

**AN INVESTIGATION ON FACTORS OF WORK  
STRESS INFLUENCE JOB PERFORMANCE:  
MODERATING BY SOCIAL SUPPORT**

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**MASTER OF SCIENCE  
UNIVERSITI UTARA MALAYSIA  
MAY 2014**

**AN INVESTIGATION ON FACTORS OF WORK STRESS INFLUENCE JOB  
PERFORMANCE: MODERATING SOCIAL SUPPORT**

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**Dissertation Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Fulfillment of the Requirement for the Master Degree**

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## ABSTRACT

There are several studies that have suggested many factors of work stress predictors which influence on job performance in an organization. Even though, empirical studies focus on factors of work stress influence job performance at the workplace, literatures indicates that lack of interest in investigating about job stress, role ambiguity, role conflict, job control, social support towards job performance. Hence, the present study fill in the gap by investigating the relationship job stress, role ambiguity, role conflict, job control, social support and job performance among administrative staffs in University Utara Malaysia (UUM), Kedah. The purpose of present study is to investigate the effect of job stress, role ambiguity, role conflict influence on job performance of employees, in addition the moderating effect of social support also accessible in this study. The data was collected from administrative staffs working in Malaysia Public University (UUM). There are 215 questionnaires were used to analyze the data. Results indicate that negative and significant relationship was found between role ambiguity and job performance. Next, a positive and significant relationship found between job control and job performance. Next, the results indicated that social support is positively and significantly related to job performance. Besides, results indicated social support moderate between job stress and job performance showed a significant relationship. Finally, Social support moderates the relationship between role ambiguity and job performance. Social support moderates the relationship between role conflict and job performance and has a significant relationship. The conclusion of this study is able to contribute to the UUM employees to be aware of the work stress issues in their workplace and able to maintain their job performance.

**Keywords:** Job performance, job stress, role ambiguity, role conflict, job control, social support

## **ACKNOWLEDGEMENT**

Praise to God for giving me chances and direction for me to be strength, patience and wisdom while conducting this research. I would like to thank to my respect and gratitude to my supervisor Dr. Muhammad Awais Bhatti for his expert and his advice, support, teaching and guidance throughout this research.

Besides, I also would like to say my deepest thanks to my family members my mother, father and sister for their great moral and financial support, not forget to thank my friends for helping me throughout this research.

## **DEDICATION**

To my parents, Sai Ah Kow and M. Danalaksmy and my brothers and sister Wai Kheung, Wai Hong and Mei Lai.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

Over the past few decades the stress had become a growing dilemma in organization and cause unfavorable effects on job performance. The idea of stress presents into life science by Selye (1936). Stress is a universal element that affects employees worldwide (Imtiaz & Ahmad, 2009). There are many barriers that affecting the employees in the workplace. Work stress often affects the employees in the workplace, where each employee will feel it at least once in their workplace. Work stress is a real life problem that not only affects the organization, but the employees mainly become victims of stress. According to Shah & Hasnu, (2013) stress become a familiar element in organization and nowadays the workplace become more complicated, which bring more negative impacts to the employees compared to positive impacts. Stress among workers is greater than before which also effect on the whole performance of the employees.

Stress which occurred in workplace declared as harmful to physical and emotional responses that happen within a human being when the requirement of the job do not match the employees' capacity, resources and needs. In addition, according to Shahu and Gole (2008) higher levels of stress are connecting to lower performance, whereas higher job satisfaction point out higher performance.

Besides, according Meneze (2005) work stress has become challenging to the employers because this issue is rising in employment world high level of the stress

which brings result in low productivity increased absenteeism and collection other employees' problems like alcoholism, drug abuse, hypertension and also host of cardiovascular problems to the employees. The employer should realize that the stress unable to avoid or ignore in an organization, therefore management must aware of the employees' condition. If the employer finds out stress among employees must try to find out some solutions to satisfy the employees make sure they able handle their work stress in an organization and perform well in their job to bring benefits to the organization.

There are many authors that provide different definitions for the stress and as adoption of a study explains that the impact of the work stress affecting all the employees without acknowledging the gender of the person. All types of organization have the work stress, which affects the employee, including the size of the organization and department either large or small will be same work stress affect to the employees (Bashir & Asad, 2007). Besides, the stress has many factors that stimulate stress among the employees such as long working hours, poor relationship between the workers, lack of increment or promotion in the job, poor leadership who not able to lead and organize the team will give work stress to the followers as stated by Matteson and Ivancevich (1987).

Thompson and Prottas (2006) argued that most of the employees who get stress through their working life and it will affect their job performance. However, stress can be cure through in several ways in organization like good leadership, provide benefits like insurances for the employee or vacation chance once in year

and fair working hours, increment or promotion provides for the employees who perform well as recognition.

In addition, when the organization starts to ignore the work stress problem, it might later become big issues in the organization which will affect the main goal of the organization. Since employees affected by work stress so the job satisfaction will reduce simultaneously, then the productivity of the organization low and profit of organization decreased. As adoption when the cooperation among the employees found in the organization team and the relationship among the colleague good the job performance will be better but if the organization obtain the work stress issues as small subject which later it cause low production in organization, employees will feel demotivated to work under the organization (The Office of Radiation, Chemical and Biological Safety, 1999), thus the organization should concern about the employees work stress so that organization able safe the job performance in organization.



## 1.2 Problem Statement

The Researcher tends to examine the factors that cause work stress influence on job performance in an academic institution. There are several factors of work stress influence the employees and why they faced high levels of stress in their organization.

There are many continuous stress levels increasing in the workplace that affect the employees' performance and will reduce the job satisfaction among the employees. Job satisfaction for an employee is important because it link up the employee's comfort level and psychological or emotional health which contribute to the organization by enhance the job performance (Yang & Kassekert, 2010). The researcher focused on the effect of work stress towards job performance, which causes many other negative impacts to the employees. Lee (2013) suggested that growing of work stress problem among the Malaysian organizations is a well-known issue in Malaysia. Chairman of National Institute of Occupational Safety and Health (Niosh) Tan Sri Lee Lam Thye stated that employees are facing the high stress level since is an ignore issue in organization which result them to falling in sick, unable to control their emotional in workplace create many problems to the organization of the survey did show that 70 percentage of Malaysian employees are suffering with the work relate illness like hypertension and so on. As consequences, the organization will suffer to recover the situation since employees are their main asset.

Factors of work stress important predictors which related to job performance in an organization, because it was important consideration affect employees physically and mentally at the workplace. Yet, some of the work stress factors that

have been considered include job insecurity (Chirumbolo & Areni, 2005; Jordan, Ashkanasy & Hartel, 2002; Sverke & Hellgren, 2002; Rosenblatt & Ruvio, 1996; Yousef, 1998), working environment (Imran, Fatima, Zaheer, Yousaf & Batool, 2012; Ollukkaran & Gunaseelan, 2012; Naharuddin & Sadegi, 2013; Jose, Ricardo, Szabolcs & Carmen, 2011; Ardakani, Jowkar & Mooghali, 2012), work-family conflict (Li, Lu & Zhang, 2013; Karatepe, 2012; Wang, Lin & Tsai, 2012; Jayaweera, 2007; Mohsin & Zahid, 2012), workload (Chen, Wu, Lin, Horna, & Shieh, 2010; Willis, Elvey & Hassell, 2011; Hombergh, Kunzi, Elwyn, Doremalen, Akkermans, Grol & Wensing, 2009; Dasgupta, 2013; Maestad, Torsik & Aakvik (2010); Oron-Gilad, Szalma, Stafford & Hancock, 2008). In general, these studies found that work stress reduces the intention for the employees to work and decrease the job performance.

Even though the previous empirical studies focus on factors of work stress influence job performance at the workplace, but the literatures indicate that lack of research on investigating about job stress, role ambiguity, role conflict, job control, social support towards job performance. Therefore, there is a necessity to investigate the relationship between job stress, role ambiguity, role conflict, job control, social support and job performance. According to Idris, Dollard and Winefield (2009) Eastern and Western countries' culture have similarity and differences in handling their work stress. As an example, they mentioned Malaysia context intern of work stress management is more different than western countries that Malaysian would likely to direct dealing with the managers and have smooth talk with them trying to solve problems at workplace together. However, western countries they more focus

on time management and individually handle their work stress and problem faced in organization (Kinman and Jones, 2005).

Apart from that, literature review suggested many studies on factors of work stress influence job performance, however, most of the studies were conducted mainly in corporate sectors (Musyoka, Ogutu & Awino, 2012; Ashfaq, Mahmood & Ahmad, 2013; Mathur, Rigg, Sandhar & Holani, 2007; Musyoka, Ogutu & Awino, 2013; Ismail, Yeo, Ajis & Dollah, 2010; Fried, Alian, Tiegs, Avita & Yeverechyanu, 1998; Singh, 1993; June & Mahmood, 2011; Moore, 2000; Nagami, Tsutsumi, Tsuehiya & Morimoto, 2010), health sectors ( Ghavkadehi, Chegini, Dizgah & Khodashahri, 2012; Jehangir, Kareem, Khan, Jan & Soherwardi, 2011; Azizollah, Zaman, Khaled & Razieh, 2013), banking industry ( Velnampy & Aravinthan, 2013; Masood, 2013; Joshi & Goyal, 2012; Ali, Hassan, Ali & Bashir, 2013; Bashir & Ramay, 2010; Shahid, Latif, Shali & Ashaf, 2013) thus lack of interest to educational industry. Besides, administrative staffs selected as respondents because the nature of the job they work with fix time 8 until 5 evening compare to academic staffs working time is more flexible and other reasons like they have to achieve their department goals and policies within certain time so administrative more affected by work stress. Therefore, job performance deserves further investigation in Malaysia because the findings of past studies may not be generalizable to Malaysia context.

### **1.3 Research Objectives**

This research will investigate the factors of work stress influence the job performance. The objective is to find of the work stress influence job performance of

employees. The objective for choosing this topic is employees are asset of an organization so when they having stress in the workplace, it will bring negative effect to the organization performance. The research objectives are as follows:

1. To investigate the influence of job stress on job performance;
2. To determine the influence of role ambiguity on job performance;
3. To examine the influence of role conflict towards job performance;
4. To determine the influence of the job control towards job performance.
5. To examine the relationship of social support between independent (i.e. job stress. Role ambiguity, role conflict, job control) and dependent variables (i.e. job performance).

#### **1.4 Research Questions**

This study intends to identify UUM Administrative staffs affect by the work stress in their workplace and the effect to their job performance. Few important questions led the focus of this study. The following research questions were developed by the researcher in order to guide through the conduct of research in which by answering the questions, the research objectives could automatically be achieved.

1. What is the relationship between job stress and job performance?
2. What is the relationship role ambiguity and job performance?
3. What is the relationship between role conflict and job performance?
4. What is the relationship between job control and job performance?

5. Does social support moderate between the independent variables (i.e. job stress, role ambiguity, role conflict, job control) and job performance?

### **1.5 Significance of Study**

First of all this research will contribute general body of knowledge about work stress, factors of work stress and influence towards the job performance. Besides, this study also will assist to develop a framework on the effect of work stress on job performance. The findings of this research maintain, so they able to offer empirical evidence about the relationship between factors of work stress (job stress, role ambiguity, and role conflict and job control), social support and the job performance. There are several studies that examine the employee performance in the workplace. There are plenty of studies that established about the factors of work stress towards job performance (Bashir, and Ramay (2010); Ali, Farooqui, Amin, Yahya, Idrees, Amjad, Ikhlag, Noreen & Irfan (2011); Nawaz, Mohsan, and Khan, (2011); Mirela, and Adriana (2011); Smith, Mills, Rasmussen, Wefald, and Downey (2012); Shahu and Gole (2008); Kotteeswari, & Sharief, 2014). Although the empirical studies examined many other factors of work stress influence job performance, yet most of the studies mentioned about workload, job insecurity, working environment, job satisfaction, job involvement, work-family conflict, job demand, motivation. The implies of other work stress factors have been given less attention, this study will fill in the gaps by with other factors of work stress towards job performance.

