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THE INFLUENCE OF OCCUPATIONAL STRESSORS ON JOB PERFORMANCE AMONG BANK EMPLOYEES IN KUALA LUMPUR AND SHAH ALAM

BY

UMA DEVA KUMARI

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Master of Science (Management)
PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakuan bahawa
(I, the undersigned, certified that)
UMA DEVA KUMARI (818753)

Calon untuk ijazah Sarjana
(Candidate for the degree of) MASTER OF SCIENCE MANAGEMENT

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

THE INFLUENCE OF OCCUPATIONAL STRESSORS ON JOB PERFORMANCE AMONG BANK EMPLOYEES IN KUALA LUMPUR AND SHAH ALAM

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(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

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ABSTRACT

Job performance is a way that person can show their ability and their skills in the organization. This is also a method or tool to know and to measure one employee’s job in the organization and to make sure the employees are doing their job well. This also known as organizational psychology which deals at workplace. The purpose of this study is to investigate the influences of occupational stressors such Role Ambiguity (RA), Role Conflict (RC), Work Overload (WO) and Working Condition (WC) on job performance among bank employees in Kuala Lumpur and Shah Alam. The objective of this study is to identify the factors and understand the factors which is becoming more challenging in their daily task. This also to determine the relationship and the effects of the factors and job performance of the employees. This study administered the survey methodology for data collection from 3 banks located in Kuala Lumpur and 4 banks in Shah Alam were chosen as the sample for this study. A simple random sampling procedure was used to select respondents from the respective banks within the zone of Kuala Lumpur and Shah Alam. Five hypotheses were proposed in regards to the determinants of Job Performance. A structured questionnaires consisting of 30 questions were adopted from previous scholars for this study in order to measure four variables namely Role Ambiguity, Role Conflict, Work Overload and Working Condition. As of from 500 questionnaires handed out, only 369 were usable after the outlier assessment. The research was analyzed using descriptive as well as inferential statistics in order to measure the relationship of the variables and draw the inferences between the independent variables and the dependent variable. The research result indicated that there are strong relationships with role conflict and work overload. In the regression analysis, the data found that the role conflict and work overload have strong effects where the R square value is 36.8% towards the employee’s job performance. In concluding the research, the management suggestions as well as suggestion for future research were discussed.

Keywords: Job Performance, Role Conflict (RC), Work Overload (WO).
ABSTRAK


Kata kunci: Prestasi Kerja, Konflik Peranan (RC), Beban Kerja (WO).
First and foremost, I would like to put my hands together and thank each and every person in my life that has inspired, illuminated and encouraged me through their presence and positive vibes. A special thanks to my supervisor Dr. Jasmani Binti Mohd Yunus, who has imparted me with her knowledge, guided me with her inspirational teaching, comments and patience throughout the program. This research would not have been completed without her invaluable inputs and expertise.

With utmost sincere appreciation, I would like to thank UUM University lecturers for their guidance and support and without them I would not gain so much of knowledge during my study period.

Last but not the least, my heartfelt appreciation to my husband Mr. Yathisvaran whom is my inspiration to engage in Master Studies. My heartfelt thank you to my family and friends for their endless love, care and patience which ignite the desire to complete the research successfully. The challenges faced during the course of this study was made possible with their immense support. As the saying goes, the best and most beautiful things in the world cannot be seen or even touched as they must be felt with the heart, thank you from the bottom of my heart to all souls that made me accomplish this research.
TABLE OF CONTENTS

TITLE PAGE .................................................................i
CERTIFICATION OF THE THESIS WORK .........................ii
PERMISSION TO USE ..................................................iii
ABSTRACT ........................................................................iv
ABSTRAK ..........................................................................v
ACKNOWLEDGEMENT ....................................................vi
TABLE OF CONTENTS ....................................................vii
LIST OF TABLES ...........................................................ix
LIST OF FIGURES ..........................................................x

CHAPTER 1 INTRODUCTION ..............................................1
1.1 Background of Study ..................................................1
1.2 Problem Statement ...................................................2
1.3 Research Questions ...................................................5
1.4 Research Objective ...................................................5
1.5 Significance of Study ................................................ 6
1.6 Scope of Study ........................................................ 7
1.7 Organization of the Study .......................................... 7

