IMPACT OF WORK RELATED STRESS ON PROJECT PERFORMANCE WITH MODERATING ROLE OF ISLAMIC WORK ETHICS

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ABSTRACT

Job stress is a common workplace problem experienced by all professionals irrespective of their nature of work; however, this phenomenon is more common in projects. In this study the relationship of project team member stress is seen with project performance. The Occupational Stress Scale is used in this study. The short scale consisting of 17 items is used in this study. Project performance was measured by Muller & Turner's (2007) Project Success Criteria. All questions were measured using 5 point Likert Scale. The results showed that there is significant negative relationship between project team members stress and project performance. All dimensions were found significantly related to project performance and Islamic work ethics plays significant role as a moderator. Limitations, future recommendations and conclusion is mentioned at the end of the study.

Keywords: work related stress, project performance, And Islamic Work Ethics

INTRODUCTION

In today's competitive, high technology oriented and modern word, high levels of performance are anticipated in all fields of life. Excellent services and quality and overall organizations success is demand of many organizations. This will immensely increase the pressure on individuals working for those organizations, which lead to higher stress levels. WHO (World Health Organization) , define work or occupational stress as when people are exposed to work pressure that is not well matched with their abilities and challenge their coping abilities. There are number of reason that stress can occur in work. But whatever the reason may be it can affect individual both mentally and physically. In order to attain the challenging targets set by the organization has becoming much more difficult for the employees. Many researchers took interest in this topic of job or work stress in theory as well as in practice and it is getting an important topic of research in past. Many researchers had studied the relationship of stress with workers performance like Dailey et al. (1986) saw this relationship in nurses, Byosiere (1988) on teachers and Collins and Gibbs (2003) on policemen. To see the relationship of stress in project team members and its effect on their performance was not found. As compare to operation oriented organizations, those organizations who manage projects, experience much more pressure or difficulty. Individual's working in projects can confirm that there job brings much more pressure and stress.

The reason for this is the limited resource of time, money, people etc. As projects have a temporary nature and must be completed in due time, within budget and achieve desired level of quality in order to make customers happy. This all accumulate the pressure or stress in project team members. Minavand, Tabrizi and Baqutayan (2013) mentioned that due to project's temporary nature, employees or protect team members are targets of high stress and its consequences. Bars (2006) suggested that in order to note the important features of project 4 factors must be considered naming goal, team, money and schedule limitations. The stress level increases in the project teams and project managers along with these limitations of resources. The organization structure also plays important role in adding stress. Project Managers have to deal with the functional managers in matrix organization and have to fight for the desired resources. This increase conflicts between the two and stress level rises. Hayes and Love (2004) general mentioned that management is considered among high stress professions even more increase stress level in project managers is a common sense here because of the management of project constraints naming, scope, cost, time, quality and also customer satisfaction. The science of conduct is a definition of

ethics given by Johnson (1984: 1 seen in Dr Ahmed & Dr Yousaf, 2007). It can also be defined as applying moral precept to real problems (Wines, 1992: 883 seen in Dr Ahmed & Dr Yousaf, 2007).

Ali and Al-Owaihan (1999:2008) mentioned that the Islamic Work Ethics has its origin from the Quran and the Sunnah of Prophet Muhammad (SAW).   Beekun (1997) defined Work Ethics in Islamic perspective as moral principles that differentiate what is right from wrong. Islamic Work Ethics is an orientation towards work and approaches work as a virtue in human's lives (Rizk, 2008). Ahmad (2011) mentioned that social matters, economic matters and moral elements are part of Islamic Work Ethics.

Jalil (2010) compared ethics to Hayya (nice deeds and respect) in order to make a sound understanding of ethics in Islamic term where as Ahmad and Yusuf (2012) argued that the most appropriate term to define Ethics in Islam, may be Ikhlaq in Arabic. While the term Akhlaq is a plural of khuluq, referring to collections of distinct traits of character, the knowledge of morality is translated as ethics, moral sciences or moral philosophy (Ba`labaki, 1990: 521 seen in Ahmad and Yusuf, 2012).

