee Performance.

According to the study of Bakker and Bal (2010), they demonstrated that connected with professors got higher evaluations from their administrators on in-job performance, they collected data from different institute. They distributed questionnaires among professors and respondent were 260. The findings were showing that engage workers perform well and will go the additional mile. It showed the positive connection between employee performance and work engagement.

Salanova et al. (2005) led an examination among staff working in Spanish restaurants and hotels in which many employees were working. They distributed questionnaires among the restaurants employees and only 342 representatives gave data about authoritative assets, commitment, and administration atmosphere and 1140 clients assessed workers' execution and detailed their privilege customer dedication. This investigation demonstrated that authoritative assets and work commitment estimated administration atmosphere, which thus predicted worker execution and client dedication. In addition, Xanthopoulou et al. (2009) led a journal think about among representatives working in a Greek drive-thru food eatery, and

found that day-levels of work commitment were prescient of target day by day budgetary earnings.

Iqbal, Ijaz, Mushtaq and Latif (2015), focused on the employees of banking sector of Faisalabad city in Pakistan. They explained Factors affecting on employee performance in a case study. Performance was dependent variable while five variables were working as an independent variable that was working hours, stress, training, communication barriers and financial rewards. This case study is quantitative in nature. Employees selected from 40 banks of Faisalabad in Pakistan. For data collection random sample technique was used. Data was collected to distribute the questionnaire among the employees. They received two hundred (200) questionnaires in return. They used (SPSS) Statistical Package for Social Sciences software for analyzing the collected facts, to find out multiple regression of the given variable. The basic purpose of this investigation was to find different factors which affect the JP of employees. To see the relationship between EP and long working hours, to examine the influence of trainings on JP of employees, to find the effect of communication barrier on JS of employees, to figure out the relationship between the EP and financial reward. To evaluate the effect of stress on the employee JP. The findings were the positive relationship between the training and EP. The trained employees showed best performance in the banking sector of Pakistan. The result between stress and EP, the communication barrier and EP also presented a negative effect in the banking sector employees' performance. The fourth variable showed a positive relationship between financial reward and EP. And the last variable presented a negative affiliation between long haul working hours and employee performance, because the long-haul working hours effect the performance of employees specifically in banking sector.

Barbash and Welsh (1983) trusted that hard working attitudes is the result of the period of neediness what's more, appetite. They trusted that "hard working attitude is a longing

skewed by white collar employees for the lower standard employees with enough credibility and facts to make it valid". Shmailan, (2016) explained the relationship between JS and JP in this research. He took data from the existing literature that the employees are satisfied when they showed better performance in the organization. EP and employee engagement are very necessary for the successful organization. Good performance and good communication of the representatives presented satisfaction level of the employees. The methodology used for this investigation was experimental in nature. The aim of this study is to deliver an understanding of problems, unsolved questions and complications and things to see some issues that may contribute to the achievement of JS for workers and its linking to employee engagement. The conclusions of this study have shown the positive relationship between EP and JS and another result was also presented positive relationship between EP and employee engagement.

The advantages of expanded idea activity performances converge after some time. As recommended by Fredrickson and Losada (2005), the "widened outlooks convey circuitous and long-haul versatile esteem since expansions. . ." (p. 679) aid "building" the person's persevering individual assets, going from physical, mental, scholarly, and social in nature (Wright, 2005). This ability to encounter the positive is proposed to be vital to employee ability to flourish, rationally succeed, and mentally develop (Fredrickson, 2001, 2003). This feeling of growing seems to make mentally well or cheerful individuals more practical (cf. Argyle, 1987) and less inclined to pressure manifestations (Myers and Diener, 1995).

Ferguson (2004) Diddams and Whittington (2003) concurred that hard-working attitude is a result of the nineteenth century. As it has been specified before, every one of these analysts trust that the hard-working attitude is the wonders of developing mechanical unrest. Amid the religious and financial states of the nineteenth century and a nonappearance of connected hard working attitudes; laborers do not have high regard and the work has not

seen as a motivational motor which could have fulfilled the physical needs of laborers and their otherworldly and unphysical needs.

Inuwa and Muhammad (2016) researched on non-academic staff of Bauchi state University in Gadau Nigeria to examine the impact of JS on EP the moderating variable was physical Work environment. They distributed questionnaires among the non-academic staff of the Bauchi state University. They collected data from two hundred and seventy non-academic employees. Some questionnaires were incomplete. They used random sampling technique for collection of data. They used (SPSS) Statistical Package for Social Sciences software for analyzed to collected data. The findings of the study have shown positive and significant relationship between JS on EP, while the physical work environment presented negatively effect on relationship between JS and EP. Besides, this thought has bolstered by Adam Smith – in the Wealth of Nations (distributed in 1776) – who affirmed that "specialists are a request of men, whose intrigue is never the equivalent with that of open, who have by and large an enthusiasm to mislead what's more, even to abuse the general population and who appropriately have upon numerous events, both tricked and persecuted it". Along these lines, it tends to be seen that "the fall of morals amid the European mechanical period prompted the degree that they believed they should set a few guidelines for themselves", while, in the meantime in that, they overlooked the considerations of Christianity furthermore, overlooked that Islam has an extremely rich writing about hard working attitudes.

In this study Ahmed, Ahmed & shah (2010) researched on the employees working in advertising agencies which are operating in Islamabad (capital of Pakistan). The main purpose of this study was to find the relationship between JS, JP and attitude towards work & OC. The data was collected through adopted questionnaire from 310 employees who belongs to different 15 advertising agencies. The findings of the study show that OC has a

strong positive bond with performance whereas attitude towards work has shown a strong positive relation with JS.

Zafar and Chughtai conducted a study in Pakistan in 2006, to see the relationship of the employee characteristics, side of job satisfaction of the faculty members with the other variables that are organizational justice and OC in Pakistani Universities, and the result of the study was that the employee characteristics and side of JS and other variables were show the significantly relation with OC of the faculty members of universities.

Employees are the basic organ of the organization that is responsible for performing their duties and wants to achieve higher performance in the organization (Cohen, Pursuk & Prusak,2001).

On the basis of above findings, it can be hypothesized that;

H₁: Job satisfaction is significantly and positively related to Employee performance.

2.4. Islamic Work Ethics

Quddus et al. in 2009 noticed, that the religious foundation and convictions influence on ethics and also the ethical knowledge of individuals. Subsequently, individuals replicate their religious idea and convictions in comprehension and practicing ethics in every day and business life. In the Quran the IWE has its starting point and the expressions and routine with regards to the Prophet Mohammed (P.B.U.H) (Ali and Al-Owaihah,2008: Rice, 1999). According to Ahmad (1976), that IWE isn't just about how to go through this existence yet in addition gives courses of activity for the business. Islam has its own moral framework which proposes rules and techniques for leading business and work (Rice, 1999). The IWE incorporates financial, social and good measurements (Ahmad, 2011). Jalil (2010) noted, the

"Ethic can be comprehended in Islamic terms as haya, the condition of regard of the act of good activities. Muslim ought to mirror the Islamic ethic in all aspects of their life including business life". Islamic ethics may be an esteem of positive and negative deeds which assign to illustrate actually what human needs to be instructed Quran and give the impression within the extraordinary life of Prophet Muhammad (P.B.U.H) (Hashi, 2011). Islam is an entire code of life that never destroys any human activity from religion. Islamic law has four sources, in which two fundamental sources are the Quran and the Sunnah (cases set by Prophet Muhammad P.B.U.H) while the other two are assertion of scientists (Ijmaa') and comparability (Qiyaas). Relationship is a deduction of a choice of another condition in perspective of the closeness with a similar situation oversaw in Quran and furthermore hadith (Beekun & Badawi, 2005). Sunnah on the other hand is the way of life showed up by Prophet Muhammad that can be utilized as a model and image for individual and a remarkable business. In the Islamic setting that "Islamic work Ethics (IWE) identified with the principles and convictions of making the best choice, mindsets, essential truth that separate the correct deeds from off-base" (Beekun,1997). As indicated by Ahmad 1976, in Wahibur,2010) says, IWE attitudes remain for not simple life disagreement but it is forever satisfaction and respect business, because of one of the basic needs of our life. In addition, it is the arrangement of good qualities that recognize what is correct and what isn't right (Beekun,1997 in Muhamed Farah, 2014). Furthermore, IWE is the heading and methodologies toward function as a value resource in the human's live (Rizk,2008). As per Ali and Al-Owaihah (2008), IWE is the starting point from the Qur'an and the Sunnah from Prophet Muhammad SAW.

Davie (2007) illustrated that religion assumes a vital job in the life of most people, gatherings, and social orders. Different examinations from various control have related religion with various factors, for example, the representatives' financial dispositions (Iannaccone, 1998), volunteering practices (Parboteeach et al., 2004), and morals

(Parboteeach et al., 2008). Agreeing to Parboteeach et al. (2009), at working environment, religion has real effect on framing singular convictions, qualities, disposition and practices. Individual are grasping unique religion at working environment. It suggests that they have distinctive qualities and morals that may have its impact on the profitability and nature of the work. In this way, it's fundamental to comprehend and feature the different estimations of these gatherings inside the association.

Ethic in business from Islamic perspective suggests trustworthiness, trust and a connection among bosses and workers that mirrors the way that they are a piece of a similar fellowship or sisterhood and profoundly approach before God, regardless of whether not physically measure up to on earth (Wilson, 2006).

