JOB STRESS AMONG ROYAL MALAYSIAN POLICE (RMP) PERSONNEL

MOHD HAFIZ BIN MOHD NOOR

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

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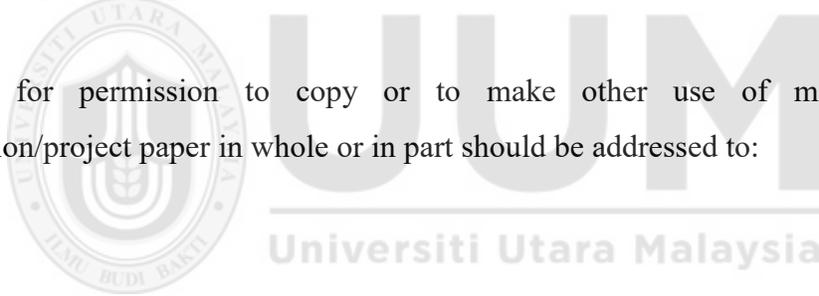
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ABSTRACT

Stress has been regarded as a major issue in relations to law enforcement officers including police officers. This research aim's to explore the relationships between various factors and potential sources referred to as "Job Stressor" with job stress among Royal Malaysian Police (RMP) personnel. In this regard, this research attempts to investigate the contribution of workloads, working conditions, role conflict, role ambiguity and workplace relationships factor which is known as primary work-related job stressors towards the relationships with job stress among Royal Malaysian Police (RMP) personnel. This quantitative study was conducted at Royal Malaysian Police and the populations were the police officers stationed at Shah Alam District Police Headquarters (IPD Shah Alam). Data were collected and gathered using survey method and questionnaires are used as the survey instruments. A total of 223 questionnaires were distributed whereby only 181 questionnaires were successfully retrieved. The findings of this study resulted in acceptance on some of the hypotheses formulated for this study. The research findings indicated that workloads and poor supervisory support have positive and significant relationships with the police officers job stress whereas working conditions, role conflict, role expectation, role clarity and interpersonal relationships was found to have no significant relationships with job stress. Hence, the findings of this study contributes to the limited existing literature on policing occupational work stress and also had to some degree, added to the comprehension of understandings and enrich the knowledge regarding policing job stress and job stressor within the landscape of Malaysian policing.

Keyword: Stress, Job Stress, Workloads, Working Conditions, Role Conflict, Role Ambiguity, Workplace Relationships.

ABSTRAK

Tekanan sering dianggap sebagai isu utama yang menghantui pegawai penguatkuasa undang-undang dan pegawai polis adalah tidak terkecuali. Matlamat kajian ini adalah untuk meneroka pelbagai faktor dan sumber berpotensi yang mempunyai hubungkait dengan tekanan kerja di kalangan kakitangan Polis Diraja Malaysia (PDRM). Dalam hal ini, kajian ini mencuba untuk menyiasat sumbangan faktor bebanan kerja, keadaan kerja, konflik peranan, kekaburan peranan dan hubungan tempat kerja yang dikenali sebagai kaitan kerja utama serta hubungkaitnya dengan tekanan kerja di kalangan Pegawai Polis Diraja Malaysia. Kajian kuantitatif ini dijalankan di Polis Diraja Malaysia (PDRM) dan populasi yang dipilih merupakan pegawai polis yang bertugas di Ibu Pejabat Polis Daerah Shah Alam (IPD Shah Alam). Pengumpulan data dilakukan menggunakan kaedah kajian dan kaji selidik dipilih sebagai alat kajian. Secara keseluruhannya, sejumlah 223 set kaji selidik diedarkan dan sejumlah 181 set kaji selidik berjaya dikumpulkan. Penemuan kajian ini menyatakan bebanan kerja, dan bantuan penyeliaan yang lemah mempunyai hubungan yang positif dan signifikan terhadap tekanan kerja manakala keadaan kerja, konflik peranan, peranan jangkaan, kejelasan peranan dan hubungan interpersonal tidak mempunyai hubungkait signifikan terhadap tekanan kerja di kalangan pegawai polis. Oleh itu, penemuan kajian ini menyumbang kepada kesusasteraan terhad berkaitan tekanan kerja bidang kepolisan serta menambah pengetahuan dan pemahaman berkenaan hubungkait tekanan kerja di kalangan pegawai polis dan faktor penyumbangnya di dalam landskap kepolisan di Malaysia.

Kata Kunci: Tekanan, Tekanan Kerja, Bebanan Kerja, Keadaan Kerja, Konflik Peranan, Kekaburan Peranan, Hubungan Tempat Kerja.

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"In the name of Allah SWT, the Most Gracious and Most Merciful"

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RMP	Royal Malaysian Police
IPD SHAH ALAM	Shah Alam District Police Headquarters
GAS	General Adaptation Syndrome
KPI	Key Performance Indicator
SPSS	Statistical Package for Social Sciences
MBSA	Majlis Bandaraya Shah Alam

CHAPTER ONE

INTRODUCTION

1.1   Background of the study

Since mid-20 century, stress problem has become a focal point of research in western management science, psychology and other disciplines. Various stress definition, along with its assumption and concept have been documented and discussed over the years. Every individual may experience stress and stress is inseparable in every individual life aspects. Stress has negative implication if accumulated in individual life if without effective solution and interventions. This stress accumulation happened because a person lacks of ability to handle and manage stress (Sulksky, 2005). Stress is common and it is believed to be positively or negatively incorporated in one life's that can cause detrimental and significant changes in an individual's lives. Negative stress occurs when individuals cannot cope with the pressure mounting upon them and it led to physical and mental change as a result of stress effect. On the contrary, positive stress may increase the motivation level and help individuals to achieve enhanced performance (Robbins, 2007).

Stress in the workplace has developed into a popular subject matter and also received a significant amount of interest due to the growing concern in various occupational sectors. Workplace stress has been shown to have a detrimental effect on the health and wellbeing of employees, and also reflected negative impact on individual and organizational productivity and profits. In the organizational context, the term job stress is used

interchangeably with work stress and occupational stress (Sulksky, 2005). Job stress is dissimilar compared to general stress. Job stress is associated with individual reactions towards the organization and job related instrument. Most researchers' refers to job stress as an individual or person reactions to the threat of their working conditions and that these reactions may cause and resulted to physiological and psychological break (Jamal, 1990). There are various study conducted in relations to job stress and most of the scholars acknowledge that job stress occurs in almost all occupation and is described as unavoidable (Anderson et al., 1995; Jaramillo et al., 2005).

Policing occupations has caught the attention of most scholars and policing occupations is broadly acknowledged as a demanding and challenging occupation that pose negative and damaging affects to the individual itself and the policing organizations in general. Policing occupations are regarded as the most stressful professions in the modern civilization mainly due to the nature of police work itself which oriented on crime preventions act along with maintaining law and order which exposed police officers to stressful and traumatic event that require different physical and mental capability to deal with firmly and effectively (Alkus & Padesky, 1983; Violanti & Aron, 1994; Anshel, 2000; Rollinson, 2005; Morash et al., 2006).

Hunnur and Sudarshan, (2014) in their study, mentioned that police force is the most important and toughest department for social wellbeing due to the fact that the core duties of police work which is associated with protecting life and property required police officers of working continuously to ensure that its main objectives and goals are

achieved, thus resulted in police officers workplace stress. Taken as a whole, research on policing and stress identified policing occupation as being the most stressful profession along with other profession including ambulance workers, teachers, prison officers, and call center customers service employees whereas most of the stress study conducted in regard to this occupations resulted in depleting physical and psychological welfare and also associated with job dissatisfaction (Johnson et al., 2005, Borritz et al., 2006). Based on the previous research relating to job stress in various occupational contexts, most of the researchers agree that police occupation are seen as more stressful compared to other existing vast majority of occupations.

Police occupational work stress in particular comes with a cause. Various factors and sources along with stress symptoms associated with police job stress have been identified and documented by researchers throughout the years. As per the understanding of past studies, potential sources of stress referred to as job stressors, was found to play a significant role in determining and influencing police job stress. Stressor is defined as the circumstances that tend to cause stress. Over the years, many stressors have been proven to inflict stress and the most notable stressor are in the form of work overloads, role conflict, ineffective interpersonal relationships among employee, co-worker, line leaders, supervisors and managers, lack of personal fit with a job, lacking in recognition, unclear job description, prejudice among on age, gender, ethnicity, religion and career development uncertainty, organizational policy and culture, increasingly diverse workforce, downsizing, employee empowerment and teamwork, work and home conflict, and violence in the workplace (Ivancevich & DeFrank, 1998).

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Policing occupational work stress when become chronic, can result to host of physiological, psychological and behavioral problems for the individual and posit a negative impact on policing organization without a proper coping strategy. The prevalent and existing literature on stress among police officer shows and indicates that job stress can pose a host of consequences and threat in the sense of absenteeism, burnout, job dissatisfaction, early retirement, a weakened immune system with increased short- and long-term illness, long-term disability, poor work performance, and potentially, premature death (Anshel, 2000; Kirkcaldy et al., 1995; Burke, 1994; Brown & Campbell, 1990; Vena et al.,1986; Violanti et al.,1986; Alkus & Padesky, 1983; Nordlicht, 1979; Modlin, 1978).

A study conducted among police officers in South Korea found that South Korean Police officers experience a high amount of work stress and unfavorable health outcomes. Based on the study, it was found out that 121 officers died in the line of duty from 2003 until 2008. From that figure, the result surprisingly shows that 71 (58%) of the officers died due to overwork and stress-related illnesses (Shin & Lee, 2008). Deaths caused by overwork occur in other occupations as well, however based on the existing statistical data available, the figure shows that the number of police officers in South Korea who died in the line of duty from stress related illness and overwork is typically twice as high compared to the figure for other sector in South Korea (Kim et al., 1997).

Studies conducted in Taiwan regarding the topic of policing occupational stress in the last decade shows that more than 80% of the police personnel feel their job has a higher stress level compared to other occupations and professions (Yao Wu, 2010). Based on the study, it was found out that police officers have the highest rate of committing suicide among the public sector professions. Chen (1999) in his study stated that 73 police officers reported to have committed suicide between June 1991 and June 1999 and this figure is the highest compared to other public sector employee.

The study also found that excessive work demand is the obvious main contributor to the work related stress. Research on policing work stress found that police job stress not only occurs in the Asian context, however work-related stressors also identified as the cause of death among western countries police officers. According to National Police Suicide Foundation, based on a study conducted in American police context, one police officer in America commits suicide in every 22 hours due to excessive stress (Hunnur et al., 2014). The multiple finding in different research regarding police work stress has identified that policing occupational work stress may cause severe and extreme circumstances on the officers and to the extent of committing suicide. This shows that stress is very damaging if taken lightly.

Numerous studies on work stress in relations to policing occupations context has been conducted in many countries for instance Taiwan, China, South Korea, Japan, South Africa, Nigeria, European countries and United States of America. However, there is a limited study and empirical evidence found in regard to policing occupational work stress

that has been conducted in Malaysian context. For that reason, this study is conducted to identify and examine the relationships between job stress factor and job stress among Shah Alam District Police Headquarters Police (IPD Shah Alam) personnel considering workloads, working conditions, role conflict, role ambiguity, workplace relationship factor known as contributing factor as the fraction of independent variable.

1.2   Problem Statement

The occupation of policing is broadly considered to be one of the most stressful professions in modern society and the consequences are hazardous. Research on policing and stress has identified various factors that led to job stress. As per the understanding of past studies, job related, individual, organizational and environmental factors are identified as a predominant job stress factor refers to as job stressor that resulted in job stress among IPD Shah Alam Police Officer. Cooper and Marshall's (1976), five sources of stress model provide the job stressor in the form of workloads, working conditions, role conflict, role ambiguity and workplace relationships which may influence and effect individual job stress among IPD Shah Alam police personnel. This study intends to explore the problem in a theoretical and practical approach based on Cooper and Marshall's (1976) five sources of stress model.

Workloads or work overloads are always seen as a major contributor of employee job stress. Past studies on stress and policing found that workloads act as potential sources of stress and play a vital role in contributing to the stressful conditions for police officers.

Work overload are defined as the employee self-perception regarding the extra amount of work that need to be done versus the amount of job they need to complete in a specific time period (Jex, 1998). In the context of this study, workloads are associated with the growing or increasing number of populations. Increasing number of populations may prompted increment in workloads thus becoming a job stressor precursor. Based on a report from Jabatan Perangkaan Malaysia, the total population in Selangor has reached 5,874.100 in the year 2014 (Source: Jabatan Perangkaan Malaysia, 2014) and the figure will keep on increasing. Shah Alam Municipal Council (MBSA) also produced a report which stated that the total population in Shah Alam has reached the figure of 700,000 in 2014 and the figure will keep on rising and may reached a million by the year 2017 (Source: Shah Alam Municipal Council). This statistic alone may suggest that Shah Alam is a high density area. With the total population of 1,230 personnel, the ratio for 1 police officer is equivalent to 569 inhabitants (1:569). This is a tough ask for any police officers especially in an urban and populated area like Shah Alam compared to the sub-urban and less populated area.

Based on these fact and figures, the growing number of population definitely burdens and pressurize for police officers due to the inadequacy or shortages of strength to perform the job. This population's factor definitely increase the ever presence workloads issues and these excessive workloads issue is currently faced by police officers at IPD Shah Alam which can be considered as irresistible. The increasing in total population will resulted in increment in public asking for maintaining safety and peace those demands forces IPD Shah Alam police officers to double their effort which represent in the

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increasing of workloads. The increasing number of population coupled with increasing workloads is seen as the problem that may generate police officers job stress which can pose a real threat toward the physical and mental well-being of police officers.

Increment in crime rate index is also viewed as another predominant factor that relates to increment in police officers workloads. In accordance with the rise of crime rate index, a lot of strategies need to be undertaken by RMP and IPD Shah Alam in order to lower down this index. Although the overall crime rate index in Malaysia is decreasing marginally in the previous years, but the differences are not that significant. Based on the statistic gathered, The Malaysian crime rate index for 2016 is decreasing at 3,191 cases (2.8%) from the total of 112,354 which have been reported in that same year compared to 115,545 cases in 2015. For the purpose of categorized crime index comparison, Violence Crime Index shows that 22,326 cases were reported for 2016 compared to 21,810 cases in 2015. This figure reflects the total increment of 516 cases (2.4%). Property Crime Index on the other hand, shows slight of decrement of 3,707 cases (4.0%), where 90,028 cases were recorded for the year of 2016 compared to 93,735 cases in 2015. The comparisons of crime index according to categories and type of crime are illustrated in Figure 1.1 and 1.2 respectively. Figure 1.1 represents violence crime index whereas figure 1.2 represents the property crime index.
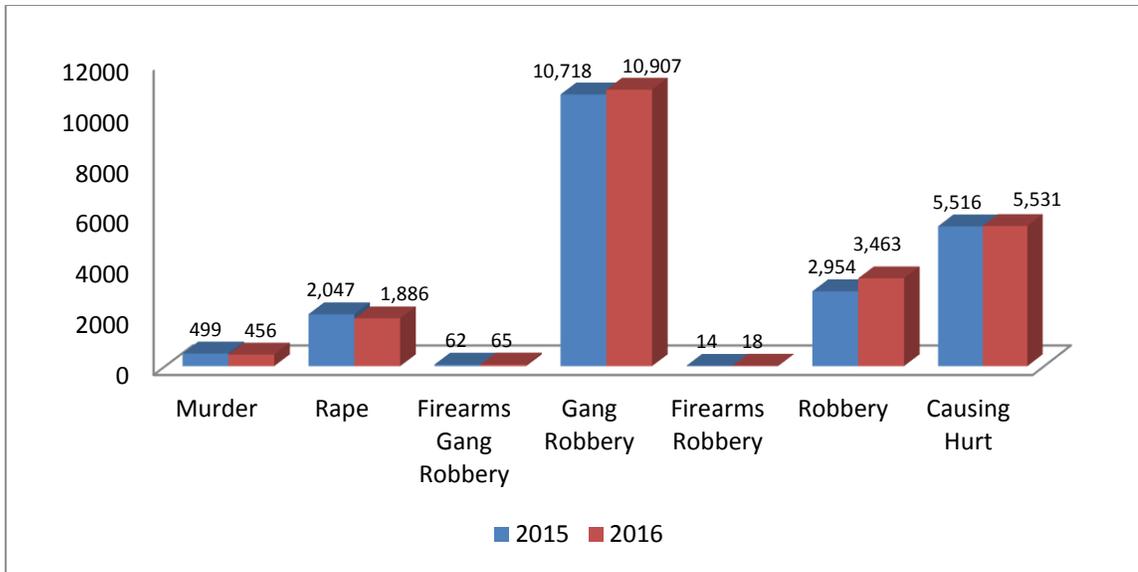
Figure 1.1:

Violence Crime Index Comparison for 2015 and 2016

Source: Royal Malaysian Police Annual Report, (2016)

	Theft	Car Theft	M/cycle Theft	Van/Lorry /Heavy Machinery	Snatch Theft	House Breaking and Theft
2015	18,078	12,049	38,565	3,395	2,362	19,286
2016	19,894	10,607	34,754	3,050	2,963	18,760
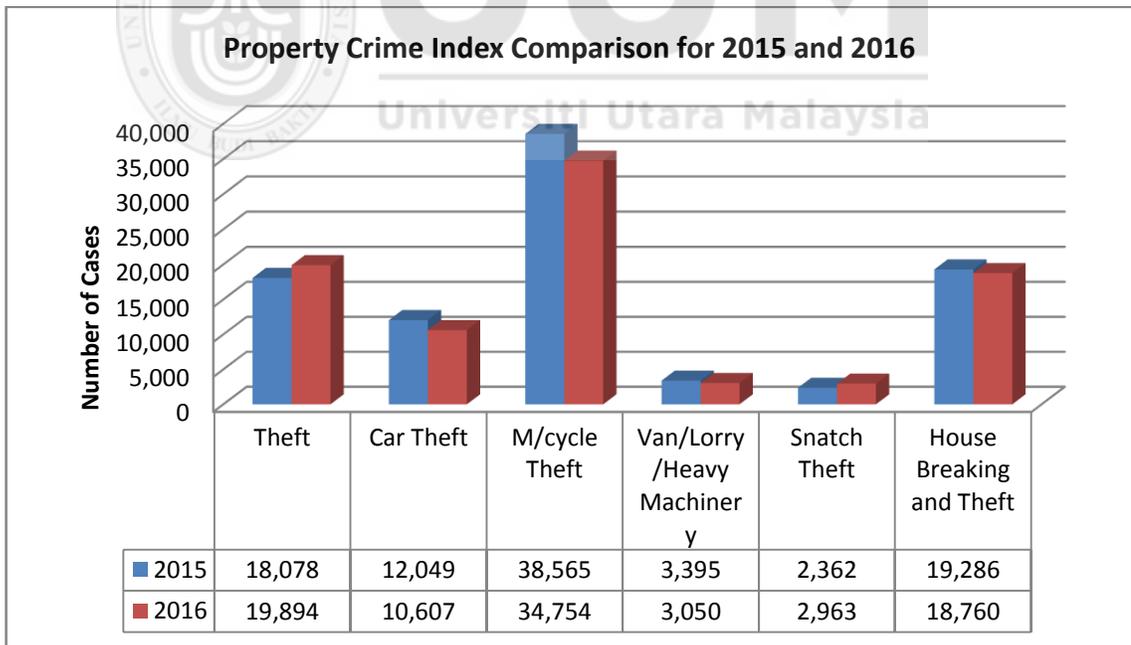
Figure 1.2:

Property Crime Index Comparison for 2015 and 2016

Source: Royal Malaysian Police Annual Report, (2016)

As for the crime rate index in IPD Shah Alam however, the total index of crimes for 2013, 2014, 2015 & 2016 were 11,780 cases, 11,455 cases, 11,313 cases and 11,232 respectively. This statistics comparisons shows that the crime rate index keep on decreasing every year but on a very minimal scale in the region of 1.38% or 325 cases from 2013 to 2014 while the increment of crime index for the years 2015 to 2016 was 81 cases, or 0.7%. The overall crime rate index decreased from 158 reported crimes per 100,000 populations in 2015 to 149 in 2016 shows the 6% of decrement. These 6% decrement act as an "Indicator" that represent the capability of IPD Shah Alam in ensuring the safety and peace in Malaysia. The total of crime rate index comparisons from 2013 until 2016 is illustrated in Figure 1.3.

Total of Crime Rate Index

	2013	2014	2015	2016
■	11,780	11,455	11,313	11,232
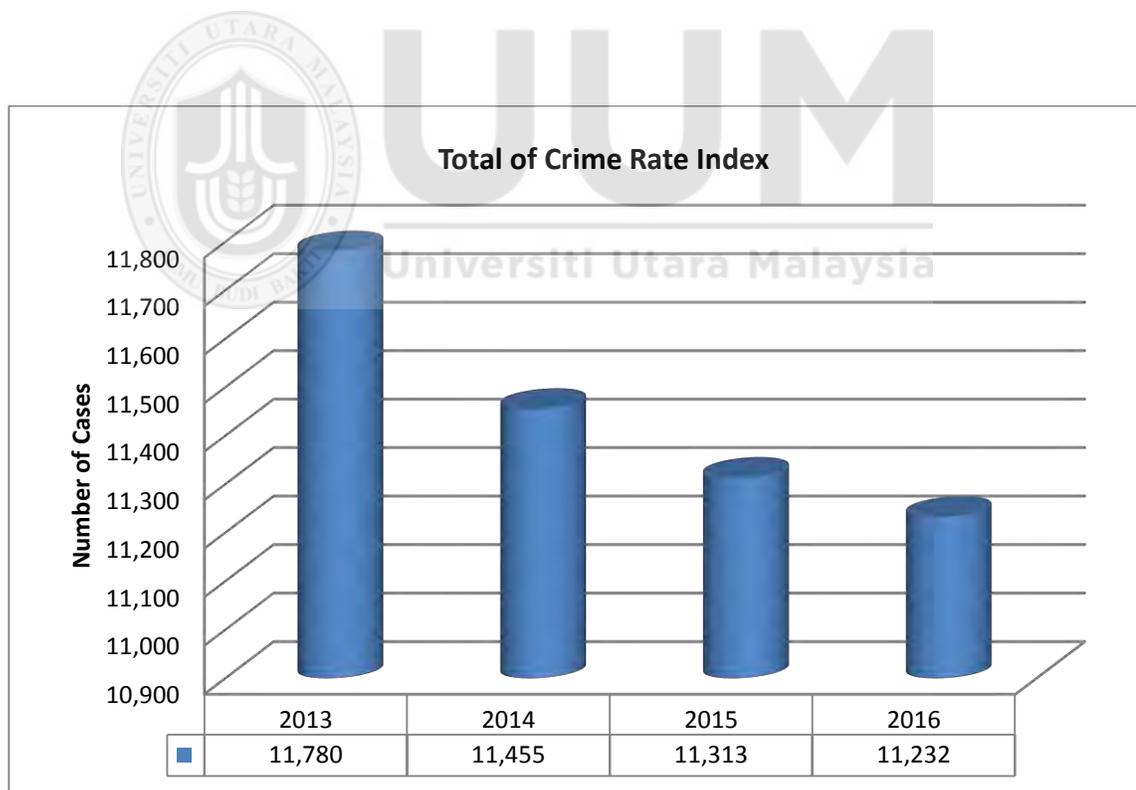
Figure 1.3:

Total of Crime Rate Index from 2014 – 2016

Source: IPD Shah Alam Criminal Investigation Department Report, (2016)

Based on these fact and figure mentioned above, the decrement in crime rate index shows that IPD Shah Alam police officer has pull the string out of all the available resources and strength in ensuring that crime index are reduced by doubling their work that resulting in increasing workloads which requires police officers performing night shift, rotation, perform multiple roles and even to the extent limiting leaves. For the record, at the moment the numbers of police officers who opted for early retirement has grown from time to time although it is not significant but the increasing number may somehow raise concern over the long term period. Based on the statistic from IPD Shah Alam Management Department, 15 police officers opted for early retirement in 2016 compared to just 8 officers in 2015. This shows the increment of 47% compared to the year of 2015 (Source: Perangkaan Perjawatan IPD Shah Alam, 2016). Excessive workloads or job demands plus with the public demands are documented as the main factor that contributed to the arising number of the officers who opted for early retirement.

Malaysian police is not an exception in terms of poor or unpleasant working conditions. Working conditions are associated with employee workplace that include facilities, physical environment, stress and noise level, safety, office politics and others. Unpleasant or dangerous physical working conditions in a workplace include this entire associated factor such as crowding, noise, air pollution, and safety, inadequacy of staff and resources or ergonomic problem (Manshor et al, 2003). Although much focus and attention are given towards the issue regarding demanding nature of police work itself which include dealing with victims, exposure to violence; threats, uncertain shift timings, patrols, investigations, traffic, accidents attendance, making violent arrest, dealing with

suicide, fatal accidents, dealing with drug addicts, however the poor working conditions issues are often overlooked. This issue is known to be a potential job stressor that may cause job stress among police officers at Shah Alam District Police Headquarters and Royal Malaysian Police as a whole.

Working conditions are always viewed as a subject of an organizational policy. The working conditions such as resources deficiency, noise, overcrowded space, small offices, and inadequacy of staff are in fact stressful (Flanagan, 2006; Isikhan et al., 2004; & Steinhardt et al., 2003). Improvements in working conditions are always associated with cost and budget. Due to financial limitation and budget constraint, working conditions issue rarely comes as a priority. In the context of IPD Shah Alam, lacking of resources, including inadequate staff, equipment shortages, and outdated facilities is identified as a major concern or issues. In return, the outstanding issues mentioned above make it hard for IPD Shah Alam police officers to perform their work effectively. This statement are supported by Brown and Campbell, (1994); Violanti et. al., (1994), which mentioned that the police organizations these days are saddled with inadequate resources which comes in the form of insufficient staff, overcrowded office, not enough space in the office plus with equipment shortages influenced and affected police working which can led to job stress.

Lacking of resources for example limited budget play a decisive role in administrative decision. For example, not enough space in police stations where police officers need to perform their duties in a small and crowded spaces, sharing office, old police stations are

not being upgraded, police vehicles are not upgraded, and not up to date Information and Communication Technology (ICT) facilities. In the context of IPD Shah Alam, there are few Departments, for example Commercial Crime Investigation Department (JSJK) and Traffic Enforcement and Investigation Department (JSPT) which do not have their own office building and in this case, they have to share office building with other department and to the extent need to share office building with the existing police stations. In this situations, the police officer from the mentioned department need to share office and have to perform their duties in a smaller and crowded space and not to mention the air and lighting quality in the office also comes into contention. These conditions affected their physical and mental state which may eventually increase stress level among these police officers. Inadequate manpower is also a major headache for every organization including RMP. For example, police officers may require to double their work in order to cater the shortages of manpower by performing night shift and to the extent working on public holidays or even worse denied holidays. This situation is at real and stressful for every police officer.