In additional, as mentioned earlier, a comprehensive review of literature suggested plenty of studies about factors of work stress influence job performance,

however, most of the studies was conducted mostly in corporate sectors (Musyoka et al., 2012; Ashfaq et al., 2013; Mathur et al., 2007; Musyoka et al., 2013; Ismail et al., 2010; Fried et al., 1998; Singh, 1993; June & Mahmood, 2009; Moore, 2000; Nagami et al., 2010), health sectors ( Ghavkadehi et al., 2012; Jehangir et al., 2011; Azizollah et al., 2013), banking industry ( Velnampy & Aravinthan, 2013; Masood, 2013; Joshi & Goyal, 2012; Ali et al., 2013; Bashir & Ramay, 2010; Muhammad et al., 2013) thus lack of interest to educational industry. Therefore, the present study contributes to the literature on job performance by investigating the relationship between job stress, role ambiguity, role conflict, job control, social support and job performance among administrative staffs working in University Utara Malaysia which located in Sintok, Kedah State, Malaysia, with the intention that the findings of the present study can be generalized to Malaysia context.

### **1.6 Scope of Study**

The scope of the present study will cover the employees from the University Utara Malaysia (UUM) which is from administration department. The participants for this study will be the all the administrative staffs in UUM. This study able the researcher to investigate the factors work stress influence the job performance among the employees of the institution and make sure which type of factors affect the employees in the workplace most. Future research could study the same factors to increase consistency of research findings and also other work stress factors in order to expand the knowledge on this topic. Furthermore, the methods used in evaluating

the factors of work stress should explore and further as it is not easy to measure the influence of work stress towards the job performance.

### **1.7 Organization of Study**

This research consists of five chapters. Chapter one from this research, discuss the background of the research, problem statement, research objective, research question, scope of study and significance of the study. Besides, chapter two consists the revision of literature review, which related to this research variables, discuss of hypotheses formulated and the framework developed for this research. Chapter three focuses on research methodology. This also research design, instrument of measurement, population, sample, data collection and questionnaire. Chapter four is the findings of this research which collect from the data collection. The demographic profile of the respondents, interpretation of analysis, and hypothesis testing results are included. Finally, Chapter five represents summaries of the findings and some discussion will be presented to show the relationship among the variables. Besides, implications and limitations of the research followed by the implication for the future research and recommendation part.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The purpose of this chapter is to state the review of related literature from the previous study that did by other authors regarding this topic and the both conceptual and empirical studies related to the research variables will be reviewed in this section. The study includes the conceptual define of the variables in the research and brief view about the work stress on the job performance will start in this chapter.

#### **2.2 Job Performance**

Performance define as accomplishments of employees and output, that acknowledged by organization in employee works adoption from Robbins and Coulter, (1996). Skill, effort and nature of work condition are mixed which stated as part that represents job performance. Skill is the knowledge and the capacity of the employee; effort is an action which brings motivation to get a task done: and nature of work conditions represents the degree of accommodation of these conditions in facilitating the employee's output (Kazmi, Amjad, & Khan, 2008).

Furthermore, Ashfaq, Mahmood and Ahmad (2013) illustrated that the job performance be able to create the flexible working environment, conducting the training section, improves technology skills regarding production sectors to make the employees feel more convenience and should enlarge the employees' quality and contribute towards job performance. Actually the job performance refers to the



employees' involvement and the degree could achieve with them by handling all the problems that occur in the workplace. The rewards that the organization provides to employees either can be in financial form like bonuses, increment in salary or non-financial type like vacation benefits, recognition of certificate for the particular achievement of an employee in an organization make the employee experience high job satisfaction and motivated to achieve high job performance.

Giga and Hoel (2003) stated that job performance is a measurement of a person that how he or she perform in the job assigned, the job performance will be better if the organization give rewards to the employee who perform well in their job so the rewards able to create high job satisfaction to the employee in the workplace. Cascio (2006) stated that higher management should have a Key Performance Indicators (KPIs) as a measurement of job performance of their employees to make sure employee aware of expectation from organization that what the employees should achieve in their job task.

Besides, the Mahmud, Hussain, Hannan and Muhammad (2010) stated that the most common factor that affect the employee performance and create stress to them is heavy workload and time pressure, which need to complete their big task in short period make employees experience job stress in the workplace.

### **2.3 Job Stress and job performance**

Job stress is extremely an individual feedback and is different from general stress as it is also an organization and job related (Montgomery, Blodgett & Barnes 1996). Taylor, Lerner, Sage, Lehman and Seeman (2004) defined stress as a familiar

complaint of the employees worldwide. Mead (2000) job stress should identify in the early stage because most of the absence of an employee is because of the occupational stress experience with them in their workplace discouraging them to perform well as their organization. An employee able to go through the stress in several levels in their workplace while the job stress continuously increases, it will harm the employee performance and they will perform low in their organization (Jeanne, Laura, Ellen, Melinda, & Robert, 2008).

Elizabeth, (2009) mentioned that there many factors that can be fixed as common symptoms of stress and stress will affect everyone in a different or unique way while according to Silva (2006) stated that when a person affected by stress will have problems like headache, frequently get cold and flu, having sleep problem often, fuzzy thinking and so on which give impact to physical and psychological of a person. The job stress becomes a big problem in organization and challenge for the employer to handle with which cause low productivity, performance, an increase in absenteeism and collection to another problem like hypertension, cardiovascular problems (Kazmi et al., 2008). Firth, David, Kathleen and Claude (2007) mentioned that when an employee faces stress in the workplace, it makes the person quit from the organization or quit from the job. A case study of which did at bank sector state the main or high tendency of getting stress is at the workplace because plenty of the time they spend at their bank (Jamshed, Muhammad, Ayaz, Muhammad & Amjad, 2011). Malta (2004) the insecure feeling or worrying for loss job is basically stressful, so although they are not satisfied with the current job, but they will try to keep on that job too because without a job is more stressful.

Several have shown that job stress has a significant influence on job performance Ismail, Yeo, Ajis, and Dollah (2009); Bashir, and Ramay (2010); Ali, Farooqui, Amin, Yahya, Idrees, Amjad, Ikhlag, Noreen & Irfan (2011); Nawaz, Mohsan, and Khan, (2011); Mirela, and Adriana (2011); Smith, Mills, Rasmussen, Wefald, and Downey (2012). However, the findings of these studies were inconclusive. For example Mathur, Rigg, Sandhar and Holani (2007) examined the relationship between job stress and job performance among 110 employees in the manufacturing sector of Gwlior region. The study showed that job stress positively related to job performance. Similarly, Musyoka, Ogutu, Awino (2013) examined the relationship between job stress and job performance on 32 National Stock Exchange (NSE) listed company in Kenya. The study showed that job stress positively related to job performance. Ismail, Yeo, Ajis, Dollah (2010) conducted a study to examine the effect of psychological stress, emotional intelligence on the job performance among 104 employees who attached to the private institutions of higher learning in Kuching City, Malaysia. The study showed that occupational stress and emotional intelligent significantly related to job performance and represent positive relationship between the variables.

There is a study conducted by Bashir and Ramay (2010), banking sector employees as study to investigate that job stress has negative influence on job performance among 144 employees including the managers and customer services officer as respondent in Pakistan. The results showed that job stress significant decrease the job performance of the employees. In additional, Jehangir, Kareem, Khan, Jan & Soherwardi (2011) conducted a study to examine the relationship

between job stress and job performance among 315 nurses staff at Public Sector Hospitals in Peshawar, Pakistan. The study established negative relationship job stress on job performance exists. While, Shahid, Latif, Sohail and Ashraf, (2011) conducted a study to examine the combined effects of job stress, employee performance among 144 bank employees from the various level bank sector in Faisalabad, Pakistan. The result provides a strong support for the proposed hypotheses that job stress has negative influence on job performance as evidence findings shows that majority banker felt that when the job stress increase in unison the job performance decrease among the bank workers. Azizollah, Zaman, Khaled and Razieh (2013) examined the negative relationship between job stress and job performance among 491 Nurses from Hospitals in Iran. The study showed that job stress negatively related to job performance.

#### **2.4 Role Ambiguity and Job Performance**

According to Rizzo, House, and Lirtzman (1970) role ambiguity refers to “lack of clarity and predictability of outcomes of one’s behavior” (p. 475). Glissmeyer, Bishop and Fass (2008); Shen (2005) stated that role is an expectation from organization towards employee’s behavior who hold positions in an organization, and role ambiguity mentioned as a prediction towards a person behavior responses and clarification of a person's role or behavior requirement. Role ambiguity mostly shows that an employee not clear or does not know the real responsibility in their work or job description. Onyemeh (2008) mentioned that job performance of employees affected by role ambiguity and role conflict. Besides, job anxiety will

become higher when the role of an employee not understandable for him or her and it frankly will decrease the job performance of an employee (Slattery, Jeffrey, Selvarajanb, Andersonc & John, 2008).

Jamal & Preena (1998) when there is an imbalance between job demand or job control and unable of employee to control or handle a situation will create high stress towards the employee which shows that when an employee unable to handle a situation that he or she facing role ambiguity in their task performance. Wright and David (2003); Daley (1986) argue that when employees not affected by the role ambiguity they are very clear about their job description and what expectation of their job it will automatically increase employees' job satisfaction they able to increase their productivity in organizations.

Substantial amount of the past studies have showed role ambiguity and also studies about role ambiguity are related the job performance, Abramis (1994); Bhuian, Menguc and Borsboom, 2005; Chang and Chang (2007); Fried et al., (1998); Gilboa , Shirom, Fried and Cooper (2008); Harris, Artis, Walters, and Licata (2006); Idris (2011); Jamal & Preena (1998); Murkherjee and Maholtra, 2006; Nygaard and Dahlstrom (2002); Hang-Yue, Foley and Loi (2005); Lang, Thomas, Bliese and Adler, 2007; Singh (1993); Shabaz and Shakeel (2012).

A meta-analytic study of 169 independent samples from 104 published and 33 unpublished empirical studies which involved 35,265 individual participants, Gilboa et al., (2008) conducted a study that examine the negative relationship between role ambiguity and job performance. The results provide strong evidence that role ambiguity was negatively and significantly related to job performance.

While Fried et al., (1998) conducted a study to examine the role conflict and role ambiguity has a negative relationship with performance among 359 employees from the industrial organization in Israel. The study established significant and negative relationship between role conflict, role ambiguity and also job performance. The study showed that role conflict and role ambiguity higher will reduce the job performance. Similarly, a study to examine the negative relationship between role ambiguity and job performance conducted by Singh (1993) among 472 sales and Marketing executives (SME) from Small and medium size business in the United State (US). As predicted, the results indicated that role ambiguity was negatively related to job performance. Besides, the study also mentioned that the job performance strongly affected by the role ambiguity as the findings from the research.

Similarly June and Mahmood (2011) conducted a study to examine the negative relationship between role ambiguity and job performance among 1500 employees from the service sector in Malaysia. The results showed that role ambiguity was negatively and significantly related to job performance. Similarly a study conducted by Celik (2013) reported a significant and negative relationship of role ambiguity towards job performance and job satisfaction among 200 principals in high schools in the city of Denizli and Manisa. In a sample of 169 administrators of auditors in New Zealand, Fisher (2001) found a significant and negative relationship between role ambiguity with job performance and job satisfaction. In a particular, Knight, Kim and Cruisinger (2006) examine the effects of role stress on job performance among 259 participants from sale department at supermarket in United

State. The results showed that role ambiguity was negatively and significantly related to job performance.

## **2.5 Role Conflict and Job Performance**

Role conflict defines as a multi role play by an individual creates incompatibility of conditions and expectations of the role (Rizzo et al., 1970). The role conflict achieves extremely in the jobs that require for critical thinking and high level of decision making. According Rizzo et al. (1970) lack of wider resources, then bend the rule or policy of which fix by the organization and employee who receive conflicting request define as employee's impact by role conflict. Fried et al., (2008) mentioned role stressors affect the job performance in various like the switch away the effort to work for employees, it was proven in the theoretical and empirical studies that role conflict negatively affects the job performance. Similarly, Frone (2000) stated that conflict between supervisors and workers not only affect the emotion of employees, but affect the job outcomes and it leads to burnout.