The Islamic school of thoughts plays a role in aiming at developing individuals. It plays its role with the people who are pious and amicable personality Ahmad Mohd Salleh (2008). It also stated that those people are materially and spiritually stable Mohd Yusuf, (2002). The previous statement is similar to the opinion of different researchers. Different researcher claimed that human beings are the creations of Allah. Human beings are brought to this world with special attributes and they should be acknowledged by other creations of Allah, Al-Attas (1994). The abilities as a normal human being can be seen through the mental abilities. They also are known in concordance with physical and spiritual stability which are given by Allah to Human specially. It is the Brain and its proper usage that make the human unique among all other creations of Allah. Human beings also have the ability to absorb knowledge. These abilities are given to human being by Allah to manage the world effectively and righteously. The most important ability granted by Allah to human beings is thinking ability. It is given to humans to be in cycle which utilizes both physical and spiritual needs. This ability is given to individuals in order to carry themselves as responsible human beings with sound mind and perform their duties accordingly *Aqedah* (belief in Allah),

Syariah (rules set by Allah) and good moral behaviors. Hence, people presented to The Islamic Philosophy of Education are furnished with information that advances devotion, genuineness, appropriateness, reliability, enthusiasm and great good qualities (Khadijah, 2009). Knowledge must be look for and great good qualities can be finished the practices appeared by the prophet Rasulullah S.A.W who is the best good example for all human particularly the individuals who need to be ordered as devout creatures. The components that reason corruption of the great good practices are likewise related with guardians ailing in teaching great good practices in their kids, parental authority in a tyranny way hence offering weight to their kids, absence of pioneers who can indicate great precedents of good practices, training strategy which just spotlights on scholastic accomplishment bringing about loss of inspiration and advancing trouble making (Akhiar and Shamsina 2011), condition and peak that does not weight on great practices which brought about youngsters being individualistic and the negative impact shown by the broad communications which extols materialistic lifestyle, delight to satisfy their longing and obscene lifestyle (Nik Mohd Rahimi et al. 2002).

In addition to Muslims knowing and trusting Islamic standards, Muslims should likewise act and execute them. The procedure of initiative in Islam includes the capacity to extend the vision for everybody, to enable others, to display the path, and to empower and propel the supporters. Islam grasps both private and open life, influencing religious viewpoints as well as social conduct. The Quran educates inclusion and pledge to work. Pioneers who try to noteworthy objectives ought to have an ethical spine. The Islamic hard-working attitude places considerable significance on diligent work, duty to work, commitment to work, and work creativity²⁹. The IWE underscores the shirking of aggressiveness, deceptive techniques for riches aggregation, and dealings at the work environment (Yousaf; 2000).

Work ethics in the association is the way to the moral conduct of representatives. Associations that emphasize on creating hard working attitudes applicable to the issues looked by representatives will prompt the representatives carrying on morally (Valentine and Barnett, 2007). Rehearsing hard working attitudes is a viable means for enhancing the execution of an association, particularly when the association utilizes diverse methodologies in making a moral culture among the workers (Valentine et al., 2011). Past investigations have estimated hard working attitudes with an assortment of pointers. The markers incorporate personal responsibility, organization benefit, productivity, group consideration, social duty, individual profound quality.

Ali and Al-Kazemi (2007) list down four issues that the Prophet had underscored previously; fill in as the most noteworthy type of adoring Allah, work that are not perform in the best capacity isn't endorse, work must be for the advantages of others as well as a component of social measurement, and society can pick up riches and sensible expectations for everyday comforts by doing exchange and business. In the writing the examination on work ethics and the related factors in any association got significant fixation (A. J. Ali and Al-Owaihan, 2008; Congleton, 1991; Furnham and Rajamanickam, 1992; Yousef, 2000, 2001; Zuboff, 1983). Following the genuine lessons of Islam, all the testing undertakings are acknowledged earnestly and with extraordinary strength. This is as per one of the Prophet Mohammed's (PBUH) colloquialisms which are obligatory to pursue for each Muslim. In the beginning hundreds of years of Islam, learning has grown and all types of work and motivation were special, and work associations that shored up both the necessities and the expert nature of the laborers were urbanized (A. J. Ali and Al-Owaihan, 2008). Ali (1992) confirmed a high relationship among IWE and individual advancement. Workers that grasped IWE had less job vagueness (more job lucidity) which would decrease work pressure and would profit the two people and authoritative advancement (Yousef, 2000). Yousef

(2001) confirmed that IWE propped up employment satisfaction and Organizational faithfulness, which prompts the thriving of the association. Steadfast laborers have most extreme significance for the business as they enhance the earth of inclining and inventiveness. Thus, Rahman et al. (2006) inferred that a person with an abnormal state of affectability to IWE would be inclined to be inventive and imaginative to the affiliation.

Most looks into have been directed in the private segment as our telecom and managing an account area (Chughtai and Zafar 2006; Bashir and Ramay, 2008; Riaz and Ramay, 2010). Be that as it may, the exploration on Islamic work ethics is extremely constrained (Haroon et al., 2012; Marri et al., 2012; Zaman et al 2012). Abbas J.A et al., (2008) explored the financial and social conditions that encourage the development of hard-working attitudes and the centrality of exchange Islamic culture. IWE has monetary and additionally good and social measurements. These alongside essential components of IWE appear to give the reliable a feeling of value and reinforce authoritative duty and progression. Abbasi et al. (2012) detailed the beneficial outcome of IWE on learning, development and authoritative execution. In an examination led on public sector associations, Awan and Akram (2012) detailed that that IWE has a huge constructive outcome on advancement capacity and furthermore learning sharing intervenes this relationship. Considering the generally few investigations in regards to the ramifications of IWE on individual and authoritative process and results, the current investigation is required to make imperative commitment to the literary works under investigation. One of the import explanations behind directing this examination to locate the directing job of IWE on hierarchical duty and turnover aim which have not been examined so far particularly in Pakistan. The other vital explanation behind directing this examination is to gather the information from people in general division of Pakistan in light of the fact that the general population area is one of the significant wellsprings of work in Pakistan and a huge number of individuals gain their living

from this segment. The representatives of this segment are in charge of actualizing the choice made by government or common government and furthermore to encourage the overall population of Pakistan.

An ongoing study (Deloitte, 2010) led on ethic uncovers the reducing estimation of working attitude in the work environment influenced by the ongoing retreat. Business ethic is an imperative idea. In light of the fact that moral contemplation influences the business associations of all sizes as they influence all type of human action (Jalil, 2010). working attitude is an additionally imperative for monetary improvement and achievement of the nations (Jalil, 2010). Watchman (2010) places hard working attitude a critical factor behind the accomplishment of USA. Past research on hard working attitude has been directed principally in the USA and Europe, the absence of concentrates in creating nations is clear in the writing (Rokhman,2010; Kumar and Rose, 2010; Ahmad, 2011).

The examination explains the job of Islamic Work ethics and their effect on the authoritative learning, development and execution in public universities of Pakistan. IWE advance inventive and profitable work in every single position held by the individuals for the better performance of the general organization and individual satisfaction and joy (A. Ali, 1988). co-operational Learning and execution have solid positive linkage between them Brockman and Morgan (2003) Dodgson (1993) Fiol and Lyles (1985) Garvin (1985) Gnyawali et, al. (1997) Nevis et, al (1995) Stata and Almond (1989). Learning orientated associations dependably indicate higher authoritative execution and adaptability towards the new market changes and developments Baker and Sinkula, (1999). Associations with high learning limit are regularly more flexible to answer to new stands up to than adversaries Day (1994) Slater and Narver, (1995). For the upgrade of authoritative execution, hierarchical learning is an intend to achieve a solid upper hand and a key variable Brockman and Morgan (2003).

As a rule, all religion incredibly stresses on morals as a noteworthy instrument that administers the life of people, gatherings, association and the entire society. Additionally, all moral frameworks settled after ordering activity and direct into two primary gatherings; great deeds and terrible or wrong doing. Furthermore, every moral framework respect to practice that fulfill with their instructing and standards as great, and what conflicts with of this educating is considered as awful. At the end of the day, every single moral framework directed them devotee to pursue great conduct and maintain a strategic distance from awful deeds to accomplish the focused-on objectives. The individuals who pursue the moral frameworks statutes are seen as meriting regard and reliable, though the individuals who cross the limit of the recommended moral framework, are consider as awful natives/workers. on the other hand, all ethical framework at working environment stress on pardoning, modesty, honesty and genuineness (Abd Rahman, 2010; Ali, 1988; 1992; Yousef, 2000).

Gareth, (2007) give the same definition that “Ethics are moral values, principle, rules and belief about what is right or wrong. Each Organization should have a set of ethical rules that may be retain exceptional to the organization from the other. IWE is taken from the plans of the work relatively than the outcomes of the work. Cooperation in work brings a countless modification in the work value. In short, IWE contends that there is no significance of life without work and its responsibility to occupy in profitable activities to get cash Nasr, S.H., (1984). The basic concept of Islamic work ethics is dedication of work is a virtue Darwish A. Yousaf-Human Relation., (2000). According to the researcher Quddus et al. (2009) stated that devoted people and having a strong belief on Allah have influence on ethics and ethical understanding of the individual. Consequently, the workers replicate their pious beliefs and thoughts in practicing and understanding ethics in day by day.

Quran says “For all people, there are ranks according to their deeds” (6:132)

“and man has nothing except that for which he strives” (53:39).