Employee role in the organization also identified as a job stressor and these roles stressors may come in the form of role ambiguity and role conflict. Role conflict is defined as an incongruent or incompatible between jobs demands and expectations in the employee's role that includes demands and expectations from supervisors, colleagues, and organizations which are incompatible and incongruent with employee role (Cooper et al., 2013). Role conflict is same old scenario faced by police officers where they are required to perform more than one role at a time with differences in job demands. These

issues are common in IPD Shah Alam where police officers perform multiple roles in the organization. Sometimes in most instances the role that they take on is not even close to their real job but they still have to perform due to staff inadequacy factors. For example, the investigations officers core duties is focus on investigation but due to the demand of reducing crime rate index, they are required to perform operational duties and at the same time performs their investigations duties as well. In this scenario, most of them are required to perform and concentrate on the operational duties as it is their core job duties. However, most of them are sometimes evaluated based the job duties that is not their own at the first place and this is considered as conflicting roles.

Role ambiguity is another job stressor that is commonly related with police officers. Role ambiguity happens when an individual do not have a clear information regarding the necessary behavior that needs to be conducted during the performance of a job or task, or do not have a clear information's in relations individuals position within the organization (Wilkinson, 2006). These problems arise when roles for a particular position of police officers are unclear, uncertain and poorly-defined. This is also a common problem issue faced by IPD Shah Alam officers and this problem caused by the lack of information about job description and job expectation from the job itself. A major concern identified is that most of the police officers do not have a clear picture regarding their task that includes ambiguous job description. Based on the survey perform one month prior to this research, it was found that most of the IPD Shah Alam police officers failed to explain the expected "Key Performance Indicator" (KPI) of their task when asked and most of

them do not know how to plan their job which resulted and affected their performance management may yet affected their career development process..

Another issue found from the survey is that, lack of understanding regarding the job description of a job. Most of the officer questioned, assumes that they know their job description but in fact they do not know the true interpretation of the job description itself which resulting in lack of knowledge in term of the purpose, or functions, and responsibilities of a position, reporting relationships, specifications such as the qualifications or skills needed by the person in the job. The communication factor between supervisor and subordinates are also seen a barrier that led to role ambiguity. Poorly communicate job description between supervisors and subordinates play a significant role in contributing to job stress, affecting police officers routine work and at the end affecting their overall performance. Conley and Woosely (2000), states that role ambiguity are associated with low satisfaction, absenteeism, low involvement, low expectancies, and task characteristic with a low motivating potential and tension, which all are part psychological symptoms related to stress.

Police job is more incline towards working in the group setting. In order to ensure the success of the group, the workplace relationships need to be established in a positive and in a good manner. If a group does not work or properly functioning, it will not only affected the group but the organizations as a whole. While many people for example the society may regard dangerous encounters with violent criminals as most stressful to police officers, research reveals that officers perceive stressors intrinsic to the police

organization are more stressful such as interpersonal relationships (Brown & Campbell, 1994; Gershon et al., 2008). RMP which includes IPD Shah Alam is a law enforcement agency which adopted the concept of semi-military or regimented structure. In this case, the bureaucratic nature of police organizations which is characterized by impersonal rules and strict chain of command make it difficult in communication engagement. Failure of communication between superior and officers, unfair practices of supervision and controversial performance rating, poor relationships and lack of support from supervisors are also identified as organizational police stressors in IPD Shah Alam that led to ineffective relationships which can wear down and erode communication, relationships and cooperation between colleagues. These situations may be defined as a standing block or a problem faced by IPD Shah Alam and the workplace relationships issue definitely occur among police officers and the situation which is mentioned may lead to job stress. Research into work relationships has concluded that many stress-related symptoms and illnesses derive particularly when the relationship between a subordinate and a superior is psychologically unhealthy for one reason or another (Cooper & Payne, 1991).

Drawing on all evidence, there is a lack of empirical research to explain how the organizational and personal factors as a job stressor will affect police officers job stress inside RMP in particular IPD Shah Alam. While different and various factors have been investigated in connection with the outcomes of job stress, there is still limited empirical research that was conducted to explain the relationship between workloads, working conditions, role conflict, role ambiguity and workplace relationships factors and job stress involving policing occupation in Malaysian context within a single framework.

In the theoretical perspective, the research is developed based on the Cooper and Marshall's (1976), five sources of stress model. This model has been largely used and dominant in the nursing, educational and banking occupational sectors which show the significant results as predicted by the model. This model however is yet to be test tested in the context of Malaysian policing. Based on the results from the previous findings, it has been suggested that there is lack of empirical research that were conducted to examine the relationship between workloads, working conditions, role conflict, role ambiguity and workplace relationships and job stress involving policing personnel. This study attempts to adapt this model into a new setting by testing it in the policing occupational context because there is lack of empirical evidence to support its influence in the context of policing occupational work stress especially in Malaysia. Hence, from the information gathered, it can be concluded that the theoretical job stressor are concurrent with the practical factor of job stress.
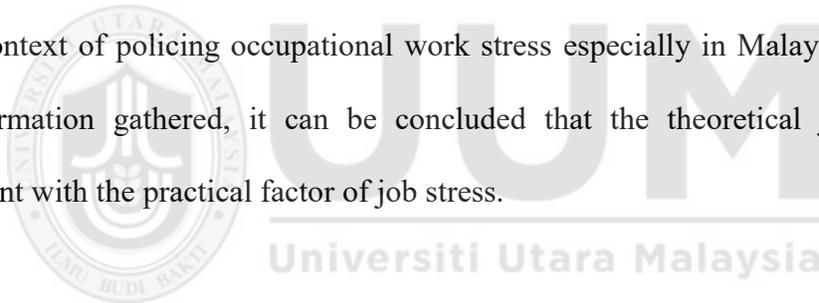
1.3   Research Questions

Based on the problem statements that have been discussed above, this study intend to discover the relationships between job stressor with job stress and its outcome. For that reason, this study is attempting to answer these following questions as follow:-

  i.   Is there a significant relationship between workloads and job stress among police officers?

  ii.   Is there a significant relationship between working conditions and job stress among police officers?

  iii. Is there a significant relationship between role conflict and job stress among police officers?

  iv.   Is there a significant relationship between role ambiguity and job stress among police officers?

  v.   Is there a significant relationship between workplace relationships and job stress among police officers?

1.4   Research Objectives

The main objective of this research is basically to determine the relationships between job stressor with job stress among police officers within IPD Shah Alam. This study sought to after these following results:-

  i.   To determine the relationship between workloads and job stress among police officers.

  ii.   To determine the relationship between working conditions and job stress among police officers.

  iii. To determine the relationship between role conflict and job stress among police officers.

  iv.   To determine the relationship between role ambiguity and job stress among police officers.

  v.   To determine the relationship between workplace relationships and job stress among police officers.

1.5 Scope of the Study

In this study, the researcher aims to examine and identify the dominant factor that influences the employees' job stress of police officers based on Cooper and Marshall's, (1976), five sources of stress model. The scope of this study will encompasses around RMP in particular IPD Shah Alam. The targeted respondents are police officers working in IPD Shah Alam. The justification for why this study area is being chosen in particular is due to nature of the police work itself that is associated with the high crime rate index and the high population density. Due to this justification, IPD Shah Alam (District level), and 6 Department inside IPD Shah Alam namely, (1) Criminal Investigation Department (JSJ), (2) Narcotics Criminal Investigation Department (JSJN), (3) Traffic Enforcement and Investigation Department (JSPT), (4) Commercial Crime Investigation Department (JSJK), (5) Crime Prevention and Community Security Department (JPJKK) and (6) Taman Sri Muda Police Station (Balai Polis Taman Sri Muda) were chosen for the purpose of this study. The focus of this study to investigate and determine the relationship between workloads, working conditions, role conflict, role ambiguity and workplace relationships factors and job stress among police officers in IPD Shah Alam.

1.6   Significance of the Study

First, based on the literature review, it has suggested that there is a limited empirical research that were conducted to examine the relationship between workloads, working conditions, role conflict, role ambiguity and workplace relationships factors and job stress involving policing occupation in the Malaysian context. However, this subject has gained a lot of interest and attention from researchers in the United States of America, Europe, Korea, Taiwan, India, South Africa, Nigeria and etc. thus becoming topic of interest to be investigated. In Malaysian context however, most of the research regarding this subject are conducted and focusing on nursing, educational and banking sectors. From this perspectives, most of the work related stress in relations to police occupations is regarded as far from empirical-based research work. Therefore, this study will provide an additional input to the existing limited empirical research stream by studying the job stressor and its relationships with job stress among police officers in Malaysia.

Thus, this study contributes to the very limited existing literature by testing the relationship between workloads, working conditions, role conflict, role ambiguity and workplace relationships and job stress in regard to policing in Malaysian context within a single framework that was adapted from Cooper and Marshall (1976), five sources of stress model which may be valuable in determining the contributing factors towards police personnel job stress inside IPD Shah Alam. The findings of this research may provide invaluable inside information for Royal Malaysian Police top level management

in formulating policies and coping strategies that would help to minimize and lessen this stress related issue.

In addition, this study will add to the extant literature relating to stress management in policing for future researchers who wish to conduct further research related to this topic. Other researchers will be able to use this study as an additional source of references to enable better understanding on the notable job stressor that influence job stress. These study findings which examine the relationships between workloads, working conditions, role conflict, role ambiguity and workplace relationships factors and job stress are also expected to add additional source of knowledge in regard to job stress study.

1.7   Definition of Key Terms

1.7.1   Stress

Stress is commonly defined as particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well – being (Lazarus & Folkman, 1984).

1.7.2   Job Stress

Job stress was defined and interpreted as the work situations outcome caused by the feeling of inconvenience that an employee experienced which resulted from the differences between available resources and job demands (Beehr, 1991; Lazarus et al., 1984).

1.7.3 Workloads

Workloads are defined as the employee self-perception regarding the extra amount of work that need to be done versus the amount of job they need to complete in a specific time period (Jex, 1998).

1.7.4 Working conditions

Working conditions is defined as a workplace condition in which the employee or individual work, including such as amenities, physical environment, stress and noise level, safety, office politics and others (Manshor et al, 2003).

1.7.5 Role Conflict

Role conflict is defined as an incongruent or incompatible between jobs demands and expectations in the employee's role that includes demands and expectations from supervisors, colleagues, and organizations which are incompatible and incongruent with employee role (Cooper et al., 2013).

1.7.6   Role Ambiguity

Role ambiguity happens when an individual do not have a clear information regarding the necessary behavior that needs to be conducted during the performance of a job or task, or do not have a clear information's in relations individuals position within the organization (Wilkinson, 2006).

1.7.7   Workplace Relationships

Workplace relationships are defined as the relationships between the member of the organizations in term of learning to live with other people and also maintaining good relationships between members of a group (Selye, 1974).
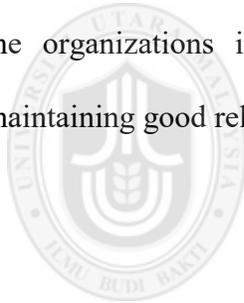
1.8 Organization of the Thesis

This research consists of five chapters. The first chapter provides the explanation to simplify the basic view of research. This chapter provides explanation and elaboration on research overview, problem statement, research objective, research question and the significance of the study in order to simplify the basic view of the research. The literature reviews, definitions, theories and concepts of the independent and dependent variable will be examined intensely in Chapter 2 to provide better comprehension of the crucial point in the research. Chapter 3 will provide explanation regarding the theoretical framework; hypothesis, research sampling design, data collection, data analysis and the variables measurement. The results and findings of the research are generalized in the Chapter 4. Finally, the conclusion of the overall research will be elaborated in Chapter 5 and in this chapter research implication, limitation and suggestion will be explained.
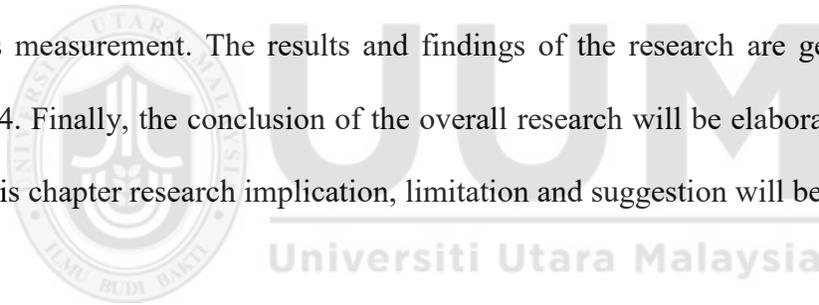
CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

The job stress overview has been previously generally explained in the first chapter. The literatures review of the independent and dependent variables will be intensely discussed in this chapter. The definition, past studies, concepts and theories will also be explained and elaborated to provide the comprehension of the research.

2.2   Stress

The stress perspectives interpretation may differ upon individual. However, there are various definitions of stress plus with stress concept that have been develop, documented and discussed in the past decades. Many stress definitions has emerged throughout the years. Hans Selye is the first to explain that stress is an adaptation of individual bodies to a change and new circumstances (Treven & Potocan, 2005). Selye (1974) defined stress as the "nonspecific response of the body to any demand made upon it to adapt whether that demand produces pleasure or pain". Lazarus et al., (1984) defined stress as a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding individual resources and endangering individual wellbeing. There are however, no mutual consent regarding stress definition because most of the researchers has their own interpretation of stress for example some researchers use

external stimuli, like a shocking accident or death, as oppose to other researchers that used internal stimuli like anger, grief, and nervousness to define stress. Generally, stress occurs when individual's bodies and minds are trying in adapting to the constantly changing surroundings (Lazarus et al., 1984).

Cooper et al., (1988) suggested that the experience of stress is the outcome of an interaction between a mixture of sources of strain and the individual. The stress level within individual is different and those differences depend on the individual self-perception and individual reception. Cooper et al., (1988), explained individual's response towards stressful situations is often determined by the subjective individual perceptions and their capabilities in conveying, coping or dealing with a mixture of situations, and it's not exclusively determine by the situation seriousness. Thus, in general it could be understood that "stress" is determined by the individual self-perception and response towards a certain stressful conditions or situation. If an individual have the capabilities in dealing with the stressful event in the work environment by implementing an interventions along with coping strategies then stress can be minimized. It can be said that stress is not determined by the seriousness of the situation instead it is determined by the self-perception and response of an individual in relating to stressful situations.

Stress will positively and negatively affects an individual. Stress can be differentiated and categorized into three types which are physical, emotional and behavioral. Physical stress surface when a person body starts to suffer from stressful conditions. The most common

symptom of physical stress is headache as stress causes people to unconsciously tense their neck, foreheads and shoulder muscles (Forman, 2007). According to Morrow (2011), stress if persists for a long period of time, may lead to many physical symptoms such as digestive problems that includes ulcers, insomnia, fatigue, high blood pressure, nervousness and excessive sweating, heart disease, stroke and even hair loss chronic lower back pain, and migraines (Hart et. al, 1999). Lind (2012) mentioned that emotional stress occurs in the form of anxiety, anger, depression, irritability, frustration, over reaction to everyday problems, memory loss and a lack of concentration for any given task (As cited in Cooper et. al., 2013). Stress may influence behavioral changes in an individual. An individual who are suffering from stress effect may portray behavioral changes that may manifest in lack of job involvement, absenteeism, early retirement, and poor interpersonal and working relationships, reduce job performance, act of deviance behavior and low level of job satisfaction (Roberg et al., 2005).

2.3   Conceptual Background of Job Stress

Job stress was defined as the work situations outcome whereby the employee experienced the feeling of inconvenience and difficulties that arising from the differences between available resources and employee job demands (Beehr, 1991; et al., 1984). Another academic definition in relation to job stress is the damaging physical and emotional responses that happen when the job requirements are not equivalent to the employee capabilities, needs and resources required in a completion of a job (National Institute for Occupational Safety and Health (NIOSH), 2002).

Cooper et al., (2005) highlighted a study conducted in the United Kingdom (UK) which identified and describe six categories of occupations namely ambulance, teachers, social service, customer service, prison officer and police as the most stressful occupational that has the strongest physical and psychological toll on employee. Employees in these categories of occupations who are experiencing the highest stress level also that resulted in low level of job satisfaction and job performance. In this study also, policing occupation are acknowledge as the most stressful occupations compared to other existing occupations which has been mentioned.

Based on multiple research conducted throughout the years, policing occupations has been classified as one of the most stressful occupations in the western society (Cooper et al., 2013). According to Sijaric-Voloder & Capin (2008), policing is regarded as one of the most stressful occupations that may cause serious stress among police officers due to the nature of police work itself which expose police officers to a stressful and traumatic event such as having to use weapon during violence encounter with criminals, extreme workloads and demands, shifts works, and poor work conditions. Although the fatalities rate involving police officers are relatively low compared to some other occupations for example construction workers or fishermen, however the potential danger may still exist for police officer for example violence encounter with criminals that may deliberately inflict serious injuries and may to the extent of causing death (Anderson et al., 1995; Violanti et. al., 1994).

Police work has been associated with variety of stress-related physical and mental ailments, leading to premature death from variety of causes (Quaile Hill & Clawson, 1998).Vena et al., (1986) had discovered that police officers to have higher rates of mortality from suicide, digestive cancer, colon cancer, lymphatic cancer and hematopoietic tissues (bone marrow). Vena *et al.* (1986) also added that the increased risk of heart disease related to years of service and increased all-cause mortality for officers over 40 years of age.

Previous research clearly demonstrates that police officers encounter many sources of physical stress (Anderson et al., 2001; Bonneau & Brown, 1995). Physical stress is encountered during tasks of a physical nature including standing, walking, climbing stairs, manipulating objects, twisting, turning, pushing, pulling, running, bending, squatting, kneeling, lifting and carrying. In a laboratory setting the heart rate will go up in relation to the intensity of physical activity with the relationship between workload and heart rate range from rest to maximal exercise (Anderson, 2002). It has also been reported that police officers experience high level of psycho-social stress (Anshel, 2000; Brown & Grover, 1998; Anshel et al., 1997; Violanti & Aron, 1995; Burke, 1994; Sewell, 1981). Psycho-social stress is the response of an individual to the self-perceived imbalance between the demands of the situation presented and the resources one has at their disposal to respond successfully (Eden, 1990).

2.4   Job stress Sources

Researchers in general classified police job stressor into two main categories (Beehr et al., 1995; Brown & Campbell, 1990; Manzoni & Eisner, 2006). The first category of police work job stressor relatively known as an *"Operational Stressors"*. Operational stressor arises from the inherent aspects of police work. Operational stressors are associated with task related factors that include daily job routine of police officers work. Operational stressors are describe and comes in the form of the nature of police work itself for example threats, violence encounter, and exposure to danger, time pressure, or shifts duties (Beehr et al., 1995; Brown & Campbell, 1990; Manzoni & Eisner, 2006), murder, assaults, shootings (Violanti & Paton, 1999); dealing with crime victims, and also the criminal justice system; are cited as operational stressors in policing occupations (Violanti & Paton, 1999; Ellison, 2004; Burke & Mikkelsen, 2006).

There are researchers that indicate police officers operational stressors also associated with excessive overload, boredom and boring routine, the continual exposure to public complaints, the use of force and violence, dangerous incidents and events, serious injuries and death. All these traumatic and stressful conditions are psychologically and physically harmful to police personnel wellbeing and identified as a notable source of stress in policing working conditions (Violanti et al., 1999). Every law enforcement officers including police officers are facing these operational stressors on a daily basis and it is considered as part of the police job.

The second category of police job stressors is known as "*Organizational Stressors*". Organizational stressor is defined as the organizational characteristics and employee that causes (Stinchcomb, 2004; Burke & Mikkelsen, 2006). Autocratic management process, communication failure, and lack of support from leaders, inadequate resources, limited career-enhancing opportunities and promotions, and excessive work overload have been identified and describe as organizational stressors that may create stressful working conditions (Stinchcomb, 2004; Burke et al., 2006). Toch et al. (2002), suggest that inconsistent discipline procedures are part or sources of organizational stressors. Few studies has identified and indicated that the existing policies and practices involving enforcement agencies including policing occupations that emphasize on obeying instructions during performing a job (Ellison, 2004); and the police-media relationships (Violanti & Aron, 1995); are also considered potential sources and factors that influence police organizational job stress.

Based on the available studies, it can summarized that a organizational policies and practices, inequities in compensations and benefit package, undue time demands for court appearance, poor relationships between police officers and supervisors, the perceptible negative public image of the police officer, the public's general apathy toward crime and the leniency of courts in dealing with criminals offenders have been identified and acknowledge as organizational stressor in policing occupations (As cited in Cooper et al., 2013). Table 2.1 illustrates categories of workplace stressors and examples of each category:-

Table 2.1:

Categories of workplace stressors and examples

Categories of Job Stressors	Examples
Factors unique to the job	• Workloads (overload and under load) • Pace/ variety / meaningfulness of work • Autonomy (e.g., the ability to make your own decisions about your own job or about specific tasks) • Shift work / hours of work • Physical environment (noise, air quality, etc.) • Isolation at the workplace (emotional or working alone)
Role in the organization	• Role conflict (conflicting job demands, multiple supervisors / managers) • Role ambiguity (lack of clarity about responsibilities, expectations, etc.) • Level of responsibility
Career development	• Under/ over promotion • Job security (fear of redundancy either from economy, or a lack of tasks or work to do) • Career development opportunities • Overall job satisfaction
Relationships at work (Interpersonal)	• Supervisors • Coworkers • Subordinates • Threat of violence, harassment, etc. (threats to personal safety)
Organizational structure / climate	• Participation (or nonparticipation) in decision making • Management style • Communication • Patterns

Source: Adapted from Murphy, (1995)

2.5   Job Stress Implications

Stress is a common workplace problem and excessive stress may harmfully affect the employee performance, well-being and health. According to Briner and Reynolds (1999), work-related stresses have resulted in serious of consequences in term of employee health, absenteeism, turnover, turnover intentions, and low level of performance in the organization (As cited in Cooper et al., 2013). Greenberg and Baron (1995) in their study found that negative job stress comes in the form of employee inefficiency, decrease capacity to perform, loss of interest in working, loss of responsibility, less concern about organizations, less initiative in working, and increase inflexibility of thought. Existing literature in relations to police officers job stress has suggest that stress are associated with a list of negative physiological, psychological, behavioral reactions and has a negative outcomes (Anderson et al., 1995; Beehr et al., 1995; Biggam et al., 1997; Brown & Campbell, 1990; Violanti et. al., 1994).

Anxiety, anger, depression that may led to self-inflicted injuries, or even worse committing suicide are the examples of psychological or simply known as emotional outcomes of stress (Loo, 1999; Miller, 2005; Violanti, 1996). Physiological reactions are associated with health problems and previous findings indicates that police officers has the highest probability of death resulted from certain illness especially heart attack (Morash et al., 2006); and abundant more of health problems such as headaches, high blood pressure and stomach problems (Jaramillo et al., 2005; Perrier, 1984).

The physical and psychological stress effect mentioned can cause unfavorable change in behavior. According to Roberg et al., (2005), behavioral changes associated with stress include lack of job involvement, absenteeism, early retirement, and poor interpersonal relationships with co-workers, supervisors and also the society. Cooper and Khan (2013), also highlighted the negative stress effect on the organizations in their studies. Based on their findings, stress inflicted to the employee that is caused by various sources and factor will result in low level of productivity. According to Newstrom and Davis (1993), higher staff turnover, late comers to work and leaving early, the staff do not perform their job entirely; loss commitment, poor reputation, employee absenteeism, poor work quality, more workplace accident and others are few examples of behavioral changes associated with employee suffering from job stress (As cited in Cooper et al., 2013).

It is reported that police officers who suffer from the high level of stress produced an act of deviance and destructive behavior including drug abuse, divorce, suicide attempts, domestic violence, and inconsistent or erratic eating habit (Arter, 2008; Harpold & Feenster, 2002; Kurtz, 2008; Lott, 1995; Sheehan & Van Hasselt, 2003; Swatt et al., 2007). The physical, psychological, and behavioral nature of job stress symptoms are illustrated in a Table 2.2:-

Table 2.2:

Job Stress Effect and Outcome

Physiological	Psychological	Behavioral
- Headaches - Grinding teeth - Clenched jaws - Chest pain - Shortness of breath - Pounding heart - High blood pressure - Muscle aches - Indigestion - Diarrhea - Increased perspiration - Fatigue - Insomnia - Frequent - Ilness	- Anxiety - Irritability - Sadness - Defensiveness - Anger - Mood swings - Hypersensitivity - Apathy - Depression - Slowed thinking - Feelings helplessness, hopelessness, or of being trapped	- Overeating - Loss of appetite - Impatience - Quickness to argue - Procrastination - Increased use of alcohol / drugs - Increased smoking - Withdrawal or isolation from others - Neglect of responsibility - Poor job performance - Poor personal hygiene - Change in religious practices - Changes in close family relationships

Source: Murphy (1995) & Michie (2002).

(Adapted from Hans Selye, 1974)

Source: Canadian Centre for Occupational Health and Safety, (2000)

2.6   Independent Variables

2.6.1   Workloads

Workloads are defined as the quantity of work need to be performed by employees and the level of difficulties associated with the job (Jex, 1998). Work overload are also defined as the employee self-perception regarding the extra amount of work that need to be done versus the amount of job they need to complete in a specific time period (Jex, 1998). Work overload can be categorized into two types which are quantitative overload and qualitative overload. Quantitative overload are described and interpreted as the feeling of discomfort in relations to the excessive amount of work employee faced that requires employee to work harder or faster than usual and performing extra work than normal. Qualitative overload, on the other hand, are associated with the employee emotion and reaction which are subjected to the limited time given to employee to produce a quality work and lacking necessary or required skills to perform a given task or assignment (French et al., 1982).

Excessive workloads will result in a variety of problems for example exhaustion and fatigue, extreme work overtime, long period of working hours, long extended working period; receive shorter breaks, denied vacations or time off, failure in meeting the deadlines etc. (Jex, 1998). Employees who are overloaded with unreasonable work expectations for example excessive pressure, unattainable deadlines, and avoidable disruptions may create unfavorable working conditions such as workplace bullying or

abusive supervision (Violanti & Aron, 1995). For example, overloaded employees tends to make mistakes, feeling of anger or hatred toward their employers or coworkers, experience high levels of stress, have poor health conditions, work-family conflicts, reduce job performance, low level of job satisfaction and intention to leave (Galinsky et al, 2001; Kalleberg, 2008). Workloads are associated with organizational policies, inadequate staff, equipment shortage etc. This situation requires employee to work harder and longer to keep the job running by performing shift works and rotation to ensure that the job execute perfectly.

2.6.2   Working Conditions

Working conditions are associated with employee workplace that include facilities, physical environment, stress and noise level, safety, office politics and others. Unpleasant or dangerous physical working conditions in a workplace include this entire associated factor such as crowding, noise, air pollution, safety, inadequacy or staff and resources or ergonomic problem (Manshor et al, 2003). Working conditions is defined as the physical geographical location as well as the surroundings of the workplace, such as a factory site or office building" and in the context of this research is police organization. Other relating factor that is associated with the working conditions factors include the air quality, noise level and working relationship can led to greater work environment quality (Elsbach & Pratt, 2007). The physical working conditions have been explained as the interaction of employee encounter with all material objects and stimuli (Elsbach & Pratt, 2007). Material objects can be categorized into two categories which is in the macro level

for example buildings and micro levels for examples office furnishings and arrangements. Stimuli on the other hands include includes lighting, noise, temperature, air quality, and vibration; office layout, level of enclosure and proximity to office that are considers are as outstanding factors in the work environment where employees work (Evans, 1994 & McCoy, 2002).

