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**THE RELATIONSHIP BETWEEN OCCUPATIONAL STRESS TOWARD
JOB PERFORMANCE AMONG ROYAL MALAYSIAN POLICE AT
THE CRIME INVESTIGATION DEPARTMENT (CID)**

BY

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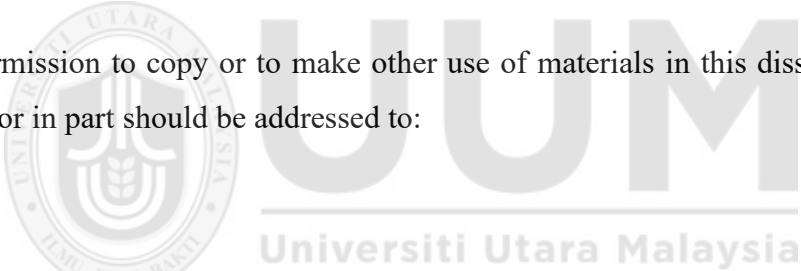
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ABSTRACT

The present study explores the relationship between dimensions of occupational stress and job performance in the Criminal Investigation Department (CID) of IPD Kuala Kangsar. This research used a quantitative technique to investigate the impact of four specific stressors, namely work-family conflict, role conflict, working environment, and management style, on the job performance of CID officers. A simple random selection method was used to choose a sample of 100 police officers from the research population. The data collected was analysed using SPSS version 27. The results revealed that there is a negative correlation between work-family conflict and role conflict with job performance. This underscores the detrimental effects that officers face when attempting to manage the demands of both work and family responsibilities and conflicting job expectations. On the other hand, a positive correlation is observed between job performance, management style, and the working environment. This finding underscores the criticality of a favorable work environment and efficient management practices in enhancing the performance of officers within the CID. These observations underscore the importance of implementing focused interventions that alleviate adverse stressors and strengthen positive aspects in order to maximise job performance among CID officers.

Keywords: Job Performance, Work-Family conflict, working Environment, Role Conflict, management style, police officers

ABSTRAK

Kajian ini meneroka hubungan antara dimensi tekanan pekerjaan dan prestasi kerja di Jabatan Siasatan Jenayah (CID) IPD Kuala Kangsar. Penyelidikan ini menggunakan kaedah kuantitatif untuk mengenalpasti hubungan antara empat dimensi tekanan pekerjaan iaitu konflik kerja-keluarga, konflik peranan, persekitaran kerja dan gaya pengurusan terhadap prestasi kerja pegawai CID. Kaedah persampelan rawak mudah digunakan untuk memilih sampel 100 pegawai polis daripada populasi penyelidikan. Data yang dikumpul dianalisis menggunakan SPSS versi 27. Hasil kajian menunjukkan terdapat korelasi negatif antara konflik kerja-keluarga dan konflik peranan dengan prestasi kerja. Ini menggariskan impak yang dihadapi oleh pegawai apabila cuba menguruskan tuntutan tanggungjawab kerja dan keluarga serta jangkaan pekerjaan yang bercanggah. Sebaliknya, korelasi positif diperhatikan antara prestasi kerja, gaya pengurusan, dan persekitaran kerja. Penemuan ini menggariskan kepentingan persekitaran kerja yang menggalakkan dan amalan pengurusan yang cekap dalam meningkatkan prestasi pegawai dalam CID. Pemerhatian ini menekankan kepentingan melaksanakan intervensi tertumpu yang mengurangkan tekanan pekerjaan dan mengukuhkan aspek positif untuk memaksimumkan prestasi kerja di kalangan pegawai CID.

Kata kunci: Prestasi Kerja, Konflik Kerja-Keluarga, Persekitaran kerja, Konflik Peranan, gaya pengurusan, pegawai polis

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CHAPTER 1

INTRODUCTION

1.0 Introduction

A review of the backdrop of the study is given in this section, along with the issue assertion, outlines the research questions and goals, and highlights significance of the study. In addition, this chapter also presents this research's parameters and terminology definitions. Finally, key section provides a concise analysis of the organisation and objectives of the remaining chapter.

