

**THE STRESS EFFECT TOWARDS PDRM PERSONNEL: A CASE STUDY  
ON HEALTH PROBLEMS AND JOB SATISFACTION IN KEDAH**

**BY**

**MOHAMED SAZIF BIN MOHAMED SUBRI**

**UNIVERSITI UTARA MALAYSIA**

**2011**

**THE STRESS EFFECT TOWARDS PDRM PERSONNEL: A CASE STUDY  
ON HEALTH PROBLEMS AND JOB SATISFACTION IN KEDAH**

**BY**

**MOHAMED SAZIF BIN MOHAMED SUBRI**

**(806128)**

Thesis Submitted to the College of Business in Partial Fulfilment of the  
requirement for the Degree of  
Master of Science (Management)

Universiti Utara Malaysia

## **DECLARATION**

I am responsible for the accuracy of all opinion, technical comment and illustrations in this project paper except for citations and quotations that have been adequately acknowledged. I bear full responsibility for the checking whether material has been previously or concurrently submitted for any other master's program at Universiti Utara Malaysia or other universities. Universiti Utara Malaysia does not accept any liability for the accuracy of such comment, report and other technical information claims.

.....

Mohamed Sazif bin Mohamed Subri

806128

14 Jun 2011 / 12 Rejab 1432

## **PERMISSION TO USE**

In presenting this thesis in fulfillment of the requirements for the postgraduate degree from the Universiti Utara Malaysia, I agree that the Universiti Library may take it freely available for inspection. I further agree that the permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in his absence, by the Dean of the Postgraduate studies of College of Business. It is understood that any copy or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis. Request for permission to copy or make other use of material in this thesis in whole or in part should be addressed to:

Dean of the Postgraduate Studies of College of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah, Darul Aman.

Malaysia.

## **ABSTRACT**

There is limited empirical evidence focusing on police stress, and that which does exist poses interpretive difficulties; still, writers continue to claim that police work is either the most stressful occupation or is among the most stressful. When comparing police work to the stress associated with other occupations, the case for police stress may be overstated. In modern life police stress is a common problem in Royal Malaysian Police. The positive effects of stress affect towards PDRM personnel health and job satisfaction. As a result, police officer and rank file have their own stress perceptions and they develop different kinds of strategies in order to manage stressful situations. A study on health problem and job satisfaction in department of Kedah are associated with quality of work life was conducted through interviews and questionnaire assessment of four different department which is Crime Investigation Department (CID), General Duty (GD), Commercial Crime Department (CC), and Narcotics Department (Narc). Factors analyses of the nature of police stress revealed four hypotheses about health problem, job satisfaction, ranking, and monthly income. As predicted by a variable, there is positive relationship between police stress with health problem, job satisfaction, ranking, age, gender, and monthly income. Research methodology, data analysis and finding will explain more about the police stress in this research. Finally, discussion, limitation of the study, suggestion and conclusion also discussed.

Keywords: Police Stress, Health Problem, and Job Satisfaction.

## ACKNOWLEDGEMENT

Praise and gratitude be given to ALLAH the Almighty for putting forward me such a great strength, patience, courage, and ability to complete this project. I would like to express my sincere gratitude to my supervisor, Dr. Azizi Abu Bakar, for his intelligent guidance and helpful advice during the whole process. I am truly grateful to his continual support and cooperation, as being prepared to assist me all along the completion of the project.

Alfatihah to my beloved father, Allahyarham Mohamed Subri Bin Ahmad who had been summoned by the almighty on 28/1/2011. He was my inspiration, my strength and my best father and friend ever. I would like to express a smile, which this research is highly fanatical to my mother Puan Noraini Saad for her love and support. In addition, I would like to present my sincere and profound gratitude to my lovely wife Raja Emma who spent time, love, support me without any complaints and encouragements throughout the project. Thank you also to my lovely children Zara Uzma el-Zehraa and Mohamed Qhaleed al-Qaied for their existence in my life.

Finally, I would like to thank everybody who was important to the successful realization of my project paper as well as expressing my apology that I could not mention personally one by one. Thank you.