2.6.3   Role Conflict

Role conflict occurs when an employee is forced or required to take on a separate, incompatible and incongruent roles. Role conflict arises when an employee are required to perform numerous roles associated with their job inside the organizations. As per definitions, role conflict are define as an incongruent or incompatible between jobs demands and expectations in the employee's role that includes demands and expectations from supervisors, colleagues, and organizations which are incompatible and incongruent with employee role (Cooper et al., 2013). Role conflict is identified when employee started to suffer from this characteristic such as superiors, supervisors, manager, co-workers given conflicting and incompatible demands to the employee; the employee disbelief in himself or herself in relations to his or her capabilities compared to what other people believes; conflicting roles during the performance of a job; and the expectation of supervisors, managers, co-workers in relations to employee behavior is too complex, complicated and at the same time the employee are expected to portray multiple behaviors.

2.6.4   Role Ambiguity

Role ambiguity is another job stressor that is widely incorporated with policing occupations. Role Ambiguity is defined as the absence of satisfactory information which is required in order for persons to accomplish their role in a satisfactory manner (Zhao, 2010). Role ambiguity occurs when an employee are not provided with detailed information and definition regarding the role expectations and requirements, procedures and methods that are necessary and required to perfectly executed their jobs (Glissmeyer et al., 1985). Role ambiguity happens when employees do not have necessary information regarding the behavior needed to portray while on duty, or an employee does not have clear information in relations to their position within the organization (Wilkinson, 2006).

Role ambiguity also surface when employees do not have clear information regarding their role expectations that is associated with a job (Rizzo et al., 1970). Cooper (1991), mentioned that role ambiguity exists when the employee do not have a clear information regarding the requirement of their role, techniques an alternative in meeting those requirements, and the evaluation techniques used to ensure the success in accomplishing those roles. Role ambiguity naturally occurs due to the indistinguishable individual working definition for example the goals of the employee which are not clear, the unclear expectations or responsibilities regarding positional performance. Individual or employees need to be made aware about their role responsibilities and obligations along with necessary actions in fulfilling these expected roles in order to become capable in their roles (Rizzo et al., 1970).

2.6.5   Workplace Relationships

Workplace relationships are the determinant factor that influence and determine organizational success. Workplace relationships are defined as the relationships between the member of the organizations in term of learning to live with other people and also maintaining good relationships between members of a group (Selye, 1974). According to Suedfeld & Steel (2000), workplace relationships defect can be in the form of leadership inadequacy, interpersonal relationships breakdown and the continuous conflict between co-workers, superiors, supervisors and managers that can be adjudge as very stressful within the boundaries of a working conditions. Communications are classified as the very important tools in conveying message and communications breakdown and communications misunderstanding could resulted in stress. Cooper & Payne (1991), refer to studies which have found that trust organizational trust which can be define as trust between members of the organizations and work group can promote intended collaboration and cooperation, extra role behaviors and performance, satisfaction among individual along with team and employee organizational commitment. Research involving work relationships has suggested that many stress-related symptoms and illnesses originate mainly when there is psychologically unhealthy relationship between a supervisor- subordinate (Cooper & Payne, 1991).

Finding from past research has indicates that interpersonal relationships are seen as the prominent job stressor that has a direct effects on members-leaders relationships within a group setting and in reference to a larger context effected the organizations as a whole.

According to Peker & Aytürk, (2002); Koçel, (2011), Şimşek & Çelik, (2008), interpersonal relationships is defined as a incompatibility of aims, goals, demands or motives conflict between two or more individual within a group based setting (As cited in Kara. et al., 2015). Interpersonal conflict is the conflicts that take place involving two or more persons that team up in groups or teams (Keenan et al., 1985). Good interpersonal relationships help individuals in achieve his/her own personal goals and objectives thus enables the achievement of the team and organizational goals while bad interpersonal relationships will resulted in stress related issues and problem that harmfully affected the person's, groups, departmental, even organizational work outcome (Keenan et al., 1985).

2.7   Hypothesis Development

This section explained the literature review related with the relationship between the variables which than supported the development of the hypotheses in this study.

2.7.1   Relationships between Workloads and Job Stress

Several studies have indicated that stress is associated with workloads or work overload. According to Roberts et al., (1997), work overload are defined as a situation whereby an individual's need to perform more work with limited time to complete the task and this situation is classified as psychological stressor. Bacharach et al., (1990); Barrett et al.(1991); Cox et al.(2010); Houdmont et al., (2010) has suggested that work overload, employee role in the organization which includes role conflicts, time pressure, and job

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uncertainty act as potential sources of job stress. There are broad studies that have been conducted in relations to job stress and workloads have been identified as a significant potential work stressor (Diestel & Schmidt, 2009).

Previously, research on work overload has classified workloads into two main characteristics that is time and ability based, quantitative and qualitative based (Sales, 1970). Host of research initiate that time pressure and complexity in performing a task caused a quantitative work overload, which significantly proved to be sources of stress (Mazloum et al., 2008). Sonnentag & Frese (2003), mentioned that whenever the extra amount of work that need to be performed by an individual's exceeds the perception of individuals capacity, it may create a sense of fatigue among employees, thereby distressing their psychological well-being which is the outcome of job stress and summarized and emphasizes that employee job stress has a significant relationships with work overload.

Research and past studies shows that exclusive aspects of police occupation that requires police officers to perform shift duties and heavy workloads have a poor and negative influence on police officer's role as a family member, and this causes police officers job physically and mentally more stressful (Galinsky et al., 1996; He et al., 2002). Stressed officers that are physically and mentally worn out from extreme workloads are almost certainly not in the best shape to take care the members of the family. Thus, exhaustion and stress that are generated in a workplace can often spill out to the family members and even their respective spouse at home, which led to conflict and even marital disputes.

Excessive workloads will resulted in police officers repeatedly make mistake, bad-tempered at the office and at home, a reduced amount of efficiencies at the workplace, working late at night and even to the degree of finishing the job which they bring from the office (Cooper et al., 2013). These studies found and identified that the situations mentioned above as an important predictor of police job stress (Burke, 1993; Jackson & Maslach, 1982).

According to The Keil Centre, (2002) on the Management Standards for Preventing and Resolving Workloads Problems Causing Stress, excessive or extreme workloads are harmful in a number of manners and it is different between jobs. However, workloads can become extreme and therefore harmful in a number of ways. There some general process however that led to employee job stress reactions for example excessive working within normal working hours and performing over time can cause tiredness, working long hours or shift works for extended periods can lead to fatigue, trying constantly to finish the impossible within limited period of time with the existing resources may inflict anxiety and frustration, failing to meet deadlines on a regular basis may increase the sense of helplessness or depression, and unclear guidance and information relating to the task can caused frustration.

Workloads are the job stress factor and it is associated with long working hours and overtimes and it is a common trend in any occupation. The evidence of long working hours and overtime have been studies and it was found that these two long working hours factors are associated with host of health outcomes in the sense of hypertension,

increased risk of cardiovascular disease, diabetics, disability retirement, anxiety, anger etc. (Beehr, 1991). Based on the studies, long working hours and overtime works are associated with mental health problems for example depression and psychological distress (Sparks et al. 1997).

Schuster and Rhodes (1985), reported that overtime and long hours in policing occupations resulted in fatigue, stress and drowsiness and increase the risk of workplace accidents (Dembe et al. 2005). The overtime working schedules is associated with a 61% higher injury hazard rate compared to jobs without overtime (Dembe et al. 2005). The effect of long-hour work schedules and nonstandard shift work reported that overtime and long working hours had a greater impact on workplace injury than in the schedules involving night, evening and other nonstandard shift work. In addition, workloads stress can be defined as reluctance to come to work and a feeling of constant pressure accompanied by the general physiological, psychological, and behavioral stress symptoms (Beehr, 1991). Furthermore, work overload both quantitatively and qualitatively has been empirically linked to a variety of physiological, psychological, and behavioral strain symptoms (Beehr, 1991). Therefore, based on the above discussion, it can be postulated that there is a significant relationships between workloads and job stress.

2.7.2   Relationships between Working conditions and Job Stress

Working conditions is associated with the workplace surroundings such as such as the air quality, noise level and temperature etc. It's proved that employee who feels the feeling of comfort with their surrounding workplace conditions, will be performing their job more effectively and at the same time enjoy the working process better than those who feel uncomfortable. Different kinds of physical and psychosocial exposures in the work conditions have been found to be associated with work stress. Heavy physical work load, ergonomic conditions and exposures to hazardous substances are associated with negative and harmful effect for employee well-being (Allebeck & Mastekaasa, 2004). A host of studies and findings have proposed if the working conditions are not in the good shape then it will decrease employee working performance and productivity. Poor lighting, noise, temperature, lack of oxygen and insufficient or no air-conditioning create negative environmental stressors. The effects of the mentioned stressors can resulted into job stress and reduce the employee performance.

According to Flanagan, (2006); Isikhan et al., (2004); and Steinhardt et al., (2003), resource inadequacy is also known to be a job stressor. The working conditions such as resources deficiency are in fact stressful (As cited in Cooper et al., 2013). In the context of policing, political forces and citizens alike has a higher expectation on police force. They demanded police officers in particulars to perform effective and efficiently with limited available resources. According to (Brown & Campbell, 1994; Violanti et al., 1994), the police organizations these days are saddled with inadequate resources which

comes in the form of insufficient staff, overcrowded office, not enough space in the office plus with equipment shortages influenced and affected police working conditions that finally inflicted job stress related syndrome. Working conditions have significant influence on a worker's quality of life. Therefore, naturally, working conditions may exert influence on other areas of life, including eating, sleeping, housing, and developing interpersonal relationships, directly or indirectly. Moreover, working conditions affect workers' physical and mental health that is the outcome of job stress (Violanti et. al., 1994).

The unpleasant physical working conditions has gain a lot of interest from past and present researchers due to the consequences of working conditions which affected employee safety and health. Several conceptualizations of work climate perceptions have been developed over the years. Physical risks of the workplace working conditions may have a strong influence of on physical and emotional health in the form of job satisfaction, productivity, absenteeism, absenteeism and intention to leave (Leka & Jain 2010). Therefore, based on the above discussion, it can be postulated that there is a significant relationships between working conditions and job stress.

2.7.3   Relationships between Role Conflict and Job Stress

Role conflict occurs when employee or individual are required to perform multiple roles inside the organization. Role conflict are define as an incongruent or incompatible between employee jobs demands and expectations in the employee's role that includes

expectations from supervisors, colleagues, and organizations which are incompatible and incongruent with employee role (Cooper et al., 2013). Employees will experience role conflict when they are given various tasks and the tasks that are given would be in conflict with each other. One clear example is when two supervisors asked an employee to carry out conflicting duties at the same time but the employees cannot match these requirement and these cause stress to occur. Individual characteristics and interpersonal relationships are associated with the effect of role conflict (Kahn et al., 2010).

Role conflict may take place in police work settings due to the requirement of the organizations that require police officers to meet the incompatible demands of an individual's inside and outside the organization (Ellison, 2004). A touching example of role conflict is establish in Ellison, (2004) who narrates the story of a police officer who help an aged woman who on a rainy day fall on the sidewalk. There are police officers at that time and on those particular incidents, the police officers are holding an umbrella to protect the woman. From his action, the police officers were reprimanded by his immediate supervisors because carrying an umbrella while in uniform are against police rules and regulations. Few studies has shown that, police officers who encounter stress due to the conflicting role factor will resulted in reducing job satisfaction, increase in anxiety, and less communication with others that is part of stress symptoms (Cooper et al., 2013). Role conflict also associated with gastrointestinal problem which is the element of physiological or physical stress (Cooper et al., 2013).

There are numerous research findings that revealed the negative effect of role conflict on employees' job satisfaction which is the outcome of job stress reaction. According to Tosi (1970), role conflict was significantly related to overall low job satisfaction. According to Cordes & Dougherty, (1993); Gil-Monte & Peiró, (1998), the founding of most studies has indicates that role conflict resulted varies of stress related outcome for example job dissatisfaction and emotional exhaustion (As cited in Beliasa et al., 2015). Role conflict is also considered to be responsible for increasing the incidence of adverse events and negative emotions at work. According to Fisher (2002), role conflict that are not properly cater resulted in unconventional and morally unacceptable behavior that causes feelings of anger, frustration, anxiety and fear which is the outcome of job stress (As cited in Beliasa et al., 2015). Therefore, based on the above discussion, it can be postulated that there is a significant relationships between role conflict and job stress.

2.7.4 Relationships between Role Ambiguity and Job Stress

Role ambiguity occurs when a role expectation of an employee are not clearly defined and understand. In simple words, role ambiguity is describe as the employee that do not have any idea in relation what they need to do in regards to their respective jobs. Role ambiguity is also regarded as a situation where the employee perceives lack of role clarity and significant information that is required to perform work role adequately. Role ambiguity occurs and are associated with lack of information available in relation to a specific job or task for example the employee did not receive an adequate information on what the job is all about and how to perform and execute the job accordingly; failure in

explaining the compensation system employee receive when the job are perfectly execute. Role ambiguity act as a precursor that can cause job related stress in the form of tension and fatigue; anxiety; feeling bored; poor interpersonal relationships; absenteeism; turnover intensions and reduce job performance. The above example is directly influenced employee job stress (Cooper et al., 2013).

Role ambiguity is a notable job stressor that regularly linked with police officers job stress. Conley et al., (2000) recognize that role ambiguity are associated with various psychological symptoms in relations to police occupational work stress such as low job satisfaction, absenteeism, less job involvement, low expectancies, tension, anger, anxiety, absenteeism and withdrawal from work. All the mentioned examples are the outcome of stress that will affect organizational productivity and the organization efficiency. In the context of police forces, role ambiguity is likely to occur because there are often discrepancies between the job descriptions and the realities of police jobs (Ellison, 2004). For example, failure of supervisors to communicate their expectation to their subordinates, failure in providing the detail information's regarding job descriptions of police officers and the frequent changing rules that are not effective and actively communicate (Toch, 2002). Most of the police officers do not clearly understand their job role due to the lack of information factor which originated from poor supervision or poorly defined job role. This situation may affected police officers and affected their productivity and may increase job stress. Therefore, based on the above discussion, it can be postulated that there is a significant relationships between role ambiguity and job stress.

2.7.5 Relationships between Workplace Relationships and Job Stress

Stress exists from the negative interaction between two or more individual. In this context, conflicts between co-workers, supervisors and managers are seen as a predominant factor that resulted to stress among police personnel. Workplace relationships are identified and acknowledge as a notable police job stressor. Poor relationships with supervisors, managers or co-workers are common problem that is associated with workplace relationships factor. Communication failure or breakdown between supervisors and employees, unfair supervision practices and controversial employee performance evaluation, and lack of support from supervisors to subordinate are identified and describe as police work stressors that rendering stress towards police officers (Morash et al., 2008; Violanti et. al., 1994).

The examples which are mentioned earlier are common situations in any organizations which include policing occupations. The nature of police organizations which is based on semi-military concept tends to raise isolation among police personnel that may wear down communication and collaboration between members of the police force that inflicted stress (Golembiewski & Kim, 1991).The differences of thought, belief, academic background, religion, races and other reason in the organizations including police force also tend to broke relationships at work and this may convey stress (Cooper et al., 2013). Having a good relationship among colleagues will provide more fun and harmonious working conditions and to relatively prevent stress from occurring that in the end damage the involved staff itself (Cooper et al., 2013).

Peer support is very important in the context of policing occupations. Scholars and researchers argued that the support of peers is especially significant in predicting occupational stress among police officers. This is mainly due to the nature of the police work itself for example the police officers have to put their life at the hand of their colleagues in confronting dangerous and stressful situations which may led to stress effect (Ellison & Genz, 1983; Graf, 1986). Further, research found that police officers who perceive themselves as having a strong work-related peer support system, also perceived their jobs as being less stressful; La Rocco et al., 1980; Graf, 1986). Ivancevich et al., (1978), indicate that police officers that suffer stress on a frequent basis will illustrate high job dissatisfaction, stress, burn-out, poor job performance, ineffective interpersonal relationships with other colleagues at a workplace.

Workplace relationships have been revealed to impact employee psychological, physical and well-being (Le Blanc, Jones & Schaufeli, 2008; Specter, Dwyer, & Jex, 1988). Keenan & Newton, (1985) in their research found and acknowledge interpersonal conflict as the most dominant workplace stressor in organizations these days including police force that pose poor work - related outcomes and psychological stress (Spector, 1987). Interpersonal conflict at workplace is associated with host of physiological, psychological, behavioral and physical health effect. Interpersonal conflict are associated with various consequences in term of physiological, poor work-related attitudes and psychological states for example job dissatisfaction, turnover intensions, negative emotions, and emotional exhaustion (Frone, 2000; Giebels & Janssen, 2005; Liu, Spector & Shi, 2007; Spector & Jex, 1998).

Interpersonal conflict also may have an effect on the behavioral aspect of employee reactions such as absenteeism (Giebels et al., 2005), and reduced job performance (Aquino & Bommer, 2003). In a study conducted recently, interpersonal conflict at a workplace was significantly related to dominant health outcomes such as distress stomach, headache, fever, backache and other cardiovascular problems (Lazuras et. al., 2009). In sum, it appears that interpersonal conflict at work is a significant predictor that influence police job stress and this predicament comes in the shape of behavioral, physiological and psychological that is the offset of job stress. Therefore, based on the above discussion, it can be postulated that there is a significant relationships between workplace relationships and job stress.

2.8   Underpinning Theory

2.8.1   Theory of Cognitive Appraisal

Lazarus & Folkman, (1984) in their research proposed three phases of cognitive appraisal explicitly primary appraisal, secondary appraisal and reappraisal that arise when a stressful situations occurs, which impact and influence individual wellbeing. Primary appraisal referred to the cognitive perceptual process whereby an individual perceives something as stressful, neutral or positive. In relations to this study, the vast majority of police officers perceive that the inability to cope with excessive workloads or job demands as stressful situations that affected their physical and mental health as well as their personal well-being. An unpleasant working conditions which comes in the form of inadequacy of resources (e.g.: inadequate staff, crowding, noise, air pollution, safety) are

perceives or viewed as a notable job stressor that tend to inflict job stress. Most of the police officers encounters highlighted the incompatible and incongruence of role as a stressful event. The inadequacy of information in relations to their job descriptions and other information related to their task are also viewed as a stress factor that may affected their well-being. The relationships between the members of the group and supervisors/superiors are viewed as the most important aspect in policing occupations. Most of the officers feel that the defect in these relationships will inflict serious damage in term of physiological, psychological and behavioral reactions for example absenteeism, lower productivity and job dissatisfaction which are the outcome of job stress. Based on this perception, the study has applied the primary appraisal phase proposed by this theory to develop the study theoretical framework. The theoretical framework of this study consist of job stress factor namely workloads, working conditions, role conflict, role ambiguity and workplace relationships as an independent variables whereas job stress as dependent variables. All these factors are perceives as the negative factor that tend to cause job stress especially in the context of policing.

Secondary appraisal involves evaluating what might be done about a stressful situation and the individual deciding whether they have the coping resources to deal with the stressor. The third phase which is reappraisal involves an altered perception about how stressful the situation is based on new information from the environment. High stress level will lead to harmful well-being especially when an individual or employee lacking in coping resources, coping strategies or ineffective strategies used to cope with stress (Hardie, et al., 2005; Lazarus et al., 1984; Lazarus & Launier, 1978). Schuler, (1982)

argued that two important element are associated with stress which is the actual interchange between the person and the environment; and the person's responses over time to the stress experienced. Long-term stressors cause more severe health problems than short-term stressors (As cited in Lazarus, et. al., 1984). Dhabhar, et al., (2010) stated that long-term stress can suppress immune function, whereas short-term stress can enhance immunity based on the existing biological studies demonstrate that (As cited in Ali Mohammad Mosadeghrad, 2014). According to Stanton, Balzer, Smith, Parra, & Ironson, (2001), stress is clearly a complex phenomenon which health outcomes are dependent upon each individual and how they deal with stressor and over what time frame. Health consequences have been argued to occur in both the psychological and physiological realms (As cited in Mosadeghrad, 2014).

2.8.2   Stress Model by Cooper and Marshall, (1976)

Cooper & Marshall's, (1976) five sources of stress model sum up the potential sources of job stress and it's outcomes in term of physiological, psychological, behavioral strains (outcomes). There are five (5) categories of job stress factor proposed in this model namely (1) intrinsic to the job, (2) role in the organizations, (3) career development, (4) relationships at work and (5) organizational structure/climate. These individual categories show that stress can occur specifically when a conflict arises from the job demands of the employee and the employee itself. If the stress is not handled properly, it can become distress. The first category referred to as intrinsic of the job factor which relates to the ability of the employee coping with the specific hours worked, work overload, lack of job

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control (lack of job meaningfulness and low work autonomy), and poor working conditions (External disturbance such noise and crowding). In relations to this study, the workloads and working conditions factors are chosen as a notable job stress factor due to the strong link between these two factor in influencing job stress among police officers. This two variables are chosen mainly because there exist vast majority of empirical evidence which proposed that workloads and working conditions has a strong association with job stress thus affecting police officers in the sense of physiological, psychological and behavioral reactions.

The second category, role in the organization, is focusing on how stress is induced by the role and responsibility that individual holds in the organizations. This category included the like of role stress, role conflict, role ambiguity and level of responsibility. In relations to this study, role conflict and role ambiguity are chosen an independent variables due to the incompatible and incongruence of role face by police officers added with the inadequacy of information required to perform their routine or daily task. The third category, career development, focuses on lack of job security, over promotion, under promotion and career stagnation. The third category relates with stressor originates from issues that undermine career development. Security of employee occupation, promotion etc. are all sources of stress in the organization. The fourth factor is workplace relationships which highlighted the elements of workplace bullying, superior/subordinate relationships, face-offs, dark leadership, and discrimination. This fourth category is considered as the contributor to workplace stress in the organizations. Problematic relationships among managers, subordinates, co-worker in form of office bullying, threats

of violence, biased opinions, unsupportive management, harassment, dark leadership, artificial social and physical workplace isolation and other deviant behaviors most often cause social disruption that led to stress reactions. In relations to this study, the workplace relationships is chosen as the fraction of the independent variable mainly due the importance of relationships between colleagues and supervisors especially in the policing occupational work settings. Peer support is very important in the context of policing occupations mainly due to the nature of the police work itself for example the police officers have to put their life at the hand of their colleagues in confronting dangerous and stressful situations which may lead to stress effect (Ellison & Genz, 1983; Graf, 1986). The fifth category identified in this model is focusing on is organizational climate or structure factor. The prevailing factor includes formalization, management style, decision making participants.

As a conclusion, the theoretical framework was developed and design using the Cooper and Marshall, (1976) five sources of stress model. The job stress factor proposed by this model was combined to be best suited with the subject of this study which involves police officers. This study has chosen workloads and working conditions (intrinsic to the job), role conflict and role ambiguity (roles in the organizations), and workplace relationships as an independent variables which is perceives as the cause of stress among police officers inside IPD Shah Alam.

2.9   Research Framework

Research framework is defined as the categories of input variables and output variables that the research utilized, as well as unfolds the theoretical definitions to achieve the research objectives (Ary, Jacobs, Razavieh, 2002). This research framework is formed based on Cooper and Marshall's (1976), five sources of stress model and the results or findings from previous studies in relations to the phenomenon of police occupational stress. Based on the model itself, there are five job stress factor that have been identified and form an independent variables namely (1) workloads, (2) working conditions, (3) role conflict, (4) role ambiguity and (5) workplace relationships. Therefore, the relationship between job stress factors as independent variable with police occupational job stress as dependent variables will be observed in this research. The research framework proposed for this research is illustrated in Figure 2.1:-
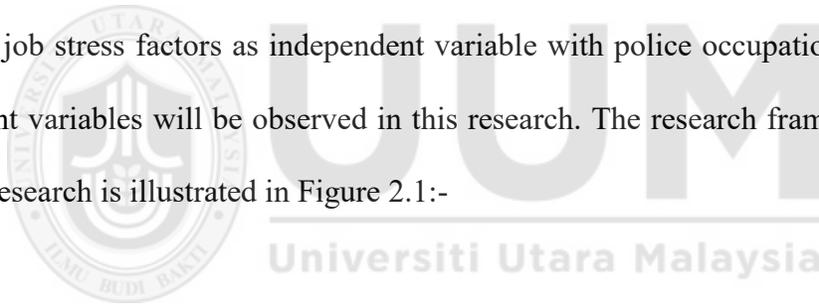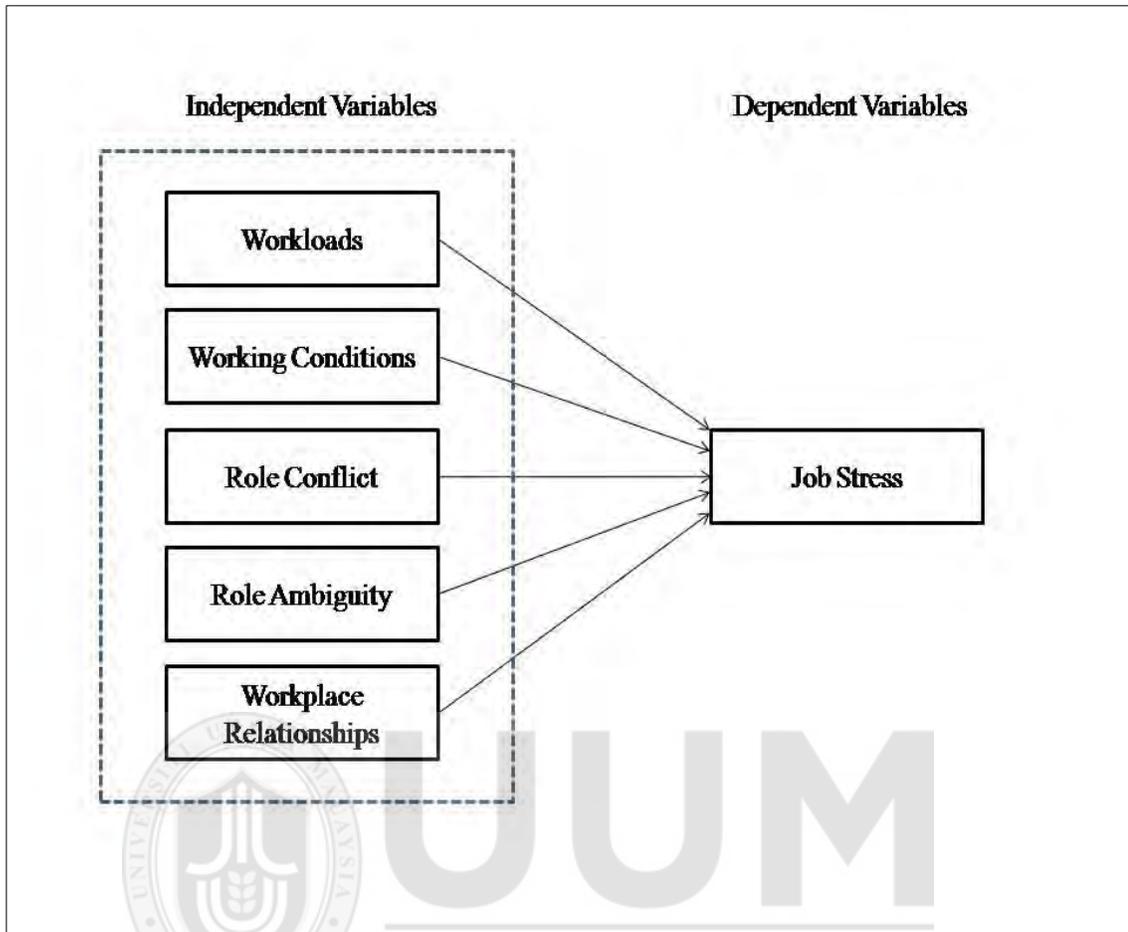
Figure 2.1:

Research Framework

Source: Adapted from Cooper and Marshall's, (1976)

2.10   Research Hypothesis

A hypothesis can be defined as a logically conjectured relationship between two or more variables expressed in the form of a testable statement. Relationships are conjectured on the basis of the network of relations established in the theoretical framework formulated for the research study. By testing the hypothesis and confirming the conjectured relationships, it is expected that solutions can be found to correct the problem encountered (Sekaran, 2010). In this particular study, independent variables are measured to see if it has any significant relationship with the dependent variable. Thus, researchers hypothesized of the study are as follows:-
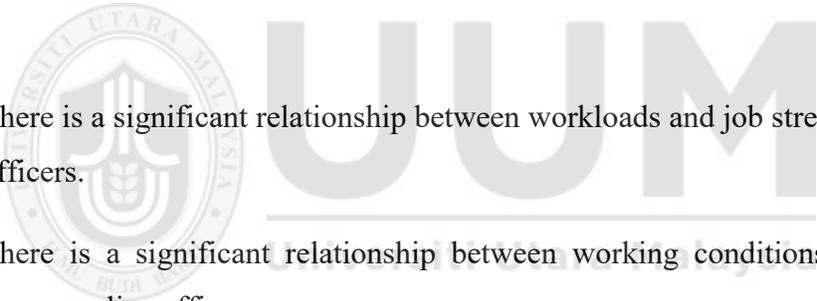
H1:   There is a significant relationship between workloads and job stress among police officers.