There are studies did by Dua (1994); Sharpley, Reynolds, Acosta and Dua (1996); Gillespie, Walsh, Winefield, Dua and Stough (2001); Taris, Schreur and Silfhout (2001) said that most of the stress experience of role conflict among the academics. As adoption from Rowley (1996) given an example that when there are role conflict within employees when they assign to complete tasks with inappropriate resources so they are forced to bend the rules and policies of the organization so that they will able to handle the task assign to them. According to Kay, (2000) support the argument by said that case study about clergy they are playing multiple role by

handling various situations and people from different background which happen in church, high expectation put on clergy from different churches have different demand to complete their job.

Substantial amount of past studies has shown that role conflict has negatively related to the workers' behavior causes a drop in the job performance (Augustine, 2009; Viator 2001). Besides, past research of Abraham, (1997); Almer and Kaplan, (2002); Fogarty, (2000) conducted studies with auditors as a sample, the result found that role conflict influence employee job performance. According to Fogarty, Singh, Rhoads, and Moore, (2000); Augustine, (2009) established that role conflict influence the job satisfaction and job performance of employees in an organization.

In particular, the Pool's study (1999) showed that the role conflict is related to job tension negatively related to the job performance. Pool (1999) conducted the study to examine the relationship among 305 corporate all over north-eastern Ohio. The relationship was found significant of increase in role conflict will make job tension higher and affect or harmed the work outcome or job performance of the employees in an organization. A Meta-analysis accessible researcher conducted by Gilboa et al., (2008) examine the relationship between role conflict and role overload have a negative relationship with task performance or job performance among 23400 employees. The results provide a strong support the proposed hypotheses that role ambiguity and role overload has a negative effect on job performance. According to Rum, Troena, Hadiwidjoyo and Surachman (2013) conducted a study about role conflict towards employee performance to examine the role conflict have negative and significant relationship with job performance among 131 Civil Servants in



Regional Apparatus Work Unit (RAWU) in Indonesia. The study established negative and significant relationship between the role conflict and job performance that the role conflict decreases the job performance. Meurs, Gallagher and Perrewe (2010) conducted a study to investigate the role of political skill in the stressor and job performance relationship, among the 839 employees from automotive field. The results provide a strong for the proposed hypotheses that role conflict has a negative towards job performance.

## **2.6 Job Control and Job Performance**

According to Ganster (1989) define job control as herein, perceived ability to exert and also influence on employees' working environment with the intention to make work condition more favor and reduce the threats. There are plenty research which explores the importance of the job control and employee benefits as an important element for creating well performance in an organization (Boswell, Olsen-Buchanan, & LePine, 2004; Dejong, Bosma, Peter & Siegrist, 2000; Ganster, Hochwalder, & Brucefors, 2005; Karasek, 1989; Leppanen, Hopsu, & Klemola, 2005; Raphael, 2004; Tsutsumi, Kayaba, Hirokawa, & Ishikawa, 2006). There much research did in job control which state that the relationship between job control and job stress, work condition and job performance. As adoption from Bakker and Demerouti (2007) and Hobfoll (1989) stated that job control is when lack or loss of resource in workplace will cause job stress to the person since unable to complete the job demand. According to Ganster, Fox and Dwyer (2001); Michie and West (2004) stated that job control and job autonomy are the most important elements that will make

employee to experience job satisfaction and perform well because they have authority in their own task they feel comfortable with the job.

According to the Spector (1998, 2002) stated that there are three suggestions about the relationship between job control and job stress. Firstly, the perception of an individual towards workplace stress will reduce if they face high job control over specific working condition. Second, the job control in the workplace will moderate the relationship between work-related stress and stress, the relationship is weak between the working environmental stresses and stress when considers job control is high but when job control low the relationship between working environmental stresses and stress are high. Third, job control considers have the good sense to make a decision. An employee will behave to solve problems in workplace if level of job control high which create productive situation for the organization, besides if a person do not have high level of job control he or she will has less confident to handle a problem or situation in workplace.

Adaption from Moore, (2000) a study about the information system (IS) professionals they have limited control towards their job this is because their job are require to face the technology gadgets and computers bout 24 hours and they also need to upgrade themselves with the new technologies although they are not interested, additional they will facing problem in time management need to sacrifice their rest time, no freedom in choose for their holidays and so on this is an example of job control application in workplace. Same job control application discuss by Igbaria and Siegel (1992); Thatcher, Stepina and Boyle (2003) that problem of taking vacation as their wish for the IS professionals. According to Ippolito, Adler,

Thomas, Litz and Holzl (2005); Troup and Dewe (2002) stated that more clarity is needed to identify the best measure of job control and what aspect of job control are most important to the employee themselves.

According to prior studies (Greenberger, Strasser, Cummings & Dunham, 1989) stated that job control has significantly and positively related with job performance. Adoption from Bond and Bunce (2003) they did research with customer service workers with the sample of worker 412 workers to test the ability of acceptance and job control to explain the mental health, job satisfaction among the employees and their performance in their workplace. The result of the research shows that employee has better mental health and job performance when there is high level of acceptance compared with high job control. According to Bond and Bunce (2001) define acceptance as freedom for a person determine his or her action without any control, they are also given opportunity to experience thoughts, feelings and sensation which lead them to achieve their job satisfaction at the workplace. However Karasek, (1990); Schnall, Belkic, Landsbergis and Baker, (2000) suggested that protection for mental health and lower risk for heart disease if there are existing job control over the work demand. Bond and Flaxman (2008) conducted a study examined the relationship between job control increase learning and job performance among 448 employees from call center in United Kingdom. The study established a significant and positive relationship between job control towards learning and job performance. In a sample of 777 manufacturing employees in Japan, Nagami et al., (2010) found job control and coworker support significant and positively related to job performance.

## **2.7 Social Support as Potential Moderator**

Social support defined as “verbal and nonverbal communication between recipient and providers that reduces uncertainty about the situation, the self, the other or the relationship and function to enhance a perception of personal control in one’s life experience”.(p.19). There many authors have classify the social support to certain categories, for example, there are two dimensions of the social support organization support and supervisor support (Kraimer & Wayne, 2004; Kraimer, Wayne & Jaworski, 2001). Recently social support has divide to two categories which are co-worker and supervisor support by Stroppa and Spieb (2010). According to Caligiuri and Lazarova, (2002); Kraimer et al. (2001); Kupka and Cathro (2007) mentioned that social support have various sources which consist of an organization, supervisor and co-worker support which able to enhance the confidence level and reduce the mental stress prepare workers make adjustments in multi-cultural situation. According to Kim, Kirkman and Chen (2008) mentioned social support as giving beneficial help to individual, make sure help to reduce psychological distress and increase the emotional well-being. According to Stansfeld, Marmot and Wilkinson (2006) stated that social support can be divided to two categories which consists emotional support and practical support. Emotional support defines as informational support from the management of the person so that it will help the person have self-problem, management will increase the confidence level of the person to behave positively in their workplace. besides, the practical support define as practical help which get in the workplace can help to increase self-motivation and also financial

support will boost up the energy level of an employee which consequence good job performance.

Social support is well established factor that influence variety of attitude and behavior, including turnover intention (Brough & Frame, 2004; Balogun & Olowodunoye, 2013; Beecroft, Dorey & Wenten,2007; Lobburi, 2012; Kalliath & Beck, 2001; Karatepe, 2013; Nohe & Somtang, 2014; Logue & Ayman, 2009; Pienaar, Sieberhagen & Monstert, 2007; Rahim & Psenicka, 1996; Sieberhagen, 2006; ), Work family conflict (Selvarajan, Cloninger & Singh, 2013; Kossek, Pichler, Bodner & Hammer, 2011; Ahmad, 1997; Wadsworth & Owens, 2007; Md-Sidin, Sambasivan & Ismail, 2010; King, Karuntzos, Casper, Moen, Davis, Berkman, Durham & Kossek, 2011; Ojha, 2011; Rathi & Barath, 2013; Nasurdin & O'Driscoll (2012) and employee well-being among others (Thompson & Prottas, 2006; Nahum-Shani, Bamberger & Bacharah, 2011; Chay, 1993; Schaufeli, Taris & Rhenen, 2008; Stansfeld, Shipley, Head, Fuhrer & Kivimaki, 2013; Jonge & Schaufeli, 1998; Grant-Vallone & Donaldson, 2001; Luo, 1999; Doest & Jonge, 2006). According to Park et al. (2004) social support at work is an important consideration in increase of organization productivity.

As adoption from Cohen, Gottlieb and Underwood (2000); Saltzman and Holahan, (2002); Schwarzer and Leppin (1991); Thoits (1995) stated that social support connected to improve the job performance. Research also suggested social support at work is positively related to job performance, for example like according Park et al. (2004) conducted a study to examine the relationship of social support towards job performance among 240 public hospital workers in the Southeastern,

United State. The result showed that high job performance can be achieved if there is high, social support from the supervisor at the workplace. Rees and Freeman (2009) examined the effect of social support as a moderator towards stress and task performance among 197 participants from British amateur golfers in the United Kingdom. The result showed that social support has a positive relationship with task performance. According to Hauck, Snyder and Cox-Fuenzalida (2008) conducted a study examined the social support will increase the job performance compared to no social support among 281 students from the University of Oklahoma in United States. The study established significant relationship between social support and job performance.

In additional directly job performance might strengthen the relationship between independent variables (i.e., job stress, role ambiguity, and role conflict and job control) and dependent variable (i.e., job performance). Indeed, the social support exchange theory suggests that individual who perceived high level social support at work a likely to be more productive. Therefore, consistent with the empirical studies and theoretical standpoint, the following hypotheses developed:

**H5:** Social support positively influence on job performance

**H6:** Social support moderate the relationship between job stress and job performance

**H7:** Social support moderate the relationship between role ambiguity and job performance

**H8:** Social support moderate the relationship between role conflict and job performance

**H9:** Social support moderate the relationship between job control and job performance

## **2.8 Research Framework**

This research framework shows the conception of the research which describe the relationship between the independent, dependent and moderating variables. The job performance as dependent variable is the main purpose of this research. These specific variables are selected from extant literature in the area work stress and job performance. This research investigates the job performance among administrative staffs of UUM. The independent variables are job stress, role ambiguity, and role conflict and job control. Besides, the moderating variable which influences both dependent and independent variables is social support. Consequently, in the present study, nine hypotheses have been advanced for testing and validation