Kerzner (1998) mentioned that the meaning of project success has changed. In 60s, project success was gauged only on technicality: that is either the product worked or perhaps it didn't. In the 80s, the definition that is following project success was provided: Project is successful it meets these tree objectives: 1) Whether or not the project is completed on time? 2) Whether or not the project is completed within budget? 3) Whether or not desired quality is achieved?

To measure quality, technical specifications were used. Above mentioned objectives were all internal to project. End user satisfaction was not the part of success criteria for projects at that time. It was late 80's and early 90's, when Total Quality Management was introduced and then projects revised their success objective from time, budget and quality to time, budget, quality and customer acceptance and satisfaction (Kerzner, 1998).

Research Questions

Below are the questions for this research

1. Does work related stress of project team members affect the project's performance?
2. Do Islamic Work Ethics have any influence on project's performance?
3. Do Islamic Work Ethics moderates the relationship of work stress and project performance?

LITERATURE REVIEW

Leung et al (2007) defined job stress as the difference between workload (expected) and the ability of personnel in the project. Once there is resource constraint in the project, in order to level it or cover it up,

there is a need of resource leveling. It means to manage the other resources in the way that they cover the constraint. Other resources have to overwork in order to fill this gap. These causes to generate work overload is also increase the stress among project teams and staff. Leung et al (2007) mentioned the two types of this stress. One involves too many tasks and named as quantitative workloads. Second involves repeated and complex task and named as qualitative tasks. Singh (2003) revealed that workload is considered as a stressor among project managers. Major work on role stress was done in 1960's and researchers used that as gridline for more than twenty years (Kahn et.al, 1964). They used this study for role conflict, ambiguity and overload studies as primary interest. Self-reports of the role stress showed 30% correlation with work distress (Jakson and Schuler, 1985). The decision authority and the skill discretion are two components of Job decision latitude. Decision authority means that the decision that should be made about the work. Skill discretion means different skills that are used on the job. These two unite and made decision control (Minavand, Tabrizi & Baqutayan, 2013). Responsibilities vary from project to project due to different reasons like size, magnitude and culture of the project. But some are common among different type of projects. Berrie, 2009 suggested one of them is deadline achievement. Among 91 project 56% failed to meet their deadlines as it was mentioned earlier that large projects having more than 100 activities fail to meet their deadlines (Tukel & Rom, 1995:1998).

As project manager is responsible for the success of the project, he is also responsible for the failure as well. And one reason of failure is not planned deadlines. If project team fails to meet planned deadline, an immense time pressure surfaced. Barczak and Wilemon (2003) suggested that this time pressure is one of the major sources of stress in projects. Darrel (2008) said that time pressure is stress that is different from other stressors and required proper attention. In order to complete projects successfully, there is need of resources. These resources may include machinery, men, material, technology, capital etc. One problem is that these resources are scarce or limited. And limited resources are a major constraint in projects. Money is one of those limited resources

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Beekum (1997) said that Islamic Work Ethics (IWE) can be defined as those moral principles that differentiate right from, in Islamic perspective. Islamic work ethics is an approach that is directed towards work and sees work as a virtue (Rizk, 2008). Ali (1988a) identified a dimension for IWE, and argued that

most of work in writing form in Islam on ethic context, is common in nature as well as descriptive. In beginning Islam explore the work centrality and trade. In fact, it was not possible to visualize the Islam's achievements over dreadful enemy in Makkah. Leaders in Makkah at the time of beginning of Islam, forbidden trade , their ways of trades and took Islam as a hazard for their businesses. Ali (2005, pp. 53-5) considered the work and work ethics related sayings into some border categories which are in the below lines. Wealth should be earned. God blessed every human being with different bounties, skills and capacities to work. There are a lot of opportunities in the world when these opportunities synchronize with capacity it generates wealth. Islamic ideology is to produce wealth which should be based on the legitimacy and has a moral value. (Zaighum Abbas et.al, 2018). Quality of work: Before the Islam Arabs was not disciplined and don't honor their commitments. Prophet Muhammad analyzed the society and transformed them into a well-balanced socioeconomic society. He not only disciplined the Arabs but also highlighted the perfection of work and its essence. He said a person who gets perfection in his work God blessed him and another time he revealed that God loves a person who learns the perfection in his art and do it precisely and right work. (Zaighum Abbas et.al, 2018). Work gives the person a sense of confidence and atomicity. He said best food to eat is the food which is earned by hand and said best earning is that which is earned through man's own efforts. (Zaighum Abbas et.al, 2018)

