

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



UUM

Universiti Utara Malaysia

**THE RELATIONSHIP BETWEEN WORKLOAD, WORK
ENVIRONMENT, PERSONAL CONFLICT AND STRESS
AMONG POLICE OFFICERS AT JOHOR BAHRU
SOUTH DISTRICT POLICE DEPARTMENT**



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the
Master of Human Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)
MAGHENTHIRAN A/L VAGINE (810207)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)
MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE RELATIONSHIP BETWEEN WORKLOAD, WORK ENVIRONMENT, PERSONAL CONFLICT AND
STRESS AMONG POLICE OFFICERS AT JOHOR BAHRU SOUTH DISTRICT POLICE
DEPARTMENT**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia : **PN. NORIZAN HAJI AZIZAN**
(Name of Supervisor)

Tandatangan : 
(Signature)

Tarikh : **18 APRIL 2016**
(Date)

DISCLAIMER

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledge in this stated project paper.

Maghenthiran S/O Vagine
School of Business Management
College of Business
Universiti Utara Malaysia
06010 Sintok
Kedah DarulAman



UUM
Universiti Utara Malaysia

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper. Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:



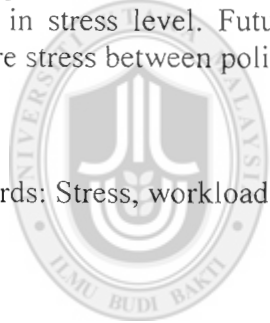
Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok

UUM
Kedah Darul Aman
Universiti Utara Malaysia

ABSTRACT

Police work is highly stressful, since it is one of the few occupations where employees are asked continually to face physical dangers and to put their lives on the line at any time. The aim of this study was determine relationship between stress and workload, working environment and personal conflict. This quantitative study was conducted among police officers at Police Department of Johor Bahru South District. 297 questionnaires were successfully collected from the police officers to examine the level of stress and the most dominant factors that influenced stress among police officers. Data were analyzed using Statistical package for the Social Sciences (SPSS) version 19. The findings from the analysis showed that majority of the respondents experienced moderate to high level of stress. Report also showed that workload and staff shortage (76.2%) were the most dominant factors that caused stress among police officers. Meanwhile, unhealthy working environment such as excessive administration and add hock duties, constant changes in policy and legislation, staff shortage overall, unequal sharing of work legislative and inconsistent leadership style reported 58.6% impact on the level of stress. Personal conflict (62%) which include family problems, economic problems and personality was found to have moderate impact in stress level. Future studies should look at a wider coverage and should compare stress between police officers in rural and urban areas.

Keywords: Stress, workload, work environment, personal conflict, police officers



Universiti Utara Malaysia

ABSTRAK

Pekerjaan polis adalah sangat tertekan, kerana ia merupakan salah satu pekerjaan yang akan berhadapan risiko yang tinggi dari segi fizikal. Tujuan kajian ini untuk menentukan hubungan diantara tekanan dan beban tugas, persekitaran kerja serta konflik peribadi. Kajian kuantitatif telah dijalankan dalam kalangan anggota polis di Jabatan Polis Daerah Johor Selatan. 297 soal selidik telah berjaya dikumpulkan untuk menyelidik tahap tekanan dan faktor yang paling dominan yang mempengaruhi tekanan di kalangan pegawai polis. Analisis data menggunakan perisian “Statistical Package for the Social Sciences” (SPSS) versi 19 menunjukkan majoriti responden mengalami tahap stres yang rendah hingga ke tahap tinggi. Laporan juga menunjukkan bahawa bebannan kerja dan kekurangan kakitangan (76.2%) adalah faktor yang paling dominan. Tambahan lagi, 58.6% menunjukkan persekitaran kerja yang tidak sihat seperti pentadbiran yang berlebihan dan tugas kerja yang banyak adalah salah satu punca tekanan dalam kalangan anggota polis. Perubahan yang berterusan dalam dasar dan perundangan, kekurangan kakitangan keseluruhan serta perkongsian kerja yang tidak sama rata antara penyebab lain dalam kajian tersebut. Malah gaya kepimpinan perundangan dan tidak konsisten memberi kesan terhadap tekanan. Antara faktor lain ialah konflik peribadi (62%) antaranya masalah keluarga, ekonomi dan personaliti seseorang memberi kesan yang terhadap tahap tekanan.

Kata kunci: Tekanan, beban tugas, persekitaran kerja, konflik peribadi, pegawai polis

ACKNOWLEDGEMENT

Without many of the following people, this master's thesis would not have been possible. First, I would like to express my deepest gratitude to Honorable Chief Police Officer of Johore Dato' Mohd Mokhtar Bin Hj Mohd Shariff for granting me permission to work with the Johor Bahru South District Police Department, as well as facilitating paperwork and relevant information for my data collection. I would also like to thank Madam Norizan Binti Hj. Azizan for her thoughtfulness, finest supervision, efficient, openness to my ideas, and mentorship and constructive advice throughout the thesis process.

My respect and thanks to my friends, my wife and my mother for their endless support. Special thanks, for my mother, for her belief in me even when I did not believe in myself, and I thank my mother for always encouraging me, as well as for her warmth and her constant effort to always be there for me. I would also like to recognize my father, who in the end helped me find my voice.

Lastly, I would like to appreciate friends who were there for me throughout this period, both in faculty and out. Thank you for teaching me what friendship is, for always hanging in there with me, and for being so unbelievably accepting. You people are an inspiration to me in completing my thesis. Big thanks Madam Norizan Binti Hj. Azizan for your uncanny ability to make me excel in my own way. Thank you to everyone else whom I may not have remained in contact with, but shared many moments of success, learning, sadness, and happiness.

TABLE CONTENT

CHAPTER	CONTENT	PAGE
	DISCLAIMER	ii
	PERMISSION TO USE	iii
	ABSTRACT	iv
	ABSTRAK	v
	ACKNOWLEDGEMENT	vi
1	INTRODUCTION	1
	1.1 INTRODUCTION	1-6
	1.2 PROBLEM STATEMENT	6-8
	1.3 RESEARCH QUESTIONS	9
	1.4 RESEARCH OBJECTIVES	9
	1.5 OPERATIONAL DEFINITION	10
	1.5.1 POLICE OFFICER	10
	1.5.2 POLICE STRESS	11
	1.5.3 POLICEMAN PERSONAL CONFLICT	11
	1.5.4 POLICEMAN WORKING ENVIRONMENT	11
	1.5.5 DEMOGRAPHIC FACTOR	12
	1.5.6 WORKLOAD	12
	1.6 SIGNIFICANCE OF STUDY	12
	1.7 LIMITATION OF STUDY	12-13
	1.8 ORGANIZATION/STRUCTURE OF THE THESIS	13
	1.9 CONCLUSION	14

2	LITERATURE REVIEW	15
	2.1 INTRODUCTION	15
	2.2 STRESS	15-17
	2.3 POLICE STRESS	18-19
	2.4 POLICE WORKLOAD	19-20
	2.5 WORK ENVIROMENT	21
	2.6 POLICEMAN PERSONAL CONFLICT	21-22
	2.7 STRESSES IN OTHER JOB FIELD	23-24
	2.8 ROBBIN STRESS MODEL	24-25
	2.9 CONCLUSION	26
3	RESEARCH METHODOLOGY	27
	3.1 INTRODUCTION	27
	3.2 RESEARCH DESIGN	27
	3.3 THEORETICAL FRAMEWORK	27-28
	3.4 INSTRUMENT	29-30
	3.5 POPULATION AND SAMPLE SIZE	30-31
	3.6 THE SAMPING PROCEDURE	32
	3.7 RELIABILITY AND CONTENT VALIDITY	33-34
	3.8 PRE-TESTING OF RESEARCH INSTRUMENT	34-36
	3.9 DATA COLLECTION METHOD	36-37
	3.10 DATA ANALYSES	37-40
	3.11 SUMMARY OF THE CHAPTER	41
4	RESULT AND DISCUSSION	42
	4.1 INTRODUCTION	42

4.2 PERSONAL AND PROFESSION PROFILES	
OF THE RESPONDENTS	42-46
4.3 EXPLORATORY DATA ANALYSIS	46-48
4.4 FINDINGS ON OBJECTIVE 1:	
LEVEL OF STRESS	48-49
4.5 FINDINGS ON OBJECTIVE 2:	
LEVEL OF INDEPENDENT VARIABLES	49-50
4.6 FINDINGS ON OBJECTIVE 3:	
THE RELATIONSHIPS BETWEEN INDEPENDENT	
VARIABLES AND STRESS	51-52
4.7 FINDINGS ON OBJECTIVE 4:	
FACTORS EXPLAINING STRESS PERCEIVED	
AMONG POLICEMEN	52-56
4.8 DISCUSSION	56-58
4.9 SUMMARY	59
5 CONCLUSION AND RECOMMENDATION	60
5.1 INTRODUCTION	61
5.2 DISCUSSION OF RESEARCH	
QUESTIONS	61-66
5.3 IMPLICATION	66
5.3.1 THEORETICAL IMPLICATION	66
5.3.2 PRACTICAL IMPLICATION	66
5.4 RECOMMENDATION	67
5.4.1 RECOMMENDATION FOR THE FUTURE	
RESEARCH	67

5.4.2 RECOMMENDATION FOR THE FUTURE	
PRACTITIONERS	67-68
5.5 CONCLUSION	68
REFERENCES	69-73



CHAPTER 1

INTRODUCTION

1.1 Introduction

Stress is often described as the feeling of being under pressure. Generally, the word 'stress' is used when a person feels that everything seems to have become too much and struggle to cope with overloaded works or wondering of possibilities to cope with the pressure placed upon a task (Robbins, 2001).

Historically, policemen come with challenges in different situations which require physical and mental ability. Stressors for most of the law enforcement can be grouped into four categories. First, organizational practices and characteristics; second is criminal justice system practices and characteristics; third is public practices and characteristics; and last but not least, police work itself. Zakir & Murad (2011) found that the 15 most prevalent stress warning signs for police officers include sudden changes in behavior, erratic work habits, increased sick time due to minor problems, inability to maintain a train of thought, and excessive worrying. Although precise figures are unavailable, police department officials have reported informally that as many as 25 percent of the officers in their respective departments have serious alcohol problems. Although uncommon among young police officers, suicides are prevalent among older, retiring or just retired officers. Sever and Cinoglu (2010) stated that male police officers are more likely to kill themselves than men in other occupations. They also discussed stress and the police administrator, stress and the police family, and marital problems as an administrative concern. Organizational and individual

programs for coping with stress share several similarities: efficient reemployments screening to weed out those who cannot cope with a high-stress job increased practical stress training for police personnel, and training programs for spouses so they can better understand potential problems.

In order to manage the stress, it is important to identify the sources of stress in the task or life. An individual may suffer from stress if anything poses a challenge or a threat to his or her well-being. Some stresses get human going and they are good to accomplish major goals. However, when the stresses undermine both mental and physical health then it leads to stress. In other word, stress affects different people in different ways, and everyone has a different method of dealing with it.