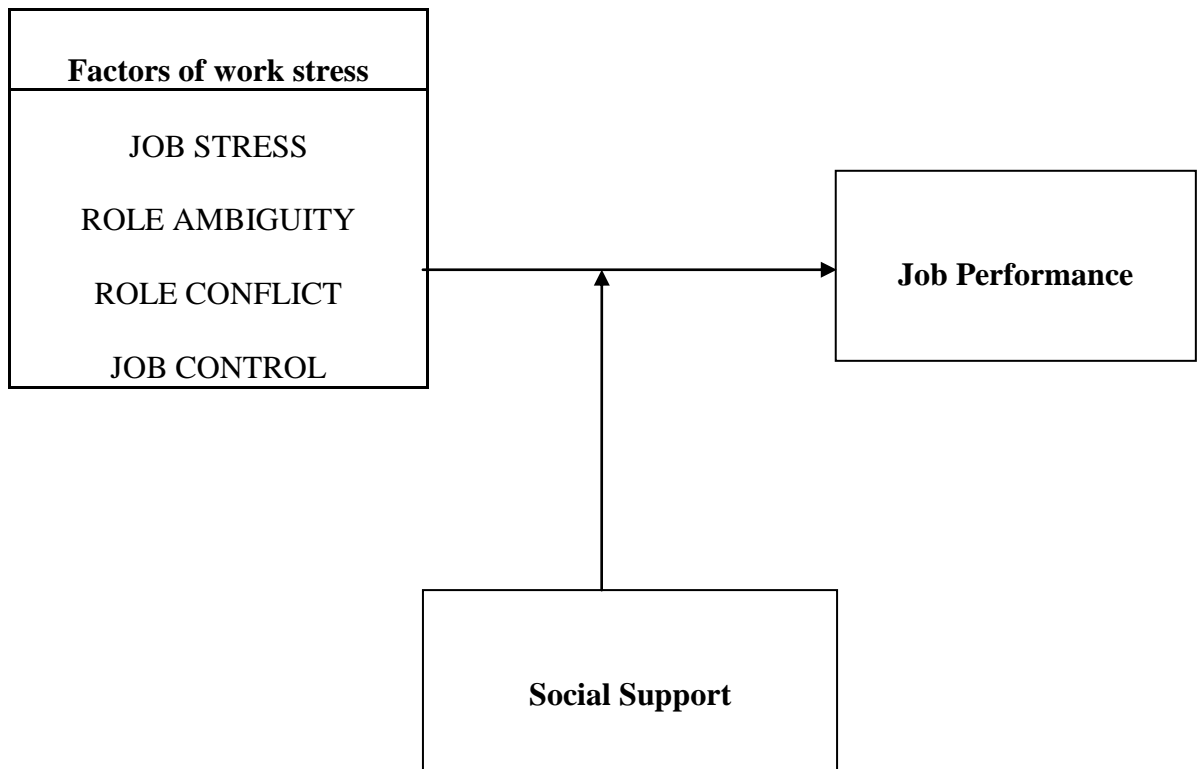


Fig. 2.1 Research Framework

## 2.9 Hypotheses Development

In explaining the relationship between job stress, role ambiguity, role conflict, job control and job performance the present study depends on the affective event theory (Weiss & Cropanzano, 1996). The affective theory is emphasized the function of work events as a proximal foundation of work attitudes. First of all, job stress, high in workplace causes employees face stress, and decrease in job performance (Azizollah et al., 2013; Bashir et al., (2010); Jehangir et al., 2011. High level of role ambiguity will decrease the job performance (Celik, 2013; Mahmood, 2011; Shirom et al., 2008; Singh, 1993), whereas role conflict high mean cause decease in job



performance (Gilboa et al., 2008; Rum et al., 2013; Meurs et al., 2010). Besides, when job control high in workplace, employees will perform better and job performance increase (Boswell et al., 2004; Dejong et al., 2000; Ganster et al., 2005). The present study has six variables, namely, job performance (i.e. dependent variable), job stress, role ambiguity, role conflict and job control as independent variables, social support as moderator. Consequently, in present study, nine hypotheses have been developed for testing and validation.

### **2.91 Job Stress and Job Performance**

Prior research assists a negative relationship between job stress and job performance (Azizollah et al., 2013; Jehangir et al., 2011; Muhammad et al., 2013). According to Bashir and Ramay (2010) conducted a study towards employees from bank sectors, among 144 employees, including the managers and customer services officer as respondent in Pakistan. The results showed that job stress significant decrease the job performance of the employees. Another study conducted by Jehangir et al., (2011) among 315 nurses staffs of Public Sector Hospitals in Peshawar, Pakistan to examine the relationship between job stress and job performance. The study established negative relationship job stress on job performance exists. Consistent with the previous empirical studies, the following hypothesis is advanced:

**H1:** Job stress negatively influence on job performance

## **2.92 Role Ambiguity and Job Performance**

Job performance affects by role ambiguity and role conflict Onyemeh (2008). There are previous researcher conducted proven it, for example, in a sample 359 employees from the industrial organization in Israel, Fried et al., (1998) found role ambiguity and role conflict have a negative relationship with performance. The study established significant and negative relationship between role ambiguity and role conflict towards job performance. The study showed that role conflict and role ambiguity higher will reduce the job performance. Likewise, according to Singh (1993) conducted a study to examine the negative relationship between role ambiguity and job performance among 472 sales and Marketing executives (SME) from Small and medium size business in the United State (US). The results showed that role ambiguity was negatively related to job performance. Besides, the study also mentioned that the job performance strongly affected by the role ambiguity as the findings from the research. Recent evidences (e.g., Idris, 2011; Shabaz et al., 2012) suggest that high levels of role ambiguity will reduce and negatively related to job performance. The aforementioned contributions, led by following hypothesis:

**H2:** Role ambiguity negatively influence on job performance

## **2.93 Role Conflict and Job Performance**

Role stressors affect the job performance in various like the switch away the effort to work for employees, it was proven in the theoretical and empirical studies that role conflict negatively affects the job performance (Fried et al., 2008). Past studies conducted by Abraham, (1997); Almer and Kaplan, (2002); Fogarty, (2000);

Agustina, (2009) showed the relationship between role conflict and job performance. As an example Meurs et al., (2010) conducted a study examined the role of political skill in the stressor and job performance relationship, among the 839 employees from automotive field. The results found that role conflict is negatively and directly correlated to job performance. Therefore, the following hypothesis is developed:

**H3:** Role conflict negatively influence on job performance

#### **2.94 Job Control and Job Performance**

Prior research supports a positive relationship between job control and job performance (Greenberger et al., 1989; Bond and Flaxman, 2008); Tsuehiya, Morimoto, 2010). In particular, Bond and Flaxman (2008) conducted a study investigated the relationship between job control and job performance among 448 employees from call center in United Kingdom. The results established a significant and positive relationship between job control and job performance. While, Tsuehiya, Morimoto (2010) conducted a study to examined the relationship between job control and job performance towards a sample of 777 manufacturing employees in Japan, Nagami, Tsutsumi. The results found job control and coworker support significant and positively related to job performance. Consistent with the previous studies, the following hypothesis is developed:

**H4:** Job control positively influence on job performance

### **2.9.5 Social Support and Job Performance**

Social support is well established factor that influence variety of attitude and behavior, including turnover intention (Balogun & Olowodunoye, 2013; Beecroft et al., 2007; Lobburi, 2012; Karatepe, 2013; Nohe & Somtang, 2014; Logue & Ayman, 2009; Sieberhagen, 2006 ), Work family conflict (Selvarajan et al., 2013; Kossek et al., 2011; Wadsworth & Owens, 2007; Md-Sidin et al., 2010; King et al., 2011; Ojha, 2011; Rathi & Barath, 2013; Nasurdin & O'Driscoll (2012) and employee well-being among others (Thompson & Prottas, 2006; Nahum-Shani et al., 2011; Schaufeli et al., 2008; Stansfeld et al., 2013; Grant-Vallone & Donaldson, 2001; Doest & Jonge, 2006). Prior research of (Cohen, 2000; Saltzman & Holahan, 2002; Schwarzer & Leppin, 1991; Thoits, 1995) stated that social support connected to improve the job performance. In particular, in a sample of 197 participants from British amateur golfers in the United Kingdom examined the effect of social support as a moderator towards stress and task performance and the results reveal that social support has a positive relationship with task performance (Rees and Freeman, 2009). According to Hauck et al., (2008) conducted a study examined the social support will increase the job performance compared to no social support among 281 students from the University of Oklahoma in United States and fund social support were a significant predictor of job performance. Therefore, the following hypotheses are advanced:

**H5:** Social support positively influence on job performance

**H6:** Social support moderate the relationship between job stress and job performance

**H7:** Social support moderate the relationship between role ambiguity and job performance

**H8:** Social support moderate the relationship between role conflict and job performance

## **2.10 Conclusion**

This chapter two consists of a literature review of previous research related to the research topic. There is much adoption of the definition and concepts from various authors. The review of literature, focuses on research that investigate job stress, role ambiguity, role conflict, job control and also the moderate of social support between factors of work stress and job performance which is evidence that support hypotheses of this research.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter will explain about the factors and context that able to answer the research questions which developed in chapter one and also create awareness of participants towards the subject of study questions. Each of the study is committing to the methodology style that needs to follow in completing the research. First of all, the certain ways include systematically investigate, data collection, and data analyze. Methodology part will help to guide the research towards a clear path to get the research complete.

#### **3.2 Research Design**

The purpose of this study is to examine the relationship between job stress, role ambiguity, role conflict, job control, social support and job performance among administrative staffs in UUM, Malaysia. This research will explain deeper about the influence of work stress towards the job performance and moderate by social support. The research was designed by using a quantitative approach. Quantitative research design applies in the present study by distributing the questionnaires to participants. Present study adopts Cross-sectional research design. UUM was selected as the context for the present study since it is the students' first choice university in Kedah state, Malaysia.

### **3.3 Unit of Analysis**

Unit of analysis is individual the administrative staffs of University Utara Malaysia, Kedah.

### **3.4 Cross-sectional**

Cross-sectional study used in the present study, whereby the data collection will be at a single point in time (Sekaran & Bougie, 2010). The formal letter which got from the school stated asking permission for collecting data from the participants will send to each head department of administrator staffs to get permission and allow collecting data from those staffs. After the head officer allow for data collection, distribution of questionnaires operates, collect questionnaires and data will be prepared to analyze.

### **3.5 Sample and Population**

#### **3.5.1 Population of Study**

The population for this study consists of 1961 administrative staffs in whole UUM which located in Sintok, Kedah, Malaysia. Whose name listed under the registration of University Utara Malaysia (2014).

#### **3.5.2 Sampling Size**

To determine the required sample size for the present study, Krejcie and Morgan's (1970) sample size determination procedure was used. Therefore, following Krejcie

and Morgan' (1970) sample size determination procedure, a sample size of 322 would be required for a population of 1961 as shown in Table 3.1 the sample size was adopted the sample size table that suggested by Krejcie and Morgan' (1970). The present study employed convenience sampling (i.e., a non-probability sampling technique). Convenience sampling is a way to get the respondent that self-selection of respondent who are willing to take part in the present study (Spector, 2008). Besides, Canvana, Delahaye and Sekaran (2010) mentioned convenience sampling most suitable method for collecting the basic data or information within a short period and efficiently to complete the research.

The data was collected from various administrative departments such as Student Affairs Department, Co-Curriculum Centre, Sultanah Bahiyah Library, International Student Department, Career Development Center, Cultural and Art Centre, Counseling Centre, Alumni Centre, U-ASSIST, Student Accommodation Centre (Dpp Proton, Dpp Tradewinds and Dpp TNB), Chancellery, Registrar's Department, Academic Affairs Department, Academic Schools, Business management, Computing, Economics, Finance and Banking, Education and Modern Languages, Islamic Business School, Graduate School Othman Yeop Abdullah Graduate School of Business, Ghazali Shafie Graduate School of Law, Government and International Studies.



Table 3.1: Sample Size for a Given Population Size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	26	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	53	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note: N= population size and S= sample size

Source: Krejcie and Morgan's (1970)

### **3.6 Data Collection Method**

First of all, before the data collection the formal letter was sent to all the administrative office of UUM to get the approval for data collection from all the staffs. After getting the approval from the higher people in the offices, the respected people will call up the researcher and allowed for distributing the questionnaires among the administration employees in UUM. Next is after the employees done the questionnaire, they will make a call to us to collect it back from them. The present study data collection was collected by distributing of self-administered questionnaires to the participants with a cover letter introducing the research topic in order to motivate the participants honestly and objectively answer the survey questions. This method was proper in this research for the study of job stress, role ambiguity, role conflict, job control, social support and job performance. In additional, self-administered questionnaire suitable method for data collection since researcher will be able to go through information from the participants within a short period of time, according to participants' convenient time without comprising their productivity at work (Saunders, Lewis & Thornhill, 2009; Sekaran & Bougie, 2010; Zikmund, Babin, Carr, & Griffin, 2009). According to Chauvel and Depres (2002) stated that questionnaire covered the huge coverage of participants in the sample of study and provide clear information to conduct the present study. The survey was conducted between 6<sup>th</sup> until 17<sup>th</sup> April, 2014. Besides, secondary data refer to some previous studies which related to the present study's field, for example suggested by

the previous researchers; information took from websites regarding the research topic, various journals literatures and books as guideline to conduct the study.

### **3.7 Instrumentation**

Data collection of this research is primarily depends on a questionnaire which distribute to respondents to gather the information. The questionnaire which design by the researcher is the adoption of the previous study, which measure job performance, based on the learning outcome classification developed from Shah and Hasnu (2013).

The researcher used questionnaire as main tools for collecting data from the respondents. The comparison between one of the independent and dependent adopted from the same journal Shah and Hasnu (2013). Other independent variables like role ambiguity and role conflict measurement adopted from Rizzo et al., (1970). The independent of job control adopted from Karasek (1985). Items for social support adopted from Morgeson and Humphrey, (2006).

