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**JOB STRESS, WORKING CONDITIONS, AND WORK MOTIVATION
TOWARD EMPLOYEE PERFORMANCE AMONG NON-ACADEMIC STAFF
AT UNIVERSITI KEBANGSAAN MALAYSIA**



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By

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**Thesis Submitted to
College of Business
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Management**

CERTIFICATION OF RESEARCH PAPER



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ABSTRACT

In a competitive business environment, various factors that might play the roles in employee performance such as job stress, working condition, and work motivation could affect the employee's performance. This study aims to investigate the impact of job stress, working condition, and work motivation on employee performance among non-academic staff at Universiti Kebangsaan Malaysia (UKM). For research methodology, this study used random sampling by selecting 270 samples specifically non-academic staff grades N11-N40 to be part of this survey. All data was collected through Google Forms and analyzed quantitatively by using the Pearson correlation through Statistical Package for Sciences (SPSS) version 28 per evaluating the relationship between all the variables. The result found that job stress shows no significant relationship with employee performance (0.026). Next, the working condition shows a significant relationship with employee performance (0.229). Finally, work motivation shows a significant relationship with employee performance (0.715). The implication of these study shows that non-academic staff in UKM believe that job stress does not influence their performance. However, working conditions and work motivation affect their performance. Therefore, it can be suggested that the Management should improve the policies in enhancing performance by managing wellness programs and reward systems that will improve workers performance in the future. Comfortable and ergonomic office furniture also important for maintain performance by comfortable seating, desk, and workstations can help reduce fatigue and discomfort and improve employee performance.

Keywords: employee performance, job stress, work motivation, workload, working relationship, and working environment

ABSTRAK

Dalam persekitaran perniagaan yang kompetitif, pelbagai faktor yang mungkin memainkan peranan dalam prestasi pekerja seperti tekanan kerja, keadaan kerja dan motivasi kerja boleh menjejaskan prestasi pekerja. Kajian ini bertujuan untuk mengkaji kesan tekanan kerja, keadaan kerja, dan motivasi kerja terhadap prestasi pekerja dalam kalangan kakitangan bukan akademik di Universiti Kebangsaan Malaysia (UKM). Bagi metodologi kajian, kajian ini menggunakan persampelan rawak dengan memilih 270 sampel khususnya kakitangan bukan akademik gred N11-N40 untuk menjadi sebahagian daripada tinjauan ini. Semua data dikumpulkan melalui 'Google forms' dan dianalisis secara kuantitatif dengan menggunakan korelasi Pearson melalui Statistical Package for Sciences (SPSS) versi 28 bagi menilai hubungan antara semua pembolehubah. Hasil kajian mendapati tekanan kerja tidak menunjukkan hubungan yang signifikan dengan prestasi pekerja (0.026). Seterusnya, keadaan kerja menunjukkan hubungan yang signifikan dengan prestasi pekerja (0.229). Akhir sekali, motivasi kerja menunjukkan hubungan yang signifikan dengan prestasi pekerja (0.715). Implikasi kajian ini menunjukkan bahawa kakitangan bukan akademik di UKM percaya bahawa tekanan kerja tidak mempengaruhi prestasi mereka. Walau bagaimanapun, faktor kerja dan motivasi kerja mempengaruhi prestasi mereka. Oleh itu, dicadangkan agar pihak Pengurusan menambah baik dasar dalam meningkatkan prestasi dengan menguruskan program kesihatan dan sistem ganjaran yang akan meningkatkan prestasi pekerja pada masa hadapan. Perabot pejabat yang selesa dan ergonomik juga penting untuk mengekalkan prestasi dengan menyediakan tempat duduk, meja dan stesen kerja yang selesa boleh membantu mengurangkan keletihan dan ketidakselesaan seterusnya meningkatkan prestasi pekerja.

Kata kunci: prestasi pekerja, tekanan kerja, motivasi kerja, bebanan kerja, hubungan kerja, persekitaran kerja

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LIST OF ABBREVIATIONS & SYMBOLS

DV	Dependent Variable
IV	Independent Variable
DOSH	Department of Occupational Safety and Health
Sig.	Significance
N	Numbers
%	Percentages
<	Less than
>	More than
=	Equals to
Sig	Significance
&	And
UKM	Universiti Kebangsaan Malaysia
HRM	Human Resource Management

CHAPTER ONE

INTRODUCTION

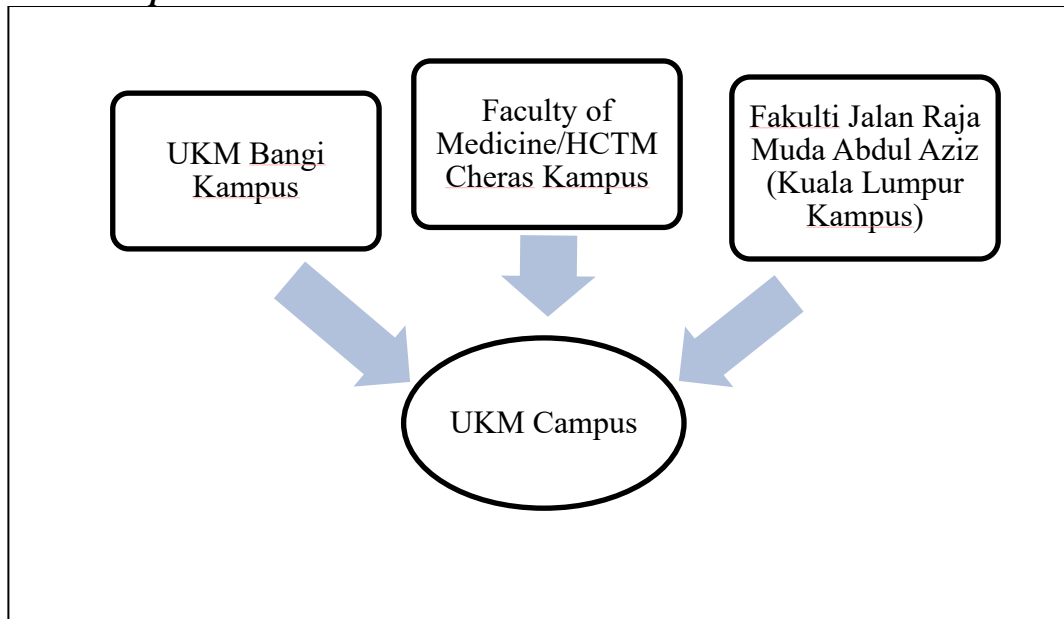
1.0 Introduction of Chapter

This chapter provides an overview of the study, consists of the background of the study, problem statement, research question, research objectives, significance, and scope of the study. Next, these chapters also elaborate definition of key terms, organization of the thesis and lastly, chapter's conclusion.

1.1 Background of the study

The National University of Malaysia (UKM) is a public university located in Bangi, Selangor. It is one of five research universities in the country. The vision is to be the leading university that precedes the steps of society and its era to form a dynamic, knowledgeable, and noble society. UKM has two health campuses, namely the Kuala Lumpur campus at Jalan Raja Muda Abdul Aziz, and the Faculty of Medicine/HCTM in Campus Cheras. The main campus is located in Bangi. Academic and non-academic employees are one of the important communities in UKM, in addition to being the majority community in the university. Company resources including Human resources Management are required by universities to implement work and responsibilities to mobilize activities in the realization of the roles and responsibilities of the university.

Figure 1.1
UKM Campus



Sources: Portal of Universiti Kebangsaan Malaysia

In general, an employee is a member of an organization who plays a significant role and impacts the organization's performance. Employees is also commonly referred to as company resources. They oversee the operational processes that contribute to the organization running smoothly and successfully. When it comes to company resources, Permatasari (2018), stated that the company's resource factors are indispensable to ensure the organization can achieve its objectives.

Employees are essential in achieving company goals because the human element is primarily responsible for the company's success (Sedarmayanti, 2017). A competent organization should be able to identify between good and bad employees. According to Prodromos et al., (2019), the organization must assess its employee performances in order to recognize and provide rewards for their good achievement. By valuing employee performance, the staff job stress is minimal and their motivation to perform their work

were sustained in the long run. This above statement is parallel with Zacharias et. al (2021) finding; Where they believe that if employees were frequently experiencing job stress at work, they will lose their motivation. Eventually, the company might be suffering due to high turnover or goes bankrupt if the employee has low motivation or stress.

The human element such as public and private employees are an asset to any business because they can establish or break a company's reputation and may impact its profitability (Sendawula et al., 2018). Employees are the business's most asset for firms because the organization's mission's success depends on the amount of contribution supplied by employees (Ramlawati et al., 2020).

1.1.1 Role of non-academic staff at UKM

In Malaysia, each of Higher Learning Institution consists of academic and non-academic workers. Generally, any employee classified as an administrator or a supporting staff member, such as a secretarial, clerical, or maintenance worker, is considered a non-academic staff. According to Ismail & Abdul (2012) and Adejare et al., (2020), non-academic workers are essential to the growth of a university institution to support the needs of academic staff by facilitating the students and other educational support needs. For instance, non-academic workers play a significant role in advising students on information and other needs. At the same time, top management makes important decisions that affect the organization's overall direction.

Employees in the educational institution worked at least eight hours a day for five days a week. In UKM, some of the non-academic staff specifically the clerical in the

counter emergency department are required to work shift hours. Usually, their responsibility is to supervise matters related to registration and billing for patients who will be ward admission or discaj in the Hospital. Due to lack of employment and unwillingness to worked in shift hours might causes the existing workers more feelings stress, demotivated at work and in the risk of low work performance (employee performance). According to Wu et al., (2021), job stress is essential in determining the level of employee performance. It is also cited by Wu et al., (2021) that when employees felt stressed, burnout may occur. It is found that the reason employee felt burnout is due to workers inability to manage work-life balance and inability to get along with other workers.

Next, working condition also plays a notable contribution to job stress in many organizations including UKM. In general, working conditions define as the physical and psychological conditions that workers are exposed to while working. Some of the non-academic staff in the laboratory feel less comfortable due to the limited space with laboratory tools. As a result, these employees are susceptible to harmful laboratory tools, and discourage employees to be more active while doing their job and decrease their performance. According to Iqbal et al., (2015), uncomfortable working conditions are aspects of the cause of the decline in employee performance. It is also cited by Adriansyah & Pancasila et al., (2020) to improve employee performance through the establishment of comfortable working conditions. In order to support the achievement of organizational goals in the company's management structure, it is necessary to have high-quality human resources, namely employees who have high performance.

Then, work motivation is an important determinant of employee performance. In general, work motivation is something that generates motivation or enthusiasm for work motivation in which the managers need to play the roles in influencing employee performance. In UKM there is an annual assessment that will be done at the end of the year which is each non-academic employee will be evaluated based on their performance. The excellent non-academic employee will be rewarded and it is caused indirectly motivated employees to work hard and improve their performance. According to Siagian (2011), employees are motivated to work caused by two factors, namely: Intrinsic factors, namely the driving force that arises from within each employee, in the form of work itself, progress, responsibilities, recognition, and achievements. Extrinsic factors are driving factors that come from outside oneself, especially from the organization where they work.

1.2 Problem Statement

Employee performance in the UKM is an important aspect of maintaining the productivity produced by the university and significantly impacts an organization success. Therefore, UKM management is required to manage and minimize any negative performance to positive performance that may enhance employee performance. This above statement is parallel with Kesmodel (2018) finding; Employee performance significantly impacts an organization's success, making it crucial to focus on employee output if a company is to increase its standing in the market. As one of the top 200 universities in the world globalization, new market demands, innovation, and a smart economy are considered a challenge, as well as, drivers for UKM to maintain and improve their employee performance. Therefore, dealing with quick changes in technologies, stakeholders'

requirements and market demands are depending on reducing the gap within employee performance as underpinning factor on achieving smart goals of the organization. To maintain employee performance in UKM, the employees will be evaluated by a performance appraisal system and employees can control all of their performance. The main purpose of this study is to examine the correlation between job stress, working condition and work motivation factors on employee performance.

1.2.1 Relationship of job stress on employee performance among non-academic staff.

There is a lot of pressure and burden on employees due to which they feel job stress. Job stress is increasingly recognized as a serious, worldwide public health concern. Job stress among non-academic staff might cause when the employee has too much work burden on them. They feel emotional and physical stress. Job stress arises when there is a rise in demand and how an employee has control over this demand. Job stress also arises from fear, anger, and guilt which is seen in many of today's organizations nationally and internationally. When there is job stress, it will decrease performance.

Numerous studies on job stress in organizations and employee performance among non-academic staff have been conducted in the past. For example, Dhakate et al., (2022) examination of the impacts of job stress on non-academic members working in a government teaching hospital. The findings indicate stress at work was common among non-academic employees. In India also a study was done on job stress by Ratnawat & Jha (2014) by examining the impact of job stress on employee performance. Also, similar studies were done by Roslan et al., (2022) investigated and comprehended the

performance issue caused by job stress experienced by non-academic staff at private universities. According to the finding, job stress in the workplace can boost efficiency and effectiveness of performance while research by Burman & Goswami (2018) found that the impact of job stress not only impacts physical and psychological conditions but also affects employee performance.