H2:   There is a significant relationship between working conditions and job stress among police officers.

H3:   There is a significant relationship between role conflicts and job stress among police officers.

H4:   There is a significant relationship between role ambiguity and job stress among police officers.

H5:   There is a significant relationship between workplace relationships and job stress among police officers.

2.11   Conclusion

This chapter provides detailed information and explanation on the definition and relevant literature associated with stress concept, job stress and stress factor, and stress consequences which are supported through the use of empirical evidence from a literature review. This chapter also provides the explanation regarding relationship between job stress factor namely workloads, working conditions, role conflict, role ambiguity and workplace relationships with job stress among police officers. The relationship between dependent and independent variables has been properly framed and the contributing factors towards police officers job stress has been properly explored and discussed. The next chapter will explain the methodology used to test the hypotheses.
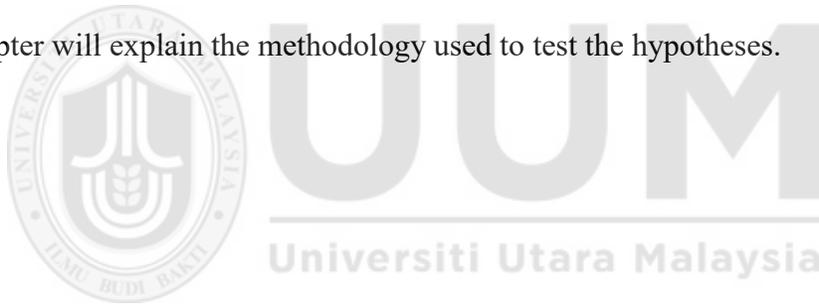
CHAPTER THREE

METHODOLGY

3.1   Introduction

The research design and methodology of the research will be intensely discussed in this chapter. Research design, population and sampling, questionnaire design, measurement and instrument, data collection procedure, and data analysis techniques will be explained in this chapter.

3.2   Research Design

The research design is the blueprint of a research which describes the methods used for data collection, measurement and analysis. According to Kerlinger (1986), a research design expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence in relations to the problem. The purpose of this study is to investigate and examine the relationships between policing occupational job stress at IPD Shah Alam and the contributing factor. The research approach for this research is "Descriptive Research" using quantitative survey method. Descriptive research is marked by a clear statement of the problem, specific hypothesis and detailed information needs (Malhotra, 1999). The study uses survey based research method and is structured with clearly stated hypothesis and investigative questions. Cross sectional design is used in this study as the information from any given sample of population element is collected

only once. This study can be categorized as a correlation study because it was designed to investigate the relationship between police occupational job stress and its parameter or known as job stressor which comes in the form of workloads, working conditions, role conflict, role ambiguity and workplace relationships.

3.3   Research Instrument and Measurement

Closed–ended questionnaire is used as the research instrument in this study. Questionnaire that is used in this study is adapted from numerous past researches and this questionnaire is then modified to best suite with the context of the study. The survey questions applied in this study are in the form of dual language format using English - Bahasa Malaysia. The survey questions used in this study are divided into 7 sections which are section A, B, C, D, E, F and G in which 74 questions in total were constructed. Section A is created for respondents demographic profile, Section B is used to measure the job stress level experienced by the police officers, section C is used to verify workloads factor, Section D is used to verify the working conditions factor, Section E used to verify role conflict, Section F is used to verify role ambiguity factor and finally Section G is used to verify and determine the workplace relationships factors within the organization that caused job stress among police officers. Five- point Likert scale is used as the rating scale in the questionnaire and the respondents has to choose the 5 categories of response options as in the Likert Scale. Likert Scale is illustrated in Table 3.8 while sources of questions in the questionnaire are illustrated in Table 3.1:-

Table 3.1:

Sources of Questions in Questionnaire

Factors	Items	Sources	Question No.
Section A (Demographic Profile)			
Demographic Profile	9		1-9
Total	**9**		
Section B (Job Stress)			
Job Stress	12	Gmelch (1982) and Walt (1987)	1-12
	7	El Shikeri and Hassan A. Musa (2011).	13-19
Total	**19**		
Section C (Workloads)			
Workloads	8	Naemah (2007), Wan Mohd Nasir (2002), Baskaran (2004)	1-8
	4	El Shikeri and Hassan A. Musa (2011)	9-12
Total	**12**		
Section D (Working conditions)			
Working conditions	8	El Shikeri and Hassan A. Musa,(2011)	1-8
Total	**8**		
Section E (Role Conflict)			
Role Conflict	9	El Shikeri and Hassan A. Musa,(2011)	1-9
Total	**9**		
Section F (Role Ambiguity)			
Role Ambiguity	6	(Rizzo et al. 1970)	1-6
Total	**6**		
Section G (Workplace Relationships)			
Workplace Relationships	11	Naemah (2007),Wan Mohd Nasir (2002), Baskaran (2004)	1-11
Total	**11**		
Total Overall	**74**		

i)   Section A: Demographic profile of the respondents

The demographic profile in Section A has been divided into personal and professional characteristics variable. The individual characteristics include such variables like gender, age, race, marital status, highest educational level, department, rank, length of service in organization and total income. It consists of 9 questions in total.

ii)   Section B: Job stress

In this study, job stress is operationalized as the work situations outcome caused by the feeling of inconvenience that an employee experienced which resulted from the differences between available resources and job demands (Beehr, 1991; Lazarus et. al., 1984). Stress and job stress in particular comes with a cause along with its reactions in the form of physiological, psychological and behavioral responses. Most of the past researchers have identified various factors and sources that led to job stress along with its consequences. As per the understanding of past studies, it was found that potential sources of stress, referred to as job stressors, play a vital role in determining job stress reaction. In job stress research, stress reactions are often categorized into physiological, psychological and behavioral responses.

According to Morrow (2011), the most common physical stress symptom is headaches, backache, hypertension, excessive sweating, heart disease, stroke, ulcer, insomnia, exhaustion, stomach problems (As cited in Cooper et al., 2013). On the other hand,

psychological reactions may include depression, anxiety, anger, nervousness, whereas behavioral reactions comes on the form of low level job performance, judgment error, low motivations and morale, absenteeism, early retirement and quitting, aggression, violence, isolation, excessive drinking, smoking, alcoholism and drug abuse.

For the purpose of this study, Section B is constructed to determine the stress reactions in term of physiological, psychological and behavioral responses among police officer. In this section, 19 item were used altogether and the instrument is adapted from Gmelch (1982) and Walt (1987); and El Shikeri and Hassan A. Musa (2011). The respondents have to choose the 5 response options in the Likert Scale as shown in Table 3.8. The reference, author and question for the instrumentation are illustrated in Table 3.2:-

Table 3.2:

Job Stress Instrumentation and Measurement

Dependent Variable	Item	Author
Job Stress	1. I always feel exhausted after a day's of work. 2. I always experience a neck pain. 3. I always have a headache. 4. I have unplanned weight gain. 5. My eating habits are erratic (inconsistence). 6. I have been feeling tense. 7. Lately, I have been tired. 8. I always have a slow recovery from a stressful event. 9. I always experience backache. 10. I always experience emotional ups and downs. 11. Lately, I always become more impatient than usual. 12. I have no enthusiasm to 'face another day'.	**Gmelch (1982) and Walt (1987)**
	13. Indigestion and abdominal pain. 14. Breakouts of pimples and acne. 15. Excessive sweating. 16. Colds and or flu. 17. Feel unable to cope in my work. 18. Feel angry about work overload. 19. Feel confuse and/ or cannot concentrate.	**El Shikeri and Hassan A. Musa (2011)**

Sources: Adapted from Gmelch (1982) and Walt (1987); and El Shikeri and Hassan A.

Musa, (2011)

iii)   Section C: Workloads

Section C is constructed to determine workloads factor as a potential and vital work stressor as perceived by the police officers. In this study, workloads are operationalized as the quantity of work that needs to be completed with a specified period of time by an employee (Chen & Spector, 1992). In relations to this study, workloads refers to the number of job responsibilities that need to be undertaken or conducted by an employee in a specific period of time, and it is beyond the employee capabilities to handle. The instrument used in this section was adapted from Naemah (2007), Wan Mohamad Nasir (2002) and Baskaran (2004); and El Shikeri and Hassan A. Musa (2011). In this section, a total of 12 items were used for this instrument. The respondents have to choose the 5 response options in the Likert Scale as shown in Table 3.8. Table 3.3 respectively illustrated the reference, author and question for the instrumentation.

Table 3.3:

Workloads Instrumentation and Measurement

Independent Variable	Item	Author
Workloads	1. I feel that I have too much responsibility. 2. I find difficulty in finding enough time to relax. 3. I am so depressed when I think about all tasks that need my attention. 4. There is constant pressure to work every minute with limited opportunity to relax. 5. I always thinking work matters although at home. 6. I work under tight time deadline. 7. I always do overtime to complete work. 8. I am expected to do more work than is reasonable.	**Naemah (2007), Wan Mohd Nasir (2002), Baskaran (2004)**
	9. I feel stressed because of the unrealistic deadlines. 10. I have to submit my work in a tightening deadline. 11. The overall concept in the policing occupation is to work until the job is done. 12. Job demands interfere with personal time.	**El Shikeri and Hassan A. Musa (2011)**

Source: Adapted from Naemah, (2007), Wan Mohamad Nasir, (2002) and Baskaran,

(2004)

iv)   Section D: Working Conditions

Section D is constructed to determine the working conditions factor that could be a potential and vital work stressor as perceived by the police officers. In this study, working conditions are operationalized as in which the employee or staff work, including such as amenities, physical environment, stress and noise level, safety, office politics and others (Manshor et al, 2003). In reference of this study, unpleasant physical working conditions such as understaffing, overcrowded and lacking in resources are identified as a workplace conditions stressor that influence police officers job stress. The instrument used in this section was adapted from El Shikeri and Hassan A. Musa, (2011). In this section, a total of 8 items was used for this instrument. The respondents have to choose the 5 response options in the Likert Scale as shown in Table 3.8. Table 3.4 respectively illustrated the reference, author and question for the instrumentation.
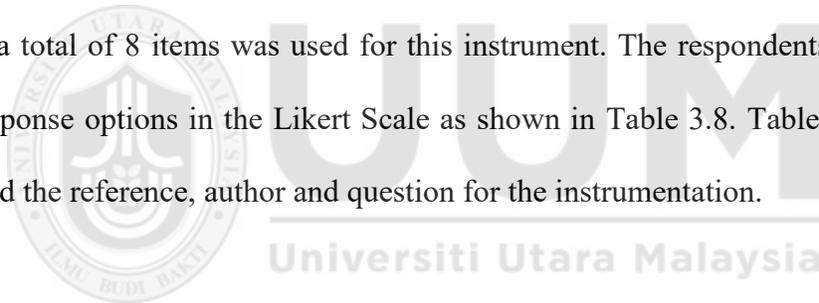
Table 3.4:

Working Conditions Instrumentation and Measurement

Independent Variable	Item	Author
Working Conditions	1. I do not have an office. 2. There is not good air quality in the office. 3. There is not enough light in the office. 4. The office is not reasonably decorated. 5. The office is not tidy and cleaned regularly. 6. There is not enough space in the office. 7. The office is overcrowded. 8. There is a problem of understaffing in my department.	**El Shikeri and Hassan A. Musa, (2011)**

Source: Adapted from El Shikeri and Hassan A. Musa, (2011)

v)   Section E: Role Conflict

Section E is constructed to determine the role conflict factor which could be the predictor in predicting the potential cause of work stressor perceived by the police officers. In this study, role conflict are operationalized as an incongruent or incompatible between jobs demands and expectations in the employee's role that includes demands and expectations from supervisors, colleagues, and organizations which are regarded as incompatible and incongruent with police officers role (Cooper et al., 2013). In this section the instrument was adapted from El Shikeri and Hassan A. Musa, (2011). In these sections, total of 9

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items were used for this instrument. The respondents have to choose the 5 response options in the Likert Scale as shown in Table 3.8. Table 3.5 respectively illustrated the reference, author and question for the instrumentation.

Table 3.5:

Role Conflict Instrumentation and Measurement

Independent Variable	Item	Author
Role Conflict	1. I work with group of people who expect many different related things from me. 2. I work with group of people who expect many different unrelated things from me. 3. I often perform tasks that are too boring. 4. I often receive assignments without the adequate resources and materials to complete them (e.g. staff, money etc.), 5. I have to do things that should be done differently. 6. In general, I perform work that does not suit my values. 7. I receive too much pressure from too many people. 8. There was more than one time sudden unplanned change. 9. I have incompatible requests from different people.	**El Shikeri and Hassan A. Musa, (2011)**

Source: Adapted from El Shikeri and Hassan A. Musa, (2011)

vi)   Section F: Role Ambiguity

Section F is constructed to determine role ambiguity that could be the potential cause of work stress as perceived by police officers. In this study, role ambiguity are operationalized as a situations where an individual perceived that they do not have a clear information regarding the necessary behavior that needs to be conducted during the performance of a job or task, or do not have a clear information's in relations to individuals position within the organization (Wilkinson, 2006). In this section the instrument was adapted from Rizzo et al., (1970). In this section, total of 6 items were used in this instrument. Also, the respondents have to choose the 5 response options in the Likert Scale as shown in Table 3.8. Table 3.6 respectively illustrated the reference, author and question for the instrumentation.
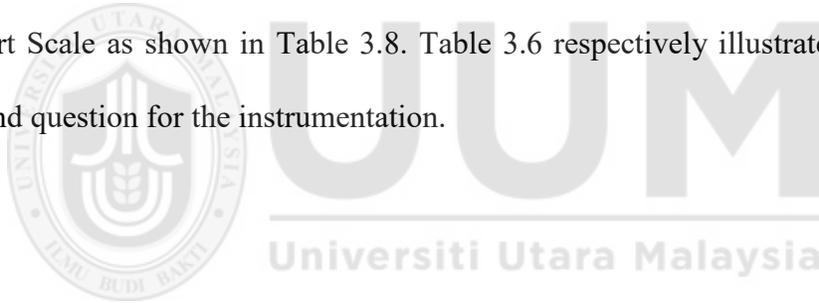
Table 3.6:

Role Ambiguity Instrumentation and Measurement

Independent Variable	Item	Author
Role Ambiguity	1. I feel secure about how much authority I have. 2. I have a clear planned goal and objectives for my job. 3. I know that I have divided my time properly. 4. I know that what my responsibilities are. 5. I know that exactly what is expected of me. 6. I have a clear explanation of what has been done.	**(Rizzo et. al., 1970)**

Source: Adapted from Rizzo et al., (1970)

vii)   **Section G: Workplace Relationships**

Section G is constructed to determine the workplace relationship factor that could be the potential cause of work stress perceived by police officers. In this study, workplace relationships are operationalized as the relationships between the member of the organizations in term of learning to live with other people and also maintaining good relationships between members of a group (Selye, 1974). In relation to this study, workplace relationships refer to the relationships between a co-worker, supervisors, managers and it is the interactions between an individual within a group and negative interactions between members of a group will resulted in job stress. Problematical

relationships associated with poor interpersonal relationships between leaders, managers, superior, subordinates, colleagues which may come in the form of workplace bullying, violence threat, biased, unsupportive management, harassment, unhealthy leadership, workplace isolation and other deviant behaviors are the sources and causes of job stress in policing occupations. In this section, a total of 11 items were constructed and used in this instrument and the instrument was adapted from Naemah (2007), Wan Mohd Nasir (2002), and Baskaran (2004). The respondents have to choose the 5 response options in the Likert Scale as shown in Table 3.8. Table 3.7 illustrated the reference, author and question for the instrumentation.
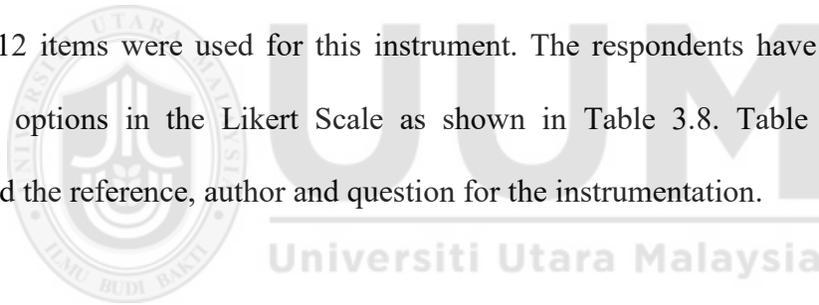
Table 3.7:

Workplace Relationships Instrumentation and Measurement

Independent Variable	Item	Author
Workplace Relationships	1. My supervisor is not helpful enough. 2. My colleagues are unfriendly. 3. I feel unpleasant with the way of my colleague treated me when do the work. 4. I wish that I had more assistance to deal with the burden placed upon me at work. 5. I frequently dispute with individual from other units/department. 6. Not enough cooperation from supervisor /subordinates. 7. I often argue with friends. 8. Lately, I do things by myself instead of with other people. 9. I often quarrel with supervisors. 10. Lately, I am worried about how other at work views me. 11. Lately, I avoid meeting other people.	**Naemah (2007), Wan Mohd Nasir (2002), Baskaran (2004)**

Source: Adapted from Naemah (2007), Wan Mohamad Nasir (2002) and Baskaran, (2004)

3.4   Likert Scale

Likert (1932), developed the principle of measuring attitudes of an individual or human being by using a method in which people were asked to provide reaction to a sequence of statements about a subject matter, in terms of the agreeableness dimensions, and also includes attitudes components of cognitive and affective. In this study, the research questionnaire used Five point Likert Scale for the purpose of finding the best answer that represents the respondent response. According to Bowling (1997) and Burns et al (1997), Likert-type or frequency scales are designed to measure respondent attitudes or opinions by using fixed choice response formats in the form of agreement or disagreement. The respondent is asked to rate from 1 to 5 point (1 = strongly disagree and 5 = strongly agree) for Section B, C, D, E, F and G. The 5 point Likert Scale is illustrated and shown in Table 3.8:-
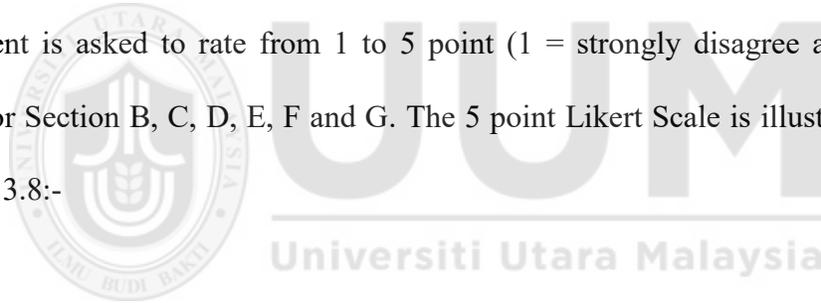
Table 3.8:

Five point Likert Scale for Job Stress

	1	2	3	4	5
Scale					
Perception	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

3.5   Population and Sampling

3.5.1   Population

According to Sekaran (2003), population is defined as the entire group of people, the events and things that the researcher wishes to investigate. Sekaran, (2003) highlighted that the researcher must make certain that the population consisted of those entities which are actually the information sought by the survey. The major focus and aims of the study is to investigate and determine the job stress factor and it's relationships with police occupational job stress within IPD Shah Alam. The main reason why IPD Shah Alam is chosen is due to the following reasons:-

i. Currently there is no study that has been carried out in the context of police officers job stress within IPD Shah Alam; and
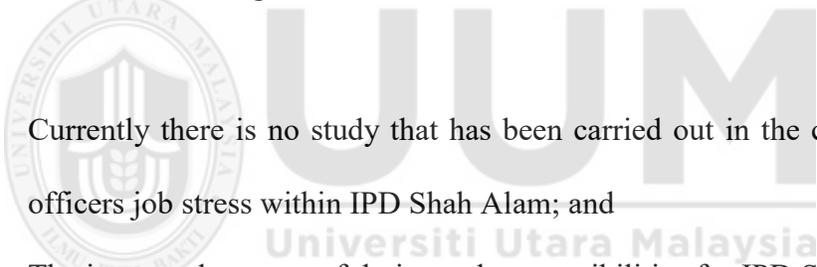
ii. The increased amount of duties and responsibilities for IPD Shah Alam police officers due to the growing number of total population in Shah Alam area that is associated with the addition of increasing number of crime index.

The population of interest for this research consisted of police officers from 6 different Departments inside IPD Shah Alam namely:-

1. Criminal Investigation Department (JSJ);

2. Narcotics Criminal Investigation Department (JSJN);

3. Commercial Crime Investigation Department (JSJK);

4. Traffic Investigation and Enforcement Department (JSPT);

5. Crime Prevention and Community Security Department (JPJKK); and

6. Taman Sri Muda Police Station (Balai Polis Taman Sri Muda).

Altogether there are a total of 530 police officers ranging from operational, investigations and general duties that were chosen. The population of police officers in IPD Shah Alam is illustrated in Table 3.9:-

Table 3.9:

Population of Police Officers in IPD Shah Alam

Shah Alam District Police Headquarters	Total of staff
1. Criminal Investigation Department	86
2. Narcotics Criminal Investigation Department	47
3. Commercial Criminal Investigation Department	41
4. Traffic Investigation and Enforcement Department	82
5. Crime Prevention and Community Security Department	169
6. Taman Sri Muda Police Station	105
Total	**530**

3.5.2 Sampling

According to Zikmund (2003), sampling is the subset of population and it is the important characteristic of every research. Sampling is the process of selecting a sufficient number of elements from the population, and in the sampling process, selected elements of the population is chosen as the subjects of the sample that represent the

population (Kumar, Talib & Ramayah, 2013). Determining proper sample size is a very significant concern because it is time consuming and resources wasting if samples sizes are too large, and resources and inaccuracy of results may occur if samples sizes are too small (Kumar et al., 2013). In deciding the actual number of sample, Roscoe (1975) suggested sample size of not less than 30 and not more than 500 are adequate for conducting a research.

In this study, the researcher opted to use disproportional stratified random sampling due to the nature of the police organization that consist of (1) Criminal Investigation Department (JSJ), (2) Narcotics Criminal Investigation Department (JSJN), (3) Traffic Enforcement and Investigation Department (JSPT), (4) Commercial Crime Investigation Department (JSJK), (5) Crime Prevention and Community Security Department (JPJKK) and (6) Taman Sri Muda Police Station (Balai Polis Taman Sri Muda). Disproportional sampling is a probability sampling technique and these sampling techniques used to deal with the complexity researcher's come across with stratified samples of uneven sizes. In this sampling method, population are divided into subgroups or known as strata but sampling fraction is dissimilar for all the subgroup or strata whereby some strata are relatively oversampled compared to others. Disproportionate stratified random sampling formula is shown in Table 3.10 and the distribution of questionnaire to the selected respondents used Krejcie and Morgan (1970) table for determining sample size. The Krejcie and Morgan (1970) table for determining sample size are illustrated in Table 3.11:-

Proportionate formula:

Multiply the group number by sample size and divide by the total number of

population = Total Number of Respondent

Table 3.10:

Disproportionate Stratified Simple Random Sampling

Department	Number of Staff	Proportionate	Total Number of Respondents
Criminal Investigation Department	86	86/530=16	16%x223=36
Narcotics Criminal Investigation Department	47	47/530=9	9%x223=20
Commercial Criminal Investigation Department	41	41/530=8	8%x223=18
Traffic Investigation and Enforcement Department	82	82/530=15	15%x223=33
Crime Prevention and Community Security Department	169	169/530=32	32%x223=71
Taman Sri Muda Police Station	105	105/530=20	20%x223=45
Total	**530**	**100**	**223**

Table 3.11:

The Distribution of Questionnaire to the Selected Respondents

No	Shah Alam District Police Headquarters	Population	Sample
1	Criminal Investigation Department	86	36
2	Narcotics Criminal Investigation Department	47	20
3	Commercial Criminal Investigation Department	41	18
4	Traffic Investigation and Enforcement Department	82	33
5	Crime Prevention and Community Security Department	169	71
6	Taman Sri Muda Police Station	105	45
	Total	**530**	**223**

3.6   Data Collection Techniques

There are two methods used in data collecting process, which is categorized into primary data and secondary data (Uma & Roger, 2009). The researcher will use the primary data for this study, whereby all these data are directly collected from the field. Primary data is defined as the data collected specifically for the research project being undertaken (Zikmund, 2003). A survey method via questionnaire has been used to collect data for this research about respondents' perception on understudied variables. According

Thomas, Schermerhorn, Dienhart, & Bartles (2004), the reason why questionnaire are used in collecting data is due the cost, time and openness. Questionnaire is low in cost and also lead to honesty and truthful responses. A total of 223 set of questionnaires were distributed to all 6 Departments in IPD Shah Alam namely, (1) Criminal Investigation Department (JSJ), (2) Narcotics Criminal Investigation Department (JSJN), (3) Traffic Enforcement and Investigation Department (JSPT), (4) Commercial Crime Investigation Department (JSJK), (5) Crime Prevention and Community Security Department (JPJKK) and (6) Taman Sri Muda Police Station (Balai Polis Taman Sri Muda) started from 20th March 2017 until 4th April 2017. There are 181 sets of questionnaire that represent 81% of the sample sizes were successfully collected from 223 questionnaires. Gay and Airasian (2003); Leedy and Ormrod (2005), mentioned that the sample size of around 30% from the total population size are sufficient and acceptable (as cited in Soedarso, 2009).
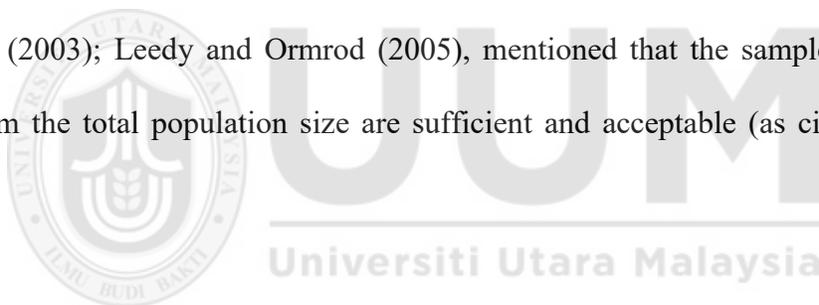
3.7 Data Analysis Techniques

Data analysis is the techniques used to conduct the arranged data testing in order to develop explanations, and also helping in conducting hypothesis testing (Uma & Roger, 2009). In simple words, data analysis help researcher in data inspection, data transformation, and data modeling based on the data collected from the respondents in order to generalize data for the purpose of making conclusion and recommendations for the aforementioned research later on. After data collection process, some exercise is carried out by the researcher which includes data coding and data recording. Researcher used the mean, standard deviation and other descriptive statistical tools in order to

describe the main characteristic of the sample. In this study, Statistical Package for Social Sciences (SPSS) version 22.0 is used by the researcher. Reliability analysis was used to estimates the stability of measurement instruments.