CHAPTER 2 LITERATURE REVIEW ....................................9
2.1 Introduction ........................................................... 9
2.2 Job Performance ..................................................... 9
2.3 Role Ambiguity .......................................................11
2.4 Role Conflict ........................................................ 12
2.5 Work Overload .......................................................15
2.6 Working Condition ................................................ 16
2.7 Summary ............................................................. 19

CHAPTER 3 METHODOLOGY ..........................................20
3.1 Introduction .......................................................... 20
3.2 Research Framework .............................................. 20
3.3 Hypotheses Development ....................................... 22
3.4 Research Design ................................................... 24
3.5 Research Instrument .............................................. 25
3.6 Population and Sampling Method ........................... 30
3.7 Data Collection Procedures ................................... 32
3.8 Data Processing .................................................... 33
3.9 Reliability Analysis ............................................... 33
3.10 Validity ............................................................... 34
3.11 Techniques of Data Analysis .................................... 34
3.12 Factor Analysis ..................................................... 37
3.13 Descriptive Analysis .............................................. 37
3.14 Inferential Analysis ............................................... 37
3.15 Summary ........................................................... 38
| Table 3.1: | Cronbach’s Coefficient Alpha Reliability Testing | 26 |
| Table 3.2: | Number of employed persons by industry, Kuala Lumpur and Shah Alam, 2010-2015 | 30 |
| Table 3.3: | Return of Questionnaires from Kuala Lumpur and Selangor Zone Respondents | 32 |
| Table 3.4: | Results of Reliability Analysis from the Pilot Study | 34 |
| Table 3.5: | Measurement Scale of Correlation Coefficient (r) | 38 |
| Table 4.1: | Results after Outlier Assessment | 41 |
| Table 4.2: | Durbin-Watson Value | 44 |
| Table 4.3: | Tolerance Value and the Variance Inflation Factor (VIF) | 45 |
| Table 4.4: | KMO and Bartlett’s Test | 46 |
| Table 4.5: | Overall variance of the variables | 47 |
| Table 4.6: | Factor Analysis – Rotated Component Matrix | 47 |
| Table 4.7: | Cronbach’s Alpha Reliability Analysis | 49 |
| Table 4.8: | Summary of Descriptive Analysis on Demographic Factors | 50 |
| Table 4.9: | Range for Level of Job Performance | 52 |
| Table 4.10: | Mean Level of Job Performance | 52 |
| Table 4.11: | Measurement Scale of Correlation Coefficient (r) | 53 |
| Table 4.12: | Correlation between Role Ambiguity and Employee’s Job Performance | 53 |
| Table 4.13: | Correlation between Role Conflict and Employee’s Job Performance | 54 |
| Table 4.14: | Correlation between Work Overload and Employee’s Job Performance | 54 |
| Table 4.15: | Correlation between Working Condition and Employee’s Job Performance | 55 |
| Table 4.16: | Summary of the Regression Analysis | 55 |
| Table 4.17: | ANOVA Summary | 56 |
| Table 4.18: | Coefficients | 56 |
| Table 4.19: | Summary of the Research Hypotheses | 57 |
LIST OF FIGURES

Figure 3.1: Research Framework ................................................................. 21
Figure 4.1: Histogram Residual Plots ..................................................... 42
Figure 4.2: Normal Probability Scatter Plot ......................................... 43
Figure 4.3: Residual Scatter Plot .............................................................. 44
Figure 4.4: Scree Plot for Independent Variables ............................... 48
CHAPTER 1  
INTRODUCTION

1.1 Background of Study

Job performance is the assessment of whether an employee has done their job well. It's an individual evaluation where one measured based on a single person's effort (Ratnawat & Jha, 2014). The banking industries human resource department will usually manage the assessment, but job performance is a hugely important process to the entire company's success. When an individual job performance is important, it must not be confused with measuring the outcome of their work. Job performance is simply the measurement of an employee's behaviors. This is because the outcome of an individual's job depends on a variety of factors that can be influencing their job performance at banking industries (Dhankar, 2015).