Mc Culloch (2015), described stress as a process and not a diagnosis. It is true because stress develops over a period of time. An individual may lose balance of his life when he fails to organize properly his personal life and work life. Moreover, an event that may be extremely stressful for one person can be a mere hiccup in another person's life. It seems like stress is just an unavoidable part in today's fast-paced, competitive world. He suggested that in order to handle the stress, it is important to identify the type of stress that has affected an individual.

The American Psychology Association (APA) has identified the types of stress as either acute stress, episodic stress or chronic stress where each types of stress has its own characteristics, symptoms, duration and treatment approaches. Acute stress is more common, where it comes from body's immediate reaction to a new challenge, event or demand. Acute stress is not always caused by negative stress such as riding a roller coaster or having a person jump out at you in a haunted house. In this case you may suffer from headache or anxiety. Acute stress is easily treatable and manageable.

Chronic stress involves situations that are a not short-lived. Chronic stress is associated with illness, alcohol excesses, violence and even suicide. It can be cured with the help of professionals such as special form of counseling or targeted behavioral therapy.

Episodic stress is the type of stress that develops when there is continuous disorganization, chaos, and crisis is a way of life for the individual. An individual may have taken on too many demands and eventually struggle to organize the overabundance of tasks that he or she has accumulated. Its symptoms include prolonged over stimulation, persistent tension, headache or migraine, hypertension and chest pains. Episodic stress can be cured by getting help from professionals or changing of lifestyles.

Medically, the chemicals that are released by body is a result of stress that can build up over time and cause various mental and physical symptoms such as anger, depression, and lack of appetite and so on. The body's response to stress is initiated and controlled by the central nervous system (brain and spinal cord). In response to a stressful situation, the brain signals the inner portion of the adrenal gland (called the adrenal medulla) to release hormones (for example, adrenaline epinephrine, norepinephrine) that initiate the 'flight or fight' response. (Smyth,2013)

The brain then triggers the release of other hormones, such as cortisol to sustain this response. This concept is supported by scientist Hans Selye's theory of General Adaption Syndrome (GAS), i.e. by the physician who had given remarkable contributions in the field of stress research.

Dr Hans Seyle is known as the 'father' of the field of stress research, having gained worldwide recognition for introducing the concept of stress in medical context. He believed that the stress was caused by reactions in connection with mind and body.

According to Hunnur and Sudharshan (2014), cause and effect of workplace among police personnel, It mentioned that the police force is one of the most important and toughest departments for social wellbeing due to the fact that the police officers have to work round the clock and must work in "partnership" with the communities.

Work-related stress is the harmful physical or psychological reaction that occurs when police officers are subject to excessive work demands or expectations. Hunnur and Sudharshan (2014), also highlighted that according to National Police Suicide Foundation, in every 22 hours, a police officer in America takes his or her life due to excessive stress.

They also specifically mentioned that throughout the police officers' lives, they have to work without any breaks and they also have hardly any time to spend with their families. This may cause frustration and depression which later makes them to lose interest in their jobs.

People can identify the danger of acute stressor such as post shooting trauma and have a program to deal with such stress. This stressor is easily seen because of intense emotional strains, which a person suffers from. The question usually posed is what about the not so obvious chronic stressors that may also be important. The report mentioned that 80% of policeman will be having procrastinating attitude, impatience and are easily agitated, which are symptoms of stress.

The Police officers might not be aware of the long-term effects of chronic fatigue and the connection between stress and fatigue. For example, not getting enough rest and not eating properly in order to fuel the body can increase the effects of fatigue. It is a known fact that being fatigued on-duty causes many detrimental issues, such as poor decision making and other cognitive task difficulties.

Crime and calls for police service are increasing incessantly, but resources and time to do the job are not increasing accordingly. Police officers' expectations are challenging due to the rising crime rates that accelerate the demands on police officers.

Police officers are duty bound to implement effectively all the provisions of the criminal laws for which they work virtually around the clock. Police officers are dealing directly with criminals and thus it is necessary and imperative for them to be aware of both parties' rights.

It appears that the Police Department of Johor Baharu South District (IPD) also has similar issues that were mentioned in the IJMRBS's journal. This IPD department has 17 stations with 1,290 policemen comprising 89 senior officers with positions of ranks ranging from Inspectors to Assistant Commissioners of Police and other Rank and File Officers, ranging from Constables to Sub inspectors.

There are 9 departments in this IPD, namely Criminal Investigation Division, Commercial Crimes Investigation Department, Narcotics Criminal Investigation Division, Management Department, Logistics Department, Internal Security and Public Order Department (KDN / KA), Special Branch and Crime Prevention and Community Safety Department.

1.2 Problem Statement

The 'police officer' has to fulfill many functions in society, which includes law enforcement, maintenance of order and criminal investigations. Police officers respond to fraught with harm, danger and death which can have a lasting impact on their social and personal lives. In fulfilling their duties, police officers are regularly exposed to stressful incidents that make them distinct from other people. Coping with stress is thus crucial for police officers who may encounter extraordinary and routine situations in the course of their duties.

According to Ranta (2009), stress is the code word for working people in their working environment, irrespective of their working fields. As mentioned earlier, one of the most stressful working environments is working with the Police Department.

Over the years, many researchers, administrators, and clinicians have issued ominous statements concerning stress in policing. For example, one psychologist asserted that, it is an accepted fact that a police officer is under stress and pressure unequaled by any other profession.

It is very challenging to work as police officer at Johor Baharu South Districts as working at this metro city of Johor District may expose the police officers to higher levels of pressure. Based on police records, there were few police officers whom had attempted to commit suicide or requested for transfers to other districts.

Lazarus (1999) mentioned that stress research evolved during the Second World War and it further developed with military sponsorship in the post-war period. Not surprisingly, the main impetus for stress research was to develop improved soldier selection and placement.

Researchers found out that emotional conditions in soldiers that were related to combat experience are now referred to as battle fatigue, war neurosis and post-traumatic stress. It was eventually discovered that most workers during the war experienced stress and this research agenda was extended to everyday occupations.

The researcher intendeds to find out the factors that contribute to the work stress in the police force at Johor Baharu South District. In this thesis, the researcher also intendeds to study the various factor such as relationships and excessive working hours that cause stress on police officers. By highlighting these factors, the researcher believes that it might help the police force to identify the problems so that relevant remedial action may be taken to overcome these challenges.

When dealing with many complex and dimensional relationships between human beings and their work, it is no wonder that hardly any occupation or job has escaped from being labeled at one time or another as being boring, over demanding, dangerous, over impersonal or considered being stressful.

Police work is no exception and a sizable body of literature exists, which relates to work stress experienced by police officers. The researcher has stated that based on relevant evidence it is fair to infer that a police job is a very stressful occupation. The high level of stress is due to the various factors that characterize the profession.

This is agreed by Jayesh (2014), whereby he classified the problems encountered daily by police officers. Firstly, police work is a highly dangerous job in which officers can encounter violent criminals or need to use deadly force during the course of their work. Secondly, the bureaucratic nature of the police organizations is a source of stress and dissatisfaction among officers. Finally, prior research has often looked at

only the role of peer support and trust among fellow officers and supervisors in mitigating stress and burnout in police work.

Police officers are more susceptible to stress related problems than the general population due to the very nature of their work. This is agreed by Sudarshan *et al* (2014), whereby police officers play significance role for maintaining law and order in the society despite all the shortcomings and limitation in the police department with regards to infrastructure facilities, manpower and periodic training. Police officers have to work round the clock, which may cause tremendous mental pressure and physical exertion on them.

Based on the gap in this issues discussed above, this study is to focus on the three main factors that cause stress among police officers, namely workload, working environment and personal conflict.

1.3 Research Questions

The research conducted was related to the understanding of the impact of stress that police officers encounter while on duty. This study attempted to answer the following questions:

1. What is the level of stress among police officers?
2. What are the levels of working environment, workload and personal conflicts among police officers?
3. Are there any between working environment, workload and personal life, which contribute towards stress among the police officers?
4. What is the most dominant factor that influences stress among police officers?

1.4 Research Objectives:

This study sought to obtain the following results:

1. To determine the level of stress among police officers
2. To determine the level of personal conflict, working environment and workload among police officers.
3. To determine the relationship between the level of personal conflict, working environment and workload towards stress among police officers
4. To determine the most dominant factor that influences stress among police officers.

1.5 Operational Definition

The operational definition has explained more on the terms, which are used frequently in this thesis study. Definition of the terms and concepts that are explained in this section are only useful for this thesis study. Although there may be many factors that contribute towards stress encountered by police officers, this study solely concentrates on workload, work environment, family background and interpersonal relationship as the main contributing factors for the stress.

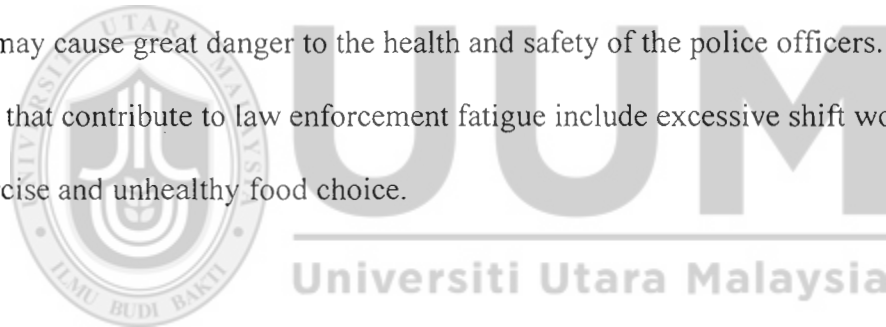
1.5.1 Police Officer

A police officer is a personnel within the police work force and is also a government employee responsible for the prevention, investigation, apprehension, or detention of individuals suspected or convicted of offences against the criminal laws. It includes an employee engaged in this activity who is transferred to a supervisory or administrative position.

Police officers also serve as probation or pretrial services' officers. Federal law enforcement agents also do have duties similar to those of local police officers. These agents enforce the law, investigate crimes, preserve evidence, write reports for government prosecutors, apprehend fugitives, and testify in court. In this study, the "police officers" included those officers ranging from Asst Commissioner down to Police Constables.

1.5.2 Police Stress

According to Dejong *et al* (2014), law enforcement fatigue is a phenomenon that occurs when police officers work too many long hours and experience much stress due to lack of sleep. Symptoms of law enforcement fatigue can mimic impairment, and it may cause great danger to the health and safety of the police officers. The factors that contribute to law enforcement fatigue include excessive shift works, lack of exercise and unhealthy food choice.



1.5.3 Policeman Personal Conflict

Researchers have suggested that the quality of relationship is difficult to define because it represents a combination of critical features that are correlated.

Hassebrauck (1997) identified some important features that influence the quality of relationship, such as trust, tolerance, similar interests, responsibility, forgiveness, understanding, honesty, mutual respect, fidelity, openness, equality, consideration, acceptance, affection, and support. Although such features can determine the quality of a relationship, it is a subjective term and depends on how individuals apply and weigh these features in their own relationships

1.5.4 Policeman Working Environment

The working environment and working hours of police officers vary and a great deal depends on whether they work as investigators, patrollers, community officers or emergency response officers. Police officers may work indoors or outdoors, in an office or in a vehicle. Since the jobs they do are quite varied, police officers are called upon to interact with a large cross-section of the public and work with other professionals, such as lawyers.