1.1 Background of Study

The significant global changes, particularly within the realm of work, have generated increasing concern among employers and employees worldwide. This concern stems from the need for individuals to enhance their adaptability and proficiency to fulfil diverse and perhaps unfamiliar responsibilities. Furthermore, it has been observed that this phenomenon has been linked to the gradual escalation of occupational stressors and the subsequent emergence of severe health issues, which may be attributed to the mounting job demands and diminishing employee perks (Turgoose et al., 2017). The impact of occupational stress extends to other domains, including behaviour, health, performance, and personal dimensions encompassing relationships and emotional well-being. According to Yunita and Saputra (2019), employees under significant stress may encounter symptoms of depression and find it challenging to focus on their professional responsibilities, ultimately leading to a decline in their overall performance. Employees with elevated stress levels may exhibit diminished

commitment and job satisfaction levels, diverting their focus from crucial work-related responsibilities and impeding their overall performance (Kuzey, 2018). In contrast, research conducted by Saleem, Malik and Qureshi (2021) indicate that those whom have greater contentment with their employment are naturally inclined for exhibit increased productivity while possesses the capacity to navigate challenging work-related scenarios effectively.

Occupational stress is a widespread issue employees face in most occupational fields, including law enforcement. Because of the exigencies of the work, becoming a policing professional in Malaysia is taxing and the constant need to adapt to new developments in all Malaysian states (Cheah et al., 2018). Furthermore, current thorough analyses reveal that the demands along with stresses of a police profession are significantly elevated, considering the characteristics of current times (Queiros et al., 2020). An absence of manpower and supplies, issues within institutions with scrutiny, disapproval by the public as well communities, in addition to inadequate amount of empathy by close companions and relatives are also prominent among the many challenges faced by police officers today (Magnavita et al., 2018; Purba & Demou, 2019). Moreover, they must maintain heightened vigilance regarding their personal integrity and self-control (Gyamfi, 2014). This causes tension for law enforcement personnel.

Numerous studies has examined on prevalence indicating cops are stressed and its underlying causes. Since several decades ago, this issue has received much attention. Many researchers have conducted studies on the various factors contributing to the stress experienced by law enforcers (Hickman et al., 2011; Luceño-Moreno et al.,

2016; Violanti et al.,2017). Nevertheless, there has been a surge in scholarly attention towards this subject recently. Notably, scholars such as Baldwin et al. (2019), Wassermann et al. (2019), and Ermasova et al. (2020) also made significant contributions for examination of tension levels and the mental and observable well-being of police officers. Prior research has concentrated on occupational stress in a more specific manner (Gutshall et al., 2017; Johnson et al., 2019).

According to research conducted on Pakistani law enforcement personnel, 97% of them said they experienced a lot of pressure while working. (Humayon et al., 2018). Similarly, according to a study by Saya and Venkata (2014), 83.8% of police personnel had very high-stress levels. Occupational stress hurt the police. The Royal Malaysian Police, entrusted with the critical responsibility of upholding law and order, is sensitive to the substantial consequences of stress. These consequences extend beyond individual officers' personal welfare and impact the force's overall efficacy and effectiveness. The present research investigates the correlation between occupational pressure along with tension performance in the context of Police Royal Malaysian Crime Investigation Department (CID) personnel.

CID frequently regarded as the backbone of criminal investigations in the Malaysian legal system, is indispensable for combating crime, preserving justice, and preserving the rule of law. The personnel of this division are frequently confronted with traumatic incidents, complex cases, and high-pressure situations that demand unwavering commitment, mental acuity, and resiliency. Occupational stress becomes significantly imperceptible in this ever-changing and challenging professional setting. Therefore, police officer occupational stress is a significant worry that requires extra attention to

enhance performance and other areas of the job. Therefore, this study on occupational stress and performance at work among the Royal Malaysian Police is needed to determine how the occupational stress factors impact the police officers' job performance.