Several studies have also found that job stress affects negatively overall employee performance. A study by Dundamde et al., (2014) findings showed that job stress negatively impacts employee performance among university employees. A similar study done by Suandi et al., (2014) found similar findings indicating the negative relationships between job stress and performance. Hoboubi et al., (2017) found that there was no effect between job stress and performance and were also supported by Sutrisno (2014) who obtained the result that job stress had no effect on employee performance due to high character of personality and morale. Therefore, this study is then intended to investigate if the non-academic staff at UKM also have job stress at work and affects their performance.

1.2.2 Relationship of working conditions on employee performance among non-academic staff.

Skalli et., (2008) described there are two dimensions of working condition which is physical working conditions and social working conditions while Spector (1997) stated working conditions consists of working environment, job security, working relationship, recognition for good performance, motivation for performing well and participation in the decision-making process of the organization. According to Spacey (2018), there are

common working conditions such as workload, working relationships, working environments, and performance management that have a relationship with employee performance. From that, these studies focused on working conditions in three aspects consisting of workload, working environment, and working relationship were affect employee performance in UKM.

Several studies have also found that workload affects employee performance. For example, employee performance can be affected by several factors, including workload (Monika, 2010; Astianto & Supriyadi, 2014; Putro, 2017; Lukito & Alriani, 2018; Arfani & Luturlean, 2018; Siregar, 2018). This is consistent with the study conducted by Jahari et al., (2019) how private universities in the Indonesian city of Bandung affected employee performance through the workload, working environment, and also job stress factors. A study by Noor et al. (2020) examines that stress due to workload has the strongest correlation towards employee performance

However, Johari et al. (2018) found different results and reported that the workload had no impact on the employees' performance. Researches by Sitep & Munawaroh et al., (2013) indicate that a workload had no effect on employee performance. The adverse effect of a heavy workload can include debilitating stress, illness, and burnout. This may cause an employer to lose their talented staff and need continual hiring and training processes. According to the American Institute of Stress, 80 percent of managers and workers experience stress at work. The top stressor is having an overwhelming workload and working long hours. Workload and job stress can lead to burnout, which is defined by the World Health Organization as long-term work stress that drains energy and makes people less effective. Employees need more control over

their work because a heavy workload leads to burnout. Overloaded workers may seek change employment with another company, even the wage offered is lower.

The working environment is another factor that affects employee performance (Sedarmayanti, 2009; Kurniawan & Iksari, 2013; Wibawa & Indrawati, 2014; Lukito & Alriani, 2018). Generally, the working environment of the employee affects his ability to complete the assigned tasks. Numerous studies on working environments in organizations and employee performance among non-academic staff have been conducted in the past. For example, Nasidi et al. (2019) state that their study aimed to ascertain how the working environment affected employee engagement among non-academic staff at a Nigerian university. The results show that university administration and staff are proactive in creating a working environment that is both healthy and comfortable. This will lead to increased performance, and result in various ways to improve university staff and administrators' performance. A study by Abolade (2018), an excellent working environment helps employees feel satisfied while completing their jobs. Another study conducted by Fithri, Mayasari, Hasan, and Wirdianto (2019) discovered any particular workplace setting improvements are required to improve employee work performance. The physical work environment elements such as air circulation, security, and noise had an effect on employee performance. This is consistent with research conducted by Lestary, L., & Chaniago, H. (2018) that a comfortable work environment can affect employee performance.

Working relationships between employees and their managers are another factor that affects employee performance. The support of a supervisor is an example of a

working relationship. Supporting from a supervisor to an employee in an organization can lead to an improvement in employee performance. However, there are still cases where supervisors are seen as failing to support their employees. According to Harris et al. (2000), miscommunication between employees and supervisors means communicating job-related information or processes to employees. The employee and the supervisor must do their part to commit to the relationship regarding improving an employee's performance. When both parties are committed, it will show how well they do their jobs, and it will benefit the employee's overall performance. Yuliarini et al. (2012) investigated the factors impacting non-academic staff performance in Malaysian higher education institutions. This study shows a strong connection between leadership and the satisfaction of workers, which influences the work performance of employees.

Non-academic staff are essential to a university and are in charge of day-to-day business operations. Non-academic staff requires continual knowledge because they are vital to the academic community. They are responsible for the organization's efficient functioning and carry out a wide range of managerial responsibilities within the educational setting of the university. As non-academic employees do not only provide services to staff and students; therefore, they need adequate information to perform their job effectively and efficiently. Therefore, this study is then intended to investigate if the working conditions affect employee performance among non-academic staff at UKM.

1.2.3 Relationship of work motivation on employee performance among non-academic staff.

There are many factors that impacted employee performance and work motivation is one of the factors. The only way to get employees to like working hard is to motivate them. Motivation is an internal and external source of energy that motivates a person to attain their objectives (Colquitt et al., 2015). Considering the importance of work motivation, this research also has described the impact of work motivation on employee performance. It is defined by Jain, Gupta, and Bindal (2019) as a factor that compels individuals to accomplish the highest and best feasible goals. Furthermore, each individual has unique beliefs and methods; consequently, knowing the demands of employees and employing the most effective motivating techniques can enhance their motivation to reach organizational goals (Gleeson, 2016).

Several studies have also found that employee motivation significantly impacts an organization's effectiveness (Paul, 2017). A previous study has found that work motivation influences employee performance among non-academic employees. According to Baltaru (2018), the non-academic staff is critical in assisting institutions in improving their performance. Their responsibilities include staff and student professional development, academic support for students, societal participation, and the impact of research. Then, Ahmed et al. (2010) did a study on non-academic workers at the University of Punjab to see how work motivation affects employee performance. While, Manalo & Apat (2021) focus on the impact of work motivations on the job performance of non-academic staff at a university. Based on the results of research by Rozzaid, Herlambang, & Devi (2015) also states that the results of statistical data analysis prove

that there is a direct significant effect between work motivation on performance.

However, several other studies also show that employee performance is not influenced by work motivation. For example, a study by Jones Osasuyi & Mwakipsile (2017), examines that work motivation is not influenced employee performance. Therefore, this study is then intended to investigate if work motivation affects employee performance among non-academic staff at UKM.

1.3 Research Questions

The following is a list of research questions that are associated with this project.

- 1.3.1 Is there any relationship between job stress and employee performance among non-academic staff?
- 1.3.2 Is there any relationship between working conditions and employee performance among non-academic staff?
- 1.3.3 Is there any relationship between work motivation and employee performance among non-academic staff?

1.4 Research Objectives

The following is a list of research objectives associated with this research study, which were derived from the research questions. The objective is to determine factors that affect employee performance among UKM employees. The objective is as below:

- 1.4.1 To investigate the relationship between of job stress and employee performance among non-academic staff.

1.4.2 To justify the relationship between working conditions and employee performance among non-academic staff.

1.4.3 To examine the relationship between work motivation and employee performance among non-academic staff.

1.5 Scope of the Study

The objective of this study is to identify factors that affect employee performance among non-academic staff who were working at Universiti Kebangsaan Malaysia. UKM has three (3) campuses and the main campus located in Bangi, Selangor. However, this study focus on Faculty of Medicine/HCTM Cheras Campus, UKM Bangi Campus, and Faculty Jalan Raja Muda Abdul Aziz Kuala Lumpur Campus. The targeted respondents are selected among support group employees from grades N11 to 40 from various departments in UKM worked as clerks. Although previous studies on job stress among academic and non-academic staff in institutions have been conducted, this study primarily focused on non-academic staff. Therefore, it is essential to comprehend how non-academics manage their performance. When the Universiti Kebangsaan Malaysia (UKM) administration better understands how stress affects the university's non-academic staff, it is better equipped to make informed decisions regarding staff wellness.

1.6 Significant of the Study

These studies can help UKM management to enhance employee performance among UKM employees to achieve its mission and vision. The participants from non-academic employees at Universiti Kebangsaan Malaysia. Therefore, the organization can identify

factors that can enhance employee performance and assist management in providing better programs and strategies such as work-life balance activities. This study also can help employers, employees, and the government make a self-assessment and analyze whether they realize these issues and identify how to overcome these problems. There are suggestions and recommendations for improvement that can be taken by the employee, the employer, and the government to form employees with higher motivation and higher performance to achieve the organization's objective to move forward. Hopefully, this study can benefit all parties to produce and form staff with excellent performance. Then, future students can use this study as a guide and a source of reference material.

1.7 Definition of Key Terms

Variables	Authors (years)	Definitions
Employee performance	Ciner, 2019	referring as an individual capacity to perform job duties efficiently or effectively
Job stress	Darmody and Smyth, 2016	the adverse emotional and physical reactions that happen when an employee's needs, resources, or abilities don't match the job's requirements.
Working conditions Workload	Neksen et al., 2021	the amount of work carried out by a position or organizational unit and is

		the product of the work volume and the time norm. The workload charged to employees can be categorized into three conditions: a workload that meets the standards, a workload that is too high, and a workload that is too low.
Working relationships	Blacker et al., 2020	refer as an employee's performance and health that can suffer tremendously if they are feeling unfulfilled socially at work.
Working environment	Salunke, 2015	The physical component of the workplace may impact job satisfaction, health, focus, and productivity.
Work motivation	Pang and Lu, 2018.	an internal mechanism that is used to guide actions and it can increase worker productivity by the argument of workers have positive emotive conditions.

1.8 Organization of the Study

Chapters	Organization of the study
Chapter one	This research provides the background of the study, problem statement, research question, and research objectives. Then, it discusses the definition of key terms of the topic and the significance of the study.
Chapter two	Comprise a literature review of the dependent and independent variables of the study. This study has three independent variables namely job stress, working conditions, and work motivation. The dependent variable is employee performance. Lastly, the conclusion of chapter two is presented.
Chapter three	Provides a detailed discussion of the research methodology employed. Firstly, the chapter will discuss the research design population and sampling, variable measurement, questionnaire design, and lastly data analysis methods.
Chapter four	The presentation and interpretation of data and a discussion of the conclusions or outcomes will be covered. The data will be analyzed using SPSS version 28.

Chapter five	Contain the research's conclusion. Then, recommendations or suggestions, research limitations, and future research are also presented. The thesis ends with a conclusion.
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1.9 Conclusion of Chapter One

Chapter One explains a brief introduction on the background of study and then problem statement. Together with this, it outlines the research questions, research objectives, scope of study and the definition of key terms.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter explains the numerous research that has been done to provide readers with a better approach to knowledge of the study. The researcher proposed employee performance as a dependent variable and job stress, working conditions, and work motivation as independent variables. The following subchapter discusses the development of three (3) hypotheses of the study. In the last subchapter, the research framework of the study is also explained.

2.1 Employee Performance

Numerous scholars have developed various definitions of employee performance over time. For example, according to Ciner (2019) employee performance is referred how well an employee carries out their duties at work to achieve organizational goals. Then, as defined by Barasa et al., (2018) employee performance is the quality and quantity of output by an individual or group in a particular activity caused by natural abilities obtained from the learning process and the desire. Furthermore, Matsuo (2019) stated that employee performance is influenced by various elements that assess a person's capacity to complete the duties assigned to them with as few constraints as feasible at the workplace. Another interpretation of the term "employee performance" describes it as "a quality of the employee's profession," in which the results obtained by workers are considered to be very accomplished (Ramli & Mariam, 2020).

2.1.1 Issue in general

Many organizations realize that employees are their major sources of competitive advantage and hence employees contribute to the organization's performance. In line with this fact, Chhabra Roy et al. (2020), refer to employee performance as the quantity and quality of work an employee generates while fulfilling their duties. Managing employee performance is indispensable for the accomplishment of organizational goals. Assessing an employee's capability and measuring his or her productivity is crucial in the overall plan of the organization. Employee performance is significantly influenced by knowledge management, information and communication technologies, employee empowerment, innovation and creativity, and organizational culture. On the other side, the relationship between these factors is vital in sustaining employee performance in organizations.

2.1.2 Issue employee performance among non-academic

Enhancing employee performance among non-academics is important since it has an impact on organizational performance. McLarty et al., (2021) state that employee performance is linked to the productivity and achievement of an organization. However, Pawirosumarto, Sarjana, & Gunawan (2017) identify a relationship between employee performance and the working environment, including physical and non-physical factors that positively and significantly influence employee performance. According to Aftab & Khalid (2018) in their research, the working environment has a substantial effect on how well employees do their jobs.

Ye et al., (2020) explain there are two types of performance: individual performance and corporate performance. Individual performance depends on both quality

and quantity, whereas organizational performance is a combination of individual and group performance. According to Rehman et al., (2020), improving employee performance can result in outcomes that primarily include employee correspondence, excellent production, and workplace commitment. Organizations must recognize the significance of employees' ability to define goals and objectives to achieve greater business success in the future (Mariam & Ramli, 2019b; Babalola, 2016). Non-academic employees with high competence in terms of knowledge, understanding, value, attitude, and interest will create good performance. This is because they can forecast their surroundings, whether at work or in other situations and can read the opportunities for a good job. As a result, a higher level of employee competence leads to a higher level of employee performance.

Rewarding non-academic staff for excellent performance is one approach to improving employee performance in organizations, especially educational institutions to ensure they are happy and satisfied with their jobs. Moreover, a performance-based reward structure for employees needs to be created. This is done to encourage non-academic workers to put more effort into their performance. When an organization provides significant incentives to its employees, their performance improves (Prayuda, 2018; Macke, 2019). Non-academic staff who are recognized and rewarded for their achievements are more likely to be loyal and productive. This has the potential to boost the organization's overall productivity and output. Organizational success requires measuring organizational performance (Mariam, Febrian, Anwar, Sutisna, Imran, and Ramli, 2020).