1.5.5 Demographic factor

Demographic factors in thesis are mainly explaining on non-variable factors which are age, sex, gender, specialist, working experience, academic qualification. This demographic factors have been focused on among the police officers at Johor Baharu South District Police Department.

1.5.6 Workload

Physiological or mental stability demands while performing a task or combination of a task. Workload also defined as the physical and or mental requirement associated with a task or a combination to complete a task.

1.6 Significance of Study

The significance of this study is to highlight the current scenario in respect to the cause of stress among police officers at work that affects their daily lives. The

findings will hopefully be able to shed some effects with the stressors amongst police officers, specifically in Johor Bahru South District. Based on the findings, the result hopefully will be able to introduce relevant intervention to resolve the issue.

1.7 Limitation of Study

The researcher has some limitations in this thesis as the respondents were only limited to police officers in the Johor Bahru district, the finding may not be generalized,. Some of the limitations identified are mainly technological effect, emotional disturbance, workers attitude, cost and time constraint.

The selected questionnaire is to identify the ability of respondent in developing perception and memory on issues that are being discussed. The researcher believes that all respondents have provided the true and best answers in answering the questionnaires for their own department in seeking improvement and solutions for the problems.

All the answers provided are relevant to this study as the researcher believes that none of the respondents whom answered the questionnaire were under any force whatsoever from any source. The researcher will be responsible for any errors encountered in the post study.

1.8 Organization / Structure of the thesis

At the end of this chapter the operational definition is mentioned to emphasize the subject for more understanding and relevance of study. Thus, literature review in Chapter 2 will discuss more on this study with supporting facts that relates to this thesis study.

Meanwhile, Chapter 3 will be discussing on research methodology which covers research design, framework and sampling. Chapter 4 will be discussing in detail on analysis from instrument given for respondent.

Chapter 4 will be discussing in detail on the outcome, findings and overall summary based on respondent feedback.

Chapter 5 will be discussion on hypotheses and suggestion from researcher for future case study

1.9 Conclusion

Stress is an integral part in a professional police officer's life. Police officers often encounter stressful situations in their daily work, and these stressors have cumulative effects. As a matter of fact, every person is subject to stress, but police officers are at greater risk than other people. The stress does not only affect the officers, but also their families. The police officers suffer relatively high rates of suicide and high divorce rates. The stressful nature of police work, along with other occupational demands, can have a great impact on the family life of police officers. This chapter has explained on the basic and significant aspect of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the term “stress” and factors which cause stress at work and in one’s daily life. Specific and relevant studies of stress on police officers and impacts of such stress are referred in this chapter.

2.2 Stress

Stress is an emergent occupational problem in the modern societies. Occupational stress or job related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities (i.e. knowledge or skills) of the individual employee to meet those demand.

These demands maybe related to time pressure or the amount of work (quantitative demands) or may refer to the difficulty of the work (cognitive demands) or the empathy required (emotional demands) or even to the inability to show individual’s emotion at work place.

When the employees perceives an imbalance between demands and personal resources it can caused possible reactions namely physiological responses (e.g. hyperventilation and blood pressure), emotional responses (e.g. nervous, irritated),

cognitive responses (e.g. reduced attention and perception) and behavioural reactions (e.g. aggressive and impulsive behaviour) (Robbins, 2001).

According to Speilberg (1979), coping with stress and anxiety is an everyday requirement for normal growth and development. Thus, contending with stressful situations in the workplace is a common occurrence for all employees. Stress is an inevitable part of life and is everywhere.

Robbins (2001) defines stress as a dynamic condition in which the individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Stress can be caused by environmental, organizational and individual variables (Matteson & Ivancevich, 1999; Cook & Hunsaker, 2001).

What does stress really mean? Is it the same thing as physiological arousal or is it the same thing as workload? Is it any different from anxiety or unconscious anger or is it the cause of trauma? Is it anything at all or is it just a myth?

Types of stress and complications/impact of stress on people in general:-

- 1) Early in the 20th century, Walter Cannon's research in biological psychology led him to describe stress as the "fight or flight" response of the Sympathetic Nervous System (SNS) to perceived threats to physical or emotional security.

- 2) Cannon found that SNS arousal in response to perceived threats involves several elements which prepare the body physiologically either to take a stand and fight off an attacker or to flee from the danger.
- 3) The heart rate, blood pressure and perspiration increase, hearing and vision become more acute and hands and feet get cold, because blood is directed away from the extremities to the large muscles in order to prepare for fighting or fleeing.
- 4) Hans Selye, popularized the concept of “stress” in the 1950s, where Selye theorized that all individuals respond to all types of threatening situations in the same manner, and he called this the General Adaptation Syndrome (GAS).
- 5) Selves claimed that, in addition to SNS arousal, other bodily systems such as the adrenal cortex and pituitary gland may be involved in a response to threat.
- 6) Chemicals such as epinephrine (adrenaline) may serve to focus the body’s attention just on immediate self-preservation by inhibiting such functions as digestion, reproduction, tissue repair, and immune responses.
- 7) Ultimately, as the threat wanes, Selye suggested, body functions return to normal, allowing the body to focus on healing and growth again. But if the threat is prolonged and chronic, the arousal never gets “turned off,” and health can be impaired.
- 8) With a continuously suppressed immune system, for example, a person would be more vulnerable than usual to infection which is one explanation of why some individuals get sick so often.

- 9) Regardless of whether Selye was right or not, psychology, as well as medicine and popular culture, have accepted the concept of “stress” as an unpleasant fact of life.

2.3 Police Stress

Police job is believed to be one of the most stressful jobs and the officers are under the risk of psychosocial work stress. As stated by Zakir & Murad (2011), the police work stress can adversely impact the delivery of effective law enforcement, as well as pose a threat to the safety of police officers, their coworkers, their families and friends, and the general public.

Sever and Cinoglu (2010) found in their study and highlighted that highly stressful officers are four times more likely to commit domestic violence. They found that gender matters in domestic violence, as the male officers are more inclined to commit domestic violence as compared to female officers. Officers involved in negative and critical situations at work are also more likely to act violently at home.

Gul (2008) studied police officers’ depression on their profession and examined the stressors in policing. He found that officers that make violent arrests were more likely to feel negative or depressed about their work. In addition, he found that officers who attended a police funeral were more likely to feel negative or depressed about their profession and African American officers were less likely to feel negative or depressed about their jobs than whites. Patrol officers were more likely to feel negative or depressed about their work compared to other ranks.

Senjo (2011), on the other hand, found that bad administration policies, job conflict, moonlighting, very little or overloaded work, shift work and line-of-duty situations,

courts, and negative public image are also some important factors and stressors that affect the police family life negatively.

Evangelos *et al* (2014) studied the relationship between job experiences and marital functioning and found that positive work experiences such as job satisfaction are associated with positive marital functioning, whereas negative work experiences such as work stress are associated with marital dysfunction.

Work-related stress is the harmful physical or psychological reaction that occurs when police officers are subject to excessive work demands or expectations. Hunnur and Sudharshan (2014), also highlighted that according to National Police Suicide Foundation, in every 22 hours, a police officer in America takes his or her life due to excessive stress.

They also specifically mentioned that throughout the police officers' lives, they have to work without any breaks and they also have hardly any time to spend with their families. This may cause frustration and depression which later makes them to lose interest in their jobs.

People can identify the danger of acute stressor such as post shooting trauma and have a program to deal with such stress. This stressor is easily seen because of intense emotional strains, which a person suffers from. The question usually posed is what about the not so obvious chronic stressors that may also be important. The report mentioned that 80% of policeman will be having procrastinating attitude, impatience and are easily agitated, which are symptoms of stress.

2.4 Police Workload

In general, there are various duties imposed on police officers for the protection of life and property through the enforcement of laws and ordinances. The work involves the responsibility to perform routine police assignments that are received from police officers of superior rank.

Work normally consists of checking of parking meters for violations, routine patrol, preliminary investigations/compliance with traffic regulations, and investigation duties in a designated area on an assigned shift. This may involve an element of personal danger and employees must be able to act without direct supervision and to exercise independent judgment in meeting emergencies.

Police officers may also receive special assignments which call upon specialized abilities and knowledge usually acquired through experience as a uniformed officer. In addition, employees of a certain class may be required to assist other personnel of the police department in conducting interrogations, searches, and related duties, involving female prisoners or suspects, as well as in escorting females and juveniles to and from designated points.

Assignments in general and special instructions are received from a superior officer who reviews the work methods and results through reports, personal inspection, and discussions held.

Police officers must have the ability to cope with situations firmly, courteously, tactfully, and with respect for the rights of others. The police officer must possess ability to analyze situations quickly and objectively, and determine the proper courses of action to be taken depending on the situation encountered.

Police Officers must also have ability to understand and carry out oral and written instructions and thus it is imperative that they must be able to write and speak effectively. They too need to be able to develop skill in the use and care of firearms.

Based on the above observations, it is fair to infer that good general intelligence, emotional stability, willingness to cooperate with officials and other police officers and willingness to learn and increase their skills in police work are a prerequisite for any police officer to be truly effective in delivering effective results.

2.5 Work Environment

The working environment and hours of police officers vary a great deal depending on whether they work as investigators, patrollers, community officers or emergency response officers. Police officers work indoors or outdoors, in an office or in a vehicle. Since the jobs they do are quite varied, police officers are called upon to interact with a large cross-section of the public and work with other professionals, such as lawyers.

Police officers may patrol a park or give a talk in a school, do scuba-diving to find a body, search a forest, control a crowd during a demonstration or conduct electronic surveillance using a computer. Public safety is of great concern to the police departments and thus their staffs may work around the clock. It is a known fact that anyone who chooses this career is expected to work very long hours, i.e. if the situations warrant such sacrifices.

Work stress may reflect differences among workers in their general tendencies to perceive stress, variations among specific work tasks and environments in their

capacity to elicit stress from workers, and also unique pairings of specific workers with particular work stressors.

The job of police officer is often characterized as high demand and low control because of the authoritarian, quasi-military structure and bureaucratic nature, which fails to recognize the autonomy and decision latitude of individual officers.

2.6 Policeman Personal Conflict

External stressful events can impact the quality, stability, and overall well-being of relationships. Stress also affects the quality of relationship and harmony in their life due to the lack of satisfaction. It may decrease the time that partners are supposed to spend with their respective partners. In this case, lack of communication elicits negative interactions and withdrawal resulting in increased psychological and physical problems.

Roach (2012), found that the couples who had experienced more stress were inclined to have lower levels of relationship satisfaction, sexual satisfaction and sexual activity. Secondly, when couples are stressed by external conditions, it may be detrimental to their marital relationship and when the external stresses are decreased, the quality of their relationship improves drastically.

Negative attribution, involves seeing one's partner as the source of the problems which tends to further distress the relationship. Police work is characterized by many different aspects but most important is the need for control, dominance, and authority.

Throughout an officer's career he or she learns violent verbal and physical tactics to keep the advantage in all situations. These tactics can have detrimental effects when it

comes to their personal lives, i.e. if they are incapable of leaving the job at work on returning home after work.

It is noted that police officers' reactions to work will often affect their behavior at home. Police officers who are emotionally exhausted tend to bring home the tensions caused by their job and as such they may react to issues at home with unnecessary anger or anxiety, which may be detrimental to their relationships with their spouses.