**Mohamed Sazif b Mohamed Subri (806128)**  
**College of Business, UUM**

## TABLE OF CONTENTS

<b>DECLARATION</b>	<b>ii</b>
<b>PERMISSION TO USE</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST OF TABLES</b>	<b>x</b>
<b>LIST OF FIGURE</b>	<b>xi</b>

### 1.0 CHAPTER ONE: INTRODUCTION

1.0 Introduction	1
1.1 Background of The Problem	2
1.2 Problem Statement	3
1.3 Research Question	4
1.4 Research Objectives	5
1.5 Purpose Of The Study	5
1.6 Significance Of The Study	6
1.7 Nature Of The Study	7
1.8 Scope Of The Study	9
1.9 Assumptions	10
1.10 Limitation Of The Study	11
1.11 Chapter Summary	12

## **2.0 CHAPTER TWO: LITERATURE REVIEW**

2.0 Introduction	13
2.1 Police Stress	13
2.2 Job Satisfaction	16
2.3 Health Problems	19
2.4 Theoretical Framework	23
2.5 Research Hypothesis	24

## **3.0 CHAPTER THREE: RESEARCH METHODOLOGY**

3.0 Introduction	26
3.1 Research Design	26
3.2 Sample	27
3.3 Measurement Scale	29
3.4 Data Collection	30
3.5 Analysis and Presentation of Data	31
3.6 Data Collection Procedures	32
3.7 Pilot test	32
3.8 Reliability	33
3.9 Frequency Distribution	34
3.10 Descriptive Statistic	34
3.11 Pearson Correlation Coefficient	35
3.12 Regression	36
3.13 Statistical method	33

3.14 Chapter Summary	37
----------------------	----

## **4.0 CHAPTER FOUR: DATA ANALYSIS AND FINDINGS**

4.1 Introduction	38
4.2 Sample Characteristic	38
4.3 Descriptive Statistic	39
4.3.1 Gender of Respondents	39
4.3.2 Department of Respondent	40
4.3.3 Age of Respondent	40
4.3.4 Ranking of Respondent	41
4.3.5 Current Health of Respondent	42
4.3.6 Years of working Experience	42
4.3.7 Monthly Income	43
4.4 Reliability Analysis	44
4.5 Descriptive Statistics	44
4.6 One Way ANOVA Analysis	45
4.7 Test Hypothesis	46
4.8 Chapter summary	52

## **5 CHAPTER FIVE: DISCUSSION AND CONCLUSION**

5.1 Introduction	53
5.2 Discussion	53
5.3 Limitations	53

5.4 Conclusion	55
----------------	----

<b>BIBLIOGRAPHY</b>	58
---------------------	----

**APPENDIX A**

**APPENDIX B**

## LIST OF TABLES

Table 3.1	Reliability statistic for the pilot test	42
Table 3.2	McBurney's (2001) Descriptions of Correlation Values	44
Table 4.1	Response Rate	48
Table 4.2	Gender of Respondents	49
Table 4.3	Department of Respondent	49
Table 4.4	Age of Respondent	50
Table 4.5	Rank of Respondent	51
Table 4.6	Current Health of Respondent	51
Table 4.7	Years of working experience	52
Table 4.8	Monthly Income	53
Table 4.9	Reliability Analysis	53
Table 4.10	Descriptive Statistics	54
Table 4.11	One-Way ANOVA between department, Age, Rank, Experience and Income with the Job Stress among Police in RMP	55
Table 4.12	Correlations between Health Problem and Police Stress	56
Table 4.13	Correlation between Job Satisfaction and Police Stress	57
Table 4.14	Correlation between ranking and Police Stress	58
Table 4.15	Correlation between Monthly Income and Police Stress	59
Table 4.16	Regression Analysis	60
Table 4.17	Summary Result of Hypotheses Testing	62

## LIST OF FIGURE

Figure 2.1: Theoretical framework

19

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

The Royal Malaysian Police (RMP) is a part of the security forces structure in Malaysia. The force is a centralized organization with responsibilities ranging from traffic control to intelligence gathering. Its headquarters is located at Bukit Aman, Kuala Lumpur. Currently RMP has a staff of 102,037 officers and men. This number reflects the various duties undertaken by RMP, ranging from General Duties to operations carried out by the General Operation Force (GOF). General Duties include traditional policing and services provided to the public at the police stations. The non-regulatory duties carried out by the GOF include preventing the entry of illegal immigrants and now well known successes during the communist insurgency (RMP source).

