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



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Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirement for the  
Master of Human Resource Management (MHRM)

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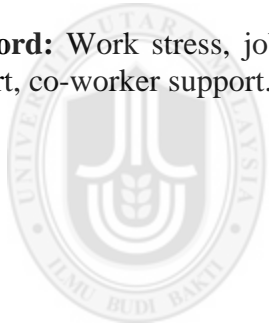
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## ABSTRACT

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.

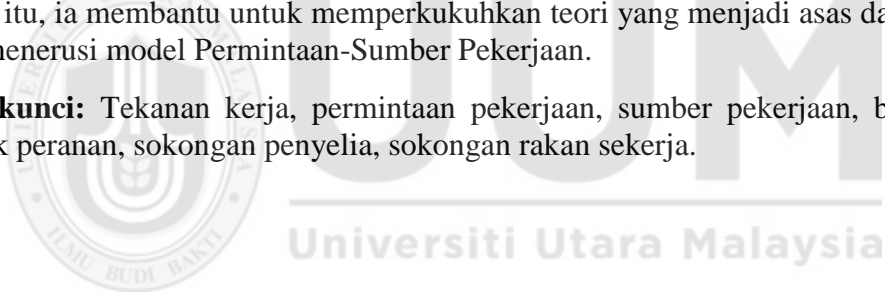


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## ABSTRAK

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	<i>Pegawai Tadbir Diplomatik</i>
SPSS	Statistical Package for Social Science
UUM	Universiti Utara Malaysia
WHO	World Health Organization
MEF	Malaysian Employers' Federation





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## 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,

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