Ali (1976) added that these kinds of engagements are associated with social and personals goals. Ali (2005) identified that concept of IWE builds four basic concepts, including transparency, competition, responsible conduct and efforts. Therefore employees and managers attain faith and trust on each other to perform duties with responsibilities at the workplace. Ali (1992) suggested that early literature is esteemed on link in between workplace attitudes and IWE. Very less researchers studied association between organizational and individual variables and IWE. Ali (1992) argued that there is high level of association between individualism and IWE.

Researchers argued that PWE, work measure and work involvement both are consistent with each other (Ali et al., 1995). The association between role ambiguity and IWE, strengths the satisfaction for job, and commitment for organization, added by Yousaf (2000). Rehman et al. (2006) added that individuals having high level of IWE securitized would have ability to augment a sappy commitment towards organization. It is opposite to European work ethics. IWE exceptionally spellbound the significance value of one's participation to society and community and organization's obligations to its employees, added by Abu Saad (2003). It is associated with loyalty evaluate, identified by Ali and Al Kazmi, (2007). IWE involves in carrying on trade and business in energetic work environment will results in better success and extensive performance added by Ali and Al Qwaihan (2008).

Abbas Z, Hussain S, Riaz H, Iqbal Q (2018), mentioned in their research that Islamic work ethics moderates bank employees' personality and performance. Zaighum Abbas et.al (2018), further mentioned that Islamic work ethics and performance has a positive correlation and the correlation was found significant at 0.05 significance level.

If project reports from different project from different parts is seen, it will be find that majority of the project are over budget, delay from planned schedule or they are well behind from the quality that customer demanded. All this results but people still claim that projects have been successful. Neither the practitioners nor the academicians seem to agree on what constitutes project success. It seems to be a rather mysterious concept.

In project management, Schultz, Slevin and Pinto (1987) were among the first authors that classify CSFs (critical success factors) in two groups which are tactical and strategic. These factors affect project in different stages (Pinto and Slevin, 1988 and Guru Prakash Prabhakar, 2008).

Cleland (1986) mentioned two points in order for project to be successful. (1) Measuring project technical performance (in terms of technical specifications, time and budget) and (2) projects benefit to the organization strategic mission. (Kerzner. H, 1998) wrote definitions of Project success and provided CSFs a that can affect project performance in different project stages. Project success should be measured in reference to individual owner, contractor,end user, and the general public etc, argued by Lim and Mohamed (1999) . In project management, Schultz, Slevin and Pinto (1987) were among the first authors that classify CSFs (critical success factors) in two groups which are tactical and strategic. These factors affect project in different stages (Pinto and Slevin, 1988 and Guru Prakash Prabhakar, 2008).

Another important distinction made by De Wit (1998) is between success requirements and success facets. That is success requirement means, the measures by which success or failure of a project will be judged and success facets means those inputs to management system that lead directly or indirectly to success for the project. Definite project success provide fundamentals for influential the suitable managerial actions required to deliver a project successfully Baccarini (1996). Many Researchers argued that it is not easy to manage different projects by using the traditional approaches for project management. They have identified numerous perspectives to manage different projects, Williams (1999) Pundir et al. (2007), Winter et al. (2006), Baccarini (1996), Turner (2006) and Soderlund (2004, 2010).

