

**THE INFLUENCE OF JOB STRESS FACTORS TOWARD
JOB PERFORMANCE AMONG ROYAL MALAYSIAN
POLICE AT KUALA LUMPUR**

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THE INFLUENCE OF JOB STRESS FACTORS TOWARD JOB PERFORMANCE
AMONG ROYAL MALAYSIAN POLICE AT KUALA LUMPUR

By

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Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
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DECLARATION

I declare that the thesis work described in this research paper is my own work (unless otherwise acknowledged in the text) and that there is no previous work which has been previously submitted for any academic Master's program. All sources quoted have been acknowledged by reference.

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ABSTRACT

Job Stress can affect individuals and lead to job performance. This study was conducted to assess the influence of job stress factors on the job performance among Royal Malaysia Police at Kuala Lumpur. In this cross sectional study all 112 police members at KLPCH. Job stress and job performance was measured using standard questionnaires provided by researcher adopted from previous studies. The data obtained were analyzed by using the software of *Statistical Package for the Social Science (SPSS)* version 19 was used to estimate the effect of job stress factors on the job satisfaction. In this study the result explained that 14.3% of variance that describes the DV (job performance of police members) was accounted to the IVs (job stress) where the F value = 5.991 and significant value is 0.001 ($p < 0.05$). The dimension of role conflict is significant and describes that $\beta = 0.342$, the significant value is 0.043 which is less than 0.05 ($p < 0.05$) but role ambiguity demonstrates that $\beta = 0.057$, the significant value is 0.719 and job control describes that $\beta = 0.133$, the significant value is 0.243 which is more than 0.05. A Pearson correlation analysis shows that role ambiguity, role conflict and job control with job performance of police members have a positive correlation in which $r = 0.294$, 0.353, and 0.303, 0.475, and $p = 0.000$; $p < 0.05$. The weak of the relationship between these two variables also was weak for role ambiguity, role conflict and job control. This study showed that job performance is influenced by role conflict and not influence by role ambiguity and job control of job stress. Therefore, for improvement of job performance in workers, different parameters of these three dimensions of job stress should be considered.

Keywords: Job performance; Job Stress; Role Ambiguity; Role Conflict; Job Control, Royal Malaysia Police

ABSTRAK

Kerja Tekanan boleh memberi kesan kepada individu dan membawa kepada prestasi kerja. Kajian ini dijalankan untuk menilai pengaruh faktor-faktor tekanan kerja terhadap prestasi kerja di kalangan Polis Diraja Malaysia di Kuala Lumpur. Dalam kajian keratan rentas semua 112 anggota polis di KLPCH. Tekanan kerja dan prestasi kerja diukur dengan menggunakan soal selidik yang standard yang disediakan oleh penyelidik diambil daripada kajian sebelum ini. Data yang diperolehi dianalisis dengan menggunakan perisian Pakej Statistik untuk Sains Sosial (SPSS) versi 19 telah digunakan untuk menganggarkan kesan faktor-faktor tekanan kerja terhadap kepuasan kerja. Dalam kajian ini hasilnya menjelaskan bahawa 14.3% daripada varians yang menerangkan DV (prestasi kerja anggota polis) telah menyumbang kepada IVs (tekanan kerja) di mana nilai $F = 5,991$ dan nilai signifikan adalah 0.001 ($p < 0.05$). Dimensi konflik peranan menerangkan bahawa $\beta = 0,342$, nilai signifikan adalah 0.043 iaitu kurang daripada 0.05 ($p < 0.05$) tetapi peranan kekaburan menunjukkan bahawa $\beta = 0.057$, nilai signifikan adalah $0,719$ dan kawalan kerja yang menerangkan $\beta = 0,133$, nilai signifikan adalah 0.243 iaitu lebih daripada 0.05 . Analisis korelasi Pearson menunjukkan bahawa peranan kekaburan, peranan konflik dan kawalan kerja terhadap prestasi kerja anggota polis mempunyai hubungan yang positif di mana $r = 0,294, 0,353$ dan $0,303, 0,475$, dan $p = 0.000; p < 0.05$. hubungan antara kedua-dua pembolehubah juga lemah untuk kekaburan peranan, konflik peranan dan kawalan kerja. Kajian ini menunjukkan bahawa prestasi kerja dipengaruhi oleh konflik peranan dan tidak mempengaruhi oleh kperanan kekaburan dan kawalan kerja. Oleh itu, untuk meningkatkan prestasi kerja dalam pekerja, parameter yang berbeza bagi ketiga tiga dimensi tekanan kerja perlu dipertimbangkan.

Kata Kunci: *Prestasi Kerja; Tekanan Kerja; Peranan Kekaburan; Peranan Konflik; Kawalan Kerja, Polis Diraja Malaysia*

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LIST OF ABBREVIATION

Abbreviation		Meaning
RMP	=	Royal Malaysia Police
KLPCH	=	Kuala Lumpur Police Contingent Headquarter
JP	=	Job Performance
RA	=	Role Ambiguity
RC	=	Role Conflict
JC	=	Job Control
DV	=	Dependent Variable
IV	=	Independent Variables

CHAPTER 1

INTRODUCTION

1.1 Background of the 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 and 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 give an impact on the whole performance of the employees. Besides that, stress in 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, the higher levels of stress are connecting to lower performance, whereas higher job satisfaction point out higher performance (Shahu&Gole, 2008).

Besides that, Meneze (2005) indicates that work stress has become challenging phenomenon to the employers because these issues arise in employment world which brings result in low productivity, increased absenteeism, and collection of other employees' problems such as alcoholism, drug abuse, hypertension and also host of cardiovascular problems to the employees. The employer should realize that the stress is unable to be avoided or ignored in an organization; therefore, the management must aware of the employees' condition. If the employers can detect the pressure or stress among employees, they should find out some solutions to satisfy the employees and make sure that they are able to 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 of the stress and many studies explains that the impact of the work stress affecting all the employees without acknowledging the gender of the person. All types of organization are possibly to create work stress, in which affects the employee without taking into account in term of size of the organization and department either large or small (Bashir &Asad, 2007). Moreover, the stress have many factors that stimulate stress among the employees such as workload, long working hours per day, poor relationship between coworkers, lack of increment or promotion, and poor leadership by the top management, and these matters will lead to work stress to the workers as stated by Matteson and Ivancevich (1987).

Thompson and Prottas (2006) argued that most of the employees who experience stress in their working life will affect their job performance. However, stress can be cure through several ways in organization like good leadership and effective management,

provide intrinsic and extrinsic values or benefits such as employees' insurance or vacation voucher, fair working hours, increment or promotion of employees who perform as well as recognition.

Since employees are affecting by work stress, so the job satisfaction will reduce simultaneously, and then reduce the organizational productivity and profitability. When the cooperation among the employees found in the organization team and the relationship among the colleagues are good, so the job performance will be better. But if the organization evaluates the work stress issues as a small subject, later it will cause low production in organization, and employees will feel demotivated to work with the organization (The Office of Radiation, Chemical and Biological Safety, 1999), thus the organization should concern about the employees work stress so that organization is able to enhance job performance in organization.

1.2 Problem Statement

The Researcher tends to examine the factors that cause work stress influence on job performance in a police headquarters. 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.

The number of debates lately on the issues of crime has been increased, particularly on the increment of official crime statistics and police efficiency in combating crime. Various articles and reports have been written with many quarters offering differing views. The Royal Malaysia Police (RMP) has constantly been keeping the public abreast on the crime situation and police efforts in crime prevention. In this study, researcher would like to clarify pertinent issues concerning crime and in particular respond to the article written by Dr. Lim Teck Ghee entitled “Why police are impotent in dealing with growing crime” in CPI website which was published on 23July 2012 . Crime statistics released by the RMP are the actual figures of criminal cases reported to and investigated by the police department. These figures are auto-generated by the department’s computer system, for instance, Police Reporting System (PRS). In this matter, no alteration or adjustment to the figures can be done, in order to portray a rosy picture of the crime situation as claimed by certain quarters. The PRS is monitored daily at the District, Contingent and Bukit Aman HQ levels. Senior officers at these levels regularly check the accuracy of the classification via the system itself. As a matter of fact, this practice is very important that disciplinary actions will be taken against those

officers who failed to classify cases accordingly and those who refused or failed to take down a report will be dealt with disciplinary procedure.

In short, RMP would like to assure and reassure the public that they do not resort to deceiving the public by playing tricks with crime figures. Obviously such wild and unfounded assumptions are against the interest of the police to serve the Malaysian better. All crime data and statistics generated within the RMP system have been audited and verified by Price water house Coopers Malaysia (PwC). Therefore all figures presented by RMP are valid and reliable in accordance with the standards of the professional auditors and not something of our own creation. In light of this, it is definitely not true to claim that the current crime rate is the highest we have ever seen. Based on crime statistics over the past ten years, the highest number of cases was recorded in 2008 with 211,645 cases.

The latest survey results for the period January to December 2011 revealed that the public's "fear of being a victim of crime" have increased marginally from 52% in January 2011 to 52.9% in December 2011. This slight increase could be attributed to the fact that some cases have generated more public interest, especially when they involved a "series" or "pattern" of specific crime such as fatal snatch-theft cases. The reports of such crimes have in turn formed public opinions on the "state of crime in the country", hence registering an increase in the fear of becoming a victim. On the other hand, the public satisfaction towards the performance of police service has shown a significant improvement, i.e., from 56.6% in January 2011 to 70.5% in December 2011.

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, and motivation. The topic of 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.

1.3 Research Questions

This research is conducted to examine whether the independent variables, which is Job Stress Factors which includes role ambiguity, role conflict and job control able to influence the dependent variables, namely job performance of the police members at KLPCH. Based on the issues and problems above, several questions have arisen which is become the basis for this study. This study will try to identify and find the answers for the questions as follows:

1. Does job stress factors able to influence the job performance of police members at KLPCH?
2. Does role ambiguity able to influence the job performance of police members at KLPCH?

3. Does role conflict able to influence the job performance of police members at KLPCH?
4. Does role ambiguity able to influence the job performance of police members at KLPCH?

1.4 Research Objectives

The main objectives of this study are to examine whether there is a relationship between independent variables with the job performance of police members at KLPCH. Based on the problems and research questions that already discussed, the researcher has indicates several research objectives for this study. Specifically, the objectives are listed below:

1. To examine the influence of association between job stress factors towards job performance
2. To examine the association between of role ambiguity and job performance.
3. To examine the association between of role conflict and job performance.
4. To examine the association between of job control and job performance.

1.5 Significance of the Study

First of all, this research will contribute as 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 offers empirical evidence about the influences between factors of work

stress (job stress, role ambiguity, and role conflict and job control), towards the job performance. Thus, this study is important to many parties including the academicians and practitioners.

First for researchers, it can assist in formulating future effective job stress model toward job performance. Second for practitioners, it is hoped to create awareness and understanding among people who in top management and policy maker of company about problem of stress in the workplace among employees. This understanding can also be used for the formulation of a stress management programs in such companies that would benefit the employees, as well as, the organizations they are attached to. Hopefully, this would not only result in better quality of working life, but also saves huge amount of losses due to job stress.