2.7 Stresses in Other Job Field

Gretchen *et al* (2015) in his study mentioned that teachers do face high level stress especially during practicum. Different teaching contexts have different school climate. School climate has been identified as an important factor which can assist in nurturing teachers' social and emotional awareness to recognize and manage their emotions. Although teaching practicum was rated as the most stressful of study tasks, every teacher's reaction to stress depends on personal and environmental resources. He also stated that there were three stressors in teaching practicum likely behavior management, workload and a lack of support from mentor teachers and administrators. He concluded that despite considerable research on the importance of role of school climate in stress levels of experience teachers during their teaching practicum, little is known about the support frameworks that they require. Such frameworks can assist in the retention and help teacher educators to foster improved wellbeing, effectiveness of teaching and self-efficacy skills in the classroom.

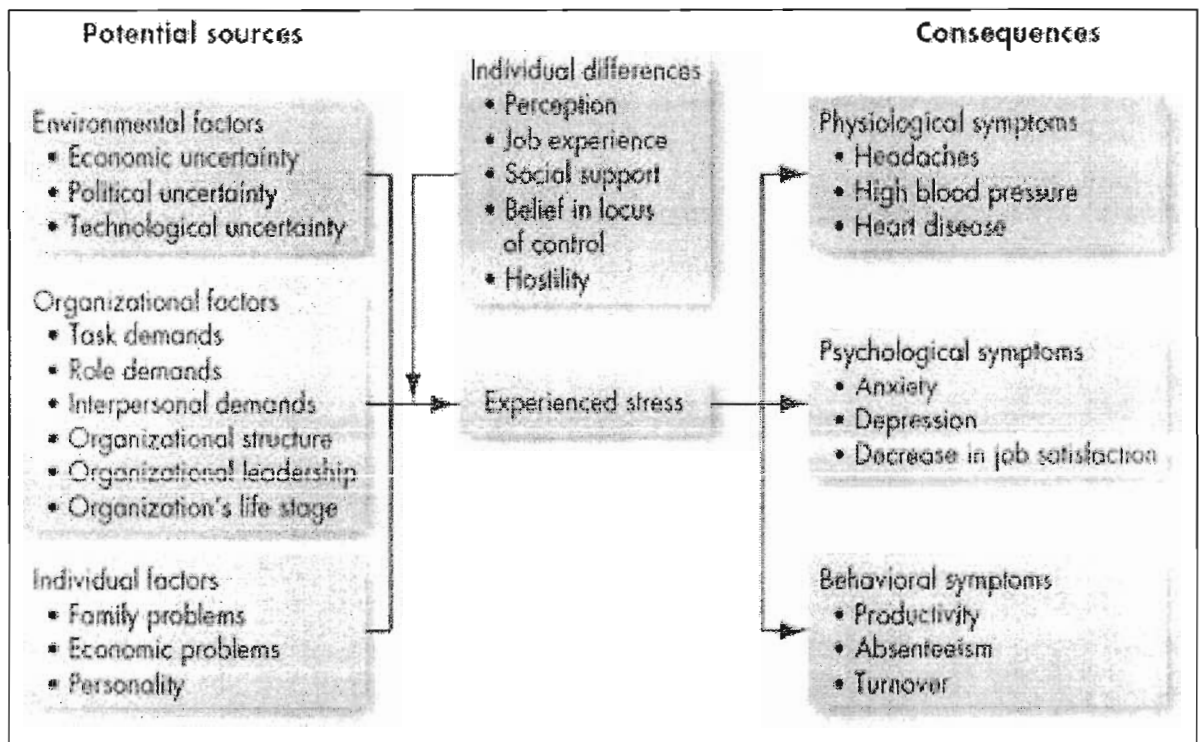
On the other hand, Yeow *et al* (2014), in his studies concluded that almost 90% of accident happens in manufacturing industries due to human errors. Human errors are defined as unsafe act that carried by a person that can produce negative impact to the

workplace. They also identified repetition, fatigue and poor work environment are major factor for human errors in manufacturing industries. As manufacturing industries require major interaction between human and machine, an ergonomic system should be in place to prevent gap between workers characteristic and functional requirement of their job which may prevent mishandling.

Meanwhile, Ejike *et al* (2014), on their research in stress among bankers, mentioned that banking is an inherently stressful profession with long working hours, stiff competition, ethical dilemmas, regulatory bottlenecks and difficult customers leading to high job stress. Job-related stress is the adverse reaction people have to excess pressures or other types of demand placed on them at work and the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities, and which challenge their ability to cope. It is a feeling of dissatisfaction as a result of differences between perceived conditions and happenings in the area of work, and the basic human physiological reactions to the real life conditions in the work place which they find uncomfortable, undesirable and threatening, and a pattern of physiological, emotional, cognitive and behavioral reactions to some extremely taxing aspects of work content, work organization and work environment.

2.8 Robbins stress Model

According to Robbins (2003), most of the early concern with stress was directed at physiological symptoms, this was predominantly due to the fact that the topic was researched by specialist in health and medical sciences.



(Source: Robbin, 2003)

Patterson *et al* (2012) found that overtime stress response exerts as generalized wear and tear on the body. When the body parts and systems are forced to work overtime for long periods without rest and rejuvenation, they begin to malfunction and eventually breakdown. Stress is a risk factor for psychological problems such as burnout, anxiety disorders and mood disorders.

Robbins also indicated that employee's stress has been continuously increasing the problems in organizations. Access to information causes people to be stressed by their work and environment as information continues to change regularly.

Robbins (2003) also explained that stress at work was as follows:-

- 1) Firstly, environmental factors which include economic, political and technological uncertainties

- 2) Secondly, organizational factors which includes tasks, roles, interpersonal and organizational demands.
- 3) Thirdly, individual factors, which include family, economic and personality issues.

2.9 Conclusion

Differences among workers and workplace stressors both contribute to perceiving stressful work. However, the relative importance of these sources to work stress is not well delineated.

The extent to which the work stress additionally reflects unique matches between specific workers and particular job stressors is unclear. Lucas *et al* (2011) mentioned that vast literature supports that police officers are highly stressful personalities and that police officers experience high levels of job related stress relative to many other occupations.

While work stress may be generally associated with an increased risk for numerous physical and mental health problems, this link is especially strong in law enforcement. Coping with stress may thus be especially critical to job performance among first responder occupations.

Understanding of the sources of stress in police officers may be important not only because of the direct health implications for officers, but also due to the potential for police stress to indirectly affect community safety and public health.

According to past studies and literature reviews, it has been strongly proved that police officers have high level of stress in their daily lives.

Chapter 3 will discuss the research methodology that has been done to highlight salient and significant matters on this topic.



CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter will describe the conceptual framework, hypothesis, research design, instrument and measurement, sampling procedure and data collection and pilot studies of this study

3.2 Research Design

In order to understand the phenomenon of policemen stress descriptive correlation approach under quantitative analysis to identify the pattern and magnitude of relations and interactions existing between the selected independent variables and engagement in CPD. The design of this research helps increase the understanding of the relationships between the variables being studied which occurs amongst the Malaysian registered nurses in the health sector. In this research, the predetermined independent variables embraced of 3 different constructs which are personal related conflict, work load and work environment. Survey were used in the qualitative study.

3.3 Theoretical Framework

Figure 3.1 the research represents the framework for this study. Specifically, it shows the independent variables and their relationships with work stress among policemen. A research framework defines the categories of input variables and output variables that the research utilized, as well as unfolds the theoretical definition to achieve the research's objective (Ary, Jacobs & Razavieh, 2002). The selection of variables selected were based previous studies of understanding the phenomenon of stress

among policemen. The framework, which is based on the Robbins (2003), Model of stress, was developed to show the parameters and the context of the research.

The Stress Model by Robbins emphasized firstly on environmental factors which includes economic uncertainties, political uncertainties and technological uncertainty. Secondly, organizational factors which includes task demand, roles demand, interpersonal demands and organizational demands. Thirdly, individual factors include family problems, economic problems and personality. Thus, based on the Robbins Stress model, the framework explores three factors, i.e. personal related factor, organizational related factor and environmental related factors to investigate which factors have significant influence to the stress among the policeman. This is done by studying the relationships between these factors and stress perceived by the policemen.

The above mentioned model is modified according to the need of current thesis as below.

Independent variables

Dependent variable

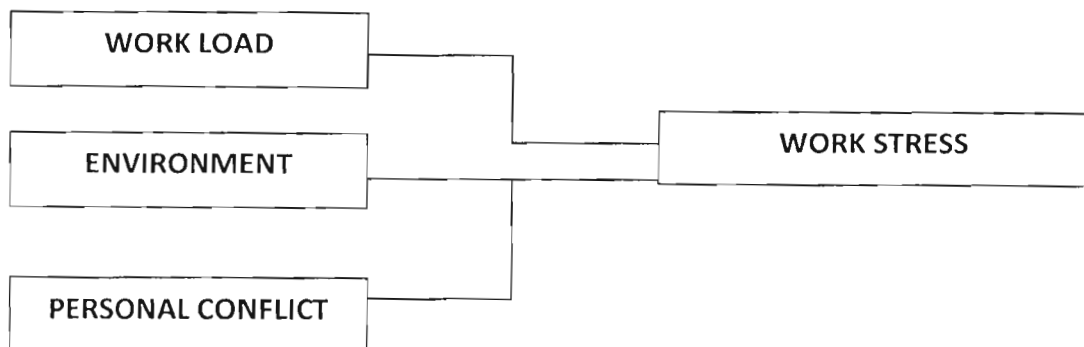


Figure 3.1: Research framework

3.4 Instrument

The instrument on factors that contribute to stress among police officers use in this study.

- i) Section A – Comprised of demographic data
- ii) Section B – Personal factor, work load, Consists of stress, independent variables, work environment, personal conflict

(Appendix 1) The questionnaire comprised of namely Section A and Section B:modified from Janelle Roach (2012). The instrument is divided to three sections mainly Section A which is demographic data and Section B is 5 point scale questionnaire which consist :-

(1) No Stress

(2) Low Stress

(3) Moderate Stress

(4) High Stress

(5) Very High Stress

This questionnaire mainly assessing the personal factor, work load and environment which contributes stress. Researcher also used Sheldon Cohen (1987) scale in measuring stress level among the police officers. The Perceived Stress Scale (PSS) is the most widely used psychological instrument for measuring the perception of stress. It is a measure of the degree to which situations in one's life are appraised as stressful. Items were designed to tap how unpredictable, uncontrollable, and overloaded

respondents find their lives. The scale also includes a number of direct queries about current levels of experienced stress.

Stress levels of factors are determined according to table 3.1 below.

Table 3.1: Categorization of Police Stress Level According to Mean Score

Total Score Police Stress Level	
1.00 to 2.33	Low
2.34 to 3.66	Moderate
3.67 to 5.00	High

(Source: Nunnally (1978))

3.5 Population and Sample size

The target population of this research is the policemen working at Johor Bahru South District Police Department. A total of 1291 police officers were involved in this study inclusive of fresh staff and some with various working experience and education background is going to be embarked for participation in the research. The sample size for a quantitative study is uttered by the statistical analysis that will be used in analysing data (Israel, 1992). The selection of sampling done according to Uma Sekaran on Table for Determining Sample size. Overall of 297 samples from 1291 population will be collected from 350 samples of questionnaires for this thesis.

