THE EFFECTS OF JOB DEMANDS AND JOB RESOURCES ON WORK STRESS
AMONG ADMINISTRATIVE STAFF AT COLLEGE OF BUSINESS,
UNIVERSITI UTARA MALAYSIA, KEDAH

By

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ABSTRACT

Employees stress is one of the important issues that need to be addressed by every organization and also for researchers in order to understand their impacts on employees and organization. Presently, employees stress is a challenge that many organizations struggle to overcome. Thus, to gain better understanding, this study identifying the factors that influence work stress. The main purpose of this study is to examine the effects of job demands and job resources on work stress among administrative staff at College of Business, Universiti Utara Malaysia, Kedah. Job demands were measured through element of workload and role conflict. Meanwhile, job resources were measured by supervisor support and co-worker support. For data collection, about 70 set of questionnaire was distributed to administrative staff with grade 11 to 38 from College of Business, Universiti Utara Malaysia (UUM), Kedah. Then, the data were analyzed by using IBM SPSS version 20. The result gain through analysis of Pearson correlation and Multiple regression indicated that role conflict and workload has positive relationship with work stress. These finding provides useful information to the management at UUM regarding their employees' well-being and concerning. Besides that, it helps to enhance the underpinning theory in this study that is Job Demand-Resources model.

Keyword: Work stress, job demand, job resources, workload, role conflict, supervisor support, co-worker support.
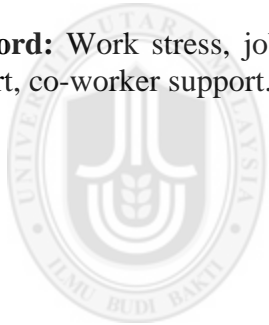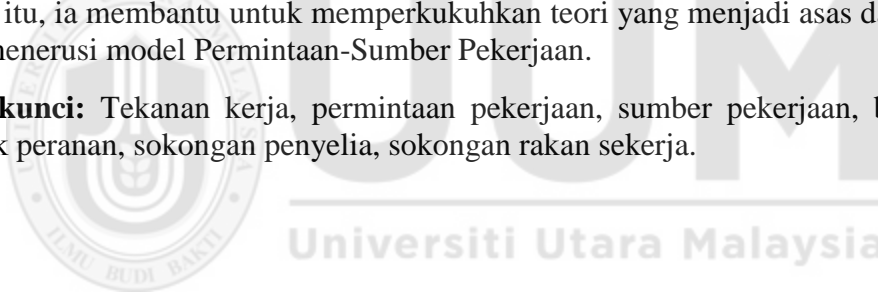
ABSTRAK

Tekanan di kalangan pekerja adalah salah satu isu penting yang perlu diberi perhatian oleh setiap organisasi dan juga bagi penyelidik untuk memahami impaknya ke atas pekerja dan organisasi. Pada masa ini, tekanan di kalangan pekerja adalah satu cabaran yang dihadapi oleh banyak organisasi yang berusaha untuk mengatasinya. Oleh itu, untuk mendapatkan pemahaman yang lebih baik, kajian ini mengenal pasti faktor-faktor yang mempengaruhi tekanan kerja. Tujuan utama kajian ini adalah untuk mengkaji kesan permintaan pekerjaan dan sumber pekerjaan pada tekanan kerja di kalangan kakitangan pentadbiran di Kolej Perniagaan, Universiti Utara Malaysia (UUM), Kedah. Permintaan pekerjaan diukur melalui elemen bebanan kerja dan konflik peranan, Sementara itu, sumber pekerjaan diukur oleh sokongan penyelia dan sokongan rakan sekerja. Untuk pengumpulan data, kira-kira 70 set soal selidik telah diedarkan kepada kakitangan pentadbiran dengan gred 11 hingga 38 dari Kolej Perniagaan, Universiti Utara Malaysia (UUM), Kedah. Kemudian, data dianalisis dengan menggunakan IBM SPSS versi 20. Hasil keputusan diperolehi melalui analisis korelasi Pearson dan regresi berganda menunjukkan bahawa konflik peranan dan beban kerja mempunyai hubungan positif dengan tekanan kerja. Daripada penemuan ini dapat membantu menyediakan maklumat yang berguna kepada pihak pengurusan UUM mengenai kesejahteraan pekerja mereka. Selain itu, ia membantu untuk memperkukuhkan teori yang menjadi asas dalam kajian ini iaitu menerusi model Permintaan-Sumber Pekerjaan.

Kata kunci: Tekanan kerja, permintaan pekerjaan, sumber pekerjaan, bebanan kerja, konflik peranan, sokongan penyelia, sokongan rakan sekerja.

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List of Abbreviation

AACSB	The Association to Advance Collegiate Schools of Business
COB	College of Business
JD-R	Job Demand-Resources Model
NIOSH	National Institute of Occupational Safety and Health
OYA	Othman Yeop Abdullah, Graduates School of Business
PTD	*Pegawai Tadbir Diplomatik*
SPSS	Stastical Package for Social Science
UUM	Universiti Utara Malaysia
WHO	World Health Organization
MEF	Malaysian Employers' Federation

CHAPTER ONE

INTRODUCTION
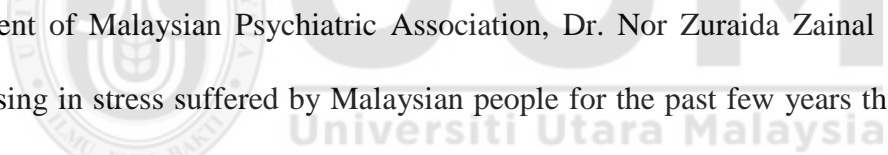
1.1 Background of Study

Nowadays, work-related stress is one of the most problematic scenarios faced by employees in an organization (Darus *et al*., 2013). Stress has been observed as a latest society's sickness which develops in various forms in all workplaces (Yadav & Kumar, 2014). Stress can be defined as detrimental psychological and physical effects that develop in person condition as the consequences of failure to adapt to the demand being made beyond their expectation (Dwamena, 2012; Shahu & Gole, 2008).

Malaysian Psychiatric Association (2009) defined work stress as employees' consciousness of unable to handle the demands at work environment with the presence of negative emotional response. In addition, World Health Organization (WHO) (2004) defined work-related stress as person reaction when job demand and pressures not matched with their knowledge and ability. From occupational safety and health standpoint of view, work stress is considered as crucial issues that give implication to organization well-being since it poses a risk factor to employees' health and performance (Noblet, Rodwell & McWilliams, 2001).

Generally, moderate level of pressure is needed to stimulate creativity and encourage efforts, but the stimulation will deactivate if the level of stress is excessive. Moreover,

excessive stress or known as strain is beyond the optimum level of productivity may impact on performance and competitiveness of organizations (Idris, 2011). Besides that, consequences of stressful employees are they prone to poor health condition, lack of motivation and less safe at the workplace (WHO, 2004). In the long term if over stress is prolonged without any precautionary action will induce risk factors of chronic sickness such as heart disease, cancer and stroke. Moreover, persons affected by these illnesses also give effect on their behavior when they start to show symptoms of lack in productivity, burnout, easy to get angry, depressed and increased absenteeism rate (Othman, Lamin & Othman, 2014; Beh & Loo, 2012; Alarcon, 2011; Yunus & Mahajar, 2011; Yahya *et al.,* 2011; Park, 2007).

President of Malaysian Psychiatric Association, Dr. Nor Zuraida Zainal said there are increasing in stress suffered by Malaysian people for the past few years that will lead to depression and may become mental illness by 2020. Together with research conducted by the association showed that almost 50% rise in the number of depression patients from the year 2011 to 2015. Furthermore, result from National Health and Morbidity Survey on 2015 indicated that 29% of Malaysian people facing with depression and anxiety disorder compared to only 12% in the years 2011 (Menon, 2011).

In 2011, information of mental patients that received treatment in public hospitals had risen to 15.6% of a total 400 000 people (Marican, 2011). In addition, statistic released by the Ministry of Health showed that 11.3% out of 28.3 million people in Malaysia suffer

with mental problem and the number keep increasing throughout the following years (Mansor, 2013). The World Health Organization (WHO) made estimation that depression will become number two riskiest disease after heart attack.

Likewise, work stress is considered as increasing, worrisome and has become a challenge for the employer. This is because work stress involves a large amount of cost to cure employees' well-being and it also put a huge financial burden on organization budgeting. Jean (2007) stated that stress cost at United State on 2002 is 42 billion dollars and the amount increase on 2006 with estimation around 300 billion dollars for an enterprise. According to Palmer *at el*. (2004), work stress caused expenses for every national economy in a staggering amount due to sick pay, loss of productivity, health care allocation and litigation cost. Furthermore, absenteeism cost caused by stress in the public sector is higher compared to the cost that incurred in the private sector (Hussain *et al*., 2013). CIPD, a professional body in the United Kingdom conducted an annual survey on stress-related absenteeism in three different sectors. The result of the stress-related absence is presented in Table 1.1 showed the highest of percentages is in the public sector which are 51% compared to the private sector (36%) and non-profit sector (39%).

Table 1.1: Change in stress-related absence over the past year (%)

	Increased	Stayed the same	Decreased	Don't know
All respondents	41	39	7	13
Private sector	36	44	6	13
Public services	51	27	7	14
Non-profit sector	39	44	11	10

Base: 565

On the other hand, Graph 1.1 describes the factors that influence the number of absent sick days and worked sick days according to their level of psychological distress. Based on the result presented in Graph 1.1 indicate that high distress gave more impacts on the number of sick days for both categories compared to the lowest level of psychological distress (Miller & William, 2015).

Graph 1.1: Absent and worked sick days based on level of psychological distress
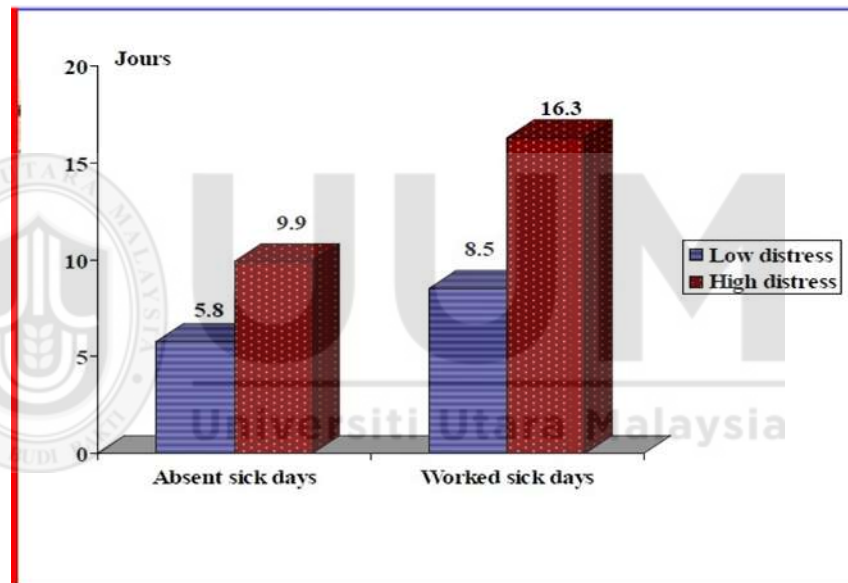
Meanwhile, based on Malaysia context, Malaysian Employers' Federation's (MEF) report that average for each employee took about nine days per year of sick leave or up to 4% of working time. Then, MEF make estimation that the cost of sickness absence was around RM100 per day. Besides that, the additional costs to replace absent employees had caused the total loss due to sick leave is about RM9 billion yearly or 1% of Malaysia's gross domestic product (GDP) (Latiff, 2014). Moreover, there are several studies shown that health service jobs, shift work and blue-collar jobs have high

absenteeism rate (Drago & Wooden, 1995). Therefore, it is essential that all organizations, whether public or private, become more aware of the degree of employee well-being, since it involve lost in productivity and it should be reduced to a minimum if they want to survive in the current world of globalization (Alexanderson & Hensing, 2004).

In perspective of education field, the escalation level of stress among university staff can disturb the smoothness function of the universities as institutions (Amanda, Diana & Stephen, 2012). As an example, universities may have been through a large-scale organizational change such as restructuring, downsizing or government funding cut. The implications of these changes could increase working pressure, thus, negatively affects employees' work and personal lives. This happens to Sri Lanka University when the government emphasized and enforced the economy based on knowledge which made an education sector need to drive transformation on their work nature and environment (Wijetunge, 2012). Duze (2011) added that work stress in tertiary institutions is the matter that has to face by academician and administrative staff.

Besides, academician and administrative staff lay their best endeavor to achieve an eminent qualification among their competitors. In order to provide the best efforts, they have to bear an excessive job demand that can create problems which may lead to stress and affect their performance (Ling, 2014). According to Eyal and Roth (2011), there are many internal and external factors in the educational systems that create obstacles for

university's staff which can disturb their productivity, motivation, comfort level and psychological condition. For examples, job scope of administrative staff in university includes management of student affairs, plan for university's activities, implement policies and expectation from management, plan for staff development, trying to cope with allocating scarce of education resources and assist all areas of university management. They also anticipated serving on various committees, communicate important information about the university, keeping records and files, and performing other tasks that assigned to them by university management (Ajayi, 2004).

Therefore, a load of work and responsibilities have possibility to become a stressor among administrative staff. Thus, this study aims to provide an understanding the aspects of work stress experienced by administrative staff at College of Business (COB), Universiti Utara Malaysia (UUM), in the state of Kedah. Expectantly with a better thoughtful, appropriate action can be implemented by both parties either by management or staff itself in order to cope with the issues. However, eliminating or avoiding stress seems as something that impossible. Hence, manage it wisely to ensure they can achieve productivity at optimum level. At the end, working will be seen as a challenging part of life that helps to boost up their strength and performance. Therefore, it is crucial for management and staff to identify symptoms and factors of stress which can bring negative influence on them and the organization (Yaacob & Long, 2015).