This study aims to examine whether the job stress factors are able to influence the job performance of the Kuala Lumpur Police Contingent Headquarter. In order to support the police members to be responsive and quality, the KLPOCH should transform to be good organization in managing the stress factors alongside with the drastic changes in social and economy which stems from globalization process and technology development. Therefore, this research is able to open the space for viewing the influence of job stress factors towards the job performance of KLPOCH to the respective reader.

In term of academic interest or theoretical, this research provides the empirical proves which is important to the police members in order to explore and identify whether the independent variables can influence the dependent variables, so that KLPOCH is able to drive and reach towards the more developed, competitive and respected. The importance of this study is viewed as a positive things where police

members of is seen contributed in the security sector of a country. Furthermore, the study also is expected to be able to provide strength to the police members especially in Kuala Lumpur to strive and adapting the importance of job performance as a step to achieve a high level of knowledge, productivity and innovation, profitability, planning either short or long term as targeted. This is because competition between organizations in today becomes more intense from time to time. Thus, this research suggests some practices for managers on how to improve the job stress and adaptation that might have decisive influence on the job performance of KLPCH.

In term of practical contribution, the findings of this study also could provide the benefits for uniform team in the form of the provision of managing stress to improve job performance, organizing events like knowledge course, workshop, lecture and other activities, improve cooperation and coherence between employees, and so on. These matters directly or indirectly would bring the positive outcomes to the firms in any aspects. Various research and development (R&D) can be done in order to increase the efficiency and effectiveness of the organization to achieve organizational objectives as expected. In addition, the importance of the job performance in the organization is expected to generate police members strength to improve the quality of life through the production of a quality product or service and has distinctive variation as well as adopting new job performance models and updated to improve the competitiveness of the organization on a par with the output from the other region.

1.6 Research Scope

The scope of this study is focused on the respondents comprising go fall 800 senior police officers and members of the police rank of Police Headquarters in Kuala Lumpur. Rank and file made up of Sub-Inspector, Sergeant Major, Sergeant, Corporal, L/Corporal and Constable while senior police officers from the rank of ACP Similarly, SUPT, DSP, ASP, C/INSP. and INSP. The focus of this study was to examine the extent of the influence of job stress factors which include role ambiguity; role conflict and job control with the job performance of officers and members of the teams Royal Malaysian Police. This study is to determine how the independent variables (three dimensional) affect job performance amongst officers and members at KLPCH.

1.7 Limitation of the Study

This study only focused on the officers and members of the Royal Malaysia Police from the Kuala Lumpur Police Headquarters only. Therefore, the findings of this study will be used as a conclusion to represent police officers and members throughout Malaysia. Results of the study are limited to the extent the honesty and sincerity of the respondents in responding to questions through questionnaires to describe their actual recognition.

The data from this study was gathered through questionnaires and the survey is limited to 150 respondents only. The research survey which is based on questionnaires is depending on the willingness of cooperation from the respondents. Pursuant to Isaac and Michael (1990),an interpretation and understanding of potential respondents might be different from non-respondents in the study. The sample size is based on the Yamane (1967).

1.8 Organization of the Thesis

This study is well-organized by the researcher and divided into five chapters. Chapter 1 is an introduction for this study which describes the direction of this study by presenting a statement of the problem that has led to the concepts, research objectives and research questions, significance of the study, the research scope, and the limitation of the study. This chapter is important in order to provide an understanding to the reader about the roadmap of the study.

In the next chapter, the study will discuss on the literature review concerning to the definitions and concepts that related to the Royal Malaysia Police (RMP), job stress factors and job performance. On the other hand, Chapter 2 also will demonstrate the details about job performance, definition and challenges of the RMP. Then, the research will touch the outcomes of previous studies related to job stress and job performance.

Moreover, Chapter 3 will explain the research methodology for the study. The researcher will describes regarding to theoretical framework, research hypotheses, research design, operational definition, research sample and population, data collection method and procedures, and the data analysis techniques.

After that, the findings of the study and data analysis are indicates in Chapter 4. This chapter will present the complete results from the analysis in the form of text, tables, and figure to the reader. Then, the explanation and discussion about the result will be done by the researcher properly.

Finally, Chapter 5 will focus on conclusion and recommendations that would be the end of this study. The researcher would highlight the implications of the study in two

dimensions which are including managerial and practical implication, and academic implications. Furthermore, the researcher will provide a recommendation for this study and give a suggestion for future research. Eventually, the researcher will conclude and summarize the study based on the analysis results.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to review other related conceptual and empirical studies collected in the focus area. First the discussion is on the definition of related variables in this study, namely the job performance as the dependent variable and the elements of job stress as the independent variable namely role ambiguity, role conflict and job control.

This is followed by the clarification of each important variable above which was carried out by previous researchers both local or foreign researchers on the subject that is very similar to the study. The basic definition and concept is very crucial in order to strengthen this research topic and give a meaningful understanding towards the respective reader. At the end, underpinning theory is going to be explained and resource-based view theory is selected by the researcher to demonstrate that performance is strongly depends on the resource and capabilities of the firms. It is important to know and understand the basis of literature review through the comprehension of underpinning theory.

2.2 Job Performance

The development of organization is depends on the good and outstanding performance by the firms in which the performance is influenced by many factor. In order to improve the performance in any aspect, the contributions and cooperation between employers and employees is very crucial to ensure the performance can be achieved. Most of the organizations specify that performance is becoming an indicator as the firm objective. Thus, it is become a responsibility for the top management to introduce a good aspect of firms such as values and norms to ensure that the workers are familiar with the organizational system to achieve performance as desired by the firms.

To concern with the job performance, neither employers nor employees needs to focus with internal and external forces which lead them to become competitive in a marketplace. The concept of management such as planning, organizing, leading and controlling should be done by top management with the quality and creative way because it has a strong relationship with job performance. Through the entire management concept, the wise decision making by the top management will distinguish the performance of the organization with their competitors.

Previously, a lot of study in term of job performance had been made by many researchers. According to Sutton and March (1997), job performance was commonly used by many researchers as dependent variables to measure the company's profitability and capabilities. This is because performance is a wide subject and has a variety of aspects in management. Therefore, the performance of individuals also becomes an indicator in this research to study whether the individual performance is able to be affected by the job stress or not.

Performance defines as accomplishments of employees and output, that acknowledged by organization for employee works adoption (Robbins & 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 employee's quality and contribute towards job performance. Actually the job performance refers to the employees' involvement and the degree to which achieved with employees 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 to the job assigned, the job performance will be better if the organization give rewards to the employees who perform well in their job, so the rewards are able to create high job satisfaction to the employee in the workplace. Cascio (2006) stated that higher management should have Key Performance Indicators (KPIs)

as a measurement of job performance of their employees to make sure employee aware of expectation from organization.

Besides, the Mahmood, 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 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) mentioned that job stress should identify in the early stage because most of the absence of an employee is due to the occupational stress experience in their workplace in which discourage them to perform well. An employee is able to go through the stress in several levels in their workplace while the job stress continuously increases, then it will harm the employee performance and they will become inefficient in performing their tasks (Jeanne, Laura, Ellen, Melinda, & Robert, 2008).

Elizabeth, (2009) mentioned that there are many factors that can be fixed as common symptoms of stress and stress will affect everybody in a different or unique way. While according to Silva (2006), he stated that person affected by stress will have problems like headache, frequently get cold and flu, having sleeping problem, fuzzy

thinking and so on, in which these matters give impact to the individual physical and psychological. The job stress becomes a big problem in organization and being the challenges for the employer to handle these matters which cause low productivity, low performance, an increase in absenteeism and collection to another problem like hypertension, cardiovascular problems, etc. (Kazmiet *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 which has been done at bank sector demonstrates that the main or high tendency of getting stress is because plenty of the time they spend at their bank (Jamshed, Muhammad, Ayaz, Muhammad &Amjad, 2011). Malta (2004) argued that the insecure feeling or worrying for individual to lose the job is basically stressful, although they are not satisfied with the current job, but they will try to survive because it is more stressful without any job.

Several scholars have indicates that job stress has a significant influence on job performance (Ismail, Yeo, Ajis, &Dollah, 2009; Bashir &Ramay, 2010; Ali, Farooqui, Amin, Yahya, Idrees, Amjad, Ikhlag, Noreen,&Irfan, 2011; Nawaz, Mohsan, & Khan, 2011; Mirela& Adriana, 2011; and Smith, Mills, Rasmussen, Wefald, & Downey, 2012). However, the findings of this study were inconclusive. For example,Mathur, Rigg, Sandhar and Holani (2007) have 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, and Awino (2013) have 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, and

Dollah (2010) has conducted a study to examine the effect of psychological stress and emotional intelligence on the job performance among 104 employees who attached to the private institutions of higher learning in Kuching City, Malaysia. The study also 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 are being the subjects to investigate that job stress has negative influence on job performance among 144 employees including the managers and customer services officer in Pakistan. The results demonstrated that job stress significantly decrease the job performance of the employees. In addition, Jehangir, Kareem, Khan, Jan, and 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 of job stress and job performance. Meanwhile, Shahid, Latif, Sohail, and Ashraf (2011) conducted a study to examine the combined effects of job stress and employee performance among 144 bank employees from the various levels of bank sectors in Faisalabad, Pakistan. The result provides a strong support for the proposed hypotheses that job stress has negative influence on job performance as 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); and Shen (2005) stated that role is an expectation from organization towards employee’s behavior that 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) in his study mentioned that job performance of employees affected by role ambiguity and role conflict. Besides that, job anxiety will become higher when the role of an employee is not understandable by himself and it is clearly will decrease the job performance of an employee (Slattery, Jeffrey, Selvarajan, Anderson, & John, 2008).

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

Substantial amount of the past studies have shown role ambiguity and also studies about role ambiguity is related with job performance, (Abramis, 1994; Bhuian,

Menguc & Borsboom, 2005; Chang & Chang, 2007; Fried *et al.*, 1998; Gilboa, Shirom, Fried & Cooper, 2008; Harris, Artis, Walters, & Licata, 2006; Idris, 2011; Jamal & Preena, 1998; Murkherjee & Maholtra, 2006; Nygaard & Dahlstrom, 2002; Hang-Yue, Foley & Loi, 2005; Lang, Thomas, Bliese & Adler, 2007; Singh, 1993; Shabaz & 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 which 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 high role conflict and role ambiguity 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 from Small and Medium-sized business (SME) in the United States (US). As predicted, the results indicated that role ambiguity was negatively related to job performance. Besides that, the study also mentioned that the job performance strongly affected by the role ambiguity based on 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 Crutsinger (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 in which has been done by Dua (1994); Sharples, Reynolds, Acosta, and Dua (1996); Gillespie, Walsh, Winefield, Dua, and Stough (2001); Taris, Schreier, and Silfhout (2001), they clarify that most of the stress experience of role conflict occurs among the academics. As adoption from Rowley (1996), he given an example that when there are role conflicts within employees occurs when they assign to complete tasks with inappropriate resources, so they are forced to bend the rules and policies of the organization, and finally, they will able to handle the task assign to them. According to Kay (2000), the case study about clergy that 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 which causes a decrease in the job performance (Augustine, 2009; and Viator 2001). Besides that, past research of Abraham (1997); Almer and Kaplan (2002); and Fogarty (2000), the result found that role conflict influence employee job performance. According to Fogarty, Singh, Rhoads, and Moore (2000); and Augustine (2009), they established that role conflict influence the job satisfaction and job performance of employees in an organization.