Taken as whole, research on policing and stress suggested that police work is in fact stressful. As Anderson *et al.* (2002) citing others, it is one of the most stressful occupations in the world. We also know that stress, particularly when it become chronic, can lead to a multiplicity of problems for the other officers as well as for the organization they work for. For example, the literature on police officer stress indicates that stress can lead to a greater likelihood of absenteeism, burnout, job dissatisfaction, early retirement or attrition, a weakened immune system with increased short- and long-term illness, long-term disability, poor work performance and potentially premature death (Anderson *et al.*,2002; Anshel,2000; Kirkcaldy *et al.*,1995; Burke,1994; Brown and Campbell,1990;

The contents of  
the thesis is for  
internal user  
only

## Bibliography

Anderson,G.S., Plecas,D.D. and Segger, T. (2001), “Police officer physical abilities testing: re-validating a selection criterion”, *Policing: An International Journal of Police Strategies and Management*, Vol.24, No.1, pp.8-31.

Anderson,G.S, Litzenberger, R. and Plecas, D. (2002) Policing: An International Journal of Police Strategies & Management : *Physical Evidence of Police Officer Stress*. Vol 25 No. 2 pp. 399-420

Arnsten,A.F.T. (1998), “ The biology of being frazzled”, *Science*, Vol.280,pp.1711-2

Bonneau,J. And Brown, J. (1995), “Physical ability,fitness and police work”, *Journal of Clinical Forensic Medicine*, pp.157-64.

Brooks,L. W. and Piquero, N.L. (1998) Policing: An International Journal of Police Strategies & Management : *Police Stress: Does department size matter?* Vol 21 No. 4 pp. 600-617

Buker, H. and Wiecko, F. (2007) Policing: An International Journal of Police Strategies & Management : *Are causes of Police stress Global? Testing the effect of common police stressor on the a Turkish National Police*. Vol 30 No. 2 pp. 291-309

Cummins, R.C. (1990), “Job stress and the buffering effort of supervisory support”, *Group and Organizational Studies*, Vol. 15 No. 1, pp. 92-104.

Cox, T., Leather, P., & Cox, S. (1990). Stress, health, and organisations. *Occupational Health Reviews*; 23, 13-18.

Davis, K. (1988), Ypletmede Ynsan Daranypy: Orgutsel Davranyp, 3rd ed. New York, McGraw Hill, p. 176.

Edwards, J. R., & Harrison, R. V. (1993). Job demands and worker health: Three dimensional reexamination of the relationship between person-environment fit and strain. *Journal of Applied Psychology*, **78**, 628–648.

French, J. R. P., Jr., Caplan, R. D., & Harrison, R. V. (1982). *The mechanisms of job stress and strain*. New York: Wiley.

Gibson, V. M. (1993, January 15). Stress in the workplace: A hidden cost factor. *HR Focus*, **70**.

Ganster,D.C.,&Schaubroeck, J. (1991).Work stress and employee health. *Journal of Management*, **17**, 235–271.

Hatton, C., & Emerson, E. (1993b). Organizational predictors of staff stress, satisfaction, and intended turnover in a service for people with multiple disabilities. *Mental Retardation*, **31**, 388–395.

Harrison, R. V. (1978). Person-environment fit and job stress. In C. L. Cooper & R. Payne (Eds.), *Stress at work* (pp. 175–205). New York: Wiley.

Hollenbeck, J.R. and Williams, C.R. (1986), “Turnover functionally versus turnover frequency: a note on work attitudes and organizational effectiveness”, *Journal of Applied Psychology*, Vol. 71, pp. 606-11.