Investing in employee training and development is another method that can influence employee performance among non-academic staff. Companies have varying levels of expectations for employee performance and levels of training for employees, depending on the circumstances. A recent survey found that 68 percent of employees believe that training and development are the most important policies of the company. As a result, leaders need to understand each individual and provide training that is appropriate for them in order to keep their workforce. Training is beneficial not only for employee retention but also for reducing employee turnover. To summarize, monitoring employee performance can assist the organization in identifying potential flaws in the employee training program and guiding the path forward.

2.2 Job Stress

Job stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker and were impacting employee performance. Hans Selye, a well-known stress researcher, coined the term "stress" (Institut Universitaire de santé mentale de Montréal, 2012). According to Robbin & Judge (2017) job stress is a dangerous psychological condition caused by workplace pressure while Park (2017) defined job stress as a person experience when their skills, resources, and needs are not met by their employer. Job stress is defined by the National Institute for Occupational Safety and Health (NIOSH) as the undesirable physical and emotional reactions that can result when an individual's abilities, resources, or requirements do not match the demands of the job. Meanwhile, Rohman (2018) claims job stress can be a situation that most people have experienced, particularly employees or

members of an organization, and influences their performance. According to Vats et al., (2020) job stress can be defined as emotional reactions and harmful physical responses towards the body where the requirements of the job exceed or do not match with the capabilities or supplies of the employee.

2.2.1 Issue in general

According to Robbins & Judge (2017) in an organization, there are several factors that may cause job stress including task demands that include the design of individual work, working conditions, and physical layout of work. Therefore, employees should have the energy and excitement they need to engage in their work efficiently and boost their efficacy with the right degree of job stress (Kenworthy et al., 2014; Chen et al., 2017). A study by Yozgat et al. (2013) verified a significant negative correlation between job stress and employee performance while Awadh et al., (2015) confirmed a strong positive correlation between job stress and employee performance. Then, Muda et al. (2014) found that job stress has a partial effect on employee performance. Thus, both findings concluded that job stress has an influence on employee performance. Handoko (2018) says that job stress is a situation that changes a person's state and affects their emotions and ability to think. This is because, job stress is associated with higher turnover, lower performance, and a lack of commitment to the organization (Dodanwala et al., 2022). If an organization doesn't know how to deal with job stress, it will hurt employee performance.

Usman & Muhammad (2010) examined the relationship between job stress and employee performance among 144 bank employees in the banking sector in Pakistan.

Their results were significant with a negative correlation between job stress and performance and showed that job stress significantly reduces the performance of an individual. Ali, et al., (2014) determined the effect of stress on employee performance on 133 employees in private sector universities in Karachi, Pakistan. Similarly, Lopes & Kachalia (2016) investigated how job stress affects how well employees do their jobs or their performance in the Indian banking industry. The result obtained revealed that workload and role conflict and inadequate monetary reward are the prime reasons for causing stress in employees, and this stress reduces their performance.

2.2.2 Issue job stress among non-academic staff

According to Mind (2017) few factors that cause stress events are; when worry about something, need to face big life changes, being under lots of pressure, having less control over the outcome of some situation, etc. The cause of job stress among non-academic workers at work not only harms their health but also affects their performance. The best way to reduce stress for non-academic staff is to identify the factors that can cause job stress. Blackwell (1998) as cited in Shuwa (2021) stated that stress shows itself in a number of ways. For instance, an individual who is experiencing a high level of stress may develop high blood pressure, ulcers, and others. These can be grouped under three general categories such as physiological, psychological, and behavioral symptoms. Hemalatha & Paul (2021) oversaw research called "Stress Management among Employees in Manufacturing Industries. Findings show that job stress affects how well employees do their jobs and their performance. It reduces productivity and happiness at work. The past study of job stress on employees' performance in Pakistan, stated that

positive stress is sometimes needed to enhance the employee's performance.

There are three models of job stress such as Pearson-Environment Fit Model, Job Characteristics Model and demand Control Support model. Previous research has shown that job stress impacts physical and mental health (Williams, Costley, Bellury, & Moobed, 2018). Because of this, reducing job stress may result in more satisfied workers, good morale, and increased productivity, but raising job pressure may lead to increased employee turnover, problems with their mental and physical health, and poorer employee morale. Since then, studies have revealed a relationship between job stress and poor employee performance. For instance, studies showed that employees with a lot of job stress had difficulty concentrating and reported decreased performance (Vijayan, 2018). According to Gibson and Ivancevich (2001), stress in optimal performance is a positive stress condition because it can encourage employees to work at a higher level, while stress due to too little and too much burden is a negative stress condition because it can cause a decrease in employee performance. This is supported by research conducted by Friend (1982), Anderson (2003), James et al. (2007), Monika (2010), Putro (2017), Siregar (2018), Lukito & Alriani (2018) which stated that job stress had a negative and significant effect on employee performance.

2.3 Working Condition

In this study, the researcher examines workload, working relationships and working environment as working conditions that affect employee performance. Different organizations and institutions are passing through challenges due to the fact of the working conditions. Workload and stress at work seemed to be increasing by the day. The term

"workload" refers to the gap between a worker's capacity or ability and the requirements of the task at hand. The workload also can be defined as a burden that has been rigged by the department using pre-established job criteria. Another definition of workload relates to the number of jobs by job title at a corporation, which is the consequence of time between the amount of work and the typical completion time for the work (Pemedagri, 2018). According to Khalil et al., 2020, the workload is the amount of work a group or individual must perform in a particular period, or workload can be regarded from an objective and subjective point of view. Another definition the workload is a source of dissatisfaction caused by overwork (House & Giordano et al., 2020).

Working relationships can be described as unsatisfactory relationships with managers or colleagues, as well as the organizational climate, which includes policies and the level of engagement in decision-making. Aside from that, a working relationship can be defined as the relationships developed between coworkers, managers, and employees. Another definition of a working relationship is the importance of the relationship to one's career (Qredible, 2020). Therefore, building excellent working relationships is vital since it boosts morale and leads to productive teamwork (Lee, 2021).

Working environment refers to an individual's immediate surroundings while at work. In addition, the working environment is defined as "the physical geographic location and surroundings of the workplace, such as a factory or office building." According to Jeon (2019), the working environment is how an individual feels about the place where they work. Some aspects of the working environment are apparent, such as the color of the walls and the lighting. According to Robbins and Judge (2017), the working environment

includes everything around workers that can influence how they work and their productivity. According to Operman (2002), as cited by Oludeyi (2015), defined the working environment as a combination of three major elements: the technical environment, the human environment, and the organizational environment. The working environment is then described by Aurora (2019) as "the psychological variables of how work is arranged and your well-being. In general, the working environment is an essential part of an employee's performance since they spend a lot of time at work, which can affect them.

2.3.1 Issue in general

Suma'mur (2018) also argues that workload is a social, physical, and emotional burden. In their 2020 study, Yosiana, Hermawati, and Mas'ud examined job stress as a mediating factor on nurse performance in order to examine the impact of workload and work environment on nurse performance. The findings indicate that handling a lot of work with a limited staff would only lead to heavy workloads and, consequently, elevated stress levels in the workplace. The workload can have an enormous impact on employee performance and productivity. According to Robbins & Judge (2017), workload changes can increase work stress and affect performance. According to Reni (2017), employee performance is negatively and significantly impacted by workload. To summarize, when the workload is low, performance is high, and when it is high, performance is low. While, according to previous research by Jeky KR, Sofia A, & Wehelmina (2018), workload and work ethic had a positive and significant impact on employee performance. So, this research supports the results of research conducted by Riny Candra (2017). Workload and organizational support are the leading causes of job stress (Tyagi & Pathak, 2014;

Rosenbusch et al., 2015; Udod, 2017).

The issue related working relationship between managers and employee performance becoming a regular occurrence in organizations. Good relation creates a pleasant atmosphere for employees which can increase their performance. According to Coyle-Shapiro and Conway (2005), the role of a manager is seen as the leading role in promoting employee performance and for employees to achieve their full potential. Research shows that managers are significantly less stressed when they have solid relationships with employees and employee performance increases nearly 50% when a worker develops close relationships at work. Building positive working relationships is important for facilitating a supportive and productive workplace. Using professional communication, being open and trustworthy and scheduling time for colleagues are some ways to improve working relationships. In 2019, a study showed that supervisory support increases individuals' self-efficacy and satisfaction levels, leading to higher employee performance and reducing employee stress (Sadia et al., 2019). According to the social learning theory, workers do better and are more resilient under pressure if they have the backing of their superiors (Melián-González, 2016). Supervisor performance is also important for instilling a feeling of responsibility in employees, and greater employee performance is linked to the behavior of managers and team members (Sadia et al., 2019). Another study revealed that decreasing role ambiguity, defining accurate job descriptions, and having a supportive supervisor helped minimize job-related stress among employees (Hosseini et al., 2017). Employees who participate in positive relationships regularly may be happy at work and might boost their performance. A team with good relationships may rely on one another to complete specific tasks and share the responsibility. Then,

leadership support improves employee performance, reduces turnover intentions, and increases satisfaction (Lee, 2021).

An unsafe and unhealthy working environment is another common issue that generally affects employee performance. Borman (2004) mentioned that the working environment factors hugely impact employee performance. Khamisa, Oldenburg Peltzer, and Ilic (2015) mentioned that more attention should be paid to identifying and dealing with the working environment because when employees have a negative perception to their environment they sometimes suffer from chronic stress. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee performs their job functions.

The creation of a good work environment can affect employee performance. A study by Ibrahim (2013), Massoudi and Hamdi (2017), and Sinnappan (2017) unveiled that an effective work environment motivates employees and enables them to work comfortably with less stress and enhance performance. The physical work environment and non-physical work environment also affect the motivation and morale of employees because if the work environment in the company is comfortable and pleasant, of course, employees can improve their performance so that the company's goals can be achieved well. The working environment has been highlighted as essential in determining productivity and performance. Similar to the study by Abolade (2018), the working environment that provides employees with a comfortable environment while performing their duties will give them a sense of satisfaction. Aisha (2013) conducted a study to investigate the relationship between the working environment and employee performance

among 150 university staff in Indonesia. The study's findings indicate a positive correlation between the working environment and employee performance. Another study by Fithri, Mayasari, Hasan, and Wirdianto (2019) agreed that working environments such as air circulation, security, and noise in the workplace affect how well employees perform.

2.3.2 Issue working conditions among non-academic staff

As an employer, issues related to working conditions are very important to pay attention namely workload, working environment, and working relationship because it impacts employee performance. Spector (1997) observed that most organization ignore the working conditions within their organization resulting in an adverse effect on the performance of their employees. As a non-academic staff in an educational institution, there are important to learn about working conditions. As example, managers must recognize the detrimental impact of excessive workloads on employees and take the appropriate steps to alleviate workplace stress. It is estimated that approximately 26 percent of workers frequently experience job burnout. A heavy workload increases anxiety and stress, leading to various negative outcomes, including accidents, injuries, conflicts, health problems, and poor performance. This gap is responsible for performance failures (Bosurgi et al., 2020). This occurred because the workload is correlated to the employee's assessment of the task they must complete by the target and how much time they have to finish it within. However, significant job overload may also lead to decreased productivity and performance.

Today, one of the challenges for the organization is to satisfy the needs of its employees by providing a good working environment. According to Anandini (2018),

employees feel comfortable at work when the organization creates good working environment conditions. Bushiri (2014) conducted a study to find out how the working environment affects how well employees perform at the Institute of Finance Management while doing their job. As a result, there were not enough offices for employees to work efficiently, and the noise bothered them depending on the task at hand and the setting they were in. Through this research, the employer will better understand how the working environment influences the employees' motivation and performance.

Another study by Chavis in 2020 found that employers must create a better working environment to keep employees for a more extended period. According to the findings of this study, the working environment has the greatest impact towards employee whether or not they plan to leave their current position (Chavis et al., 2020). According to talent-works, employees who are happy are 31% more productive and three times as creative as those who are not. Employees satisfied with their jobs are more tenacious and inclined to stick around for a more extended period. Because of the nature and requirements of the positions, the company wanted to improve the physical working environment. It can be concluded that a poor environment can reduce performance of employees.

2.4 Work motivation

Work motivation is a crucial determinant of employee performance. Work motivation is derived from the Latin word "moveere," which means "to move". It drives workers to increase attention to their work (Asaari, Desa & Subramaniam, 2019). Work motivation can be characterized as a collection of attitudes and beliefs that inspire individuals to pursue particular objectives (Gillet et al., 2020). Then, work motivation also can be

defined as encouraging someone to carry out a task or activity as effectively as possible to attain goals (Hensel & Kacprzak et al., 2020). Aside from that, work motivation is a state that encourages someone to perform a task or activity in order to achieve their goals. Additionally, according to Elisabeth (2018), work motivation is a person's mental attitude and state of mind that stimulates, leads, and sustains another person's conduct in a way that promotes satisfaction or lessens undesirable imbalances at work. Another definition of motivation is the action that stimulates employee's action, which leads to achieving goals or meeting the specific psychological needs of workers (Çetin & Aşkun, 2018).