1.2 Problem Statement

The economic world has become more competitive that stimulate fast changing forces such as pressure to provide quality, innovate and increase in the pace of doing work. To cope with today's challenging global environment had caused job demands on employees rise dramatically which lead to work stress (Yadav & Kumar, 2014). Work stress is a costly problem for the organization (Wah, 2014). In Europe, stress-related problems ranked in the second highest as the most commonly-reported cause of occupational illness. Additionally, European Foundation Survey in the year 2000 found that approximately one-fourth of employees faced with work stress which also affected their health condition (LaMontagne, Louie & Ostry, 2006).

Furthermore, large companies in the United States which employ more than one thousand employees have to bear absenteeism cost almost 1.17 million dollar result from curing of work stress (Erickson, Nicholas & Ritter, 2000). Moreover, Health Advocate (2009) describes that overstress on employees can cause them easier to feel exhausted, susceptible to make mistakes, easy to get injured and more likely to be absent at work. Besides, cost incurs to treat distress employees are twice as high compared to other factors. As a consequence, impacts of stress-related sickness start from depression to heart disease caused organization had to face the cost of lost productivity around 200 to 300 million dollars per year.

That one of the reason many of researchers perceive stress as a negative influence on employees' performance but at the same time there is a few studies have proved that stressful condition is essential to retain employees' productivity at the workplace (Ali *et al*., 2014). Indeed, stress has two conditions; either it can be challenging stressor or hindrance stressor. Challenge stressor views stress as the factor that helpful to obtain a goal. It must locate at the optimum level of stress which assists in rising up the productivity of the organization's membership. Muttie *et al*., (2012) found that work stress has a positive value on the organization. Challenge stressors provide potential gain such as the person frequently utilizes stress in positive ways to raise the productivity by improving the performance to maximum level. On the other hand, hindrance stressor prevents the person to accomplish their goal. This obstacle caused by excessive stress which may affect employees' performance, satisfaction, and turnover rate. Khalid *et al.,* (2012) found that over stress among academician and administrative staff in education institution in Pakistan is due to pressure to retain an eminent position among their competitor. Therefore, stress is common in the workplace but an unmanageable amount of stress may harm employees' health through affecting their mental and physical well-being (The Star Online, 2016). The workplace is the second place for employees after their home. For this reason, a peaceful and harmony environment is essential to create a better atmosphere at a working area (Mansor, 2013).

Meanwhile, stress is connected to demand and resources. Demands are perceived as expectations, situation, and circumstances which exist in the organization while resources

related to the source that is utilized to meet those demands. The degree of stress lessens when resources are sufficient to fulfill the demand (Ali *et al.,* 2014).

Despite the fact that generally agreed those job demands have the possibility to influence work stress but their outcome on stress only received little attention in empirical studies (Hoogh & Hartog, 2009). Whereas, previous research has generally considered job demand or job resources singly or separately (Laurel *et al.,* 2008). Considering the scarcity of the literature on work stress and its correlation with job demand and job resources, it is justifiable to investigate this area (Wah, 2014). Then, from a theoretical and practical point of view, the result of the study is needed to enhance better understanding of the role of factors as a source of work stress.

Meanwhile, UUM, is one of local public universities located in North Malaysia. Same like the other universities in Malaysia, UUM also confront with challenges and hindrances in order to become one of the top local public university in this country. Based on recent ranking, UUM is currently placed in 7th locally, while according to QS University Ranking, UUM placed 137th in Asia. Therefore, to ensure that UUM can strive and retain to achieved desired goal, it must cope with the challenges by attracting and producing the high quality of output that is excellent student and education services which need to be aligned with the UUM tagline, "The Eminent Management University" (Ahmad, 2015).

To maintain its vision, recently, College of Business, UUM obtaining Association to Advance Collegiate Schools of Business (AACSB) accreditation after required a lots of time and resources to exercise this accreditation. Indeed, it takes time, diverts a lot of administrative and faculty time from other activities, is fraught with uncertainty, and require more money in order to accomplish it (Wayne, Roy & John, 2003). The AACSB standards require that faculty team are knowledgeable and involved directly with the process, and also the evidence of that involvement must be documented. In fact, accreditation should be a "faculty-driven process" (Mottilla & Hatfield, 1997). Faculty must become involved in committees, developing missions and goals, and documenting standards and qualifications. As Holmes (2001) claimed that this accreditation required a lot of work, and the faculty already overworked to do most of it. He added that due to that reason, employees that involve in the process facing with the work stress.
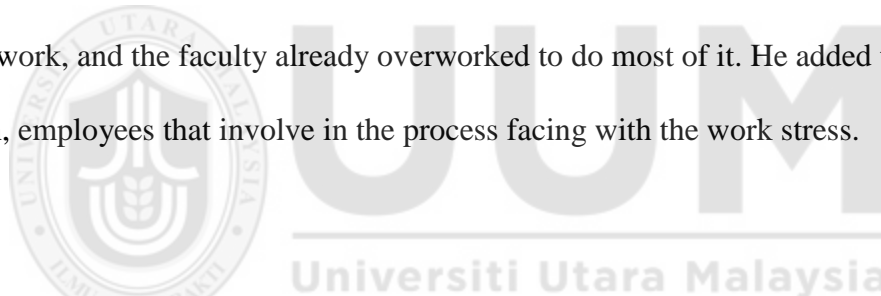
Due to reasons above, participation and involvement from each of academicians and administrative staff is very crucial because through this effort may help the universities to serve the best quality of services to their clients. Thus, university's management not only depend solely on academic staff, but also on administrative staff which have their own important role on the process to contribute on university's success. They also play their part to ensure that services and management can be provided efficiently (Ahmad, 2015).

Even though, clearly that administrative staff has proven to have important roles for the development and success of higher education institutions, however, their appearance is

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still ignored and in most cases their contributions are less recognized (Szekeres, 2004). Meanwhile, several authors have observed that only a small number of articles dedicated to administrative staff development nationally and internationally thus far (Romlee & Shamsudin, 2006; Conway, 2000; Szekeres, 2004; Whitchurch, 2004).

Besides that, Ling (2014) also claimed that there is a lack of attention on conducting the stress studies in the education area compared to the other sector such as corporate sector, health sector, and the banking industry. Further, administrative staff was selected as respondents of this study due to the characteristic of the job required them to work in fixed hours from eight o'clock in the morning until five at the evening which is compare with academician who has flexible working hours. Moreover, they may affect by stress because the limitation of time to accomplish department's goal and policies (Ling, 2014).

In addition, a survey conducted by the Executive (2015) showed that administrative and secretarial is second highest of work-related stress in the occupational category. This study will focus on factors of stress among the administrative staff in higher university. The role of administrative staff at College of Business (COB) is multifaceted especially after COB has obtained the AACSB accreditation. They are under great pressure to ensure the administration activities in the departments are well planned and organized. At the same time, they need to maintain an effective relationship with faculty, students, and other employees.

1.3 Research Questions

1. Does workload have a significant relationship with work stress?

2. Does role conflict have a significant relationship with work stress?

3. Does supervisor support have a significant relationship with work stress?

4. Does co-worker support have a significant relationship with work stress?

In line with research questions, the following research objectives are formulated.

1.4 Research Objectives

1. To determine the relationship between workload and work stress;

2. To determine the relationship between role conflict and work stress;

3. To determine the relationship between supervisor support and work stress; and

4. To determine the relationship between co-worker support and work stress.

1.5 Scope of Study

According to Simon and Jim (2013), the scope of the study refers to the parameter under which the study will be operating. For this reason, the purpose to conduct this study is to seek the solution of problem that will fit within certain parameters. Therefore, this study attempts to find the problem that arises among university employees. The focus respondent of this study is administrative staffs with grade position 11 to 38 which play their role as supported group of staff in College of Business (COB), Universiti Utara Malaysia (UUM), Kedah.

This group and location was selected for the several reasons. One of the reasons is UUM is recognized as eminent management university in Malaysia because the objective of the university's establishment is to specialize in management education. Besides that, UUM has earned Association to Advance Collegiate Schools of Business (AACSB) on 10 August 2016. AACSB is known as the largest and excellent certification that specially designed to provide recognition in management education (The Star Online, 2016). Moreover, college in the scope of AACSB accreditation is College of Business which consists of six schools and one department.

In addition, AACSB accreditation is very important for UUM in order to maintain among the best eminent university which it requires sustainable performance from the entire UUM team include administration, faculty, director, staff and students. The demands cause high pressure to employees because they need to ensure that UUM can retain its achievement and become more competitive in the education field.

1.6 Significance of Study

This study was conducted to determine the factors that influence the work stress. Therefore, this study will investigate the relationships between job demand and job resources on work stress among administrative staff at College of Business (COB), UUM, Kedah.

After completing this study, researcher expects that from the finding can help to provide theoretical and practical implication. As a theoretical implication, this study attempts to enhance empirical evidence in the Job Demand-Resources model. Based on the result of the study helps to serve advantages on body of knowledge through assessment of employees' work stress. The information for assessment was obtained from individual viewpoint through the impact of job demand and job resources. The present study attempt to clarify of literature concerning work stress, job demand and job resources. This is because many previous studies consider job demand and job resources separately (Lourel *et al.,* 2008). Besides that, the information that gained from the data collection and result of analysis can assist to strengthen the existing theories which apply in work stress research.

In terms of practical implications, the finding of this study will facilitate the management to identify which factors that have high implication on work stress among their employees. This is important because management need to provide more attention on the negative factor that will hinder employees' performance and at the same time affect their well-being. Moreover, through this information may offer a chance for management and employees to discuss and plan a strategic approach to reduce stress problem. Thus, this study is useful to make an effective contribution to create an understanding of the best way to monitor the stress on employees. Furthermore, this study helps to increase awareness regarding stress condition in institution and provide a guide for management to affirm the importance of work stress, in terms of job demand and job resources factors.

Finally, this study is expected to be as reference and guidance for future research relating to work stress, job demand and job resources.

1.7 Definitions of Key Terms

1.7.1 Dependent Variables

Work stress

Work stress defined as harmful physical and emotional responses that occur when job requirements did not match with employees' capabilities, resources and needs (Park, 2007).

1.7.2 Independent Variables

Job Demand

Job demands refer as physical and psychological elements of stress factors that influence on how employees able to manage excessive work, unexpected assignment, or work conflict (Taipale, Selander & Anttila, 2010). Under job demands, two dimensions are identified in this study:

i. *Workload* is the amount of work that needs to be done in limited of time with a particular person or organization (Hornby, 2005).

ii. *Role conflict* is incompatibility of expectations and demands associated with the role (Rizzo *et al.,* 1970).

Job Resources

Job resources refer to those physical and psychological source of element that assist to accomplish work goal, reduce job demand, and stimulate personal development (Bakker & Demerouti, 2007). Under job resources, two dimensions are identified in this study:

i. *Supervisor support* refers to assistance and protection given to individual by supervisor (Langford *et al*., 1997).

ii. *Co-worker support* refers to assistance and protection given to individual by co-worker (Langford *et al*., 1997).

1.8 Organization of Chapter

i. **Chapter one (1)** serves as introduction of the study by providing a brief description of the research background. The chapters also cover the problem statement, research questions, research objectives, significance of study and scope of study.

ii. **Chapter two (2)** presents literature review on the conceptualization of dependent and independent variables, relationship between dependent and independent variables and underlying theories use in this study. This chapter also discusses theoretical framework and hypothesis development.

iii. **Chapter three (3)** is the section whereby the researcher will describe the research design and methodology utilizes in this study. The chapter also present the

detailed data collection method applies for this research as well as the analysis technique and statistical tool use to analyze the data collection.

iv.   **Chapter four (4)** discloses and interpret the finding obtain from this study.

v.   **Chapter five (5)** is the final section of the study and its represent the summary of the findings which consistent with research objectives. This chapter also presents the contribution of this research, the implication as well as recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will review on previous studies relating to work stress, job demands, job resources and the relationship between these variables. The issues pertaining about work stress are debated from both perspectives that is either in the theoretical context or from practical point of view. Thus, this chapter will explain in a clear operational concept of work stress, job demands and job resources. Moreover, this chapter also focuses on the outline of the literature on underlying theories that is Job Demand-Resources model. Besides, this chapter would like to present the theoretical framework and hypothesis of the study.

2.3 Conceptualization of Work Stress

Stress is an adaptive response to an external situation that results in physical, psychological or behavioral variations for organizational participation (Ahmad *et al*., 2009; Hussain *et al*., 2013). Besides that, stress is a condition of physical and psychological mental illness when the resources are unable to fulfill the demand of an individual (Hussain *et al*., 2013). Basically, the term of stress came from physical science which means that force placed upon an object that causes damage, bending or breaking. In case for human being, stress was often used to describe the bodies responses to demand placed on it whether these demand were favorable or unfavorable (Mansoor *et*

al., 2011). Whereas work stress defined by NIOSH (1999) can be concluded as a harmful physical and emotional responses that occur when the requirement of the job does not match the capabilities, resources or needs of the employees. In other words, stress described as people feel pressure personally. Moreover, employee perceives the stressful situation as something that is threatening to them. The employee's emotional, behavioral and physiological response to stress has a direct relationship to the characteristics of the stressor, the resources of the stressor and the employee's personal characteristics (Colligan & Higgin, 2005). Examples major causes of creating stress among employees are poor salary packages, long working hours and mistreatment of supervisors with employees (Hussain *et al*., 2013).

Undoubtedly, stress is essential because it is a part of living and it helps to contribute on personal growth, development and mental health. However, nowadays, employees have to face numerous of negative stressors in their daily life. Also, stress will become dysfunctional when the amount is too excessive and prolonged. It may harm individual health, mood, productivity, relationships and quality of life (Zimbardo *et al*., 2003). There are various unfavorable outcomes of stress such as development of negative emotion (e.g. hatred, hopeless, anger and the urge to revenge), health problem (e.g. insomnia, asthma, ulcers and heart disease) and impact on job performance (e.g. absenteeism from workplace, turnover, decrease in productivity and efficiency) (Anderson & Puluch, 2001; Levin, 2002; Hussain *et al*., 2013; Mukambika & Kotian, 2016).