Project Professionals and Managers identifies number of factors causes project failure includes but not limited to uncertainty, processes directionless, poor project design and infrastructure, complexity of projects, unrealistic estimates (cost estimates, time estimates and performance estimates), unskilled project team and individuals, inappropriate procurement methods, poor planning, poor proactive project

planning and lack of project communication amongst project stakeholders added by Paslawski (2008). Davies (2002) argued that project success is efficiency of the project in accomplishing the project goals and success of project management as project competence in terms of quality, cost and schedule added by Lim and Muhammad (1999). Belassi and Tukel (1996) argued that the different stakeholders interpret the meaning of the project success according to their own level of understanding, interests and expectations from that particular project. Same project may be declared successful by one project stakeholder, other vendor or service providers may declared that project as failed and vice versa.

From different definitions from literature, here researcher integrates the five different aspects of project success. The project is successful if 1). Fulfill all or most what was agreed (scope) despite of Cost baseline and schedule baseline. 2) It delivers on time (schedule baseline) as agreed with client or customer. 3) Project deliverables are as per quality standards (performance baseline). 4) Project deliver as per agreed scope, cost and within agreed time. 5). Project generates noteworthy value for the performing organization after termination of the project.

Hypotheses of the Study

Based on the above literature it can be seen that project performance can be improved by knowing and controlling project team members' stress related to their work that have, which helps to increase the chances of project success. Also Islamic Work Ethics might provide good moderation effects on the project performance. The following are the hypotheses for simple regression

H1: Work Related Stress is significantly related with project performance

      H1a: Responsibility pressure is significantly related to project performance

      H1b: Quality Concern is significantly related to project performance

      H1c: Role Conflict is significantly related to project performance

      H1d: Job vs. Non Job conflict is significantly related to performance

      H1e: Workload items are significantly related to project performance

H2: Islamic Work Ethics Moderates the relationship of work stress and project performance

      H2a: Responsibility pressure and Islamic Work Ethics are significantly related to project success

      H2b: Quality Concern and Islamic Work Ethics are significantly related to project success

      H2c: Role Conflict and Islamic Work Ethics are significantly related to project success

      H2d: Job vs. Non Job conflict and Islamic Work Ethics are significantly related to project success

H2e: Workload and Islamic Work Ethics are significantly related to project success

Conceptual framework

Based on the above literature the theoretical framework is as follows:

The work related stress items are independent variables that are responsibility pressure, quality concern, role conflict, job vs. non job conflicts and workload items. Islamic Work Ethics plays as moderator in the relationship model. The aim here is to see impact of work stress items that are present in project team members and its effect on project performance along with the moderating effect of Islamic Work Ethics in this relationship.

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│ Responsibility Pressure │         │ Performance      │
│ Quality Concern         │         └──────────────────┘
│ Role Conflict           │
│ Workload Items          │
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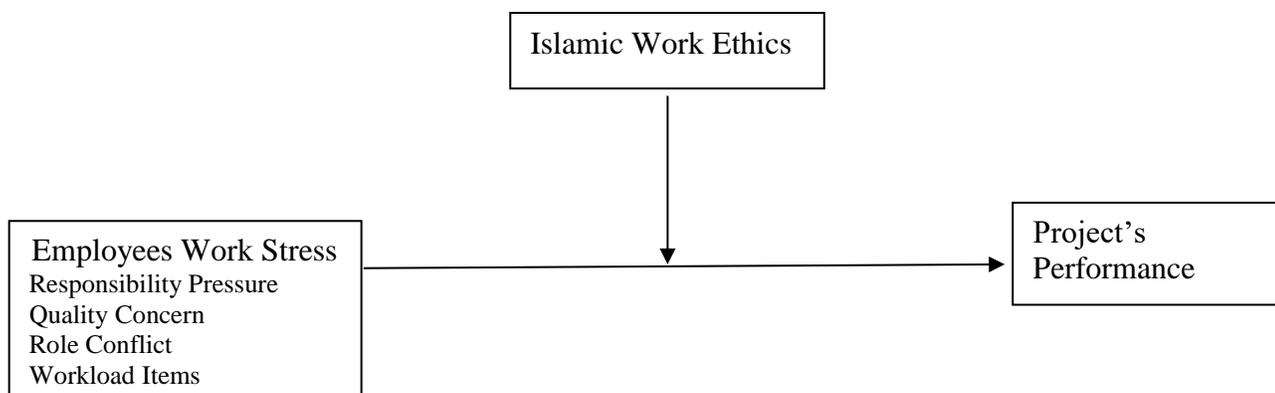
METHODOLOGY