In Pakistani setting, IWE is generally another examination region and not very many investigations circle the directing job of IWE with various employment results (Batool, Gul, and Shahzad, 2013; Sadozai, Marri, Zaman, Yousufzai, and Nas, 2013; Khan, Abbas, Gul, and Raja, 2015; Tufail et al., 2017). Educating of Islam energize relational connection and direct human to help each other among difficult occasions, as coordinated by Hazrat Muhammad (S.A.W.W). Business related destinations are known as moral impulses (Bouma, Haidar, Nyland, and Smith, 2003). Test stressors give way to the self-improvement and advancement (Cavanaugh et al., 2000). It implies that when people pursue the hierarchical ethics and think about their obligation as commitment, will be created in their particular fields and will show optional conduct.

From the beginning of Islam, the Prophet Mohammad accentuated on the basic job of a riches and determinant influence of the economy. His first devotee was his better half Kadijah who was an effective agent from a rich Arab clan, the "Qureish" clan. She was a dealer who exchanged among the neighboring nations of the Hijaz arrive, and later on she allotted all her riches for publicity and development of the Islamic thought, rationality and religion. Since those days, Prophet Mohammad and the Quran have set an exceptional system and morals. As referred to by the Prophet, he pronounced that "I have been appointed as an emissary with the end goal to complete the information and ideals of morals."

IWE is not quite the same as PWE in a few viewpoints. First Christianity wound up mainstream (separate religion from everyday life activity and exercises) which made PWE more centered around material part of work. In spite of this, Islam never isolated religion from life, and in this way, IWE is more arranged toward profound side of work as opposed to the materialistic angle (Wan Husin, 2012). Also, Islam thinks about work as love and it emphatically tided to Quran and Sunnah directions, while, the PWE isn't attached to religious instructing. For example, financing cost which is completely denied by IWE is considered as

the essential mainstay of western social orders (Wan Husin, 2012). Also, in contrast to PWE, IWE puts more accentuation on aim rather than its going with result. For example, Prophet Muhammad (saw) expressed that, "activities are recorded by aim, and man will be remunerated or rebuffed as needs be" (Yousef, 2001). Moreover, IWE thinks about commitment in financial exercises as obligatory for each fit person which isn't the situation of PWE (Ali, 1988; Yousef, 2001).

More than a few investigations have also discussed the outcome of religion on work ethics which practiced in many organizations. Therefore, Islam appreciate to hard workers and greatly dispirited idleness and those who waste their time in uncreative deeds Yousaf (2001) Abeng (1997). According to the Ibrahim and Rashid (2008) that ethics is basically shows the belief (Iman) of the people in the Islamic worldview of human life. The Arabic expression of akhlaq which is the plural of word khuluq has less and more meaning of morals. It additionally introduces to the accumulations of various attributes of character and the learning of profound quality and it is interpreted as morals, moral philosophy and good science Shukri and Musa (2012) and Noor (2013). According to the Islamic perspective, the term ethics is closely connected to "Akhlaq" (Qur'an, 68:4) Sunah (2009). Furthermore, it is known as "Akhlaq" which is the collection of Islamic right values that have been accepted fundamentally in the Holy Qur'an and consequent from the activities of Prophet Mohammad SAW during his era McGee (2012).

The nature of work has been stressed a considerable measure in Islam, and we can see that amid the administration of Hazrat Ali (R.A), he stressed in his letter routed to the legislative head of Egypt on treating his subjects as he might want to be dealt with. Fundamentally, his message expressed that one shouldn't do to another what he wouldn't want to be done to himself.

Giving to Cuthbert and Quallington,2008) individuals' convictions and mentalities in regards to the way they ought to carry on towards others, why they should act especially and what they believe is the set-in stone activity are strongly affected by their ethical comprehension and their qualities. The Arabic proportional for carefulness is "Muruwa" (Yasein,1997). Another expression for profound quality in Islam is "adab" or great conduct. "Adab al-Islam" signifies "the great way embraced by Islam got from its lessons and guidelines" Al-Kaysi, (1994); Halstead, (2007). Ethics, by and by is ordinarily utilized synonymously with ethical quality Hanafy and Sallam, (2001) Rusnah & SAR., (2009) and is the utilization of qualities to human activities and practices Ali, (2005). Past research has characterized hard working attitudes as a dispositional variable which shifts among people, is shaped in the beginning period of human life, and postures noteworthy effect on representatives' business-related states of mind and conduct Saks et al., (1996). Because of its impact on individuals' state of mind and conduct at work put, hardworking attitudes contribute decidedly to work execution and efficiency Noe et al., (1999) and diminishes the size of truancy, counterproductive practices, and representative turnover Sheehy, (1990). These benefits have driven huge research enthusiasm with respect to the develop among the academicians and professionals Furnham and Kortsas, (1990) Furnham (1990a) (1990b) (1990c) Nord et al., (1988).

Arnold et al. (2010) expressed that "business ethic as a scholastic order started in the mid-1970s because of moral slips by in the act of business. Promote improvement as to hard working attitude came after this date including meetings, books and educating in the schools". IP (2010) noticed that there are two measurements to business ethic: observational business ethic and regularizing business ethic. Exact business ethic concerns how business really treats its partners ethically. Regularizing business ethic center around how business should be directed morally regarding its partners. Business ethic has been characterized in

different courses in the writing. Maddux et al. (1989) characterizes business morals as being completely mindful of what we are doing, including the outcomes and complexities of our activities. Parker (1998) clarified, "Business morals actions to perceive the relationship of acts to the benefit of the individual, the firm, the business network and society". Ip (2010) characterizes work ethics as "the manner in which business reviews its ethic in a nation. Hard working attitude includes the complex procedures and relationship business has with its partners and nature. How enterprises bargain morally with their partner, workers, client, networks, society and nature, among the others, establish the significant worry of business ethic"

Muslims who accept and rehearse Islam are more dedicated to their associations than non-devotees of religion Yousaf (2001). Mowday et al. (1982) expressed that authoritative responsibility had three segments:

- (a) A solid faith in and acknowledgment of the organizational objectives and qualities.
- (b) An ability to apply significant exertion for the benefit of the association.
- (c) A powerful urge to keep up enrollment in the association.

Islam has colossal impact on all parts of Muslim life Askari and Taghavi (2005).

- a) Gives a point by point rule to the monetary life as the Quran tends to the estimation of common assets.
- b) Sets models for the misuse of minerals.
- c) Stipulates rules on legacy, back, tax assessment and keeping money.
- d) Emphasizes the implication of instruction, human services, diligent work, speculation and a social wellbeing net, in addition to other things.

According to Ali, A.J. and Al-Owaihan, A. (2008), the IWE will be based on the four main concepts. The four ideas are hard work, competition, transparency and morally responsible behavior. Hard Work in Islam is held within the most raised up respect. Islam empowers people to procure abilities and technologies, and extremely acclaims those who endeavor in arrange to gain a living as expressed in the Quran:

“Whoever work righteousness, man or woman and has faith verily to him will We give a new life, a life that is good and pure and We will bestow on such their reward according to the best of his action” (Al Qur’an, Al Nahl: 97),

In Hadith: “Truly Allah likes to see his servants striving to earn an honest income”. Consequently, it shows that the IWE interpret the dedication to work as a virtue. The Prophet has stated: “Work for your worldly life as if you were going to live forever, but work for the life to come as if you were going to die tomorrow” (Yousef, 2001). All Allah’s manifestations are for the advantage of human creatures, but each human being is blessed with distinctive levels of skills and abilities. This will lead to trust of one person to another. Thus, group work is emphatically prescribed in Islam so that they can help each other to satisfy the people desires and wishes in this world and the form now on as expressed within the Quran:

“... and we raise some of them above others in ranks, so that some may command work from others ...” (Al Qur’an, Al Zukhruf: 32) and “And those in whose wealth is a recognized right for the (needy) who asks and him who is prevented (for some reason)” (Al Qur’an, Al Maarij: 24-25).

According to Abdurrahman, (2005) that if a person manages all the activities truthfully and equally with the employees even though he will become an in charge of an association. straightforwardness is trustworthiness. In a similar setting, the Prophet: "Thou will be

straightforward as fair shows kindheartedness and consideration brings to Jannah (heaven)..." (Muslim). Genuineness could mean coming clean despite the fact that it is difficult to do. As it were, the individual does not cover anything that ought to be uncovered. A dependable individual is likewise an independent individual (Ali, A.J. and, Al-Owaihah, A., 2008). Such individual will always strive to meet obligations. He will play out the undertaking given even with the nonattendance of his predominant or business or chief. This specific disposition is in adjustment to the popular expression of the Prophet: "Nobody eats preferable sustenance over that which he eats out of crafted by his hand" and "No income are superior to that of one's exertion". As indicated by Ali and Al-Kazemi (2007), work ethics may contrast dependent on time what's more, nation culture. A portion of the compelling work ethics are: Protestant hard working ethics (PWE) which has formed the western culture's work esteems, for example, work inventiveness, responsibility, devotion to work, shirking of deceptive strategies for riches amassing Brief & Aldag, (1994) ; Furnham, (1996) ; Preston, (1987), the Buddhist work ethics which has its effect on Japanese and Chinese work esteems, for example, hard work, regard for time, unwaveringness, commitment, and social request (Coate,1987) and IWE which has shaped the Muslim social orders' work esteems such as persevering, collaboration, devotion, meeting, imagination and social connection Ahmed, (1976) ; Ali, (1988) Kamaluddin & Aanan, (2010) ; Kumar & Rose, (2009) ; Yousef, (2001).