In addition, 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 job performance of the employees. 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 23,400 employees. The results provide a strong support the proposed hypotheses that the role ambiguity and role overload has a negative effect on job performance. According to Rum, Troena, Hadiwidjoyo, and Surachman (2013), they 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 in which the role conflict decreases the job performance.

2.6 Job Control and Job Performance

According to Ganster (1989), he defines 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 many researches which explores the importance of the job control and employee benefits as an important element in creating well-being 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). As adoption from Bakker and Demerouti (2007), and Hobfoll (1989), they stated that when lack or loss of resource in job control will cause job stress to the person since unable to complete the job demand. Referring to Ganster, Fox, and Dwyer (2001); and Michie and West (2004), they indicates 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 in which they feel comfortable with the job.

According to the Spector (1998, 2002), 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 the problem in workplace.

Moore (2000) argued that the information system (IS) professionals have limited control towards their job because their job is requiring facing the technology gadgets and computers, and they also need to enhance their knowledge about the new technologies although they are not interested. On behalf of that matter, they will face problem in time management in which they need to sacrifice the rest time, no freedom and so on. This is an example of job control application in workplace. On the other hand, job control application also discussed by Igbaria and Siegel (1992); and Thatcher, Stepina, and Boyle (2003) which related to the problem of taking vacation for the IS professionals. According to Ippolito, Adler, Thomas, Litz, and Holzl (2005); Troup and Dewe

(2002), they 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), job control has significantly and positively related with job performance. Pursuant to Bond and Bunce (2003), they have done the research about customer service workers with the sample of worker 412 workers in order 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), they defines acceptance as freedom for a person to determine his or her action without any control, and 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 low risk for heart disease are acquired by the employees if there are existing job control over the work demand. Bond and Flaxman (2008) conducted a study 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 the sample of 777 manufacturing employees in Japan, Nagami *et al.*, (2010) found that job control and coworker support significant and positively related to job performance.

2.7 Royal Malaysia Police (RMP)

The Royal Malaysian Police is made up of officers and members with the total of 113,426. This reflects the diversity of the membership of the delegation carried out by police from the General Duty to carry out the traditional policing which was organized and always contiguous with the people, until the General operations force that carries out the duties of the ' non-regulatory ' such as the prevention of entry of illegal immigrants and war against the rise of communist terrorists once before.

The police strive to gain trust and have big responsibility to the people, and police also assisted by a support group consisting of additional police, police volunteers, auxiliary police, a police cadet and civil servants. This group plays an important role in ensuring the safety and well-being of the country.

2.7.1 Definition of Royal Malaysia Police

The constitution, control, employment, recruitment, fund, discipline, duties and powers of the police force is specified and governed by the Police Act 1967. Section 3 (3) the Police Act 1967 also stated that police forces are subject to this Act, the team shall use the service and nationwide (including its territorial waters) for maintaining law and order, maintain peace and security, the prevention and detection of crime, arrest and prosecute offenders and collect security intelligence.

Generally, there are three main police administration in Malaysia includes Headquarters in Bukit Aman, Headquarters Contingents in each State and District Headquarters in each district. There are seven main departments in the delegation such

as Police Department Management, Department Of Criminal Investigation, and Narcotics Criminal Investigation Department, The Department of Criminal Investigations Department, Commercial, Logistics Department Internal security and public order (SAC) as well as Special Branch.

2.7.2 The Challenges of Royal Malaysia Police

In the era of globalization, the scope of policing has widened and Royal Malaysia Police (RMP) needs a paradigm shift to meet the present and future challenges. While RMP is approaching 204 years old this year, this institution needs to reinvent and rebrand to stay continuously relevant. Currently (until 30th September 2011), the population of the RMP stands at 110,594 police personnel, with eight departments namely Management Department, Criminal Investigation Department, Commercial Crime Investigation Department, Narcotics Crime Investigation Department, Internal Security and Public Order Department, Special Branch Department, Counter Terrorism Department and Logistics Department.

A key challenge for RMP is to regain the good image that has been seriously undermined in the last decade due to mounting public perception of corruption and abuse of power, the result which came from the public inquiries conducted by a Royal Commission in 2004-2005 and submitted its first report on the 15th May 2005. Therefore, our 5th Prime Minister of Malaysia stressed a few challenges for the RMP to confront, inter alia:

- i. To increase people's confidence in RMP through a change in police mindset and values, vigorous action against corruption and providing a more caring and humane service to the community.
- ii. To enhance the effectiveness of work process through such measures as modernizing work procedures, restructuring organization and deployment, and reducing bureaucracy.
- iii. To strengthen the accountability and the sense of responsibility of senior police officers for the performance of their respective departments and units as well as their subordinates by implementing measures such as leadership by example, instilling discipline and sensitivity towards the needs and morale of the staff. A second Commission was set up in 2005 to investigate the standard operating procedures in relation to body searches after a video clip of body of a woman by the police was released by the media. This brought new issues such as the organizational ethics and accountability to the forefront. Studies conducted in 2008 found that the biggest challenge faced by RMP was the issue of integrity. This was based on the statistics that out of 6,355 disciplinary cases involving police officers between the years of 2002 to 2008, 93.5% were on issues of integrity while only 6.5% were on competency.

2.7.3 The Performance of Royal Malaysia Police

When deals about the performance of an organization, aspects of achievement and success is often become the topic that attracts the people attention. For production-

orientated organization, productivity becomes key measurements, while in commercial nature, sales volume and profits determine the performance of a company. For an individual in an organization, excellence in the performance determines the progress of the employee. For such organization like the Royal Malaysian police force, performance work is measured by the effective functioning and success achieved.

Hyphenation (2000) has defined performance as revenue earned or achievement. The purpose of the performance in English means "Achievement" is defined by Longman Taken of Contemporary English (1998) as "Something successfully finished especially through skill and hard work".

Sanders, b. a. (2007) say that performance of a member of the police measured by the eight content areas, namely:-

- i. Job knowledge
- ii. Quality of work
- iii. Quantity of work
- iv. Collaboration
- v. Responsibilities
- vi. Initiative
- vii. The humble
- viii. Interaction of people

Officers of the civil servants are the Laity which has set several dimensions of work achievement in order to measure the achievements of work for the servants of the nation.

Dimensions used is knowledge work, quality of work, employment income, power efforts to generate employment, the provision of the work as well as generating power creative and innovation (Guidelines for report achievements of the JPA 1/year, 1987).

2.8 Goal-Setting Theory

For the underpinning theory, the researcher used goal theory. Goal Setting Theory has develop by Latham and Locke (1979) highlights four mechanisms that connect goals to performance outcomes:

- i. They direct attention to priorities.
- ii. They stimulate effort.
- iii. They challenge people to bring their knowledge and skills to bear to increase their chance of success.
- iv. The more challenging the goal, the more people will draw on their full repertoire of skill.

This theory underpins the emphasis in performance management on setting and agreeing objective against which performance can be measured and managed. Goal theory supports the agreement of objectives, feedback and review aspects of performance management.

According to the theory, there appear to be two cognitive determinants of behavior: values and intentions (goals). A goal is defined simply as what the individual is consciously trying to do. Locke and Latham postulate that the form in which one experiences one's value judgments is emotional. That is, one's values create a desire to

do things consistent with them. Goals also affect behavior (job performance) through other mechanisms. For Locke and Latham, goals, therefore, direct attention and action. Furthermore, challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished.

According to Robertson, Smith and Cooper (1992), goals inform individuals to achieve particular levels of performance, in order for them to direct and evaluate their actions; while performance feedback allows the individual to track how well he or she has been doing in relation to the goal so that, if necessary, adjustments in effort, direction or possibly task strategies can be made.

Under the right conditions, goal setting can be a powerful technique for motivating organization members. The following are practical suggestions for managers to consider when attempting using goal-setting to enhance motivation and performance (Du Brin, 2012; Greenberg, 2011; and Newstrom, 2011).

2.9 Summary

This chapter presents the literature on job stress and job performance. The review of the literature suggests that Goal Theory were found to be the literature source which describes job performance. Furthermore, studies on job performance from previous study indicated positive relationship between job stress and job performances. As a

whole, the literature review seems to indicate evidence of the relationship between job stress and job performance of Royal Malaysia Police.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is explains more details in how the research is implemented and conducted by the researcher. In this study, the research methodology is an essential factor to ensure that the results have a high reliability and validity. Thus, the approach to analyzing data and sampling data method should be identified for hypothesis testing in order to ensure whether it is compatible with the research objectives that have been described. Inaccurate information, blurred or vague, and information overload could occur if the researcher fails to use the methods of data collection or research methodology properly and effectively.

Afterwards, this chapter is explains the research method or approach used to measure and analyzed data which are include conceptual framework, research hypotheses, research design, operational definition, research sample and population, instrumentation methods, measurements of variables, data collection methods and procedures, pilot test and reliability test, coding, and data analysis techniques.

3.2 Conceptual Framework

This study is focuses on reviewing the influence of independent variables namely job stress factors which includes role ambiguity, role conflict and job control towards job performance of RMP that become dependent variables.