Questionnaire consisted of two main sections that is section A and B and which stated in English and Malay. The first section consists of demographic profile of the respondent (gender, age, marital status, race, religion, education level and length of working in current job). Section two consisted of 5 items measuring the of job stress, 5 items for the role ambiguity, 8 items for the role conflict, 4 items for the social support and 4 items for the job performance.

### **3.8 Questionnaire Design**

There questionnaire design with close-ended questions and some questions with open-ended. All the questions adoption from the previous studies which the questions are validity was rectified. Section A is related to the demographic profile of respondents which consist of personal information will be questioned in this section, the purpose for this information just for the statistical use only. The section B is the most important part which related to this study that explain the independent and the dependent variables and also the moderate variables. Section B is to identify the work stress factors influencing the job performance among respondents. Besides, in section B also there are social support as moderate variable which included to test together with the factors of work stress and also job performance. Therefore, five-point scale questions were adopted in section B of the questionnaire. The items in the research and also for the questionnaire for this research were adopted from the same sources. Then a 5-point Likert scale used and anchored by “strongly agree” (1) to “strongly disagree” (5) which was adopted from Rahim et al. (2012), a five-point Likert-scale anchored by “strongly disagree” (1) to “strongly agree” (5) was adopted as the attitude measurement for independent variables, moderator and dependent variable, including: “factors of work stress”, “social support”, “intention” and “job performance”.

### 3.9 Description of Questionnaire

Table 3.2 Questionnaire Description

Section A	This section contained of the demographic profile of respondents (gender, age, marital status, race, religion, educational level, length of working current job)
Section B	This section contained 32 questions measuring all the independent, social support and dependent.

#### 3.9.1 Job Performance

In the present study four items adapted to measure job performance from prior research Ouyang and Yenhui (2009); Shah and Hasnu (2013). The items in this scale are: (1) “I am able to complete each work quickly and record effectively”, (2) “The work which was assigned to me by my leader can be completed on time easily (Realistic and achievable tasks)”, (3) “I feel I can easily get along with my colleague and they are very helpful (supportive environment at work)”, (4) “I usually program and arrange the progress of my job”. Participants were asked to respond to questions on the job performance scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

#### 3.9.2 Job Stress

To assess job stress construct, 5 items were adapted from Ouyang and Yenhui (2009). In additional, following the initial development and validation of this scale, multiple sample investigation was conducted by Shah and Hasnu (2013) to further

validate the scale. Sample items in this scale are: (1) “I often feel tension while I am working (due to some kind of job stress”, (2) “It is sometimes difficult for me to sleep at night due to stress of the workload on job”, (3) “My job loading (workload or tasks assigned) is too heavy”, (4) “I feel very tired when I come back from my office”, (5) “ Sometimes I feel depressed (due to stress at a job)”. In the present study, participants were asked to respond to questions in the job stress scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

### **3.9.3 Role Ambiguity**

Six items were adapted to measure the role ambiguity from prior research (e.g., Nygaard & Dahlstrom, 2002; Glissmeyer et al., 2008; Shahbaz & Shakeel, 2013). The items in this scale are: (1) “I feel certain about how much authority I have”, (2) “I have clear, planned objectives for my job”, (3) “I know that I have divided my time properly”, (4) “I know what my responsibilities are”, (5) “I know exactly what is expected of me”, (6) “I receive clear explanations of what has to be done”. Participants were asked to respond to questions on the role ambiguity scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

### **3.9.4 Role Conflict**

In order to measure employees’ perception towards role conflict 8 items were adapted from Glissmeyer et al., (2008). Sample items in the scale are: (1) “I have to do things that should be done differently”, (2) “I receive an assignment without the manpower to complete it”, (3) “I have to buck a rule or policy in order to carry out

an assignment”, (4) “I have to work with two or more groups who operate quite differently”, (5) “I receive incompatible requests from two or more people”, (6) “I do things that are apt to be accepted by one person and not accepted by others”. In the present study, participants were asked to respond to questions in the role conflict scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

### **3.9.5 Job Control**

To assess job control construct, 5 items were adapted from Park (2007). The items in this scale are: (1) “Your job requires that you learn new things”, (2) “Your job requires a high level of skill”, (3) “Your job allows you the freedom to decide how you do your job”, (4) “Your job requires that you do things over and over”, (5) “You have a lot to say about what happens in your job”. In the present study, participants were asked to respond to questions in the job control scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

### **3.9.6 Social Support**

There are four items were adapted to measure social support from Chang and Wu (2013). Sample items for this scale are: (1) “I have the opportunity to develop close friendships in my job”, (3) “I have the chance in my job to get to know other people”, (4) “I have the opportunity to meet with others in my work”, (5) “My supervisor is concerned about the welfare of the people that work for him or her”.

Participants were asked to respond to questions in the social support scale using a 5-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

### **3.10 Data Analysis Technique**

The data which collected from the respondent through the questionnaire will be sorted and will be tested using software of Social Sciences (SPSS) Version 19 for data analysis. With the purpose to examine the relationship among the job stress, role ambiguity, role conflict, job control, social support and job performance, the existing study applies few methods and the data will be analyzed in chapter four. Besides, the reliability test will be conducted in present study to make sure how accurate the participants answer questionnaire and the items included in questionnaire how much items interrelated in order to determine the reliability of the measurement (Hayes, 1998). The Cronbach's alpha calculates the variable in average intercorrelations among the items used in the present study. Furthermore, Nunnally (1978) stated that Cronbach's alpha cutoff point the 0.7 as suitable probability. Besides, descriptive analysis was conducted to supply information regarding the means, standard deviation and frequencies of the key variables. Furthermore, the correlation analyses supply information about the relationship between dependent and independent variables. Since the correlation analysis able to illustrate insufficient information about the relationship so that the multiple regression will be conducted as final analyses to find out the effect of the job stress, role ambiguity, role conflict, job control, social support on job performance. A hypothesis testing was analyzed by using the regression and the  $p\text{-value} < 0.05$  accepted as significant (Cavana, Delahaye



and Sekaran, 2000). Multiple regression is appropriate statistical tests that can be used when there is an attempt to identify the relationship between independent and dependent variables and also the moderating test. According to Wahid (2011) how dependent variable able to predict by two or more independent variables to get the interaction of relationship. The results from multi regression illustrated the direction of the relationship and also a significant level of the relationship between variables. Besides, regression also demonstrated the effects of independent and moderator variables towards dependent variable.

### **3.11 CONCLUSION**

Chapter three focused on discussing about the methodology of this research conducted. Besides, this chapter also discusses about the resign design, sample and population, instrumentation, data collection and data analysis. The data analysis will be discussed further in the next chapter.

## **CHAPTER FOUR**

### **RESULTS**

#### **4.1 Introduction**

This chapter describes the results, analysis and findings of the data collected to meet up the research objectives and relate with hypotheses that have been developed by this study. First of all, the result of participants is described; detail and items of the survey are adapted and presented. The descriptive statistics for the variables in the study are reported. The following sections, the core part of the results are presented include correlation and regression analyses. The chapter ended with a summary of the study relates to the findings.

#### **4.2 Response Rate**

The data collection for present study has been conducted at University Utara Malaysia (UUM) and the respondents are the administrative staffs. There are three hundred and twenty two self-administered questionnaires were distributed to the all administrator departments in UUM. Two hundred and fifteen usable questionnaires were returned. The unusable questionnaires were either completely returned back as blank or significant sections of such questionnaires was left blank. The data collected from the respondents will be material for analysis and finalize the findings to answer the research questions and test the hypotheses which developed. Therefore, with 215 returned and usable questionnaires out of 322, the valid response rate was 66.77%. Hence, a valid response rate of 66.77% is supposed sufficient for main analysis in

the present study. This rate is valid because according to Sekaran (2003) mentioned that response rate of 30% could be considered appropriate for cross-sectional study.

### **4.3 Respondents' Profile**

Two hundred and fifteen administrator staffs were participated in the present study. As shown in Table 4.1, of 215 participants, 124, representing 57.70% were female, while the remaining 91 target participants (i.e., 42.30%) were their male counterparts. The majority of the respondents was between 20-31 years old (50.70%), 61 of them were between 31-40 years old (28.37%). Forty of the target participants was between 41-50 years old (18.60%), and the remaining 5 of the target participants' age were 51-60 years old (2.33%).

As seen in Table 4.1, seventy-six of the target participants were single (35.35%), the majority of the target participants were married and representing 62.79%. Besides, the others were 4 respondents representing 1.86%.

Highest respond to the questionnaires is Malay participants with 204 total number and representing 94.88%. Seven of the target participants are Indian representing 3.26%, only 1 Chinese from target participants representing 0.47% and others were 3 people representing 1.40%. The majority of the target participants identifies as Muslim who embrace Islam as their religion representing 97.21% and Only 6 of the respondents are Hindu representing 2.79%.

The majority of the target participants, representing 66.05% were Degree holders, 39 (i.e., 18.14%) were holders of Master Degree and PhD and 34 of them, representing 15.81% fall under SPM, STPM and Diploma categories. As shown in

Table 4.1, 47.44% of the target participants have been for 1-5 years. Forty-one of the target participants have working experience between 6-10 years (19.07%), 33 (15.35%) have been working for 11-15 years. Besides, 21 (9.77%) target participants have been working 16-20 years. Among target participants, both 9 (4.19%) have been working their profession between 21-25 years, similarly with participants who have been working for 26-30 years are 9 of them representing 4.19%.

Table 4.1  
Respondent Profile

	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	91	42.30
Female	124	57.70
<b>Age</b>		
20-30	109	50.70
31-40	61	28.37
41-50	40	18.60
51-60	5	2.33
<b>Marital Status</b>		
Single	76	35.35
Married	135	62.79
Others	4	1.86
<b>Race</b>		
Malay	204	94.88
Chinese	1	.47
Indian	7	3.26
Others	3	1.40
<b>Religion</b>		
Muslim	209	97.21
Hindu	6	2.79
<b>Educational Level</b>		
Degree	142	66.05
Master or PhD	39	18.14
Others	34	15.81
<b>Working Experience</b>		
1-5	102	47.44
6-10	41	19.07
11-15	33	15.35
16-20	21	9.77
21-25	9	4.19
26-30	9	4.19

#### 4.4 Descriptive Statistics of the Study's Variables

As shown in Table 4.2 the mean and standard deviations were calculated for each of the 6 variables. For the 5-point Scales (job performance, job stress, role ambiguity, role conflict, job control and social support), means ranged from 3.15 to 3.59, and the standard deviations ranged from .50 to .73.

Table 4.2  
Descriptive Statistics of the Study Variables

<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job Performance	3.60	.60
Job Stress	3.15	.73
Role Ambiguity	3.57	.54
Role Conflict	3.26	.50
Job Control	3.59	.54
Social Support	3.56	.63

#### 4.5 Reliability

In terms of the internal consistency reliabilities of the study variables, the results show that Cronbach's alpha coefficients ranged of the study between .71 and .84, which are within the minimum acceptable value of .70 as suggested by Nunnally (1978). Table 4.3 shown reliability statistics of the Study Variables. The reliability test was conducted to determine the internal consistency and usability of the measurements apply in this study. The results showed in Table 4.3 fulfilled the rule of acceptable value suggested by Nunnally (1978).

Table 4.3  
Reliability Statistics of the Study Variables

<b>Variable</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Job Performance	4	.80
Job Stress	5	.84
Role Ambiguity	6	.83
Role Conflict	8	.78
Job Control	5	.71
Social Support	4	.78

#### **4.6 Hypotheses Testing**

Pearson correlation and multiple regression tests were adopted in the present study. The direction and strength of variables relationship that measured by using the interval scale illustrated by the Pearson correlation matrix (Sekaran, 2003). The next analysis use in this study is multiple regressions to test hypotheses that developed in early chapters.

##### **4.6.1 Pearson Correlation**

Pallant (2010) argues that the Pearson Correlation used to measure items that designed with one dichotomous variable and one continuous variable. Pearson correlation analysis is a foundation analysis for the multiple regressions.