Based on information above, it can be summarized that stress has two types which is eustress and distress. Figure 2.1 below illustrates the stress psychological U-Model determines how eustress and distress influence the employee job performance (Robbins & Judge, 2015).

Figure 2.1: Psychological U-Model
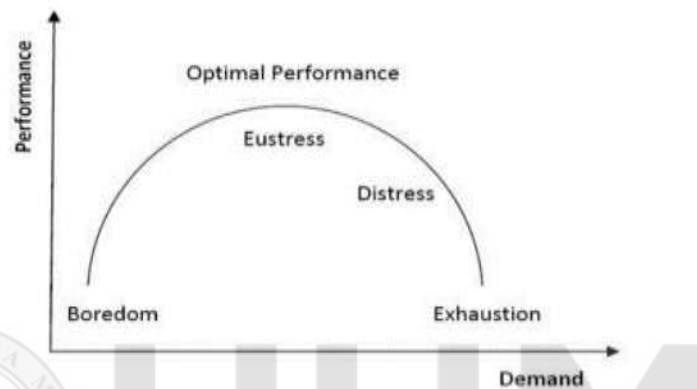
Eustress is known as positive or good stress. Positive stress refers to a good reaction where associated stressor is considering as a challenge. An example of eustress is the force that stimulates employees to work productively through a challenging task and situations which help them to boost up their performance.

Meanwhile, distress is referring to negative reaction because when people view certain stressor as a bad influencer. This situation commonly happens when people think of stress, they are thinking about those times when they are under unpleasant pressure to perform, when an unfavorable event occurs or when they are dealing with the everyday stressors that create general frustration (Colligan & Higgin, 2005).

As consequences, some employees will try to find the solution in order to cope and deal with high-stress situations, while, some people just give up or resist to dealing with it (Byron *et al*., 2016). It is impossible to remove stress because it is very important to ensure employees competent to achieve their goal and encourage them to perform better. However, if an amount of intensity and duration keep escalating, overmuch stress may lead to emotional disturbance and physical illness which can affect employees' productivity (Colligan & Higgin, 2005; Dwamena, 2012).

A study done by Murphy (1995) described that work stress have five classifications which known as factors unique to the job, role in the organization, career development, interpersonal work relationships and organizational structure. Each of the five categories demonstrates that stress can occur specifically when there is a conflict between employee, job demands placed on employees and scarcity of job resources. In fact, when the employee has little control over the situation, the tolerable challenging stress becomes distress (Colligan & Higgin, 2005).

Numerous studies did on stress and stress has been the object of various researches. A study by Hussain *et al*. (2013) found that majority of employees in public health sector at Kashmir felt high level of job stress in the working environment. Meanwhile, for prison officers who were working in Ohio and Kentucky also under a stress where the finding revealed that more than 50% of these officers experienced work stress (Steiner & Wooldredge, 2015). According to Dwamena (2012), employees that reported to work

under pressure will usually feel uncared by their organization. In addition, Francis *et al*. (2007) identified that academic staffs who were working in Canadian universities were prone to face a high degree of stress. The researchers classified that majority of respondents reported high levels of stress at seven out of ten stressors which are work load, work scheduling, role conflict, role ambiguity, work-life balance, fairness-administration and fairness-rewards.

Furthermore, Montgomery, Blodgett and Barnes (1996) indicated that salespeople face a high level of work stress and this occupation also falls into the ten most stressful jobs in the USA. Consequently, salespersons that suffer from stress often experiencing burnout and weaken performance, thus, make them decide to quit the job. Hence, researchers proposed that managers need to control the transmission of stress from becoming worse because a healthy salesperson can concentrate to enhance their performance which in turn will reduce yearly recruiting and training costs. Similar result with salesperson is the occupation of firefighters also appears to be a strong source of stress and mental strain. This occupation may create psychological trauma that could turn into post-traumatic stress disorder which can lead to burn out syndrome (Lourel *et al.,* 2008). Adetayo, Ajani and Olabisi (2014) conducted a research that carried out among employees at the hospital relating to work stress and performance. Based on the findings of this study, it can be concluded that work stress has significant effect on employees' performance because it disrupts by problematic factors such as work overload, role stressor and work/family conflict. This study also revealed that employees had gone through several symptoms of stress such as they felt tired, worry, unhappy, weakness, headache and anger. Moreover,

they react to these stress factors by absenting themselves from work, taking off days, watching movies, sleeping, drinking and smoking.

Contrast with finding done by Manzoor, Awan and Mariam (2012), where researchers identified that the stress levels among employees in textile sector of Pakistan was high in certain areas like work overload, long work hours, family life implication, pressure at work, job insecurity and physical agents. However, this kind of stress is not affecting the performance of the employees. Then, they concluded that there is no relationship between job stress and employee performance. They claimed that stress is normal to human existence. In the science of stress management suggest that stress needs to be maintained in the stimulatory level that is healthy and manageable.

Equivalently with the study done by Byron *et al*. (2016), when the employee was experiencing high degrees of stress, they likely to rely on their preferred goal and coping strategies. This is because when the goals presented and the coping strategies needed for dealing with high-stress situations, employees will align with these preferences to ensure they can perform more efficiently and motivated. They found that challenging stress have positive relationship with job performance.

In the case of an education institution especially at higher education setting, some studies concluded that lecturers and administration staffs have been reported experienced a high level of work stress (Donders *et al*., 2003; Boscolo *et al*., 2008; Leung, Siu, & Spector,

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2000). In Malaysia, due to an increasing of competition among universities may cause the employees have to face higher demands, more duties, excessive workload. Therefore, this condition will create a plenty of stress, thus, affect their satisfaction and even their physical or mental health (Safaria, Othman & Abdul, 2011).

Additionally, Obioma and Adaobi (2009) found that administrative staffs in African university have to deal with high level of stress due to workload, lack of facilities, students' management, administration and professional duties. As a result, cause them to face several stressful situations in performing their jobs. Ezeugbor (2004) supported this finding by claiming that administrative staff in universities has been hindered by various outcomes including loss of staff, frustration, tighten deadlines, role conflicts, low productivity, poor communication lines, low expectations and poor working relationships among staff.

Plus, Chalmers (1998) added that university staff found their job often or almost always stressful because the stressors are mainly related to volume of work, inadequate time to complete work, university restructuring and major changes to university funding. Whereas, Ahsan *et al.* (2009) mentioned that university academic staffs are likely to face more problems in their job when the managements will set new goals in order to sustain in the competition from other universities. This may pose some challenges to the university staff which may lead to work stress that may affect their job satisfaction, mental and physical health.

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The above statement also supports by study done by Maria and Borda (2010) that shown work stress and burnout syndromes are rather frequently happen among university lecturer, administrative staff and service staff. This problem arises due to the change of university system, budget cut, lack of time to respond due to work load, lack of resources, conflict and ambiguous role, little opportunity to get promotion, relationship with student, little social acknowledgement, and low salaries.

2.4 Conceptualization of Job Demand

Job demands refer to those physical, psychological, social or organizational aspects of the job that require continued physical and/or psychological (cognitive and emotional) effort or skills, and therefore associated with certain physiological and/or psychological costs (Bakker & Demerouti, 2007). Besides that, job demands also defined as psychological stressors such as working intensively for long period's time, being overloaded, having limited time to do the required work and having conflicting demands (Irani *et al*., 2004; Karasek & Theorell, 1990).

Likewise, Steenland, Johnson, and Nowlin (1997) claimed that job demand can be considered as a good or a bad job stressor. Even though it has been suggested that job demands are good stressors especially in situations that require high effort to sustain the best performance but it also might stimulate negative responses such as job strain and burnout. Mohammad (2013) assert that the higher the job demands will produce poorer the task result and performance. The reason is when demands are high, it may not be easy

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for the employees to allocate their attention and energy efficiently because they have to engage in greater effort and in turn, negatively affects their performance. Lourel *et al.* (2008) estimated that job demands may predict depersonalization and emotional exhaustion because it required intensity and high demands that affect health and well-being.

Examples of job demands includes situational factors such as ambiguity and conflict in role, stressful events, high workload and work pressure, pressure to make critical and immediate decisions, high responsibility and having deadlines to meet (Rothmann, 2002).

Under the job demands dimensions, few important variables have been identified in this study that relating to work stress. These variables are workload and role conflict.

2.4.1 Workload

Workload is defined as having too much of work and have to complete within limited of time (Montgomery, Blodgett & Barnes, 1996: Ishak, 2013: Priya, 2013: Rahim, Yee & Mustaffa, 2010: Kumar & Narayanan, 2016: Berntsson & Lundberg, 2005: Eswari & Saravanan, 2011). Meanwhile, Murphy (1995) stated that burden of overwork mean a job need that exceed skill, capacity and a person's knowledge. On the other word, workload is work that creates pressure when it exceeds an individual's capacity level. It is a situation where a person feels pressure on him or when the demands of a situation are much larger than a person can handle. If this situation continues for a long time without any pauses or breaks, then physical, behavioral and mental problems may arise (Manzoor, Awan &

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Mariam, 2012). Workload poses threat to the employees' performance and also increases withdrawal behavior patterns such as early retirement, striking, leaving or absent from work (Jamal, 1990). In research done by Kamaruddin (2007), found that the work load factor to be in the fifth ranking as stressful while study done by Boyle *et al.* (1991) expose the work load factor is in the fourth ranking. Thus, above section will explain in detail about the relationship between workload and work stress.

2.4.1.1 Relationship between Workload and Work Stress

There are several studies that examine the relationship between workload and stress at workplace. Houdmont, Cox and Griffiths (2010) had conducted a survey on work-related stress on British workforce. Based on the finding showed that work overload can cause stress which contributes to mental problem. Moreover, the findings from study carried out by Montgomery, Blodgett and Barnes (1996) concluded that sales people experienced higher levels of workload and work stress because the nature of work need the sales person to become very competitive and have high need for achievement. Ishak (2013) mention that the impact of a heavy workload for short-term period may cause extra stress to individual, while if it prolonged can pose serious threat to employee's well-being and also company long-term sustainability.

A study done by Saha, Sinha and Bhavsar (2011) on influence of work stress among healthcare staff showed about 70.3% of members reported that the overall volume of their work was excessive. Employees' reported that they were often stressed when they had

too much work to do. Whereas, Adetayo, Ajani and Olabisi (2014) concluded that work overload is considered to likely cause a disruptive effect on performance of workers. This factors are also seen as more problematic compared to the other causes of stress.

Similarly, Abbas and Roger (2013) reported that results of the hypotheses were accepted because from the finding showed that workload has a significant positive impact on work-related stress among university lecturer. These results confirm with some of authors including Taris and Feij (2004) and Gillespie *et al*. (2001) who mentioned that increase in student enrollment, mandatory use of new technologies, additional administrative tasks, time pressures and unrealistic deadlines have increased the workload for many academicians and become source of stress. Furthermore, a study performed by Francis *et al*. (2007) that investigate the level of stress among academic staff employed by Canadian universities revealed that overall level of stress was very high especially in term of workload (85%) which consistent with the findings from the UK and Australian academic stress studies.

Yunus and Mahajar (2011) conducted research on work stress among *Pegawai Tadbir Diplomatik* (PTD) at Putrajaya. The result indicated that PTD officers perceived that heavy workload was the main factor which contributed to their stressful condition compared to role insufficiency, role ambiguity, and role boundary.

Several studies have concluded that increased workload from job demands were significantly associated with work stress (Demerouti *et al*., 2000; Aiken *et al*., 2002; Thomson *et al*., 2001). Thus, the first hypothesis was developed as following:

H_1 :   There is a significant relationship between workload and work stress.

2.4.2 Role Conflict

Role conflict is a stressor created by conflicting work demands and expectations (Idris, 2011). Besides that, role conflict defines as multi role play by an individual creates incompatibility of conditions and expectations from the role (Rizzo, House & Lirtzman, 1970). According to Gilboa, Shirom and Cooper (2008), role stressors affect the job performance and job satisfaction of employees in an organization. The relationship was found that increasing in role conflict will make job tension higher and affect or harmed the work outcome and performance of the employees (Ling, 2014).

In addition, role conflict occurs when there is incompatibility between the expected set of behaviors perceived by the person and those perceived by role senders (Katz & Kahn, 1978). Besides that, lack of communication can result in contradictory information that contributes to role conflict (Tubre & Collins, 2000). Meanwhile, Ivancevich and Matteson (1990) point out that role conflict can lead to serious cardiovascular problems such as high blood pressure. Following section will illustrate in detail regarding relationship between role conflict and work stress.

2.4.2.1 Relationship between Role Conflict and Work Stress

There are several studies that examined the relationship between role conflict and stress at workplace. Shirom *et al.* (1973) conducted a large scale study on 762 adult male community members in Israel and the finding indicated that each occupation confronts with stress due to role conflict factor. The study by Kotlarska *et al.* (1986) in Poland found a high incidence of hypertension among elementary school teachers and bank clerks because they were exposed to conflicting situations such as role conflict and role overload as compared to other occupation such as miners and laborers. Also, Cooper and Marshall (1978) pointed out that role conflict is a more serious problem for the individual working at organizational boundaries because they always face with miscommunication. Ismail *et al.* (2015) claimed that role conflict plays an important role as predictor variables of health workers. The finding of the study explained that the demands of work various, different opinions and orders that not match from the top management has increased the pressure on employees which can cause decreasing of physical and psychological health.

Whereas, Montgomery, Blodgett & Barnes (1996) conducted a research focusing on industrial salespeople indicated that high levels of role conflict cause salespeople to experience greater levels of work stress. This result synchronized for prison officers where they also become more stress if facing with higher levels of role conflict (Steiner & Wooldredge, 2015). Meanwhile, Leilanie (2008) reported that different instruction from the doctors, administrators and nursing supervisor cause role conflict to nurses particularly when these instructions lead to conflicting demands. Athanasios and Ioanna

(1998) also conducting a study on nurses which indicated that increase in role conflict leads to an enhancement in disengagement and stress among nurses in private hospital of Kolkata.