3.8   Pilot Study

Pilot test has been conducted not only to make sure the questionnaire operates properly but also to ensure that research instrument overall well functioned (Bryman & Bell, 2011). In conducting pilot test, researcher needs to get questionnaire instruments to a small group that carries the same characteristics with the actual respondent (Sekaran, 2003). The objective of conducting pilot test is to guarantee that questionnaire meets the research goals and the most important things is that selected respondent or sample respondent are able to understand the instruments. If several of the questionnaire instruments fail to meet the research goals or the respondent having difficulties in understanding those questions then the researcher can modify the questions after conducting this study (Mcintire & Miller, 2007; Lucky, 2011).

Another objective of conducting pilot test is that it's also can serve a purpose in eliminating an unacceptable item from the questionnaire instrument (Sekaran, 2003). The pilot test result will valuable in helping the researcher to eradicate the indecisive question that respondents considered as unclear or hard to understand. A pilot study was conducted with 30 respondent involved in total whereas 6 respondent are selected to represent each of the selected department under IPD Shah Alam which are associated

with these studies to determine the clarity of questions, effectiveness of instructions, completeness of response sets and success of data collection techniques.

3.9 Reliability Test

Reliability test is one of the most important elements of test quality. The reliability test has been conducted for the purpose of testing the instrument reliability that is used in the research. The questionnaire reliability was tested to verify the consistency and reliability of all variable and factor related with the study that is based on Cronbach's Alpha. The Cronbach's alpha value is used to observe the instruments. Sekaran, (2005) mentioned that the closer Cronbach's Alpha value is to 1, and then the consistency of the reliability factor would be higher or excellent. Any reliability coefficient (Alpha) value that is less than 0.6 is considered as poor and those in the range of 0.7 are considered as acceptable, and those with coefficient value of 0.8 and higher are considered as good. The Cronbach's Alpha (Coefficient) and Internal Consistency which is based on (Sekaran, 2005) is shown in the Table 3.12:-

Table 3.12:

The Cronbach's Alpha (Coefficient) and Internal Consistency

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

3.10 Validity Test

The validity analysis are performed and conducted in this study in order to test the variables studied in this research to identify whether the variable are measurable or not. A validity test helps to ensure that a test is in accordance with certain professional standards to ensure that its measures what is supposed to be measured (Kaplan & Saccuzzo (2001). In other words, validity test measures the gap or differences between what is actually measured by the test and the intention of what is intended to be measured. Face and construct validity are conducted and performed in order to examines and identify that the variables is valid and at the same time are measurable. If face validity appears in the measurement, it means that it measure what were supposed to measure. The significance and questionnaire relevancies items in the study were judged by supervisor and construct validity is determined by using factor analysis. Construct validity used the factor analysis results and these results used to confirm whether theorized dimension emerge or not (Sekaran & Bougie, 2013).

3.11 Data Screening

Data screening has been used to identify the missing data and/or invalid data in this study. Linearity test and Normality test has been conducted during the data screening process.

3.11.1 Linearity Test

Linearity test is the ability of a test to obtain result within a given range that varies in a manner directly proportional to changes in the amount/concentration of the analysis in the sample. It is also defined as a mathematical transformation. The relationship between independents and dependent variables has been examined using the linearity test. The result of the analysis whether the relationship between independent and dependent variables is linear or otherwise will be shown using Scatter plot.

3.11.2 Normality Test

Normality test is a statistical process that is used to determine and identify whether data sample has a standard normal distribution. It can be mathematically or graphically performed. The main purpose of normality test is to guide researcher on appropriate analysis test or method should be used in ensuring that the test findings are not misguided or producing a biased results. The Skewness and Kurtosis test were used in order to examine whether the sample data have drawn from a normally distributed population or not. This study will use ±1.96 as the value of Skewness and Kurtosis as suggested by Hair et.al. (2009).

3.12   Factor Analysis

Factor analysis has been used in relation to multiple-indicator measures to determine whether groups of indicators tend to bunch together to form different clusters, which known as factors (Bryman & Bell, 2011). Factor analysis is a correlation technique which tries to reduce the interrelationship between the variables to a few numbers of dimensions or factors from the large number of variables (Raykov & Marcoulides, 2012), before using them in other analysis such as multiple regression (Tabachnick & Fidell, 2013). In order to permit the factor analysis process to be performed, there is a precondition test that must be performed first. The test that been run before performing the factor analysis is as follow:-

3.12.1   KMO, Bartlett, Anti-Image Correlation and MSA tests

KMO and Bartlett test is used to review the suitability of data using factor analysis. Barlett's test of Sphericity and the Kaiser – Meyer- Olkin (KMO) were performed in determining the adequacy in term of the significant number of correlations between the items to rationalize factor analysis. In a much simpler word, KMO is used to quantify the sample sufficiency of for two factor removal. The KMO value of 0.847 is measured as acceptable (Kim & Muller, 1978). The Bartlett test is performed to test the multivariate normality of the set distributions. A significance value of $p < 0.05$ indicates that the data do not produce an identity matrix or differ significantly from identity (George & Mallery,

2000). The interpretation of the strength of correlation according to Kaiser (as cited in Dou et al., 2013) is as illustrated in Table 3.13:-

Table 3.13:

Interpretation of Strength of the KMO / MSA.

KMO / MSA	Interpretation
0.9 and above	Quite suitable
0.8 – 0.9	Suitable
0.7 – 0.8	Generally suitable
0.6 – 0.7	Not quite suitable
Under 0.5	Not suitable

3.13   Descriptive Analysis

In general, descriptive analysis is used to describe the basic feature of the data in the study. The purpose of this analysis was to attain the results of frequency distribution, measures of central tendency and measures of dispersion of variability. Descriptive analyses provided the summaries about the sample and the measures. Frequency, percentage, means and standard deviation is the descriptive analysis used in this studied. The descriptive analysis involved in this study analyzed the respondent background (gender, age, race, marital status, highest educational level, department, rank, length of service in organization and total income). The descriptive statistics conducted are used to calculate the mean scores and standard deviation of the variables each dimension. The

calculation of mean is performed to determine the significance of each of the dimension respectively (Sekaran, 2010).The descriptive analysis is presented in the next chapter.

3.14   Pearson Coefficient Correlation Analysis

Correlation coefficient (r) or Pearson correlation was conducted to test the understudied relationship and the linear degree between independent and dependent variables. In this research, the Pearson correlation analysis used to examine and analyze the job stress factor and the police job stress relationship. The correlation coefficient value range between -1.00 to +1.00 and the +ve or –ve sign denotes the correlation direction. The positive sign indicates there is a direct correlation between two variables whereas the negative sign indicates that exist negative correlation between two variables.

A correlation coefficient gives two information about the relationship between two variables; the direction of the relationship and its magnitude. A hypothesis test on the correlation between dependent and independent variables are performed in order to test the linear relationships significance. In order for correlation to be regarded as significant, the correlation of 0.5 or above must be achieved. The correlations will be stronger when the number moves closer towards 1 value. The interpretation of strength and results that are generated from the Pearson correlation analysis are based on The Guildford's Rule of Thumb. The Guildford's Rule of Thumb are shown and illustrated in illustrated in Table 3.14:-

Table 3.14:

The Guildford's Rule of Thumb

Size of Correlation	Interpretation
0.90 to 1.00 (-.90 to –1.00)	Very high positive (negative) correlation
0.70 to 0.90 (-.70 to -.90)	High positive (negative) correlation
0.50 to 0.70 (-.50 to -.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-.30 to -.50)	Low positive (negative) correlation
0.00 to 0.30 (.00 to -.30)	Little if any correlation (weak)

3.15 Multiple Regression Analysis

Multiple regression analysis also used in this research. In order to perform the multiple regressions analysis, two or more predictor variable is required (Tabachnick & Fidell, 2007). Multiple Regressions is a regression model implemented that the dependent variable are expected to have a linear relationship with two or more independent variables. The multiple regressions analysis explains the relationship between several independent variables with one dependent variable that is used to test the hypothesis.

3.17   Chapter Summary

This chapter provides clear elaboration on the research methodology applied in this study. The researcher has explained how the research approach are adopted in the study, with the details of sample and population associated with the study, the respondents selection, the administration of instrument that includes questionnaire development, research materials and the survey procedure. The data collection method and the data analysis techniques using Statistical Package for Social Sciences (SPSS) version 22.0 are also explain and elaborated in this study. Finally, the analysis results and findings are explains in intensely in Chapter 4 of this study.

CHAPTER 4

RESULT AND FINDINGS

4.1   Introduction

This chapter analyzed the result and findings of this study. All data were analyzed using Statistical Package for Social Sciences (SPSS) version 22.0 for a computer program. The type of data in analyzing respondent's background such as gender, age, race, marital status, highest education level, department, rank, the length of service in the organization and total income were utilized based on frequency and percentage. In addition, Pearson Correlation Analysis and Multiple Regression Analysis were used to determine the relationship between the independent and dependent variables.

4.2   Sample Characteristics

A total set of 223 questionnaires has been distributed to 6 departments inside IPD Shah Alam using disproportionate stratified simple random sampling. From the total of distribution, only 181 sets of the questionnaires have been collected and 39 of total set questionnaires were unreturned. Only 178 sets of questionnaire were usable whereas 3 sets of it were unusable. Hence, the usable response rate was 79.82% and unusable response rate is 20.18% as illustrated in Table 4.1 below:-

Table 4.1:

Response Rate

Response	Frequency / Rate
Number of distributed questionnaire	223
Returned questionnaire	181
Unreturned questionnaire	42
Returned and usable questionnaire	178 (98%)
Returned and unusable questionnaire	3 (2%)
Usable response rate	79.82%
Unusable respond rate	20.18%

4.3 Descriptive Analysis

The researcher used descriptive analysis to analyze the demographic information of the respondents based on frequency and percentage which have been collected and recorded using windows program known as Statistical Package for Social Sciences (SPSS) 22.0.

4.3.1 Respondents Demographic

Respondent's demographic profiles were analyzed using descriptive analysis based on 178 sets of useable questionnaire instead of 181 sets of the questionnaires that has been collected due to 3 sets of questionnaire were unusable. The values of frequency and percentage are used to show a certain sample of demographic. The questionnaire that

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shows the demographic variable information which referred to respondent profiles is shown in Table 4.2:-

Table 4.2:

Demographic Variables (n=178)

Items	Category	Frequency	Percentage
Gender	Male	143	80.3
	Female	35	19.7
	Total	**178**	**100.0**
Age	Below 20	1	.6
	20-29	100	56.2
	30-39	45	25.3
	40-49	17	9.6
	50 and above	15	8.4
	Total	**178**	**100.0**
Race	Malay	120	67.4
	Indian	20	11.2
	Chinese	14	7.9
	Others	24	13.5
	Total	**178**	**100.0**
Marital Status	Single	48	27.0
	Married	126	70.8
	Divorce	4	2.2
	Total	178	100.0
Academic Level	STPM	1	.6
	Bachelor Degree	8	4.5
	SPM	142	79.8
	Diploma	7	3.9
	PMR	20	11.2
	Total	**178**	**100.0**

Department	Criminal Investigation	26	14.6
	Narcotic Criminal Investigation	16	9.0
	Commercial Crimes Investigation	17	9.6
	Traffic Enforcement & Investigation	28	15.7
	Crime Prevention & Community Security	52	29.2
	Taman Sri Muda Police station	39	21.9
	Total	**178**	**100.0**
Rank	Constable	52	29.2
	Lance Corporal	47	26.4
	Corporal	31	17.4
	Sergeant	24	13.5
	Sergeant Major	11	6.2
	Sub-Inspector	2	1.1
	Inspector	11	6.2
	Total	**178**	**100.0**
Total Experience	1-5 years	67	37.6
	6-10 years	48	27.0
	11-15 years	29	16.3
	16-20 years	8	4.5
	>20 years	26	14.6
	Total	**178**	**100.0**
Total Income	< RM 1000	1	.6
	RM1001-RM2000	48	27.0
	RM2001-RM3000	46	25.8
	RM3001-RM4000	45	25.3
	>RM4000	38	21.3
	Total	**178**	**100.0**

Based on Table 4.2 above, it could be summarized that the majority of respondents from 178 respondent (police officers) inside IPD Shah Alam consist of 143 (80.3%) male officers whereas only 35 (19.7%) of respondents are female. For the respondent's age, 100 (56.2%) of the respondents involved aged between 20-29 years old whereas only 1 (0.06%) of the respondent aged below 20 years old. For the race, 120 (67.4%) or majority respondent is Malay, 11.2% are Indian and 7.9% involved Chinese respondents whereas the rest of 13.5% represent other races. For the respondent's marital status, it could be summarized that 126 (70.8%) or majority respondents are married which is the highest majority of respondents and only 4 (2.2%) of the respondents are divorced. For the highest academic level of education, 142 (79.8%) of the respondent is a SPM holder which represent the highest majority of the respondent academic and education level and only 1 (0.06%) of the respondent are STPM holders.

For the respondent department, there are 52 (29.2%) of the respondent originated from the Crime Prevention & Community Security Department (JPJKK) which represent the highest majority of respondent whereas Narcotic Criminal Investigation Department (JSJN) represent the lowest number of respondent with the total number of respondent of 16 (9%). For the rank level of job position, it could be summarized that 52 (29.2%) of the respondents are in the rank of Constable which represent the highest majority of the respondent while only 2 (1.1%) of the respondent is in the rank of Sub-Inspector which represent the lowest of rank involved in this study. For the respondent total work experience there is about 67 (37.6%) of the respondent that have the working experience of 1 to 5 years which is the highest, while only 8 (4.5%) of the respondent have been

working for 16 to 20 years which is the lowest. For the total income demographic, there are about 48 (27%) of the respondents have a total income of between RM1, 001.00 to RM2, 000.00 which represent the highest, and only 1 (0.06%)of respondents that have total income of less than RM1, 000.00.

4.4   Pilot Test

The pilot test is conducted to examine and measure the reliability of instrument used in this research. The value of Cronbach's Alpha of 0.7 and above is acceptable whereas the value of Cronbach's Alpha of 0.6 is regarded as poor but is still acceptable (Sekaran, 2013). The result of reliability for the pilot test that based on Alpha coefficients value for each variable in this research are summarized and illustrated in Table 4.3:-

Table 4.3:

Result of Reliability Analysis for Pilot Test

Variables	*Cronbach's Alpha Value (α)*
Job Stress	0.937
Workloads	0.700
Working Conditions	0.657
Role Ambiguity	0.715
Role conflict	0.912
Workplace Relationship	0.848

Based on Table 4.3 above, the result of reliability test shows that all the variables that consist of job stress (0.937), workloads (0.700), role ambiguity (0.715), role conflict (0.9212) and workplace relationship (0.848) are all have the highest value of Cronbach's Alpha which is above the value of 0.7 that is acceptable (Sekaran, 2013). Only the independent variable of working condition factor has a Cronbach's Alpha value of 0.657 which are regarded as poor but however still acceptable (Sekaran, 2013). Thus, all the variables in this research were reliable to be used for further analysis.

4.5   Data Screening

Data screening is defined as the process of inspecting data for errors and correcting them prior to conducting or performing further data analysis. Data screening is one of the processes for the researcher to ensure that the data gathered are linear and normal before further analysis are and can be conducted by the researcher. Data screening is important to ensure all the data used in the research is reliable, suitable, and usable in this research. Hence, the data screening conducted by the researcher involved linearity and normality test.

4.5.1   Linearity Test

In order to test the linearity of the data, the researcher has performed scatter plot as shown in Figure 4.1 to Figure 4.7. The scatter plot graphs shows the linearity pattern

between dimensions and based on the diagram below, it shows that the scatter plots graphs are linear.
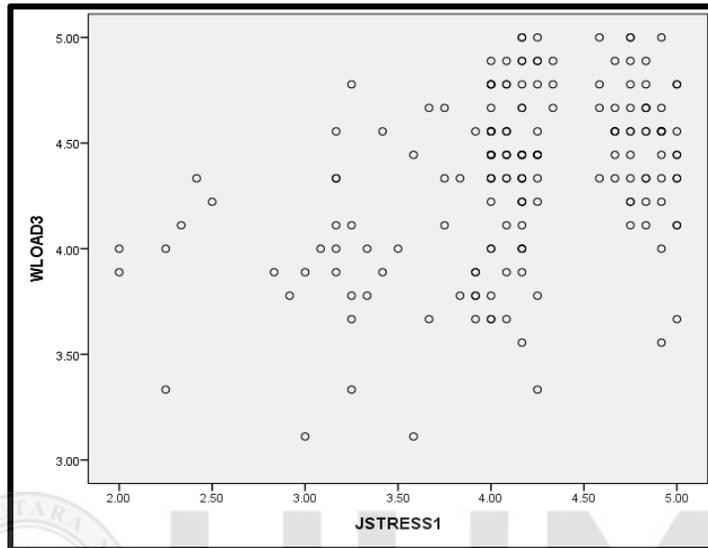
Figure 4.1:
Scatter Plot Graph
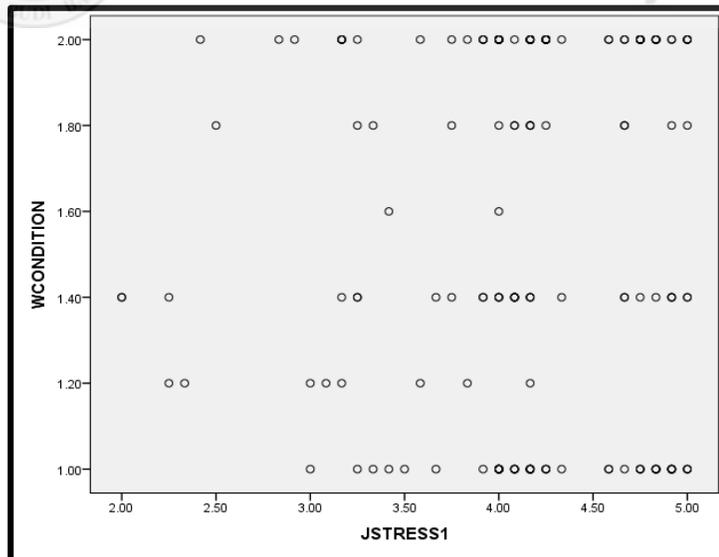
Figure 4.2:
Scatter Plot Graph
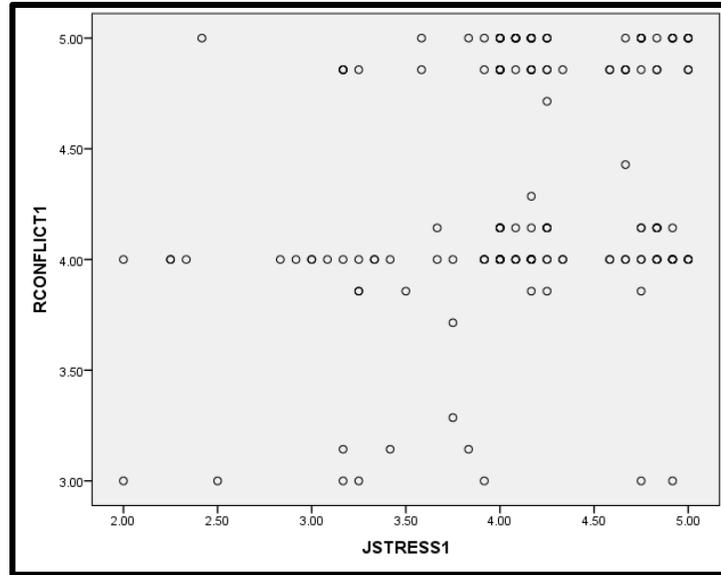
Figure 4.3:

Scatter Plot Graph
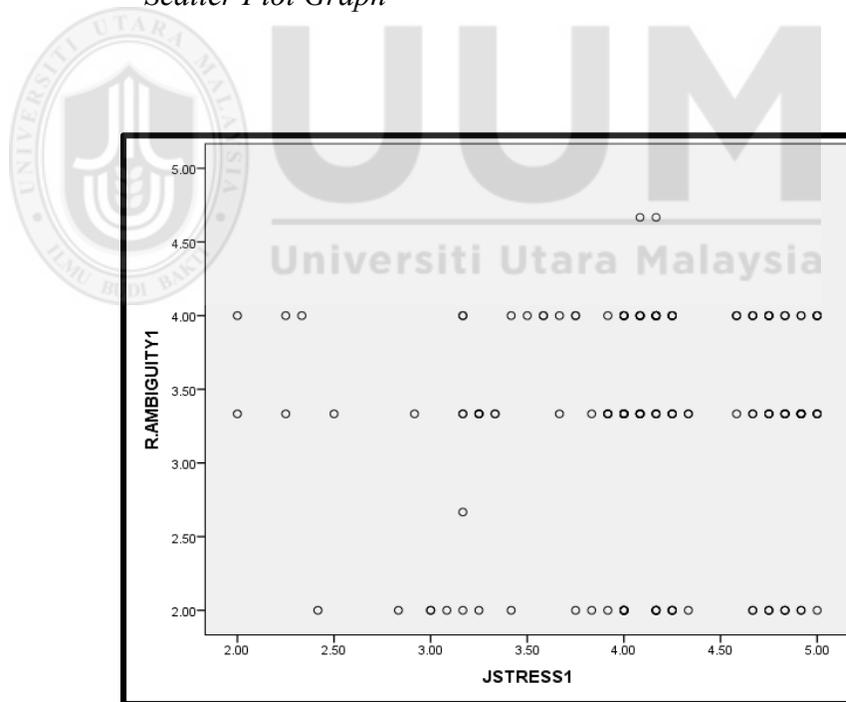
Figure 4.4:

Scatter Plot Graph

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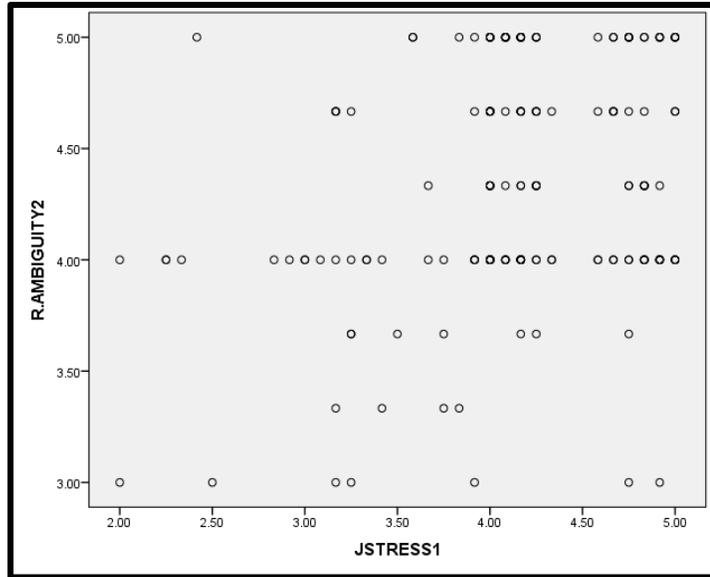
Figure 4.5:

Scatter Plot Graph
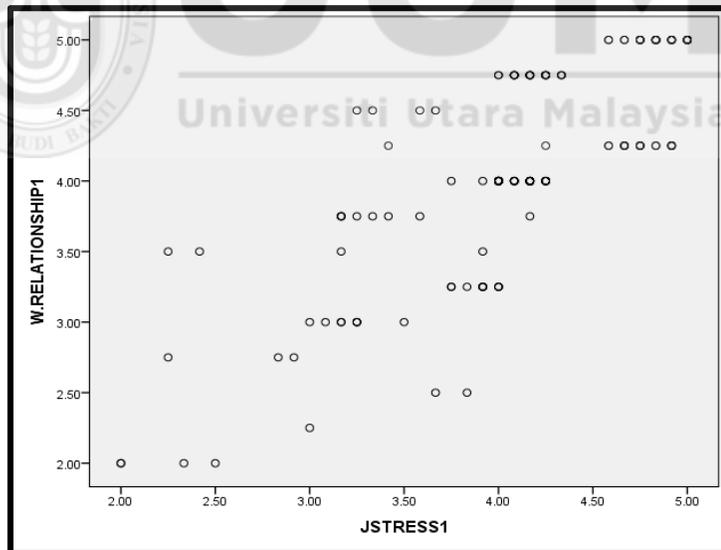
Figure 4.6:

Scatter Plot Graph
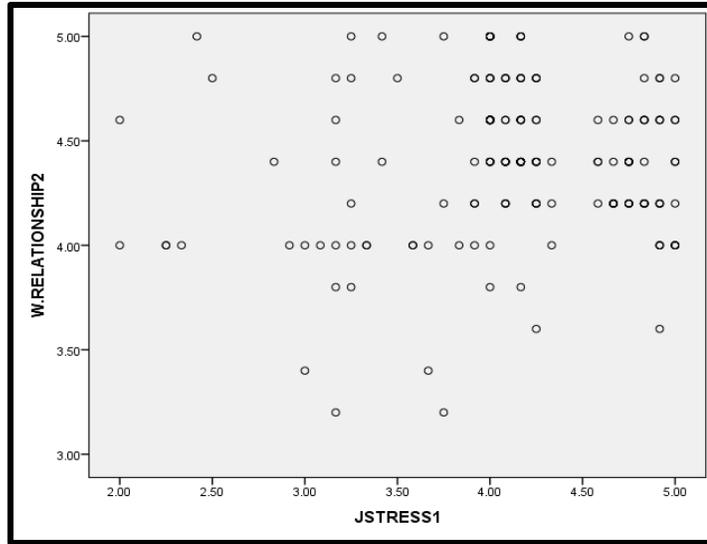
Figure 4.7:

Scatter Plot Graph

4.5.2   Normality Test

The normality test is measured by the researcher using Skewness and Kurtosis. This study will use ±1.96 as the value of Skewness and Kurtosis as suggested by Hair et.al. (2009). From the Table 4.4 below, it shows that the value of Skewness and Kurtosis for job stress, workloads, working condition, role conflict, role expectancy, role clarity, poor supervisory support and interpersonal relationships are between ±1.96 which shows the normality of the data.