Table 3.2: Uma Sekaran Sampling Size Determiner

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

N is population size.
S is sample size.

Source :Adapted from Uma Sekaran, 2012

3.6 The Sampling Procedure

This research involved policemen who had been servicing in Johor Bahru South District Police Department. Sampling involved taking a portion of the population, making observations on this smaller group, and then generalizing the findings to the larger population from which the sample was drawn. Probability sampling method was applied in this research where all cases in the population have a known

probability of being included in the sample through a process of random selection (Ary et al., 2002).

For this study, purposive random sampling was used as a study sample. An unbiased random selection of individuals is important so that if a large number of samples were drawn, the average sample would accurately represent the population (Yates et al., 2008). With this in mind, this sample can provide a useful understanding of the characteristic of policemen. Sampling framework obtained from the Table of Random Numbers at the Administrative Division. Names from the generated list been selected randomly as the potential respondents.

3.7 Reliability and Content Validity

Reliability is the degree to which an assessment tool produces stable and consistent results (Thomas & Smith, 2003) with the score's consistency indicated by the value of Cronbach's alpha. A Cronbach's alpha value of greater than 0.6 was used as an acceptable value to indicate reliability (George et al., 2003). Validity refers to the accuracy of the measure, which the measure needs to be valid on the face of things and measure the entire nature of the phenomena (Thomas & Smith, 2003).

Reliability

Reliability tests were conducted on the instruments used for the pre-test and the actual study for comparison purposes. The reliability results for the pre-test are shown in Table 4.3. The results showed that the pre-test reliability values were more than 0.6 indicating that all the scales were reliable in measuring the variables.

Content Validity

Content validity is a theoretical concept and concerns the question of whether the indicators or selected reveals a certain concept that actually cover the entire domain of meaning of the concept (Corbetta, 2003). Content validation of an instrument examines the words used in the questions to ensure standardization of understanding, the materials covered and the appropriateness of the sample items measuring the construct. Thus, the researcher carried out the content validity using subject-matter expert.

For the content validation, the subject-matter expert was the researcher's supervisor – an expert in the field of study. A draft of the questionnaire was discussed with the supervisor for input and consent. Besides the researcher's supervisor, the researcher also discussed the questionnaire with two Assistant Superintendent of Police (ASP) for content validation.

The questionnaire was amended in accordance with the suggestions and comments received. The revised questionnaires were distributed for actual data collection upon the final approval from the Supervisor.

3.8 Pre-testing of Research Instrument

In this study, before the research instrument was distributed to the actual respondents, it was pre-tested to ensure reliability. A total of 30 policemen were selected from Bukit Aman for the pre-testing. Besides the availability of the pre-testing sample, and having similar characteristics to those of the target group of respondents, this selection was also to ensure that the actual population of policeman was not contaminated.

The trial samples were identified through the researcher's personal contacts. The questionnaire was distributed personally by the researcher for the purposes of the pre-test. The policemen were encouraged to give honest answer during the questionnaires.

Feedback on the format, clarification of items and instructions, readability, specificity of words as well as other general comments were gathered from the samples. The feedback from the trial samples was then carefully studied and considered.

To measure the internal consistency of the instruments, the Cronbach's alphas were calculated based on 30 responses received. In order for the instruments to be acceptable for use for data collection in the actual study, all the constructs must depict a reliability index of at least 0.6 (George & Mallery, 2003).

George et al. (2003) suggested that the commonly accepted rule of thumb for describing internal consistency using Cronbach's alpha is as follows: $\alpha > 0.9$ (excellent), $0.7 < \alpha < 0.9$ (good), $0.6 < \alpha < 0.7$ (acceptable), $0.5 < \alpha < 0.6$ (poor) and $\alpha < 0.5$ (unacceptable). Table 4.3 shows the reliability estimates from the pilot test or pre-test for each of constructs used.

Table 3.3: Reliability output

Variable	No of item	Cronbach Alpha(α) Pilot test (n=30)
Working environment	8	0.731
Work load	7	0.958
Personal conflict	8	0.682
Stress	10	0.873

From the Table 3.3, it can be seen that all the constructs showed a reliability index of more than 0.6. According to Sekaran (2003) and Babbie (2005), the basic reason for

conducting a pre-test is to determine whether the instruments serve the purposes for which it was designed or whether further revisions are needed. Therefore, all the above instruments were accepted to be used in the study. Besides ensure that the constructs were reliable, the pre-test was done to ensure that the instruments selected serve its purpose and no redesigning is required. The actual survey was conducted later and the result showed that all the constructs have a reliability index more than 0.6.

3.9 Data Collection Method

The data for this research were gathered through a formal survey using a structured questionnaire. The research questionnaire is as attached in the Appendix A. Once the questionnaire had been pre-tested and improved upon, the definite version of questionnaire set was finally distributed to the selected respondents. A drop –and-pick was used for data collection.

Prior to the data collection, the researcher had sent an application letter seeking for approval from the Chief of Police Johor Bahru to embark on the research. Once approval was granted, the questionnaires were distributed personally to each police station’s Chief to be forwarded to the respondents. Respondents were given 1 week to complete the questionnaire. The approval letter and brief information on the research was attached to each questionnaire.

Since the researcher worked at the research area, the researcher was able to monitor the response participation rate. In addition, the policemen were given written explanatory statements, which explained the research procedure and all those who returned the forms were ticked off the list to allow the researcher to keep track with the respondent rate.

Once the data collected reached 300, the researcher stopped collecting the questionnaires as time was running out. Upon checking, 3 questionnaires were incomplete, thus were eliminated from being analyzed.

The total usable data of 297 fulfilled the sampling size as stated in Sekaran's Table.

3.10 Data Analyses

After the data collection had completed, codes were assigned for each individual respondent before the data were entered into the computer for analysis. Data were analysed using the SPSS 19 at different level analysis.

Specific statistical techniques were employed for testing the hypothesized relationships and answering the stated research objectives. The statistical analyses used in this study were determined to a great extent by the design of the study and the scale of measurement used for each variable involved.

To answer the research objectives, descriptive analysis was used to measure the levels of stress faced by the respondents, correlation analysis was used to measure the relationship between the independent variables and dependent variables, and regression analysis was used to measure the variance of the effect.

A detailed examination of the data or Exploratory Data Analysis (EDA) was carried out to detect any error in the data set. It was used to screen data from unusual and extreme values, to describe data, to check whether the assumptions for parametric tests were met, and to determine whether the statistical techniques that were considered for data analysis are appropriate (Field, 2005). In addition, the descriptive statistics procedure in SPSS was executed for checking and describing the data. For

this study in specific, an alpha level of 0.05 was set for all statistical tests unless otherwise stated. In this study, data were analyzed using the parametric statistical test such as Pearson Product-Moment Correlation Coefficient and Multiple Regression Analysis. Therefore, assumptions of normality, homogeneity of variance and linearity have been examined using the SPSS explore procedure.

Descriptive Statistics

In this study, descriptive statistics such as frequency distributions, mean and standard deviation were used to meaningfully describe the variables found in this study. Where needed, some variables were grouped into various different categories and levels for ease of analysis and interpretations. Frequencies and percentages were used for the categorical variables while mean, standard deviation, minimum and maximum were used for the continuous variables. Any negative statements were recorded prior to analysis to ensure consistency of interpretation.

Inferential Statistics

To determine the relationship between each independent variable and dependent variable for this purpose, the Pearson Product-Moment Correlation Coefficient analysis was used. This analysis was used to determine the relationship between the two variables X and Y. It gives a value between +1 and -1 inclusive, where 1 is total positive correlation, 0 is no correlation, and -1 is total negative correlation.

According to Field (2005), this analysis is also used to conclude the strength and direction of the relationship. The strength of the relationship of the variables X and Y was interpreted using the Guildford's rule of thumb (Table 9), where when the value r increases and the strength of the relationship also increases as well.

Table 3.4 Guilford's Rule of Thumb

r value (coefficient)	Magnitude of Relationship
< 0.20	Almost negligible relationship
0.20 – 0.40	Low correlation; definite but small relationship
0.40 – 0.70	Moderate correlation; substantial relationship
0.70 – 0.90	High correlation; marked relationship
> 0.90	Very high correlation; very dependable relationship

Data Analyses for Specific Research Objectives

In this study, after it was examined and found to have fulfilled the assumptions posed by the statistical analyses, the data were analyzed using the specific parametric statistical tests as stated in Table 8. The below mentioned statistical analyses in Table 3.4 were used to answer the four research objectives in this study and are explained as follows:

Table 3.5: Summary Table of data Analyses

Research objectives	Statistical Analyses
To determine the level of stress among the police officers	Descriptive analysis (frequency, mean, standard deviation)
To determine the level of personal conflict, working environment and workload among the police officers	Descriptive analysis (frequency, mean, standard deviation)
To determine the relationship between level of personal conflict, working environment and workload towards stress among the police officers	Pearson-correlation
To determine the most dominant factor influencing stress among police officer	Multiple linear regression

3.11 Summary of the Chapter

In this chapter, the major aspects that have covered in research framework, research design, population and sampling methods. The construction and development of the questionnaire, reliability as well as validity analysis, and the pre-testing of the questionnaire were also explained in detail. The constructs in this study were measured in use of well-accepted and established instruments that had adopted and adapted from previous studies. In addition, the quantitative analyses employed in this study were also described, where it covered the various statistical analyses used to answer the research objectives and to test for the research hypotheses.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings and discussion of the following specific research objectives of this study.

1. To determine the level of stress among the police officers;
2. To determine the level of working environment and workload among the police officers;
3. To determine the relationship between level of personal conflict, working environment and workload towards stress among the police officers; and
4. To determine the most dominant factor influencing stress among police officer.

4.2 Personal and profession profiles of the respondents

About 350 questionnaires had been distributed and 300 were collected. However, 53 copies of questionnaire were rejected due to incomplete and unreturned. The section A of the questionnaire had gathered information on Personal and profession profiles of the respondents. This section discussed the personal and the profession profiles of 297 respondents who participated demographic background in this study. The unit of analysis in this study was the officers from Johor Baharu South District. The respondents' personal demographic profiles were presented in table 4.1. The mean

age of respondent was 38.12 years with 39.1 % respondents were between the age group of 31 to 43 years.

Table 4.1: Sample composition by personal characteristics (n=297)

Personal characteristic category	Frequency	%	M	SD
<u>Age(years)</u>				
18-30	88	29.6	38.12	10.95
31-43	116	39.1		
44-60	93	31.3		
<u>Gender</u>				
Male	260	87.5		
Female	37	12.5		
<u>Marital status</u>				
Single	34	11.4		
Married	255	85.9		
Others	8	2.7		
<u>Academic qualification</u>				
Master/PHD	6	2.0		
Degree	48	15.2		
Diploma	98	33.0		
SPM / STPM	148	49.8		
<u>Ethnic</u>				
Malay	179	60.3		
Chinese	34	11.4		
Indian	61	20.5		
Others	23	7.7		

The youngest respondent was 18 years old and oldest was 59 years old. The proportion of male and female was not equal as majority of respondents were male at 87.5% and only 12.5% of the respondents were female. 255 of the respondents were

married and only 8% (2.7) of them (8%) were single. In term of academic level, more than half of respondents (n=148) were SPM / STPM holders, followed by 33% having Diploma and 48 of the respondents continue their study until degree level. About 60.3% of the respondents were Malay police officers and followed by 61 respondents were Indians. The Chinese were ethnic whom at less participation in police force (n=34) of the respondents.