Kompier, M., de Gier, E., Smulders, P., & Draaisma, D. (1994). Regulations, policies and practices concerning work stress in five European countries. *Work and Stress*, **8**, 296 318.

Kim, J., & Garman, E. T. (2004). Financial stress, pay satisfaction, and workplace performance. *Compensations and Benefits Review*, 69–76.

Kirkcaldy, B., Cooper, C.L. and Ruffalo, P. (1995), "Work stress and health in a sample of US police", *psychological reports*, Vol 76, pp.700-2.

Lundberg, U. (1996). Influence of paid and unpaid work on psychophysiological stress responses of men and women. *Journal of Occupational Health Psychology*, **1**, 117–130.

Lazarus, R. S. (1974). Some thoughts about stress in work situations. In Levi, L. (Ed.), *Society, Stress and Disease*. Oxford.

Lalgen, D. R. (1990). Health issues at work: Opportunities for industrial/organizational psychology. *American Psychologist*, **45**, 273-283.

Locke, E.A. and Luthan, G.P. (1990), *A Theory of Goal Setting and Task Performance*, PrenticeHall, EngleWood Cliffs, NJ, pp. 42-61.

Landsbergis, P.A. (1988), "Occupational stress among health care workers: a test of the job demands-control model", *Journal of Organizational Behaviour*, Vol. 9, pp. 217-40.

Murphy, L. R. (1996). Stress management in work settings: A critical review of health effects. *American Journal of Health Promotion*, **11**, 112 – 135.

Miller, L., "To Beat Stress, Don't Relax, Get Tough", *Psychology Today*, Vol. 12, 1989, pp. 72-4.

McGrath, J. E. (1976). Stress and behavior in organizations. In M. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1351–1395). Chicago: Rand McNally.

Matteson, M., & Ivancevitch, J. M. (1982). The how, what and why of stress management. *Training Personnel Journal*, October, p.768.

Mann, S. E. (1996, November 25). Employee stress: An important cost in mergers. *Business Insurance*, 30, 24.

Moser, K. (1997). Commitment in organizations. *Psychologies* 41 (4), 160-170.

Peirce, R. S., Frone, M. R., Russell, M., & Cooper, M. L. (1996). Financial stress, social support, and alcohol involvement: A longitudinal test of the buffering hypothesis in a general population survey. *Health Psychology*, 15, 38–47.

Pearlin, L. I. (1989) The sociological study of stress. *Journal of Health and Social Behavior* 30 (September), 241-256.

Rose, J., Mullan, E., & Fletcher, B. (1994). An examination of the relationship between staff behavior and stress levels in residential care. *Mental Handicap Research*, 7, 312–328.

Rose, J. (1995). Stress and residential staff: Towards an integration of existing research. *Mental Handicap Research*, 8, 220–236.

Rees, D. W. (1995). Work-related stress in health service employees. *J. Manage. Psychol.* 10: 4-11.

Spector, P. (1997), Job Satisfaction: Application, Assessment, Causes and Consequences, Sage, Thousand Oaks, CA.

Stein, F. (2001). Occupational stress, relaxation therapies, exercise and biofeedback. *Work*, 17, 235–245.

Singer, J. N. (1975). Job strain as a function of job and life stresses. *Dissertations*

*Abstracts International 36 (6B), 3109.*

Selye, H. (1956). *The stress of life*. McGraw-Hill.

Stevenson, D. (2000) Stress-*The new 'British Disease'?* Management Researce News Vol.23 No.12.

Toohey, J. (1994). Managing the Stress Phenomenon at Work. Paper presented at the Australian Psychological Society--National Occupational Stress Conference: Stress and Well-Being at Work, Gold Coast, Australia.

Toohey, J. (1992). *Quality of working life project: A study of occupational stress in Commonwealth Government Agencies*. Comcare Australia.

Tacheuchi, C. T., Williams, D. R., & Adair, R. K. (1991). Economic stress in the family and children's emotional and behavioral problems. *Journal of Marriage and the Family*, 53(4), 1031– 1041.

Wagenfeld, M. O. (1990) Mental health and rural America: a decade review. *The Journal of Rural Health* 6(4), 507-522.