Ali (2005), noticed that IWE esteems (diligent work, exertion, rivalry, faithfulness, straightforwardness and ethically mindful lead and so forth.) by and large move social contract and empowers a superior spotlight on meeting hierarchical assignment and objectives. IWE is a rule to devotees of Islam which impact and discloses to them how to take part and get associated with their work environment. IWE is fundamentally founded on the instructing of the Holy Qur'an and the proclaiming of Holy Prophet (P.B.U.H) and his allies (Rizk,2008). As indicated by Hayaati (2007), IWE implies great estimations of a

person's activities, state of mind and considering. Basically, Kumar and Rose (2010), specified a few inspirational states of mind came about because of enhancing IWE, for example, diligent work, duty, commitment to work, work innovativeness, participation and reasonable intensity in the work place. These qualities are basic in human resources that decide the proficiency, profitability and execution in the organizations. Jalil et al. (2010), guaranteed that hard working attitudes vary and every one of them including IWE definitely influence and convincing well working employees. Determined advancement, expanded consumer loyalty and better picture of business association can be accomplished through usage of IWE in the organization (Jalil et al. 2010). Again, supporting our argument, in an experimental examination, Abbasi et al. (2012) found that IWE is decidedly identified with firm performance.

2.5. Moderating Role of IWE

Numerous variables impact on JS. These components integrate social, mental and budgetary perspectives (Jewell, 1998) associate and boss help (Gu & Siu,2009). The work itself, wage or compensation, supervision, advancement openings, collaboration Luthans (2006) individual wellbeing, the personal satisfaction, self-improvement, what's more, connections among colleagues, and between the supervisor and representatives Chileshe & Haupt, (2010). The pressure emerging from work relations, inherent inspiration, certainty in the capacities of administration Leat & El-Kot, (2009), individual wellbeing. The personal satisfaction, self-awareness, furthermore, connections among co-workers, and between the administrators and representatives Chileshe & Haupt, (2010). Associations must focus on representatives consistently in regard of their work satisfaction and their better work performance and wellbeing Khan et, al. (2010). JS isn't just an impression of the achievement or disappointment of a worker's life yet in addition impacts the representative's attitude and their life. As shown by Khan et al. (2015), IWE ought to be investigated as judge between

occupation stressors and work results since people having IWE can shield themselves from progressive stressors. Also, religion furthermore fills in as a spiritual start and empowers the general population to achieve their destinations (Ali, Falcone, and Azim, 1995). In like manner, intertwining the IWE in the association among stressors and occupation disposition won't simply deliver new encounters in the present composition yet moreover give verification from the Eastern culture (Aldulaimi, 2016).

Better states of mind what's more, the enhanced personal satisfaction of workers will prompt an effective association (Locke, Latham and Erez, 1988). According to Yousaf (2001) that Islamic work ethics showed the moderating effect on the relationship between the job satisfaction and employee performance. This examination utilized 425 Muslim workers in a few organizations in the United Arab Emirates (Here after UAE). The effect of the examination uncovered that IWE straightforwardly influenced both the Organizational responsibility and the JS. It is moderated the connection between these builds. Barutçugil (2004) contended that moral organizations could pick up various favorable circumstances (e.g., proficiency, worker responsibility, correspondence productivity, and upper hands). The study of Gooderham and Northaug (2003) contended that creating ethic codes and executing them would serve the long-haul purposes of the organizations. Muslims are bit by bit getting roused by the standards of Islam in light of the fact that Islam has given the rules to a functioning participation of worker and manager in associations (Aldulaimi, 2016). Further, IWE that attention on diligent work, benevolent commitment furthermore, steadfastness to work, can be a component of those rules (Yousef, 2000).

Ethic based work produces JS, duty and great corporate citizenship Ali & Al-Owaihian, (2008); Jalil et al. (2010), Sabir et al. (2012); Koonmee et al. (2000); Sparrow et al. (2010). These are the central components for associations to perform sufficiently. Making a moral atmosphere and enhancing the ethical codes is probably going to make an air of success,

effectiveness and profitability alongside numerous different focal points. The IWE estimations of the chiefs can likewise have the ability to impact authoritative achievement.

Ahmad (1976) and Yousef (2001), recommended the Islamic Work Ethics and attitude which stands not for the existence denial but rather for the existence satisfaction and views business thought process as one of the needs of life. Thus, the representatives who faith in Islam and take after the IWE attitudes tend to be happier with their activity. They are more dedicated to their association or work environment. Since IWE plays an important role in the employee's faith system, Gul et, al (2015) discuss that those employees who have high moral values, will be performed better their jobs and will show the loyalty with the organization and try to overcome the turnover. The basic portion of an individual's belief is on IWE. Thus we can contend that those individuals who have high on IWE. They will be able to demonstrate the fairmindedness with the work and the organization. The individuals have the high IWE should be ignored the negativity and support the justice in the organization.

Past investigations about demonstrated that IWE is emphatically related with authoritative responsibility Marri et al, (2001); Zaman et al, (2012); Rokhman & Omar, (2008). In this way, in this explore contemplate we are trying to research that whether and how IWE moderate between the relationship of Organizational responsibility and turnover aim. Yusof, Yusof and Abbas (2017) investigated, that the teachers and staff members of Sekolah Rendah Islam Indera Mahkota (SRI Abim), Kuantan. They used random sampling technique for data collection. They distributed questionnaire among the teachers and staff members which contains on 27 questions. This study contains on 27 respondents. They analyzed the data through SPSS software. The purpose of their study was to find the effects of IWE on JS in the (SRI Abim) and examine the efficiency level of IWE on JS. The findings of this study showed positive influence of IWE on JS.

As per Al-Aidaros et al. (2013) IWE is extensively practical and moderates. Ethics in Islam is not just religious profound quality in specific acts. It however covers all feature of life either in physical, otherworldly, ethics or indeed, even in common shape, for example, scholarly, passionate, individual and aggregate (Yaken,2006). It additionally sensible as it considers the capacities of human as Allah knows the quality and shortcomings of human (Al-Qaradawi,1996). At last, moderation is Islamic work ethics implies a moderate approach in ethics contrasted with ultra-idealist who sees person as a heavenly and attendant and the ultra-pragmatist that see people as a creature (Al-Banna,1940). As indicated by Al-Qaradawi (1985), Islam has a moderate perspective of this life contrasted with the individuals who dismiss the truth of in the future, or reject living in and building up this life (Al-Qaradawi,1985).

IWE is centered on Quran and the instruction of the prophet and the donation of the four caliphs of Islam (Rizk,2008). The significance of work and effort in Islamic thinking is briefly explained in the Quran. “As such it is work and commitment that enable people to realize their designed goal” (Quran 53:39); “Human being can have nothing but what they strive for”. The Quran, specifically and clearly prohibits dishonesty in business dealings (27:9; 2:188; 9:34; respectively): “Give a full measure when you measure out and weigh with a fair balance”; “So establish weight with justice and fall not short in the balance”; and “do not swallow up your property among yourselves by wrongful means, neither seek to gain access thereby to the authorities that you may swallow up a portion of property of people wrongfully while ye know”. Giving to Yousaf (2000), recommended that the relationship between job satisfaction and work ethics is imperative in deciding involvement and planned for descriptive aspects that become the reason of decrease the satisfaction level of the employee towards the work condition. The important predictor of the worker’s turnover intension is considered as IWE. Giving to Ahmed (2011), that many researchers

recommended, that those employees less thinkable to leave their organization who have high direction towards IWE. Consequently, it means that those workers who have high morale should be more satisfied.

According to Elci and Alpkın, (2009), that distinctive pointers of work ethics might have different outcomes on JS among similar respondents. An investigation among 1,174 staff and chiefs from 62 telecom organizations in Turkey found that self-interest had a negative impact, and that group's consideration, social duty, administrative, legitimate and morals code had a positive impact on JS. Correspondingly, Ahmed et, al. (2012) announced that, in Pakistan, an ethical atmosphere rule isn't identified with JS among representatives in private and government sector organizations. While a self-centered person character is contrarily related and insightful administration and ethics are decidedly identified with JS. Moreover, Arifuddin's (2002), the study focuses on the employees of public accounting firm in Makassar, Indonesia. He distributed questionnaire among the auditors and received 350 auditor's respondent who worked in a public accounting firm. The result of the study presented the negative influence of WE on JS because of limited chance for promotion, unequal packages and less incentives.

The altogether constructive outcome of IWE on JS in the religious setting has been examined by several analysts. This is accounted for by specialists considering the impact of IWE on JS among scholarly staff in Malaysia Mohamed et, al. (2010), in microfinance associations in Indonesia Rokhman, (2010), and the individuals in assembling and administrations organizations in Middle Eastern Countries (Yousef,2000). The same discoveries have additionally been distinguished by analysts examining the impact of Confucian IWE among administrators in Singapore and Protestant Work Ethics among directors in the USA concerning work satisfaction (Williams & Sandler, 1995; Cullen et al., 2003). Alhyasat (2012), found that while a few measurements of IWE (thoughtfulness and

pardoning in managing representatives and customers, compliance to the general population in power and regarding work morals) were related with authoritative citizenship conduct among workers, others (capability, offering exhortation to Muslims, awareness of other's expectations, equity and decency, honesty and collaboration) had no noteworthy impact on hierarchical citizenship behavior. Another think about reports the positive connection between Islamic administration ethic and responsibility (Salem & Agil,2012). In connection to the present examination, Kumar and Rose (2010), found that the IWE measure is emphatically related with development capacity. Abbasi et al. (2012), detailed the beneficial outcome of IWE on learning, development and hierarchical execution. In an examination directed on open area associations, Awan and Akram (2012), detailed that that IWE has a critical beneficial outcome on development ability and also information sharing intervenes this relationship. Considering the generally few investigations with respect to the ramifications of IWE on individual and authoritative process and results, the present examination is relied upon to make vital commitment to the writings under investigation.