Table 4.2: Sample composition by professional characteristics (n=297)

Personal characteristic category	Frequency	%
<u>Work tenure (years)</u>		
< 1 years	17	5.8
2-10	85	28.6
11-20	94	31.6
>20 years	101	34.0
<u>Service area</u>		
Prevention	95	32.0
Investigation	138	46.5
Administrative	26	8.8
Detective	38	12.8
<u>Job title</u>		
Head of department	24	8.1
Inspector	30	10.1
Detective	18	6.1
General affair	225	75.8
<u>Department size</u>		
Under 50 staff	82	27.6
51-100 staff	135	45.5
101-200 staff	80	26.9

Based on table 4.2 highlighted, the average work experience of the officers was 17 years with 37.4% of the respondents had served PDRM almost 11 to 20 years. The lowers experience was 1 year and the maximum experience gained by respondents was more than 20 years. About 46.5% of respondents' tasks involve investigations, followed by 32% in prevention task. Only 8.8% are involved in administrative task.

About 75.8% respondents were general staff however, only 10.1% holding inspectors position. In general, Johor Bahru South District consist total of 51 until 100 of staff.

4.3 Exploratory Data Analysis

A detailed examination of the data or Exploratory Data Analysis (EDA) was carried out to detect any error in the data set. It was used to screen data from unusual and extreme values, to describe data, to check whether the assumptions for parametric tests were met, and to determine whether the statistical techniques that were considered for data analysis are appropriate (Field, 2005). In addition, the descriptive statistics procedure in SPSS was executed for checking and describing the data. An alpha level of 0.05 was set for all statistical tests unless otherwise stated. In this study, data were analyzed using the parametric statistical tests such as the Pearson Product-Moment Correlation Coefficient, and Multiple Regression.

Therefore, assumptions of normality, homogeneity of variance and linearity have been examined using the SPSS explore procedure. Test of normality was used to examine the assumption that the data come from a normal distribution. This was determine using the normal probability plot and the detrended normal plot (refer to Diagram 1 below). Based on the plots for each variable shown in the Appendix, the points fall more or less on a straight line. In addition, data normality was also examined using the skewness value. According to George and Mallery (2003), skewness is a measure of symmetry and it provides an indication of departure from normality.

George and Mallery (2003, pp. 99) further stated that “a skewness value between ± 1.0 is considered excellent for most psychometric purposes, but a value between ± 2.0 is on many cases also acceptable, depending on your particular application”. Based on

the skewness values -0.079 and the normal probability plot, the normality assumption for the data used in this study was fulfilled.

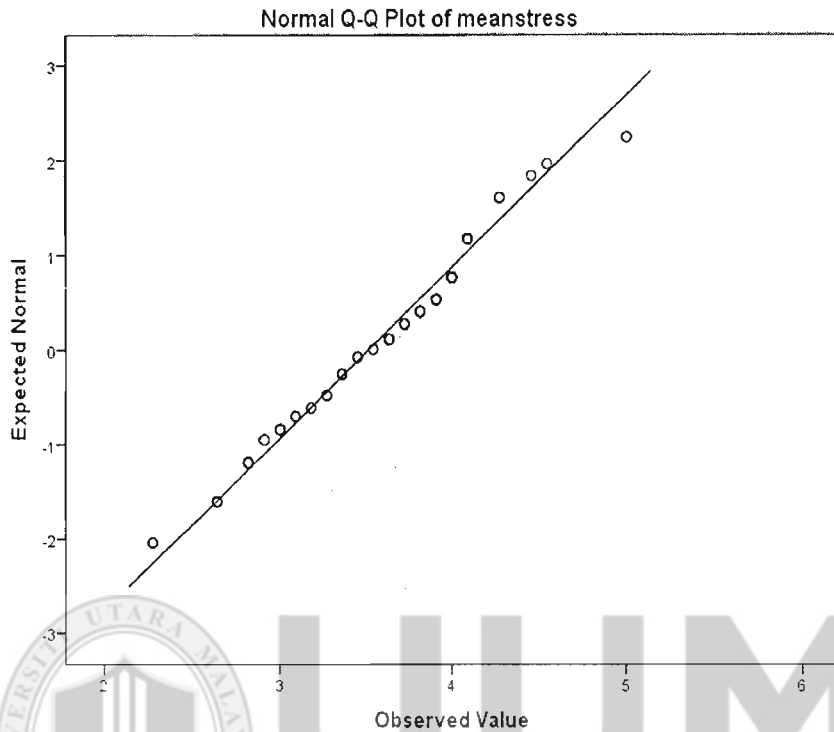


Diagram 1: Normal Q-Q Plot of Stress

The researcher conducted reliability test to determine the consistency of the instruments. Reliability tests were conducted on the instruments used for the pre-test and the actual study for comparison purposes. The reliability results for the pre-test are shown in Table 4.3. The results showed that the pre-test reliability values and actual test value were more than 0.6 indicating that all the scales were reliable in measuring the variables.

Table 4.3: Reliability output

Variable	No of item	Cronbach Alpha(α) Pilot test (n=30)	Cronbach Alpha(α) Actual test (n=297)
Working environment	8	0.731	0.760
Work load	7	0.958	0.985
Personal conflict	8	0.682	0.718
Stress	10	0.873	0.977

4.4 Findings on Objective 1 : Level Of Stress

This section explain the findings of specific objective of the research it was to determine the level of stress amount the police officers in Johor Bahru South District.

The mean, standard deviation and frequency are summarized in table 4.4. Based on Nunnally (1978), mean value obtained can be categorized in 3 categories such as low, moderate and high. Such categoration will assist the reseracher to explain the mean values more preciesly. The overall mean value was 3.456 with standard deviation of 0.378. The mean value was moderately reflecting majority of the respondents perceive moderate stress. Meanwhile, only 1% person of the respondent believes that they have low stress. However, 82 respondents agreed that they are facing high stress in work place. Majority of the policemen agreed that they are feeling physically or emotionally defaulted.

Table 4.4: Level of stress (n=297)

Level	Frequency	%	mean	Std. dev.
Low (1.00-2.339)	3	1.0	3.456	0.378
Moderate (2.34-3.669)	212	72.4		
High (3.67-5.00)	82	27.6		
Total		100%		

4.5 Findings on Objective 2: Level of Independent Variables

In this research, three important independent variables were investigated to determine the level of each variable. Based on table 4.5.1, majority respondent do agree (n= 161) that the level of workload been given were moderate. However, only 1 respondent agreed that he/ she had lower workload. From this table, the work burden of policemen seriously needs to be considered.

Table 4.5.1: Level of workload (n=297)

Level	Frequency	%	Mean	Std. dev.
Low (1.00-2.339)	1	0.3	3.586	0.461
Moderate (2.34-3.669)	161	54.2		
High (3.67-5.00)	135	45.5		
Total	297	100		

Based on the respondent, the police department poor work environment were rated moderately poor by 72.4% respondent based on table 4.5.2. Those respondent believe poor working condition were related to lack of infrastructure or facilities like other corporate institutions.

Table 4.5.2: Level of poor work environment (n=297)

Level	Frequency	%	Mean	Std. dev.
Low (1.00-2.339)	3	1.0	3.408	0.463
Moderate (2.34-3.669)	212	72.4		
High (3.67-5.00)	82	25.9		
Total	297	100		

About 52% respondent agree that they are facing high level personal conflict which consists of financial, marriage life, education, and health.

Table 4.5.3: Level of personal conflict (n=297)

Level	Frequency	%	Mean	Std. dev.
Low (1.00-2.339)	2	0.7	3.793	0.424
Moderate (2.34-3.669)	111	37.4		
High (3.67-5.00)	184	52.0		
Total	297	100		

4.6 Findings on Objective 3: The Relationships between Independent Variables and Stress

This section explains the findings of the specific objective 3: to determine the nature and strength of the relationships between the independent variables and stress among the police personnel. Pearson Correlation Coefficient was performed and the results were interpreted based on the Guildford's rule of thumb. A total of three hypotheses (Ha1, Ha2, and Ha3), were tested based on correlations between the independent variables and stress. All the hypotheses were stated in the form of one-tailed or directional relationships. Table 4.6 showed the correlation results.

Table 4.6: Pearson correlation coefficients of relationships between the individual-Related and Organizational-Related Variables and Job Satisfaction (n=297)

	Stress	Work load (X1)	Working environment (X2)	Personal conflict (X3)
Stress (Y)	1			
Work load (X1)	0.762**	1		
Poor Working environment (X2)	0.586**	0.635**	1	
Personal conflict (X3)	0.620**	0.709**	0.639**	1

**Correlations is significant at the 0.01 level (1-tailed)

*Correlations is significant at the 0.05 level (1-tailed)

Based on the Guildford Rules of Thumb, $r = 0.762$, $\text{sig} = 0.05$ indicates high and positive relationship between the two variables. From the table available, it can be seen that high workload can also increase the stress among the policemen. Research Question 2 assumed that the unhealthy poor work environment was positively related to the policemen stress. Based on the Guildford Rules of Thumb, the $r = 0.586$ were moderate and positive correlated with stress. From the table available, it can be assumed that the more unhealthy environment exist such as excessive administration and add hock duties, constant changes in policy and legislation, staff shortage overall, unequal sharing of work legislative and inconsistent leadership style will moderately increase the level of stress. Hypothesis 3 predicted that the personal-related variables are each positively related to the policemen stress. Based on the Guildford Rules of Thumb, $r = 0.620$ means personal conflict related moderate with stress. From the table available, the personal conflict the moderately stress will increase.

4.7 Findings on Objective 4: Factors Explaining Stress Perceived Among Policemen

This section explains the findings related to objective 4 of this research, i.e. determining the factors which influence stress among policemen.

Regression Analysis

Regression analysis was conducted to test the hypotheses which predict the contribution of the independent variables towards stress perceived by policemen. Multiple regressions were performed since there was more than one independent variable which predicted the dependent variable (Newman & McNeil, 1998). A multiple regression equation was created; $Y = b_1(X_1) + b_2(X_2) + a$, where Y is the

predicted scores, b_1 is a constant for the slope of X_1 , and the intercept. The b value weight was examined for each independent variable: the R which measures the relationship of the combination of variables being tested, the R^2 which can be interpreted as the proportion of variance accounted for in Y that can be predicted from set of independent variables, the effect size or Pearson's correlation squared, and the statistical significance of the test. In addition, Field (2009) point out that with multiple linear regressions, one can test prediction between continuous variables. This section summarizes the results of the Multiple Linear Regression (MLR) between the three independent variables and policemen stress. A three-variable MLR model was proposed to explain the variation of stress based on IV's.