Project employees of Pakistan are the population frame of this study. Aim here is to examine the impact of employees work stress on project performance; therefore the unit of analysis of this study is employees. Non-probability sampling was used. The sample size for this research was 350. Total time is four months to complete the study. The sampling technique used was Convenience Sampling. The data collection method used in this study was survey method. Questionnaire were adopted from different published research studies and used accordingly to get responses. A questionnaire was designed to study the work related stress, Islamic work ethics and project performance. The questionnaires were distributed by e-mail and in person to the project teams working in different projects in Islamabad and Rawalpindi, Pakistan. 350 questionnaires were distributed, from which 211 were returned, which are complete and in good condition. The response rate was 60%. The demographic questions that were asked are Age, Project

Nature and Gender. Pearson Correlation was used to see the relation between variables and linear regression was used to show how these variables were related.

Data Analysis and Findings

The instrument which is used to measure work stress was developed by House, McMichael, Wekks, Kaplan and Landerman (1979) called The Occupational Stress Scale. It consists of 15 items. The reliability of occupational stress scale shows results that are significant. It can measure the individual stress levels among five dimensions (Responsibility Pressure, Quality Concern, Role Conflict, Work Load Items, Job vs. Non- Job Items, . The scale uses a 5 point Likert Scale where 1 is not at all, 2 is rarely, 3 sometimes, 4 rather often and 5 nearly often. Islamic Work Ethics was developed by Abbas Ali (1988). Originally the items developed consisted on 46 items in total. Then Abbas Ali (1992) shortened it to 17 items. The reliability Islamic Work Ethics was 0.84. The scale uses a 5 point Likert Scale where 1 is strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. Project success, questionnaire was adopted from Muller & Turner (2007). The questionnaire measures on 5 point likert scale, where 1 means Disagree and 5 means Agree. The criteria for success used in this questionnaire were for example, end user was satisfied with project's result, suppliers was satisfied with project management, project generally achieved its goal in terms of cost, time and quality etc.

Reliability

Table 1: *Reliability Statistics*

Variable	Cronbach's Alpha	N of Items
The Overall Work Stress	.894	15
Islamic Work Ethics	.788	17
Project Performance	.902	8

All Questionnaires responses showed high croncbach's alpha score.

Correlations

In order to see the strength of relationship between two variables, correlation is the statistical analysis which is used. For this study Pearson Correlation is used to see the strength of correlation between the different variables. First correlation was found between five traits and project success. The following correlation table shows correlation with project success.

Responsibility pressure and Project Performance are significantly related with each other, r = -.283, p =.000. Negative sign shows the inverse relationship between both dependent and independent variables. Other correlation values of variables were, Quality concern r =-.535, p =.000, Role conflict r =-.335, p =.05, Job Conflict r =-.355, p = .000, Work load r =-.462, p =.000, respectively. All Independent variables were found indirectly correlated with dependent variable, which revealed that increase in work stress, decrease project performance.

Correlation between Islamic Work Ethics and Project Performance showsis significant correlation between Islamic Work Ethics and project performance. Pearson correlation value is r =.337 which reflects a positive correlation and p = .000 showed significant value at p<0.05.

Regression Analysis

The aim in this study is to see whether project performance can be improved by knowing and controlling project team members' stress related to their work, which helps improve the chances of project success. Also to see the moderating effects of Islamic Work Ethics on the project performance.

The R = 0.283, which shows the correlation value. The R^2=.080, which is effect size and according to Cohen (1988) is consider somewhere between small and medium, ANOVA results shows the model fitness. F value = 18.228 and Significance value of 0.00, which shows the statistical significance of the regression model. P < 0.01, therefore the model significantly predict the dependent variable. The constant value is significant at 0.01 and B value of -.3416. The probability value of both constant and responsibility pressure are significant, p <.001.