##### **4.6.2 Multiple Regression**

Three types of multiple regression suggested by Pallant (2010). There are three types of multiple regression that included standard or simultaneous, Hierarchical or sequential and stepwise. The present study adopted the standard multiple regression

analysis to examine the relationship between variables more clearly. The interaction between the independent and dependent variables were computed by assess of moderation. Multiple regression suitable for evaluating the significance level of the relationship, predicting the effect of social support as a moderator towards independent and dependent variables and also the interaction among the variables. The whole analyses were conducted and run by using the SPSS v19.0.

#### **4.7 Correlation Analyses**

The variables of the study, which analyses in correlations are presented in Table 4.4. As shown in Table 4.4 there 14 relationships found among the variables. First of all, the job control and social support are positively and significantly correlated with job performance ( $r = .57$  and  $.59$ ,  $p < .01$ , respectively). However, the correlations between job stress, role ambiguity and role conflict were negative significant correlation with job performance ( $r = -.22$ ,  $-.56$  and  $-.22$ ,  $p < .01$ ). Besides, both role conflict and job control positively correlated with job stress. However, the results also demonstrate that role ambiguity was positively significant and association job stress ( $r = .29$ ,  $p < .01$ ). Job stress was positively correlated with each of role conflict and job control ( $r = .53$  and  $.30$ ,  $p < .01$ ). As shown (Table 4.4) role ambiguity was negatively correlated with those variables job control and social support ( $r = -.55$  and  $-.56$ ,  $p < .01$ ). Whereas, role conflict was positively related to role ambiguity ( $r = .31$ ,  $p < .01$ ). Furthermore, both job control and social support were negatively correlated with role conflict ( $r = -.32$ ,  $p < .01$  and  $-.13$ ,  $p < .05$ ). Finally the social support was positively related with the job control ( $r = .51$ ,  $p < .01$ ).



Table 4.4  
Correlations for Study Variables

Variables	1	2	3	4	5	6
1 Job Performance	1					
2 Job Stress	-.22**	1				
3 Role Ambiguity	-.56**	.29**	1			
4 Role Conflict	-.22**	.53**	.31**	1		
5 Job Control	.57**	.32**	-.55**	-.32**	1	
6 Social Support	.59**	-0.4	-.56**	-.13*	.51**	1

Note. \*p <.05. \*\*p <.01 (one tailed test)

In the correlation analyses it will provide limited information about the cause and effect of the variables, for more relevant results to further confirm or disconfirmed the research hypotheses regression analyses have to be done. Besides, to determine the contribution of independent variables in explaining the job performance the regression analyses were performed.

#### 4.8 Data Screening

Prior to the regression analysis, several assumptions like outliers, normality test and multicollinearity assumption included (Hair, Black, Babin & Anderson, 2010; Tabachnick, & Fidell, 2007) to make sure the data are valid and reliable. All data were screened for finding the missing value by using SPSS. However, there were no missing in data point was found Appendix C.

As mentioned earlier the data was also tested for outlier. Standardize this score was used to check for possible outliers but no outliers were detected in the dataset. Normal probability plot was also used to test for the normality. As shown in

Appendix A the assumption of normality has not been violated since the dataset screened through SPSS showed good result. Finally, the data for the present study was also tested for violation of multicollinearity assumption. The variance inflation factor (VIF) and tolerance was used to detect whether one or two independent variables are highly correlated. The results of the multicollinearity analysis (Appendix C), showed the VIF value ranged from 1.46 (role conflict) to 1.82 (role ambiguity) and that of tolerance value ranged from .55 (role ambiguity) to .69 role conflict. Hence, following guidelines for testing multicollinearity (Hair, Sarstedt, Ringle, & Mena, 2012; VIF < 5 / tolerance > 0.20; condition index <30), Table 4.5 showed that the assumption of multicollinearity was not violated.

Table 4.5  
Multicollinearity Statistics

Variable	Collinearity Statistics	
	Tolerance	VIF
Job Stress	.67	1.50
Role Ambiguity	.55	1.82
Role Conflict	.69	1.46
Job Control	.59	1.68
Social Support	.60	1.67

#### 4.9 Regression Analyses

Regression analyses were conducted to determine the relationship between the variables. As shown in Table 4.6 there are five predictor variables (i.e., job stress, role ambiguity, role conflict, job control and social support) are contributing to job performance. As shown in Table 4.6 the result of  $R^2 = 0.47$ , the variables contributed 47.50% on job performance. The one tailed test evaluates the relationship among the

variables to confirm the hypothesis, t-value used to estimate the significance level. As suggested by Lind, Marchal and Wathen (2013); Kumar, Talib and Ramyah, (2013) the t-value  $> 1.645$  illustrate that the relationship is significant and the hypothesis can accept

Table 4.6  
Model Summary

Model	R	R Square
1	.689	.475

Table 4.7

Result of the Multiple Regression Analysis (Job Performance as Dependent Variable)

Hypotheses	Variable	Beta	SE	t-value	p-value	Findings
H1	Job Stress	-.04	.05	-.71	.48	Not supported
H2	Role Ambiguity	-.24	.07	-3.18	.00	Supported
H3	Role Conflict	-.01	.07	-.68	.95	Not supported
H4	Job Control	.30	.07	4.12	.00	Supported
H5	Social Support	.31	.06	5.06	.00	Supported
H6	Job stress x Social Support	.20	.10	3.01	.00	Supported
H7	Role Ambiguity x Social Support	.13	.12	2.11	.04	Supported
H8	Role Conflict x Social Support	.26	.12	3.22	.00	Supported
H9	Job Control x Social Support	-.05	.11	-.85	.40	Not supported

Note: \*p<0.10, \*\*p<0.05, \*\*\*p<0.01.

Firstly, **Hypothesis 1** stated as job stress is negatively related to job performance. As shown in table 4.7 the results indicated that a negatively related to and not a significant relationship between job stress and job performance ( $\beta = -.04$ ;  $t = -.71$ ;  $p > .10$ ). Hence, hypothesis 1 not supported.

Secondly, **Hypothesis 2** suggested that role ambiguity is negatively related to job performance. As shown in Table 4.7, a negative and significant relationship was found between role ambiguity and job performance ( $\beta = -.24$ ;  $t = -3.18$ ;  $p < .01$ ). Hence, signifying support for this hypothesis, 2, the higher role ambiguity in the

workplace affects the participants, they will perform worse and lower contribution towards the job performance.

**Hypothesis 3** stated that role conflict is negatively related to job performance. This hypothesis was also tested by using multiple regressions (see Table 4.7). The result showed that there is negative and not a significant relationship between role conflict and job performance ( $\beta = -.01$ ;  $t = -.68$ ;  $p > .10$ ). Thus, hypothesis not supported that the higher participants' role conflict in the workplace, it's not affecting the job performance.

**Hypothesis 4** proposed that job control is positively related to job performance. As shown in Table 4.7, a positive and significant relationship found between role conflict and job performance ( $\beta = .30$ ;  $t = 4.12$ ;  $p < .01$ ). Hypothesis 4 was supported, such that the higher participants job control, the higher their job performance.

**Hypothesis 5** proposed that social support positively related to job performance. An examination of the results in Table 4.7 indicated that social support is positively and significantly related to job performance ( $\beta = .31$ ;  $t = 5.06$ ;  $p < .01$ ). The results provide support for hypothesis 5, indicating higher levels of participants' social support at workplace led to increase in job performance.

The first step to conduct the moderating effect the used sample mean create for the predictor variables as  $C_{\text{jobstress}} = (\text{jobstress} - 3.15)$  where the (3.15) is the mean for job stress which computed from the descriptive statistic. The present study test the significant of interaction between social support and job stress as predictors in regression by creating new variable that the product of  $C_{\text{jobstress}} \times$

C\_socialsupport, this product test in regression together with the original predictor variables job stress and social support. **Hypothesis 6** suggested that social support moderates the relationship between job stress and job performance. As expected, results indicated in Table 4.7 that social support moderate between job stress and job performance showed a significant relationship ( $\beta = .20$ ;  $t = 3.01$ ;  $p < .01$ ). The results provide support for hypothesis 6, indicating a higher level of social support affect on workplace, strengthen the relationship between job stress and job performance.

Furthermore, to conduct the moderating effect the used sample mean to create for the predictor variables as  $C\_roleambiguity = (roleambiguity - 3.57)$  where the (3.57) is the mean for role ambiguity which computed from the descriptive statistic. The present study tested the significance of interaction between social support and role ambiguity as predictors in regression by creating a new variable that the product of  $C\_roleambiguity \times C\_socialsupport$ , this product test in regression together with the original predictor variables role ambiguity and social support. **Hypothesis 7** stated that social support moderates the relationship between role ambiguity and job performance. As shown in Table 4.7, social support does moderate the relationship between role ambiguity and job performance, the results shows that significant ( $\beta = .13$ ;  $t = 2.11$ ;  $p < .05$ ). Therefore, the hypothesis was supported.

Apart from that, when conducting the moderating effect the sample mean used to create for the predictor variables as  $C\_roleconflict = (roleconflict - 3.26)$  where the (3.26) is the mean for role conflict which computed from the descriptive statistic. The present study test the significant of interaction between social support

and role conflict as predictors in regression by creating a new variable that the product of C\_roleconflict X C\_socialsupport, this product test in regression together with the original predictor variables role conflict and social support. **Hypothesis 8** proposed that social support moderate the relationship between role conflict and job performance. As expected, the results in Table 4.7 showed that social support moderate the relationship between role conflict and job performance and it also showed a significant relationship ( $\beta = .26$ ;  $t = 3.22$ ;  $p < .01$ ). Hence, hypothesis 8 was supported such that higher participants' social support at the workplace, the relationship between role conflict and job performance improved.

Finally, when conduct the moderating effect at first compute the mean and create predictor variables as  $C\_jobcontrol = (jobcontrol - 3.59)$  where the (3.59) is the mean for job control which computed from the descriptive statistic. The present study test the significance of interaction between social support and job control as predictors in regression by creating a new variable that the product of C\_jobcontrol X C\_socialsupport, this product test in regression together with the original predictor variables job control and social support. **Hypothesis 9** suggested that social support moderates the relationship between job control and job performance. Social support is trying to reproduce the relationship between role job control and job performance, but as the results in Table 4.7 showed that social support does not moderate the relationship between job control and job performance variables ( $\beta = -.05$ ;  $t = -.85$ ;  $p > .10$ ). The hypothesis is not supported.

#### 4.10 Summary of Findings

Having presented all the results indicating regression analyses and test for the significant differences, Table 4.7 summarizes the results of all hypotheses tested.

Table 4.8  
Summary of Hypotheses Testing

<b>Hypothesis</b>	<b>Statement</b>	<b>Findings</b>
H1:	Job stress is negatively related to job performance.	Not Supported
H2:	Role ambiguity is negatively related to job performance	Supported
H3:	Role conflict is negatively related to job performance.	Not Supported
H4:	Job control is positively related to job performance	Supported
H5:	Social support positively related to job performance.	Supported
H6:	Social support moderates the relationship between job stress and job performance.	Supported
H7:	Social support moderates the relationship between role ambiguity and job performance.	Supported
H8:	Social support moderates the relationship between role conflict and job performance.	Supported
H9:	Social support moderates the relationship between job control and job performance.	Not Supported



## **CHAPTER FIVE**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Introduction**

The study examined the relationships between job stress, role ambiguity, role conflict, job control, social support and job performance among UUM administrator staffs. A further purpose of this study included moderating effect of social support towards job stress, role ambiguity, role conflict, job controls and job performance. On the whole, this chapter concludes and discusses the findings of empirical analysis. First of all, this chapter will present the summary and conclusion of the descriptive analysis and the findings. Besides, hypothesis testing and the results will be discussed. The research objective explanation which stated in the earlier of this dissertation will discuss further based on the results obtained from the previous chapter. Furthermore, the implication and limitation of the research will be discussed in this chapter. Finally, recommendations for future research for possible future research are included and also final conclusion about this study will be stated end of this chapter.