The equation of the proposed MLR model was as follows:

Equation 1:

$$Y (S) = b_0 + b_1(X_1) + b_2(X_2) + b_3(X_3) + e$$

Where:

Y = Stress (S)

b_0 = Constant (Intercept)

$b_{1,2,3}$ = Estimates (Regression coefficients)

X_1 = workload

X_2 = Poor working environment

X_3 = Personal conflict

e = error

The results shown in Table 4.7 indicated that all the variables were significant in explaining the variation stress. The three significant variables were upgrading work

load (X1) ($t = 10.774$, $p = 0.000$), working environment (X2) ($t = 2.687$, $p = 0.008$) and personal conflict (X3). The findings suggested that the data were fully supporting the proposed MLR model for policemen stress. Table 4.7 portrays that the estimate of the model coefficient for $b_0 = 0.947$, $b_1 = 0.490$, $b_2 = 0.112$ and $b_3 = 0.098$.

Table 4.7: Estimates of Coefficients for Stress

Dimension	B (unstandardized coefficients)	Std Error	Beta (Standardized coefficients)	t	p-value
Constant	0.947	0.130		7.268	0.000
Work load (X1)	0.490	0.045	0.597	10.774	0.000
Poor Working environment (X2)	0.112	0.042	0.137	2.687	0.008
Personal conflict (X3)	0.098	0.050	0.110	1.976	0.049

Notes : $R = 0.776$ $R^2 = 0.603$ $adj.R^2=0.599$ $F= 148.310$ $p=0.000$

Thus, the final estimated model for the engagement in stress is written in equation 1.

Equation 1:

$$Y (S) = 0.947 + 0.490 (X_1) + 0.112 (X_2) + 0.098 (X_3) + e$$

Where:

$Y =$ Stress (S)

$b_0 =$ Constant (Intercept)

$b_1 - 3 =$ Estimates (Regression coefficients)

$X_1 =$ workload

$X_2 =$ Working environment

$X_3 =$ Personal conflict

Since all the values are positive, this indicates that there is positive relationship between the variable and the outcome. Thus, when the policemen intend to reduce the workload issues this would result reduction in stress. If the effect of all the other variables were held constant, positive b-value show that knowledge and skills ($\beta=0.490$, $t = 10.774$) made the strongest contribution in explaining the stress among the policemen. It can be seen when one unit increases in workload, this will be followed by 0.490 units increase in stress among policeman. The result also indicated that the factor that makes the most contribution to the variance in stress was work load since this variables consists of the highest Beta value.

R value 0.776 indicates the direction of entire independent variables towards dependent variable. The strength of the relationship is strong based on Guilford Rules of Thumb which been explained in chapter 3. The degree of freedom were calculated as $N - p - 1$, $(297 - 3 - 1)$ and the degree of freedom (df) for this research was 173. For this model as in Table 4.7, the workload ($t(293) = 10.774$, $p = 0.000$) working environment ($t(293) = 2.687$, $p = 0.008$) and personal conflict ($t(293) = 1.796$, $p = 0.000$) were all significant factors for policemen's stress. The R^2 obtained was 0.77% which indicates 77.6 % of the variance in stress were explained by all the three independent variables. The ANOVA results show that the F -value was large ($F = 143.310$) and the corresponding p -value was small ($p = 0.000$) when compared to the alpha value ($= 0.05$). This shows that the slope for the estimate linear regression line was not equal to zero. Thus, confirming a linear relationship between three significant factors and stress among policemen. Therefore, the final model fitted the data.

4.8 Discussion

Empirically, the result of the findings were similar to Leka, Griffith and Cox (2003) Where they say work-related stress is a response by the person when asked by the demands of work and pressure cannot be matched with the ability and knowledge as well as their ability to manage challenging or competitive action. In other words working pressure imbalance exists when the work environment demands the ability and knowledge workers. Hence according to Ali Murut Sunbul (2003), stress is also caused by a person feel hopeless to work beyond expectations and lack of personal control from the top.

Meanwhile, Abdul Aziz Yusof (2003) states pressure will arise when confronted with too much work to do, but are faced with a very short time and supported with very limited resources. In this study, the stress of work is divided into the following several factors such as workload, time job, family and finances. According, Ungku Norul Kamar (2003), the factors that cause stress-related organizations such as the job itself, work load, role conflict, work environment, leadership and organizational culture. Sabitha Merican, (2005) states there are two environmental factors and leadership, the relationship between other employees and job and family interaction. Cooper (1988), pointed out all the types and nature of the work is the main source contributing to tugas. Ini may be due to work load given is inappropriate or that it creates too much of a burden to workers. Although an individual's definitely talented and efficient in carrying out its duties, in the same time workload excesses will cause his performance dropped significantly due to physical and mental fatigue that can lead to certain diseases such as heart disease, high blood pressure and etc.

Claims relating to family and finances can be a major source of job stress in organization able to make the work more complicated pressure (Lasky, 1995). Facts have shown that intra- Organizational extra organizational and influence the process of working pressure and it is hard to prevent. Extra organizational are external factors that affect very important to workers as pressure.

Table below summarize the similar findings to support the results.

Table 17: The Overall Hypotheses Findings

Research Question	Overall Results		Past Result
	Direction	Result	Result
RQ 1: Workload has positive relationships with police job stress.	Positive	Significant	Significant Leka, Griffith and Cox (2003)
RQ 2: Poor working environment have positive relationships with police job stress.	Positive	Significant	Significant Sabitha Merican, (2005)
RQ 3: Personal conflict has positive relationships with police job stress.	Positive	Significant	Significant (Lasky, 1995).
RQ 4: The proposed regression model of job performance fits the data.	-	Partially Supported	Partially Supported

4.9 Summary

Researchers have identified and categorized the causes of work stress on a number of factors. They have categorized the causes of work stress on three factors which is the job itself (workload), the role of the organization (working environment), and the individual factor (personal conflict)

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter shall provide a summarized description of this research. This part begins with an introduction, followed with discussion of the research questions. The next part would discuss the theoretical implication, practical implication, limitation and opportunity for future studies in completing this research. About 297 respondents are involved in this study who works in Johor Baharu South District Police Department majority who are policeman. This study reported that male policemen were the most to participate with majority of Malay staffs. Majority of the respondent are aged between 31 to 40 years old. In addition the respondents were mostly from Investigation Department and hold certificate in most. Most of the respondents had gain eleven to twenty years of experience, and the highest rate of staff works in department which have fifty one staff overall.

5.2 Discussion of Research Questions

1. What is the level of stress among the police officers?

Police stress arises from several features of police work. Alterations in body rhythms from monthly shift rotation, for example, reduce productivity. The change from a day to a swing or graveyard, shift not only requires biological adjustment but also complicates officers' personal lives. Role conflicts between the job-serving the public, enforcing the law, and upholding ethical standards—and personal responsibilities as spouse, parent, and friend act as stressors. Other stressors in police officer include threats to officers' health and safety, boredom, alternating with the need for sudden

alertness and mobilized energy, responsibility for protecting the lives of others, continual exposure to people in pain or distress, the need to control emotions even when provoked, the presence of a gun, even during off-duty hours and fragmented nature of police work, with only rare opportunities to follow cases to conclusion or even to obtain feedback or follow-up information.

Majority of the respondent agreed that they feel difficult to concentrate during working hours. One of the reasons is the criminal justice system which creates additional stress. Court appearances interfere with police personal's work assignments, personal time, and even sleeping schedules. Turf battles among agencies, court decisions curtailing discretion, perceived leniency of the courts, and release of offenders on bail, probation, or parole also lead to stress.

Respondents do also agree that they often feel angry for things occurred or happened beyond control. Further stress arises from perceived lack of support and negative attitudes toward police from the larger society. Women and minority officers face additional stressors. They are more likely to face disapproval from fellow officers and from family and friends for entering police work. Supervisors, peers and the public question women officers' ability to handle the emotional and physical rigors of the job, even though research indicates women can do so. The need to "prove themselves" to male officers and to the public constitutes a major stressor for women officers.

Stress contributes not only to the physical disorders previously mentioned, but also to emotional problems. Some research suggests that police personal commit suicide at a higher rate than other groups. Most investigators report unusually high rates of divorce among police. Although some maintain that researchers have exaggerated the

divorce rate among police, interview surveys demonstrate that police stress reduces the quality of family life. A majority of officers interviewed reported that police work inhibits no police friendships, interferes with scheduling family social events, and generates a negative public image. Furthermore, they take out job pressures at home, and the spouses worry about officers' safety.

2. What are the level that might cause conflict in working environment, workload and personal among the police officers?

Level of workload

The study shows majority of respondent agreed that workload gives high impact and stress on their daily lives. It is reported that overtime with unequal pay and pressures from top management as factor that contributing in stress. This can be solved by modifying the workload, altering the management climate, and developing techniques for mitigating stressors, both within the department and between individuals could improve police officers' work environment.

Majority respondent do agree that the level of workload been given were moderate. The results were similar to research done by Kamsiah (2014) among the prison staffs, found stress happen due to work load given inappropriate or that it creates too much of a burden to workers. Although an individual's definitely talented and efficient in carrying out its duties, in the same time workload excesses will cause his performance dropped significantly due to physical and mental fatigue. This can lead to certain diseases such as heart disease, high blood pressure and etc.

From the findings it is found that the level of personal conflict is high. Personal related conflict such as financial factors may also affect the working pressure, (Ivie,

D., & Garland, B. 2011) argues that financial difficulties led to the individual looking for extra work, additional work can add family opinion but at the same time with the steal and cause fatigue individual. Similarly, financial loans like personal loans, buy a car, and buy a home loan is also a source of job stress to an individual or employee

Level of working environment

To determine the relationship between working environment in contributing stress of police officers who are working in Johor Baharu South District. The study shows majority of the respondent agreed that dealing with coworker and staff shortage is the most critical factors that contributes stress in working environment. It can disturb the flow of work to be done and leads to difficulties on job piling up. Introduction of peer support networks to provide routine assistance to senior managers and professional counseling referral for more serious problems. In the other hand, better succession planning may help newly promoted superintendents especially if they have moved into a new area of activity. Better preparation in coping with new areas of responsibilities such as financial control and personnel management could be introduced into the training courses.

The majority of the officers in the study indicated that organizational aspects of policing were more stressful than operational aspects of the job. After analyzing the data, it was apparent that the two most stressful organizational issues were staff shortages and dealing with co-worker. This finding is consistent with previous literature that has identified organizational issues as more stressful than the perceived risk of violence or exposure to traumatic events that is inherent to police work (Youngcourt & Huffman, 2005). Although officers did rate operational stress as less stressful overall, they did indicate that fatigue due to shift work was a stressful aspect

of the job. Krischman (2007), have found that shift work is one of the most notable factors of stress because of the negative effects it has on officers' sleeping patterns, hardships on relationships, negative effects on their mood, and reduced capacity to constructively manage job stress.

It is known that, policeman struggle everyday with shift work. They are rarely able to receive shift of choice until they have many years on the department. Most often the younger officers are placed on the afternoon or midnight shift. This may cause stress and problems in family life from the onset. Police officers sometimes get so caught up in the job and most of them focus on what need to do to get promoted and rewarded that they lose sight of the rest of their lives. Job as police officers also keep them at work for long hours whereby they may end up with an arrest at the end of a shift because may be called in at any time of the day or night.

Moreover, they work on most holidays which make their family to celebrate events by themselves. The police officer is always at work and when working hours beyond the normal tour of duty they will be extremely tired. Policeman tend to put more effort on their careers than own family lives. They also often feel that worked hard enough at work and their family should be responsible for the everyday chores at home such as cooking and cleaning. This too can build up many stresses and resentments by their spouses.