1.2 Problem Statement

Arcangeli et al. (2018) have highlighted that occupational stress has been regarded as a significant occupational risk factor in complex and interconnected phenomena. The phenomenon of occupational stress encompasses a multifaceted psychological construct that individuals encounter on a regular basis (Abrahamsson & Levi, 2021). Particularly, when considering the interplay of work environment, employee characteristics, and additional job needs, it can be seen that these factors may contribute to the inability of individuals to successfully fulfil their assigned responsibilities (Ahamed & Sunderasan, 2016). Suartawan and Surya (2020) claim that job-related strain exerts a significant and negative effect on worker productivity. Specifically, this study suggests that a decrease in total extent for tension encountered among workers in the workplace is associated with improved performance. The issue of occupational stress has persisted among police officers for a number of years. However, the Royal Malaysian Police Authority has not prioritised addressing this matter significantly.

Significant job demands and the potential for enduring pressures mark the occupation of police officers. Police officers encounter criminal violence and individuals experiencing significant distress during their routine duties, sometimes assuming personal risk to safeguard the well-being of others (Gomes & Afonso, 2016). As to the

Bureau of Labour Statistics (BLS), police officers encounter several pressures on a daily basis. Some of the challenges associated with this occupation are managing individuals involved in criminal activities, the potential risk of encountering assault or harm, enduring extended work hours and engaging with individuals who may exhibit hostility (Bureau of Labour Statistics, 2023). The consistent exposure to occupational stresses results in elevated levels of burnout and performance issues among policing officials in numerous nations (Purba & Demou, 2019; Queirós et al., 2020).

Research findings indicate that there has been a steady rise in job-related stress within policemen over preceding ten years. This enduring occupational strain has been shown to have detrimental effects on both individual officers and the organisation's overall functioning. Individually, the phenomenon under consideration has been found to have negative implications for psychological well-being (Baldwin et al., 2019), maladaptive workplace tension with surviving mechanisms (Zulkafaly et al., 2017), burnout (Rosa et al., 2015), and even suicide (Grassi et al., 2018). According to research undertaken by the Royal Malaysia Police, the primary variables associated with suicide tendencies among its staff and officers include stress, health state, and the working environment (The Sun Daily, 2023). From an organizational perspective, evidence suggests that it impacts various aspects. Specifically, it has been found to influence productivity (Bertilsson et al., 2019; Kelley et al., 2019).

Numerous scholarly investigations have been conducted for investigating the cause of work-related distress experienced by police personnel. Karakas & Tezcan (2019) found that a work-family conflict affects Work Productivity and job stress. Besides, Lambert et al. (2016) examined police officers' tension between job and home and

work stress and found that an increase in one dimension was associated with increased work stress. In addition to that, the findings of review conducted from Lazim et al. (2019) indicate a favourable correlation between working conditions and occupational stress within the police profession. Several stress-inducing factors contribute to poor working conditions, including limited resources, excessive noise, congested workspaces, tiny office sizes, and insufficient staffing. The prioritisation of working conditions issues is seldom due to budgetary limits and budget constraints. Moreover, role conflict may induce occupational tension among law enforcers which required to assume incongruent and incompatible roles. Therefore, conflicting hassles does cause fickle behaviour or outlook while at job, leading to doubt about his or her talents compared to those of his or her coworkers (Kamarudin et al., 2018). In addition, the leadership or management style is also known as one of the occupation stress factors. The managerial factors contributing to work stressors among police officers are communication breakdown between supervisors and employees, biased supervision practises, contentious employee performance evaluations, and inadequate support from supervisors to subordinates (Lazim et al., 2017).

The IPD Kuala Kangsar, Perak, CID plays a crucial role in keeping the peace, apprehending criminals, and enforcing justice in the city and surrounding areas. However, their ability to perform these vital duties may be considerably hampered by the occupational stresses specific to their positions within the department. Hence, there is a need to examine how specific stressors, such as work-family conflicts, working conditions, role conflicts, and management styles, affect the job performance of CID officers. Although numerous studies have been conducted before, only a some latest researches have been available on job-related stress with job performance among

police officers. Hence, study was conducted to recognize the occupational stress dynamics that hampered the Crime Investigation Department's police officers.