In addition, Murphy (1995) referred to the employee's "role in the organization" which focuses on the employee's level of responsibility in the workplace. There are times in organizations which are particularly top management or authorities, where employees must perform multiple functions requiring from multiple supervisors. Stress can pose a significant threat when the employee must perform several roles simultaneously (Colligan & Higgin, 2005). Moreover, Ali *et al.* (2014) identified the main causes of stress among employees in higher education sector which reduces their work performance are work load, role conflict and inadequate monetary rewards.

Several studies have concluded that increased role conflict from job demands were significantly associated with work stress (Barnett & Gareis, 2006; Kanter, 2006; Westman and Eritzion, 2001). Thus, the second hypothesis was developed as following:

H_2 :   *There is a significant relationship between role conflict and work stress.*

2.5 Conceptualization of Job Resources

According to the JD-R model, job resources refer to those physical, psychological, social or organizational aspects of the job that are functional in achieving work goals. Job

resources help to stimulate personal growth, learning, and development. Job resources are not only necessary to deal with job demands but also important in their own right (Bakker & Demerouti, 2007).

Demerouti *et al.* (2003) placed job resources at four levels:

(i)   The level of the organization at large for examples salary, job security, career opportunities.

(ii)   The level of interpersonal and social relations for examples social support and team climate.

(iii)   The level of organization of work for examples role clarity and participation in decision making.

(iv)   The level of the task for examples autonomy, performance feedback, skill variety, task identity and task significant.

Thus, JD-R model predicts that job resources can help to mitigate the negative effect of job demands from becoming over stress. Job resources are also known as motivational process. It assists to stimulate a fulfilling, positive work-related state of mind (e.g. work engagement), either through the achievement of work goals or the satisfaction of basic needs. In consistent with the JD-R model, job resources were negatively related to burnout and positively related to engagement (Schaufeli & Taris, 2014). According to Bakker *et al.* (2007) in a study among Finnish teachers, found that job resources (social support and appreciation) buffered the negative effect of job demands (misconduct). Moreover, job resources are importance to boost engagement particularly when job demands were high (Schaufeli & Taris, 2014).

Meanwhile, lack of job resources can hinder goal accomplishment, which is likely to cause failure and frustration. In turn, this may lead to withdrawal from work, reduced motivation and commitment. When the work environment lacks of resources, individuals hard to overcome the negative influence of high job demands, then, it will create difficulty to achieve their work goals (Hackman & Oldham, 1980).

Under the job resources dimensions, few important variables have been identified in this study in relation to work stress. These variables are social support (supervisor and co-worker support).

2.5.1 Social Support

Another factor that can buffer the effect of workplace stress that an individual experience is social support. Social support refers to the resources (both emotional and practical) that were derived from an individual's social network of family, friends, co-workers, supervisor, management and other social contacts. Whereas, House (1981) illustrated social support as process of providing psychological or emotional support, concern, guidance, aid, information, feedback, appraisal and motivation for employees. Bickford (2005) reported that lack of social support may effect on people's health and well-being in a range of stressful situations. This statement also supported by Lambert, Altheimer and Hogan (2010), where researchers admitted due to low social support can be seen as a form of resources depletion for employees and this situation can lead to stress. This is because social support can provide a network of information that can avoid the problems

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before they occur or allow employees to deal with it before become bigger (Gignam *et al.*, 1986).

Cobb (1976) indicated that social support can protect people from a wide variety of uncontrolled states and mental health problems. Personal competence, health maintenance behaviors, positive affect, sense of stability, recognition of self-worth, decreased anxiety and depression, and psychological well-being are some of the positive consequences of social support. Moreover, this support identify as a mechanism by which employees can find the meaning in their work and their lives while at the same time finding ways to deal with workplace stressors (Lambert, Altheimer & Hogan, 2010).

According to Stansfeld, Marmot and Wilkinson (2006) stated that social support can be dividing into two categories which are emotional support and practical support. Besides that, the practical support defines as practical help which get in the workplace assist to increase self-motivation, meanwhile, emotional support will boost up the energy level of an employee which consequence produce good performance. Park, Wilson and Lee (2004) stated that social support at work is an important consideration to increase organization productivity. It also plays an important role at workplace because when the employees have a high level of understanding, they able to perform well with support from their management and co-worker (Ling, 2014).

Support from supervisors and co-workers helps to reduce stress at work place because without much support from the supervisors and co-workers, the employee will feel alone and their pace of work and performance retards (Manzoor, Awan & Mariam, 2012). Moreover, social support from supervisors and fellow employees can mitigate stress levels and work demands (Hamann & Foster, 2014).

Yip *et al*. (2008) mentioned that employees use more emotional support and can express themselves better if they have a good social support. Besides that, social support helps to weaken the relationship between overload and distrust. Human interaction helps employees to develop feelings of better moral standing, which contributes to an improved state of well-being because employees can work more effectively if they receive support when it is required (Park *et al*., 1996). Support from subordinates, co-worker and supervisor consists in sharing workload, being able to ask for help or sharing. This support plays an important role to cope with work related stress (Gillespie *et al*., 2001).

Steiner and Wooldredge (2015) stated that prison officers who reported more social contacts with their co-workers or supervisors experienced significantly less stress because they have received adequate assistance, which served to buffer against stressful situations that occurred especially on their shift. Additionally, Jones *et al*. (1998) claimed that employees who experience high level of stress may easily affect health problem that originate from working pressure such as less supportive supervisor. Three sets important on relationship that identified is relationship with supervisor, relationship with

subordinate and relationship with work partners (Sauter *et al.*, 1992). As a consequence, low support and lack of interpersonal relationship at workplace has identified to related with high anxiety, emotion fatigue, working pressure and low work satisfaction level (Davison & Cooper, 1981). This is because interpersonal relationship at workplace was solely a matter that enables moral increase in helping individual to understand and appreciate the job. Close ties and harmony relationship between employee with supervisor, work partners and employer are capable to lightening the burden and working pressure of an employee (Roslan, 2011).

Social support is split into two groups which are co-worker and supervisor support (Stroppa, 2010). Therefore, this study examines the support from both group and following section will discuss these factors in detail.

2.5.2 Supervisor Support

Supervisor support is defined as assistance and protection provided to individual by supervisors (Langford *et al*., 1997). Supervisory support reflects the degree to which one's supervisor is viewed as both caring and able to provide emotional and instrumental assistance in times of subordinates' need (Bacharach & Bamberger, 2007). Supervisor support is important in the workplace because if there is lack of support from immediate superiors, the accomplishment of goals would be difficult. Besides that, it might affect the relationship and cooperation between the supervisors and subordinates. Thus, high quality relationship with one's supervisor is useful to lessen work stress from job

demands (e.g., work overload, emotional and physical demands). In addition, getting appreciation from supervisors, for example, praise and encouragement, will motivate and instill positive feeling among employees (Wah, 2014). Following section will illustrate in detail regarding relationship between supervisor support and work stress.

2.5.2.1 Relationship between Supervisor Support and Work Stress

There are several studies have shown that support from supervisors helps the employees to reduce work stress, improve work engagement, increase their coping ability and facilities good performance (Vaananen *et al*, 2003).

Khalid *et al.* (2012) alleged that supportive leadership plays an important role in reducing stress and increasing performance. Leaders should be fully aware that his support is important for those who are serving in the organization and one of the ways for employees to cope with stress is through supporting from their supervisor.

Kim and Stoner (2008) found that social workers perceive high levels of role stress but because of supportive working environment helps them to maintain their attachment to the organization. Researchers claimed that supervisor focus on developing strategies for decentralized and supportive working environment. This done by helping social workers to set priorities for daily work, select appropriates approaches to doing work and make a decision about their tasks. Besides that, supervisor also facilitates information by sharing

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up and down the hierarchy to help subordinate understand how decentralized and supportive working conditions could be achieved at the organizational level. At the same time, supervisors will monitor the work process closely and provide adequate guidelines for employees in making decisions.

Onward, House (1996) found that when the employees are facing psychological and psychical stress at the work place, they need for supportive leadership. At that point, supportive leadership will give them self-confidence and helps them to lower their stress, anxiety and compensate for the unpleasant effects. This is because when employees realized their supervisor is very supportive, it will create sense of loyalty and helps them to buffer with work stress in a better way. Moreover, a supportive leader will show concern toward their employees and works for their welfare, hence, contribute to a friendly environment. This friendly working environment will give benefits such as foster respect, trust, cooperation, and emotional support (Gibson *et al*., 2000).

Likewise, Khalid *et al*. (2012) explain that employees in educational institutions that obtain support from supervisor show less symptoms of stress, while sustaining their performance. The reason behind this is each of employees always demands to have leader that can provide care, understand their problems and together to solve the problems. Employee's performance declines when they meet high level of stress, which can be improved through a supportive leader who keeps employees motivated even at the unfavorable situations.

Park *et al.* (2004) conducted a study to examine the relationship of social support towards job performance among 240 public hospital workers in the Southeastern, United State. From the result researcher concluded that stress may reduce and high job performance can be achieved if there is high social support from the supervisor at the workplace. Further, Cheng *et al.* (2006) used a cross-sectional design with a sample of 265 public health nurses in two rural countries of Taiwan to examine the relationship between work stress and social support. They found that social support from supervisors indirectly influenced organizational behaviors through the intervening effect of organizational commitment to control the stress.

Research studies suggest that increasing in supervisor support at workplace is useful to reduce work stress from job demands (Bacharach & Bamberger, 2007; Billings *et al.*, 2000). Thus, the third hypothesis was developed as following:

H_3 :   There is a significant relationship between supervisor support and work stress.

2.5.3 Co-worker Support

Co-worker support is defined as assistance and protection provided to individual by co-workers or colleagues (Langford *et al.*, 1997). This type of social support is important and functional in achieving work goals. The social support from co-worker is crucial to ensure that the work can be done on the time and also helps to reduce the impact of work overload or job strain (Doef & Maes, 1999).

A good relationship between employees and co-worker are crucial for peace and prosperity which is not only for certain individual but also for the whole organization. According to Roslan (2011), co-worker is the one of the major sources of stress which it involves with loaded of emotional conflict. This is because employees not only required support from supervisor but also from their co-worker where co-worker is the person that closest in the workplace. Co-worker plays an important role which they able to help others when dealing with burden and stressful situation. Following section will illustrate in detail regarding relationship between co-worker support and work stress.

2.5.3.1 Relationship between Co-worker Support and Work Stress

There are several studies that examine the relationship between co-worker support and stress at workplace. For example, Bradley and Cartwright (2002) recommend that co-worker support is important especially among nurses because they greatly need solid support from their teammates due to their nature of work need them to build teamwork with other healthcare professionals. Moreover, nurses will feel being appreciated when they received support from co-worker which at the same time increase their job satisfaction and the most important parts is prevent them from creating unethical behaviors (Vaananen *et al.,* 2003).

Besides, Beehr and Newman (1978) confirmed the findings by showing the results that the employees who gain support from both supervisors and colleagues can cope with higher levels of work stress. The reason behind this is social support from co-worker

helps to activate a motivational process that is proposed in JD-R model, which it can enhances work engagement, organizational commitment and learning at work. Further, employees that gain support from their co-worker will receive many advantages especially for employees' well-being because it aids to buffer stress level due to high demand (Karasek & Theorell, 1990).

Furthermore, Wong and Chan (2010) conducted the survey on work-related stress among Hong Kong's social welfare sector identified that effective communicate with co-worker could act as a buffer to reduce work stress and improve health. Moreover, a research conducted by Kinman and Wray (2013) on stress and well-being among staff in higher education in United Kingdom showed that respondent feel satisfies with co-worker relationship because their colleagues provide an assistance when they facing with the trouble during implementing the task. They indicated that their co-worker is very supportive and always point out a respect to others colleagues.

According to Beh and Loo (2012), informants of nurses mentioned that lack of communication among co-worker may trigger a stressful working environment. To solve this problem, informants suggest that they need to have regularly communicated with each other and find common interest in order to develop good links and minimize the misunderstanding. Besides that, by helping each other also can strengthen the teamwork spirit. Even though, every nurses have their own task loaded but through offering a help, care and sympathy may enhance good understanding and sustain the comradeship.

The study done by Al-Rub (2004) to investigate the effect of co-worker support on job performance among 300 American nurses showed the results that there is a positive relationship between co-worker social support and job performance. The positive effects of social support help to reduce work stress and prevent burnout. This clarification also supports by research conduct by Basil, Raeda and Nawzat (2010) where social support from co-workers was associated positively with job performance. This means that nurses who have more social support from co-workers able to handle the pressure from the work environment, hence, help them to perform better. This is because they feel more enjoyable to attend the workplace and willing to invest their effort to complete the task. Thus, through cooperation from the colleagues may assist each other to overcome the problem that arises and lessen the amount of stress.

Research studies suggest that workplace interventions aimed at increasing social support at work especially from their co-worker support may reduce levels of work stress (Michie, Wren, & Williams, 2004; Head *et al.*, 2006). Thus, the forth hypothesis was developed as following:

H_4 : *There is a significant relationship between co-worker support and work stress.*

2.6 The Underlying Theories

In this study, researcher proposed one underpinning model known as Job Demands-Resources (JD-R) model. JD-R model assist to provide better understanding on the link of theoretical paradigm with variables of the study. Besides that, this model helps to strengthen the development of research framework for the present study. Thus, the purpose of theory underpinning in this study was to disclose the relationship of JD-R with the finding. Moreover, the result of relationship can contribute to additional empirical evidence. Hence, the following underlying models are proposed:

2.6.1 Job Demands-Resources (JD-R) Model

Job Demands-Resources model suggest by Bakker and Demerouti (2007) is recognized as one of the leading job stress models, along with Job Demand-Control model and Effort Reward Imbalance model (Schaufeli & Taris, 2014). This model was selected because the function is more comprehensive to support the research framework of this study. This because JD-R model combine both theories that is job strain theory which influence by job demands, meanwhile, motivation theory attained through job resources (Wah, 2014). Thus, the underlying mechanism that will explains the relationship between job demands, job resources and work stress can be drawn from JD-R model.