2.4.1 Issue in general

Work motivation has a positive effect on performance and the role of work motivation becomes a supporting factor in an organization, especially in improving performance. Empirical findings indicate that the direct influence of motivation on performance has an influence. This is based on the relationship between performance and motivation. Several previous studies have proven in advance that motivation has a significant effect on employee performance both directly (Elvina & Chao, 2019) as well as acting as mediators (Jayaweera, 2015). According to Mangkunegara (2017), work motivation is how an individual's behavior is modified to improve the workplace climate. Wibowo (2017) explains work motivation is an incentive for diverse human behavior processes to achieve goals regularly. Work motivation may also be defined as the desire to put out the significant organizational effort and the willingness to meet the individual's demands (Abrorov et al., 2020). In addition, work motivation describes the urge people have to work in order to receive benefits, whether those rewards are monetary, emotional, social, or physical. So, highly motivated employees will help the business and affect

organizational commitments (Buj & Revuelta et al., 2020).

Positive feelings from within workers towards work can enable workers to achieve the goals and visions set by the company. The study conducted by Kavita and Hassan (2018) aimed to investigate the stress levels experienced by primary and secondary school teachers in Malaysia and to compare them with the corresponding levels. However, they discovered no correlation between work motivation factors. While referred by J Kongcharoen et al., (2019) studied the stress and motivation of primary and secondary school teachers at work. This study explores the stress and work motivation experienced by primary and secondary school teachers and evaluates the model's consistency with empirical data. The findings indicated that secondary school educators experience higher stress levels than their primary school counterparts due to various factors such as financial constraints and work-related commitments. A significant positive correlation was observed between stress and work motivation among secondary school teachers. The research revealed that demographic factors and work motivation traits impact teacher stress.

2.4.2 Issue work motivation among non-academic staff

According to Ogunode et al., (2021) identified poor work motivation as common issues faced by non-academic staff in higher education institutions. Therefore, there are many studies on the work motivation that have been carried out over the last few decades, namely on fair wages, working environment and rewards (Norbu & Wetprasit, 2020; Reddy, 2020) and also attractive work, appreciation, loyalty to employees and discipline (Norbu & Wetprasit, 2020). There are two types of work motivation: intrinsic and

extrinsic motivation (Asaari, Desa & Subramaniam, 2019; Çetin & Aşkun, 2018). Intrinsic motivation is defined as "a positive experience recognized by individual workers directly from their job duties," which arise from the direct relationship between the perpetrators and the task (Çetin & Aşkun, 2018). External motivation deals with the relationship between work motivation and behaviors driven by individual interests and expected outcomes (Kuvaas, Buch, Weibel, Dysvik & Nerstad, 2017). On the other hand, extrinsic motivation is related to specific employee rewards to the workers (Çetin & Aşkun, 2018). Therefore, the institution's management must supply the right incentive because it can improve or decrease staff performance. Giving non-academic personnel the right kind of motivation can encourage enthusiasm, passion, and sincerity in their work.

Rewards and other incentives are another common issue among non-academic staff and were employed as motivators to increase performance. Doan Hong Lea, et.al (2021) added salary, colleagues, training, and promotion as positively and significantly affecting employee performance. Motivation can help someone acquire job satisfaction and role commitment (Ahluwalia & Preet, 2017). Employees will be very motivated, devoted, and satisfied once they understand that the firm values them and thinks highly of them, as seen by granting prizes, bonuses, and promotions following their abilities and performance (Aksoy et al., 2018). Organizational encouragement or motivation is a crucial element that increases employee productivity, and it results from the various advantages that higher management offers to its employees (Baird, Tung, & Yu, 2019). Other strategies to boost employees' motivation at work include management roles. So, management should learn to identify and respond to the variables that motivate employees and their staff (Harahap, Agustini, & Amanah, 2017).

2.5 Development of Hypothesis

2.5.1 Relationship between job stress and employee performance

Nowadays, stress at work has been recognized as one of the most popular occupational diseases that affect employees on both a physical and mental level and have a detrimental effect on the performance of employees. The National Institute for Occupational Safety and Health (NIOSH) in the United States of America (USA), provided data around one-third of workers experience stress on the job. Deasy Lastya (2020) researched "The Influence of Occupational Stress on Employee Performance: A Case Study of the Manufacturing Sector in Indonesia." The objective of this study is to assess the impact of job stress on performance in Indonesia's manufacturing industry. The findings demonstrated that employee performance was highly impacted by workplace stress.

At very high-stress levels, employee performance is also low. In this condition, there is a decrease in performance. Excessive stress levels will cause the employee in a depressed condition because they are no longer able to handle tasks that are too heavy. According to Dar, Akmal, Naseem, and Din Khan (2011) conducted research named "Impact of stress on employee's job performance in the business sector of Pakistan," in which they looked into the impact that stress has on the workers performance in the workplace. According to the findings, job stress is responsible for various subjective effects, including underappreciation and workplace victimization, bullying, unclear roles, work-home interface, fear of losing one's job, exposure to traumatic incidents at work, and economic instability among the target population. These feelings also cause difficulties concentrating, causing a mental blockage, and impairing one's ability to make decisions.

The studies show that job stress affects workers' ability to do their jobs well. As a non-academic employee, job stress may be seen positively or negatively depending on the individual. For instance, positive workplace stress is when employees are requested to do more than necessary. On the other hand, negative job stress is when employees are expected to undertake duties beyond the scope of their abilities. Therefore, the organization's encouragement is crucial. A company's ability to care for its employees can significantly impact employee stress levels (Jain et al., 2019). The following is a hypothesis based on the discussion:

H₁: There is a significant relationship between job stress and employee performance among UKM employees

2.5.2 Relationship between working conditions and employee performance

The working conditions may affect employees' performance, either positively or negatively. According to Spector (1997) working conditions consist of safety for employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well, and participation in the decision-making process of the firm.

Workloads that are too excessive can cause a decrease in employee performance. This is due to the inability of employees to complete the work caused by the capacity and ability of employees not in accordance with the demands that must be done (Arfani & Luturlean, 2018). According to Setyawan and Kuswati (2006), if the workload continues to increase without an appropriate division of workload, employee performance will decline. This was supported by research conducted by Monika (2010), Astianto & Suprihadi (2014),

Putro (2017), Lukito & Alriani (2018), Arfani & Lutarlean (2018), Siregar (2018), who stated that workloads had a negative impact and significant to employee performance. That is, the higher the workload will reduce employee performance. According to Lisnayetti & Hasanbasri (2006), there is a relationship between workload and employee performance. Therefore, high workload will cause a lack of performance, and also can be explained that the higher workload received by an employee will affect the performance of the employee.

According to Aftab & Khalid (2018) in their research, the working environment has a substantial effect on how well employees do their jobs. Previous research found that several working environments, such as noise, color, temperature, workplace design, and indoor plants, all impact employee performance, and well-being. According to Kamarulzaman et al., (2011), a comfortable working environment allows employees to focus on their jobs properly, leading to better employee performance and increased organizational productivity. While according to Awan & Tahir (2015), an attractive or supportive environment focuses on people and encourages them to join its workforce while also providing them with the opportunity to perform well, and it aids in recruitment and retention. An earlier study found that employees are significantly impacted by the workplace environment of the company in a variety of ways. Assume that the organization's environment is unattractive and that employees have a negative opinion of several workplace environment characteristics, including absenteeism, performance, stress-related sickness, and productivity. In this instance, their obligation will eventually be lowered to a low level, negatively impacting the organization's productivity and expansions (Cottini & Ghinetti, 2012). However, when employees feel comfortable and

secure in their workplace, they are more likely to put up their best effort, which can boost the company's bottom line. Bhatti (2018) and Mattson, Melder, and Horowitz (2016) proved that the working environment positively impacted employee performance. The following is a hypothesis based on the discussion:

H₂ There is a significant relationship between working conditions and employee performance among UKM employees.

2.5.3 Relationship between work motivation and employee performance

Positive feelings from within workers towards work can enable workers to achieve the goals and visions set by the company (Inuwa, 2016). All positive actions from within workers can create higher productivity achieved by workers (Bakotic, 2016). According to Shmailan (2015) positive feelings from workers toward work can create higher company productivity and increase employee performance. Every company needs employees to be motivated at work to reach their goals. Erina (2021) says external and internal factors, such as work motivation, push employees to work better regarding to increase their performance. Another study found that work motivation can affect employee performance, either positively or negatively feelings. Even the most capable person will not put in the effort to work hard if they are not motivated. This is because encouraging thoughts about their jobs can help employees realize the company's goals and visions (Inuwa, 2016).

Workers can attain higher productivity through constructive employee behavior (Bakotic, 2016). From the existing literature, Williams et al. (2018) concluded that it is crucial to maintain an employee's motivation if you want to increase their performance.

According to Strauss (2017), some employees are driven by stress and heavy workloads when they lack personal motivation, demonstrating a positive feedback loop between job motivation and stress. On the other hand, an unmotivated employee can cause serious issues for a company and divert other workers' attention from the tasks at hand. It also fosters a sense of loyalty among employees, preventing them from quitting their positions and allowing businesses to maintain a stable workforce (Obiekwe et al., 2019). Then, Omah (2019) asserts that work motivation promotes employee productivity, lowers the likelihood of turnover, and increases employee performance. Meeting their needs as a foundation for work is one way to give employees job motivation (Pratama et al., 2017). Individuals' motivation for work will be boosted or undermined (Afifah & Al Musadieq, 2017).

Any institution's success is strongly related to how motivated its workers. Every employee must work towards the vision and objectives of the institution. The organization must figure out how to motivate its employees so that both employers and employees have a higher level of work motivation. Increasing the motivation element is one way to increase employee performance. Numerous studies have empirically demonstrated how essential motivational elements are for enhancing the performance of employees (Jayaweera, 2015; Ghaffari, Burgoyne, and Nazri, 2017; Ghaffari, Sara., Shah, Ishak Mad., John Burgoyne., 2020). Good motivation can boost commitment and performance (Burns & Alexander, 2020), whereas improved individual performance can boost the overall success of an organization (Bashaer & Singh, 2017) and provide satisfaction (Karyono, 2016). In a study, Noor et al. (2020) investigated how employee motivation at work affected their overall performance. The survey had 97 participants, all of whom were

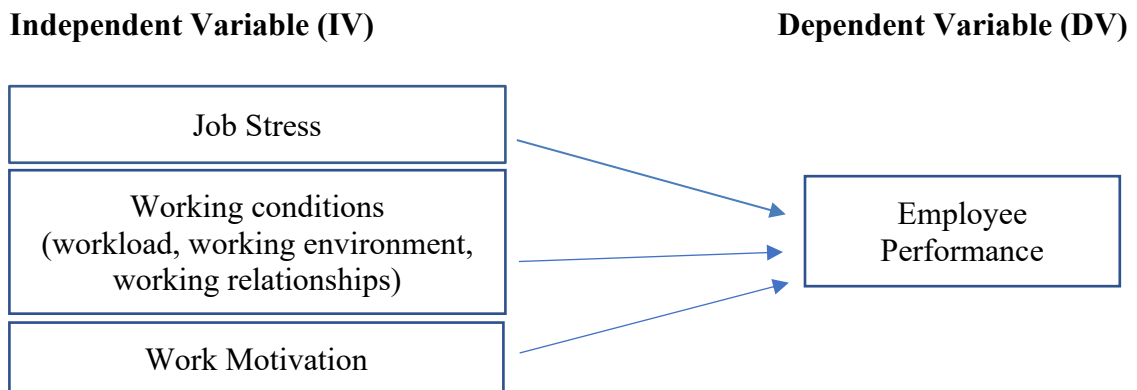
non-academic staff members workers at a public institution who were chosen to participate in the survey. Individual requirements, personal preferences, and the working environment are correlated with employee performance among non-academic personnel at the state university in Sarawak, as demonstrated by the finding of this research. The hypothesis is proposed as follows:

H₃ There is a significant relationship between work motivation and employee performance among UKM employees.

2.6 Conceptual Framework

The conceptual framework has been completed to examine the relationship between the independent variable (job stress, working conditions, and work motivation) on the dependent variable (employee performance) among non-academic staff at UKM. The following conceptual framework were established in figure 2.1 below;

Figure 2.1
Conceptual Framework



2.7 Chapter Summary

This chapter has reviewed the literature on the research paper's findings on the factors that impact employee performance namely, job stress, working conditions, and work motivation are the most significant contributors to employee performance. The subsequent chapter discusses the methods used for data collection and analysis in this study.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methodology used in the present study. In the first subchapter, the researcher will explain the selected research and questionnaire design that has been used. Then, the next subchapter will cover the measurement of the variable and instrument that has been used. Next, the researcher also explained the pilot test analysis. The last subchapter also explained data collection, including population and the sample and data analysis techniques.

3.1 Conceptual Framework

As a conceptual framework established in figure 2.1 above, this study examined the relationship between the independent variable namely job stress, working conditions, and work motivation on the dependent variable (employee performance) among non-academic staff at UKM.

3.2 Hypotheses

3.2.1 H₁: There is a significant relationship between job stress and employee performance among non-academic staff.

3.2.2 H₂: There is a significant relationship between working conditions and employee performance among non-academic staff.

3.3.3 H₃: There is a significant relationship between work motivation and employee performance among non-academic staff.

3.3 Research Design

During the development of the research that is being conducted, the researcher is primarily guided by the research design. Before beginning to collect data, it is critical to provide assistance to the researcher in determining the location of the study, the population being studied, the sample size, and other important factors. Research design details the procedures that the researcher needs to follow in order to achieve the research objectives that have been outlined. A quantitative research strategy was chosen to collect data because it proved to be efficient in terms of acquiring information, carrying out surveys to gather data, and deriving statistics from the collected data.