Table 4.4:

Skewness and Kurtosis Values (n=178)

Variables	Skewness		Kurtosis	
	Values	Std. Error	Values	Std. error
Job Stress	-.979	.182	1.148	.362
Work Conditions	-.115	.182	-1.706	.362
Workloads	-.652	.182	.149	.362
Role Conflict	-.366	.182	-.509	.362
Role Expectancy	-.679	.182	-.862	.362
Role Clarity	-.408	.182	-.340	.362
Poor Supervisory Support	-.893	.182	.555	.362
Interpersonal Conflict	-.519	.182	.566	.362

4.6   Factor Analysis

The main objective performing factor analysis is to reduce the number of variables as well as examine the structure or relationship between variables involved in this study (Williams, Onsman & Brown, 2010). Besides that, the purpose of researcher performing and conducting factor analysis is to identify the discriminant factors by refers to its eigenvalues and cumulative eigenvalues. The eigenvalues of discriminant factors involve must be greater than 1 (Gutman, 1954, Kaiser, 1960, Nunnally & Bernstain, 1994) while the cumulative eigenvalues must have a value of at least 60% or above as the number of factors extracted (Polit & Beck, 2008).

In this study, the researcher will use 0.5 as the factor of loading value to indicate items that converge in a particular factor (Meyers et al., 2006). Therefore, items with scored above or equal value of 0.5 will be converging in the same factor. Meanwhile, an item which comprised lower than 3 items within each factor loading should be eliminated since the minimum requirements must be at least 3 items within each factor loading (Meyers et al., 2006; Costello & Osborne, 2005).

4.6.1 KMO, Bartlett's, Anti-Image Correlation and MSA tests

According to Ordonez de Pablos (2012), the minimum index value of Kaiser-Meyer-Olkin (KMO) should be greater than 0.50 whereas for Bartlett's Test of Sphericity on the other hand must be significant at P <0.05 for a factor analysis to be considered appropriate.

4.6.1.1 Job Stress

Table 4.5 below shows the result of factor loading, KMO and Bartlett's test for job stress. From the result, the value of KMO was 0.888 and Bartlett's test was significant. Thus, the factor analysis is considered appropriate to execute. The index value of Kaiser-Meyer-Olkin (KMO) in this study was greater than 0.5 whereas Bartlett's test of Sphericity was significant at P <0.05 for the factor analysis to be considered appropriate (Ordonez de Pablos, 2012). According to the Kaiser-Gutman rule of thumb, the factors with the eigenvalues greater or equal to 1 should be considered to execute the factor

analysis while the extracted factors to cut-off the factor loading must be cumulative eigenvalues at least 60% or above 60%. Hence, there is only one dimension or factors of job stress that are identified based on the factor analysis results of job stress. Table 4.5 below summarized that there are only 12 items of job stress scored loading factors more than 0.5 out of 18 items. Therefore, only 12 items meet the requirement of reliability testing that will be used in further analysis of job stress during correlation and multiple regression analysis tests.

Table 4.5:

Result of Factor Analysis for Job Stress

Items	Factor 1
Job Stress-11	.972
Job Stress-18	.963
Job Stress-3	.963
Job Stress-2	.960
Job Stress-1	.955
Job Stress-13	.945
Job Stress-17	.930
Job Stress-16	.919
Job Stress-14	.628
Job Stress-6	.598
Job Stress-12	.551
Job Stress-19	.540
Job Stress-7	
Job Stress-10	
Job Stress-8	
Job Stress-15	
Job Stress-9	

Variance Explained (Cumulative Eigenvalue)	72.22%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.888
Bartlett's Test of Sphericity (Significant Level)	.000

4.6.1.2   Workloads

Table 4.6 below shows the KMO value for workloads was 0.837 and Bartlett's test was significant. The index value of Kaiser-Meyer-Olkin (KMO) in this study was greater than 0.5 whereas Bartlett's test of Sphericity was significant at P <0.05 for the factor analysis to be considered appropriate (Ordonez de Pablos, 2012).Thus, the factor analysis allowed to be performed and execute. According to the Kaiser-Gutman rule of thumb, the factors with the eigenvalues greater or equal to 1 should be considered to execute the factor analysis while the extracted factors to cut-off the factor loading must be cumulative eigenvalues at least 60% or above 60%. Garson, (2010); Pett et al., (2003) however, mentioned that some researchers indicates as little as 50% of total variance explained is acceptable. Hence, from the result of factor analysis for workloads, it shows that only one dimensions or factor of workloads have been generated. Table 4.6 below shows that only 9 items of workloads scored loading factors more than 0.5 out of 12 items. Therefore, all these 9 items will be used in further analysis of workloads during correlation and multiple regression tests.

Table 4.6:

Result of Factor Analysis for Workloads

Items	Factor 1
Workloads - 12	.711
Workloads - 2	.695
Workloads - 4	.683
Workloads - 9	.675
Workloads - 8	.646
Workloads - 1	.616
Workloads - 5	.575
Workloads - 10	.564
Workloads - 11	.504
Workloads - 3	
Workloads - 6	
Workloads - 7	
Variance Explained (Cumulative Eigenvalue)	52.96%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.837
Bartlett's Test of Sphericity (Significant Level)	.000

4.6.1.3 Working Conditions

Table 4.7 below shows that the KMO value for working condition is 0.762 which were acceptable and the Bartlett's shown a significant level. The index value of Kaiser-Meyer-Olkin (KMO) in this study was greater than 0.5 whereas Bartlett's test of Sphericity was significant at $P < 0.05$ for the factor analysis to be considered appropriate (Ordonez de Pablos, 2012). Therefore, the factor analysis allowed to be performed. According to the Kaiser-Gutman rule of thumb, the factors with the eigenvalues greater or equal to 1

should be considered to execute the factor analysis while the extracted factors to cut-off the factor loading must be cumulative eigenvalues at least 60% or above 60%. Hence, the result of working conditions variable shows that there are three dimensions of factor loading that is generated. Table 4.7 below shows that all the items of working condition scored loading factors more than 0.5 but there only 5 items from Factor 1 will be used in further analysis of working condition during correlation and multiple regression since Factor 2 and Factor 3 that consist of 3 items will be discarded in this study due to failed to meet the requirement. According to Froman, (2001) and Costello & Osborne (2005), each factor should meet the minimum requirements which must be at least 3 items within each factor loading.

Table 4.7:

Result of Factor Analysis for Working Conditions

Items	Factor 1	Factor 2	Factor 3
Working Conditions - 7	.937		
Working Conditions - 5	.908		
Working Conditions - 6	.851		
Working Conditions - 8	.836		
Working Conditions - 2	.793		
Working Conditions - 1		.767	
Working Conditions - 4		.759	
Working Conditions - 3			.959
Variance Explained (Cumulative Eigenvalue)			74.71%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.762
Bartlett's Test of Sphericity (Significant Level)			.000

4.6.1.4   Role Conflict

Table 4.8 below shows the result of factor loading, KMO and Bartlett's test for role conflict. From the result, the value of KMO was 0.856 and Bartlett's test was significant. This result shows that the index value of Kaiser-Meyer-Olkin (KMO) in this study was greater than 0.5 whereas Bartlett's test of Sphericity was significant at $P < 0.05$ for the factor analysis to be considered as appropriate (Ordonez de Pablos, 2012).Thus, the factor analysis is considered appropriate to be performed and execute. According to the Kaiser-Gutman rule of thumb, the factors with the eigenvalues greater or equal to 1 should be considered to execute the factor analysis while the extracted factors to cut-off the factor loading must be cumulative eigenvalues at least 60% or above 60%. Hence, Table 4.8 below shows that there are only two factor of role conflict that is generated. All the items of role conflict from both factors have scored loading factors more than 0.5. However, only 7 items from Factor 1 used by the researcher in further analysis of role conflict during correlation and multiple regression tests and 2 items from Factor 2 is discarded due to the reason that one factor should have contained at least three items (Jeffreys & Smodlaka as cited in Jeffreys, 2010)

Table 4.8:

Result of Factor Analysis for Role Conflict

Items	Factor 1	Factor 2
Role Conflict - 1	.992	
Role Conflict - 2	.990	
Role Conflict - 4	.985	
Role Conflict - 5	.980	
Role Conflict - 9	.980	
Role Conflict - 8	.975	
Role Conflict - 3	.581	
Role Conflict - 6		.868
Role Conflict - 7		.798
Variance Explained (Cumulative Eigenvalue)		85.05%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity (Significant Level)		.000

4.6.1.5 Role Ambiguity

Table 4.9 below shows the result of factor loading, KMO and Bartlett's test for role ambiguity. KMO value for the role ambiguity variables is 0.581 and Bartlett's test was significant. This result shows that the index value of Kaiser-Meyer-Olkin (KMO) in this study was greater than 0.5 whereas Bartlett's test of Sphericity was significant at $P < 0.05$ for the factor analysis to be considered as appropriate (Ordonez de Pablos, 2012).Thus, the factor analysis allowed to be performed. According to the Kaiser-Gutman rule of thumb, the factors with the eigenvalues greater or equal to 1 should be considered to execute the factor analysis while the extracted factors to cut-off the factor loading must be cumulative eigenvalues at least 60% or above 60%. Hence, from the result of the

factor analysis, it shows that there were two factors of role ambiguity that were generated. Based on Table 4.9 below, all of the 6 items of role ambiguity scored loading factors more than 0.5. Therefore, all 3 items in Factor 1 and 2 with the total of 6 items in both Factors will be used in further analysis of role ambiguity during correlation and multiple regression analysis and will be renamed due to the factor analysis results (Meyers et al., 2006; Costello & Osborne, 2005).

Factor 1 will later on be renamed to role expectancy due to the fact that it has generated items which focus on the perspectives of the role expectancy of the police officers in relation to their respective task/jobs. This proposition is supported by previous research which indicates that role expectancy is often associated with failure in providing or lack of information available in relation to a specific job or task for example the employee did not receive an adequate information on what the job is all about and how to perform and execute the job according which differ from expectation of the employee (police officers) and role expectancy also involves failure in explaining the compensation system employee receive when the job are perfectly execute (Ellison, 2004).

Factor 2 will later on be renamed to role clarity due to the fact that it has generated items which focus on the perspectives of the clarity of the police officers role in relation to their respective task/jobs. This proposition is supported by previous research which indicates that role clarity is often associated with discrepancies between the job descriptions and the realities of police jobs (Ellison, 2004). For example, failure of a supervisors to communicate their expectation to their subordinates, failure in providing the detail

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information's regarding job descriptions of a police officers and the frequent changing

rules that are not effective and actively communicate may prompted job strain (Toch,

2002).

Table 4.9:

Result of Factor Analysis for Role Ambiguity

Items	Factor 1	Factor 2
Role Ambiguity - 1	.970	
Role Ambiguity - 6	.968	
Role Ambiguity - 5	.626	
Role Ambiguity - 3		.956
Role Ambiguity - 4		.956
Role Ambiguity - 2		.559
Variance Explained (Cumulative Eigenvalue)		74.87%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.581
Bartlett's Test of Sphericity (Significant Level)		.000

4.6.1.6 Workplace Relationships

Table 4.10 below shows that the KMO value for workplace relationship is 0.792 which

was acceptable and the Bartlett's test shows a significant level. This result shows that the

index value of Kaiser-Meyer-Olkin (KMO) in this study was greater than 0.5 whereas

Bartlett's test of Sphericity was significant at $P < 0.05$ for the factor analysis to be

considered as appropriate (Ordonez de Pablos, 2012). Therefore, the factor analysis is

allowed to be performed**.** According to the Kaiser-Gutman rule of thumb, the factors with

the eigenvalues greater or equal to 1 should be considered to execute the factor analysis while the extracted factors to cut-off the factor loading must be cumulative eigenvalues at least 60% or above 60%. Hence, from the result of the factor analysis, it shows that workplace relationships have generated two factors from factor analysis. Table 4.10 presents only 9 items for workplace relationships scored loading factors more than 0.5 in both factors instead of 11 items. Therefore, all the 4 items in Factor 1 and 5 items in Factor 2 with the total of 9 items will be used in further analysis of workplace relationships during correlation and multiple regression analysis tests and will be renamed due to the factor analysis results (Meyers et al., 2006; Costello & Osborne, 2005).

Factor 1 will later on be renamed to poor supervisory support due to the fact that it has generated items which focus on the perspectives of poor supervisory support between police officers and their respective supervisors. This proposition is supported by previous research which indicates that communication failure or breakdown between supervisors and employees, unfair supervision practices and controversial employee performance evaluation, and lack of support from supervisors to subordinate are identified and describe as police work stressors that rendering stress towards police officers (Morash et al., 2008; Violanti & Aron, 1994).

Factor 2 will later on be renamed to interpersonal relationships due to the fact that it has generated items which focus on the perspectives of interpersonal relationships factor between police officers and their respective colleagues. This proposition is supported by

previous research which indicates that police officers who perceive themselves as having a strong work-related peer support system which is the attributes of interpersonal relationships, perceived their jobs as being less stressful (La Rocco et al., 1980; Graf, 1986).

Table 4.10:

Result of Factor Analysis for Workplace Relationships

Items	Factor 1	Factor 2
Workplace Relationships - 6	.977	
Workplace Relationships - 9	.976	
Workplace Relationships - 8	.973	
Workplace Relationships - 11	.650	
Workplace Relationships - 1		.756
Workplace Relationships - 4		.663
Workplace Relationships - 7		.631
Workplace Relationships - 2		.612
Workplace Relationships - 5		.563
Workplace Relationships - 10		
Workplace Relationships - 3		
Variance Explained (Cumulative Eigenvalue)		63.01%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.792
Bartlett's Test of Sphericity (Significant Level)		.000

4.6.1.7   Rename of Factors for Factor Analysis

Table 4.11 presents two independent variables which have been renamed due to the results of factor analysis test.

Table 4.11:

Rename of Factors for Factor Analysis

Factor / Variable	Items (No. of Question)	Rename
Role Ambiguity	1,5,6	Role Expectancy
	2,3,4	Role Clarity
Workplace Relationships	6,8,9,11	Poor Supervisory Support
	1,2,4,5,7	Interpersonal Relationships

4.7   Reliability Test after Factor Analysis

The reliability test on the data was carried out after factor analysis before proceeding with further analysis. Table 4.12 below shows that the Cronbach's Alpha values for all dimensions involve in this research after conducting factor analysis. The value of Cronbach's Alpha has shown that all the dimensions involved in this study are reliable for further analysis.

Table 4.12:

Result of Reliability Analysis after Factor Analysis

Variables		Cronbach's Alpha Value (α)
Job Stress	-	0.961
Workloads	-	0.817
Working Conditions	-	0.917
Role Conflict	-	0.974
Role Ambiguity	Role Expectancy	0.820
	Role Clarity	0.714
Workplace Relationship	Poor Supervisory Support	0.922
	Interpersonal Relationships	0.668

4.8   Restatement Hypothesis

There are five hypotheses were proposed earlier in the previous chapter (Chapter 3). After researcher conducted the factor analysis, the hypothesis for this study has been reconstructed based on the number of factors that were generated during the factor analysis tests. The reconstructed hypothesis is illustrated as in the Table 4.13:-

Table 4.13:

Restatement Hypotheses

HYPOTHESIS		
H1	:	There is significant relationship between workloads and job stress.
H2	:	There is significant relationship between working conditions and job stress.
H3	:	There is significant relationship between role conflict and job stress.
H4	:	There is significant relationship between role ambiguity and job stress.
H4a	:	There is significant relationship between role expectancy and job stress.
H4b	:	There is significant relationship between role clarity and job stress.
H5	:	There is significant relationship between workplace relationships and job stress.
H5a	:	There is significant relationship between poor supervisory support and job stress.
H5b	:	There is significant relationship effect between interpersonal relationships and job stress.

4.9   Mean and Standard Deviation

According to Utah (2013), mean is describes as the average value the set of data. The main purpose of mean used in this study is to measure the central tendency by dividing the sum of all values along with the number of values in the set of data. Table 4.14 presents the summary of means of the dependent variables and independent variables. The mean for dependent variables was between 4.13 whereas the mean for independent

variables was in between 1.54 to 4.41. Table 4.14 below shows the value of mean independent variables for workloads (4.34), working conditions (1.54), role conflict (4.35), role expectancy (3.27), role clarity (4.34), poor supervisory support (4.16) and interpersonal relationships (4.40).

Table 4.14:

Mean and Standard Deviation for Each Variable

Variables	Mean	Std. Deviation
Dependent Variable		
Job Stress	4.13	.65
Independent Variable		
Workloads	4.34	.40
Working Conditions	1.54	.43
Role Conflict	4.35	.56
Role Expectancy	3.27	.77
Role Clarity	4.34	.54
Poor Supervisory Support	4.16	.73
Interpersonal Relationships	4.40	.37

Meanwhile, the standard deviation describes the spread of the distribution of the sample variation of the mean and the most valuable index for dispersion wherein if the estimated deviation is smaller than one, it shows that respondents are very consistent in their opinion. On the contrary, if the estimated standard deviation is greater than three, it shows that respondents have a variation opinion in their own views (Hair et al., 2010).

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The standard deviation is used to calculate the spread or dispersion of data in order to examine the relationship between independent variables and the dependent variable (Sekaran, 2003). Based on the Table 4.14 above, the standard deviation for job stress is 0.65, whereas the standard deviation values of independent variables are 0.40 for workloads, 0.43 for working conditions, 0.56 for role conflict, 0.77 for role expectancy, 0.54 for role clarity, 0.73 for poor supervisory support and 0.37 for interpersonal relationships. Thus, from the results of standard deviation based on Table 4.14, all the value of variables is less than one. This shows that the respondents are very consistent in expressing their opinion with small variation.

4.10   Pearson Correlation Analysis

Pearson correlation analysis test was conducted to determine the relationship between workloads, working condition, role conflict, role expectation, role clarity, poor supervisory support and interpersonal relationships with job stress,. Based on The Guildford's Rule of Thumb, for the correlation to be considered significant, the correlation must be 0.5 or above. The closer the number moves towards 1, the stronger the correlation is. Table 4.15 shows that there were positive and significant relationships between (6) variables of job stress factor (workloads, working conditions, role conflict, role expectancy, role clarity, poor supervisory support and interpersonal relationships and job stress with poor supervisory support scored the highest significant relationship of correlation value (r= .791**, p<0.000) whereas working conditions is the only dimension or factors that does not show the relationship with job stress.

Table 4.15

Result of Correlation Analysis (n = 178)

		Working Conditions	Workloads	Role Conflict	Role Expectancy	Role Clarity	Poor Supervisory Support	Interpersonal Relationships	Job Stress
Working Conditions	Pearson Correlation	1							
	Sig. (2-tailed)								
Workloads	Pearson Correlation	.006	1						
	Sig. (2-tailed)	.936							
Role Conflict	Pearson Correlation	-.001	.383**	1					
	Sig. (2-tailed)	.988	.000						
Role Expectancy	Pearson Correlation	-.061	-.033	-.049	1				
	Sig. (2-tailed)	.421	.665	.513					
Role Clarity	Pearson Correlation	.000	.417**	.978**	-.038	1			
	Sig. (2-tailed)	.999	.000	.000	.610				
Poor Supervisory Support	Pearson Correlation	-.032	.378**	.340**	.109	.355**	1		
	Sig. (2-tailed)	.672	.000	.000	.149	.000			
Interpersonal Relationships	Pearson Correlation	.009	.157*	.010	.031	.019	.055	1	
	Sig. (2-tailed)	.901	.036	.894	.677	.802	.467		
Job Stress	Pearson Correlation	.005	.414**	.259**	.061	.285**	.791**	.109	1
	Sig. (2-tailed)	.945	.000	.000	.420	.000	.000	.147	

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

*** Note: Correlations significant at p 0.01 (p<0.01)*

4.11   Multiple Regression Analysis

Multiple regression analysis was used in this study to test the effect of the relationship between the independent variables and the dependent variable. The results of the test performed by the researcher are used to determine the strength of the influenced relationship between variables to identify which variables is more significant. The multiple regression analysis results are shown in the Table 4.16 below:-

Table 4.16:

Result of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.229	.495		.464	.644
Working Conditions	.040	.069	.027	.582	.561
Role Conflict	-.289	.258	-.248	-1.123	.263
Role Expectancy	-.018	.039	-.021	-.455	.650
Role Clarity	.247	.273	.204	.906	.366
Workloads	.212	.086	.131	2.475	.014
Poor Supervisory Support	.672	.046	.754	14.753	.000
Interpersonal Relationships	.082	.082	.046	1.001	.318

R Square = .648

R = .805

F= 44.744

*p < 0.05
a.   Dependent Variable: JOBSTRESS

The test results of multiple regression analysis in Table 4.16 above shows that workloads, working conditions, role conflict, role expectancy, role clarity, poor supervisory support and interpersonal relationships only affects about 64.8% of job stress level. This value is indicated by the variance of R^2 (0.648) as factors that affect the independent variables on job stress level. In addition, the overall results of

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multiple regression analysis showed that all independent variables have a relationship with the dependent variable, namely at F = 44.744 (p = 0.000). The results of this analysis also found that there are only five independent variables, namely working conditions (β = 0.027), role clarity (β = 0.204), workloads (β = 0.131), poor supervisory support (β = 0.754) and interpersonal relationships (β = 0.046) had a positive beta coefficient value. Meanwhile, for the other two independent variable role conflict and role expectancy indicates the negative value of beta coefficient at (β = -0.248) and (β = -0.021).

From the results of multiple regression analysis, the independent variables of workloads (p = 0.014) and poor supervisory support (p = 0.000) showed a significant relationship with the dependent variable because these two variables have a value of (P ≤ 0.05). However, another five independent variables namely working conditions, role conflict, role expectancy, role clarity and interpersonal relationships didn't show any relationships and influence on job stress level because of the value of p> 0.05.

4.12   Summary of Hypothesis Testing

Since the study is performed to examine and identified the relationship between workloads, working conditions, role conflict, role expectancy, role clarity, supervisory support and interpersonal relationships with job stress, the multiple regression analysis tests were used as a reference for the researcher. Table 4.17 below shows a summary of the results of hypothesis testing in this study based on multiple regression analysis.

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Table 4.17:

Summary of Hypotheses Testing

		HYPOTHESES	β	p	RESULT
H1	:	There is significant relationship between workloads and job stress	0.131	0.014	Supported
H2	:	There is significant relationship between working conditions and job stress	0.027	0.561	Rejected
H3	:	There is significant relationship between role conflict and job stress	-0.248	0.263	Rejected
H4	:	There is significant relationship between role ambiguity and job stress			
H4a	:	There is significant relationship between role expectancy and job stress	0.021	0.650	Rejected
H4b	:	There is significant relationship between role clarity and job stress	0.204	.366	Rejected
H5	:	There is significant relationship between workplace relationships and job stress			
H5a	:	There is significant relationship between poor supervisory support and job stress	0.754	0.000	Supported
H5b	:	There is significant relationship effect between interpersonal relationships and job stress	0.046	.318	Rejected

4.13 Conclusion

In this chapter, the findings were explicated. First, the participant's profile was develop and presented. Before performing the factor analysis, researcher examined the data using linearity and normality to ensure the data is linear and has a normal distribution. Then the data were examined using reliability test to ensure the data is valid and measurable based on the value of Cronbach"s Alpha. To test the relationship and hypothesis for this study the researcher executing the correlations and multiple regression analysis. From the results of multiple regression analysis, 2 hypothesis were found to be significant with job stress in the form of workloads and poor supervisory support whereas another five hypothesis namely working conditions, role conflict, role expectancy, role clarity and interpersonal relationships were found to have any relationships with job stress. The next chapter will discuss the findings and limitations of the study, and conclude the study by offering recommendations for practice and future research directions.

CHAPTER 5

DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will provide discussion on research result which is reported prior in chapter 4. This chapter comprises of three main sections. The first section provides explanation and reporting of the research findings accordingly with the study objectives. The second chapter on the other hand, emphasizing on the research contribution in relations to policing occupational work stress context and finally, the limitation, implication, summary and recommendations of the study are represented in the third section.

5.2 Discussion on Research Findings

Policing occupations is acknowledged and regarded as the most stressful occupations in the modern society due to the demanding and challenging nature of the police itself which is associated with the prevention of crime and maintaining law and order. This demanding and challenging nature of the policing occupations in general pose host of harmful and destructive affects toward the individual and police organizations. Research on policing work stress has indicated various factor relatively known as job stressor that play a significant roles in predicting and influencing policing occupational work stress. Various job stress model also has been develop over the years to provide the description of job stress factor and the outcome of job stress. However, the scope of this study is focusing on the relationships of job stress factor

and job stress within the context of Malaysian Policing and to be exact IPD Shah Alam a sub unit of Royal Malaysian Police (RMP). The main reason why this topic is chosen is due to very limited and empirical studies and evidence regarding the relationships between job stressor and police officers job stress. Therefore, this study is conducted to identify and examine the relationships between job stress factor and job stress among IPD Shah Alam police officers considering workloads, working conditions, role conflict, role ambiguity, workplace relationship factor as the independent variable and job stress as the dependent variables. The results and findings of the studies will elaborated based on the objective research that priory mentioned.

5.2.1 The Relationships between Workloads and Job Stress

The study main purpose and objectives is to examine the workloads factor and its relationships with police officers job stress. This study intends to find out whether workloads factor has relationships that influence the outcome of police officers job stress in the form of physiological, psychological and behavioral strain outcomes. Based on the multiple regression analysis result, it was found that workloads have positive and significant relationships with job stress.

These research findings are parallel and consistent with previous findings in relation to excessive workloads in the fields of policing occupational and its relationships with job stress outcome. There are broad studies that have been conducted in regards to job stress and workloads have been identified as a significant potential work stressor (Diestel & Schmidt, 2009). Based on the past research and its empirical evidence, a

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host of studies has identified and acknowledge that excessive workloads is associated with physiological, psychological and behavioral strain that is the outcome of job stress. In regard to this study, police officers with excessive workloads at their expense tends to make more mistakes, feeling of anger or hatred toward their employers, superior or coworkers, feeling of anxiety and depression, experiencing high levels of stress, have poor health conditions, work-family conflicts, reduce job performance, low level of job satisfaction and intention to leave. This statement can be viewed as an indicator which highlighted the effect and relationships that workloads factor have on job stress.

