To test the research model, a survey was conducted, identified from a list of participants selected. The surveys were distributed among full time employees from Construction, IT management and educational organizations, and it was selected on the basis of personal contacts and also because the organizations were working on project base activities which were relevant to the research topic. The data was collected by means of a structured questionnaire with the help of employees and managers of projectized organizations, copies of the questionnaire were given to respondents by hand. Within these organizations, the employees were selected on the basis of personal contact and relevancy to the topic as they all were working as teams; adhere to project completion and success. Of 175 questionnaires distributed among the employees, we received 140 usable pairs of responses. Response rate was 80%. Convenience sampling strategy was used. Demographic description about gender, age and education was gathered and confidentiality was assured to the participants. Majority of the participants were male (84.2%) and 15.7% were female employees. The respondents were ensured complete confidentiality of their responses and their participation was voluntary.

**Measuring Instrument**

*Measuring challenge stress:* Challenge stressors were measured using Rodell and Judge (2009) 4-item scale. Employees were asked to indicate the extent to which the statements produced stress at work on a scale ranging from 1 = strongly disagree to 5 = strongly agree. The sample item for challenge stress include ‘It will help me to learn a lot’. Cronbach Alpha was 0.762.

*Measuring hindrance stress:* Hindrance stressors were measured using Rodell and Judge (2009) 4-item scale. Participants were expected to record on a scale of 1 to 5 the extent to which certain events result in stress in their job. The scale ranges from 1 = strongly disagree to 5 = strongly agree. The sample item for hindrance stress is ‘It will hinder any achievements I might have’. Cronbach Alpha was 0.709.

*Measuring job performance:* This measure was developed by Thomas and Jamie (2004). It uses 5-item scale to describe the job performance. Response categories range from 1 (strongly disagree) to 5 (strongly agree). The sample item for job performance is ‘Does the work you perform meet the desired outcomes that you have been asked for?’. Cronbach alpha for the variable was 0.642.

*Measuring job satisfaction:* Five items measured the general satisfaction with current job. The measure was taken using Brayfield and Rothe’s (1951) scale. The scale consists of 5 items
Hierarchical regression is the most common method to test moderation models. Results for moderated hierarchical regression analyses are shown in Table 2. After the control variables Step 1 and Steps 2 controlled the influences of the independent variables CS, HS and the moderating variable JS, respectively; and Step 3 tested whether CS and HS interacted with JS to affect Job performance (JP). CS, HS and JS were centered for the interaction term and the regressions. As presented in Step 3, the interaction term of CS and JS was significant (Beta =.196, p = 0.000), and in Step 4 the interaction term of HS and JS was significant (Beta=1.75, p=.757). Suggesting that JS could moderate the relationship between CS and JP, HS and JP. The direction of the moderating effect is depicted in Fig. 1. JS positively strengthen the relationship between CS and JP.

Table 2: Moderated hierarchical regression

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>R²</th>
<th>R² Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>3.8148</td>
<td>.63698</td>
<td>- .124</td>
</tr>
<tr>
<td>CS_M</td>
<td>3.9679</td>
<td>.28424</td>
<td>.049</td>
</tr>
<tr>
<td>HS_M</td>
<td>4.0000</td>
<td>.22441</td>
<td>.000</td>
</tr>
<tr>
<td>JS_M</td>
<td>3.9743</td>
<td>.22739</td>
<td>.014</td>
</tr>
<tr>
<td>JP_M</td>
<td>3.9714</td>
<td>.23082</td>
<td>.020</td>
</tr>
</tbody>
</table>

Alpha reliability of each variable is shown in parenthesis ( ).

Total Sample Size, \( n=140 \)
Regression and Hypothesis Analysis

Multiple linear regression analysis was used to test all main effect hypotheses. Age, Gender, and Education were entered in the first step followed by the independent variables.

H1: Challenge Stress has a positive impact on Job Performance.

Results of the regression analysis show that the CS has a significant positive relationship with JS having β value of .786 at significance level at value of p≤.000 and fulfill the requirements that p value should be ≤0.05, which is acceptable range. R2 and ΔR2 were also observed at .968*** where p ≤ 0.000. Thus the hypothesis is supported.

H2: Hindrance Stress has significant Negative impact on Job Performance.

As the results of the regression analysis shows that the HS has a significant negative relationship with JP having β value of .017 at significance level at value of p≤.757 and doesnot fulfill the requirements that p value should be ≤0.001, which is acceptable range. Thus the hypothesis is not supported because the β value is positive.

H3: Job Satisfaction has a positive impact on Job Performance