The non-academic staff from UKM were chosen to be part of the sample for this research. The primary objective of this research is to investigate the relationship between job stress, working conditions, and work motivation on employee performance. In order to achieve these objectives, the researcher has constructed the questionnaire.

3.4 Questionnaire Design

The questionnaire consisted of forty-six items and was divided into five sections. Section A contains information related demographic background of the respondent. Sections B, C, and D consist of independent variables, namely job stress, working conditions, and work motivation. Section E contains questions related to a dependent variable of employee performance.

The instruments are written in both English and Malay in their entirety. The instruments of the study were evaluated using a five-point Likert except Section A used a nominal scale. To complete the questionnaire the respondent must select their answers based on a five-point scale. The Likert scale measured individuals' opinions, attitudes, and behaviors. The scale is from one indicating a strongly disagree (1) to five indicating a strongly agree (5). A rating scale from 1 (strongly disagree), 2 (disagreed), 3 (neutral), 4 (agreed), and 5 (strongly agree) was used.

Section A questioned the demographics of the respondent and included gender, age, length of service at UKM, qualification, monthly salary, employment status, and place of work. This information is required to prove that the samples accurately represent the population. Section B is about job stress and consists of thirteen items. The questions were developed by Parker, D.F., & Decotiis, T.A (1983). The following section is Section C about working conditions, with thirteen items and developed by Sari et al., (2021). Then, Section D is about work motivation and consists of six items. The questionnaire was developed by The McKinsey Quarterly, (2006). The last section is Section E about employee performance. The items were developed by Sari et al., (2021) and consist of seven items. The details of the distribution of variables are presented in Table 3.1.

Table 3.1
Distribution of variable

Section	Variable	Total Item
A	Demographic Information	7
B	Job Stress	13
C	Working conditions	13
D	Work Motivation	6
E	Employee Performance	7

3.5 Data Collection Procedure

The instrument for data collection is a questionnaire. A questionnaire is a method used in this research to collect data, and it is comprised of a set of questions that the participants must answer. Based on Krejcie and Morgan's (1970) the sample size of the study is 242 and the researcher prepared about 300 sets of questionnaires for distribution. The questionnaire was distributed via Google Forms by hand and hardcopy to the target population. Before distributing the questionnaire, the researcher sent a letter to the Head of Administration in the Human Resources Department to get approval.

In this method, researchers asked specific people to complete questionnaires independently and return the results. After sending out the survey, the respondents will have three weeks to complete it. After completing the questionnaire, the researcher will conduct research analysis, and the entire data collection process takes another two weeks to complete. This whole procedure required about 6 weeks to complete the process. Below a process selected respondents to answer questions has been shown in table 3.2.

Table 3.2
A process selected respondents to answer questions

Date	Procedures	No. of questionnaires
03.02.2023	Sent a letter of approval to Human Resource department	-
10.02.2023	The questions were distributed to respondents (time given is 3 weeks)	300
02.03.2023	Respondents complete the questionnaire	270

3.5.1 Research Population

The total number of non-academic workers in UKM was 655 workers. The target population of the study is non-academic employees at UKM which is comprised of three (3) campuses. The three campuses namely the Faculty of Medicine/HCTM (Cheras Campus), followed UKM Bangi, Selangor (Campus Bangi), and Fakulti Jalan Raja Muda Abdul Aziz (Kuala Lumpur Campus). The populations are support groups from grades N11 to N40. The number of employees in grades N11 to N40 for each campus represents as follows in table 3.3:

Table 3.3
Number of staff from grade N11 to N40

Campus	No of employees
Faculty of Medicine/HCTM (Cheras Campus)	402
UKM Bangi, Selangor (Campus Bangi)	199
Fakulti Jalan Raja Muda Abdul Aziz (Kuala Lumpur Campus)	54
Total	655

Source: Portal UKM

3.5.2 Sampling size and technique

The sample size of this study was selected among non-academic employees at UKM, from grades N11 to N40. This group was chosen because they are a support group playing their role of supporting and helping the Management in developing the organization. Kothari (2004) explains that a research sample is a condensed number of respondents chosen from a population where a researcher is interested in obtaining data to draw conclusions. In order to ensure that the results from the study sample can be applied to the population as

a whole, the sample should be representative of the population.

According to Krejcie and Morgan's (1970) sample size table, 242 samples are required for a population of 655, as shown in Figure 3.1 below. The researcher has decided to distribute at least 300 questionnaires to UKM employees to ensure that the target of 242 responses can be given within 3 weeks. The method of selecting respondents to fill out the questionnaires was done by employing a random sampling technique. Creswell (2005) defines random sampling as a subset of persons selected randomly from a population. The goal is to collect a sample that is representative of a wider population.

Figure 3.1
Krejcie and Morgan's (1970) sample size

Table 3.1
Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size
Source: Krejcie & Morgan, 1970

Source: Krejcie and Morgan's (1970)

3.6 Measurement of Variables and Instrumentation

3.6.1 Employee Performance Measures

Sari et al., (2021) explain each level of work had a different impact on the level of stress experienced, which would certainly affect employee performance. Seven items were chosen for this study's employee performance measurement. The questions in the survey came from Sari et al., (2021). The participant was asked to indicate their degree of agreement using the five-point Likert scale. The scale is from one indicating a strongly disagree to five indicating a strongly agree. All the questions on the questionnaire are shown below in table 3.4.

Table 3.4
Employee performance items

Operational Definition	Item
Employees performance affects the quality of results, the quantity of results, teamwork and productivity, timeliness of results, and attendance Sari et al., (2021)	1. I am always able to finish my job consistent with the predetermined quality standard
	2. I am always able to do better on my job to get maximal results
	3. I am always able to finish my job on time
	4. I am always able to come in to work except for very important reasons or illness
	5. I am always able to come in to work on time
	6. I will help my co-workers who have difficulty completing their work

Sources: Sari et al., (2021)

3.6.2 Job Stress Measures

In an Organizational Model of Stress, the stressors are grouped into six categories: (1) characteristics and conditions of the job itself, (2) conditions associated with the organization's structure, climate, and information flow, (3) role-related factors, (4) relationships at work, (5) perceived career development, and (6) external commitments and responsibilities Parker, D.F., & Decotiis, T.A (1983). This model is similar to those discussed by Cooper and Marshall (1976) and Ivancevich and Matteson (1980b).

Thirteen items were used to measure employee performance in this study to measure job stress among non-academic workers. The questions in the survey were adapted from Parker, D.F., & Decotiis, T. A. (1983). The participant was asked to indicate their degree of agreement using the five-point Likert scale. The scale is from one indicating a strongly disagree to five indicating a strongly agree. The operational definition of job stress and all the questions on the questionnaire are shown below.

Table 3.5
Job stress items

Operational Definition	Item
Job stress can be described as the feeling of a person who is required to deviate from normal or self-desired functioning in the workplace as the result of opportunities, constraints, or demands relating to potentially important work-related outcomes. Parker, D.F., & Decotiis, T.A (1983)	1. I have felt fidgety or nervous as a result of my job 2. Working here makes it hard to spend enough time with my family 3. My job gets to me more than it should 4. I spend so much time at work, I can't see the forest for the trees 5. There are lots of times when my job drives me right up the wall 6. Working here leaves little time for other activities

Table 3.5 (Continued)

Operational Definition	Item
	7. Sometimes when I think about my job, I get a tight feeling in my chest
	8. I frequently get the feeling I am married to the company
	9. I have too much work and too little time to do it in
	10. I feel guilty when I take time off from my job
	11. I sometimes dread the telephone ringing at home because the call might be job-related
	12. I feel like I never have a day off
	13. Too many people at my level in the company get burned out by job demands

Sources: Parker, D.F., & Decotiis, T.A (1983)

3.6.3 Working Condition Measures

According to Sari et al., (2021) based on the average dimension value, physical and non-physical working conditions have a dominant influence on employee performance. Then, thirteen items were used to measure the working conditions in this study to measure employee performance among non-academic workers. The questions in the survey came from Sari et al. (2021). The participant was asked to indicate their degree of agreement using the five-point Likert scale. The scale is from one indicating a strongly disagree to five indicating a strongly agree. All the questions on the questionnaire are shown below.

Table 3.6
Working conditions items

Operational Definition	Item
Working conditions	
Physical and non-physical working condition plays as an important role in performance, job satisfaction, social relations, and physical and mental health. Sari, et al (2021)	1. I have a big responsibility in my job 2. My job requires high concentration 3. My job has a high risk 4. The task given is not suitable for my ability 5. I have very limited time to rest 6. Irregular working hours and/or frequent overtime 7. I am able to perform my job better if I am given more time 8. The intolerable noise level in my workspace bothers me 9. The situation in the work environment makes me feel physically and psychologically insecure 10. The situation in the work environment makes me feel physically and psychologically insecure 11. Supervisors are subjective in evaluating employees 12. Supervisors rarely provide rewards for well-performing employees 13. I have poor cooperation and communication with co-workers

Sources: Sari et al., (2021)

3.6.4 Work Motivation Measures

According to a Mckinsey Quarterly (2006) study, satisfied workers will perform better because they are more motivated in their work and put in more effort. This study also concludes that work motivation forces an individual to act in the direction of a particular objective and also facilitates behavioral alteration. Following, six items were used to measure work motivation in this study to measure employee performance among UKM workers. The questions in the survey came from The Mckinsey Quarterly, 2006. The

participant was asked to indicate their degree of agreement using the five-point Likert scale. The scale is from one indicating a strongly disagree to five indicating a strongly agree. All the questions on the questionnaire are shown below.

Table 3.7
Work motivation item

Operational Definition	Item
Work motivation can be simply defined as a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs. Mckinsey Quarterly, (2006)	1. I feel a sense of personal satisfaction when I do this job well 2. My opinion of myself goes down when I do the job badly 3. I take pride in doing my job as well as I can 4. I feel unhappy when my work is not up to my usual standard 5. I like to look back at a day's work with a sense of a job well done 6. I try to think if ways of doing my job effectively

Sources: The Mckinsey Quarterly, 2006

3.7. Pilot Test

A technique used by researchers to portray the procedures in the actual research flow entirely called the pilot test. This technique determines the research's validity and viability by examining the inclusion and exclusion criteria. The researcher can also examine the tools used for the research with this method and determine whether the data collection method is appropriate for the study (Junyong, 2017). Once the instrument's validity and reliability have been established, it can be given to the target respondents.

Before beginning to collect the data, the researchers are going to run a pilot test to verify the questionnaire's reliability and consistency, as well as to determine whether or not respondents fully understand the questionnaire. According to Saunders et al. (2007),

this approach helps researchers identify the problem and make necessary changes to the questionnaire. The Cronbach Alpha value was used to evaluate the reliability of the questionnaires. Cronbach's Alpha demonstrates the positive correlation between the instrument's items, known as the reliability coefficient. High-quality tests are required for research investigations and to evaluate the instrument's reliability Cronbach's Alpha is frequently used (Taber, 2018). Cronbach's alpha values closer to 1 indicate greater reliability of the measurements, with 0.6 being considered poor, 0.7 being considered acceptable, and 0.8 being considered good, as stated by Sekaran and Bougie (2010). According to Nunnally (1978), the alpha value must be greater than 0.70 to show that the scale is accurate for the sample. Table 3.8 indicates the range for Cronbach's Alpha.

A total of forty participants were randomly selected by the researcher to take part in the pilot study. The researchers provided the Dean's Office Department with 40 sets of questionnaires because its office is separate from the sample and prevents duplicate responses. To ensure reliability, the researcher analyzed the data collection using SPSS version 28. Table 3.9 indicates that three variables have Cronbach Alpha values exceeding 0.9. These variables are job stress (0.921), work motivation (0.902), and employee performance (0.940). The working conditions Cronbach Alpha value is 0.822. The results of this investigation are acceptable and reasonable.

Table 3.8
The range for Cronbach's Alpha

The range for Cronbach's Alpha	Strength of Internal Consistency
0.6	Poor
0.7	Acceptable
0.8	Good
0.9	Very good

Source: Sekaran & Bougie, 2010

Table 3.9
Reliability Data for Pilot Test

Variable	Number of items	Cronbach's Alpha
Employee Performance	7	0.940
Working conditions	13	0.822
Work motivation	6	0.902
Job Stress	13	0.921

3.8 Data Analysis Technique

Data analysis was done among non-academic staff. The researcher used SPSS version 28 to analyze the data collected and this software can help the researcher to assist in interpreting the response results. Then, to conduct analysis this study used descriptive statistics and correlation analysis. Next, regression analysis was used to test the hypotheses of these study.

3.8.1 Descriptive Analysis

Descriptive analysis is the process of converting raw data into a format that describes a set of variables in a circumstance. The value of the obtained data's means, medians, and modes will be assessed using descriptive analysis. In addition, the standard deviation (sd) will be determined. This method is able to measure demographic characteristics for respondents, including gender, age, length of service, education, monthly salary range, employment status, and place of work. It also helps researchers understand and describe the information answered by the respondent in the questionnaire.