1.3 Researching Questions

The researcher developed few study enquiries for this study to meet the I goals.

Purpose of this project is to address the relevant investigation inquiries:

- I. Does a relationship exist between work-family conflict and job performance among police officers at the CID of IPD Kuala Kangsar?
- II. Can we observe a correlation between the working environment and job performance among police officers at the CID of IPD Kuala Kangsar?
- III. Is there a connection between role conflict and job performance among police officers at the CID of IPD Kuala Kangsar?
- IV. Does a correlation exist between management style and job performance among police officers at the CID of IPD Kuala Kangsar?

These questions aim to shed light on the association between different factors and job performance within the specific context of police officers at the CID of IPD Kuala Kangsar.

1.4 Research Objectives

This study's main objective is to investigate the relationship between occupational stress factors and Job performance among the Royal Malaysian Police at the Crime Investigation Department (CID). This study will focus on Four occupation stress

dimensions: work-family conflict, working environment, role conflict and management style. Hence, below are the objectives of this study:

- i. To investigate the relationship between work-family conflict and job performance among Police officers at the Crime Investigation Department (CID) of IPD Kuala Kangsar.
- ii. To investigate the relationship between working environment and job performance among Police officers at the Crime Investigation Department (CID) of IPD Kuala Kangsar.
- iii. To investigate the relationship between role conflict and job performance among Police officers at the Crime Investigation Department (CID) of IPD Kuala Kangsar.
- iv. To investigate the relationship between management style and job performance among Police officers at the Crime Investigation Department (CID) of IPD Kuala Kangsar.

1.5 Scope of the study

The primary aim of this study is to examine the correlation between occupational stress variables and job performance within the CID of the Royal Malaysian Police in Kuala Kangsar. Therefore, the scope of this study is limited to the IPD Kuala Kangsar, Perak. Moreover, the research concentrates explicitly on police officers employed within the CID of the IPD Kuala Kangsar. The division comprises 2 Assistant Police Superintendents (ASPs), 15 Inspectors, and 108 officers of lower rank, resulting in a total of 125 individuals. Furthermore, this study analyses four specific occupational stressors that impact job performance: work-family conflict, working environment, role conflicts, and management styles.

In terms of methodological scope, the research utilises a quantitative methodology, employing a structured questionnaire to gather data from the chosen individuals. This approach facilitates a structured process of gathering data and doing statistical analysis. This study provides an overview of occupational stress and work performance in the CID of the IPD Kuala Kangsar, Perak, over the specified time frame.

1.6 The Study Limitations

During the course of the investigation, a variety of constraints and limitations had to be addressed, that might've affected the veracity of what emerged. The primary constraint that applies study is limited generalizability. The generalizability of the study's findings to a broader population of police officers, including various CID divisions within the Royal Malaysian Police, may be limited. The findings apply exclusively to the 125 CID officers in IPD Kuala Kangsar, Perak. They may not indicate officers' experiences in other locations or operating under other leadership.

The second limitation is the validity of data. The survey is dependent on data provided by participants through a survey form. The presence of social desirability bias is a concern in this context since it may lead individuals to provide responses that align with societal expectations rather than accurately representing their personal experiences. Besides, the research assumed that the participating police officers were truthful and provided information that accurately represented the situation on the ground. Consequently, there exists a potential for inaccuracies in the data employed for this study.

Another study limitation is confidentiality. Because some of the information or supporting materials required for this investigation are proprietary, obtaining the data for this study proved challenging. Most of the data was collected using open portals and survey forms since certain internal information could not be published or shared outside the organisation.

1.7 Significant of Study

This study was conducted to identify the relationship between occupational stress dimensions and job performance in the Royal Malaysian Police's CID. This study provides valuable insights for the CID, students and future researchers.