Kumari and Djafar (2013), investigated that the effect of IWE on OC and JS at the sharia bank. They focused on the employees of banking in Indonesia. Three variables were working in this study that were Islamic work ethics, OC and JS. This investigation used primary data. They distributed questionnaires among the employees of Sharia bank in Indonesia. They used self-administrated questionnaire for data collection. Data were collected from all the permanent employees. Seventy-eight 78 employees became respondent of this study. To use Partial least square (PSL)software for analyzed the data. the conclusion of this research shown that IWE has negative effect on JS and presented positive effect of IWE on OC.

Imam, Abbasi and Muneer (2013), focused on the study of the Employee performance and discussed two different working personality which are personality X and personality Y.

They checked the impact of IWE on EP. They selected PhD faculty members for data collection. Questionnaire of this study consist of 74 items and four instruments to measure the data. 17 items were taking from IWE, Employee characteristics by made up of 11 items and theory X/Y consist of 30 items and remaining 16 items were measured by employee performance. They used simple random sampling technique to collect the data with the help of designed questionnaire sampling technique was used. Respondents of this study were PhD faculty members of universities in Pakistan. All the accepted hypothesis proved that IWE was a good interpreter of employee performance. Personality X and Personality Y showed a significant mediator between the positive relationship with IWE and EP. The findings of this study displayed that IWE might be improved the performance of employees by many ways that is employee characteristics, employee behavior and by personality X and personality Y.

Sadozai, Nas, Marri, Zaman and Yousafzai (2013), to find the answer of this question that was why employees thinking to quit the job or leaving the jobs from their organizations, the basic important reason might be work ethics during the job. The federal and provincial organizations were facing the issues of low efficiency of employees, low production and get the high rate of turnover intention. The aim of this study was to focus the moderating effect of IWE on between the relationship of OC and turnover intension. Thirty organization were selected for data collection from federal and provincial employees. For this purpose, used snowball sampling technique for collection of data from all over the Pakistan. Data was collected by adopted questionnaire. They were distributed 700 questionnaires and 520 were received but 460 questionnaires were used for further analysis because some questionnaire were incomplete. The result of this study was that IWE and turnover intension presented an inverse relationship. It has shown that if the federal and provincial organization have increased IWE then the turnover intension will be decreased. The IWE plays a positive relationship with OC so the result was accepted.

Marri et al. (2012) investigated the effect of IWE on JS and OC. They focused the professional organizations in agriculture sector of Pakistan. They used the random sampling technique to collect the data from the 25 different institution of agriculture in Pakistan. They distributed the questionnaire among the employees of different agriculture institute and the respondent were 397. The conclusion of this study presented that the IWE has positive and significant impact on both variables which was JS and OC.

Hayati and Caniago (2012), Investigated that the employees working in Islamic banking in Indonesia. In their study focused on the influence of Islamic work ethic on intrinsic motivation, job satisfaction, organizational commitment and job performance. The population was 172 but 149 employees were selected as a sample of Islamic banking. The results showed that the IWE greater effect on both variables such as intrinsic motivation and organizational commitment and showed their less effects on job satisfaction and job performance. Furthermore, the suggested results of this study were job satisfaction and intrinsic motivation moderates the relationship of the Islamic work ethic on organizational commitment and job performance.

Distinctive pointers of IWE may have different effect on JS among similar respondents. An investigation among 1,174 staff and supervisors from 62 telecom organizations in Turkey found that self-intrigue had a negative impact, and that group's consideration, social duty, administrative, lawful and morals code had a positive impact on JS (Elci and Alpkın, 2009). Thus, Ahmed, Shad, Mumtaz and Tanveer (2012) detailed that, in Pakistan, a moral atmosphere standard isn't identified with job satisfaction among representatives in private and government associations while a braggart demeanor is contrarily related and insightful administration and morals are decidedly identified with JS.

Tufail, Anum, Shahzad and Jehangir (2018), researched on that people who are working in public sector organizations in Pakistan. In their response to the need of study satisfying the relationship between stressors and Organization citizenship behavior. They also studied the moderating role of Islamic Work ethics in the proposed relationship. Based on the purposive sampling technique, 287 working employees were selected as a sample in Public sector organizations. The findings of the study maintained the proposed hypotheses, demonstrating that the challenge stressors have positive and interruption stressors have negative relation with organizational citizenship behavior. They also studied that the IWE moderates the said relationship in such a way that higher level of Islamic Work Ethics strengthens the relationship between challenge stressors and organization citizenship behavior and weaken the relationship between hindrance stressors and organization citizenship behavior.

In their study Khan, Abbas, Gul and Raja (2015), focused on employees working in the private universities and doctors working in the hospitals from the capital city of Pakistan. Their purpose of research was to find that whether IWE moderate the relationship between job satisfaction and employee performance. They collected the data from medical doctors, management staff, administrative staff & non- doctor faculty members. A total of 250 questionnaires were distributed among the staff and faculty members and received questionnaire was 182. They concluded that IWE increases the JS and job involvement and decreasing the turnover intentions.

Tufail, Shahzad, Gul and khan (2017), researched on the primary and the interactive effect of challenge and hindrance stressor on Job satisfaction and IWE plays a role as a moderating variable. They collected data from those employees who were working in banking sector of Pakistan. They used self-administered and closed ended questionnaire for data collection. They distributed 500 questionnaires among employees but got 465 responses

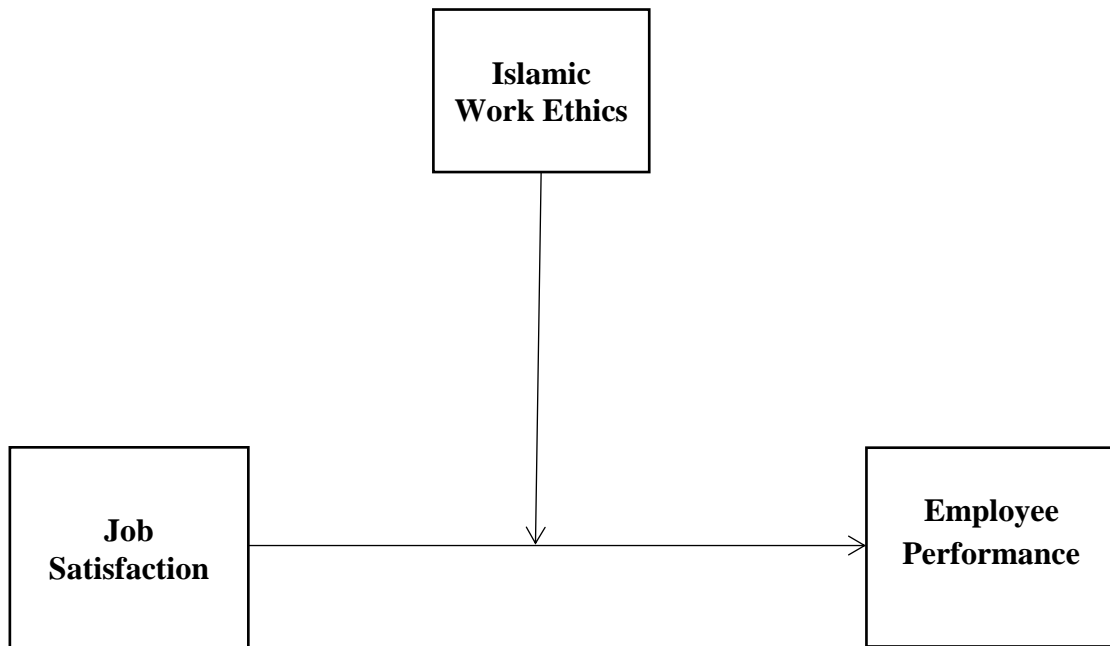
in return. They used to analyze the data through multiple moderated regression. The findings of the study showed that the insignificance result between Challenge Stressors (CS) and job satisfaction while the study concluded the positive relationship of IWE on job satisfaction. IWE presented as a moderating significant effect on the relationship between challenge stressor and JS.

Loncaric and Grbac,2009), researched on the role of ethics and corporate social responsibilities and they initiate the positive relationship between the observation of the role of ethics and corporate social responsibilities in order to improve the revenue and efficiency. Al-Owaihian & Ali (2008), indicates that the IWE plays an important role in higher performance to distribute the prosperity and social welfare.

On the basis of above findings, it can be hypothesized that;

H₂: IWE moderates the relationship between job satisfaction and employee performance in such a way that higher the level of IWE an employee has, higher will be employee performance

2.6. Research Model:



CHAPTER 3

Methodology

3.1. Introduction

Within the past chapters JS and EP have been drawn from the different literature that showed the influence of these variables and impact the relationship between these two concepts. JS is an independent variable in this study whether EP plays an important role as dependent variable and moderating variable considered as IWE.