#### **5.2 Discussion**

The main focus of present study is to investigate the relationships between job stress, role ambiguity, role conflict, job control, social support and job performance among 322 the UUM administrative staffs. The following is the detailed discussion of the findings that is based on the research objective of the present study. The present study discovered several relationships between the independent variables and the

dependent variable (i.e. job performance). The next section, discusses on the findings on the relationships between the independent variables and moderator the dependent variable.

As the data collection method present research used self-administrated questionnaire to get respond from the participants. There are two sections in that questionnaire which are section A contained the demographic profile of participants and section B contained with the items of independent (i.e. job performance), moderator (i.e. social support) and dependent variable (i.e. job stress, role ambiguity, role conflict and job control). The convenience sampling design used for data collection and it's a form of non-probability sampling as mentioned in chapter 3.

### **5.2.1 Research Objective and Question 1: Job Stress and Job Performance**

There is a negative relationship between job stress to job performance mentioned by (Bashir & Ramay, 2010; Jehangir et al., 2011; Muhammad et al., 2013; Azizollah et al., 2013). However, the results of the present study showed that job stress does not make a unique and not significantly contribute to job performance. The present research was conducted at UUM, Malaysia and towards government staffs the results was not significant because there are possible reasons like the government employees they have freedom in their workplace. Their working environment is comfortable for employees since management provided sufficient facilities for their employees. Besides, the co-workers and the top management treat all the employees fairly or equally so this situation leads the employees does not affect by the job stress at workplace.

### **5.2.2 Research Objective and Question 2: Role Ambiguity and Job Performance**

The secondly hypothesis predicted that role ambiguity is negatively related to job performance. The results obtained from multiple regressions represent strong negative relationship between role ambiguity and job performance. This hypothesis was fully supported with role ambiguity significantly and negatively related with job performance. This finding extends the previous literature found that there are significant and negative relationships between role ambiguity and job performance (Gilboa et al., 2008; Fried et al., 1998; Singh, 1993; June & Mahmood, 2011; Celik, 2013; Fisher, 2001; Knight et al., 2006). Similarly, Nygaard and Dahlstrom also argued that role stress (i.e. role ambiguity and role conflict) are important factors at work place with influence the value of employees' performance, when the role ambiguity high the job performance will decrease. Therefore, the present study found that the whole results supported that role ambiguity detrimental the employees' job performance and employees unable to be productive. The whole results showed that changes role ambiguity detrimental employees' job performance, indicating support for the second hypothesis.

### **5.2.3 Research Objective and Question 3: Role Conflict and Job Performance**

Previous studies that role conflict negatively related to job performance (Gilboa et al., 2008; Rum et al., 2013; Meurs et al., 2010; Augstine, 2009; Viator 2001; Almer et al., 2000), the results showed that role conflict negatively related to job performance but it is not significant. Furthermore, present study was conducted

among UUM staffs showed that their job task were clearly defined to them and they are provided with good trainings and orientation, which make them able to understand their role and perform well in their workplace. There is no confusion of role performance of the employees since they are well trained to manage their schedules, time, and the division of tasks. Present study's results which obtained from the analysis was revealed that the role conflict unable to create a unique and statistically significant contribution towards the job performance.

Furthermore, the present study was conducted among the administrative staffs in UUM, since the staffs work under government sector well division of work or task among the employees and it helps them have good time management to understand their own role in the workplace. Possible reasons mentioned above make employees practice positive attitude and they able to learn new things, clearly understand about their task. Therefore, no confusion of role performance for employees since their schedules, time and division of tasks were arranged.

#### **5.2.4 Research Objective and Question 4: Job Control and Job Performance**

The fourth research question answered with following explanations. Job control was found to be positively related to job performance as the results obtained from multiple regression. These findings similarly supported with previous literature (Boswell et al., 2004; Ganster et al., 2005; Leppanen et al., 2005; Raphael, 2004; Tsutsumi et al., 2006; Greenberger et al., 1989; Bond & Bunce, 2003; Karasek, 1990; Schnall, 2000; Nagami et al., 2010). The higher participants' job control, the higher their level of job performance. Similar to previous studies Morimoto (2010),

found job control and coworker support significant and positively related to job performance. As expected in the present study, the relationship between job control and job performance revealed, job control important predictor because it able to change the working conditions of employees and reduce the insecure feelings and make employees feel that working environment a favor towards them (Gangster, 1989), consequence, employees able to be more productive.

### **5.2.5 Social Support as Potential Moderator**

Based on previous literature mentioned that social support as an independent variable that affect the job performance (Cohen, 2000; Saltzman & Holahan, 2002; Schwarzer & Leppin 1991; Thoits, 1995) and positively related with job performance. As an example, according to Park et al. (2004) conducted a study to examine the relationship of social support towards job performance among public hospital workers in the Southeastern, United State. The result was supported that high job performance achieved if there is high, social support from the supervisor at the workplace. Similar results obtained from present study's analyses the fifth hypothesis was supported that social support positively related to job performance.

According to Lakery and Cohen, (2000) proposed that social supportable to act as moderator. The present study mainly proposed the social support as moderator to strengthen the relationship between independent variables (i.e. job stress, role ambiguity, role conflict, job control) and job performance. The researcher employed a moderator multiple regression analysis in all work stresses. The present study provides evidence that how the social support as a moderator was related to job

performance. In addition, the present study proposed that social support moderates the relationship between job stress and job performance. The analysis revealed that social support was associated with job performance when the job stress was high. The social support associated with job performance and maintains the high performance. Even though job stress exists, the hypothesis 6 was supported since the relationship was significant. This situation showed that the employees worked in UUM, their supervisors and coworkers are favorable to them and the relationship among them is strong. The possible reason why social support significantly moderates the relationship as mentioned in the first research objective is that job stress does not play a role among staffs in UUM. Therefore, social support contributes more to job performance. Secondly, the next variable, role ambiguity, was moderated by social support towards job performance. Past studies never tested that social support as a moderator between job stress and job performance since social support played a role as a moderator, the present study brings out social support significant results as a moderator, which is a new contribution of the present research.

Based on the moderation analysis, social support also moderates the relationship between role ambiguity and job performance. As the results obtained from the analysis prove that social support is able to strengthen the relationship, high social support at the workplace reduces the role ambiguity among employees because people at the workplace are willing to help and employees are able to increase their performance. Therefore, the relationship between role ambiguity and job performance is better with social support. Hence, Hypothesis 7 is supported. Results revealed that social support significantly moderates the effects of role conflict on job

performance. Since hypothesis 8 accepted, social support plays an important role at workplace because when the people at workplace favor and have a high level of understanding, role conflict violated and employees able to perform well with support from their management and colleagues. Past studies never tested that social support as a moderator between role ambiguity and job performance since social support played role as moderator, present study brings out social support significant results as moderator is a new contribution of present research. Past studies never tested that social support as a moderator between role conflict and job performance since social support played role as moderator, present study brings out social support significant results as moderator is a new contribution of present research.

Finally, the hypothesis 9 was not supported because social support did not moderate the relationship between job control and job performance. Since the social support not affects the job control and job performance possible there are other factors that may play a significant moderating in this relationship. For example, Bond and Bunce (2003) argued that acceptance moderates the relationship between job control and job performance, while acceptance higher job control also higher and there are significant relationship when acceptance moderate the relationship between job control and job performance.

### **5.3 Knowledge Implication of Study**

The findings of the present stated that job performance consistent with the literature that job performance can be tested with factors of work stress. The result of job performance in present study helpful to strengthen and valid the literature of job

performance and also the variables applied in this research. Besides, the variables used in this research were effective to job performance. As mentioned in prior research the role ambiguity, job control and social support were effective towards the job performance in workplace. First of all, role ambiguity effect on job performance and decrease the job performance. Present study also showed the relationship between role ambiguity of and job performance and it also strengthen the literature of role ambiguity where stated as role ambiguity increase and job performance decrease and it effect job performance negatively. Next, the present study also strengthen and valid the literature of job control and job performance when the job control in workplace increase job performance also increase together where the relationship between the variables was positively related. Social support in the workplace increases the job performance at the workplace. The relationship also positively related the consistent with the previous studies the results strengthen the literature of this both variables. Besides, social support also applied as moderator at present to create interaction with independent variables and test the relationship with job performance. Evaluation social support moderator strengthens and valid the relationships that it able to moderate the independent variables (i.e. job stress, role ambiguity and role conflict) on job performance. The relationship between job stress and job performance after the moderating effect it showed that social support at workplace able to reduce the job stress and increase the job performance of employees. Besides, the social support also determined that role ambiguity can be reduced and increase the job performance at the workplace when the help from social support interact with role ambiguity. Finally, role conflict also reduces when



social support interacts. This situation showed that job performance increase when the presence of social support in the workplace and role conflict can be solved.

#### **5.4 Practical Implication of Study**

The present study's findings generally have presents the practical implication to explain deeply about the relationship about the variables that included in this study. It is noticed that job performance decrease causes of work stress at workplace. It is important to notice this issue in earlier stage since employees at the workplace should prepared mentally and physically to work without any stress interruption The organizations may have to concentrate consider on employees' well-being to improve and maintain high job performance. Besides, understanding the potential work stress factors influence job performance has important practical implications for management and administrative staffs in the educational field.

Previous studies demonstrate, the evidence that (Bashir & Ramay 2010; Jehangir et al., 2011; Muhammad et al., 2013; Azizollah et al., 2013) when job stress high level influence. As the evidence shown in previous research regarding factors of work stress including job insecurity (Chirumbolo & Areni, 2005; Jordan et al., 2002; Sverke & Hellgren, 2002; Rosenblatt & Ruvio, 1996; Yousef, 1998), working environment (Imran et al., 2012; Ollukkaran & Gunaseelan, 2012; Naharuddin & Sadegi, 2013; Hernandez et al., 2011; Ardakani et al., 2012), work-family conflict (Li et al., 2013; Karatepe, 2012; Wang et al., 2012; Jayaweera, 2007; Mohsin & Zahid, 2012), workload (Chen et al., 2010; Willis et al., 2011; Hombergh et al.,

2009; Dasgupta, 2013; Maestad et al., (2010); Szalma et al., 2008) are likely to have a significant influence the on job performance.

The present study provides further insight upon aforementioned studies by investigating the relationship between job stress, role ambiguity, role conflict, job control and job performance among Malaysian educational employees. Present study, particularly contributes to the growing body of research on job performance in several modes.

First of all, the investigation on the relationship between job stress and job performance among the Malaysian Staffs, this study presents empirical evidence that the role of job stress not influence on job performance. Recently Celik (2013) reported a significant and negative relationship of role ambiguity towards job performance and job satisfaction in high schools in the city of Denizli and Manisa. Similarly with the previous study, the present study also showed that high role ambiguity will decrease the job performance. Present study would help organizations to be more aware of their employees' condition in the workplace and increase the productivity.

Apart from that, role conflicts not really play a role in the present study, which conducted in UUM, it's not affecting the job performance of the employees at work place. Besides, job control important in organization to encourage employees to work better at the same time it increase the job performance. Previous literature ((Boswell et al., 2004; Ganster et al., 2005; Leppanen et al., 2005; Tsutsumi et al., 2006; Nagami et al., 2010) supported that job control increase job performance.

The present study revealed that social support moderates the job stress, role ambiguity, role conflict towards job performance. The social support is able to be moderated for factors of work stress (i.e. job stress, role ambiguity and role conflict) and increase the job performance. However, social support not play the moderator role towards job control and job performance.

### **5.6 Limitation and Recommendation for Future Research**

There are several limitations recognized in the present study. First of all, the sample size UUM administrative staffs (n = 215) for this present research consider small, so the findings of present study not able to generalized. Thus, future research sample has to be larger and research should conduct in different university in Malaysia to get more valid results.

Furthermore, limitation of this study is a convenience sampling technique used to show that the data collection from the Staffs in UUM incapable to represent the whole populations in Malaysia. Hence, the probability sampling method should use so that the data able to represent the whole populations of Malaysia.

This study included independent and moderator variables towards job performance. Yet there are many other variables influencing the job performance so that the variables can be included to conduct the present study. Although in present research moderator variable included still there is a gap that mediator not included. Thus, future study can include the mediator variable to make the research carry out new findings.