The findings of this study have the potential to inform the development and implementation of focused support and intervention mechanisms to enhance the psychological and physiological welfare of CID personnel. This has the potential to enhance employees' well-being and adaptability, hence mitigating absence and turnover. The head of the department or policymakers can use the result to formulate evidence-based policies and initiatives to improve the overall well-being and performance of CID police officers. Besides, gaining insight into the correlation between occupational stress and work performance within the specific setting of the CID of the Royal Malaysian Police can enhance the department's operational effectiveness. By identifying stresses and their subsequent impact on performance, the CID can implement measures to improve its officers' efficacy in crime resolution, public safety maintenance, and law enforcement.

In addition, this research has the potential to contribute to advancements in the psychological and physiological welfare of police officers. The identification and mitigation of specific stressors can significantly contribute to the reduction of stress-related health disorders and the promotion of general well-being among CID officers. Gaining insight into the stress factors that influence job performance and acquiring effective coping mechanisms can contribute to an enhanced overall quality of life, both inside and outside the professional sphere.

Furthermore, this study is an educational materials resource for students and future researchers. The present study contributes to the existing literature about the correlation between occupational stress and work performance. This contribution enhances the existing academic literature in law enforcement, psychology, and organisational behaviour, establishing a solid basis for further investigations in these respective topics.

1.8 Definition of Terms

The primary terms of this study are those employed in defining its key elements. It comprises the most important terms for this study and should be read and understood by both the researcher and the participants. The following defines some of the study's most commonly used words:

i. Job Performance

Job performance refers to how well an employee does his or her job. What is done, how it is done, and the outcomes that occur from work are all aspects of job performance (Arujunan et al., 2021). Job performance, as defined by Atatsi et al. (2019), is the extent to which employees meet the needs of their positions effectively

and efficiently, given the available resources. It also refers to an individual's efforts towards organisational effectiveness as detailed in their job descriptions and outlined in the formal pay system (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

ii. Occupational Stress

Stress is a state of being characterised by emotions induced in response to internal or external pressures that can disrupt an organism's equilibrium (Ashifa, 2020). In the psychological disciplines, stress is characterised by feelings of anxiety, concern, and tension (Ismail, et al., 2022). Occupational stress pertains to the physiological response of individuals resulting from an excessive burden of work obligations. This phenomenon arises when an employee is incapable of managing the demands of their present work setting, which negatively impacts both their physical and mental health (Xie, et al., 2021).

iii. Work-Family Conflict

According to Zainal et al. (2021), work-family conflict arises when "role expectations arising from one domain (work or family) are incompatible with role demands originating from another domain (family or work). Work and family are two of the most significant parts of a person's life. These days, most people also have to juggle the responsibilities of being a family provider while still working full-time. Work-family conflicts can arise when people try to balance too many commitments simultaneously.

iv. Working Environment

Working conditions refers to an office or factory's actual location and surroundings (Nikam & Shaikh, 2016). Facilities, physical environment, noise level, safety, relationship with colleagues, working hours, working shift and office politics are all factors in how employees feel about their work environment (Oweke et al., 2014). Work stress has been linked to a wide variety of occupational exposures, both physical and psychological.

v. Role Conflict

According to Alfian et al. (2017), role conflict is a form of conflict that arises from the simultaneous engagement in several roles. This conflict arises from employees' many roles, wherein some positions may have opposing demands. Furthermore, as Fahmi et al. (2019) stated, role conflict is a psychological manifestation that individuals encounter within an organisational setting. The aforementioned phenomenon may result in work-related stress and perhaps diminish work motivation.

vi. Management Style

The concept of management style often refers to the leadership style that pertains to the approach or mode by which a manager or leader supervises, guides, and engages with their team or organisation to accomplish particular goals and objectives. The managerial style of an individual involves observable patterns of behaviour, attitudes, and approaches to decision-making, communication, and the execution of various management responsibilities (Agarwal, 2020).

1.9 Organization of Study

This research comprises five chapters, with the first chapter serving as an introductory section that provides the background of the investigation. Subsequently, the chapter addresses the study problem, research questions, research objectives, the significance of the study, the study's scope, and its limitations. This chapter concludes with an explanation of the meanings of the terms employed and a discussion of the organizational structure of the research.