3.8.2 Correlation Analysis- Pearson Correlation

To evaluate the relationship between the independent and dependent variables, correlation analysis was used. It is crucial to consider the relevance of the interaction between elements that might affect an employee's performance, such as job stress, working conditions, and work motivation. A correlation coefficient, abbreviated r , has a value between -1.00 to +1.00. If the value of r is close to -1, it indicates a negative linear correlation. A value of r around +1 indicates a positive linear correlation. If the value of r is close to 0, there is no linear relationship between the variables. The investigation employs the Pearson Correlation Coefficient to determine the correlation among the variables. Ratner (2019) asserts that the correlation coefficient exhibits a range of values between -1 to +1.

Multiple regression analysis is a way to figure out how two or more variables relate to each other (Rubinfeld, 2000). Multiple regression analysis was done to evaluate which variables had a stronger or weaker relationship to employee performance. If the test shows

that the results are significant ($P < 0.05$), it denotes that the independent variable is significantly impacted by the dependent variables.

3.8.3 Regression Analysis

The regression analysis method is used for the purpose of examining the relationship between the dependent variable and the independent variable (Sarstedt, 2019). It is also used to measure the strength of a variable and aid in predicting future outcomes. The r^2 value represents the proportion of variation in the dependent variable. To interpret the results, it is necessary to have access to the r^2 value, F value, and significance level.

3.9 Chapter Summary

This chapter provides discussions on the research design, the sample structure, the population, the sampling size, the sampling technique, the unit of analysis, the instrument, the procedure for data collection, and the technique for data analysis. The analysis of data will be the topic of the following chapter.

CHAPTER FOUR

RESULT AND DISCUSSION

4.0 Introduction of Chapter

This chapter is organized into five sections that present the findings of the study. The SPSS version 28 was utilized to analyze the data. Firstly, the section described the questionnaire's response rate and was followed by respondents' demographic information. The descriptive statistics of the variables are discussed in the following section. Cronbach Alpha reliability analysis is also covered in this chapter. The inferential analysis employs regression and Pearson correlation to examine the study's hypothesis. The conclusion of this chapter is covered in the last section.

4.1 Response Rate

The response rate is the percentage of complete questionnaires obtained from the participants. The researcher distributed 300 questionnaires survey to UKM non-academic staff members. After two weeks, 270 UKM employees answer the questionnaire sent by the researcher. The response rate was calculated as 90% of respondents giving feedback. Many respondents answered the questionnaire, so for this study, the response rate was excellent and adequate. Table 4.1 show the questionnaires distributed and collected.

Table 4.1
Questionnaires distributed and collected

Campus	Number of questionnaires distributed	Number of questionnaires collected	Percentages (%)
Faculty of Medicine/HCTM (Cheras Campus)	270	245	91%
UKM Bangi, Selangor (Campus Bangi)	20	20	100%
Fakulti Jalan Raja Muda Abdul Aziz (Kuala Lumpur Campus)	10	5	50%
Total	300	270	90%

4.2 Sociodemographic Data

The socio-demographic data was collected by implementing Section A of the research instrument. The socio-demographics such as gender, age, length of services, education, monthly salary range, employment status, and place of work. The researcher used SPSS to analyze the data. Hence, the percentage of female respondents, 63.7% (172 respondents), was greater than the percentage of male respondents, 36.3%. (98 respondents). This study involved both genders in the study although female was the majority who answered the questionnaires. Between 36–45 age group had the highest percentage of respondents representing 134 respondents of the sample (49.6%), followed by the 26–35 age group was 94 respondents (34.8%), and the 46-55 age group 38 respondents (14.1%). The lowest percentage of respondents which had 4 respondents (1.5%) were aged 20-25. Following that, the frequency results show that the highest percentage of respondents had over 15 years of service, 118 (43.7%), followed by 1-5 years 63 (23.3%), and 11-15 years 53 (19.6%). The lowest percentage of 6-10 years of service is 36 (13.3%).

Each respondent has either an SPM, Diploma, Degree, Master's, or Ph.D. level of education. According to the results, SPM holders make up the most significant percentage of respondents, 154 (57.0%), followed by Diploma holders, 72 (26.7%), Degree holders, 36 (13.3%), and master's level education holders, 7 (2.6%). The lowest percentage of Ph.D. holders is 1 (0.4%). The result shows the respondents' monthly wage range, which is as follows below RM 2500 at 131 (48.5%); between RM 2500 and RM 3499 at 73 (27.0%); between RM 3500 and RM 4499 at 28 (10.4%); between RM 4500 and RM 5499 at 26 (9.6%); and above RM 5500 at 12 (4.4%). According to the data on employment status, 88.5%, which is 239 of the respondents to the questionnaire, are permanent employees. At 11.5% or 31 of the questionnaire respondents, the remaining comprises contract employees. The result shows that the Faculty of Medicine/HCTM (Cheras Campus) had the highest responses with 90.7% (245), followed by the respondent from UKM Bangi, Selangor (Kampus Bangi) with 7.4% (20), and respondents from Fakulti Jalan Raja Muda Abdul Aziz (Kuala Lumpur Kampus) with 19% (5). Table 4.2 show the sociodemographic data obtained from 270 respondents.

Table 4.2
Sosiodemographic data (N=270)

Variable	Frequency	Percentage (%)
Gender		
Male	98	36.3%
Female	172	63.7%
Total	270	
Age		
20 to 25	4	1.5%
26 to 35	94	34.8%
36 to 45	134	49.6%
46 to 55	38	14.1%
Total	270	

Table 4.2 (continued)

Variable	Frequency	Percentage (%)
Length of services		
1-5 years	63	23.3%
6-10 years	36	13.3%
11-15 years	53	19.6%
More than 15 years	118	43.7%
Total	270	
Education		
SPM	154	57.0%
Diploma	72	26.7%
Degree	36	13.3%
Master	7	2.6%
PhD	1	4%
Total	270	
Monthly salary range		
Below RM2500	131	48.5%
RM 2500 to RM3499	73	27.0%
RM3500 to RM4499	28	10.4%
RM4500 to RM5499	26	9.6%
RM5500 and above	12	4.4%
Total	270	
Employment status		
Permanent	239	88.5%
Contract	31	11.5%
Total	270	
Place of working		
Faculty of Medicine/HCTM (Cheras Campus)	245	90.7%
UKM, Bangi, Selangor (Bangi Campus)	20	7.4%
Faculty Jalan Raja Muda Abdul Aziz (Kuala Lumpur Campus)	5	1.9%
Total	270	

4.3 Reliability Analysis

Saunders et al., (2007) used reliability measures to evaluate the consistency of the questionnaire. The methods are test-retest, internal consistency and alternative form are the three methods for evaluating consistency. According to Sekaran and Bougie (2010), an instrument's reliability is determined by its ability to measure an idea consistently and without bias or error, making it applicable. It also ensures that various items in the instruments are measured consistently over time. Internal consistency was used by the researcher to evaluate the consistency of the questionnaire in this study. The Cronbach's Alpha technique is utilized for assessing internal consistency. Cronbach's Alpha, also known as the reliability coefficient, measures the degree of correlation between variables. According to Sekaran (2003), Cronbach's Alpha values range from 0 to 1, with a value closer to 1 indicating stronger internal consistency. The study's Cronbach's Alpha values, presented in Table 4.3, demonstrate a high level of reliability, ranging from 0.83 to 0.93.

Table 4.3
Reliability of data

Variables	N	Cronbach's Alpha value
Job stress	270	.906
Working Conditions	270	.839
Work Motivation	270	.872
Employee Performance	270	.939

4.4 Descriptive Analysis

The data results mean and standard deviation are indicated in this section. The five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was utilized to evaluate the questionnaire, and SPSS version 28 was used by the researcher to analyze the data that was gathered. To summarize and explain the data, descriptive analysis was

employed. This analysis presents the whole sample and discusses the mean and standard deviation values for each variable. According to Sekaran (2003), the mean value is the data set's average value, whereas the standard deviation measures the spread of data distribution. The data that had been analyzed are related to job stress, working conditions, and work motivation detailed below.

Table 4.4 displays the outcome of the descriptive analysis. The result indicates that work motivation exhibited a higher mean value ($M=3.7981$) compared to the other variables, while the job stress variable demonstrated a lower mean value ($M=2.6179$). In statistical analysis, standard deviation pertains to measuring the variation or dispersion of a set of data from its mean. A smaller standard deviation value implies that the data distribution is clustered closely around the mean. The findings indicate that the working conditions exhibited the smallest standard deviation value ($SD=.5703$), while job stress displayed the highest standard deviation value ($SD=.7090$).

Table 4.4
Descriptive analysis

	N	Mean	Std. Deviation
Job stress	270	2.6179	.7090
Working conditions	270	2.9849	.5703
Work motivation	270	3.7981	.6703
Employee performance	270	3.7981	.7076

4.5 Correlation Analysis - Pearson Correlation Analysis

A correlation was employed in this study to determine the relationship between the two variables. The correlation between three independent variables, job stress (JS), working conditions (WF), and work motivation (WM), and the dependent variable, employee

performance (EP) is shown in Table 4.5 below. The first hypotheses indicate a lower correlation value between job stress and employee performance is 0.026. Meanwhile, the second hypotheses indicate that working conditions and employee performance have a moderate positive correlation value is 0.229. The third hypotheses indicate a correlation value is 0.715 between work motivation and employee performance. This is the highest correlation value. As a result, all the hypotheses of this study are accepted.

The variables job stress indicates a lower positive correlation with the dependent variable (employee performance) based on R statistic value = 0.026. the p-value under Sig. (2-tailed)) is 0.671 which is more than 0.05. Therefore, from the analysis, we have significant evidence to reject the H1₁ hypothesis stating there is a significant relationship between job stress and employee performance among non-academic staff. The analysis showed there is no relationship between job stress and employee performance among non-academic staff. The results show that the relationship between job stress and employee performance is lower ($r=0.026$).

The variables working conditions indicate a moderate positive correlation with the employee performance based on R statistic value = 0.229 the p-value under Sig. (2-tailed)) is 0.000 which is less than 0.05. Therefore, from the analysis, we have significant evidence to accept the H1₂ hypothesis stating there is a significant relationship between working conditions and employee performance among non-academic staff. The analysis showed working conditions have an impact on employee performance for non-academic staff in UKM. The results show that the relationship between working conditions and employee performance is moderate ($r=0.229$).

The variables work motivation indicates a strong positive correlation with employee performance based on R statistic value = 0.715. the p-value under Sig. (2-tailed)) is 0.000 which is less than 0.05. Therefore, from the analysis, we have significant evidence to accept the H1₃ hypothesis stating there is a significant relationship between working motivation and employee performance among non-academic staff. The analysis showed work motivation has an impact on employee performance for non-academic staff in UKM. The results show that the relationship between work motivation and employee performance is strong (r=0.715).

Table 4.5
Correlation Analysis

		JS	WF	WM	EP
JS	Pearson	1			
	Correlation				
	Sig. (2-tailed)				
	N	270			
WF	Pearson	.701**	1		
	Correlation				
	Sig. (2-tailed)	.000			
	N	270	270		
WM	Pearson	.155*	.302**	1	
	Correlation				
	Sig. (2-tailed)	.011	.000		
	N	270	270	270	
EP	Pearson	.026	.229**	.715**	1
	Correlation				
	Sig. (2-tailed)	.671	.000	.000	
	N	270	270	270	270

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

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

4.6 Regression Analysis

Regression analysis techniques are used to investigate the relationship between the dependent variable and the independent variable. Multiple regression analysis was employed in this research to test the hypotheses. The following table 4.6 demonstrates the statistic R-value is 0.728, R Square 0.530, and Adjusted R square take the value of 0.524. The relationship between variables represented by the p-value, ($p < 0.05$), has a significant relationship; and ($p > 0.05$) does not have a significant relationship. The adjusted R Square value is 52.4% (adjusted R Square x 100).

Table 4.6
Model of summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.728 ^a	.530	.524	.48803

a. Predictors: (Constant), work motivation, job stress, working conditions

Each variable was investigated and the result are represented by variety of beta values. The strength between the independent variable and the dependent variable is measured using the standardized coefficient beta. The impact of job stress on employee performance is significant at $p=0.002$; $p < 0.05$ with $\beta = -0.187$. The coefficient is negative indicating that the greater job stress, the lower of employee performance. The impact of working conditions on employee performance is significant at $p=0.016$; $p < 0.05$ with $\beta = 0.149$. The coefficient is positive indicating the greater working conditions the higher employee performance. The impact of work motivation on employee performance is significant at $p=0.001$; $p < 0.05$ with $\beta = 0.699$. The coefficient is positive indicating the greater work motivation the higher employee performance.

Table 4.7

Coefficients results for working conditions, work motivation, and job stress on employee performance (Multiple Regression Result)

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.978	.204		4.799	<.001
	Job Stress	-.186	.059	-.187	-3.155	.002
	Working Condition	.184	.076	.149	2.424	.016
	Work Motivation	.738	.047	.699	15.796	.001

4.7 Hypothesis Results

Table 4.8
Hypothesis result

Hypothesis and description	Regression Result	Decision
H1 ₁ There is a significant relationship between job stress and employee performance among non-academic staff.	Significant at $p=0.671$; $p>0.05$ with $r= 0.026$	Rejected
H1 ₂ There is a significant relationship between working conditions and employee performance among non-academic staff.	Significant at $p= 0.000$; $p<0.05$ With $r= 0.229$	Accepted
H1 ₃ There is a significant relationship between work motivation and employee performance among non-academic staff.	Significant at $p=0.000$; $P<0.05$ with $r= 0.715$	Accepted

a. Dependent Variable: employee performance

4.8 Conclusion

This chapter presents the finding results of the study. The study employed various statistical techniques such as descriptive, correlation, and regression analysis to measure the data. The results indicate that the two independent variables, namely working conditions and work motivation, significantly impact employee performance at Universiti Kebangsaan Malaysia (UKM). Chapter five will provide a detailed presentation of recommendations and suggestions derived from the research findings.