Today's banking business is ever challenging and competitive. Every banking industries concern on their financial performance level and at the same time the management aspect the employee's job performance is to be excellent at every level. The Kuala Lumpur and Shah Alam banking management need their employees to give full support and to align with the bank's mission where the company growth is the main objective and concern about.

At this concern, an employee will face the occupational stressors where the factors will effects their job performance due to the pressure from the management to be equality with other competitors (KS, 2016). This indirectly give the effects to the management performance when the management fail to recognize the factors that are influencing the
The contents of the thesis is for internal user only
REFERENCES


APPENDICES

PERMISSION FOR DATA COLLECTION

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PURPOSES

We hereby request permission for the following individuals to conduct research for the purpose of obtaining data as part of their academic studies. The data will be used solely for research purposes and will not be shared with any third parties without individual consent.

[Table of individuals with details]

We assure you that the data collected will be used in accordance with the purposes and will be processed in accordance with the principles of personal data protection.

We greatly appreciate your kind cooperation in this matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

[Signature]

DR. AHMAD RIZAL BIN MAZLAN
Director
Universiti Utara Malaysia
Kedah, Malaysia
QUESTIONNAIRE

Survey On The Influence of Occupational Stressor On Job Performance Among Bank Employees In Kuala Lumpur and Shah Alam

Dear Sir/Madam,

I would like to invite you to participate in this survey on the influence of occupational stressor among bank employees in Kuala Lumpur and Shah Alam. This research is the fulfillment of completing my MSc Management in University Utara of Malaysia.

I would highly appreciate your participation in this research by completing the enclosed questionnaire. It should require only about 5 to 10 minutes of your time, and your input is most critical to the success of this research.

This questionnaire consists of three parts/sections. Section A consists of questions about your demographic profile; continue with section B about stress and its effects on Performance and the section C about the influences of occupational stressors.

All information provided in this survey will no means reflect the identity of the participants. It will be kept strictly confidential and will be used merely for academic purposes.

Thank you in advance for your participation

You’re sincerely

Uma Deva Kumari A/P Krishnan
Othman Yeop Abdullah Graduate School of Business
College of Business
Universiti Utara Malaysia.
Matric No: 818759
Section A: Demographic Profile

Please place a tick “✓” or fill in the blank for each of the following:

1. Gender:
   □ Male
   □ Female

2. Marital Status:
   □ Single
   □ Married
   □ Divorced
   □ Widow

3. Age:
   □ 20 - 30 years old
   □ 31 - 40 years old
   □ 41 years old and above

4. Highest education completed:
   □ SPM
   □ STPM
   □ Diploma
   □ Bachelor’s Degree
   □ Master’s Degree
   □ PhD

5. How long you have been working in banking industry?
   □ Below 1 year
   □ 1-5 years
   □ 6-10 years
   □ 11-15 years
   □ Above 16 years

6. Position / Rank:
   □ Non-Executive
   □ Executive
   □ Manager
   □ Top Management

7. Please state your current working zone in Kuala Lumpur and Shah Alam:
   □ Kuala Lumpur
   □ Shah Alam
Section B: Stress and its Effects on Performance
Please place a tick "✓" or fill in the blank for each of the following:

8. Have you heard about occupational stress?
   □ Yes
   □ No

9. Which medium of communication did you hear it from?
   □ Radio
   □ TV
   □ News Paper
   □ Internet
   □ Friends

10. To you, what influence occupational stress?
    □ Role Ambiguity
    □ Role Conflict
    □ Work Overload
    □ Working Conditions

11. Have you ever experienced any signs of occupational stress?
    □ Yes
    □ No

12. Does occupational stress have any effects on your performance?
    □ Yes
    □ No
    □ Maybe

13. Do you think occupational stress can be minimized?
    □ Yes
    □ No
### Section C: Influences of Occupational Stressors