This above table demonstrates summary of the model. R and R^2 values are shown here. The R = 0.535, which shows the correlation value. The R^2=.0280, which is effect size and according to Cohen (1988) is consider large effect. ANOVA shows the model fitness. F value = 83.659 and Significance value of 0.00, which shows the statistical significance of the regression model. P < 0.01, therefore the model significantly predict the dependent variable. The constant value is significant at 0.01 and B value of -.713. The probability value of both constant and quality concern pressure are significant, p <.001.

The R = 0.135, which shows the correlation value. The R^2=.018, which is effect size and according to Cohen (1988) it is consider small. ANOVA shows the model fitness. F value = 3.891 and Significance value of 0.00, which shows the statistical significance of the regression model. P < 0.05, therefore the model significantly predict the dependent variable The last table is coefficient table. This table shows the values of model parameter and its significance. The constant value is significant at 0.01 and B value of -.165. The probability value of both role conflict are significant, p =.050.

This above table demonstrates summary of the model. R and R^2 values are shown here. The R = 0.355, which shows the correlation value. The R^2=.126, which is effect size and according to Cohen (1988) it is consider medium. ANOVA table shows the model fitness. F value = 30.218 and Significance value of 0.00, which shows the statistical significance of the regression model. P < 0.01, therefore the model significantly predict the dependent variable the last table is coefficient table. This table shows the values of model parameter and its significance. The constant value is significant at 0.01 and B value of -.318. The probability value of both constant and job vs non job conflict are significant, p <.001.

This above table demonstrates summary of the model. R and R^2 values are shown here. The R = 0.462, which shows the correlation value. The R^2=.213, which is effect size and according to Cohen (1988) is consider almost large effect size. ANOVA table shows the model fitness. F value = 56.725 and Significance value of 0.00, which shows the statistical significance of the regression model. P < 0.01, therefore the model significantly predict the dependent variable. The last table is coefficient table. This table shows the values of model parameter and its significance. The constant value is significant at 0.01 and B value of -.482. The probability value of both constant and work load are significant, p <.001.

In order to see the combined effect of two or more predictor variables, moderation analysis is used. In statistical term it is also known as interaction effect. Scale developed by Abbas Ali (1988) was selected in order to see its moderation impact with work stress on project performance. As it was not found in other researches, there was not enough literature to support or backed these findings. Out of the following 5 hypotheses, all were found statistically significant. Process macro developed by Andrew Hayes (2012) was used in SPSS for the moderation analysis. Interaction term of independent variable and moderated variable calculated automatically by process micro.

Moderation Data

The above table shows the model summary, model and R^2 change due to interaction of variables. It shows the value of r =.4852 which is average positive correlation. The R^2 shows the value of 23.54% which is high effect value. The p value suggesting that this model is statistically significant at 0.05 level.

In the model, the values of coefficient values for Islamic work ethics and stress responsibility are positive 2.522 and 3.668. But the value of interaction term has a negative value of -1.0125. This shows that there is moderation in this model. The value in the p column in Interaction row suggests that this moderation is significant at p<.01. Further the process also shows the change in the value of R^2 after the interaction term is introduced. The value of $R^{2\ change}$ = .0882 with p =<0.01.

In the model, the values of coefficient values for Islamic work ethics and quality concern are .4628 and -.9137. The value of interaction term is .0504. The value in the p column in Interaction row suggests that this moderation is significant at p = <.05 significance level. Further the process also shows the change in the value of R^2 after the interaction term is introduced. The value of $R^{2\ change}$ = .0302.

In the model, the values of coefficient values for Islamic work ethics and role conflict are -0.0339 and -1.7848. But the value of interaction term has a positive value of 0.03565. This shows that there is moderation in this model. The value in the p column in Interaction row suggests that this moderation is significant. Further the process also shows the change in the value of R^2 after the interaction term is introduced. The value of $R^{2\ change}$ = .00177 with p=<0.05.

In the model, the values of coefficient value for Islamic work ethics and stress responsibility are positive 1.4272 and 2.3806. But the value of interaction term has a negative value of -.06544. This shows that there is moderation in this model. The value in the p column in Interaction row suggests that this moderation is significant. Further the process also shows the change in the value of R^2 after the interaction term is introduced. The value of $R^{2\ change}$ = .0882 with p<0.01.