Chapter two of this research paper provides an overview of the study's variables. It is followed by thoroughly evaluating the existing literature on the variables under investigation. This literature review aims to examine empirical studies that can assist the researcher in formulating the study hypothesis. This chapter provides an overview of the needs and findings of prior research topics that are relevant to the same challenges addressed in the current investigation. The chapter systematically presents explanations and comments on each variable included in the study.

Chapter three provides a comprehensive explanation of the methodology employed in this study. It encompasses a thorough discussion of the execution of the investigation through the utilization of research methodologies and procedures. This chapter also provides an explanation of data-gathering procedures, encompassing the sample techniques and research instrument.

In Chapter 4, the study findings and their interpretation are presented. The study's data was analysed using SPSS, a statistical program for the social sciences, version 27. The examination of respondent demographics was conducted through the utilisation of

frequency analysis. Research instrument validity was tested using reliability analysis. In order to examine the association between the components, several statistical procedures were employed, including reliability tests, and correlation analysis.

Chapter 5 provides an in-depth examination of the outcomes derived from the analytical investigation conducted in the preceding Chapter 4. This segment includes a discussion of the findings, recommendations for future research and conclusion.

1.10 Summary

The research overview is presented in Chapter 1. This chapter provided a comprehensive outline of the critical procedure that will be executed in order to finalise this research. Additionally, the research objectives, problem statement, and significance of the study, which were delineated in this chapter, will function as guiding principles for the research and provide the researcher with a point of reference as they progress to subsequent stages of the study, with the intention of attaining a more comprehensive understanding. The following Chapter Two will present a literature review pertinent to this investigation.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The primary focus of this section is a critical examination of published findings of previous research. Study on occupational stress is important since evidence from the past reveals that it may exacerbate mental illness and chronic physical challenges. The effects of occupational stress on performance have also been discussed in this chapter. Previous research findings and locally and globally funded discussions are cited in this analysis of the literature on occupational stress and performance.

2.1 Job Performance

The concept of job performance pertains to the capacity employees have to effectively do their duties in a manner that contributes to attaining organizational goals (Moonsri, 2018). Performance refers to the successful completion of a certain work, which is evaluated based on predetermined and established criteria such as correctness, comprehensiveness, cost, and speed (Nagarajah et al., (2021). Simply, employee performance refers to how workers contribute to attaining organizational goals. According to Armstrong (2012), workers are expected to demonstrate satisfactory performance per established standards, while managers are responsible for monitoring and assessing employee performance to achieve the organization's stated goals. Similarly, Rusmiati et al. (2021) define performance as the outcome of an individual's effort or how they execute their professional duties. On the other hand, employee performance is a statistic that reveals how well employees adhere to explicit and

implicit standards, goals, and priorities. Silitonga & Sadeli (2020) posit that the performance of employees is often seen as reflective of the overall performance of an organization, hence exerting a direct impact on the organization's reputation. According to Khan and Mashikhi (2017), employee performance is the primary goal of organizations and employees. Performance in an employment contract refers to fulfilling obligations outlined in the agreement, resulting in the performer being relieved of any liabilities specified in the contract (Birhane, 2016). The efficiency of an organization's workforce is one factor that directly affects its success.

According to Bakar (2018), every employee in the organization is responsible for making a concerted effort to advance the organization towards achieving its vision and goals. Performance is a metric organisations use to assess the quality attained in their job. The management of human resources places a primary emphasis on performance; thus, the organization strives to encourage performance at every level in order to ensure that it reaches its full potential and enables it to accomplish the objectives that have been established (Darda et al., 2022). However, efforts to encourage better employee performance are difficult because many determinant factors influence it. Some of these determinant factors include job stress (Xie et al., 2021; Saleem et al., 2021; Marianto, 2021), training, compensation, leadership style (Amegayibor, 2021), workload (Lazim et al., 2019; Marianto, 2021), role conflict and working environment (Lazim et al., 2019) and etc. In this study, researcher examine the impact of occupational stress on employee job performance.