According to this model, job demands is seen as prime stressor that responsible to give detrimental effect on employees' well-being, whereas, job resources assist in stimulating motivation and engagement at workplace (Bakker & Demerouti, 2006). It describes that

how employees show job strain response result from job demands and how job resources help to mitigate the impact of work stress by providing sufficient resources. This model explains that every occupation has its own specific risk factors that linked to work-related stress. The risk factors were classified under two dimensions that were job demands and job resources. Demerouti *et al*. (2001) defined job demands as physical, social or organizational aspects of the job that required sustained physical or mental effort and associated with certain physiological and psychological costs. For example, the elements in job demand are workload, physical demand, emotional demand, role stressor and job complexity (Schaufeli & Taris, 2014).

On the other hand, job resources were defined as physical, social or organizational aspects of the job that may have functional in achieving work goals, reduce job demands and encourage personal growth and career development (Demerouti *et al*., 2001). For examples element in job resources is supervisor support, co-worker support, autonomy, and job feedback (Schaufeli & Taris, 2014). Social support especially from supervisor and co-worker assist employees to gain motivation and strength to overcome the problem that arises at workplace. Apart from supporting, supervisor and co-worker should also give feedback regarding performance of employees because this action helps to improve the learning process (Clausen & Borg, 2011). Therefore, when sufficient resources are available in the workplace, consequences from the pressure and strain that exist from job demands can be reduce (Hu, Schaufeli & Taris, 2012). Conversely, the negative impact when one or more of the factors either in job demands or job resources encounter

decrease or increase may create a possibility of existence of work stress (Schreurs *et al*., 2010).

Furthermore, based on proposition in JD-R model, there were two underlying psychological processes known as health impairment and motivational that explained the relationship of work environment with stress (Xanthopoulou *et al*., 2007; Bakker & Demerouti, 2006). The first process is health impairment describes that excessive job demands can cause employees feel exhausted mentally and physically which can affect their health problem such as depression and burnout (McGregor *et al*., 2016). This happen when increasing in demand such as workload makes it more difficult for employees to maintain their desired performance goals. This is because they had to put extra effort and time to deal with demand, thus, result of outcome will be only damaging their physiological and psychological condition such as they start to feel fatigue, irritability and activate sympathetic nervous system (fight-or-flight response) (Xanthopoulou *et al.,* 2007). In another word, stress present in the workplace is consequences from stressful condition face by employees.

The second psychological process refers to the motivational which it suggests that adequate job resources may lead to motivational outcomes to employees and organization (Siu, 2013). Job resources stimulate motivation by involving intrinsic and extrinsic motivational (Bakker & Demerouti, 2006). Some job resources play an intrinsic role because it fulfills basic human needs such as desire for autonomy, competency skill, and

relatedness need (Ryan & Deci, 2000). Further, result from sufficient accessibility of resources can enhance the spirit and motivation among the employees to accomplish their performance's goal. Some job resources however play an extrinsic motivational role as it helps defining and achieving goals. It is very crucial to ensure that employees can view their goal in clearly and understandable ways because it is helpful to increase the awareness and willingness in employees to devote their effort to complete the task and achieving the goal (Meijman & Mulder, 1998). For example, proper feedback from supervisor and co-worker regarding the job structure and employees' performance can help the employees to clearly define the goal, thus, help them to successfully complete the task (Bakker & Demerouti, 2006). However, if the resources are neglected can cause depression on employees and force them to build a harmful behavior towards work and performance which in turn develop existence of stress.
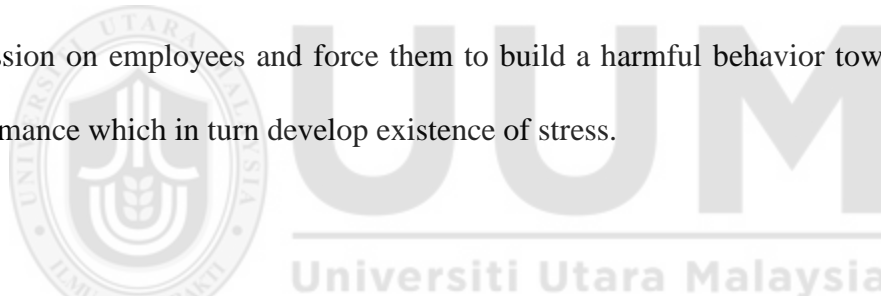
Therefore, by applying the JD-R model in this study may help to incorporates relationships between job demand and job resource on work stress. Since JD-R model proposed that job demand and job resources may influence stress through health impairment and motivation process, this study attempts to examine the element in job demands (workload and role conflict) and job resources (supervisor and co-worker support) which can affect work stress.

2.7 Conceptual Framework

Based on theoretical model that is Job Demands-Resources model and previous literature related to work stress, job demands and job resources, the theoretical framework was develop for this study. The theoretical framework was adapted from Bakker and Demerouti (2006) and underpinned by JD-R model. According to this model, there is two underlying psychological process that is health impairment and motivational that can influence work stress level. The first process that is health impairment illustrates the excessive job demands such as workload and role conflict can contribute to work stress. Meanwhile, the second process is motivation which proposes that job resources such as supervisor and co-worker support can provide motivation to implement their duties and consequently help to reduce stress (Schaufeli *et al.*, 2009). Therefore, this study suggest that job demands and job resources have direct relationship with work stress has been shown in Figure 2.2 below.

Figure 2.2: The Effects of Job Demand and Job Resources on Work Stress among Administrative Staff at College of Business, Universiti Utara Malaysia, Kedah
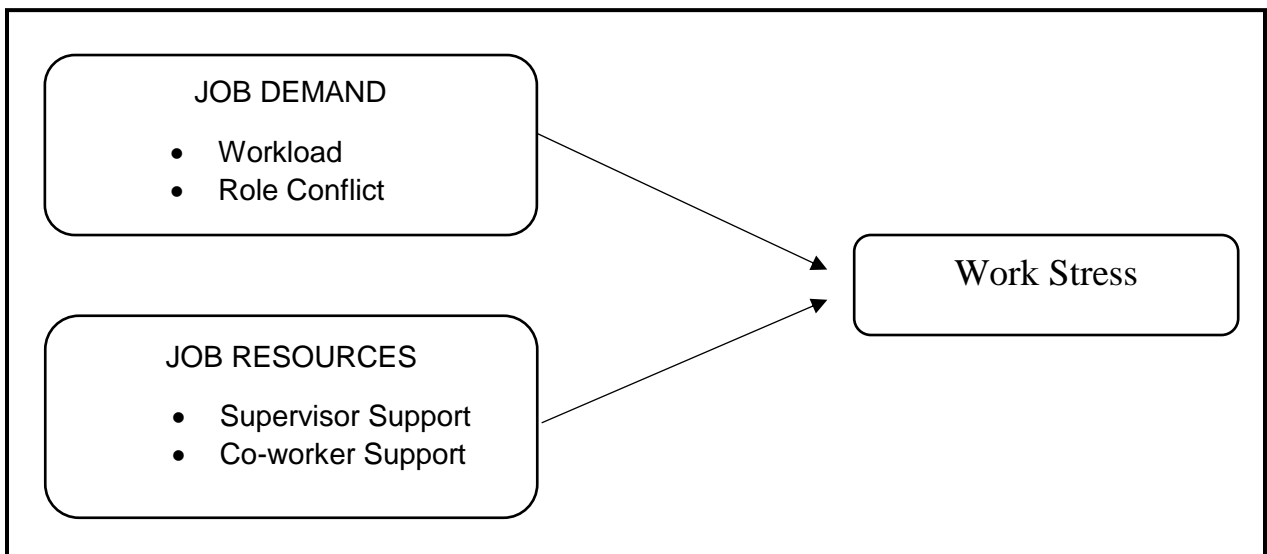
2.9 Conclusion

In this chapter the relevant literature and previous findings were reviewed. Detailed discussions were made in the research variables, for examples, work stress, job demand (workload and role conflict) and job resources (supervisor support and co-worker support). This chapter also has reviewed the relevant literature on the concept of Job Demand-Resources model. In the following chapter, the study will describe in detail the procedures and methodology, which is used for data collection and analysis in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter will illustrate in detail the research methodology for this study. The chapter consist of explanation about research design, unit analysis, measurement, population and sample, data collection method, pilot test, and data analysis techniques. Further explanation for this chapter will be provided in paragraph below.

3.2 Research Design

The definition of research design is organizing a plan and implementation of procedure for data collection, analyze and translation the output in order to summarize the result (Sekaran, 2003). This research design is important as a guidance for researcher to ensure that all detailed about ideas, data, and analysis procedure can support this study (Creswell, 2003). From configuration of the design, researcher select to utilizes quantitative research approach to examine and reveal the relationship between workload, role conflict, supervisor support and co-worker support on work stress among administrative staff in College of Business, UUM, Kedah. The strategies of this approach include cross-sectional by distributing a survey to the selected population in specific time. The process of distribution takes two weeks to finishes allocating all the question set. Besides, this type of question applies self-administrated questionnaires and this

method selected because of several factors that are (Sekaran & Bougie, 2013; Bhatti *et al*., 2013):

i.   Less expensive.

ii.   Time consuming.

iii. The feedback from the survey is more truthfulness and explicit.

iv.   The feedback should keep as totally confidential to protect respondent information.

Besides that, quantitative approach for this study use close-ended questionnaires where the structure of question is in multiple choice because researcher want to control the scope of answer from respondent. This is because researcher want to ensure the validity and reliability of the study without any unbiased error (Creswell, 2003). Moreover, through this approach helps to validate the determination of research objective in Chapter One and aid to test the hypothesis has developed in Chapter two.

3.3 Population and Sample

For this section will discuss about the population and sampling of this study. The detail explanation will be illustrating in paragraph below.

3.3.1 Population

Population defined as entire group of people, events or things that will use by researcher in their investigation to test the hypothesis (Sekaran, 2003). For this study, the population was obtaining in UUM among its workforce and these types of workforce are categories into two groups as follow in Table 3.1:

Table 3.1: Total of UUM Staffs

No	Staff Category	No. of Employee
1.	Academic Staff	1,435
2.	Administrative Staff	1,815
	Total	3250

The information above was acquiring from UUM Registrar Department and those respondents were official listed under UUM registration on year 2016. For this study, researcher only focusing on category of administrative and more specifically on administrative staff with grade 11 to 38. Table 3.2 below presents the total number of support staff according to three main colleges in UUM that are:

Table 3.2: Total of Administrative Staffs according to College

No	Academic College	No. of Employee
1.	College of Business	70
2.	College of Arts and Sciences	75
3.	College of Law, Government and International Studies	54
	Total	199

Among three main colleges in UUM, researcher only selects one college to investigate which is College of Business. This is because recently this college has rewarded with the AACSB accreditation after almost seven years they were struggling to fulfill the requirement. Therefore, it is appropriate to choose this category of group as sense of appreciation and at the same time researcher feel curiosity about employees well-being during the process to obtain that certification. Thus, from the data provide in table above, it can identify that total population of administrative staff in COB is 70 employees.

3.3.2 Sample

Sample is referring as subset of the population. Subset means certain portion in population that will use as a sample to select respondent. Thus, to select the amount of sample from the total population in this study that is 70 administrative staffs, researcher uses sample procedure suggested by Kriejcie and Morgan (1970). According to procedure, if the population is 70 people, then, the sample size that suitable for this study is 59 employees.

Therefore, researcher has personally distributed 59 sets of question to the selected respondents according to sample size. The data collected from school and department under College of Business that involved with AACSB accreditation that are:

   i.   Department of International Business

  ii.   Othman Yeop Abdullah Graduate School of Business

 iii.   Islamic Business School

 iv.   School of Accounting

  v.   School of Business Management

 vi.   School of Technology Management and Logistic

vii.   School of Economics, Finance and Banking

Moreover, this sample size also following probability sampling design and specifically according to stratified random sampling. Probability sampling design indicates that all the element in population have some known, nonzero chance or probability of being selected as a sample of subjects. While the types of probability sampling that use in this study is stratified random sampling. Stratified random sampling involves process of separation of group which means that in this study, researcher separate the group of employees based on mutual interest in terms of their nature of work and location that are relevant with the focus of research (Sekaran and Bougie, 2013). This sampling technique was suitable to conduct in this research because it helps to increase sample's statistical efficiency and provide adequate data for analysis (Cooper & Schindler, 2006).

3.4 Source of Data

The source of data in this study was obtained through primary data. The primary data is information about the variables used in the study that received first-handed by researcher based on focus group. It explains that, researcher adopt the set of questions from other authors and monitor itself in the process for distribution and collecting the questionnaire to the focus population. This method of data collection is effective because it assists researcher to collect the questionnaire in short period of time. Besides that, researcher also can introduce the topic and give explanation on the spot if the respondent did not understand certain question or instruction. Moreover, it gives advantages for researcher especially during conducting pilot test where researcher can get direct information about the error occur in the questionnaire (Sekaran & Bougie, 2013).

3.5 Data Collection Method

Firstly, before conducting data collection, researcher apply letter permission from Othman Yeop Abdullah Graduate School of Business (OYA) to obtain official data about the total number of academic and administrative staff, and total number of administrative staff for three main colleges in UUM. Then, after getting information about total population that required, researcher start to distribution the questionnaires and the process of collection also done by researcher itself. Thus, this study was applying self-administered question because it suitable as data collection method since researcher able to provide any information directly to the respondent within a short time period. Moreover, researcher make sure that the question was written in both languages that is *Bahasa Melayu* and English because researcher want respondent fully understand what

been questioned. Furthermore, cover letter was attach in front of questionnaire in order to introduce the research topic and instruction. To collect the data, respondent was given two to three days to complete all the section because researcher want to ensure they have convenient time to answer without disturbing their work. The survey was conducted between October 24th until November 9th 2016. Questionnaire was selected because it helps to cover large respondent in the population within short time and provide clear information in the sample of study (Chauvel and Depres, 2002).