Afterwards, to examine the relationship between these two variables, a research frameworks model is developed as shown in Figure 3.1. Description of the framework is as follows:

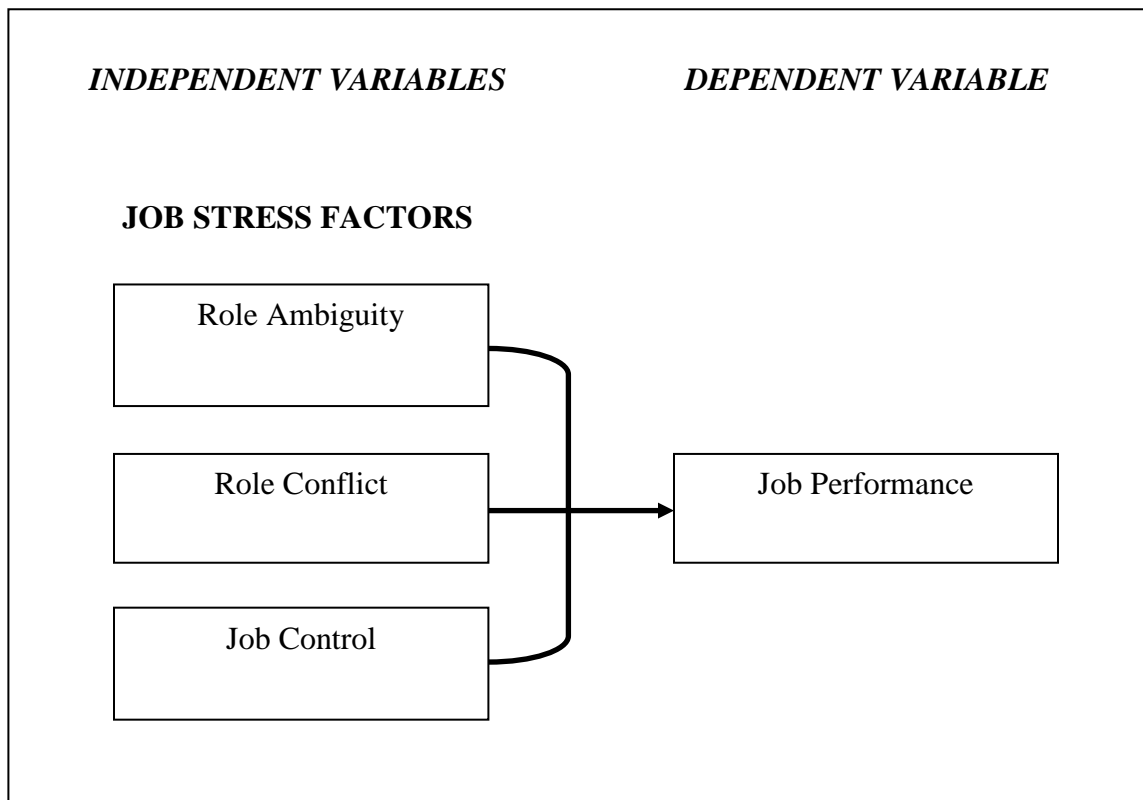


Figure 3.1
Theoretical Framework

This research examines the influences between all independent variables with dependent variable. Both independent variables and dependent variable have their own factors to assess as demonstrated in the figure 3.1 above.

3.2.1 Dependent Variables

The dependent variable of this study is the job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).

3.2.2 Independent Variables

In this study, there are three independent variables have been used under the Job Stress factors which are includes role ambiguity, role conflict and job control.

3.3 Research Hypotheses

Due to the study, the researcher found that there is one main hypothesis, which is then formulated into three sub-hypotheses. The study is intended to investigate the influence of independent variables towards the job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH). The hypotheses are:

- H1 There is the influence of association between job stress factors towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).
- H1a There is association between of role ambiguity and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).

H1b There is the association between of role conflict and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPCH).

H1c There is the association between of job control and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPCH).

3.4 Operational Definitions

Job Performance: In general level of job performance, it can be defined as “all the behaviors employees engage in while at work” (Jex, 2002). However, this is a rather vague description. A fair amount of the employees’ behavior displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work (Shah &Hasnu, 2013).

Job Stress: Job stress is stress experienced by employees at work in which can also occur when an individual is burdened with an excessive workload.(Mojoyinola, 2008).

Role Ambiguity: The generally accepted concept is that role ambiguity occurs when individuals lack a clear definition of their role expectations, and the requirements/methods to complete their job tasks (Rizzo, House, &Lirtzman, 1970).

Role Conflict: Rizzo, House, and Lirtzman (1970) define role conflict as the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance.

Job Control: Job control refers to the extent to which an individual has a capability to exercise authority over one or all potential and actual stressors of job. Job control and how individual or group of workers are completing are another factors closely associated to the development of stress (Rizzo, House, & Lirtzman, 1970).

3.5 Research Design

According to Kerlinger (1986) in his journal, he mentioned that research design is the structure of the research planning and strategy of investigation conceived so as to acquire answers to research questions and to control the variance. In other words, research design is important as an instrument of methods and procedure which is act as frameworks or patents of study in order to acquire the information from specific source at some process and procedures.

In general, the study conducted by the researcher is form of quantitative study which is involving hypothesis testing. This research can be classified as descriptive study. Descriptive study attempts to describe systematically about situation, problem, phenomenon, programme, or provide information about, say, living, or indicate attitudes towards an issue (Kothari, 1985). Descriptive study is intended to explain some situation or phenomenon occurs and allow researchers to understand the characteristics of the variables involved in this study. Before this, the descriptive studies were adopted by many researchers because it facilitates the researcher the view and clear illustration of some circumstances.

3.6 Research Sample and Population

Research sampling is a significant methodology in order to run the social science research. The main purpose of the sampling method is to attain representative cross-sectional sample of the total population (Cavana, Delahaye&Sekaran, 2001). A big sample will benefitting in improving the statistical power, so it is easy to detect significant association of the difference or related to sample size (Leowenthal, 1996).

For the purpose of this study, the population covers RMP at KLPPH located at Jalan Hang Tuah, 51100, Kuala Lumpur. In Malaysia, security and public order is the key elements towards becoming peace and safe country. A lot of extensive efforts were made continuously in order to reduce the crime rate, among other things, operating community involvement and promotes special in the monitoring activities of the neighborhood on a voluntary basis in which all of these workload would increase the job pressure and stress. From the statement, it proves that police members is needed to strive vigorously tom sustain their performance from year to year. Nevertheless, the issues of integrity, the individual ethic and accountability, and the cases of disciplinary involving police officers were opened many eyes of any parties and tarnish the image and performance of police members in Malaysia. Therefore, the question arises whether the work pressure or stress is becoming the significant factor or impact based on the negative issues and problems. Thus, that is become a main reason of why this study is conducted and the researcher is called to study the influence of job stress towards the job performance in RMP.

Moreover, the population target of this research is the police members at KLCPH. The reason on why researcher is selecting the police members at KLCPH is because KLCPH is the highest police headquarter that handle many crime, accident and any incidents in Malaysia compare to another police headquarter in Malaysia as stated in the Chapter One. Thus, it can conclude that KLCPH would be the representative for all police headquarters in Malaysia to attain an answer for this research purposes. As the focus of this research is to study the influence of job stress towards job performance, so, the study on individual is more suitable and valid because organization could not illustrate the level of job stress compared to individual. Therefore, the study of job stress is suitable to assess individual by individual at KLCPH.

For this study, researcher used simple random sampling because the researcher is free to select any individual respondents from KLCPH. Furthermore, the researcher also obtained the total population of KLCPH police members from KLCPH operator staff and facilitates the researcher to discover the total sample based on the population. According to Yamane (1967), he has provided a table for determining the sample size based on the population. According to the information obtained from the KLCPH operator staff (2014), the total number KLCPH police members in 2014 is only around 800 members. Therefore, based on Yamane's table of sample size, when population size, $N=800$ and above, sample size $(n) = 89$ is sufficient for the respondents to answer the questionnaire to get an accurate results. As the population in this study is 800 members, so, the sample size used by the researcher is 89 of respondents. As stated by Martin and Bateson (1986), the higher sample size from data collection will improve the statistical power in the study. Instead of using 89 samples, the researcher has chosen to use 112 samples to get more confident and accurate result.

3.7 Instrumentation Methods

Research instrument is one of the suitable ways to collect data and information. Various methods can be used in order to gain data through observations, interviews, questionnaires, focus group, etc. Questionnaire is the most common method to collect a data due to its inexpensiveness and ability to cover wide number of respondents (Zikmund, 2000). Therefore, the data collection in this research was conducted through the questionnaire method. Pursuant to Sekaran (2003), questionnaires method is used because it has more benefits compared with other data collection methods such as interviews and observations. The questionnaires were distributed in order to identify the influence of job stress towards job performance of police at KLPCH.

Questionnaires design will have three sections. First section is section A that focuses about demographics question by using nominal data. Section B is the second section consists of dependent variable (DV), namely job performance. Section C is focuses on independent variables (IV) which consist of job stress factors (role ambiguity, role conflict and job control) by using ordinal data. To obtain the reasonable rate of return from samples, the researcher has requested the assistance from the Head of Training Branch, KLPCH.

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

The Appendix A shows the completed questionnaire of the survey. The summary of all items for each section in the questionnaire is shown as in Table 3.1 below:

Table 3.1
Summary of the Questionnaire

Variables	No. of Items	Question No.
Section A:		
Gender	1	Section A: 1
Age	1	Section A: 2
Marital Status	1	Section A: 3
Level of education	1	Section A: 4
Job Position	1	Section A: 5
Working Experience	1	Section A: 6
Daily Working Hour	1	Section A: 7
Section B		
Job Performance	4	Section B: 1-4
Section C		
Studies of Job Pressure		
Role Ambiguity	7	Section C: 1-7
Role Conflict	8	Section C: 1-8
Job Control	7	Section C: 1-7

3.8 Measurement of Variables

This study also has used a Likert scale in order to obtain a statistical measure in Section B and C. The Likert scale is a measure of attitude that developed by LikertRensis (Keegan, 2009). According to Malhotra (2006), the Likert scale provides big advantage because this scale is easy for researcher to construct and administer the scale, and it also facilitate respondent to understand the scale. This questionnaire has been designed using a five point Likert Scale method as indicated below:

Table 3.2
Likert Scale

No. of Scale	Scale
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

3.9 Data Collection Method and Procedure

The questionnaire is based on the questions that relevant to the research conducted by the researcher which based on readings of related topics and the questionnaire about job stress factors (role ambiguity, role conflict and job control) was adopted from Rizzo *et al.*, (1970) in order to identify whether it can influence the job performance of police.

Then, the questionnaire forms are submitted to the KLPCH that help researcher to obtain the information required. The process of data collection is done by researcher with assistance from training unit. Researcher has started the process of questionnaire distribution on 15 June 2014 at KLPCH. The period of time it takes to collect all the questionnaire is one month. Then, questionnaire is delivered by hand to the police randomly and also retrieved by hand. The time provides for the respondent to answer the questionnaire is very reasonable. Along with the questionnaire, the researcher brought the accompanying letter from Universiti Utara Malaysia (UUM) to describe the purpose of questionnaire distribution and hope that researcher able to get positive feedback from the organization. A total of 150 questionnaire were distributed and researcher also responsible to give information to the respondents in how to answer and fill the

questionnaire. At the end, researcher has only gained back a total of 112 or 75% of completed questionnaire to be used in to create the analysis in this study.

3.10 Pilot Test

Pilot test was conducted by researcher at the end of May 2014 in order to test the reliability of the research instrument used by the researcher. Questionnaire must be tested through a pilot test to identify whether it has the weakness contained in the forms or not. This test is needed in order to know the level of understanding of the respondents against instructions and the words contained in the questionnaire, and the test should be implemented using reasonable samples which represent the target population. According to Cooper and Schindler (2006), weakness in design and instrumentation can be detected because pilot test can provide proxy data for selection of probability sample.

Therefore, the questionnaire was tested on 32 respondents which is consisted the staffs and officers of police station at Police Station Section 15, Shah Alam, Selangor in order to measure the reliability and validity of each item to identify the influence of independent variables towards dependent variables. Pursuant to Bullen (2014), a sample for pilot test around 30 -50 respondents is usually enough to identify any weakness or mistakes in the study. Afterwards, the questionnaires were collected three days later and feedback about the clarity of works and direction is positive. As a whole, the respondents gave a good cooperation with researcher and can answer the question properly.