CHAPTER FIVE

RECOMMENDATION AND CONCLUSION

5.0 Introduction

The main finding and how it relates to the three research objectives will be covered in chapter five. There were examine the factors that enhance employee performance. This chapter also discusses the study's limitations and makes recommendations for future research. Finally, a summary of this research is explained in the conclusion section.

5.1 Summary of Research

This study was conducted to determine which factors will primarily affect employee performance by focusing on the three most essential factors affecting employee performance. For this study, the researchers developed three (3) research objectives. The objective is to identify the relationship between job stress and employee performance, the relationship between working conditions and employee performance, and the relationship between work motivation and employee performance among UKM employees. In this chapter, all of these objectives have been emphasized in order to explain the study's findings. The findings would assist UKM's top management in determining practical methods to increase employee performance.

The Pearson's correlation data reveal a favorable association between employee performance, job stress, working conditions, and work motivation. This outcome support that the three variables have a significant impact on how well the employee performs. However, the results of the study obtained through multiple regression analysis show a

different outcome. The data indicate that two out of three independent variables, namely working conditions and work motivation, have a significant impact on employee performance. Meanwhile, the job stress variable indicates no significant impact on employee performance.

5.2 Discussion of finding

The three (3) hypotheses that were previously established based on Pearson Correlation result will be elaborate in this subsection.

5.2.1 Job stress and employee performance

The study's results indicate a lower positive correlation between job stress and employee performance. It was consistent and reliable. The value of the correlation of coefficient is 0.026 and shows the lowest level of correlation among the hypotheses tested. The analysis showed there is no relationship between job stress and employee performance. Based on the finding of this study, the participant believes they can manage workplace stress appropriately due to their age and length of service. The majority of the participants are aged between 36-45 years old. They can handle stress at this age because they have worked for more than 15 years and more experienced. It would lead us to conclude that job stress is not playing a significant role in the performance of non-academic employees at UKM. As a result, this study's results are in line with research conducted by Dania (2012), who discovered that job stress does not affect employee performance. The results of the present investigation align with the outcomes of Khuong and Yen's (2016) research, which focused on workers in industrial companies in Vietnam and found that work stress can have a negative impact on employee performance.

5.2.2 Working conditions and employee performance.

The study's results indicate a moderate positive correlation between working conditions and employee performance. Various aspects of the working conditions such as workload, working relationships, and working environment. The analysis showed working conditions have an impact on employee performance and the value of correlation of coefficient is 0.229.

Since workers have little time to do a lot of work, the number of tasks and tasks they assign to their workers' output is smaller than the maximum. Employee performance will suffer if this occurs frequently. Riny Candra (2017) stated the same thing in their research "impacting workload and job stress on employee performance at PT. Mega Auto." This research shows workload significantly affects performance at work. On the other hand, employees get into difficulty when they do their work and finish it at the last minute. This indicates that the stress is caused by the individual (Razak et al., 2014). One of the causes of decreased performance of workloads is the necessity to take on two or more tasks that must be done simultaneously. By providing an effective workload, the company can find out to what extent its employees can be given the maximum workload and the importance of its influence on the performance of the company itself because the workload is significant for a company or institution (Tjiabrata et al., 2017). Cain (2017) explains that a fundamental reason for measuring workload is to quantify the mental costs incurred in doing a job to predict system and worker performance. The ultimate goal of these steps is to improve working conditions, improve the design of the work environment, or produce more effective work procedures (Neksen et al., 2021).

The working environment also influences an employee who has low performance. Creating a good working environment will help organizations innovate and advance their vision and mission. The organization must ensure its employees work in a pleasant and welcoming environment. The work environment must be managed correctly to avoid stressful situations and encourage high performance. Moreover, this outcome is in line with studies from Muchtar (2016), Naharuddin (2013), Norlina, et.al (2020) and Bushiri (2021) on the positive effect of working environment to employee performance. Khuang and Yen (2016), Massoudi and Hamdi (2017), and Sinnappan (2017) also claimed the negligence of the working environment led to behavioral disturbance that specifically decrease employee performance.

Other than that, the results of this study also support the results of previous studies conducted by Sedarmayanti (2009), Kurniawan & Ikasari (2013), Wibawa & Indrawati (2014), and Lukito & Alriani (2018) who stated that the work environment had a positive and significant effect on employee performance. Environmental conditions can affect employee performance as stated by Robbins (2002), that employees pay great attention to their work environment, both in terms of personal comfort and ease of doing good work. The work environment can be divided into two, namely the physical work environment and the non-physical work environment. Therefore, the working environment in an institution can impact the work quality and performance of non-academic employees. This is consistent with research conducted by Lestary, L., & Chaniago, H. (2018) that a comfortable work environment can affect employee performance.

Building positive working relationships is essential to facilitating a supportive and

productive workplace. Maintaining positive relationships with staff members will result in more effective, motivated, and productive employees, which will, in turn, improve overall output. According to a study by Sequeira and Dhriti (2015), the employee relations practice that organizations follow directly impacts employee performance within the firm. Workers who are more content with the current procedures of their business are both more productive and more resistant to the changes currently being implemented. According to the findings of the study, improving the employee relations policies of an organization can boost employee performance, which in turn can increase the organization's total productivity. Similarly, the investigation by Kuzu & Ozihan, 2014; Al-khozondar, 2015) showed a significant connection between employee relations and performance.

From this research, it can be seen that the working conditions of the company's employees are mostly in a high enough category. This shows that the average working conditions of the company's employees can have a fairly good working condition. This is indicated by the existence of complete work equipment such as computers, manual or electric typewriters, and the internet which have greatly supported the continuity of their duties; Complete work materials, for example, paper and several other supporting materials; Supporting co-workers; Supporting rules and procedures for work, this makes employees more comfortable working; Sufficient information to make decisions related to work. Apart from working conditions, of course, the researchers assessed the work motivation

5.2.3 Work motivation and employee performance

The study's results indicate a strong positive correlation between work motivation and employee performance. The value of the correlation coefficient is 0.715 and the highest value in this study. Higher motivation causes employees more willing to work and earn an organization more effectively. This result indicates by getting employees to feel good about their jobs can help the company reach its goals and realize its vision (Inuwa, 2016). Then, a motivated worker will inspire others in the workplace. The findings of this investigation align with prior research that has demonstrated work motivation directly impacts on performance (Elvina & Chao, 2019) and acts as a mediator (Jayaweera, 2015).

Motivation has a positive effect on performance. The results give meaning that the role of motivation becomes a supporting factor in an organization both government and private especially in improving performance. Empirical findings indicate that the direct influence of motivation on performance has an influence. This is based on the relationship between performance and motivation. The findings of this study are in line with several previous studies which have proven in advance that motivation has a significant effect on employee performance both directly (Elvina and Chao, 2019) as well as acting as mediators (Jayaweera, 2015). In addition, the motivation possessed by employees further has the ability to improve organizational performance (Dobre, 2013).

5.3 Recommendation

Based on the findings, the following are recommendations for future implementation. There are many ways that organizations can do to promote and encourage their employee performance. At the same time, employers and employees themselves need to play their own roles to boost their performance in the organization. So, all the parties involved must play their respective roles.

Employees can also attempt to reduce their stress through exercise, yoga, and meditation regarding work-related stress. Felman (2020) suggests be healthful, balanced diet and nutrition such as fruit and vegetables importantly to maintain a good immune system at times of managing stress employers and organizations can help employees deal with job stress by supporting them. A needs assessment for an Employee Assistance Programme must be done by the organization. To improve performance levels, an employee assistance program must be implemented for the early identification and intervention of the issues. Then, the other methods that the organizations can do for managing stress, include regular counseling sessions, training in time management and behavioral skills, an employee wellness program, and workshops on topics such as the art of living. Other than that, it is also important to share feelings with family, friends, and work colleagues as it helps in reducing feelings of isolation (Felman, 2020).

The working conditions in this study focused on three factors: workload, working environment, and working relationship. In workload, management can delegate work effectively and set up seminars and workshops to balance work and life. It is recommended that management implement a stress management program in the workplace so that

employees do not have to cope with stress. This will help them do their jobs better and be more productive, which will help the institution reach its goals. Employers should give their workers an excellent workplace to boost their morale, improve their work, and make them more productive. Companies should provide their staff with a favorable working environment to raise morale and performance and increase productivity. One example is making sure their benefit programs are suitable for their workers. The organization should realize how important a good working environment is to its employees. When employees do not have an excellent workplace, they cannot show what they can do and reach their full potential. It is also suggested that employers should take initiatives to motivate employees by improving their work environment. As employees are motivated, their performance will increase, and they will achieve the desired outcomes and goals of the job. In a working relationship, as an example, employers should respect employee ideas by arguing that employees and take that as a source of innovation. Then, they are happy to do work at the company. Managers should be able to recognize such inconsistencies in employee performance and implement corrective measures (Rehman et al., 2020). Consequently, a flexible leadership style is always advised (Drury, 2008; Raub et al., 2021).

Work motivation is a critical aspect of the workplace that leads to employee performance, which can impact the organization. These studies say that organizations should make work motivation one of their most important responsibilities. Negative employee attitudes about work will always be problematic for firms and their managers once staff motivation is appropriately implemented (Olusadum & Anulika, 2018). In addition, extrinsic and intrinsic motivation are essential for successful employee

motivation, resulting in increased productivity and job satisfaction (Olusadum & Anulika, 2018). Due to its advantages, employee motivation is essential for every firm regarding to enhance employee performance. In making sure the employee in high working satisfaction level, organization play important role towards employee commitment, loyalty and performance. An organization that cares and concern for the hardness of their employee would able to create the policies, guidelines or code of conduct in the organization in making sure the employee sustains or increase their performance level. The policies apply not only accelerate performance but it also able to decrease the employee layoff and turnover (Devi & Rani, 2012).

5.4 Limitations and future research

This study focuses on non-academic employees at Universiti Kebangsaan Malaysia (UKM). Future researchers interested in this study should select two or three universities to compare employee perceptions of job stress, working conditions, and work motivation within their institution. It may also include academic staff and investigations in both public and private universities.

Secondly, this study only investigated three factors such as job stress, working conditions, and work motivation, and the sample size was limited by focusing on 270 respondents. For future research, it is recommended to broaden the research by incorporating a larger sample size of respondents. Additionally, it is also recommended that future researchers look into additional characteristics that were overlooked in this study. Then, another variable such as pay and recognition also can influence satisfaction and impact employee performance.

Following that, various constraints existed during the research, such as the time to perform research to gather the necessary data. Time was one of the obstacles that the researcher had to overcome to offer more information regarding the significance of this subject. Another limitation was the difficulty in accessing the data that needed to be collected from various workplaces. It took much work to obtain the necessary information since some organizations' employees were reluctant to express their true opinions. By informing those who answered the survey that their answers would be kept private and anonymous, the research will be done in an ethical way.

5.5 Conclusion

In conclusion, the success of an organization depends on the performance of its employees. According to the study's findings, employee performance in an organization is significantly impacted by three factors which is job stress. Then, the study's results also demonstrated that working conditions and work motivation have a significant impact on employee performance among UKM employees.

All three (3) objectives established in the first chapter of this study have been achieved. The first objective evaluates the relationship between job stress and employee performance, the second objective evaluates the relationship between working conditions and employee performance, and the third objective evaluates the relationship between work motivation and employee performance.

This study emphasized how crucial these factors are to improving employee performance in UKM. Based on a relevant literature review the conceptual framework also was designed. According to the study, the researcher was able to conclude that all variables have a considerable impact on employee performance. Therefore, UKM top

management can use this finding to improve employee performance. Organizations and employers should work together to guarantee that employees are always happy with their work and be motivated to achieve the highest possible level of performance. Workers who are dedicated to their work will put up more effort and work hard to make their firm successful and take responsibility for improving performance.

For the purpose of gathering data, the researcher employed a questionnaire design. For analyzing data, there are three (3) ways used for analyzing data such as descriptive statistics, correlation analysis, and regression analysis. Based on the finding, correlation analysis and regression analysis provide two different findings whereas the correlation analysis shows that all variables have a positive relationship with employee performance. However, the results of the study obtained through multiple regression analysis show a different outcome. The data indicate that two out of three independent variables, namely working conditions and work motivation have a significant impact on employee performance.

All the established research questions and objectives have been answered. As a result, UKM top Management can use this finding as a benchmark when creating or implementing a program or activities to enhance employee performance.