2.2 Occupational Stress

According to the International Labour Organisation (2016), occupational stress is widely recognised as a worldwide problem that substantially affects both individuals' health and the economies of developed and developing nations. Besides, according to Arcangeli et al. (2018), occupational stress has been widely recognised as a significant workplace risk factor with complex and interconnected characteristics. Several words have been used to refer to the concept of "occupational stress," including "job stress," "workplace stress," and "organisational role stress." Occupational stress is a multifaceted psychological phenomenon that individuals may encounter on a daily basis (Abrahamsson & Levi, 2021). Specifically, the individual pressures that arise from the interplay between the work environment, employee traits, and additional job needs might hinder the completion of tasks (Ahamed & Sunderasan, 2016). It arises when an individual's workload surpasses their capacity to manage it effectively.

According to Asih et al. (2018), stress arises when there is an equilibrium between the demands placed on a person and the resources available to them. The magnitude of this disparity directly correlates with the level of stress experienced by the individual, hence posing a potential danger. Stress is a psychological state characterised by heightened tension that impacts an individual's emotional well-being, cognitive functioning, and overall state of being. According to Sutrisno (2022), an abundance of stress can potentially jeopardise an individual's capacity to navigate their surroundings effectively. Stress is a prevalent component of the occupational milieu, often shown as workplace discontentment. However, it is also exhibited via intense emotional states, including anger, frustration, hostility, and aggravation. Another often-seen reaction is a more passive response, characterised by feelings of boredom, mental

tiredness, physical exhaustion, helplessness, loss of hope, absence of desire, and a depressive mood (Kaswan, 2020).

2.3 Prior Studies on Job Performance and Occupational Stress

Stress has emerged as a significant concern, affecting not just individual employees but also adversely affecting organisational performance. The “Malaysia's Healthiest Workplace by AIA Vitality Survey 2017” included a sample of 47 organisations and a total of 5,369 workers. According to the findings, a significant proportion of workers, over 50%, are reportedly grappling with mental health concerns. Notably, 12% of employees exhibit elevated levels of depression, while a substantial majority, namely 53% of Malaysian employees, have encountered at least one aspect of work-related stress that is directly pertinent to the subject under investigation. According to the poll, Malaysian workers experience the highest levels of job stress. Therefore, identifying the determinants of occupational stress is important for the organisation to develop suitable coping strategies.

Jalagat (2017) found a substantial correlation between occupational stress variables, such as under-utilization of skills, work overload, and employee performance. Based on the aforementioned results, it is advisable for the organisation to take into account the underutilization of abilities and job overload as potential indicators of employee performance. The organisation should prioritise the development of workers' talents and the use of their untapped potential. Moreover, Alias et al. (2019) found that work overload, role conflict, and role ambiguity were identified as significant predictors of occupational stress. According to the findings, role conflict is the primary contributor to job stress. Consequently, it is recommended that organisations prioritise the

provision of comprehensive explanations to employees regarding their job roles, responsibilities, organisational policies, guidelines, and expectations.

In addition, Naghieh et al. (2015) said that the association between work performance may be attributed to the phenomenon of work overload. Workplace stress may manifest when people perceive that they are subjected to unjust treatment by their peers or superiors. In addition to the absence of pertinent information, inadequate feedback on an employee's performance and insufficient resources to effectively execute assigned tasks may also contribute to the experience of job-related stress (Alias et al., 2019). Additionally, there exists a possible stress-inducing factor associated with the characteristics of the work, including the physical working environment, the nature of assigned duties, and the level of job satisfaction experienced (Alias et al., 2019).