3.11 Coding

For this research, the research coding is needed to be done due to some of reverse question in the questionnaire instrument. Due to certain research in academic and industrial field, many psychological questionnaires include a mixture “positively-keyed and negatively-keyed” item, and this matters need to be addressed before computing the scores on the questionnaires and before conducting any analyses. The reverse question is very significant to ensure that the honesty and sincerity, seriousness and details understanding of respondents to answer the question because sometimes, the bias in answering the questionnaire occurs due to the respondents attitudes of perfunctory, indifferent and so on.

Positively-keyed items are instrument items that are revealed so that the statement with the item represents a relatively high level of positive attribute being measured. Negatively-keyed items are items that are phrased so that an agreement with the item represents a relatively low level of the attribute being measured. Therefore, if a questionnaire instrument includes positively-keyed and negatively-keyed items, then the negatively-keyed items must be reverse-scored before the researcher computes individual’s total scores and before conducting analysis and findings (Kitayama, King, Tompson, Huff, Yoon & Liberzon, 2014). Refers to the questionnaire instruments in this research, there are some reverse question applied in independent variables section. It includes question five from role ambiguity, question six, seven and eight from role conflict, and question five and six for job control. The Table below shows the applicable recode for reverse question.

Table 3.3
Applicable Recode for Reverse Question (Based on Likert Scale)

Scale 1	—————→	Scale 5
Scale 2	—————→	Scale 4
Scale 3	—————→	Scale 3
Scale 4	—————→	Scale 2
Scale 5	—————→	Scale 1

(Source: Kitayama *et al.*, 2014)

3.12 Reliability Test

Generally, reliability is a measurement of the ability of research instrument in measuring the variables of the research according to the samples. Pursuant to Salkind (2006) in his writings, reliability of data occurs when a test to measure the data was done repeatedly and produces the same results. There are many methods of measurement that can be used in order to determine the reliability coefficient of the instrument. Reliability of questionnaire was tested using Cronbach's Alpha procedures based on the model of internal consistency.

According to Sekaran (2003), he noted that the closer the Alpha value to 1, it indicates a high level of reliability (Cronbach's Alpha = > 0.90). If the Alpha value is less than 0.6, it may be assumed that the instrument used in the study had low reliability (Cronbach's Alpha = < 0.60). Good and acceptable reliability if the value of Alpha is more than 0.7 (Cronbach's Alpha = 0.7 to < 0.90). Table 3.4 shows the range of reliability values of Cronbach's Alpha are as follows:

Table 3.4
Coefficient of Cronbach's Alpha

Value	Level of Reliability
< 0.6	Weak
0.6 to < 0.7	Moderate / Received
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
> 0.9	Strong

(Source: Hair, Money, Samouel, & Page (2007); Sekaran, U. (2006))

A reliability test result of pilot test is show at table of 3.5. Based on the pilot test, the reliability statistics of the variables are very good and excellent. For dependent variables, the Cronbach's Alpha value shows a good reliability of 0.738 which represent of the dependent variables (Job Performance). In a meanwhile, the Cronbach's Alpha value also shows an excellent reliability of 0.928 for independent variables. A range of Cronbach's Alpha value for independent variables is 0.813 and 0.909.

Table 3.5
Reliability Statistic for Pilot Test

Items	Number of Items	Cronbach's Alpha
Dependent Variables	4	0.738
Job Performance	4	0.738
Independent Variables	22	0.928
Role Ambiguity	7	0.813
Role Conflict	8	0.871
Job Control	7	0.909

3.13 Data Analysis Technique

The data of this study is analyzed using quantitative methods. In this research, *Statistical Package for the Social Science* Version 19.0 (SPSS) was used to analyze the data. Descriptive statistics is a method used by researchers to compile and interpret the raw data (Malin & Birch, 1997) because this is one of the easy methods to be applied. This statistic is a technique used to take a raw data and summarized or be processed in a more concise form. In this research, the data collected from survey of respondents was tested using statistical techniques such as descriptive analysis which represents analysis of demographics and test of mean, validity and reliability test, correlation analysis and multiple regression analysis. The statistical analysis results are shown at Appendix B.

3.13.1 Descriptive Analysis

Descriptive analysis is applied by the researcher in order to perform frequency analysis and identify the mean test. In order to start the analysis in this study, the researcher will analyze the frequency distribution of respondents demographic. A frequency analysis is tabular information from the set of data and information from the survey and it shows the value and percentage of the data efficiently. Pursuant to Oosterbaan (1994), this analysis is important which used to predict in how frequent the certain figures or values of a variables phenomenon might happen and to evaluate the reliability of the forecast. By using the analysis, researcher is able to organize and summarize the data effectively and systematically. Mostly, the analysis is used to measure the data of respondent's demography.

The researcher is using frequency analysis to analyze of 7 demographic information in section A which includes sex, age, marital status, education level, job position, working experience and daily working hour.

Afterwards, the mean test is used to examine the level of job stress adaptation and application by the police in the Kuala Lumpur Police Contingent Headquarter (KLPCCH). To identify the level of the job stress, the researcher used mean as a mid-point to separate the lower level and upper level of adaptation. Consistent with the statement by Healey (2005), descriptive measurement is better to determine the center of numbers in which it serves as an instrument to balance the marks accurately.

3.13.2 Validity and Reliability Test

According to the Hair, Babin, Money and Samuel (2003), validity analysis is supposed to be used by the researcher to measure what are claim to measure. Validity is answered that how far the social reality can be measured through the study which is in line with the arrangement of the study by the origin researcher. The research instrument used by the researcher is the instrument that developed by the expert in the job stress field named Rizzo *et al.*, (1970), Shah and Hasnu (2013) for job performance. The researcher argues that the validity test for independent variables which represent job stress is does not need to be done because this instruments is long-term establish and well-known by the many scholars of job stress field. On the other hand, this instrument also used by many researchers previously and become one of the essential instruments to study the job stress mechanism. Thus, it proved that this independent variables instrument possesses

high level of validity and certainly can be applied by the researcher to get the outcomes from the KLPCH.

The reliability test refers to the consistent and stability of the test in measuring the variables of the study based on the samples. For this matter, the researcher used Cronbach's Alpha analysis to measure the reliability of the research instrument. The reliability test is used for pilot test and will be used by the researcher for actual research which will be emphasized in the next chapter. In addition, the validity test is prerequisite to reliability test. In other words, it means that if the validity test is not valid in the study, so there is no point to discuss reliability test. The relationship between both of test is important in order to improve the quality of the research results.

3.13.3 Pearson's Correlation Analysis

The analysis of Pearson's correlation is used to measure between two or more variables whether it have significant relationship and either positive or negative correlations of relationship (Sekaran, 2003). In theory, this analysis will demonstrated the correlation coefficient which symbolize by r in which the value is between -1 and +1. The researcher has indicates the scale which is outlined by Hair, Money, Samouel, and Page (2008) that can be applied to interpret the relationship between two variables as follows:

Table 3.6***The Coefficient Scale and Relationship Strength of Correlation***

Coefficient Scale	Relationship Strength
$\pm 0.91 - \pm 1.00$	Very Strong
$\pm 0.71 - \pm 0.90$	Strong
$\pm 0.41 - \pm 0.70$	Moderate
$\pm 0.21 - \pm 0.40$	Weak
$\pm 0.01 - \pm 0.20$	Very Weak

(Source: Hair, Money, Samouel and Page (2008))

3.13.4 Multiple Regression Analysis

Multiple regression analysis refers to vicariate correlation expansion. Due to the two or more independent variables used by the researcher to make a prediction towards dependent variables, so the multiple regression analysis is appropriate and will be used. The result of regression is the figures that determine whether dependent variables have prediction to independent variables or not. Thus, it can be measure whether independent variables are able to influence the dependent variables or not.

Table 3.7
Summary of Data Analysis Technique

	Hypothesis	Statistical Analysis
H1	There is the influence of job stress factors towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).	Multiple Regression Analysis
H1a	There is the influence of role ambiguity towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).	Correlation
H1b	There is the influence of role conflict towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).	Correlation
H1c	There is the influence of job control towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).	Correlation

3.14 Summary

This chapter has explained on the method of this research which is covers conceptual framework, research hypothesis, research design, operational definition, research sample and population, instrumentation, measurement of variables, data collection method and procedure, pilot test, reliability test, and data analysis technique. Development stage of the questionnaire also discussed and it has aligned with the aims and research objectives and also the literature reviewed. Furthermore, this chapter also shows the reliability of the variables used through the pilot test that have been conducted. The analysis of the results of this study will be presented in the next chapter. Based on the needs of the study, the next chapter is explains about the findings or results obtained in this research.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter discusses the findings and the researcher also explained the findings from the statistical analysis including the data interpretations that have been analyzed. The data obtained are analyzed by using the software of *Statistical Package for the Social Science (SPSS)* Version 19. The presentation of the data analysis and result is clearly describes in the following categories:

- i) Descriptive Analysis
- ii) Validity and Reliability Analysis
- iii) Pearson's Correlation Analysis
- iv) Multiple regression Analysis

The hypotheses testing would be performed by the researcher in which the researcher is requiring to decide whether to accept or reject the hypotheses in the study. Furthermore, several findings can summarize due to the basis of the research findings. The summary of the results is elaborated in this chapter in order to enhance the understanding of the reader about this study.

4.2 Descriptive Analysis

Descriptive analysis is used by the researcher in order to conduct frequency analysis and identify the mean test. Firstly, the researcher will explain about the frequency analysis. A total of 150 questionnaires were distributed to the respective respondents who are the police member of the KLPCCH by using simple random sampling method. Then, researcher has only gained back a total of 112 ($N = 112$) or 75% of completed questionnaire to be used to create the analysis in this study. However, the researcher is able to reach the target of respondents because the researcher needs only 89 samples to make the research analysis.

4.2.1 Background of Respondents

Frequency analysis is one of the crucial analyses in the research development. This analysis is conducted in order to get a count of the total respondents that participate in this study with different value and indicates the percentage value. In the Section A of the questionnaire, there are seven information related with the respondent's and his/her firm background which includes sex, age, marital status, education level, job position, working experience, and daily working hour.

Due to the 112 samples gained by the researcher with different background and values, the demographic analysis can be done effectively. The demographic information is divided into two categories which are personal information and firm information. There is no missing data during the data analysis. In term of personal information based on the findings, the gender composition shows that 64.3% are male respondents who

participate in the study, while 35.7% are female respondents. Table 4.1 shows the composition of gender in more details.

Table 4.1

Composition of Respondents by Sex

Gender	Frequency	Percentage (%)
Male	72	64.3
Female	40	35.7

Then, the highest group composition of respondents' age is from 21-30 years which is 43.8%, followed by the 31-40 years and 41-50 years with 37.5% and 17%. While the lowest group composition of age is below 20 years and 51 years and above which is only 0.9%. All of the respondents that are composing by the age are shown at Table 4.2.