Please circle your answer to each statement using 5 Likert scale

(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree

#### Occupational Stress Level

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I consider myself stressed at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>My level of stress is considerably high.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>My work is emotionally demanding.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>When my performance is poor, it is due to my lack of ability.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Overall I am not proud of my job.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Role Ambiguity

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I do not have a proper job description explaining my tasks.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>My job description can be interpreted in more than one way.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I am being asked to do more than what is required in the job description.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My work is unevenly spread without proper supervision.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I feel unsure about how much authority I have.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Role Conflict

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My job requires me to carry out many tasks at once.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I have to keep an eye on many things at once.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>My departmental and organizational objectives do not match.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My personal and organizational goals do not match.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I receive incompatible requests from two or more people.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
## Work Overload

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I have to take work home with me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I have to work overtime on a regular basis.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I feel the performance standards set by the management are unrealistic.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>I am under constant pressure to meet the performance standards.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I am currently working at the limits of my capabilities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

## Working Conditions

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My working conditions are not up to satisfactory standards.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>All required resources are unavailable to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>The working environment is not conducive.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>The comfort I am provided at work is low.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>My management concern employee’s safety.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

## Employee’s Performance

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My performance is affected by occupational stress resulting in burnout.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>My performance is affected by occupational stress resulting in fatigue and constant tiredness.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>My performance is affected by occupational stress resulting in a loss of enthusiasm.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My performance is affected by occupational stress resulting in high absenteeism.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>My performance is affected by occupational stress resulting in illness from the workplace.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

---

Thank you for your time, opinion and comments
### STATISTICS FOR EMPLOYEE COUNTS FOR KUALA LUMPUR AND SHAH ALAM

#### Table 12: Number of employees persons by industry, W.P. Kuala Lumpur, 2010-2015 (cont ii)

| Year | Total | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T |
| 2010 | 788.0 | 1.2 | 0.5 | 98.1 | 4.6 | 1.4 | 78.9 | 135.9 | 31.3 | 62.6 | 41.5 | 53.2 | 14.3 | 52.7 | 58.9 | 55.5 | 30.4 | 11.1 | 9.1 | 15.7 | 28.5 |
| 2011 | 812.3 | 0.2 | 1.3 | 97.7 | 2.9 | 4.5 | 52.1 | 110.6 | 39.9 | 67.0 | 39.6 | 63.5 | 9.0 | 52.5 | 37.1 | 30.6 | 33.8 | 26.7 | 9.0 | 16.0 | 23.4 |
| 2012 | 820.4 | 1.2 | 1.5 | 73.6 | 3.7 | 3.3 | 76.9 | 203.5 | 35.1 | 64.2 | 36.5 | 67.2 | 10.6 | 49.0 | 59.8 | 44.0 | 34.1 | 31.5 | 7.6 | 17.6 | 19.7 |
| 2013 | 877.8 | 0.8 | 2.4 | 54.8 | 4.9 | 5.0 | 56.1 | 207.5 | 39.3 | 93.7 | 33.3 | 56.0 | 11.5 | 52.4 | 48.4 | 59.6 | 36.4 | 33.6 | 7.8 | 16.4 | 20.5 |
| 2014 | 851.0 | 0.8 | 0.6 | 56.6 | 4.2 | 5.0 | 56.4 | 200.7 | 35.6 | 73.0 | 41.6 | 58.4 | 16.2 | 60.7 | 45.2 | 62.3 | 35.9 | 31.0 | 7.4 | 14.3 | 12.2 |
| 2015 | 853.4 | 0.6 | 1.7 | 51.7 | 2.3 | 5.9 | 74.4 | 207.0 | 40.6 | 65.5 | 31.3 | 67.3 | 14.3 | 68.8 | 49.3 | 44.4 | 35.3 | 31.8 | 10.0 | 15.6 | 15.4 |