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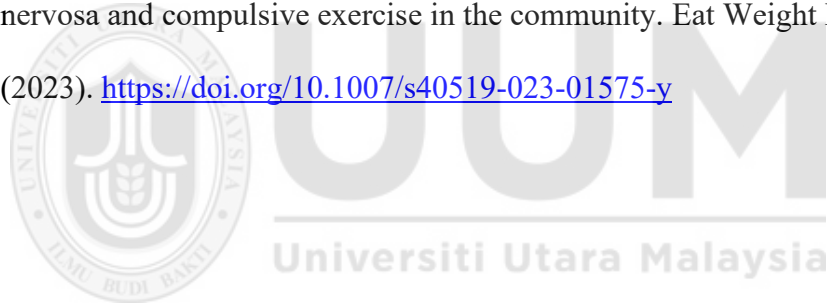
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APPENDIX A



THE IMPACT OF JOB STRESS, WORKING CONDITIONS, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AMONG NON-ACADEMIC STAFF AT UNIVERSITI KEBANGSAAN MALAYSIA (UKM)

Dear respected respondents.

I am a student Master of Human Resource Management, at Universiti Utara Malaysia Kuala Lumpur (UUMKL) is conducting a study related to job stress, working conditions, and work motivation on employee performance. This study aims to identify the impact of job stress, working conditions, and work motivation on employee performance among non-academic staff at Universiti Kebangsaan Malaysia (UKM).

We assure you that all the information provided in this survey form will be kept strictly confidential and will be used for the purpose of this study only. The survey will take about 10 minutes to complete. Your participation is highly appreciated. Thank you.

<https://forms.gle/odEDBCdUobagDQoo8>

The questionnaire was divided into 5 sections.

- Section A: Demographic Information
- Section B: Job stress affects employee performance
- Section C: Working conditions affect employee performance
- Section D: Work motivation affect employee performance
- Section E: Employee Performance

Do contact me if you have any queries:
Roslina Binti A Hamid, Master of Human Resource Management (012-6375027).

Section A: Demographic Information

Please choose the correct preferences about you
Sila pilih pilihan yang betul tentang anda

1. Gender / Jantina

Male / Lelaki
Female / Perempuan

2. Age /Umur

20 to 25 / 20 hingga 25
26 to 35 / 26 hingga 35
36 to 45 / 36 hingga 45
46 to 55 / 46 hingga 55

3. Length of services / tempoh perkhidmatan

1-5 years / 1-5 tahun
6-10 years / 6-10 tahun
11-15 years / 11-15 tahun
More than 15 years / lebih daripada 15 tahun

4. Education / Pendidikan

SPM
Diploma
Degree
Master
PhD

5. Monthly salary range / Julat gaji bulanan

Below RM 2500 / Bawah RM 2500
RM 2500 to RM 3499 / RM 2500 hingga RM 3499
RM 3500 to RM 4499 / RM 3500 hingga RM 4499
RM 4500 to RM 5499 / RM 4500 hingga RM 5499
RM 5500 and above / RM 5500 dan ke atas

6. Employment status

Permanent
Contract

7. Place of work / Tempat bertugas

Faculty of Medicine/HCTM (Cheras Campus)
 UKM Bangi, Selangor (Kampus Bangi)
 Fakulti Jalan Raja Muda Abdul Aziz (Kuala Lumpur Kampus)

Section B: Job stress affect employee performance

Please choose the correct preferences about you
Sila pilih pilihan yang betul tentang anda

Scale:

1 = Strongly Disagree/ Sangat Tidak setuju
2 = Disagree / Tidak Setuju
3 = Neutral / Tidak Pasti
4 = Agree / Setuju
5 = Strongly Agree / Sangat Setuju

No	Items	1	2	3	4	5
1	I have felt fidgety or nervous as a result of my job <i>Saya berasa gelisah atau gementar akibat pekerjaan saya</i>					
2	Working here makes it hard to spend enough time with my family <i>Bekerja di sini menyukarkan untuk meluangkan masa yang mencukupi bersama keluarga</i>					
3	My job gets to me more than it should <i>Pekerjaan saya memberi saya lebih daripada yang sepatutny</i>					
4	I spend so much time at work, I can't see the forest for the trees <i>Saya menghabiskan banyak masa di tempat kerja, Saya tidak dapat melihat hutan dan juga pokok</i>					
5	There are lots of times when my job drives me right up the wall					

	<i>Terdapat masa apabila pekerjaan saya mendorong saya merenung ke dinding</i>					
6	Working here leaves little time for other activities <i>Bekerja di sini menyebabkan sedikit masa untuk melakukan aktiviti lain</i>					
7	Sometimes when I think about my job, I get a tight feeling in my chest <i>Kadang-kadang apabila saya memikirkan tentang pekerjaan saya, saya berasa sesak di dada</i>					
8	I frequently get the feeling I am married to the company <i>Saya sering mempunyai perasaan bahawa saya seolah-olah sudah berkahwin dengan syarikat itu</i>					
9	I have too much work and too little time to do it in <i>Saya mempunyai terlalu banyak kerja dan terlalu sedikit masa untuk melakukannya</i>					
10	I feel guilty when I take time off from my job <i>Saya merasa bersalah apabila saya mengambil cuti</i>					
11	I sometimes dread the telephone ringing at home because the call might be job-related <i>Kadangkala saya takut telefon berdering di rumah kerana panggilan itu mungkin berkaitan pekerjaan</i>					
12	I feel like I never have a day off <i>Saya rasa saya tidak pernah mempunyai hari cuti</i>					
13	Too many people at my level in the company get burned out by job demands <i>Terlalu ramai orang di dalam syarikat terutamanya pada peringkat saya terbeban dengan tuntutan kerja</i>					

Section C: Working conditions and employee performance

Please choose the correct preferences about you

Sila pilih pilihan yang betul tentang anda

No	Items	1	2	3	4	5
1	I have a big responsibility in my job <i>Saya mempunyai tanggungjawab yang besar dalam pekerjaan saya</i>					
2	My job requires high concentration <i>Pekerjaan saya memerlukan penumpuan yang tinggi</i>					
3	My job has a high risk <i>Pekerjaan saya mempunyai risiko yang tinggi</i>					
4	The task given is not suitable for my ability <i>Tugasan yang diberikan tidak sesuai dengan kemampuan saya</i>					
5	I have very limited time to rest <i>Saya mempunyai masa yang sangat terhad untuk berehat</i>					
6	Irregular working hours and/or frequent overtime <i>Waktu kerja yang tidak teratur dan/atau kerja lebih masa yang kerap</i>					
7	I am able to perform my job better if I am given more time <i>Saya dapat melaksanakan tugas saya dengan lebih baik jika saya diberi lebih masa</i>					
8	The condition of the work support tools that are not good makes me frustrated <i>Keadaan alatan sokongan kerja yang kurang memuaskan membuatkan saya kecewa</i>					
9	The intolerable noise level in my workspace bothers me <i>Tahap hingar (kebisingan) di ruang kerja saya mengganggu saya</i>					

10	The situation in the work environment makes me feel physically and psychologically insecure <i>Keadaan dalam persekitaran kerja membuatkan saya berasa tidak selamat dari segi fizikal dan psikologi</i>					
11	Supervisors are subjective in evaluating employees <i>Penyelia adalah subjektif dalam menilai pekerja</i>					
12	Supervisors rarely provide rewards for well-performing employees <i>Penyelia jarang memberikan ganjaran untuk pekerja yang berprestasi baik</i>					
13	I have poor cooperation and communication with co-workers <i>Saya mempunyai kerjasama dan komunikasi yang lemah dengan rakan sekerja</i>					

Section D: Work motivation and employee performance

Please choose the correct preferences about you

Sila pilih pilihan yang betul tentang anda

No	Items	1	2	3	4	5
1	I feel a sense of personal satisfaction when I do this job well <i>Saya merasakan kepuasan peribadi apabila saya melakukan kerja ini dengan baik</i>					
2	My opinion of myself goes down when I do the job badly <i>Pendapat saya tentang diri saya menurun apabila saya melakukan kerja dengan teruk</i>					
3	I take pride in doing my job as well as I can <i>Saya berbangga melakukan tugas saya dengan sebaik mungkin</i>					
4	I feel unhappy when my work is not up to my usual standard					

	<i>Saya berasa tidak gembira apabila kerja saya tidak mencapai standard biasa saya</i>					
5	I like to look back at a day's work with a sense of a job well done <i>Saya suka melihat kembali kerja seharian dengan merasakan kerja dilakukan dengan baik</i>					
6	I try to think if ways of doing my job effectively <i>Saya cuba memikirkan sama ada cara-cara melaksanakan tugas saya berkesan</i>					

Section E: Employee Performance

Please choose the correct preferences about you

Sila pilih pilihan yang betul tentang anda

No	Items	1	2	3	4	5
1	I am always able to finish my job consistent with the predetermined quality standard <i>Saya sentiasa dapat menyelesaikan kerja saya selaras dengan standard kualiti yang telah ditetapkan</i>					
2	I am always able to do better on my job to get maximal results <i>Saya sentiasa boleh melakukan yang lebih baik dalam kerja saya untuk mendapatkan hasil yang maksimum</i>					
3	I am always able to finish my job on time <i>Saya sentiasa dapat menyelesaikan kerja saya tepat pada masanya</i>					
4	I am always able to come in to work except for very important reasons or illness <i>Saya sentiasa boleh hadir bekerja kecuali atas sebab yang lebih penting atau penyakit</i>					
5	I am always able to come in to work on time <i>Saya sentiasa boleh hadir ke tempat kerja tepat pada masanya</i>					

6	I will help my co-workers who have difficulty completing their work <i>Saya akan membantu rakan sekerja yang menghadapi kesukaran menyiapkan kerja</i>					
7	I try to increase my productivity <i>Saya cuba meningkatkan produktiviti saya</i>					

THANK YOU!!



APPENDIX B

Reliability Analysis for Pilot Test

1) Job stress

Case Processing Summary

		N	%
Cases	Valid	41	100.0
	Excluded ^a	0	.0
	Total	41	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.921	13

2) Working conditions

Case Processing Summary

		N	%
Cases	Valid	41	100.0
	Excluded ^a	0	.0
	Total	41	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.822	13

3) Work motivation

Case Processing Summary

		N	%
Cases	Valid	41	100.0
	Excluded ^a	0	.0
	Total	41	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.902	6

4) Employee performance

Case Processing Summary

		N	%
Cases	Valid	41	100.0
	Excluded ^a	0	.0
	Total	41	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.940	7

APPENDIX C

Reliability Analysis for actual study

1) Employee performance

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
	Total	270	100.0

- a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.939	7

2) Work motivation

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
	Total	270	100.0

- a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.872	6

3) Working conditions

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
	Total	270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.839	13

4) Job stress

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
	Total	270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.906	13

APPENDIX D

1) Demographic analysis

		Gender (1M,2F)			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	36.3	36.3	36.3
	Female	172	63.7	63.7	100.0
	Total	270	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 25	4	1.5	1.5	1.5
	26 to 35 / 26 hingga 35	94	34.8	34.8	36.3
	36 to 45 / 36 hingga 45	134	49.6	49.6	85.9
	46 to 55 / 46 hingga 55	38	14.1	14.1	100.0
	Total	270	100.0	100.0	

		Length of services			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	63	23.3	23.3	23.3
	6-10 years	36	13.3	13.3	36.7
	11-15 years	53	19.6	19.6	56.3
	More than 15 years	118	43.7	43.7	100.0
	Total	270	100.0	100.0	

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	154	57.0	57.0	57.0

Diploma	72	26.7	26.7	83.7
Degree	36	13.3	13.3	97.0
Master	7	2.6	2.6	99.6
PhD	1	.4	.4	100.0
Total	270	100.0	100.0	

Monthly salary range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM 2500	131	48.5	48.5	48.5
	RM 2500 to RM 3499	73	27.0	27.0	75.6
	RM 3500 to RM 4499	28	10.4	10.4	85.9
	RM 4500 to RM 5499	26	9.6	9.6	95.6
	RM 5500 and above	12	4.4	4.4	100.0
	Total	270	100.0	100.0	

Employment status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	239	88.5	88.5	88.5
	Contract	31	11.5	11.5	100.0
	Total	270	100.0	100.0	

Place of working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Faculty of Medicine/HCTM (Cheras Campus)	245	90.7	90.7	90.7
	UKM Bangi, Selangor (Bangi Campus)	20	7.4	7.4	98.1
	Faculty Jalan Raja Muda Abdul Aziz (Kuala Lumpur Campus)	5	1.9	1.9	100.0
	Total	270	100.0	100.0	

APPENDIX E

Descriptive Analysis

		Statistics			
		JOB STRESS	WORKING CONDITIONS	WORK MOTIVATION	EMPLOYEE PERFORMAN CE
N	Valid	270	270	270	270
	Missing	0	0	0	0
Mean		2.6179	2.9849	3.7981	3.8448
Std. Deviation		.70900	.57031	.67029	.70757



APPENDIX F

		Correlations			
		JS	WF	WM	EP
JS	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	270			
WF	Pearson Correlation	.701**	1		
	Sig. (2-tailed)	.000			
	N	270	270		
WM	Pearson Correlation	.155*	.302**	1	
	Sig. (2-tailed)	.011	.000		
	N	270	270	270	
EP	Pearson Correlation	.026	.229**	.715**	1
	Sig. (2-tailed)	.671	.000	.000	
	N	270	270	270	270

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

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

Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.524	.48803

a. Predictors: (Constant), WORK MOTIVATION, JOB STRESS, WORKING CONDITIONS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.978	.204		4.799	<.001
	JOBSTRESS	-.186	.059	-.187	-3.155	.002
	WORKINGFACTOR S	.184	.076	.149	2.424	.016
	WORKMOTIVATION	.738	.047	.699	15.796	.001

a. Dependent Variable: EMPLOYEE PERFORMANCE