In the model, the values of coefficient value for Islamic work ethics and stress responsibility are positive 1.5661 and 1.7500. But the value of interaction term has a negative value of -0.5406. This shows that there is moderation in this model. The value in the p column in Interaction row suggests that this moderation is significant at p<.05. Further the process also shows the change in the value of R^2 after the interaction term is introduced. The value of $R^{2\ change}$ = .0219 with p<0.05.

DISCUSSION OF RESULTS

The first hypothesis (H1a) is accepted after running linear regression analysis on the data. Responsibility pressure is significantly related to project performance. There is negative correlation between them. If responsibility pressure decreases, project performance increases and vice versa. As both variables were not found in same research, the results cannot be verified by the little literature on stress and project performance.

The second hypothesis (H1b), Quality Concern is significantly related to project performance, is accepted after running regression analysis on the data after running regression analysis on the data. They also both have direct and significance relationship. Quality is one of the most important deliverable for any project and project sponsors or clients might be quality conscious.

The third hypothesis (H1c), Role Conflict is significantly related to project performance, is accepted after running regression analysis on the data. If there is role conflict of any sort in the project, the employees' work will be negatively affect from it and project performance will be reduced and vice versa.

The fourth hypothesis (H1d), Job vs. Non Job conflict is significantly related to performance, is also accepted after running regression analysis on the data after running regression analysis on the data. If there are non-job issues, like work family conflicts or family work conflict, the performance of project suffers from it. Employee performance can be negatively affected if they are stressed about their work to family or family to work conflicts and there are number of research to prove this hypothesis.

The fifth hypothesis (H1e), Workload items are significantly related to project performance, is also accepted after running regression analysis. Workload is among top work stressors list. It also shows negative correlation with project performance. If one goes up, the other goes down,

Islamic Work Ethics Moderates the relationship of work stress and project performance
The moderation analysis showed that all variables were significantly related with each other and the moderator, Islamic work ethics (IWE) does moderate the relationship.

LIMITATIONS, CONCLUSION AND RECOMMENDATIONS

Limitation

Like many researches this research also has few limitations that were found. The time limitation was a major one to mention here. This research could be more fruitful if there would be more time for this study. Lack of previous research in this area was another limitation. It was hard to back the results of this study from the exact literature. Another limitation of this study was sample size. The Sample size of this study was considerably small. The reason for that is it is hard to get a hold of project personnel as they are very busy and usually present on sights or project locations. It was very hard to get appointment from them. Therefore personal references were used in order to get responses. Only twin city were considered for the sampling for the convenience purposes as it would require a good amount financial resources for travelling to other cities.

CONCLUSION

All humans are prone to stress, some greater than others. The stress can interfere with our daily lives without us noticing it. It can reduce our performance in almost every field of life. Work life is among that and an individual can get a serious damage if his stress interferes with his/her work and performance.

Islam has provided us with knowledge to spend our lives according to the teachings of Allah (Subhan Watalah). If we implement those teachings in our life there is no way we cannot get success in both the worlds. Work Ethics is one of those teachings that Allah taught us through Quran and Prophet Mohammad's Life. Islamic work ethics teaches us to control the success of our work and in the way achieve peace of mind and soul as well. This study is an addition to the Islamic work ethics field. Before this the relationships with Islamic work ethics were with job satisfaction, organization commitment, work outcomes, computer usage ethics.

This study was aimed to study the project team members work related stress and its impact on the project performance. The results were statistically significant and proved the hypotheses. Islamic work ethics played a very significant role to decrease the effect of work related stress in project team members.

FUTURE RECOMMENDATIONS

This research opens some new doors for further researches in this area. Especially for Pakistani Students, who can get hold of similar subject types, the results can be either confirmed or rejected, as it needs confirmation of the results found by other researchers. The ways to control the self-report bias should be implemented when going for further research in this area. One possibility is to confirm the authenticity from some official sources.

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