Table 4.2

Composition of Respondents by Age

Age (Years)	Frequency	Percentage (%)
Below 20	1	0.9
21-30	49	43.8
31-40	42	37.5
41-50	19	17
51 years and above	1	0.9

Due to the marital status composition, the married respondents are ranked as the largest number of respondents at 73.2%, following by single respondents at 26.8%. The Table 4.3 below shows the composition of respondents by marital status.

Table 4.3***Composition of Respondents by Marital Status***

Marital Status	Frequency	Percentage (%)
Single	30	26.8
Married	82	73.2

Afterwards, the large number of respondent's highest level of education is the Diploma level which shows that 42.9%. Next, it is followed by the High school and Bachelor's Degree with 40.2% and 8.9%. The slight numbers of respondents due to their highest level education are PhD/Master and primary schools which shows only 1.8% and 6.3%. The summary of respondents' level of education composition in this study is shown at the Table 4.4.

Table 4.4***Composition of Respondents by Education Level***

Education Level	Frequency	Percentage (%)
PhD/ Master	2	1.8
Bachelor's Degree	10	8.9
Diploma	48	42.9
High School	45	40.2
Primary School	7	6.3

In relation to position of respondents at the respective company, the Lance Corporal is the most with 72.3% follow by Corporal 18.8%, and Sergeant is 5.4%. And the lowest number of position of respondents at the KLPCH is Sergeant Major and Constable with only 1.8%. The Table 4.5 shows the number of respondent's position in the KLPCH.

Table 4.5***Composition of Respondents by Position of Respondents at KLPCH***

Position	Frequency	Percentage (%)
Sergeant Major	2	1.8
Sergeant	6	5.4
Corporal	21	18.8
Lance Corporal	81	72.3
Constable	2	1.8

Next, the data of respondent's experience years of working with the KLPCH shows that the years from 4-7 of works experience at the firms is the highest with 37.5%. And the lowest years of working experience at the firm is less than 1 years. All of the respondent's compositions of working experience are shown at Table 4.6.

Table 4.6***Composition of Respondents by the Total Working Experience***

Working Experience	Frequency	Percentage (%)
Less Than 1 years	1	0.9
1-3 years	12	10.7
4-7 years	42	37.5
8-11 years	26	23.2
12-15 years	18	16.1
More Than 15 years	13	11.6

Next, the data of daily working hours of respondents at the KLPCH shows those 8-10 hours of works daily working hours at the KLPCH is the highest with 78.6%. And the lowest hours of daily working hours at the KLPCH is less than eight hours. All of the respondent's compositions of daily working hours are shown at Table 4.7.

Table 4.7

Composition of daily working hours at KLPCH

Daily Working Hours	Frequency	Percentage (%)
Less Than 8 hours	10	8.9
8-10 hours	88	78.6
More Than 10 hours	14	12.5

4.2.2 Descriptive Analysis of Frequency Cross-Tabulation

Cross-tabulation is one of the most useful analytical tools and is a main-stay of the market research industry. One estimate is that single variable frequency analysis and cross-tabulation analysis account for more than 90% of all research analyses. Cross-tabulation analysis, also known as contingency table analysis, is most often used to analyze categorical (nominal measurement scale) data. A cross-tabulation is a two (or more) dimensional table that records the number (frequency) of respondents that have the specific characteristics described in the cells of the table. Cross-tabulation tables provide a wealth of information about the relationship between the variables

In the Table 4.8 below, a cross-tabulation analysis is carried out between the positions of the respondents with other variables to explore further on the respondents that responded to the questionnaire. The analysis indicates the all the Sergeant majors are female from age the 31-40 years old and married with bachelor's degree. They have working experience 4 to 7 years with daily working hour between 8 to 10 hours. The Sergeants are balance between male and female with age 31-40 years old. Most of them are married and they have bachelor's degree qualification to entered the police force. They have two diferrent group of working experiance between 4-7 years and 8-11 years with 8-10 daily working hours.

Next are the Corporal where they represent with mostly are female with 41-50 years old and married status. They were entered the police force with diploma level and they have 8-11 years working experience. In terms of daily working hours, they have two different working hours between 8 hours to 10 hours and more than 10 hours.

Lance Corporals have represented the highest number of respondent to the study. Most of them are male between 31-40 years old with married status. They have joint the police force with high school level and 4-7 years working experience. Their daily working hours are 8-10 hours.

The Constables are represented mostly by the male between 21-30 years old with single status. In terms of academic level, they have entered the police force with high school level and 4-7 working experience. Next is daily working hours, most of them work between 8-10 hours.

Table 4.8***Crosstabulation******Sex * Position Crosstabulation***

		Position					Total
		Sergeant Major	Sergeant	Corporal	Lance Corporal	Constable	
Sex	Male	0	3	8	59	2	72
	Female	2	3	13	22	0	40
Total		2	6	21	81	2	112

Age * Position Crosstabulation

		Position					Total
		Sergeant Major	Sergeant	Corporal	Lance Corporal	Constable	
Age	Below 20 Years Old	0	0	0	1	0	1
	21-30 Years Old	0	2	2	43	2	49
	31-40 Years Old	2	3	9	28	0	42
	41-50 Years Old	0	1	10	8	0	19
	51 Years Old and Above	0	0	0	1	0	1
	Total	2	6	21	81	2	112

*Education * Position Crosstabulation*

		Position					Total
		Sergeant Major	Sergeant	Corporal	Lance Corporal	Constable	
Education	PhD/ Master	0	1	1	0	0	2
	Bachelor's Degree	2	5	3	0	0	10
	Diploma	0	0	15	33	0	48
	High School	0	0	2	41	2	45
	Primary School	0	0	0	7	0	7
Total		2	6	21	81	2	112

*Working experience * Position Crosstabulation*

		Position					Total
		Sergeant Major	Sergeant	Corporal	Lance Corporal	Constable	
Working experience	Less Than 1 Year	0	0	0	1	0	1
	1-3 Years	0	0	1	11	0	12
	4-7 Years	2	2	2	34	2	42
	8-11 Years	0	2	9	15	0	26
	12-15 Years	0	1	0	17	0	18
	More than 15 Years	0	1	9	3	0	13
Total		2	6	21	81	2	112

Daily working hour * Position Crosstabulation

		Position					Total
		Sergeant Major	Sergeant	Corporal	Lance Corporal	Constable	
Daily working hour	Less Than 8 Hours	0	0	5	5	0	10
	8 hours to 10 hours	2	5	8	71	2	88
	More Than 10 Hours	0	1	8	5	0	14
Total		2	6	21	81	2	112

4.2.3 Descriptive Analysis on Variables

In most of the research, the descriptive analysis is becoming the measure instrument and general trends in a data set. Pursuant to Thomson (2009), descriptive statistics are numbers that summarize and easy the readings of the data with the purpose of explaining on what occurred in the sample. Table 4.14 shows the descriptive statistic for all dependent variables and independent variables. The full analysis of descriptive statistical analysis is shown at Appendix 3.

The findings of the analysis show that overall job performance of police members at KLPCH recorded the number of mean with 3.84. For standard deviation as can be seen, it shows that the job performance is 0.58.

According to the data provided at the table, it shows that the highest mean for independent variables is 4.21 which is represent role conflict, and followed by job control and role ambiguity with 4.19 and 3.99. Based on Table 4.14, the dependent variables for job performance of police at KLPCH is positively skew at 0.037. For

independent variables, role ambiguity and job control negatively at -0.334 and -0.44 and for role conflict is positively skew at 0.046. However, the values for skewness for both variables of independent and dependent are great because the number is between +1 and -1. In other words, it means that the value for skewness is near to normal (normal = 0) or symmetrical and the tabulation is not too skew.

For Kurtosis, the dependent variables also show the good value in which job performance of police at KLPCH at -0.634. For independent variables, all of the items show the negative value. Role ambiguity shows -0.394, role conflict at -0.694 and job control shows -0.694. In conclusion, the kurtosis value for both independent and dependent variables is good because the figure is between +3 and -3. Therefore, it means that the value for kurtosis is near to normal (normal = 0) and the curve of kurtosis is not too high or not too sloping.

Table 4.9

Summary of Descriptive Analysis (N = 112)

Items	Mean	Standard Deviation	Skewness	Kurtosis
DV				
Job Performance of Police at KLPCH	3.84	0.58	0.037	-0.634
IV				
Role Ambiguity	3.99	0.47	-0.334	-0.394
Role Conflict	4.21	0.42	0.046	-0.694
Job Control	4.19	0.61	-0.447	-0.455

Next the following analysis as presented in the Table 4.15 is the descriptive analysis on the responses received on each element in the variable construct. There are four questions that measure the dimension of job performance. Respondents marked the range at four translated as agree to the question that indicates. In general, the respondents are agreeing that stress factors have influence towards job performance.

Table 4.10

Descriptive Analysis on Job Performance

Job Performance							
No	Statement	1	2	3	4	5	Total %
1	I am able to complete each work quickly and record effectively	0	1.8	25.0	50.0	23.2	100
2	The work which was assigned to me by my leader can be completed on time easily (Realistic and achievable tasks)	0	3.6	35.7	44.6	16.1	100
3	The work which was assigned to me by my leader can be completed on time easily (Realistic and achievable tasks)	0	3.6	38.4	40.2	17.9	100
4	I usually program and arrange the progress of my job	0	1.8	22.3	55.4	20.5	100

The following descriptive analysis analyses the responses on the respondents' task time. Table 4.16 below indicates the score obtained for each questions in the construct. Seven questions make up the elements of the role ambiguity. Respondents marked the range at four translated as agree to the question that indicates. Basically they agree that there are influence between role ambiguity and job performance.

Table 4.11***Descriptive Analysis on Role ambiguity***

Studies of Job Stress (Role Ambiguity)							
No	Statement	1	2	3	4	5	Total %
1	I have objectives, scope and clear goals about my task	0	1.8	23.2	45.5	29.5	100
2	I know that I have divided my time well	0	0	23.3	61.6	15.2	100
3	I know what is my responsibility and my role	0	0	13.4	50.0	36.6	100
4	I am able to accept clear instruction whenever I need to complete the task	0	2.7	24.1	50.0	23.2	100
5	I'm not sure of my own jurisdiction	0	2.7	17.9	48.2	31.3	100
6	I know clearly what is expected from me	0	3.6	22.3	59.8	14.3	100
7	I can give full concentration to my task	0	3.6	24.1	52.7	19.6	100

The descriptive analysis on role conflict as shown in Table 4.17 below indicates that the respondents prefer to four (agree) and five (strongly agree). Eight questions make up the elements of the role conflict. This scenarios has shown that the respondent agree that role conflict is one of the stress factor that influence the job performance.