Workloads also act as a clear predictor and contributing factor that led to extreme work stress and therefore can become harmful in a number of ways for example excessive working within normal working hours and performing over time can cause exhaustion, working long hours or shift works for extended periods can lead to fatigue, trying constantly to finish the impossible within limited period of time with the existing resources may inflict anxiety and frustration, failing to meet deadlines on a regular basis may increase the sense of helplessness or depression, and unclear guidance and information relating to the task can caused frustration. All these mentioned examples are the workloads attribute that has significant and positive relationships with job stress.

Exclusive aspect of policing occupation that is associated with heavy and excessive workloads is physically and emotionally harmful for police officers. For example officer performed shift duties will eventually led to poor and negative influence on police officer's role as a family member and on individual level limiting opportunities

for engaging in social activities. Thus, exhaustion and stress that are generated from excessive workloads can often spill out to the family members and spouse at home, which led to conflict and even marital disputes. Excessive workloads also found to be related with police officers repeatedly make mistake, bad-tempered at the office and at home, a reduced amount of efficiencies at the workplace, reduce job satisfaction and reduce job performance. All these mentioned contributor and examples provides evidence that workloads factor does have a significant and positive relationships with policing occupational work stress.

5.2.2 The Relationships between Working Conditions and Job Stress

This study main objective is to examine the relationships between working conditions and job stress among police officers. The relationships between working conditions and job stress are measured in term of physiological, psychological and behavioral outcome. Based on the multiple regression analysis result, it was found that working conditions did not pose significant relationships with job stress. These findings however are inconsistence with past research for example Cooper & Payne (1978), five sources of stress model which stated that working conditions is the precursor or dominant sources of job stress in organizations and it also post severe and hazardous consequences without effective coping strategies.

Various studies that serve the purpose to examine the relationships between working conditions and job stress in a variety of field and occupations has proposed that working conditions factor does have an influence on job stress. However, the previous findings has proposed a mix results in where the findings of the relationships are

categorized as weak, strong and to the extent non significance but most of the findings mentioned that there exist a relationships between these two variables. From the research available, it was mentioned that the physical working conditions factor for example the air quality, noise level, ambience, lighting; temperature, vibration, overcrowded space, ergonomic conditions, insufficient resources are found to be the notable job stressor that have a significant influence on predicting employee job stress.

There are some empirical evidence gathered from previous studies however that proposed that there are limited evidence of a relationship between the physical work conditions and psychological health of employees. In previous research it was found that most of the relationships between psychological health and job stress appeared to be weak; there are however studies that proposed non-significant relationships between these two variables. Srivastava (2007), found that work conditions are not significantly related with psychological health of job stress. Srivastava (2007), mentioned this relationships are non-significant due to the outcome of psychological stress such as depression, burnout or general scale that measures health are not significantly associated with elements of the physical work conditions. Srivastava, (2007), stated that several results of the relationships findings have been reported as inconclusive due to a conflation of psychosocial and psychological predictor variables.

There is lack of empirical studies and evidence conducted referring to the relationships between working conditions and job stress (psychological health) involving policing occupations. Overall there is diminutive proof to support a strong

link between the physical work conditions and psychological health partly due to the small number of studies that focus directly on this relationship.

5.2.3 The Relationships between Role Conflict and Job Stress

This study objective is to examine the relationships between role conflict and policing occupational work stress in the form of physiological, psychological and behavioral reaction. Based on the multiple regression analysis result, it was found that role conflict did not pose significant relationships with job stress. These findings however are inconsistence with past and existing empirical evidence which stated that role conflict is the predominant factor of job stress in organizations that host severe consequences.

Numerous researches have proposed the significant positive hypothesis on the relationships between role conflict and job stress in various sector. However there is very limited research conducted in the context of policing occupational work stress. Research involving police officers from six police agencies in Florida, United States of America found out role conflict as an organizational role stressor, were non-significant predictors of job stress in the form of organizational commitment and individual job performance. Although these results are contradicted from previous research conducted on salespeople and customer service employees, they are consistent with research that indicates that role conflict concern less than 5 percent of employees who work in clerical, academic, and sales activities but not in the policing occupations.

These research findings proposed that role conflict is not a significant concern of police officers. This is mainly due to bureaucratic nature of police forces itself where organizational structure and chain of command are well in place where police officers roles, duties and responsibilities are clearly defined and documented. This findings are consistent with the findings of the 2000 local police department survey that indicates that majority of local police departments have adopted written policies in important issues such as maximum number of hours police officers can work, community policing plans, use of lethal and non-lethal weapons and force, and pursuit driving policies that clearly define specific roles and responsibilities of a police officer's eliminates the organizational role stressor of role conflicts as a job stress contributing factor.

These results are comparable with the finding of the Lord, (1996) study that proposed that in military settings, where rules and procedures are explicit, both role conflicts are weak and non-existence. Based on these results it can be concluded that role conflict may not be relevant stressors in military typesetting with a well-structured chain of command and clearly defined job tasks and this shows that role conflict do not influence job stress and the finding of those study are correlate with this research findings.

5.2.4   The Relationships between Role Ambiguity and Job Stress

5.2.4.1   The Relationships between Role Expectancy and Role Clarity with Job Stress

These study main objectives are to examine the relationships between role ambiguity and its dimension of role expectancy and role clarity with policing occupational work stress in the form of physiological, psychological and behavioral reaction. Based on the multiple regression analysis result, it was found that role expectancy and role clarity did not pose significant relationships with job stress. These findings however are inconsistent with previous findings involving the influence of role ambiguity and its dimension of role expectancy and role clarity towards job stress.

Host of research has been conducted in relation to these mentioned relationships in various occupational sector including law enforcement agencies. The findings mentioned that role ambiguity is a job stressor that regularly linked with police officers job stress and also recognize that role ambiguity has resulted to a variety of psychological and physiological symptoms for instance low job satisfaction, absenteeism, less job involvement, low expectancies, tension, anger, anxiety, absenteeism, retirement and quit from work. All the mentioned examples are the outcome of stress that will affect organizational productivity and the organization efficiency.

There are however previous findings of a study that propose that role ambiguity along with its dimensions of role expectancy and role clarity did not pose a relationships with job stress. According to Bettencourt and Brown, (2003), in their studies found

that role ambiguity along with its dimensions of role expectancy and role clarity does have significant relationships with service delivery occupational job stress in the form of job performance (As cited in Azmi et al., 2016). Narayanan et al., (1999) suggest that there exist positive relationship between role ambiguity along with its dimensions of role expectation and role clarity and job stress in service delivery sector however they proposed that the relationships between these variables and job stress does not exist for other type of jobs, such as clerical workers, police officer, and academician (As cited in Azmi et al., 2016). This shows that the clear role expectancy and clarity of roles in regard to job and organizations may eliminate the job stress effect.

Based on these inconsistent findings, it can be recommended that role ambiguity along with its dimensions of role expectancy and role clarity may act as a job type and may not representative to all organizations. For example, Narayanan et al., (1999), prior to their study, performed the process of respondent data collection respondent gained from three different occupations including law enforcement officers by asking these respondent to describe a concrete incident which occurred at work perceives as stressful, the stressful degree of the event why respondent perceived the incident is problematic and report their additional emotional response to the event. Narayanan et al., (1999) on that study concludes that role ambiguity along with its dimensions of role expectancy and role clarity is rarely identified as a source of job stress and not having the significance relationships with job stress (As cited in Azmi et al., 2016).

The existing empirical research provides diminutive support for the expected unpleasant effects of role ambiguity along with its dimensions of role expectancy and role clarity towards job performance which is the behavioral and physiological

outcome of job stress. Hampton, Dubinsky and Skinner (1986), and Szilagyi (1977), in their study found that there exist no association between role ambiguity and job performance and it is supported by Bagozzi, (1978) that proposed role ambiguity along with its dimensions of role expectancy and role clarity has no relationships with job performance (As cited in Sethela et al., 2011). Given the above literature, there are substantial finding that are associated with the relationships between these independent variables and job stress in various sector.

However, there exist marginal and limited empirical findings in relations to the relationships and effect of role ambiguity dimensions on police officers job stress. For example, Jaramillo et al., (2004) in their research involving police officers from six police agencies in Florida, United States of America has found that role ambiguity is not associated and did not have relationships with policed job stress and this findings are supported by Narayanan et al.'s (1999) which claim that role ambiguity are not significantly related to police organizational job commitment which is the off set of job stress. Based on these research findings, it can be concluded that there is no significant relationships between role ambiguity along with its dimensions of role expectancy and role clarity with job stress and these hypothesis are thus rejected.

5.2.5 The Relationships between Workplace Relationships and Job Stress

5.2.5.1 The Relationships between Poor Supervisory Support and Job Stress

This study main aims and objectives are to examine the relationships between poor supervisory supports with police officers job stress in the form of physiological,

psychological and behavioral reaction involving police officers. Based on the multiple regression analysis result, it was found that poor supervisory support has strong positive and significant relationships with job stress. These findings are consistent with previous findings in relations to the relationships between poor supervisory support and job stress.

Lot of research has been conducted in relations to the relationships between poor supervisory support and job stress in various occupational sectors ranging from education, health services, law enforcement, customer service, and etc. However, there exist research limited empirical study and evidence regarding supervisory support and job stress in the context of policing occupation. There is however, host of research involving job stress in the education and health services that has been conducted. This study applied the information and findings gathered from these mentioned sector to support its framework especially on the workplace relationships stress factor.

It can be presumed that unpleasant treatment from supervisors, unhelpful and unfriendly supervisors, lack of cooperation from supervisor, poor supervision from leaders and supervisors and unfair performance evaluation practice are perceived as the factor that influence job stress among police officers. These perceptions is supported by previous studies which mentioned that communication failure or breakdown between supervisors and employees, unjust supervision practices and controversial employee performance evaluation, and lack of support from supervisors to subordinate are identified and describe as poorly supervisory support in a working environment that inflict stress.

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Most of the research finding has reiterate that poor supervisory support has a detrimental effect of employee job stress and vast empirical findings in various sector has supported this argument. Based on the result gathered through this study shows that the poor supervisory support have a positive and significant relationships with policing occupational job stress. Thus, the hypothesis is supported.

5.2.5.2   The Relationships between Interpersonal Relationships and Job Stress

This study main objectives is to examine the relationships between interpersonal relationships with police officers job stress in the form of physiological, psychological and behavioral reaction. Based on the multiple regression analysis result, it was found that interpersonal relationships has no significant relationships with job stress. It also proved that interpersonal relationships factor did not influence police officers job stress.

The findings of this study is contradicted and inconsistence with existing empirical findings which stated that poor interpersonal relationships will led to stress outcome in term physiological, psychological, behavioral reactions. Keenan & Newton (1985), in their study found and acknowledge that interpersonal conflict which is the most dominant workplace stressor in organizations these days including police force. Host of research available has suggested that poor interpersonal relationships may cause conflict that inflicts stress as the outcome. Interpersonal conflict generated poor work - related outcomes and psychological stress. Interpersonal conflict at workplace is associated with of physiological, psychological, behavioral and physical health effect for example job dissatisfaction, turnover intensions, negative emotions, and emotional

exhaustion. Interpersonal conflict also may have an effect on the behavioral aspect of employee reactions such as absenteeism and reduced job performance.

Peer support which is part of the interpersonal relationships elements is very important in the context of policing occupations. Scholars and researchers argued that the support from peers or colleagues is especially significant in predicting occupational stress among police officers. Further, research found that police officers who perceive themselves as having a strong work-related peer support system, also perceived their jobs as being less stressful. In this case, police officers that receive proper support from their colleagues aren't likely to suffer stress and will illustrate high job satisfaction, increasing in job performance and effective interpersonal relationships with other colleagues at a workplace. This statement could indicates and propose that positive interpersonal relationships may not have a significant relationships with job stress especially in the context of policing occupational work stress.

Although there are very limited findings regarding the non-significant relationships between job stress and interpersonal relationships in policing context, there is however lack of research that has been conducted involving law enforcement agencies such as prison officers and even military personnel that find these relationships exist in the positive scale. Based on these research findings, it can be concluded that the relationships between interpersonal relationships with job stress is not significant.

5.3 The Implications and suggestion of research findings

5.3.1 Theoretical Implications and suggestion

This study uses the Cooper and Marshall's (1976) five sources of stress model that consists of five stress factors to examine and tested the relationships between the stress factor and the implication of job stress in IPD Shah Alam context. This study uses Cooper and Marshall's, (1976) five sources of stress model as a guideline in developing and explaining its theoretical framework along with its hypothesis. However, this study chooses to examine the relationships between workloads, working conditions, role conflict, and role ambiguity workplace relationships as a fraction of independent variables and job stress as the dependent variables among police officers in IPD Shah Alam.

There are host of research previously that have used and tested this model in various occupational sectors such as in nursing, banking, and education, military and not to mention policing occupations. Based on the results generated, it was proposed that workloads, working conditions, role conflict, role ambiguity and workplace relationships factor proved to be positively and significantly associated with job stress. The results generated from this research however indicates that excessive or heavy workloads and poor supervisory support are identified as the main contributing factors that has positive and significant relationships with police officers job stress in IPD Shah Alam whereas working conditions, role conflict, role ambiguity (role expectancy and role clarity) and interpersonal relationships are viewed as a non-significant factor in determining job stress.

On the contrary, the finding of this research however inconsistently differs from the existing findings which has propped otherwise. These findings however are supported by minority researchers that have used and tested this framework in multiple occupational sectors such as in nursing, banking, and education, military and policing occupations to be included that has generated mix results. The inconsistence results generated occurs due to the indifferences in type of business, job and employees characteristics, job duties and responsibilities, organizational culture, organizational policies and resources, and leadership's style in the occupational sector itself. In this case, the findings are not determined by the framework or the model itself but the findings are determined by characteristics of the organizations as the case of IPD Shah Alam. In conclusion, this finding provides marginal support in relations to the relationships between job stress factor and job stress. This study finding provides empirical contributions to the existing study and creates a new dimension that requires proper exploration and further investigations. This study also implies that further study should be conducted to examine the relationship between working conditions, role conflict, role ambiguity (role expectancy and role clarity) and interpersonal relationships in particular.

5.3.2 Practical Implications and suggestions

This study found that job stress factor in the form of excessive or heavy workloads and poor supervisory support poses a negative and detrimental physiological, psychological and behavioral effect on police officers job stress. These two mentioned stressors if not properly addressed by the management of Royal Malaysian Police and IPD Shah Alam in particular can lead to organizational deficiencies and have

detrimental effects on the organization's overall performance. Based on the results of this study, there are a few coping and interventions strategies that can be used and implemented by the Royal Malaysian Police and IPD Shah Alam in particular to cater the workplace stress problems and this coping and interventions strategies will further discussed.

In reference to excessive workloads factor, police personnel are to be given opportunities to participate in the arrangement of their own work and the organization of work, and job contents are to be redesign. Job redesign is an effective effort that can be implemented by the management whereas job responsibilities and tasks are reviewed, and possible re-allocation or re-deployment among officers, to improve output. Redesigning jobs can lead to improvements in both productivity and in job satisfaction. There are 3 job redesign suitable technique available that can be adopted by the management of IPD Shah Alam that is work simplification, job rotation, and job enrichment. Under the method of work simplification, the management can simplified the existing job by breach it down into a smaller sub-parts. Each of the part of the job is then assigned to police officers and this enables the police officers to gain proficiency and fitness in doing the task. These techniques reduce the workloads issues and at the same time increases police officer's productivity and improve the organizational performance.

The second method applicable for management of IPD Shah Alam is to perform job rotation by implies or moving police officers from job to job and to the extent relocate these officers to a new environment. The advantages of performing job rotations is that its broadens employee's knowledge and skill, decrease employee boredom and

increase motivation level and the most important impact is police officers become competent in several jobs rather than one. Added responsibility along with freedom to execute job will serve as a motivational factor for police officers.

Job enrichment is a techniques or method in which improvement in the context of the job are implemented which may give police officers more of a challenge, more opportunity for growth, and more chance to contribute ideas, more authority in performing their jobs. Job enrichment can improves the quality of work, increase the motivation and satisfaction level and reduce the job stress effect. Another important consideration in dealing with the workloads issues is by the use or upgrading technological infrastructure. Excessive workloads are associated with lacking in technological advancement that makes the execution of a job is even difficult. The management should invest their resources in technological devices to help police officers perform their job effectively and efficiently. By the use of surveillance system for example, it can reduce the police officers working hours and these officers can be allocated to perform other task. In this case, they do not have to perform two task simultaneously that increase their workloads level. By the use of technological advancement, these officers can be given more rest time to for social activities that may decrease their stress level and increase individual performance.

The allocation of workforce is also another strategies that can be best utilized by Royal Malaysian Police and IPD Shah Alam in particular. In this method, the management needs to identify the critical job inside IPD Shah Alam. After the process of identification has been conducted, the management can mobilized the police officers position from other position to occupy the most critical positions or job first

so that the most critical job has a sufficient man power or strength to perform their duties effectively and efficiently. A common issues faced by organization relating to this factor is that, most Human Resource personnel tend to ignore this issues and they stick to the existing nomenclature and at the end the strength of officers are not properly balance in where the uncritical department have the similar number of officers as the most critical department in the organizations.

In reference to poor supervisory support that influences the job stress among police officers at IPD Shah Alam, the management should provide supervisory training or leaderships training for the leaders and supervisors to enhanced leaderships and communications skills. The occurrence of the current problem as identified in this research are due to inadequate knowledge and skills among supervisors on how to provide an assist to the subordinates in term of how to perform the job, how to resolve problem and decision making process. Training may provide a valuable information and knowledge and also increase skills to resolve the issues.

Another alternative that can be used in reducing the effect of poor supervisory support is by implementing the workplace mentoring and job coaching programs in where these programs help to do the right thing by exposing them to senior employees not necessarily their immediate supervisors so that they can learn how to perform the job in the right ways. This helps the police officers perform more effectively and provides more satisfaction and at the end reduce the job stress reactions. As a conclusion, the findings of this study provide support on the importance to continuously improve on their current practices. Thus, organizations can make necessary improvement and corrective actions to overcome the weaknesses.

5.4   Limitations of the Study

There are some limitations concerning this study are listed below:

i)   This study only involved a fraction or 60% of IPD Shah Alam
        Department whereby only 6 departments out of 10 Department were
        chosen. For the respondent sampling only 223 (43%) of the respondent
        are chosen from the overall amount of 1,230 officers. Thus, this sample
        might not represent the entire population of the department and
        population inside IPD Shah Alam whereby the accuracy of the research
        findings are may not be significant and required further investigation.

ii)   Due to time limitation, only quantitative method in the form of self-
        administrated questionnaire was used in order to collect data from the
        targeted respondents in conducting this research. There is no formal
        early assessment and prior interviews session that was first conducted
        to gather information in relations to this study. The interviews and
        observation process which are form of qualitative method will gives
        more reliable sources of information to help researchers gain more
        reliable findings.

iii)   The dimensions job stress factor as an independent variable was
        limited to five variables in this study. These variables are namely
        workloads, working conditions, role conflict, role ambiguity and
        workplace relationships factor. There could be other factor as stated in

the Cooper and Marshall's (1976) five source of stress model that can be adopted as a theoretical framework for example career development and organizational policies factor that may pose a detrimental effect on police officers job stress.

5.5   Recommendation for Future Research

There were several limitations encounter that affects the outcome in term of quality of results of this research. This study was conducted at IPD Shah Alam which is the subset of Royal Malaysian Police which focusing on the relationships between job stress factor and the outcome of job stress among police officers. Future research must examine and investigate other subset of Royal Malaysian Police in the form of other Police District for example and the results are then compared with the existing results to see the significance and the relevancies of the findings. This suggestion arose due the nature of police work itself which differ with one another. So, in this case it is important that future researchers involved other Royal Malaysian Police subset so that it will provide multiple dimensions results that representing Royal Malaysian Police as a whole. Further research regarding this subject could also include another job stress factor generated from Cooper and Marshall's (1976), five sources of stress model such as career development and organizational policies along with its variables that may have higher positive and significant relationships with job stress. Furthermore, future research can emphasize more on coping mechanism and interventions strategy to help generated valuable and useful information that could be potential for Royal Malaysian Police in minimizing and eliminating the job stress in their organization.

5.6 Conclusion

As a conclusion , the study has provided information in enhancing the understanding the job stress factor that influence job stressed among police officers the most inside IPD Shah Alam. Furthermore, the research findings may help the management of Royal Malaysian Police and IPD Shah Alam in particular in designing effectiveness coping mechanism and interventions strategies that can be applied and adopted in the organizational in order to increase police officers satisfaction and minimize or to the extent eliminating these stress issues. The finding of this study is not only unique but also serves as useful reference for others researchers that want to explore this theoretical framework in their future research. This study has also achieved the research objectives that focusing on examining the relationships between various job stress factor and its effect on police officers job stress at IPD Shah Alam which may represent Royal Malaysian Police as a whole.
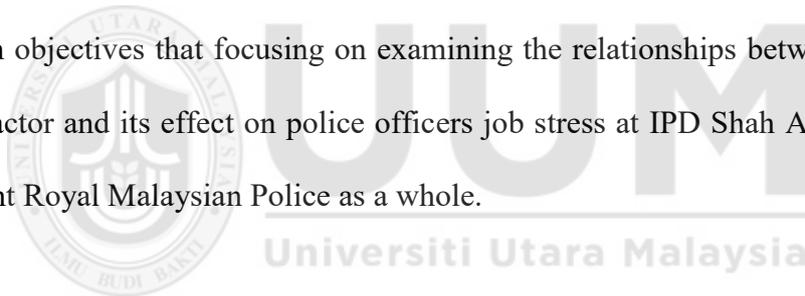
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APPENDIX A: QUESTIONAIRE

Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman, Malaysia
Tel: (+604) 928 3930 | Fax: (+604) 928 5220
Email: oyagsb@uum.edu.my

Dear Sir/Madam,

This survey seeks to explore *Job Stress among Royal Malaysian Police (RMP) Personnel.* The information obtain from this survey is important for me to meet the objective on the research in fulfilling the requirement for Master of Human Resource Management of University Utara Malaysia (UUM). This survey will take approximately (15) minutes to be completed.

Please do not disclose your name or contact details on the questionnaire. It will remain anonymous. Your information will be treated strictly confidential and used only for statistical analysis and academic purposes. Your honesty and sincere answers to the questions asked are very much appreciated.

I sincerely thank you for your participation and cooperation in this study.

…………………………………………………

Master of Human Resource Management UUM

Tel   : …………………………………….
013-6719383

E-mel : ………**kenari9383@yahoo.com**

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Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman, Malaysia
Tel: (+604) 928 3930 | Fax: (+604) 928 5220
Email: oyagsb@uum.edu.my

Tuan / Puan,

Kajian ini bertujuan untuk mengkaji *Tekanan Kerja di kalangan Pegawai Polis Diraja Malaysia (PDRM).* Maklumat yang perolehi daripada soal selidik ini adalah penting bagi saya untuk mencapai objektif penyelidikan bagi memenuhi syarat kelayakan Sarjana Pengurusan Sumber Manusia, Universiti Utara Malaysia (UUM). Kajian ini akan mengambil masa lebih kurang (15) minit untuk selesai.

Diminta untuk tidak menulis nama atau butiran yang boleh dihubungi pada borang soal selidik. Ia akan kekal tanpa nama. Maklumat anda akan dianggap sulit dan hanya digunakan untuk analisis statistik dan tujuan akademik. Kejujuran anda dan jawapan ikhlas kepada soalan yang diajukan amat dihargai.

Saya berterima kasih diatas penyertaan dan kerjasama anda dalam kajian ini.

………………………………………………..
Sarjana Pengurusan Sumber Manusia, UUM

013-6719383
Tel : ……………………………………….

E-mel : ………… **kenari9383@yahoo.com**

SECTION A/ *BAHAGIAN A*

Kindly tick (√) at the appropriate answer/ *Sila tandakan (√) pada jawapan yang sesuai.*

1. **Gender / *Jantina***

   ☐ Male / *Lelaki*   ☐ Female / *Perempuan*

2. **Age /*Umur***

   ☐ Below 20 / *kurang dari 20*   ☐ 20-29

   ☐ 30-39   ☐ 40-49

   ☐ 50 and above / *50 tahun ke atas*

3. **Race / *Bangsa***

   ☐ Malay /*Melayu*   ☐ Indian /*India*

   ☐ Chinese / *Cina*   ☐ Others / *Lain-lain*

4. **Marital Status/ *Status Perkahwinan***

   ☐ Single / *Bujang*   ☐ Married / *Berkahwin*

   ☐ Divorce / *Bercerai*

5. **Highest Academic Level / Tahap pendidikan tertinggi**

   ☐ STPM   ☐ Bachelor Degree / *Ijazah Sarjana Muda*

   ☐ SPM   ☐ Diploma / *Diploma*

   ☐ PMR   ☐ Certificate / *Sijil*

   ☐ Others (lain – lain)…………………………….(Please state/ *Silanyatakan*)

6. ***Department / Jabatan***

   ☐ Criminal Investigation Department / JSJ

   ☐ Narcotics Criminal Investigation Department / JSJN

   ☐ Commercial Crimes Investigation Department / JSJK

   ☐ Traffic Enforcement and Investigation Department */ JSPT*

   ☐ Crime Prevention and Community Security Department / JPJKK

   ☐ Taman Sri Muda Police Station */ Balai Polis Taman Sri Muda.*

7.   **Rank /** *Pangkat*

☐ Constable / *Konstabel*   ☐ Lans Corporal / *Lans Koperal*

☐ Coperal / *Koperal* Sergeant / *Sarjan*   ☐ *Sergeant / Sarjan*

☐ Sergeant Major / *Sarjan Mejar*   ☐ Sub – Inspector / *Sub – Inspektor*

☐ Inspector / *Inspektor*   ☐ ASP

☐ DSP

8.   **Total Years of Working Experience /** *Jumlah Keseluruhan Pengalaman Kerja*

☐ 1 - 5 years / tahun   ☐ 6 – 10 years / tahun

☐ 11 - 15 years / *tahun*   ☐ *16 – 20 years / tahun*

☐ > 20 years / *tahun*

9.   **Monthly Income /** *Pendapatan Bulanan*

☐ *< RM 1,000*

☐ RM 1,001 – RM 2,000

☐ RM 2,001 – RM 3,000

☐ RM 3,001 – RM 4,000

☐ > RM 4,000

SECTION B / *BAHAGIAN B*

INSTRUCTION: The following statement is your opinion regarding (Job Stress). Please answer all statements as each of the statement is important for the study. Please (√) an appropriate answer to indicate to what degree you agree or disagree for each statement.