In this chapter the experimental study has been discussed which include the Purpose of the study, research design, participants or population, sample size, measuring instruments, research procedure as well as statistical analysis.

3.2. Purpose of the Study

This study has to find the relationship between job satisfaction and employee performance, the moderating role is IWE through hypothesis testing. After testing, the result of both hypotheses was positive and significant.

3.3. Research Design

A conceptual framework is described to examine the relationship between JS and EP and show the moderating effect on the relationship of both variables. In this study JS is the independent variable and EP is dependent, while IWE plays a role as a moderator variable.

According to Burns and Grove (2003:195) a research design is basically “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”. Parahoo (1997:142) defines a research design as “a plan that describes how, when and where data are to be collected and analyzed”. Polit et al (2001:167) describe a research design as “the researcher’s overall plan for answering the research question or testing the research hypothesis”. As indicated by Wiid and Diggins (2013:54), a research design is an arrangement, plan or layout for the exploration project. The arrangement and design can help with mistakes what's more, take out oversights, and increase the validity of the research conclusions. They further clarify that descriptive techniques are utilized to distinguish examples or patterns in a certain circumstance and the target of this technique is to precisely and completely portray the investigate area, it regularly uncovers conceivable connections between particular variables.

3.4. Type of Investigation

The type of investigation that we have carried out is going to be descriptive. This plan additionally recognizes interrelationships among variables and is in a perfect world suited if the point of the think about is perceptive and graphic (Shaughnessy & Zechmeister, 1997). “Social research methodology empowers the researcher to gather any kind of information thus studies are apparently the outstanding instrument for measuring methodology in enormous populations” (Sekaran, 1999).

An institutionalized survey will be utilized as estimating instrument to accumulate the fundamental information. The survey was intended to accumulate the genuine feelings, thought processes, states of mind, goals and inclinations of people with respect to work fulfillment what's more, execution in the chose organization.

3.5. Population

For current study, population of the study was the faculty members serving in public sector Universities of Khyber Pakhtoon khwah, established at Peshawar. Public universities are selected through survey because of convenience in collecting data, affordable cost and collect the homogeneous nature of data from the faculty members.

3.5.1. Sample

Among all public-sector universities operating in Peshawar. This includes Institute of Management Studies (University of Peshawar), Institute of Business and Management Studies (Agriculture University), Institute of Management Sciences (IMS) and Islamia college University (ICU) were selected as sample of the study with the help of convenient sampling technique. Data was collected from faculty members of selected universities on the basis of convenient sample techniques.

In this research the researcher used the primary data. I have randomly selected four universities of Khyber Pukhtoon Khwa (KPK) which are operating in Peshawar. The required sample size for the selected four universities (i.e., Peshawar University (IM Studies), Agriculture University (IBMS), IM Sciences and Islamia College University was calculated as 248 respondents with the help of online calculator, Rao Soft.

Table 3.1.

Number of sampled faculty member in the selected Universities

S.No	University	Total No. of Faculty	No. of selected faculty
1	IM Sciences	75	63
2	Islamia College University	67	58
3	Agriculture University	80	67
4	University of Peshawar	70	60
	Total	292	248

The researcher distributed 248 questionnaires among the faculty members of the selected four Public universities which are working in Peshawar. And approximately four months using to collect the data from the faculty members of the different universities. Some questionnaire was incomplete and the number of refunded questionnaires was 230 respondents. Mostly, faculty members showed the interest in the area of job satisfaction and employee performance on the basis of using IWE. The researcher used the strategy of close ended questionnaire were utilizing to create a survey thing, since it is most straightforward way for the respondent to reply, and the most excellent strategy for the consider to get the

respondent conclusion in an organized way. Moreover, the faculty members of the public universities also provided his or her demographic information such as gender, age, education, work experience and marital status.

3.6. Instrument and Measurement

Primary data used for this research that collected from the faculty members of selected Government Universities which are operating in Peshawar. The data collected with the help of self-administered questionnaires. This questionnaire adopted from existing literature. NUML university provide us a cover letter to attach with the questionnaire to explain the purpose of collection of data. The basic aim of the cover letter was to ensure confidentiality of data provided by the respondent. For this study data collected from faculty members through questionnaire (see appendix). In this study used 27 items to measure the relationship between job satisfaction and employee performance and check that IWE moderates the relationship between job satisfaction and employee performance in such a way that higher level of IWE an employee has, higher will be employee performance. 27 questions are chosen to characterize the above three variables. Out of these 27 questions three are used as measure of job satisfaction, seven questions are used to evaluate the employee performance, and 17 items are utilized to consider Islamic Work Ethics. IWE was measured using a tool developed by Ali.,1988. For Example, good work benefits for both one's self and others, laziness is a vice, Life has no meaning without Work, Work enables man to control nature, etc. This questionnaire has been used in more than a few Muslim countries, such as UAE, Kuwait, Pakistan and Saudi Arabia and relatively get a high result. A five-point scale used for ranging from 1 (strongly agree) to 5 (strongly disagree). After applying the Cronbach's alpha, to find the reliability of the scale was 0.89.

Job satisfaction was measured by a 03 items questionnaire, developed by Dubinsky & Harley, (1986) Rokhman, 2010. For example, “I am generally satisfied with the feeling of worthwhile accomplishment I get from doing this job” etc. A five-point scale is working ranging from 1 (strongly agree) to 5 (strongly disagree). The reliability of JS variable is 0.76.

Williams and Anderson (1991), was designed questions for evaluate the performance of employees and consist on 7 items of the questionnaire. For example, “I fulfill my all responsibilities which has been specified in job description”, “I perform tasks that are expected from me in the Organization where I am employed” etc. A five-point scale is working ranging from 1(strongly agree) to 5 (strongly disagree). The reliability of employee performance using Cronbach’s alpha was 0.75.

CHAPTER 4

Analysis and Results

This chapter present the analysis of the data which are gained from the faculty members of the different government universities working in Peshawar. The analysis contained on descriptive statistics such as frequencies, reliability test to present the key features of the sample. For testing the proposed hypotheses, used SPSS (statistical package for the social science) software to find out the correlation and simple regression analysis of the research. At the end of this chapter the brief discussion and the hypothesis will be summarized regarding their results.

4.1. Descriptive Statistics

In this study the descriptive statistics are used to define the basic structures of the data. They provide simple summaries about the sample and the measures. Descriptive statistics is all about the summary of a data set, which can be either representation of the entire population or a sample of it. Descriptive statistics are simple way of describing our data.

Descriptive statistics of the data set of this study is represented in Table 4.1.1 below, which shows the demographic variables, including Organization name, Gender, Age, Education, Experience and Marital status etc. Then number of respondents (N) in the data set is 230. Highest mean in the data set is 2.9174 which belongs to Education.

Table 4.1.1

Descriptive Statistics

	N	Minimum	Maximum	Mean	St. Deviation
Org name	230	1	4	2.3739	1.13661
Gender	230	1	2	1.3348	0.47294
Age	230	1	4	2.113	0.69641
Edu	230	2	4	2.9174	0.56627
Exp	230	1	4	2.2435	0.85745
M S	230	1	2	1.5652	0.49681

Valid N (listwise)230

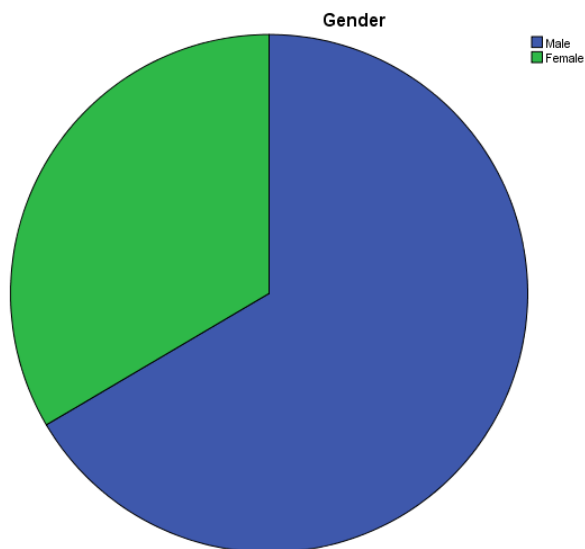
4.2. Frequency

According to Gravetter & Wallnau (2000)., that “Frequency distribution is an organized tabulation/ graphical representation of the number of individuals in each category on the scale of measurement”. This step come after the completion of data. After data collection we organize the data into a meaningful form so that a trend, if any, emerging out of the data can be seen easily. The easiest and the common considerable methods for shaping the data is frequency distribution. A frequency (distribution) table shows the number of observations in each category and the different measurement categories. It allows the researcher to have a look at the entire data conveniently. It shows whether the observations are high or low and also whether they are concentrated in one area or spread out across the entire scale. Thus, frequency distribution presents a picture of how the individual

observations are distributed in the measurement scale. In this study, we shown the graphical presentation of the demographic variable through pie chart.