Table 4.12***Descriptive Analysis on Role Conflict***

Studies of Job Stress (Role Conflict)							
No	Statement	1	2	3	4	5	Total %
1	I need to do the task differently from before	0	0	1.8	38.4	59.8	100
2	I accept and complete the task without enough manpower	0	0	8.0	47.3	44.6	100
3	I need to follow the rules to complete a task	0	0	15.2	38.4	46.4	100
4	I work with two or more groups that operate differently	0	0.9	18.8	52.7	27.3	100
5	I accept request and opinion that is unmatched from two or more people	0	0	15.2	52.7	32.1	100
6	I do the task that only favored by only one which is not liked by many	0	0	11.6	50.9	37.5	100
7	I just accept task without enough resource and material to be implemented	0	0	17.0	57.1	25.9	100
8	I work for unnecessary things	0	4.5	23.2	53.6	18.8	100

The following descriptive analysis on another independent variable is the job control. Compared to the earlier tables above, the responses received here are more spread in terms of their responses. The score range from four (agree) to five (strongly agree). There are seven questions regarding job control. The respondents seem to agree and strongly agree that job control influence towards job performance.

Table 4.13***Descriptive Analysis on Job Control***

Studies of Job Stress (Job Control)							
No	Statement	1	2	3	4	5	Total %
1	I accept task without manpower to complete the task	0	0.9	3.6	47.3	48.2	100
2	I was given enough time to complete the task given to me	0	1.8	16.1	39.3	42.9	100
3	I have too many things to do	0	2.7	19.6	42.0	35.7	100
4	Task given to me exceeding my ability	0	3.6	17.0	39.3	40.2	100
5	I always see the increase of my work burden	0	2.7	22.3	35.7	39.7	100
6	I work for unnecessary things	0	3.6	24.1	39.1	33.0	100
7	I had to do my task in rushing and less precise in order to complete the task	0	0.9	9.8	47.3	42.0	100

4.3 Validity and Reliability Analysis

This part illustrates the analysis of validity and reliability in order to identify whether the questionnaire used by the researcher is accurate or not.

4.3.1 Validity Test for Dependent Variables

The data about job performance of police at KLPPH from the survey was analyzed by using the Principal Component Analysis (PCA), with Varimax rotations on data which obtained from 112 respondents. The Kaiser-Meyer Olkin (KMO) is to measure of sampling sufficiency recommended that sample was factorable (KMO = 0.773). The items in the rotated are consistent and not divided into many parts. The findings of Varimax rotation of the solution for job performance of police is shown at Appendix 4.

For independent variables, the instruments which represent job stress is valid due to the long-term establish and well-known by many scholars from organizational behavior field. In addition, this instrument also was used by many researchers previously and become one of the essential instruments to study the job stress mechanism. Therefore, it proves that this independent variables instrument possesses high level of validity and certainly can be applied by the researcher to get the outcomes from the police member at KLPCH.

4.3.2 Reliability Test

Reliability is significantly important to measure the data consistently, so the researcher is able to know whether the inferences are valid or not. According to Weiner (2007), reliability is the degree to which a measurement technique can rely upon to ensure consistency of the findings from repeated application. Some of the method can be used to determine the reliability of the instruments. Reliability of questionnaire was tested by using Cronbach's Alpha procedures based on the model of internal consistency.

Referring to Sekaran (2003) in his writings, he stated that the closer the Alpha value to 1, it indicates a high level of reliability of the research data (Cronbach's Alpha ≥ 0.90). If the Alpha value is less than 0.6, it may be assumed that the instrument used in the study had low reliability (Cronbach's Alpha < 0.60). Good and acceptable reliability if the value of Alpha is more than 0.7 (Cronbach's Alpha = 0.7 to < 0.90).

A reliability test result of data gathered from the survey is show at Table 4.9. Based on the data obtained, the reliability statistics of the dependent variables and

independent variables are very good. For dependent variables, the Cronbach's Alpha value shows a better result of reliability of 0.827 which represent of the dependent variable. On the other hand, the Cronbach's Alpha value also shows an excellent reliability of 0.910 for job stress or independent variables. A range of Cronbach's Alpha value for independent variable items is from 0.775 until 0.892. The Appendix 5 shows the statistic of reliability analysis of dependent and independent variables.

Table 4.14

Reliability Statistic for the Data Gathered from Survey

Items	Number of Items	Cronbach's Alpha
Dependent Variables	4	0.827
Job Performance	4	0.827
Independent Variables	22	0.910
Role Ambiguity	7	0.775
Role Conflict	8	0.776
Job Control	7	0.892

4.4 Pearson's Correlation Analysis

For this analysis, the researcher is tried to examine whether the independent variables have the relationship with dependent variables or not. The Table 4.10 below shows the correlation analysis of the research. The full analysis of correlation is shown at the table at Appendix 6.

The Table 4.10 of correlation analysis shows that role ambiguity, role conflict and job control with job performance of police members have a positive correlation in which $r = 0.294, 0.353, \text{ and } 0.303, 0.475$, and $p = 0.000; p < 0.05$. The weak of the relationship between these two variables also was weak for role ambiguity, role conflict and job control. In conclusion, it was found that role ambiguity, role conflict and job

control has a significant relationship with job performance of the police members at KLPCH.

Table 4.15

Correlation Analysis (N=112)

		Mean_Job Performance
Mean_Role Ambiguity	Pearson Correlation	0.294**
	Sig. (2-tailed)	.000
Mean_Role Conflict	Pearson Correlation	0.353**
	Sig. (2-tailed)	.000
Mean_Job Control	Pearson Correlation	0.303**
	Sig. (2-tailed)	.000

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

4.5 Multiple Regression Analysis

Multiple regressions are used to explore the relationship between one continuous dependent variable and a number of IV. Multiple regressions are based on correlation, but allow a more sophisticated exploration of the interrelationship among a set of variables. (Pallant, J 20015).

Due to two or more independent variables used by the researcher to make a prediction towards dependent variables, so the multiple regression analysis is appropriate and used in this study. Multiple regression analysis was used to analyze whether the independent variable (job stress) influence the dependent variables (job performance). For this analysis, 4 hypotheses are tested to ensure whether the independent variables are able to influence dependent variable which is in line with the objectives of the study. The details analysis of multiple regressions can be referred at Appendix 7.

As shown in Table 4.11, the result of regression analysis indicates the influence of job stress towards the dependent variable which is representing the job performance of police members at KLPCH. There are four hypotheses is tested in this part and Table 4.13 indicates the hypotheses results whether the researcher decide to accept or reject the hypotheses.

Table 4.16

Multiple Regression Analysis for Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.607	.541		2.968	.004	.534	2.680
	Mean_Role Ambiguity	.057	.159	.047	.360	.719	-.259	.373
	Mean_Role Conflict	.342	.167	.246	2.046	.043	.011	.674
	Mean_Job Control	.133	.113	.139	1.175	.243	-.091	.358

a. Dependent Variable: Mean_Job Performance

4.5.1 Model Summary

According to Pallant (2005), a model summary indicates how much of the variance in the dependent variable (in this case, Job Performance) is explained by the model. The “adjusted R²” is intended to “control for” overestimates of the population R² resulting from small samples, high confidence interval or small variable ratios. Also, the “Std.

Error of the Estimate” is the standard deviation of the residuals. The larger the R^2 the smaller this will be relative to the standard deviation of the criterion.

The result of H1 was tested using multiple regression analysis. Collectively, the result explained that R Square value is 0.143. This demonstrates that 14.3% of variance that describes the DV (job performance of police members) was accounted to the IVs (job stress) where the F value = 5.991 and significant value is 0.000 ($p < 0.05$). Therefore, the hypothesis is accepted. It means that the job stress is able to influence job performance of the police members at KLPCH.

Table 4.17

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.378 ^a	.143	.119	.54534	.143	5.991	3	108	.001

a. Predictors: (Constant), Mean_Role Ambiguity, Mean_Role Conflict, Mean_Job Control

b. Dependent Variable: Mean_Job Performance

4.6 Hypotheses Summary

There are variations of the hypothesis results that can be seen in this study and Table 4.12 indicates briefly about the hypothesis results which analyzed by the researcher. An analysis of Multiple Regression coefficient explained that all hypotheses are accepted

and have a significance influence between independent variables and dependent variable.

Table 4.18

Summary of All Hypotheses (N=112)

Hypothesis		Accepted	Rejected
Multiple Regression Analysis		(Have a significant influence)	(Did not have a significant influence)
H1	There is the influence of association between job stress factors towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPCH).	Accepted	
H1a	There is association between of role ambiguity and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPCH).	Accepted	
H1b	There is the association between of role conflict and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPCH).	Accepted	
H1c	There is the association between of job control and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPCH).	Accepted	

4.7 Summary

In this chapter, the researcher discussed the hypothesis tested that has been formed to implement the analysis which related to the variables of the research. The research

findings show that there is significant influence of job stress towards job performance of police members at KLPCH.

This study also has identified the influence of independent variables towards dependent variables which is in parallel with the research objectives of number 1, 2, 3 and 4. Based on the Table 4.22 and 4.23, the research analysis using the Multiple Regression analysis found that 4 hypotheses are significant and the dependent variable has an ability to be influenced by the independent variables.

Moreover, the next chapter is discussed the hypotheses and findings of the study in which the researcher provides the explanations or discussion based on the results from the findings. Then, the researcher is also giving some recommendation, suggestion for future research and concludes this study.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

In this final chapter, the researcher gives a brief overview and summarizes the findings which obtained from the Chapter 4. It is essential for researcher to discuss the findings, and provides suggestion in this study which based on the research findings. The section in this chapter will be divided into the following parts namely research discussion, research implication, recommendation of the research, limitation of the study, suggestion for future research and conclusion.

Research implication is divided into two components which include managerial or practical implication, and academic implication. The recommendations of research are include opinion and suggestion from the researcher for the improvement of KLPCH. Besides that, the researcher also provides suggestion for future research in order to enhance the value of the study that benefitting many parties in the future.

With the division of section in this chapter, it directly will facilitate the reader to understand the research discussion, implication of this study, recommendation, and suggestion for the future research. Many parties are benefitted of this study because it is clearly demonstrates the way to be effective and efficient through the job performance

5.2 Research Discussion

Based on the hypotheses that have been developed by the researcher, the hypotheses results are divided into two parts include the accepted hypotheses and rejected hypotheses. The researcher concludes and discusses the results based on the findings and related them with previous studies.

H1 There is the influence of association between job stress factors towards job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPPH).

The hypothesis is accepted and shows significant influence of job stress toward the job performance of the police members at KLPPH but the influence is weak. According to Jeanne, Laura, Ellen, Melinda, and Robert (2008), they agree that employees are able to go through the stress in several levels in their workplace while the job stress continuously increases, and it will harm the employee performance and they will perform low in their organization.

This arguments or findings is supported by several scholars which shows that job stress has a significant influence on job performance (Ismail, Yeo, Ajis, & Dollah, 2009; Bashir & Ramay, 2010; Ali, Farooqui, Amin, Yahya, Idrees, Amjad, Ikhlag, Noreen, & Irfan, 2011; Nawaz, Mohsan, & Khan, 2011; Mirela & Adriana, 2011; Smith, Mills, Rasmussen, Wefald, & Downey, 2012). For instance, previous study examines that the relationship between job stress and job performance among 315 nurses' staff at Public Sector Hospitals in Peshawar, Pakistan and the study established negative relationship job stress on job performance exists (Jehangir, Kareem, Khan, Jan & Soherwardi, 2011). Police and nurse have similarities in term of roles and responsibility as a public servant

which serve for public interest. And both of the findings shows that job stress is become the major impact which can influence the job performance of public servants.