(Kenyataan berikut adalah berkenaan pandangan anda mengenai (stress pekerjaan). Sila jawab semua kenyataan kerana setiap kenyataan adalah penting bagi kajian ini. Sila (√) pada jawapan bersesuaian bagi menandakan tahap bersetuju dan tidak bersetuju anda bagi setiap kenyataan)

Sila tandakan (√) pada skala yang anda rasa paling relevan.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sangat Tidak Setuju	*Tidak Setuju*	*Neutral*	*Setuju*	*Sangat Setuju*
1	2	3	4	5

	STATEMENT *(KENYATAAN)*	SCALE *(SKALA)*				
		1	2	3	4	5
1.	I always feel exhausted after a day of work *(Saya sentiasa merasa kelesuan setelah seharian bekerja)*					
2.	I have been feeling tense. *(Saya sedang merasa tertekan)*					
3.	Lately, I have been tired. *(Kebelakangan ini saya sering keletihan)*					
4.	I always experience a neck pain *(Saya sering mengalami sakit di bahagian leher)*					
5.	I always have a headache *(Saya sering mengalami sakit kepala)*					
6.	I always have a colds or flu *(Saya sering demam atau selesema)*					
7.	I always have Indigestion and abdominal pain. *(Saya sering mengalami masalah penghadaman dan sakit perut)*					
8.	I always experience backache. *(Saya sering mengalami sakit belakang)*					
9.	I always have an excessive sweating. *(Saya sering mengalami peluh berlebihan)*					
10.	I have unplanned weight gain. *(Berat badan saya meningkat tanpa dijangka)*					
11.	I experience breakouts of pimples and acne. *(Saya mengalami masalah jerawat)*					
12.	My eating habits are erratic (inconsistence) *(Tabiat makan saya tidak menentu)*.					
13.	I always have a slow recovery from a stressful event. *(Saya mengambil masa untuk pulih dari aktiviti yang memenatkan)*					
14.	I always experience emotional ups and downs. *(Saya sering mengalami tekanan emosi yang tidak menentu)*					
15.	Lately, I always become more impatient than usual. *(Kebelakangan ini, saya sentiasa merasa kurang sabar berbanding kebiasaanya)*					

		1	2	3	4	5
16.	I have no enthusiasm to 'face another day' *(Saya tiada semangat untuk mengharungi hari mendatang)*					
17.	Feel unable to cope in my work. *(Saya merasa tidak mampu menangani kerja saya)*					
18.	Feel angry about work overload. *(Saya merasa marah dengan bebanan tugasan yang bertambah)*					
19.	Feel confuse and/ or cannot concentrate' *(Saya merasa celaru dan tidak boleh menumpukan perhatian)*					

SECTION C / *BAHAGIAN C*

INSTRUCTION: The following statement is your opinion regarding (Workloads). Please answer all statements as each of the statement is important for the study. Please (√) an appropriate answer to indicate to what degree you agree or disagree for each statement.

(Kenyataan berikut adalah berkenaan pandangan anda mengenai (Bebanan Tugas). Sila jawab semua kenyataan kerana setiap kenyataan adalah penting bagi kajian ini. Sila (√) pada jawapan bersesuaian bagi menandakan tahap bersetuju dan tidak bersetuju anda bagi setiap kenyataan)

Sila tandakan (√) pada skala yang anda rasa paling relevan.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sangat Tidak Setuju	*Tidak Setuju*	*Neutral*	*Setuju*	*Sangat Setuju*
1	2	3	4	5

	STATEMENT (*KENYATAAN*)	SCALE (*SKALA*)				
		1	2	3	4	5
1.	I work with group of people who expect many different related things from me *(Saya bekerja dalam kelompok yang bergantung harap mengenai perkara berkaitan kerja daripada saya)*					
2.	I work with group of people who expect many different unrelated things from me *(Saya bekerja dalam kelompok yang bergantung harap mengenai perkara yang tidak berkaitan kerja daripada saya)*					
3.	I often perform tasks that are too boring *(Saya sering melakukan tugasan yang dirasakan terlalu bosan)*					
4.	I often receive assignments without the adequate resources and materials to complete them (e.g. staff, money etc.) *(Saya sering menerima tugasan tanpa sumber dan perlatan yang mencukupi untuk menyiapkan tugasan tersebut)*					
5.	I have to do things that should be done differently *(Saya terpaksa melakukan sesuatu tugasan yang sepatutnya dilakukan secara berlainan)*					
6.	In general, I perform work that does not suit my values *(Secara lazimnya, saya melakukan tugasan yang tidak sesuai dengan diri saya)*					

7.	I receive too much pressure from too many people *(Saya menerima tekanan yang tinggi dari pelbagai pihak)*					
8.	There was more than one time sudden unplanned change *(Sering berlaku perubahan mendadak dan tidak dijangka dalam melaksanakan tigasan)*					
9.	I have incompatible requests from different people *(Saya menerima permintaan yang tidak sesuai dari pelbagai pihak dalam melaksanakan tugasan)*					
10.	I work without or more groups who operate quite differently. *(Saya bekerja tanpa kumpulan atau bekerja lebih dari satu kumpulan yang beroperasi secara berbeza)*					
11.	I sometimes have to break a rule or policy in order to carry out an assignment *(Saya kadang-kadang perlu melanggar peraturan atau polisi dalam melaksanakan tugasan)*					
12.	I do things that are up to be accepted by one person and not acceptable by other *(Saya melakukan tugasan yang akan diterima oleh seseorang tetapi tidak diterima oleh orang lain)*					

SECTION D/ *BAHAGIAN D*

INSTRUCTION: The following statement is your opinion regarding (Working Conditions). Please answer all statements as each of the statement is important for the study. Please (√) an appropriate answer to indicate to what degree you agree or disagree for each statement.

(Kenyataan berikut adalah berkenaan pandangan anda mengenai (Persekitaran kerja). Sila jawab semua kenyataan kerana setiap kenyataan adalah penting bagi kajian ini. Sila (√) pada jawapan bersesuaian bagi menandakan tahap bersetuju dan tidak bersetuju anda bagi setiap kenyataan)

Sila tandakan (√) pada skala yang anda rasa paling relevan.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sangat Tidak Setuju	*Tidak Setuju*	*Neutral*	*Setuju*	*Sangat Setuju*
1	2	3	4	5

	STATEMENT *(KENYATAAN)*	SCALE *(SKALA)*				
		1	2	3	4	5
1.	I do not have an office *(Saya tidak mempunyai pejabat sendiri)*					
2.	There is not good air quality in the office *(Kualiti pengudaraan kurang memuaskan di pejabat)*					
3.	There is not enough light in the office *(Pencahayaan kurang memuaskan di pejabat)*					
4.	The office is not reasonably decorated *(Pejabat tidak dihiasi dengan sewajarnya)*					
5.	The office is not tidy and cleaned regularly *(Pejabat tidak kemas dan tidak dibersihakan secara kerap)*					

		1	2	3	4	5
6.	There is not enough space in the office *(Ruang pejabat tidak mencukupi)*					
7.	The office is overcrowded *(Pejabat terlalu sesak)*					
8.	There is a problem of understaffing in my department *(Terdapat kekurangan staf di tempat saya bertugas)*					

SECTION E / *BAHAGIAN E*

INSTRUCTION: The following statement is your opinion regarding (Role Conflict). Please answer all statements as each of the statement is important for the study. Please (√) an appropriate answer to indicate to what degree you agree or disagree for each statement.

(Kenyataan berikut adalah berkenaan pandangan anda mengenai (Konflik Peranan). Sila jawab semua kenyataan kerana setiap kenyataan adalah penting bagi kajian ini. Sila (√) pada jawapan bersesuaian bagi menandakan tahap bersetuju dan tidak bersetuju anda bagi setiap kenyataan)

Sila tandakan (√) pada skala yang anda rasa paling relevan.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sangat Tidak Setuju	*Tidak Setuju*	*Neutral*	*Setuju*	*Sangat Setuju*
1	2	3	4	5

	STATEMENT *(KENYATAAN)*	SCALE *(SKALA)*				
		1	2	3	4	5
1.	I work with group of people who expect many different related things from me *(Saya bekerja dalam kelompok yang bergantung harap mengenai perkara berkaitan kerja daripada saya)*					
2.	I work with group of people who expect many different unrelated things from me *(Saya bekerja dalam kelompok yang bergantung harap mengenai perkara yang tidak berkaitan kerja daripada saya)*					
3.	I often perform tasks that are too boring *(Saya sering melakukan tugasan yang dirasakan terlalu bosan)*					
4.	I often receive assignments without the adequate resources and materials to complete them (e.g. staff, money etc.) *(Saya sering menerima tugasan tanpa sumber dan perlatan yang mencukupi untuk menyiapkan tugasan tersebut)*					
5.	I have to do things that should be done differently *(Saya terpaksa melakukan sesuatu tugasan yang sepatutnya dilakukan secara berlainan)*					
6.	In general, I perform work that does not suit my values *(Secara lazimya, saya melakukan tugasan yang tidak sesuai dengan diri saya)*					
7.	I receive too much pressure from too many people *(Saya menerima tekanan yang tinggi dari pelbagai pihak)*					

8.	There was more than one time sudden unplanned change *(Sering berlaku perubahan mendadak dan tidak dijangka dalam melaksanakan tigasan)*					
9.	I have incompatible requests from different people *(Saya menerima permintaan yang tidak sesuai dari pelbagai pihak dalam melaksanakan tugasan)*					

SECTION F / *BAHAGIAN F*

INSTRUCTION: The following statement is your opinion regarding (Role Ambiguity). Please answer all statements as each of the statement is important for the study. Please (√) an appropriate answer to indicate to what degree you agree or disagree for each statement.

(Kenyataan berikut adalah berkenaan pandangan anda mengenai (Kekaburan Peranan). Sila jawab semua kenyataan kerana setiap kenyataan adalah penting bagi kajian ini. Sila (√) pada jawapan bersesuaian bagi menandakan tahap bersetuju dan tidak bersetuju anda bagi setiap kenyataan)

Sila tandakan (√) pada skala yang anda rasa paling relevan.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sangat Tidak Setuju	*Tidak Setuju*	*Neutral*	*Setuju*	*Sangat Setuju*
1	2	3	4	5

	STATEMENT *(KENYATAAN)*	SCALE *(SKALA)*				
		1	2	3	4	5
1.	I feel secure about how much authority I have. *(Saya merasa yakin dan selamat dengan kuasa yang saya miliki)*					
2.	I have a clear planned goal and objectives for my job *(Saya mempunyai sasaran dan objektif tugas yang jelas)*					
3.	I know that I have divided my time properly. *(Saya merasakan yang saya telah membahagikan masa dengan sebaiknya)*					
4.	I know that what my responsibilities are. *(Saya tahu apa tanggungjawab saya)*					
5.	I know that exactly what is expected of me. *(Saya tahu apa yang diharapkan daripada saya)*					
6.	I have a clear explanation of what has been done *(Saya mempunyai penjelasan berkenaan apa yang saya lakukan)*					

SECTION G / *BAHAGIAN G*

INSTRUCTION: The following statement is your opinion regarding (Workplace Relationships). Please answer all statements as each of the statement is important for the study. Please (√) an appropriate answer to indicate to what degree you agree or disagree for each statement.

(Statement berikut adalah berkenaan pandangan anda mengenai (Hubungan Tempat Kerja). Sila jawab semua kenyataan kerana setiap kenyataan adalah penting bagi kajian ini. Sila (√) pada jawapan bersesuaian bagi menandakan tahap bersetuju dan tidak bersetuju anda bagi setiap kenyataan)

Sila tandakan (√) pada skala yang anda rasa paling relevan.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sangat Tidak Setuju	*Tidak Setuju*	*Neutral*	*Setuju*	*Sangat Setuju*
1	2	3	4	5

	STATEMENT *(KENYATAAN)*	SCALE *(SKALA)*				
		1	2	3	4	5
1.	I wish that I had more assistance to deal with the burden placed upon me at work. *(Saya mengharapkan lebihan bantuan bagi menangani bebanan tugasan berlebihan yang saya hadapi)*					
2.	I feel unpleasant with the way of my colleague treated me when do the work *(Saya merasa tidak selesa dengan layanan yang diterima daripada rakan sekerja semasa menjalankan tugas)*					
3.	My supervisor is not helpful enough. *(Penyelia saya kurang membantu)*					
4.	My colleagues are unfriendly. *(Rakan sekerja saya kurang mesra)*					
5.	I frequently dispute with individual from other units and/or department. *(Saya seringkali mempunyai pertikaian dengan unit lain)*					
6.	Not enough cooperation from supervisor and subordinates *(Kerjasama dari penyelia dan rakan sekerja yang tidak memuaskan)*					
7.	I often argue with friends or colleagues *(Saya sering bertengkar dengan rakan dan juga rakan sekerja)*					
8.	Lately, I do things by myself instead of with other people. *(Kebelakangan ini saya melakukan tugasan bersendirian berbanding bersama orang lain)*					
9.	I often quarrel with supervisors. *(Saya sering bertengkar dengan penyelia)*					
10.	Lately, I am worried about how other at work views me. *(Kebelakangan ini saya merasa risau mengenai persepsi orang lain di tempat kerja terhadap saya)*					
11.	Lately, I avoid meeting other people. *(Kebelakangan ini saya mengelak untuk berjumpa orang lain)*					

- THE END, THANK YOU –

APPENDIX B – FACTOR ANALYSIS OUTPUT

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1. Dependent Variables - Job Stress

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	4281.151
	df	171
	Sig.	.000

Communalities

	Initial	Extraction
Job Stress-1	1.000	.911
Job Stress-2	1.000	.922
Job Stress-3	1.000	.927
Job Stress-4	1.000	.005
Job Stress-5	1.000	.008
Job Stress-6	1.000	.358
Job Stress-7	1.000	.093
Job Stress-8	1.000	.055
Job Stress-9	1.000	.013
Job Stress-10	1.000	.085
Job Stress-11	1.000	.945
Job Stress-12	1.000	.303
Job Stress-13	1.000	.893
Job Stress-14	1.000	.394
Job Stress-15	1.000	.026
Job Stress-16	1.000	.844
Job Stress-17	1.000	.865
Job Stress-18	1.000	.927
Job Stress-19	1.000	.292

Extraction Method: Principal Component
Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.867	46.666	46.666	8.867	46.666	46.666
2	2.203	11.597	58.263			
3	1.557	8.195	66.457			
4	1.095	5.764	72.221			
5	.972	5.114	77.335			
6	.835	4.395	81.730			
7	.749	3.945	85.674			
8	.668	3.516	89.191			
9	.597	3.141	92.332			
10	.566	2.980	95.312			
11	.369	1.944	97.256			
12	.268	1.413	98.669			
13	.084	.440	99.109			
14	.049	.257	99.366			
15	.037	.195	99.561			
16	.030	.157	99.719			
17	.020	.103	99.822			
18	.019	.102	99.924			
19	.015	.076	100.000			

Extraction Method: Principal Component Analysis.
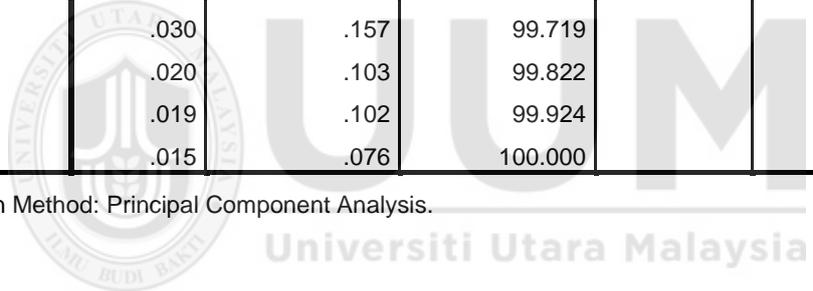
Component Matrix^a

	Component
	1
Job Stress-11	.972
Job Stress-18	.963
Job Stress-3	.963
Job Stress-2	.960
Job Stress-1	.955
Job Stress-13	.945
Job Stress-17	.930
Job Stress-16	.919
Job Stress-14	.628
Job Stress-6	.598
Job Stress-12	.551
Job Stress-19	.540
Job Stress-7	.304
Job Stress-10	.292
Job Stress-8	.234
Job Stress-15	.163
Job Stress-9	.116
Job Stress-5	.092
Job Stress-4	.071

Extraction Method: Principal

Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	N of Items
.961	12

2. Independent Variables:-

2.1 Workloads

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.837
Bartlett's Test of Sphericity	Approx. Chi-Square	458.521
	df	66
	Sig.	.000

Communalities

	Initial	Extraction
Workloads - 1	1.000	.379
Workloads - 2	1.000	.483
Workloads - 3	1.000	.122
Workloads - 4	1.000	.467
Workloads - 5	1.000	.330
Workloads - 6	1.000	.051
Workloads - 7	1.000	.035
Workloads - 8	1.000	.417
Workloads - 9	1.000	.456
Workloads - 10	1.000	.318
Workloads - 11	1.000	.254
Workloads - 12	1.000	.506

Extraction Method: Principal Component
Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.818	31.817	31.817	3.818	31.817	31.817
2	1.467	12.226	44.042			
3	1.070	8.920	52.962			
4	.874	7.284	60.246			
5	.804	6.701	66.948			
6	.718	5.982	72.930			
7	.663	5.527	78.457			
8	.614	5.116	83.572			
9	.590	4.920	88.492			
10	.506	4.218	92.710			
11	.481	4.007	96.717			
12	.394	3.283	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
Workloads - 12	.711
Workloads - 2	.695
Workloads - 4	.683
Workloads - 9	.675
Workloads - 8	.646
Workloads - 1	.616
Workloads - 5	.575
Workloads - 10	.564
Workloads - 11	.504
Workloads - 3	.349
Workloads - 6	.226
Workloads - 7	.188

Extraction Method: Principal

Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	N of Items
.817	9

2. 2 Working Conditions

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.762
Bartlett's Test of Sphericity	Approx. Chi-Square	917.888
	df	28
	Sig.	.000

Communalities

	Initial	Extraction
Working Conditions - 1	1.000	.028
Working Conditions - 2	1.000	.637
Working Conditions - 3	1.000	.000
Working Conditions - 4	1.000	.011
Working Conditions - 5	1.000	.822
Working Conditions - 6	1.000	.738
Working Conditions - 7	1.000	.874
Working Conditions - 8	1.000	.683

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.794	47.422	47.422	3.794	47.422	47.422
2	1.156	14.451	61.873			
3	1.027	12.837	74.710			
4	.818	10.226	84.936			
5	.747	9.332	94.268			
6	.271	3.388	97.656			
7	.139	1.735	99.391			
8	.049	.609	100.000			

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
Working Conditions - 7	.937	.038	.024
Working Conditions - 5	.908	.047	.036
Working Conditions - 6	.851	.112	-.106
Working Conditions - 8	.836	-.031	.125
Working Conditions - 2	.793	.083	-.103
Working Conditions - 4	.022	.767	.196
Working Conditions - 1	.083	.759	-.178
Working Conditions - 3	-.004	.015	.959

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.917	5

2.3   Role Conflict

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	3124.112
	df	36
	Sig.	.000

Communalities

	Initial	Extraction
Role Conflict - 1	1.000	.985
Role Conflict - 2	1.000	.980
Role Conflict - 3	1.000	.434
Role Conflict - 4	1.000	.971
Role Conflict - 5	1.000	.962
Role Conflict - 6	1.000	.757
Role Conflict - 7	1.000	.652
Role Conflict - 8	1.000	.951
Role Conflict - 9	1.000	.961

Extraction Method: Principal Component
Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.197	68.854	68.854	6.197	68.854	68.854	6.162	68.461	68.461
2	1.458	16.198	85.052	1.458	16.198	85.052	1.493	16.591	85.052
3	.717	7.971	93.024						
4	.473	5.252	98.276						
5	.071	.790	99.066						
6	.042	.467	99.533						
7	.023	.259	99.792						
8	.014	.153	99.945						
9	.005	.055	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
Role Conflict - 1	.992	.030
Role Conflict - 2	.990	.034
Role Conflict - 4	.985	.039
Role Conflict - 5	.980	.049
Role Conflict - 9	.980	.032
Role Conflict - 8	.975	.003
Role Conflict - 3	.581	.310
Role Conflict - 6	-.064	.868
Role Conflict - 7	.124	.798

Extraction Method: Principal Component

Analysis.

 Rotation Method: Varimax with Kaiser

Normalization.[a]

a. Rotation converged in 3 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.974	7

2.4   Role ambiguity

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.581
Bartlett's Test of Sphericity	Approx. Chi-Square	1199.214
	df	15
	Sig.	.000

Communalities

	Initial	Extraction
Role Ambiguity - 1	1.000	.942
Role Ambiguity - 2	1.000	.316
Role Ambiguity - 3	1.000	.918
Role Ambiguity - 4	1.000	.921
Role Ambiguity - 5	1.000	.457
Role Ambiguity - 6	1.000	.938

Extraction Method: Principal Component

Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.573	42.885	42.885	2.573	42.885	42.885	2.286	38.101	38.101
2	1.919	31.983	74.868	1.919	31.983	74.868	2.206	36.766	74.868
3	.807	13.445	88.313						
4	.660	11.002	99.315						
5	.026	.439	99.754						
6	.015	.246	100.000						

Extraction Method: Principal Component Analysis.

186

Rotated Component Matrix[a]

	Component	
	1	2
Role Ambiguity - 1	.970	-.010
Role Ambiguity - 6	.968	-.003
Role Ambiguity - 5	.626	.256
Role Ambiguity - 3	.060	.956
Role Ambiguity - 4	.087	.956
Role Ambiguity - 2	.064	.559

Extraction Method: Principal Component

Analysis.

 Rotation Method: Varimax with Kaiser

Normalization.[a]

a. Rotation converged in 3 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.820	3

Reliability Statistics

Cronbach's Alpha	N of Items
.714	3

2.5   Workplace Relationships

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.792
Bartlett's Test of Sphericity	Approx. Chi-Square	1534.584
	df	55
	Sig.	.000

Communalities

	Initial	Extraction
Workplace Relationships - 1	1.000	.594
Workplace Relationships - 2	1.000	.376
Workplace Relationships - 3	1.000	.051
Workplace Relationships - 4	1.000	.443
Workplace Relationships - 5	1.000	.326
Workplace Relationships - 6	1.000	.954
Workplace Relationships - 7	1.000	.433
Workplace Relationships - 8	1.000	.946
Workplace Relationships - 9	1.000	.953
Workplace Relationships - 10	1.000	.266
Workplace Relationships - 11	1.000	.444

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.518	31.981	31.981	3.518	31.981	31.981	3.478	31.622	31.622
2	2.268	20.616	52.598	2.268	20.616	52.598	2.307	20.976	52.598
3	1.145	10.411	63.008						
4	.869	7.901	70.909						
5	.830	7.550	78.459						
6	.737	6.704	85.163						
7	.566	5.142	90.305						
8	.539	4.903	95.207						
9	.500	4.542	99.749						
10	.016	.148	99.897						
11	.011	.103	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
Workplace Relationships - 6	.977	-.008
Workplace Relationships - 9	.976	-.008
Workplace Relationships - 8	.973	-.010
Workplace Relationships - 11	.650	.148
Workplace Relationships - 1	-.153	.756
Workplace Relationships - 4	-.057	.663
Workplace Relationships - 7	.189	.631
Workplace Relationships - 2	-.042	.612
Workplace Relationships - 5	.093	.563
Workplace Relationships - 10	.342	.385
Workplace Relationships - 3	.116	.194

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.922	4

Reliability Statistics

Cronbach's Alpha	N of Items
.668	5

APPENDIX C: CORRELATION ANALYSIS OUTPUT

Correlations

		WORKING CONDITIONS	WORK LOADS	ROLE CONFLICT	ROLE EXPECTANCY	ROLE CLARITY	POOR SUPERVISORY SUPPORT	INTERPERSONAL RELATIONSHIPS	JOB STRESS
WORKING CONDITIONS	Pearson Correlation	1	.006	-.001	-.061	.000	-.032	.009	.005
	Sig. (2-tailed)		.936	.988	.421	.999	.672	.901	.945
	N	178	178	178	178	178	178	178	178
WORKLOAD	Pearson Correlation	.006	1	.383**	-.033	.417**	.378**	.157*	.414**
	Sig. (2-tailed)	.936		.000	.665	.000	.000	.036	.000
	N	178	178	178	178	178	178	178	178
ROLE CONFLICT	Pearson Correlation	-.001	.383**	1	-.049	.978**	.340**	.010	.259**
	Sig. (2-tailed)	.988	.000		.513	.000	.000	.894	.000
	N	178	178	178	178	178	178	178	178
ROLE EXPECTANCY	Pearson Correlation	-.061	-.033	-.049	1	-.038	.109	.031	.061
	Sig. (2-tailed)	.421	.665	.513		.610	.149	.677	.420
	N	178	178	178	178	178	178	178	178
ROLE CLARITY	Pearson Correlation	.000	.417**	.978**	-.038	1	.355**	.019	.285**
	Sig. (2-tailed)	.999	.000	.000	.610		.000	.802	.000
	N	178	178	178	178	178	178	178	178
POOR SUPERVISORY SUPPORT	Pearson Correlation	-.032	.378**	.340**	.109	.355**	1	.055	.791**
	Sig. (2-tailed)	.672	.000	.000	.149	.000		.467	.000
	N	178	178	178	178	178	178	178	178
INTERPERSONAL RELATIONSHIPS	Pearson Correlation	.009	.157*	.010	.031	.019	.055	1	.109
	Sig. (2-tailed)	.901	.036	.894	.677	.802	.467		.147
	N	178	178	178	178	178	178	178	178
JOB STRESS	Pearson Correlation	.005	.414**	.259**	.061	.285**	.791**	.109	1
	Sig. (2-tailed)	.945	.000	.000	.420	.000	.000	.147	
	N	178	178	178	178	178	178	178	178

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX D: MULTIPLE REGRESSION ANALYSIS OUTPUT

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.805[a]	.648	.634	.39265	1.915

a. Predictors: (Constant), INTERPERSONAL RELATIONSHIPS, WORKING CONDITIONS,
ROLE CONFLICT, ROLE EXPECTANCY, POOR SUPERVISORY SUPPORT,
WORKLOADS,ROLE CLARITY

b. Dependent Variable: JOB STRESS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.289	7	6.898	44.744	.000[b]
	Residual	26.210	170	.154		
	Total	74.499	177			

a. Dependent Variable: JOB STRESS

b. Predictors: (Constant), INTERPERSONAL RELATIONSHIPS, WORKING CONDITIONS,
ROLE CONFLICT, ROLE EXPECTANCY, POOR SUPERVISORY SUPPORT,
WORKLOADS,ROLE CLARITY

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.229	.495		.464	.644
	WORKING CONDITIONS	.040	.069	.027	.582	.561
	ROLE CONFLICT	-.289	.258	-.248	-1.123	.263
	ROLE EXPECTANCY	-.018	.039	-.021	-.455	.650
	ROLE CLARITY	.247	.273	.204	.906	.366
	WORKLOADS	.212	.086	.131	2.475	.014
	POOR SUPERVISORY SUPPORT	.672	.046	.754	14.753	.000
	INTERPERSONAL RELATIONSHIPS	.082	.082	.046	1.001	.318

a. Dependent Variable: JOB STRESS