4.2.1. Gender

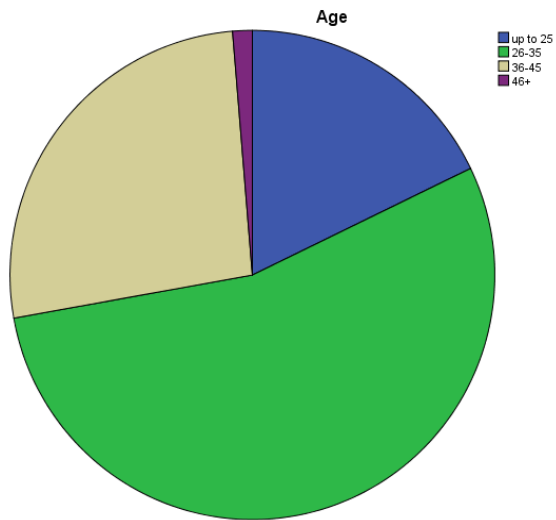
This pie chart shows the gender that how many participants are male or female. The male frequency is 153 and female frequency is 77. The blue part is displayed male gender and green portion is presented female.



4.2.2. Age

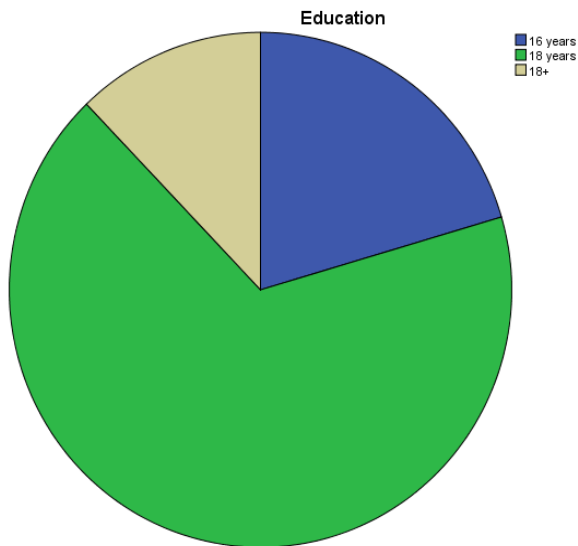
The age has been divided in to four categories in the questionnaire that are 1- Up to 25, 2. 26-35, 3. 36 -45, 4. 46+. The frequency distribution of the age shown in the pie chart. The blue color represents the first category which is up to 25 years old and the frequency is 41. The frequency of the largest part is 125 in which included the middle age people that is from 26 to 35, shown green in the pie chart. The third part shows the age of the people that is from 36 to 45 & the frequency is 61 While in the last part included 46 plus people which is the very less part in the pie chart and the frequency is 3. These all are responded of my

questionnaire. According to the pie chart, the highest frequency of observation is 125 which goes to the middle age respondent and the lowest frequency is 3 which belongs to 46 + age people.



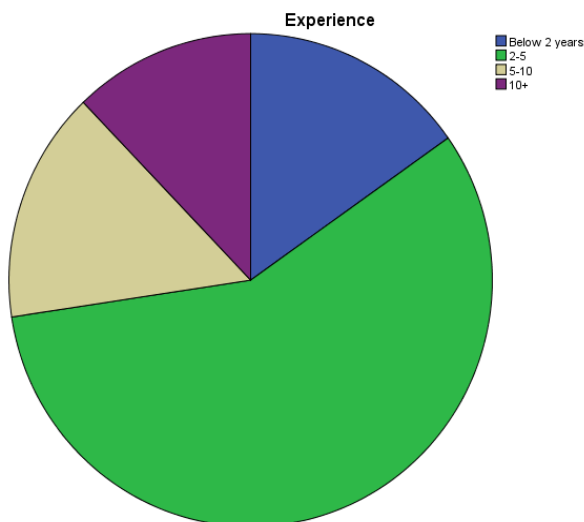
4.2.3. Education

The frequency distribution of education comes into three portions in the pie chart. The frequency distribution shown the number of observations of 16 years of education is 47, and the 18 years of education shown the highest frequency of the respondent which are 155, while the last shaded area in the pie chart shown the 18+ education (included PhD and post doc etc.) the frequency is 28.



4.2.4. Experience

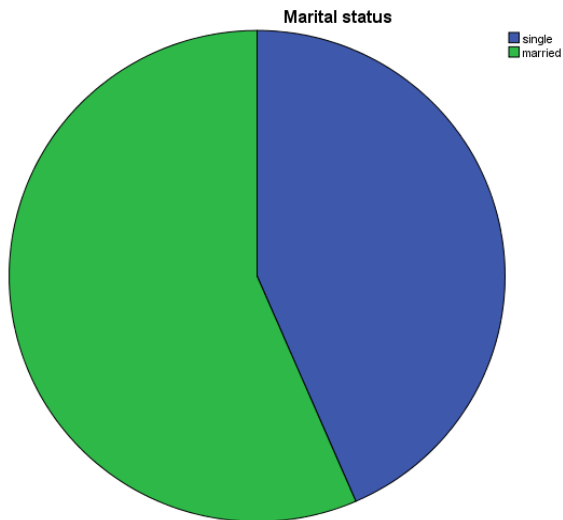
Experience has been divided into four parts that are below 2 years, 3-5 years, 5-10years and 10+years. The green shaded area in the pie chart shown the highest level of frequency belongs to those respondents which have 3 to5 years' experience. The frequency of low number of observations is 10 or more than 10 years' experience which is 28.



4.2.5 Marital Status:

The last variable of demographic is marital status. It has been divided into two groups. The first group represent single and the other one is married. The highest frequency shown in the

pie chart is married respondent which are 130. And the lowest frequency belongs to single respondent which are 100.



4.3 Reliability Test

Reliability is defined as “the degree to which the result of a measurement, calculation, or specification can be depended on to be accurate”. In other words, Reliability is the degree of uniformity of a measure. A test will be reliable when it gives the repeated result under the same conditions. In 1951, it has been developed by Lee Cronbach. It is called Cronbach’s alpha. It is used to measure reliability or internal consistency.

The validity test is resolved through a precise estimation process, while, the reliability quality test is referred as an apparatus used to quantify the things in a survey which go about as the pointers of the different variable or develops. Nunually (1978) has recommended that the Cronbach alpha coefficient of a scale ought to be over 0.7. Reliability is how well a test measure what it should. According to Cronbach’s alpha the conditions are that If the

coefficient is above or equal to 0.9, then reliability is excellent. If it is equal or above 0.8 (less than 0.9) then it is good, above or equal to 0.7 (less than 0.8) is acceptable, equal or above 0.6 (less than 0.7) is questionable, equal or above 0.5 (less than 0.6) is poor reliability, whereas alpha below 0.5 is unacceptable.

Table 4.2.1 below exhibits the reliability of variable under study. Cronbach's Alpha (coefficient of reliability) in the first two variables in the table, which are Employee performance and job satisfaction, have "acceptable" reliability as the coefficient are 0.764 and 0.755. Whereas, the reliability of third variables IWE is 0.896 which is "Good".

Table 4.3.1 *Reliability Analysis using Cronbach's Alpha*

S #	Variable	No of items (N)	Cronbach's alpha
1	Employee Performance	7	0.764
2	Job Satisfaction	3	0.755
3	Islamic Work Ethics	17	0.896

4.4. Correlation Analysis

The use of Correlation in any research is to correlate the variable with each other. To know whether the variable do relate to each other mathematically or otherwise, in other words correlation is used to identify the strength of a relationship between two or more variables of a research study. Based on correlation, we can be able to forecast the change effect among variables. We can foresee the variation in one variable due to any change occurred to the value of another variable under study. Its value is stated on a scale ranges from -1.0 to +1.0 and the strength of the relationship at both end of the scales either positive

or negative can provide the unsurpassed forecasts. Pearson correlation method has been castoff to measure the strength of relationship between the hypothesized variables which includes IWE employee performance, and job satisfaction.

The Pearson product-moment correlation coefficient is a measure of the strength of the linear relationship between two variables. It is referred to as Pearson's correlation or simply as the correlation coefficient.

Table 4.3.1 below shows there is highly significant relationship exists between the variables under study. Pearson correlation measures that there is significant relationship found within these variables under study at a significance level of 0.01. Employee performance has significant and positive relationship with service quality and customer satisfaction. But employee performance has a significant and negative relationship with service environment. Service quality has positive relationship with customer satisfaction and service environment. And customer satisfaction has positive and signification relationship with service environment. The only positive relationship exists between the IWE variable and Job satisfaction variable as shown below. Total no of observation (N) is 230.

Correlation Analysis

Job Satisfaction	1			
Employee				
Performance	.495**	1		
Islamic Work Ethics	.287**	.254**	1	

4.5. Regression Analysis

The results of regression analysis are given in the table 4.3. The results revealed that the R square value was found 0.94. The F value was 18.4 confirming that the model was fit. The beta value was found 0.30. it means that one-unit change in independent variable will result in 30 units change in dependent variable. Lastly, the T value is above the threshold value confirming the proposed hypothesis.

Table 4.3

Regression Analysis

Employee Performance				
Predictor	R ²	β	t	Sig
JS	0.94	0.306	4.290	.000

Significant level: * p, 0:000; Overall Model; F=18.4, p<0.001, Adjusted R2=.89

4.6. Moderation Analysis

To check the moderation effect of IWE in the model, firstly on the relationship between Employee performance and JS. The researcher has opted for Preacher and Hayes (2016) Process Macros model – 1. As the old Baron and Kenny (1986), method has now been replaced with the newly introduced Process Macros by Preacher and Hayes (2016) so this analysis of moderation effect will be based on Process Macros model – 1 which has been developed purely to analyze the moderation between the relationship of dependent and independent variables.