H1a There is association between of role ambiguity and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).

The hypothesis is rejected and shows significant influence of role ambiguity towards the job performance of police members at KLPOCH and the influence is weak. Substantial amount of the past studies have shown role ambiguity and also studies about role ambiguity is related with job performance, (Abramis, 1994; Bhuian, Menguc, & Borsboom, 2005; Chang & Chang, 2007; Fried *et al.*, 1998; Gilboa, Shirom, Fried & Cooper, 2008; Harris, Artis, Walters, & Licata, 2006; Idris, 2011; Jamal & Preena, 1998; Murkherjee & Maholtra, 2006; Nygaard & Dahlstrom, 2002; Hang-Yue, Foley & Loi, 2005; Lang, Thomas, Bliese & Adler, 2007; Singh, 1993; Shabaz & Shakeel, 2012).

On the other hand, a study to examine the negative relationship between role ambiguity and job performance conducted by Singh (1993) which among 472 Sales and Marketing Executives (SME) from small and medium-sized business (SME) in the United States (US). As predicted, the results indicated that role ambiguity was negatively related to job performance. Due to this study, the insignificant influence of role ambiguity towards job performance also sometimes occurs which shows negative relationship due to some limitations of the research such as different respondents' demographic, different geographical area or location, different culture, different types of organization or business, and so on. Role ambiguity of police members probably does not affect their job performance because of different tasks and roles compared to profitable organization in which strive for profitability and not permitted ambiguity in

doing daily routines. While the police members is responsible as public servant and the ambiguity of their task is not a big deal for them.

H1b There is the association between of role conflict and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).

The hypothesis is accepted and shows that the influence of job stress towards job performance of the police members at KLPOCH is significant and the influence is weak. 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 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.

Substantial amount of past studies has shown that role conflict has significant relation to the workers' behavior which becomes a factor of decrease in the job performance (Augustine, 2009; and Viator 2001). Besides that, previous research of Abraham, (1997); Almer and Kaplan, (2002); and Fogarty, (2000) conducted studies and the result found that role conflict influence employee job performance. Pursuant to Fogarty, Singh, Rhoads, and Moore, (2000); Augustine, (2009), they established that role conflict influence the job satisfaction and job performance of employees in an organization.

For example, Pool (1999) showed that the role conflict is related to job tension which creates significant relationship 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.

H1c There is the association between of job control and job performance of the police at Kuala Lumpur Police Contingent Headquarter (KLPOCH).

The hypothesis is accepted and shows that influence of job control towards the job performance of the police members at KLPOCH is significant and the influence is weak. It means that the job control is not affected the job performance of the police members at KLPOCH. This matter happens probably because job control did not influence directly against the job performance of the police members at KLPOCH. Perhaps, there are some factors that mediate the relationship with the job performance such as system and structure (Levitt and March, 1988);organisational values and assumptions (Argyris and Schön, 1978); skills (Fioland Lyles, 1985); and employee satisfaction (Bontis, Crossan, and Hulland, 2002).

The results indicated that job control was negatively related to job performance. Due to this study, the insignificant influence of job control towards job performance also sometimes is happen which shows negative relationship due to some limitations or restrains of the research such as different respondents' demographic, different geographical area or location, different culture, different types of organization or business, and so on. Job control of police members probably does not affect their job performance because of different tasks and roles compared to profitable organization in which strive for profitability and not permitted fully-job controlling in doing daily routines. While the police members is responsible as public servant and they are not fully control of their task.

5.3 Research Implication

The study is able to emphasize several important things that some parties need to concern. Thus, this part will illustrate the division of research implication into two categories such as managerial or practical implication, and academic implication.

5.3.1 Managerial and Practical Implication

The research findings generally have presents the practical implication to explain in-depth about the relationship of the variables in this study. It is noticed that job performance is decrease because of job stress at workplace. It is important to notice this issue in the earlier stage since employees at the workplace should prepared mentally and physically to work without any stress interruption and the organizations may have to concentrate and 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.

This research provides an advantage to many parties in this country whether external or internal parties. Every organization is no exception to involve with stress factors in the organization. Specifically, individual in the organization is exposed with the stress factor due to some circumstances such as role ambiguity, role conflict and job control. Thus, this study is benefitting the organization especially top management in order to overcome the problem and issues that occurs in the organization because of job stress. Other external parties such as government or medical institution also can collaborate to have a proper medical research to reduce work stress and prepare a guideline in how to avoid stress and so on.

5.3.2 Academic Implication

In general, this study is able to enhance the contribution to expand the existing knowledge, especially related with the topic of job performance. 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.

5.4 Recommendations from the Research

Based on the findings, it can be concluded that stress factors have an influence on the job performance. To improve the performance in teams of police, all three of these variables (role ambiguity, role conflict and job control) must be emphasized accordingly. Therefore, some of the following suggestions should be taken attention by the management/leader of the Royal Malaysia Police in further enhancing performance through service and best quality. As officers and members of the Royal Malaysia Police, is required to continue the improvement in job performance of the organization with excellent service and emphasize achievement in their engagement.

i. Support Aspect

For each employee in the Royal Malaysian Police Force, they shall always provide a strong and cohesive support to members in under his supervise onto perform their duties with sincerity, honesty, full dedication, comply with the law, trying to improve the quality of services and provide excellent service to the people. Support maybe in the form of

words of encouragement, motivation, and help and also to simplify the logistics aspects. Such support is important to encourage and foster the growth of ideas or initiative of member concerned. This will certainly be a driving force strong for the police officers to implement to outstanding daily task, thus improving work performance and officers of the RMP Force. The findings and recommendations of this are consistent with studies and Mohammad Arif (2000) and Yoon study & Thye (2000) who have shown support will improve work performance (work outcomes).

ii. Emphasis aspects Against Rewards

Psychological studies show that the emphasis on reward/an equitable award is an important factor to improve employee motivation, and even more important members of the responsibilities, salary or work itself. Emphasis on reward/tribute in kind will lead officers and members' police feel that the untiring efforts not only appreciated, but show that all the tasks entrusted to fulfill with dedication will be rewarded and highly regarded by anyone. If any of the officers and members under his supervision really did an excellent job within per annum, then the officer should recommend to the supervisor Government officials to reward/rewards commensurate with tasks or achievements. These benefits are in the form of promotion, salary, money, facilities, free holidays, the ratio welfare, investiture honors and awards, letters awards and other forms of remuneration, which was thought appropriate course it will encourage more police officers and members dedicated and sincere

in carrying out its duties. It also provides motivation and a strong incentive to police officers and other members so worked as diligently. With a system of grants good rewards, every police officer and members will perform the duties and responsibilities with quality the best. This course will improve overall performance of RMP work. The findings and recommendations are consistent with studies Atkonson (1998) and Chatman & Jehn (1994) which has proved to be an emphasis on rewards improve work performance.

iii. Innovation Aspect

The manager/leadership of RMP should give full encouragement to the officers and members of the subordinate to always contribute new ideas and innovate in find new ways to improve work performance in organizations where their duty. In this context the managers/leaders RMP should be aware that such leaders who know well in detail the intricacies of each task, directions and regulations of the RMP. Therefore they should be open-minded to encourage officers and members of his subordinates to submit new ideas, innovate, generating system or how to implement creative work. Next In addition, new ideas and innovation should be implemented if it really can fix or improve job performance of RMP. To encourage employees and members more innovative and creativity, appreciation and recognition commensurate should be given to those who have contributed ideas this new and innovative. The proposal

is also supported by studies Mohammad & Arif (2000) and studies Chatman & Jehn (1994) which has proved innovation will improve performance.

5.5 Limitation of the Research

There are few limitations in the study. First, the study focuses only on Royal Malaysia Police. Thus the sampling frame for this research was only limited to the staff at the RMP at KLPCH. Therefore, the findings and results of this study is not generalized to all police at KLPCH as well as Malaysian RMP. Another limitation is regarding the cooperation from the respondents. A total of 150 questionnaires were distributed to the respective respondents in order to increase the accuracy of the data based on data sample, but 112 questionnaires were returned.

The sampling method chosen was the simple random method. However the actual distribution to the respondents was limited. Ideally the questionnaire should be sent to each of the respondents themselves but due to time and access limitation, the questionnaires are redistributed by the officer-in-charge to the respondents. Questionnaire is commonly used by the researcher due to many benefits such as cheap and fast way to obtain information from the respondents. The accuracy of the data collected through the questionnaire also depends on the sincerely of the answer given by the respondents. The method is limited due to many kinds of method can be used such as interviews, focus group, observations, etc. Last but not least, the final limitation of the study is time constraint to carry out the research work.

5.6 Suggestion for Future Research

Even though there were a lot of research regarding to job stress and job performance, but job stress cannot be overstated because it possess a power to reduce productivity. This study contributes from the perspective the situation for the police in Malaysia. According to Kamaruddin (2009), due to the different culture and the way of life compared to other country in the world especially west country in which pioneered this research, in fact, for sure that characteristic possess by Malaysian community is definitely different with other nation. For those matters, it will make that job stress topic in Malaysian public servant or bodies are an interesting topic to be viewed by future researcher.

Hence, it will be beneficial if the future researchers are consider in making a research as suggested below:

- i. Choose a particular group of respondents that closely related in improvisation act as routines such as task force department, to get more interesting results from various types of test for the data process and finding. Even though it may cause lots of time, but still it will give more challenge and interesting result. The focus group should be particularly chosen rather than to allow involvement from all departments in one district only. This is because in some departments, their tasks might not involve or low involvement with urgency or unexpected matters (e.g. administrative department). Although, the profession of police is synonyms with improvisation, but still it can be questionable when the rank position or responsibility of duties is restraint. Therefore, future

study should involve those stay in rank position that requires them to react immediately in making a judgment and decision

- ii. Extending the study into other uniform bodies in order to increase the results consistence from the findings. For this study, the researcher is focused on RMP, but in fact, there are many types of uniform bodies in Malaysia such as Royal Malaysia Custom, uniform bodies under Ministry of Defense, nurses, and immigration and other relevant parties.
- iii. Future research also can examine another element for job stress, so that this will improve the understanding of this topic that could impact the subjects of the research.

5.7 Conclusion

The purpose of this study is to investigate the relationship between job stresses with job performance of police members at KLPCH. The population sample is police members of the KLPCH and the total of questionnaire gathered from respondents was 112.

The statistical multiple regression analysis has shown that job stress is positively associated and able to influence job performance of police members. Thus, it means that job stress is able to influence the dependent variables. Eventually, with the results from vary analysis, with the high level of job stress; it will be able to influence and reduce the job performance in any aspects and indirectly, then, this matter will lead to many problem and issues in the police department such as the cases of integrity, ethical and disciplinary cases among polices, irresponsibility towards tasks, etc.

“Job 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 police members at KLPCH, and explained the factors of work stress which influence job performance. The present findings provide sufficient understanding about the effect of work stress towards employees’ performance and they also affected mentally and emotionally because of stress. 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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