3. Is any the relationship between level of lifestyle, working environment and workload towards stress among the police officers?

All the three variables were significantly related to stress on police officers who works in Johor Baharu South District. When compared to the other occupations,

police job is considered highly stressful job. Stress is an integral part of the life of a professional police officer. Police often encounter stressful situations in their daily work, and these stressors have cumulative effects. As a matter of fact, every person is subject to stress, but police officers are at greater risk than other people. Factors like, dangerous missions, overloaded shift hours, hierarchical and disciplined structure and lack of understanding from family affect police psychology, physiology, and of course, their family relations. Another study stated that, the police officers have serious stress problems, and their families are suffering due to the effects of it. Furthermore, it can adversely influence the job performance as well. Therefore, the stressful nature of police work, along with other occupational demands, can have a great impact on the family life of police officers.

4. What is the most dominant factor influencing stress among police officer?

To determine the factor that most significantly influence stress at work and life among police officers who are working in Johor Baharu South District. It is reported that most of the respondent agreed heavy workload are main contributing factors for stress in policeman personal conflict. The amount of time on completing the task with numerous distractions can raise the stress level. Some officers bring back their job stress to home. Officers must also learn to compartmentalize their feelings. At work officers may be asked to suppress their feelings, but at home, they must be able to share their feelings with their spouses. Once the relationship has some stability, it is then important that officers and their spouses become involved in social activities outside of the department.

5.3 Implication

In this section, the implication resulting from the outcome of the study will be discussed with focusing on both theoretical and practical implication issues.

5.3.1 Theoretical Implication

Robbins Stress Model has been used as the underpinning theory to support the relationship between the variables. The findings indicate there is significant relationship among the three variables with stress. However, workload seems to be main contributor for police stress.

5.3.2 Practical Implication

According to findings of the research, the most common consequence of excessive stress is heavy workload. Police officers also must have ability to cope with situations firmly, courteously, tactfully, and with respect for the rights of others. Ability to analyze situations quickly lead proper course of action to be taken. Moreover, they also must have ability to understand and carry out oral and written instructions, able to write and speak effectively, able to develop skill in the use and care of firearm.

5.4 Recommendation

There are some recommendations for the future research and practitioners which have been identified.

5.4.1 Recommendation for the Future Research

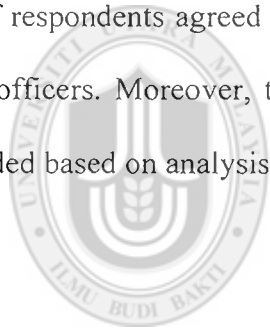
Based on the regression model it is found that all the three variables were significantly contributing stress among police officers. About 77.6% variance in stress can be explained by work load, working environment and personal conflict. About 22.4% more are not included in the model, to influence other factors which may influence stress among police officers such as changes in behavior, erratic work habits, inability to maintain a train of thought and excessive worrying. However, this study can be extended to wide coverage on state level. It would also be interesting to study the factors that influence stress in urban versus rural areas. Therefore upcoming research should include other organization and personal factors.

5.4.2 Recommendation for the Future Practitioners

Since the finding indicates all the three variables were significantly correlated therefore the management team needs to find remedy to solve the problems. For personal problem, it is advisable for the policeman to get assistance from counseling center. Heavy workload can be shared by having job rotation among the staff. Another way that police organizations can assist officers manage their stress, is to have mental health professionals accessible to officers. Police organizations can sponsor or organize leisure activities at no cost to the officers to attend on their days off or time off. Some researchers have found participation in leisure activities helped officers to cope with stress and maintain good physical and mental health (Iwasaki et al., 2005). As stated earlier, although there will be a cost to the police organization to offer this type of support, it is clear evident that the potential benefit to the well-being of the officer outweigh the potential costs to the organization in terms of decreased performance or liability.

5.5 Conclusion

Police work requires officers to work in environments that consist of a wide range of cultures, demographics, social issues, and social economic diversity. The nature of police work changes daily and requires police officers to adapt to the constant changes with minimal friction. The changes that occur on a daily basis which can prove to be overwhelming for a police officer often elicit high levels of stress. In turn, this stress leads the police officer require support system or mentor to cope with the emotional effects of the job. Based on this research stress of police work has been well documented. Analysis on factor that contributes stress to police officers shows 60% of respondents agreed that workload is the main factor in causing stress among police officers. Moreover, the researcher summarized specific objective which was concluded based on analysis and finding.



UUM
Universiti Utara Malaysia

References

- Abdul Aziz Yusof, (2003). *Gelagat Organisasi Teori, Isu dan Aplikasi*. Selangor. Pearson Malaysia Sdn. Bhd.
- Anshel, M. H. (2000). A conceptual model and implications for coping with stressful events in police work. *International Journal of Criminal Justice Sciences*. 14. ISSN 2246-3838
- Bradway, J.H. (2009). Gender Stress : Differences in critical life events among law enforcement officers. *International Journal of Criminal Justice Sciences*. 14.
- Cooper, H. M. (1988). The structure of knowledge synthesis, *Knowledge in Society*, 1, 104-126.
- Cooper, H. M. (1989). *Integrating research: a guide for literature reviews*, 2nd ed, Sage Publications, Newbury Park, Calif.
- Field, A. P. (2009). *Discovering statistics using SPSS*. London, England : SAGE.
- Lasky, R. G. (1995). Occupational stress: A disability management perspective. In D.E. Shrey & M. Lacerete (Eds.). *Principles and Practices of Disability Management in Industry*, 370-409.
- Leka, Griffiths, & Cox (2003) *Work organization and stress*. Geneva: World Health Organization
- Cooper, C.L. (1986). Job stress: recent research and the emerging role of the clinical occupational psychologist. *Bulletin of the British Psychological Society*. 39, 325 – 31.
- Canon, W., B. (1992). Bodily changes in pain, hunger, fear and rage. An account of recent research into the factor of emotional excitement. *International Journal of Criminal Justice Sciences*. 14.

- Christina *et al* (2014). *The American System of Criminal Justice*. Fourteen Edition. ISBNB -13 : 978-1-285-458891
- Cook, C.W. and Hunsaker, P.L. (2001). *Management and organizational Behaviour*. 3rd Ed. New York: McGraw Hill.
- Evangelos., C, Alexopolos., Vassiliki., & Christina Darviri (2014). Exploring Stress Levels, Job Satisfaction, and Quality of Life in a Sample of Police Officers in Greece. *Journal of Safety and Health at Work*. 5(4).
- Ejike., O., Madu., O, & Chinwendu., O. (2014). Influence of Perceived Work Overload and Organizational Support on Job Stress Among Bankers. *International Journal of Social Science and Humanity Reviews*. 4, July. ISSN 2276-8645.
- Gretchen., G, Richard., M, & Jenny., B.(2015). Stress Level of Early Childhood, Primary and Secondary Teachers. *Journal of Teacher Education for Sustainability*. 17, 35- 47.
- Haarr, R. N. & Morash, M. (1999). Gender, race and strategies of coping with occupational stress in policing. *International Journal of Criminal Justice Sciences*. 14.
- Hart, P. M., Wearing, A. J., & Headey, B. (1995). Police Stress and well being : Intergrating personality, coping and daily work experience. *Journal of Occupational and Organizational Psychology*. 10(2).
- He, N., Zhao, J., & Archbold, C. A. (2002). Gender and police stress: The convergent and divergent impact of working environment, work family conflict and stress coping mechanism of female and male officers. *Policing: An international Journal of Police Strategies and Management*. 11, 22-30.

- Hunnur & Sudarshan (2014). Cause and effect at workplace stress among police personnel : an empirical study. *International Journal of Management Research and Bussiness Strategy*. ISSN 2319-345X, Volume 1.
- Frew, D.R., & Brunning, N.S. (1987). Perceived Organizational Characteristics and Personality Measures as Predictors of Stress/Strain in Work Place. *Journal of Management*, 28 (6), 633-646.
- Jayesh, K., J. (2014). Stress in Police Officers. *IOSR Journal of Humanities and Social Science*. 19(10). 39-40.
- Lieberman, A. M. et al (2002). Routine occupational stress and psychological distress in police. *Policing : An International Journal of Police Strategies & Management*. 10(1).
- Matthews et al (2011). Mapping Police Stress. Police Executive Research Forum. *Academy of Criminal Justice Science*. 14.
- Morash, M., Kwak, D.H., & Haar, R. N. (2006). Gender differences in the predictors of police stress. *Policing : An international Journal of Police Strategies and Management Mental Health Foundation*, May.
- Matterson, M.T., and Ivancevich, J.M. (1999). *Organizational Behaviour and Management*. 5th Ed. New York: McGraw Hill.
- Mc Donald & David, B. (2006). *Stress and Culture in Police Work : An ethnographic study of Canadian Police Officers*. USA: Saint Mary University Press
- Patterson., T., G., Chung., W., I. & Swan., G., P (2012). *The effect of stress management intervention among police officers and recruits*. The Campbell Collaboration. Published 2012. Hunter College School of Social Work.
- Padesky, C., & Alkus, S. (1983). Special problems of police officers: Stress-related issues and interventions. *The Counselling Psychologist*. 12.

- Robbins, S.P. (2001) (9th ed). *Organizational Behaviour*. New Jersey: Prentice Hall.
- Roberg, R., Novak, K., & Cordner, G. (2005). *Police and Society*. New York Oxford University Press
- Ranta, R., S. (2009). Management of Stress and Coping Behaviour of Police Personnel through Indian Psychological Technique. *Journal of the Indian Academy of Applied Psychology*. January Edition. Vol 35, No.1 47 – 53.
- Shane, M., J. (2010). Organizational Stressors and Police. Performance. *Journal of Criminal Justice*. 16.
- Speilberger, C.D. (1979). *Understanding Stress and Anxiety*, London: Harpers and Row.
- Senjo, S. R. (2011). Dangerous fatigue conditions: A study of police work and law enforcement administration. *Police Practice & Research*, 12(3), 235-252.
- Smyth, J., Zawadzki, M., & Gerin, W. (2013). Stress and Disease : A structural and Functional Analysis. *Social and Personality Psychology Compass*, 7 (4), 217 – 227.
- Yanan Wang et al (2014). Stress, Burnout and Job Satisfaction : Case of Police Force in China. *Journal of Public Personnel Management*. 22(1).
- Yeow., J.,A, Poh Kiat., N., & Tee Suan., C. (2014). Effect of Stress, Repetition, Fatigue and Poor work environment On Human Error in Manufacturing Industries. *Journal of Applied Science*. Multimedia University Issue. ISSN 1812-5654, Volume 24.
- Sabitha, M. (2005). *Hubungan Manusia dalam Persekitaran Sosial*. Kuala Lumpur: Utusan Publication & Distributors.

Sunbul, Ali Murat. (2003). An analysis of relations among locus of control, burnout and job satisfaction in Turkish high school teachers. *International Journal of Criminal Justice Sciences*. 14.

Huffman, A. H., Youngcourt, S. S., Payne, S. C., & Castro, C. A. (2008). The importance of construct breadth when examining inter-role conflict. *Educational and Psychological Measurement*, 68, 515–530.