3.6 Questionnaire Design

In this study, researcher used personal administered questionnaires. This questionnaire was distributing to obtain the information that will assess to generate the hypothesis. The questionnaires consist of four (4) section which comprises of 37 questions and attach with complete written instructions. The questionnaire has been divided into four (4) section of A, B, C and D. Section A consist of information regarding demographic question that is gender, age, marital status, academic qualification and length of services. Section B illustrate the items on dependent variable which is work stress and it symptoms where this section contains nine (9) items overall. Meanwhile, Section C comprise of independent variables that is job demand which categorized into two (2) element known as workload (six items) and role conflict (seven items). Followed by Section D describes about job resources which consist of supervisor support (six items) and co-worker support (four items). Finally, a cover letter prepared by researcher was attached to each set of questionnaire with complete written instructions. The general structure of questionnaire is presented in Table 3.3.

Table 3.3: Structure of Questionnaire

PART	ITEMS	NO. OF QUESTION
A	Demographic	5
B	Work Stress	9
C	Job Demand:	
	• Workload	6
	• Role Conflict	7
D	Job Resources:	
	• Supervisor Support	6
	• Coworker Support	4
	Total	**37**

Then, selected respondent is required to answer all the questions in the given form according to level of agreement in five-point Likert scale. The five-point Likert scale is ranking from 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree as presented in Table 3.4.

Table 3.4: Five-point Likert Scale

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

3.7 Measurement of Variables

The aim of this study was to investigate the impacts of job demand and job resources on work stress among administrative staff. The following instruments were used to measure the variables in this study. Table below provide further details on the instruments and the

author use in questionnaire together with the general definition of variables was summarized in Table 3.5.

Table 3.5: The Instruments

Dimension	Operational Definition	Items
Work Stress	Work stress is defined as the harmful physical and emotional responses that occur when job requirements did not match the worker's capabilities, resources, and needs (Park, 2007).	1. I always feel exhausted after a days of work. 2. I always experience a neck pain. 3. I always have a headache. 4. I always experience backache. 5. I always experience emotional ups and downs. 6. Lately, I always become more impatient than usual. 7. I always feel very tense in the office. 8. I have no enthusiasm to 'face another day'. 9. I am not able to sleep through the night. (Adapted from Walt, 1987)
Job Demand	Job demands refer as physical and psychological elements of stress factors that influence on how employees able to manage excessive work, unexpected assignment, or work conflict (Taipale, Selander & Anttila, 2010)	

• **Workload**	Workload is the amount of work that has to be done in limited of time by a particular person or organization (Hornby, 2005).	1. I have to submit my work in a tightening deadline.
		2. I feel stresses because of the unrealistic deadline.
		3. I rushed in doing my job.
		4. There isn't enough time during my regular workday to do everything that expected of me.
		5. There is less time for rest breaks at work.
		6. Job demand interfere with personal time.
		(Adapted from Schnall, Landsbergis & Baker, 1994)
• **Role Conflict**	Role conflict is incompatibility of expectations and demands associated with the role (Rizzo *et al.,* 1970).	1. I have to do things that should be done differently.
		2. I receive an assignment without the manpower to complete it.
		3. I have to buck a rule or policy in order to carry out an assignment.
		4. I receive incompatible requests

		from two or more people.
		5. I do things that are likely to be accepted by one person and not accepted by others.
		6. I receive an assignment without adequate resources and materials to execute it.
		7. I work on unnecessary things. (Adapted from Rizzo, House & Lirtzman, 1970
Job Resources	Job resources refer to those physical and psychological source of element that assist to accomplish work goal, reduce job demand, and stimulate personal development (Bakker & Demerouti, 2007)	
• **Supervisor Support**	Supervisor support is the assistance and protection given to individual by supervisor (Langford et al., 1997; Melanie, 2005).	1. My supervisor is concerned about the welfare of those under him.
		2. My supervisor pay attention to what I am saying.
		3. My supervisor is helpful in getting the job done.
		4. My supervisor is successful in getting people to work together.

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		5. My supervisor treats people fairly.
		6. My supervisor recognizes employees' contribution.
		(Adapted from Karasek, 1985)
• **Co-worker Support**	Co-workers support is the assistance and protection given to individual by co-worker (Langford et al., 1997; Melanie, 2005).	1. I generally receive help from my co-worker when I ask for it.
		2. People I work with are friendly.
		3. My co-workers volunteer to help handle problems when they come up.
		4. Most of my co-workers do their fair share of the work.
		(Adapted from Karasek, 1985)

3.8 Pilot Test

Before conducting actual distribution of questionnaires, the researcher need to perform pilot test. According to Macnee and McCabe (2008), pilot test is small scale study that provide reliability and validity of the instrument and measurement. This is because the test help verifies and check if there is any error or limitation that will occur after development of the questionnaires by getting the direct response from pre-test respondent. Besides that, through pre-test, researcher want to ensure the acceptability of

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the instrument by observing and identifying whether respondent understand when reading and answering the question. The target sample for pilot test is respondent which have similar characteristic and nature of work with the actual respondent. According to Sekaran (2003), pilot test was executed because if there is error in the questionnaire structure, the researcher need to do correction before conducting large-scale of data collection. Examples subject that should be noted is structure of question, practicability of instruction, language and words, and identify the approximate time needed to complete the questionnaire to ensure respondent's comfortability. Moreover, pilot test is important for the study even though the items that used in questionnaire were adapted from well-established question but due to the fact that different group of respondent might respond differently.

In this study, pilot test was conduct among administrative staff in library, bursar's office, College of Art and Science and UUM Information Technology. Total number of questionnaires that been distributed for pilot test is 30 set and reliability test was measure to ensure there is no bias (error free). Several points were raised and reprimand during the process of collecting data. One of the points is researcher have made slightly mistake in cover letter where there is duplicate word "*kesemua jawapan and dengan jujur dan*", the sentence repeated for twice. Researcher delete the sentence and provide with new verse that is "*Sila berikan jawapan anda dengan jujur*". Then, the respondents advised to enlarge the font size from 11 to 12. Besides that, researcher prepare the questionnaire in both languages that is Bahasa Melayu and English and for the large scale distribution, researcher bold all the Bahasa Melayu sentences because most of the respondents more

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comfortable with this language. Moreover, for comfortability and tidiness the form of questionnaire, researcher prepare the questionnaire in booklet form compare to during pilot test researcher prepare in A4 size. Another point that need adjustment is researcher forgot to translate the scale into Bahasa Melayu likes "*Strongly Disagree/ Sangat Tidak Setuju; Disagree/ Tidak Setuju; Uncertain/ Tidak Pasti; Agree/ Setuju; Strongly Agree/ Sangat Setuju*". Researcher fix this part and ensure no repeating mistake.

After that, all the data obtain from pilot test was analyze using SPSS version 20. All items in dependent and independent variables will be analyze through reliability test and result of Cronbach's Alpha presented in Table 3.6. Cronbach's Alpha is a reliability coefficient that will reveal the correlation between the variables whether the relationship is positive or negative (Sekaran & Bougie, 2013). The range to measure the reliability is within 0 to 1 and more specifically, the lower rate of acceptability is between 0.6 to 0.7 (Hair *et al,* 2010). Therefore, from the result for pilot test can concluded that all items used to describes variables in this study are reliable and have a good value.

Table 3.6: Result of Cronbach's Alpha

Variables	No. of Item	Cronbach's Alpha
Work Stress	9	0.901
Workload	6	0.966
Role Conflict	7	0.927
Supervisor Support	6	0.964
Coworker Support	4	0.777

3.9 Data Analysis Techniques

Data analysis is important to explain the process of analyzing data in order to test the hypothesis and to find answer for research question that development in first chapter. The data will run using IBM SPSS Statistic version 20 to identify all the analysis that required and decide from the final result whether the hypothesis can be accepted or rejected. Using this software assist the researcher to measure the normality test, reliability test, descriptive analysis and identify Pearson correlation that will be explained in the following sections.

3.9.1 Normality Test

Hair *et al* (2010), mention that normality is important step in data analysis technique because it helps to determine whether the data is normally distributed or not. Normality can be determining through measuring Skewness and Kurtosis. Kurtosis refer to the height of the distribution and skewness is used to describe balance of the distribution. The values of statistic that is within range of +1 to -1. The result will figure out that set of data is not violated of normality assumption.

3.9.2 Reliability Test

The purpose of reliability test is to indicates to which extent the measurement without any bias (error free), thus, ensures consistent measurement across time and across the various items in the instrument. In this study, reliability test was used in order to examine the consistency and stability of the instrument (Sekaran & Bougie, 2013). Consistency and stability means the measurement have the ability to remain the same over time

despite uncontrollable condition among respondents' state. In this test, the most common method to examine consistency is Cronbach's Alpha coefficient which can determine the relationship between dependent and independent variable based on the items in questionnaires. According to Coakes and Steed (2007), the correlation coefficient range value is from 0 to 1. Furthermore, Sekaran and Bougie (2013) explain that reliabilities that less than 0.6 is consider as a poor, while 0.7 value are consider acceptable and the good value must be over 0.8. Meanwhile, Hair *et al*. (2010) also suggest that the acceptable value was starting from 0.6 and above. Contrast with other authors, Nunnally (1967) suggest that the relevant value for reliability is between 0.5 to o.6 would be sufficient. Therefore, researcher decide to use suggestion from Hair *et al*. (2010) and Sekaran and Bougie (2013) because it appropriate to adopt the latest information. The summarize of the range value was presented in Table 3.7 below where it showed the range of scales to measure the reliability or strength of relationship between variables that will use in this study.

Table 3.7: Rules of the Thumb for Cronbach-Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 < 0.8	Good
0.8 < 0.9	Very Good
>0.9	Excellent

3.9.3 Descriptive Analysis

The purpose of descriptive analysis is to explore, summarize and describe data collection that obtain from the survey (Coakes & Steed, 2007). Generally, this analysis used describe the characteristic of peoples, events, or situations because it gives better understanding on characteristic of the group in certain situation. For that purpose, this analysis is conducted to obtain the value regarding the respondent' profile. For demographic section, it involves the process of collection on quantitative data such as gender, age, marital status, education background, and working experience. By using SPSS, transformation from raw data into statistical value is to acquire the frequencies and percentages (Sekaran & Bougie, 2013).

Besides that, descriptive analysis also used to summarize the result of data set in order to measure central tendency such as mean and standard deviation value for dependent and independent variables. Mean is the average of data set while standard deviation provides index of spread for distribution or variability of data (Sekaran & Bougie, 2013).

3.9.4 Pearson Correlation

Pearson correlation was used in order to test the relationship between dependent variable and independent variables (Coakes & Steed, 2007). In this analysis, the researcher will identify the strength and direction of relationship between independent variables (workload, role conflict, supervisor support and co-worker support) with dependent variable which is work stress among administrative staff at COB, UUM, Kedah. The

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strength was measure to know whether the correlation is positive or negative. To interpret the correlation coefficient, researcher need to identify the coefficient and its associated significance value (p) (Coakes & Steed, 2007). For correlation coefficient, if the result showed +1.0, interpretation indicate the value as perfect positive correlation between two variables, meanwhile, if result -1.0 indicates the value as perfect negative correlation (Gliner Morgan & Leech, 2009). For significance value (p) that acceptable is either 0.01 or 0.05 (Coakes & Steed, 2007). Table 3.8 below give a clarification the detail interpretation of the strength of relationship suggested by Davis's Scale Model.

Table 3.8: Davis's Scale Model

Correlation value (r)	Interpretation
0.01 – 0.09	Very low relationship between two variables
0.10 – 0.29	Low relationship between two variables
0.30 – 0.49	Moderate low relationship between two variables
0.50 – 0.69	Strong relationship between two variables
>0.70	Very strong relationship between two variables

3.9.5 Multiple Regression Analysis

Multiple regression is a multivariate technique that commonly used to analyze the data which involving several independent variables with single dependent variable. The objective of multiple regression is to predict the changes in the dependent variable in response to changes in the independent variables (Hair *et al.,* 2010). Thus, this test helps to observed how much variance in the dependent variable being affected by independent

variables. It means that the researcher wants to identify which independent variables have most influence factor on dependent variable (Sekaran & Bougie, 2013).

In this study, value of R-square (R^2) is used to interpret the data in terms of variance explained by both variables (Gliner *et al.,* 2009). This value would give explanation regarding the strength of the relation that exist between dependent and independent variables. The value of R-square is from 0 to 1.00 and Bhatti *et al.* (2012) mention that the higher the value the better of result. Based on Coakes and Steed (2007), if the variables is significant, there must be concluded but if the variable not significant, no need for the further explanation of the conclusion. This is because there is no concrete evidence to defend the variable that not significant.

3.10 Conclusion

In this chapter, researcher pinpoint all the procedures and systematical analysis that applies in this study. The explanation starts from planning for research design, develop instrument, collecting data, entering data to SPSS and interpretation. The next chapter will discuss further interpretation finding of the data analysis.

CHAPTER FOUR

DATA ANALYSIS AND FINDING

4.0 Introduction

This chapter presents the findings of this study that obtained from data analysis. This chapter consists result of normality, reliability, respondent's demographic profile, descriptive statistic, Pearson correlation analysis, and multiple regression analysis.

4.1 Respondents' Demographic Profile

Profiles of the respondents were analyzed using descriptive statistic. The respondents involve in this survey consist of administrative staffs at College of Business, UUM, Kedah. Table 4.1 below presented the result demographic profile of respondents that obtained from the data collection. The demographic aspect includes gender, age, marital status, academic qualification and working experience. From the result, it can be concluded that more than half of respondents (61%) are female compared to male with only 39% from total of respondents. In this study, the researcher had segregated five levels for age. The majority (35.6%) of respondents' age that take part in this survey are between 26 to 30 years old while the minority (3.4%) of respondents' age belong to average 46 to 50 years old. Besides, from the data showed that most of the respondents pose married status (69.5%) and only 30.5% are still single. In term of education background, the highest percentages are 35.6% for Bachelor Degree from total of sample and only 6.8% of respondents hold Master Degree whereas none of the respondents have PHD qualification. Moreover, the data reveal that 44.1% of the respondents have serve

the university not more than five years meanwhile the lowest percentages is 1.7% which the length of service between 21 to 25 years.