**Notes:**

1. Industriselakan mengikut "Pendapat Klasifikasi Industri Malaysia" (PKIM), 2008. Keterangan berdasarkan industri tabah berikut:
3. **A** : Aktiviti kesihatan dan keselamatan kerja
4. **B** : Pengurusan awam
5. **C** : Pekerjaan multiterminal
6. **D** : Kewangan dan manjakan
7. **E** : Pekerjaan pertanian
8. **F** : Pekerjaan warisan
9. **G** : Pekerjaan perniagaan
10. **H** : Pekerjaan pekerjaan
11. **I** : Pekerjaan pelancongan
12. **J** : Pekerjaan pelabuhan
13. **K** : Pekerjaan perindustrian
14. **L** : Pekerjaan pelabuhan
15. **M** : Pekerjaan pelabuhan
16. **N** : Pekerjaan pelabuhan
17. **O** : Pekerjaan pelabuhan
18. **P** : Pekerjaan pelabuhan
19. **Q** : Pekerjaan pelabuhan
20. **R** : Pekerjaan pelabuhan
21. **S** : Pekerjaan pelabuhan
22. **T** : Pekerjaan pelabuhan

**Source:** 2010-2015 Suruhanjaya Statistik Malaysia.
| Tahun | Jumlah (000) | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T |
| 2010  | 2,353.8      | 50.1| 16.7| 496.4| 22.7| 12.1| 108.6| 302.3| 362.3| 13.1| 185.3| 64.2| 134.8| 31.1| 114.5| 77.1| 174.9| 168.1| 60.1| 28.9| 39.5| 52.4|
| 2011  | 2,092.0      | 46.2| 15.1| 599.3| 15.0| 15.0| 263.1| 509.6| 327.0| 174.1| 113.5| 124.5| 25.1| 124.0| 67.0| 128.2| 895.5| 60.2| 21.2| 39.2| 65.9|
| 2012  | 2,776.8      | 30.4| 16.6| 175.0| 10.6| 17.5| 275.0| 425.1| 260.0| 166.0| 122.1| 129.9| 32.1| 127.7| 152.2| 117.1| 145.9| 92.4| 21.0| 57.6| 82.1|
| 2013  | 2,998.8      | 39.5| 18.9| 578.0| 14.1| 15.2| 209.2| 460.4| 198.4| 174.9| 136.1| 129.3| 33.4| 120.0| 241.7| 159.9| 165.5| 157.2| 15.9| 39.2| 80.0|
| 2014  | 3,033.6      | 42.4| 16.3| 602.9| 14.5| 15.0| 278.6| 439.9| 152.4| 217.6| 137.6| 116.6| 29.1| 155.1| 198.3| 120.7| 178.0| 225.4| 26.2| 43.4| 82.2|
| 2015  | 3,135.6      | 45.1| 13.1| 588.5| 14.4| 14.9| 331.1| 512.3| 374.1| 223.7| 150.1| 135.9| 27.7| 140.5| 169.7| 151.4| 131.9| 160.2| 10.1| 57.1| 42.1|

**Catatan:**
1. Industri dipresikan mengikut Perkataan Klasifikasi Industri Malaysia (PKI) 2000. Kategori industri adalah seperti berikut:
   - A: Pertanian, perkebunan dan peternakan
   - B: Perindustrian dan perangkaan
   - C: Pembaikan
   - D: Perhiasan, pusaka, usaha dan komersial produk pada bulan.
   - E: Bengkel kereta, perbaikan perangkaan, dan produk pada bulan.
   - F: Pemasaran
   - G: Peralatan kerja dan produk pada bulan.
   - H: Pengumpulan dan perangkaan
   - I: Pengumpulan dan produk pada bulan.
   - J: Penyelidik dan operasi
   - K: Aktiviti kebangsaan dan perniagaan
   - L: Aktiviti kebangsaan dan perniagaan
   - M: Aktiviti pertanian, pertanian dan usaha
   - N: Aktiviti pertanian, pertanian dan usaha
   - O: Pendidikan
   - P: Pendidikan
   - Q: Aktiviti bersepadu dan non-kasar
   - R: Aktiviti bersepadu dan non-kasar
   - S: Aktiviti bersepadu dan non-kasar
   - T: Aktiviti bersepadu dan non-kasar

2. *Indeks 2013=100.* Dalam laporan ini, tiap permintaan dan pertubuhan diukur dalam sebenar dan tidak berubah.