In additional, the most important limitation for the present study was time consuming to complete the research, there are many procedures for data collection so it limit the figure of respondents for this research since the time is not sufficient to get more respondents for this study. Thus, future research spends more time in data collection

### **5.7 Conclusion**

“Work stress” has become universal issues that affect employees’ job performance and make them unable to perform well. Regarding to these issues this study conducted to explore the effect of work stress towards employees’ performance among administrative staffs in UUM, explained the factors work stress which influence job performance. The present study’s findings provide sufficient understanding about the effect of work stress towards employees’ performance and they also affected mentally and emotionally because of stress. Besides, the findings also supported that social support as a moderator able to improve the job performance in the workplace. Better stress management has high tendency to solve employees' problems in organization, top management should concern about this issue and take appropriate effort to improve employees’ stress at the workplace and increase the job performance.

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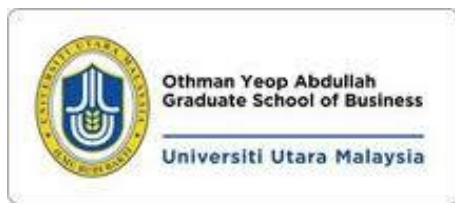
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**Appendix A**  
**Research Questionnaire**



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Dear Prof / Reader / Dr / Mr / Mrs / Ms,

**ACADEMIC RESEARCH QUESTIONNAIRE**

I am a Master Degree candidate at the above-named university, currently working on my master dissertation title “An investigation on factors of work stress influence job performance with moderating effect of social support”.

Thank you in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much in anticipation of your responses

Yours sincerely,

**Sai Mei Ling**

Research Student

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**Section A: Demographic profile**

(This section intends to get information on the respondents' demographic background) Please fill the empty space and mark “√” in the appropriate box.  
Sila tandakan “√” pada jawapan yang sesuai di dalam kotak yang disediakan.

1. What is your gender? / Apakah jantina anda

Male/ Lelaki     Female/ Perempuan

2. Your age: \_\_\_\_\_ years old / Umur \_\_\_\_\_ tahun

3. Marital status/ Status Perkahwinan

Single/ Bujang     Married/ Berkahwin

Others/ lain-lain

4. Race/ Bangsa

Malay/ Melayu     Chinese/ Cina     Indian/ India

Others/ lain-lain

5. Religion

Islam     Christian     Buddha

Hindu     Others/ lain-lain

6. What is your current education level?

Degree     Master/ PhD     SPM/ STPM/ Diploma

7. Length of working in current job: \_\_\_\_\_ years /

Bekerja selama \_\_\_\_\_ tahun



**Section B: Job Stress, Role Ambiguity, Role Conflict, Job Condition and Social Support Moderate effect the Job Performance.**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>				
<b>No</b>	<b>Descriptive Item</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I often feel tension while I am working (due to some kind of job stress).				1	2	3	4	5
	Saya sering berasa ketegangan semasa saya bekerja (bekaitan dengan tekanan kerja).				1	2	3	4	5
2	It is sometimes difficult for me to sleep at night due to stress of workload on job.				1	2	3	4	5
	Kadang-kadang sukar bagi saya untuk tidur pada waktu malam kerana tekanan beban kerja di tempat kerja.				1	2	3	4	5
3	My job loading (workload or tasks assigned) is too heavy.				1	2	3	4	5
	Kebebanan kerja saya (beban kerja atau tugas yang diberikan) terlalu berat.				1	2	3	4	5
4	I feel very tired when I come back from my office.				1	2	3	4	5
	Saya berasa sangat letih apabila saya kembali dari pejabat saya.				1	2	3	4	5
5	Sometimes I feel depressed (due to stress at job).				1	2	3	4	5
	Kadang-kadang saya rasa tertekan (akibat tekanan di tempat kerja).				1	2	3	4	5
6	I feel certain about how much authority I have.				1	2	3	4	5
	Saya rasa sedar tentang berapa banyak kuasa saya				1	2	3	4	5
7	I have clear, planned objectives for my job.				1	2	3	4	5
	Saya mempunyai jelas, objektif yang dirancang untuk kerja saya.				1	2	3	4	5

8	I know that I have divided my time properly.	1	2	3	4	5
	Saya tahu bahawa saya telah membahagikan masa saya dengan baik.	1	2	3	4	5
9	I know what my responsibilities are.	1	2	3	4	5
	Saya tahu apa tanggungjawab saya.	1	2	3	4	5
10	I know exactly what is expected of me.	1	2	3	4	5
	Saya tahu apa yang diharapkan daripada saya.	1	2	3	4	5
11	I receive clear explanation of what has to done.	1	2	3	4	5
	Saya menerima keterangan yang jelas daripada apa yang telah dilakukan.	1	2	3	4	5

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>				
<b>No</b>	<b>Descriptive Item</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
12	I have to do things that should be done differently.				1	2	3	4	5
	Saya perlu melakukan perkara-perkara yang perlu dilakukan secara berbeza.				1	2	3	4	5
13	I receive an assignment without the manpower to complete it.				1	2	3	4	5
	Saya menerima tugas tanpa tenaga manusia yang mencukupi untuk menyelesaikannya.				1	2	3	4	5
14	I have to buck a rule or policy in order to carry out an assignment.				1	2	3	4	5
	Saya bertanggungjawab mengikuti peraturan atau dasar untuk menjalankan tugas.				1	2	3	4	5
15	I have to work with two or more group who operate quite differently				1	2	3	4	5
	Saya perlu bekerja dengan dua atau lebih kumpulan yang beroperasi agak berbeza.				1	2	3	4	5
16	I receive incompatible requests from two or more people.				1	2	3	4	5
	Saya menerima permintaan yang tidak serasi dari dua atau lebih orang				1	2	3	4	5
17	I do things that are apt to be accepted by one person and not accepted by others.				1	2	3	4	5
	Saya melakukan perkara-perkara yang sesuai untuk diterima oleh satu orang dan tidak diterima oleh orang lain.				1	2	3	4	5
18	I receive an assignment without adequate resources and material to execute it.				1	2	3	4	5
	Saya menerima tugas tanpa sumber dan bahan untuk melaksanakannya yang mencukupi.				1	2	3	4	5
19	I work on unnecessary things.				1	2	3	4	5
	Saya bekerja kepada perkara-perkara yang tidak perlu.				1	2	3	4	5

20	Your job requires that you learn new things.	1	2	3	4	5
	Pekerjaan anda memerlukan anda belajar sesuatu yang baru.	1	2	3	4	5
21	Your job requires a high level of skill.	1	2	3	4	5
	Tugas anda memerlukan tahap kemahiran yang tinggi.	1	2	3	4	5
22	Your job allows you freedom to decide how you do your job.	1	2	3	4	5
	Pekerjaan anda memberikan kebebasan anda membuat keputusan bagaimana anda melakukan kerja anda.	1	2	3	4	5

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>				
<b>No</b>	<b>Descriptive Item</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
23	Your job requires that you do things over and over.	1	2	3	4	5			
	Tugas anda memerlukan anda melakukan perkara-perkara berulang.	1	2	3	4	5			
24	You have a lot to say about what happens in your job.	1	2	3	4	5			
	Anda mempunyai banyak untuk mengatakan mengenai apa yang berlaku dalam kerja anda.	1	2	3	4	5			
25	I have the opportunity to develop close friendships in my job.	1	2	3	4	5			
	Saya mempunyai peluang untuk membangunkan persahabatan rapat dalam tugas saya.	1	2	3	4	5			
26	I have the chance in my job to get to know other people.	1	2	3	4	5			
	Saya mempunyai peluang dalam tugas saya untuk mengenali orang lain.	1	2	3	4	5			
27	I have the opportunity to meet with others in my work.	1	2	3	4	5			
	Saya mempunyai peluang untuk bertemu dengan orang lain dalam kerja-kerja saya.	1	2	3	4	5			
28	My leader is concerned about the welfare of the people that work for him or her.	1	2	3	4	5			
	Ketua saya mengambil berat tentang kebajikan orang-orang yang bekerja untuk dia atau dia.	1	2	3	4	5			
29	I am able to complete each work quickly and record effectively.	1	2	3	4	5			
	Saya dapat menyelesaikan setiap kerja dengan cepat dan merekodkan berkesan.	1	2	3	4	5			

30	The work which was assigned to me by my superior can be completed on time easily. (Realistic and achievable tasks).	1	2	3	4	5
	Kerja-kerja yang telah diberikan kepada saya oleh pegawai atasan saya boleh disiapkan pada masa dengan mudah. (Tugas realistik dan boleh dicapai).	1	2	3	4	5
31	I feel I can easily get along with my colleague and they are very helpful (supportive environment at work).	1	2	3	4	5
	Saya rasa saya boleh mendapatkan bersama-sama dengan rakan sekerja saya dan mereka sangat membantu (persekitaran sokongan di tempat kerja).	1	2	3	4	5

**Thank you for your kind cooperation and valuable time**

## Appendix B

### Respondents' Profile

#### Frequencies

##### Statistic

		Gender	Age	Marital	Race	Religion	Education	Experience
N	Valid	215	215	215	215	215	215	215
	Missing	0	0	0	0	0	0	0

#### Frequencies Table

##### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	91	42.3	42.3	42.3
	Female	124	57.7	57.7	100.0
	Total	215	100.0	100.0	

##### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	109	50.7	50.7	50.7
	31-40	61	28.4	28.4	79.1
	41-50	40	18.6	18.6	97.7
	51-60	5	2.3	2.3	100.0
	Total	215	100.0	100.0	

##### Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	76	35.3	35.3	35.3
	Married	135	62.8	62.8	98.1
	Others	4	1.9	1.9	100.0
	Total	215	100.0	100.0	

**Race**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	204	94.9	94.9	94.9
	Chinese	1	.5	.5	95.3
	Indian	7	3.3	3.3	98.6
	Others	3	1.4	1.4	100.0
	Total	215	100.0	100.0	

**Religion**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	209	97.2	97.2	97.2
	Hindu	6	2.8	2.8	100.0
	Total	215	100.0	100.0	

**Educational Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	142	66.0	66.0	66.0
	Master or PhD	39	18.1	18.1	84.2
	Others	34	15.8	15.8	100.0
	Total	215	100.0	100.0	

**Working Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	102	47.4	47.4	47.4
	6-10	41	19.1	19.1	66.5
	11-15	33	15.3	15.3	81.9
	16-20	21	9.8	9.8	91.6
	21-25	9	4.2	4.2	95.8
	26-30	9	4.2	4.2	100.0
	Total	215	100.0	100.0	



**Appendix C**  
**Data Screening Output**

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
JS1	-.361	.166	.313	.330
JS2	-.226	.166	-.490	.330
JS3	-.098	.166	-.330	.330
JS4	-.053	.166	-.465	.330
JS5	-.259	.166	-.394	.330
RA1	.328	.166	.395	.330
RA2	.236	.166	-.058	.330
RA3	.035	.166	.072	.330
RA4	.164	.166	-.206	.330
RA5	-.052	.166	-.358	.330
RA6	.389	.166	.341	.330
RC1	.088	.166	.242	.330
RC2	.138	.166	-.075	.330
RC3	.394	.166	.626	.330
RC4	.235	.166	.094	.330
RC5	.088	.166	-.323	.330
RC6	.535	.166	.447	.330
RC7	.319	.166	-.192	.330
RC8	.128	.166	-.124	.330
JOB_CON1	-.374	.166	.355	.330
JOB_CON2	.071	.166	-.308	.330
JOB_CON3	-.458	.166	.718	.330
JOB_CON4	-.216	.166	.160	.330
JOB_CON5	-.479	.166	.685	.330
SSQ1	-.495	.166	1.199	.330
SSQ2	-.411	.166	.526	.330
SSQ3	-.477	.166	.821	.330
SSQ4	-.487	.166	.425	.330
JOB_PERF1	-.230	.166	.595	.330
JOB_PERF2	-.395	.166	.821	.330
JOB_PERF3	-.774	.166	1.612	.330
JOB_PERF4	-.164	.166	.194	.330
Valid N (listwise)				