Table 4.2: Demographic Profile of Respondents

Demographic Profile	Categories	Frequency (N= 59)	Percentage (%)
Gender	Male	23	39.0
	Female	36	61.0
Age	20 – 25	8	13.6
	26 – 30	21	35.6
	31 – 35	8	13.6
	36 – 40	7	11.9
	41 – 45	6	10.2
	46 – 50	2	3.4
	51 – 55	7	11.9
Marital Status	Single	18	30.5
	Married	41	69.5
Education Background	SPM	10	16.9
	STPM	8	13.6
	Diploma	16	27.1
	Bachelor	21	35.6
	Master	4	6.8
	PHD	0	0.0
Working Experience	1 – 5	26	44.1
	6 – 10	5	8.5
	11 – 15	12	20.3
	16 – 20	7	11.9
	21 – 25	1	1.7
	26 – 30	6	10.2
	31 – 35	2	3.4

4.2 Normality Test

In this study, normality test was used in order to examine the data whether it is normally distributed or not. There are several ways to measure normality such as histograms, stem-and-leafs plot, boxplots, normal probability plots, skewness, kurtosis and detrended normal plots (Coakes and Steed, 2007). For this study, researcher used skewness and kurtosis to identify the value of acceptance for normality test. Based on result presented in Table 4.2, showed that all the data is normally distribute when value for Skewness and Kurtosis are within the range +1 to -1.

Table 4.2: Result of Normality Test

Variables	Skewness	Kurtosis	Conclusion
Work Stress	0.483	- 0.627	Normally Distributed
Workload	0.606	- 0.924	Normally Distributed
Role Conflict	0.472	- 0.853	Normally Distributed
Supervisor Support	- 0.364	- 0.469	Normally Distributed
Coworker Support	0.116	- 0.522	Normally Distributed

4.3 Descriptive Statistic

Descriptive statistic was performed to describe, analyze and summarize the main features of collected quantitative data (Coakes & Steed, 2007). Thus, the function of descriptive statistic is to summarize the result of the data set that acquired from five-point Likert scale. In this section, the mean and standard deviation value for dependent and independent variables are presented in Table 4.3.

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Table 4.3: Result Mean and Standard Deviation

Variable	Mean	Standard Deviation
Work Stress	3.160	0.89
Workload	3.381	0.99
Role Conflict	3.104	1.00
Supervisor Support	3.997	0.73
Coworker Support	4.072	0.57

Interpretation the result of standard deviation and means is when the value standard deviation is large, then, the distribution value of sample not fall closely to mean. Meanwhile, if the value of standard deviation is small, thus, the distribution value is close to mean. In other words, if standard deviation is smaller than value 1, means that the respondents was persistent with their viewpoint. However, if standard deviation is larger than 3 it means the respondent had a lot of variability in their opinions. From result shown in table above, the mean value for co-worker support is the highest (4.072) compare to other variables. This is because administrative staff have good relationship and receiving high support from their colleagues during working at office.

Further, it can be identifying that standard deviation for all variables were less than 1.00 where indicate that the variations on the respondents' opinion were small. The highest standard deviation value is role conflict that is 1.00.

4.4 Reliability Analysis

The main reason for conducting reliability test because it assessed the consistency reliability and stability of the items in questionnaire (Sekaran & Bougie, 2013). It assists by minimizes the bias (error free) to ensure the acceptability of the instruments. One of the suitable method to assess the internal consistency is by using Cronbach's Alpha. This because the items on questionnaire has multiple choices and used Likert Scale as measurement, thus, Cronbach's Alpha is appropriate to determine the reliability of the instrument (Gliner, Morgan & Leech, 2009). The relevant value for reliability is between 0.5 to o.6 would be sufficient that suggested by Hair *et al*. (2010) and Sekaran and Bougie (2013). According to Sekaran (2003), the higher of internal consistency is when the Cronbach's Alpha is closer to 1 because it shows that the data have excellent consistency and stability. Based on result, the Cronbach's Alpha value for work stress is 0.904. While result for reliability test for workload is 0.940 and for role conflict is 0.908. Meanwhile, Cronbach's Alpha value for supervisor and co-worker support is 0.970 and 0.858 respectively. Cronbach's Alpha result for all variable are presented in Table 4.4.

Table 4.4: Result of Reliability Test

Variable	Number of Items	Cronbach's Alpha
Work Stress	9	0.904
Workload	6	0.940
Role Conflict	7	0.908
Supervisor Support	6	0.970
Coworker Support	4	0.858

4.5 Intercorrelations between Variables

A correlation analysis was conducted to explain the relationship between all variables in this study. Thus, Pearson correlation will describe it through analysis to assess the relationship between dependent and independent variables and to identify the strength of relationship for all variables. The value for Pearson correlation coefficients can vary from -1 to +1. The value +1 is consider as perfect positive correlation, meanwhile, -1 is identify as perfect negative correlation and on the other hand, 0 value indicates there is no relationship at all (Pallant, 2013). For significance value (p) that acceptable is either 0.01 nor 0.05 (Coakes & Steed, 2007)

Table 4.5: Result of Pearson Correlation Analysis

	Work Stress	Workload	Role Conflict	Supervisor Support	Coworker Support
Work Stress	1				
Workload	.780**	1			
Role Conflict	.815**	.870**	1		
Supervisor Support	.042	.131	.055	1	
Coworker Support	-.121	.080	-.130	.755**	1

*Correlation is significant at the 0.05 level (1-tailed)
**Correlation is significant at the 0.01 level (1-tailed)

Table 4.5 presented the correlation and significance value between dependent and independent variables. From the result, correlation between work stress and workload is r=.780 and the significance value for workload is 0.000 that significant at p<0.01. Based on result of correlation coefficient and associated significance value for workload, it can

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identify that both variables have the strong positive relationship. Therefore, the alternate hypothesis (H_1) "*There is a significant relationship between workload and work stress*" would be accepted.

Then, the result of correlation coefficient between work stress and role conflict is $r=.815$ and the significance value is 0.000 which also significant at $p<0.01$. For this variable, it can describe that correlation have strong positive relationship. Thus, the alternate hypothesis (H_2) "*There is a significant relationship between role conflict and work stress*" was accepted.

Contrast with the above result is supervisor support which the correlation coefficient is 0.042, meanwhile, the significant value is $r=.376$. From the analysis it determines that there is no significant because the value is more than $p>0.01$ and consider as a negative relationship. So, the alternate hypothesis (H_3) "*There is a significant relationship between supervisor support and work stress*" was rejected.

Same with the result for co-worker support where the correlation is $r=-.121$, meanwhile, the significant value for this factor is 0.180, therefore, it specifies that there is negative relation between work stress and coworker support because the value is more than $p>0.01$. Subsequently, rejected the alternate hypothesis (H_4) "*There is a significant relationship between coworker support and work stress*".

Furthermore, the relationship among the independent variables showed that the highest correlation was between workload and role conflict with value $r=.870$ and significance value $p<0.000$. Comparatively for workload ($r=.131$, $p>0.01$) and role conflict ($r= .055$, $p>0.01$) have negative relationship with supervisor support because correlation for both variables are low and not significant. Whereas, co-worker support has strong relationship with supervisor support with the value for correlation coefficient is $r=.755$ and the significance value is $p< 0.01$.

4.6 Multiple Regression Analysis

In this study, regression analysis was conducted identify the further influence between independent variables (workload, role conflict, supervisor support and co-worker support) with work stress (dependent variable). The value of β for each hypothesized relationship is observed and reported in this section. Meanwhile, R^2 was obtain in order to indicate the percentage of variance in the dependent variable that can be explain from analyze all independent variable.

Table 4.6: Result of Multiple Regression

Dependent Variable (Work Stress)	Unstandardized Coefficients		Standardized Coefficients		Sig
	B	Std. Error	Beta	t	
(Constant)	1.303				
Independent Variable					
Workload	0.350	0.154	0.388	2.275	0.027
Role Conflict	0.407	0.157	0.453	2.585	0.012
Supervisor Support	0.106	0.148	0.087	0.715	0.478
Coworker Support	- 0.249	0.205	- 0.159	- 1.217	0.229

F Value	30.725
R^2	0.695
Adjusted R Square	0.672

Based from the result presented in Table 4.6 showed that value for R^2 in regression analysis is 0.695. Then, the value need to convert into percentage which the amount become 69.5%. Thus, from this percentage can be concluded that 69.5% of the variance of work stress can be explained by all the independent variables which are workload, role conflict, supervisor support and co-worker support. While for the remaining percentages which is 30.5% is explained by other variables.

Besides that, the output showed that the independent variables which is workload and role conflict are statistically significant to predict work stress with interval level not more than 0.05. In contrast, another two variables that is supervisor and coworker support are not statistically significant to influence work stress where both of variables consist value more than 0.05 at interval level.

Furthermore, the highest β coefficient score is role conflict with value 0.407, then, followed by workload with the result value is 0.350. It can be concluded that the most influencing independent variable toward work stress is role conflict while workload only give a moderate effect on work stress. Thus, the hypothesis H_1 and H_2 is supported, while hypothesis H_3 and H_4 are not supported.

4.7 Summary of the Chapter

This chapter was presented to illustrate the finding of the study. To analyze the data collection, researcher used descriptive analysis, Pearson correlation and multiple regression analysis. After analyzing all the data, the result obtained assist to verify the independent variables that have positive relationship on work stress which are workload and role conflict. While on the other side, another two variables are supervisor and coworker support negatively influence on work stress. Additionally, researcher will discuss the next chapter regarding recommendation and conclusion in relation with this research finding.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter consists of discussion and conclusion for the finding of this study. Then, it follows by further explanation of contribution and implication as well as recommendations for future research that related to the study.

5.1 Summary of the Finding

In Chapter One, the researcher has developed four (4) research objectives before implement the study. The objectives are to determine the relationship between workload, role conflict, supervisor support and coworker support with work stress among administrative staffs at COB, UUM. These objectives have been highlighted in this chapter to connect the objective with the finding in chapter four. The details explanation will discuss in the next section.

5.1.1 Relationship between workload and work stress

The first objective in this study is to determine the relationship between workload and work stress among administrative staffs in COB, UUM. After analyze the data through Pearson correlation, the result determines that there is relationship between workload and

work stress. Based on correlation value that is 0.780 indicates that there is positive relationship between two variables.

This result consistent with the finding of previous researchers (Yunus & Mahajar, 2011; Mansour *et al*., 2015; Llyod, King & Chenoweth, 2002; Yaacob & Long, 2015; Idris, 2011; Jazlil, 2015; Saha & Sinha, 2011) on the relationship between job demand and work stress, specifically relating to workload. Chalmers (1998) mentioned that the main source of work-related stress for many university staff is workload. Administrative staff need to the implementation of policies and the expectation from higher authorities, keep record and files and perform other tasks assigned to them by the university management (Ajayi, 2004). This occur to administrative staff at COB especially when process of acquiring and maintaining the recognition of AACSB, administrative staff in COB together with others AACSB team need to work hard to implement reform initiatives. After COB received the recognition, they need to maintain the positive image for university. It is important to notice that university reformation can added burden of workload and also accelerate the pace of doing work in order to ensure management can provide and maintain the standard. Besides that, the factors such as short period to comply with reform policy directives and tight deadlines can make high pressure for them because they need to spend more time on working and reporting which make them easily encounter stress at workplace (Obioma & Adoabi, 2009).

5.1.2 Relationship between role conflict and work stress

The second objective of this study aimed to investigate the relationship between role conflict and work stress. The result of the Pearson's correlation analysis is 0.815 which it determines that independent variable of the study have a positive relationship with dependent variable.

This result corresponding with the previous findings (Ali *et al.*, 2014; Kumarasen, 2005; Mohamad *et al.*, 2015) where researcher found that role conflict are the prime reasons of causing stress among employees. This is because role conflict may happen due to employees receive various job requirement, different instruction and direction from management have accelerate the pressure on employees and at the same time this condition reduces level of mental and physical health (Mohamad *et al.*, 2015). For example, management put a pressure on employees to sustain the quality of service but simultaneously facing with the constraint of tighter resources which may lead to stressful condition. Besides that, employees may also experience multiple roles in their administrative job or facing conflict due to receive from multiple roles sender on performing the certain role (Yahya *et al.,* 2011). In case for administrative staff at COB, they maybe receive incompatible requests from two or more authorities that make them feel a lots of pressures. Besides that, due to government funding cut, they have to receive an assignment without enough manpower to complete it.

5.1.3 Relationship between supervisor support and work stress

The third objective of the study which means to seek the relationship between supervisor support and work stress among administrative staff at COB, UUM. Based on result showed that the value for supervisor support and work stress is 0.042. From the results of this study, supervisor support was not significantly correlated with work stress. In addition, researcher identify that the result consistent with the study conduct by Raeda (2003), Khalid *et al*. (2012), Wah (2014) and Latib (2012) where result for these study reveal that no significant relationship between supervisor support and work stress. This means that administrative staff who received good support from supervisor did not have influence on their level of work stress. One of the reason is because of the job's nature, working culture, norm and values that apply on working environment. In terms of culture value, Asian leader tend to understand quite well about their subordinate probably because they share more about their background information or others context compared to Western leader where they usually unaware or insensitive on their surrounding environment which in turn can generate conflict. Besides that, employees count on the leader to look after them, to encourage cooperation among them and together make group decision and in exchange, they provided the leader with loyalty to the group (Qingxue, 2003). Thus, administrative staff did not respond to any stress condition due to the factor of supervisor support. Another reasons is that may be due to number of size of respondent which is small (n = 59) that might affect the result. From the data, the total population for administrative staff at COB is only 70 employees. Thus, the small data may cause undermines the reliability of the analysis.