To have a moderating effect of a variable on relationship of dependent variable (DV) and independent variable (IV) the result must meet the following two basic conditions:

- a. p-value of interactions terms must always be significant.
- b. The confidence interval, which is between lower level confidence interval (LLCI) and upper level confidence interval (ULCI) must not contain zero value “0” between them. In other words, both it must be clear that the confidence interval between LLCI and ULCI must lie either on positive side or on negative side of zero, to have significant influence of moderator on dependent and independent variable.

In this study service environment has twice moderation effect on variables including employee performance, service quality and customer satisfaction. The influence of moderation has been analyzed individually and using Process Macros Model – 1 of Hayes (2016) and wholesome with mediation in Model – 58.

4.4.1. Moderating effect of IWE on relationship between Job Satisfaction and Employee Performance

Table 4.4.1 below shows the moderation role of IWE on Job Satisfaction. It makes known from the interaction term that the p-value is 0.00 which shows significant relationship. Moreover, the confidence interval of interaction term is positive (+ive) at lower level i.e. LLCI is 0.327, and at upper level confidence interval is also positive (+ve) i.e. ULCI 0.689.

Furthermore, it is worth noting from the table 4.4.1 states that Job Satisfaction has a positive and significant impact on employee performance, as the confidence interval lies is on the positive side of zero “0”. Keeping these considerations, we can conclude that:

- a. The hypothesis “H₂” which states “IWE positively moderates the relationship between Job Satisfaction and Employee Performance” is accepted.

Table 4.4.1.1

Moderating effect of IWE on Job Satisfaction and Employee Performance

	R ²	F	B	P	LLCI	ULCI
	0.26	16.88		0		
IWE			0.135	0.01	0.353	0.85
JS			0.47	0	0.328	0.612
Int_1			0.508	0	0.327	0.689

Product terms key: int_1 JS X IWE

Dependent Variable: EP

Islamic Work Ethics, Job satisfaction and Employee performance were changed to find a single variable. Regression was run to check the association between JS and all the three variables collectively. Results of the regression showed very strong relation between JS and EP, IWE modernization. R-square of the result is .26 which reflects a very good model fit. Regression coefficient is .50 which again indicates that independent variables have strong association with EP, p-value<0.01 which indicated that H2 result is significant.

CHAPTER 5

Conclusion

5.1. Discussion

Organizational performance is a sign of a foundation to achieve objective adequately. For that reason, the workers' execution is fundamental for upgrading public sector benefit. The works of a couple of scientists have been explaining unique frameworks by surveying workers' performance (Hayat & Riaz, 2011). This performance relates to the establishment or individual level which sees the human inspiration transforming into the most choosing segment to achieve the institutional business activities (Fawad & Rizwan, 2010). In the meantime, JS is affected by the connections among employees and their administrators. employees help and bolster one another, or, in other words in finishing their work. Managers will come in to criticism and listen from the representatives. All workers under a similar boss are dealt with similarly. Prizes are given to any worker who has completed a great job, while guidance is given to any representative who has committed an error. JS is additionally impacted by undertaking designation, in which the organization puts the privilege individuals in the correct place. Representatives are given errands and duties dependent on their abilities and interests, work term and training level. At last, workers feel great, which urges them to augment their work performance. This incorporates the quality, sum, learning or creative energy of individual towards the capable works feasible through better examination

framework. There are a few standard parameters that can rely on worker performance (Ikramullah et. al, 2011). It differs from individual to individual and particular reasons for time inside the organization. According to Baker (2005), “We have lost the distinction between what is legal and what is illegal. No one hates people who get their money through illegal means. Society is not acting as a restrain.”

This study focusses on the faculty members of the public universities was to find out the relationship between job satisfaction and Employee performance. Moreover, we checked out the moderating role of IWE in these relationships. The data has been collected through survey and distributed questionnaires, the study is an exploratory based on primary data. This discussion has also shown that high IWE scale among the faculty members of the public universities in Peshawar can enhance the job satisfaction and improve the performance of the employees and reduce the turnover intensions. Previous research papers results indicate that IWE has positive impact on both variable JS, Job performance, organizational commitment and Employee performance. it has shown the positive relation among the variables and these result support the researcher (Rokhman,2010; Mohamed et al,2010; yousaf,2001). In this investigation the high score shows that the employees of the public universities are highly cooperative with the IWE in their organizations.

5.2. Conclusion

This investigation acquired confirmation that the Job satisfaction directly influences on Employee performance and IWE moderate the relationship between job satisfaction and employee performance. Progressive research has specified that contributors are more satisfied with their present job. As a conclusion, both hypotheses H1 and H2 testing, the result shows that the relationship between the IWE with both variable JS and EP are positive and significant thus dependable on previous research by khan, Abbas, Gul and Raja (2015) and research by

Rokhman, (2010). The conclusions and findings of this study just suggestive and ought to be interpreted remembering the following confinements. Moreover, the sample was selected from the public universities of KPK which are operating in Peshawar. Furthermore, this study related to the religious items of the Islam so keep in view the all respondents were Muslims. Secondly, the sample size was calculated by the Rao software online calculator which was 249 of the four public universities of the Peshawar that are Peshawar university, Agriculture university, IM sciences and Islamia college university of Peshawar. But the respondents were 230. Some questionnaires were incomplete. The first set of questions in the questionnaire consist on demographic information such as age, gender, religion, marital status, education and experience to the faculty members of public universities. At the end of the survey, Following the submission of responses, participants were thanked for their involvement. It proves that high Islamic work ethics will resulting high employee performance in the organizational. It also specifies that the implementation of IWE can help attaining more commitment among employees towards the organization.

5.3. Recommendation

The conclusion of this study also recommended that those individuals who have high on IWE also have high in continuation commitment with the organization. Based on the theory, workers keep working with the organization since they ought to, due to limited elective employment and cost acquired. The perspective of IWE that work satisfied desires of employee for self-respect, satisfaction and realization and help man to be independent. Many individuals select to remain in business instead of being unemployed so that they can be free and able to contribute in the society. The consequences of the study recommend that those employees who strongly support IWE would be performed well and become more satisfied with their job in the organization. Diligent work of workers might be rewarded equally by the public universities to give them break even with possibility of excelling

throughout everyday life and guarantee rise to open doors for self-awareness what's more, motivator improvement. Expectation might be seen in estimating performance and making book keeping instead of its results. In nutshell, if workers are satisfied, they deliberately use additional push to accomplish the short and long-term objectives of the organization and spend the rest of their profession in the same workplace. Public sector universities may focus on flat hierarchical structure and sensible span of control therefore employees have given away their strong provision with idea of supportive and team-oriented environment. Administration ought to consider ceaseless preparing projects, correspondence and steady behavior that hold fast to IWE.

5.4. Limitation

The present investigation has procedural limitations that may influence the generalization of results. Our cross-sectional plan permitted recognizable proof of a few components related to work satisfaction and Employee performance. Since job satisfaction is an independent variable and Employee performance plays role as a dependent variable, and moderator variable is (IWE), were measured by limited sample size and sector. Whether the outcomes are appropriate to organization/establishments of different segments is hard to survey and should have been examined in future investigations. The sample taken from just people in general segment of Pakistan a similar model with test from the private segment ought to be taken in summing up of this investigation. The investigation directed in Pakistan may lead to the future examination ought to be directed in different nations The Islamic Work Ethics may also be inspected with other Organizational practices, for example, work stress, organizational performance, hierarchical culture, organizational citizenship practices, turnover goal, training and development, intrinsic motivation, organization commitment, job involvement etc.

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Appendix 1

Questionnaire – 1 (b)

Name of Organization _____ Employee

Name/ID _____

1. Demographics

1. Gender: M Fe le
2. Age: U 25 26 36 46+
3. Education: 14 ars 16 ars 18 ars 18 +
4. Experience: Below 2y s 2- 5-10
- 10+
5. Marital status: Single Married.

Please encircle a number next to each statement to indicate the extent to which you agree or disagree with that statement.	S	t	A	N	D	S	t	r
Job Satisfaction (Dubinsky & Harley, 1986; Rokhman 2010)								
Generally speaking, I am very satisfied with my job								5
I am generally satisfied with the feeling of worthwhile accomplishment I get from doing this job								5

Please encircle a number next to each statement to indicate the extent to which you agree or disagree with that statement.	St	A	N	D	St r
I am satisfied with the kind of work I do in this job					5
Job Performance (Williams & Anderson, 1991)					
This employee adequately completes assigned duties.					5
This employee fulfills responsibilities specified in job description.					5
This employee performs tasks that are expected of him/her.					5
This employee meets formal performance requirements of the job.					5
This employee engages in activities that will directly affect his/her performance evaluation.					5
This employee neglects aspects of the job he/she is obligated to perform.					5
This employee fails to perform essential duties.					5

IWE (ALI 1988)					
<u>IWE</u> Laziness is a vice					
Dedication to work is a virtue					

Good work benefits both one's self and others					
Justice and generosity in the work place are necessary conditions for society's welfare					
Producing more than enough to meet one's needs contributes to the prosperity of society as a whole					
One should carry work out to the best of one's ability					
Work is not an end in itself but a means to foster personal growth and social relations					
Life has no meaning without Work					
More leisure time is good for society					
Human relations should be emphasized and encourage					

Work enables man to control nature					
Creative work is a source of happiness and accomplishment					
Any person who works is more likely to get ahead in life					
Work gives one the chance to be independent					
A successful person is the one who meets deadlines at Work					
One should constantly work hard to meet responsibilities					

The value of work is delivered from the accompanying intention rather than its result.

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