5.1.4 Relationship between co-worker support and work stress

The last objective is to examine relationship between co-worker support and work stress among administrative staffs. Based on result showed that the value for co-worker support and work stress is -0.121. From the results of this study showed that co-worker support was not significantly correlated with work stress. This finding was supported by the result of research done by Kamarulzaman (2015) which identified that there is no influencing between co-worker support and work stress. It also means that administrative staff who received good support from their co-worker did not have any impact on the level of work stress. The same reason with the factor of supervisor support such as the job's nature of staff, working culture, norm and values that apply on working environment. As compared to Western culture which believe on strong individualism, Asian culture is more toward to collectivism. It became a nature for the employees to represent themselves into the group that they belong where they emphasizing on groups' loyalty, solidarity and conformity (Chang, 2009). Even though, every staff have their own task loaded but they still provide an assistance to each other to help lessen the burden. As a result, work stress did not influence by the factor of co-worker support. Besides that, the same reason that arises is because of number size of respondent which is small (n = 59) that might affect the result. From the data, the total population for administrative staff at COB is only 70 employees. Thus, the small data may cause undermines the reliability of the analysis.

5.2 Limitation of the Study

During conducting this study, several limitation arises that need to face by researcher. First, because of the constraints of time, the respondents in this study are limited to COB, UUM only. Second, this study also has a limitation in number of population among administrative staff that 70 employees because this study is only focusing on COB, UUM. Thus, due to limitation on number of respondent, time allocation, focusing population and location could not represent the overall response of all education institution that received AACSB accreditation in Malaysia.

5.3 Theoretical Implication of the Study

The purpose of this study was to identify the effect of job demand (workload and role conflict) and job resources (supervisor and co-worker support) on work stress. The result of this study provides theoretical implications. Specifically, this study verifies the Job Demand-Resources (JD-R) Model in chapter two. This study helps to confirm the relations between job demand and job resources as predictors of work stress, thus, this study delivers further knowledge on the importance of those variables. Job demands refer as physical and psychological elements of stress factors that influence on how employees able to manage excessive work, unexpected assignment, or work conflict (Taipale, Selander & Anttila, 2010). Meanwhile, job resources refer to those physical and psychological source of element that assist to accomplish work goal, reduce job demand, and stimulate personal development (Bakker & Demerouti, 2007). Based on result, only job demand is correlated with work stress and this enhance further knowledge to previous

studies (Yunus & Mahajar, 2011; Mansour *et al*., 2015; Llyod, King & Chenoweth, 2002; Yaacob & Long, 2015; Idris, 2011; Jazlil, 2015; Saha & Sinha, 2011; Ali *et al*., 2014; Kumarasen, 2005; Mohamad *et al*., 2015) by finding that workload and role conflict are the important predictors for work stress in administration profession. Hence, both variables for job demand that are workload and role conflict give an impact on work stress among administrative staff. It can identify that employees face with the overloaded task and at the same time they also need to bear with conflict demanding from their supervisor and management. This finding assists to contribute to strengthen an empirical evidence on literature of work stress.

5.4 Practical Implication of the Study

The purpose of this study is to identify the effects of job demand and job resources on work stress among administrative staffs in College of Business, UUM. Researcher expect that from the finding and information that provided in this study will be used wisely by the management at UUM especially College of Business because all the data are received from their respected employees after COB gained the AACSB accreditation. It is crucial for management to understand the issues that happen surrounding their employees which can lead to work stress and to make matters worse it can cause job burnout. The result of this study showed that the main factors of work stress among administrative staffs are role conflict and workloads.

Hopefully, from result obtain in this study will be utilize as a references by management and employees itself in order to monitor the level of work stress and at the same time start to planning an activity that helps to reduce the amount of stress. It is essential to ensure that employees can perform in optimum level of productivity and they competent to manage the pressure into positive impact on their performance.

5.5 Recommendation for Future Research

The findings of this study assist to create several opportunities for future research. First recommendation is researcher may perform similar studies on the same respondent and observe any other factors that have possibility to contribute toward work stress. This is based on the result of the study where all independent variables contribute 69.5% on work stress while another 30.5% is explained by other variables. In other words, there are other variables exist which not been identify by researcher and can be assess by future researcher.

Second suggestion is future researcher can perform a study that evaluate the impacts of job demand and job resources on work stress among administrative staff by comparing between private and public sector. The respondent can be in a similar position or different position.

Since this study focused on administrative staff at College of Business, UUM, it seems relevant to expand the sample population to other areas in Malaysia. It is expected that in future, the study could be undertaken to involve all the university that achieved AACSB accreditation around Malaysia so that the findings can be generalized and more accurate.

The last suggestion is future researcher also can help to contribute on scarcity empirical studies of positive view on work stress for employees. This is because nowadays, many people consider stress as challenger for them to perform better and to get recognition.

5.6 Conclusion

The objective of this study is to identify the effects of job demand elements that are workload and role conflict together with job resources elements that are supervisor and coworker support on work stress among administrative staffs in College of Business, UUM. From the results presented, this study achieved two research objective that develop in chapter one. The first objective is to determine the relationship between workload and work stress. The second objective is to determine the relationship between role conflict and work stress. This finding also supports the testing hypothesis in chapter two.

Furthermore, the finding of this study revealed that high level of stress confront by administrative staffs in College of Business is because of workload and role conflict. Both variables are the elements in job demand, thus, it validates the Job Demand-Resources Model where the variables highly influence on stress at workplace. The both elements of job demand may affect employees' mental and physical condition which in

future can cause health problem to them. Therefore, it is important for management to monitor the widespread of stress in organization and identify the solution to manage stress effectively. Thus, the management need to look into the right mechanism to reduce factors that can cause workload and role conflict in administrative work. As conclusion, from the findings obtained, the proposed framework has been substantially validated and four research questions successfully answered.

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APPENDICES

APPENDIX A

Questionnaires

Dear respected respondents:

You are invited to participate in this research entitled "*The Effects of Job Demands and Job Resources on Work Stress among Administrative Staff at College of Business, UUM*". Please answer all items in the questionnaire honestly and carefully as it will influence the result of the research.

Information obtained from this questionnaire WILL BE TREATED STRICTLY CONFIDENTIAL and will be used solely for academic purposes.

Thanks for your time in responding to this questionnaire.

Your participation is highly appreciated.

Kepada responden yang dihormati:

Anda telah terpilih untuk mengambil bahagian di dalam kajian yang bertajuk "Hubungan antara Tuntutan Kerja dan Sumber Pekerjaan kepada Tekanan Kerja antara Staf Pentadbiran di Kolej Perniagaan, UUM". Sila berikan jawapan anda dengan jujur, kesemua jawapan anda berikan akan mempengaruhi keputusan kajian ini.

Maklumat yang akan diperolehi di dalam kajian ini AKAN DIRAHSIAKAN dan hanya akan digunakan untuk tujuan akademik sahaja.

Terima kasih di atas masa yang diberikan oleh anda semua di dalam menjawab kajian ini.

Penglibatan anda sangat dihargai.

Sincerely,

NUR HAZIRAH BINTI MD YUSOF

Master in Human Resource Management, UUM

This questionnaire is a part of my project paper. This paper consists of four parts (A, B, C and D). Please tick **(√)** the right place and fill in the blank for part A. For part B, C and D, please only one tick **(√)** for each question. Ensure to rate **ALL** of the statement for each section you asked to complete.

Soal selidik ini adalah sebahagian daripada kertas kerja saya. Soal selidik ini terbahagi kepada empat bahagian (A, B, C dan D). Sila tandakan **(√)** pada tempat yang berkenaan dan isikan tempat kosong pada bahagian A. Untuk bahagian B, C dan D, sila tandakan **(√)** hanya pada SATU tempat sahaja untuk setiap soalan. Pastikan anda memberi kenyataan kepada setiap bahagian yang perlu anda selesaikan.

PART A: DEMOGRAPHIC

BAHAGIAN A: DEMOGRAFIK

1. Gender/Jantina:

   Male/Lelaki ☐   Female/Perempuan ☐

2. Age (Years)/Umur (Tahun):

   20 – 25 ☐   36 – 40 ☐
   26 – 30 ☐   41 – 45 ☐
   31 – 35 ☐   51 – 55 ☐

3. Status:

   Single/Bujang ☐   Married/Berkahwin ☐

4. Highest education/Kelulusan Tertinggi:

   SPM ☐   STPM ☐   Diploma ☐
   Bachelor ☐   Master ☐   PHD ☐

5. Years of working/Bilangan tahun bekerja:

   1 – 5 ☐   21 – 25 ☐
   6 – 10 ☐   26 – 30 ☐
   11 – 15 ☐   31 – 35 ☐
   16 – 20 ☐

SCALE/SKALA

1	STRONGLY DISAGREE/ SANGAT TIDAK SETUJU
2	DISAGREE/ TIDAK SETUJU
3	UNCERTAIN/ TIDAK PASTI
4	AGREE/ SETUJU
5	STRONGLY AGREE/ SANGAT SETUJU

PART B: WORK STRESS
BAHAGIAN B: TEKANAN KERJA

NO	QUESTIONS/SOALAN	1	2	3	4	5
	WORK STRESS/TEKANAN KERJA					
1.	I always feel exhausted after a days of work. **Saya selalu merasakan keletihan selepas seharian bekerja.**					
2.	I always experience a neck pain. **Saya selalu menghidapi sakit tengkuk.**					
3.	I always have a headache. **Saya selalu menghidapi sakit kepala.**					
4.	I always experience backache. **Saya selalu menghidapi sakit belakang badan.**					
5.	I always experience emotional ups and downs. **Saya selalu mengalami emosi turun dan naik.**					
6.	Lately, I always become more impatient than usual. **Kebelakangan ini saya selalu merasakan tidak dapat menahan sabar seperti selalu.**					
7.	I always feel very tense in the office. **Saya selalu merasakan keadaan yang sangat tegang di pejabat.**					
8.	I have no enthusiasm to 'face another day'. **Saya tidak bersemangat untuk menghadapi hari esok.**					
9.	I am not able to sleep through the night. **Saya selalu tidak dapat tidur pada waktu malam.**					

PART C: JOB DEMANDS
BAHAGIAN C: TUNTUTAN KERJA

NO	QUESTIONS/SOALAN	1	2	3	4	5
WORKLOAD/ BEBANAN KERJA						
1.	I have to submit my work in a tightening deadline. **Saya perlu selesaikan tugasan dalam tempoh yang singkat.**					
2.	I feel stresses because of the unrealistic deadline. **Saya rasa tertekan disebabkan oleh tarikh akhir tugasan yang tidak realistik.**					
3.	I rushed in doing my job. **Saya selesaikan tugasan dalam keadaan tergesa-gesa.**					
4.	There isn't enough time during my regular workday to do everything that expected of me. **Waktu bekerja yang diperuntukkan tidak mencukupi untuk saya selesaikan tugasan seperti dalam jangkaan saya.**					
5.	There is less time for rest breaks at work. **Masa yang diperuntukkan untuk rehat semasa di tempat kerja adalah tidak mencukupi.**					
6.	Job demand interfere with personal time. **Tanggungan tugas telah menganggu waktu peribadi.**					
ROLE CONFLICT/ KONFLIK PERANAN						
1.	I have to do things that should be done differently. **Saya perlu lakukan kerja yang sepatutnya diselesaikan berasingan.**					
2.	I receive an assignment without the manpower to complete it. **Saya selalu menerima tugasan tanpa tenaga kerja yang mencukupi untuk menyelesaikannya.**					
3.	I have to buck a rule or policy in order to carry out an assignment. **Saya terpaksa membelakangkan peraturan atau polisi untuk menyelesaikan tugasan.**					
4.	I receive incompatible requests from two or more people. **Saya menerima permintaan yang berlainan daripada dua atau lebih orang yang berlainan.**					
5.	I do things that are likely to be accepted by one person and not accepted by others. **Saya lakukan kerja yang mana hanya diterima oleh satu orang tetapi tidak orang lain.**					
6.	I receive an assignment without adequate resources and materials to execute it. **Saya menerima tugasan tanpa sumber dan bahan yang mencukupi untuk melaksanakannya.**					
7.	I work on unnecessary things. **Saya melakukan kerja yang tidak sepatutnya.**					

PART D: JOB RESOURCES
BAHAGIAN D: SUMBER PEKERJAAN

NO	QUESTIONS/ SOALAN	1	2	3	4	5
SUPERVISOR SUPPORT/SOKONGAN PENYELIA						
1.	My supervisor is concerned about the welfare of those under him. **Penyelia saya sangat mengambil berat tentang kebajikan orang dibawahnya.**					
2.	My supervisor pay attention to what I am saying. **Penyelia saya mengambil perhatian kepada apa yang saya katakan.**					
3.	My supervisor is helpful in getting the job done. **Penyelia saya sangat membantu dalam menyelesaikan tugasan.**					
4.	My supervisor is successful in getting people to work together. **Penyelia saya berjaya untuk membuatkan orang untuk bekerja bersama.**					
5.	My supervisor treats people fairly. **Penyelia saya melayan semua orang dengan adil.**					
6.	My supervisor recognizes employees' contribution. **Penyelia saya menghargai sumbangan pekerja.**					
CO-WORKER SUPPORT/SOKONGAN RAKAN SEKERJA						
1.	I generally receive help from my co-workers when I ask for it. **Saya akan mendapat pertolongan dari rakan sekerja apabila saya memerlukannya.**					
2.	People I work with are friendly. **Orang yang bekerja bersama saya peramah.**					
3.	My co-workers volunteer to help handle problems when they come up. **Rakan sekerja saya dengan sukarelanya akan membantu menyelesaikan masalah yang timbul.**					
4.	Most of my co-workers do their fair share of the work. **Kebanyakkan rakan sekerja saya akan membahagikan kerja dengan adil.**					

THANK YOU FOR TAKING TIME TO COMPLETE THIS SURVEY

TERIMA KASIH UNUTK MENGAMBIL MASA MENJAWAB KAJI SELIDIK INI