Moreover, the study by Kaur and Kumar (2019) demonstrated that demographic variables, socioeconomic status, and promotional and experience factors substantially contributed substantially to the stress prediction model. However, the model identified the age group, work experience, and promotion opportunities as the primary explanatory variables. According to the findings of Kakemam et al. (2019), many factors, such as shift work, staffing, remuneration, workplace discrimination, management, policy, and excessive workloads have been identified as important contributors to occupational stress. Furthermore, a study conducted by Lazim et al. (2019) showed that there exists a favourable correlation between workload, working environment and occupational stress. Mariano (2021) conducted a research study examining the impact of work-related stressors on the performance of local police

officers. The study's findings indicated that workload and work environment had a statistically significant positive impact on job-related stress. Additionally, the study revealed that both workload and work environment had a substantial positive impact on performance. Moreover, it is worth noting that the presence of work-related stress has been shown to have a substantial detrimental impact on overall performance.

Numerous research studies have shown that the presence of role conflict among police officers is associated with various stress-related consequences, including work dissatisfaction and emotional tiredness (Gyamfi, 2014; Gaunya et al., 2016). Khuong and Yen (2016) suggested that role conflict contributes to job-related stress. Role conflict may harm employee productivity, leading to increased stress, unhappiness, and psychological retreat from the workgroup among workers (Alias et al., 2019). Work-family conflict may arise when there is an overlap between the work and home domains, resulting in conflict. Therefore, it may be argued that work-family conflict is a contributing factor to the experience of workplace stress, as shown by Khuong and Yen (2016). Based on the above findings, researchers identify the four occupational variables more often related to stress and job performance: work-family conflict, role conflict, working environment and management style.

2.4 Relationship between Work-Family Conflict and Job Performance

Work and family domains are widely acknowledged as significant aspects of an individual's life due to the substantial time commitment and diverse experiences, emotions, and problems that arise while fulfilling particular tasks within these domains (Zainal et al., 2020). Darcy and McCarthy (2012, cited in Alias et al., 2019) have

defined work-family balance as the extent to which a person can effectively manage the emotional and behavioural demands of their paid employment and family obligations. Work-family conflicts arise when employees struggle to reconcile the demands of their professional and personal lives (Alias et al., 2019). The heightened pressure level can negatively impact people's capacity to effectively manage these expectations, resulting in feelings of discontentment, increased absenteeism, strained interpersonal relationships, and worse job performance. Several variables contribute to the emergence of work-family conflict. The societal shifts in family structure, characterised by an increase in dual-earner households, single-parent families, and the growing presence of working moms (Benjamin & Samson, 2014), have played a significant role in the emergence of work-family conflict. Moreover, the prevalence of dual-earner families, the emergence of non-traditional gender roles, and the escalating number of hours dedicated to work within homes have all contributed to the integration of work-family conflict into the daily experiences of many people (Zainal et al., 2020).

Previous research has shown a significant correlation between work-family conflict and job performance. Zainal et al. (2020) researched the correlation between work-family conflict, namely work interference with family and family interference with work, and job performance among workers in the service sector of Malaysia. The study used a quantitative research methodology to gather data from a sample of 250 people operating in the service industry of Malaysia. The research findings suggest a negative correlation between work interference, family and family interference, and work and employee job performance.

Besides, Mariatini et al. (2020) also investigated how job stress and work-family conflicts affect workers' satisfaction and efficiency. The quantitative approaches used in this study serve purposes beyond merely evaluating the existing literature. The 122 participants in this research were all staff members of Udayana University's Faculty of Economics and Business. The findings of this research show that employee performance suffers when there is tension between work and family responsibilities. In their recent study, Li et al. (2022) investigated the effects of resource losses and gains in both home and work domains on occupational stress and turnover intention during the pandemic. This research utilises survey data obtained from a representative sample of 335 police officers in Hong Kong. The findings of a multiple regression analysis suggest that there is a significant relationship between family-to-work and work-to-family conflicts and the experience of job stress and turnover intention among police officers.

The study done by Karatepe (2013) revealed that emotional exhaustion serves as a complete mediator in the relationship between work-family conflict and job performance. This implies that employees will likely suffer emotional weariness when they encounter a conflict between their job and home responsibilities. Consequently, this emotional exhaustion may lead to heightened irritability, ultimately impacting the employee's performance. An individual who has encountered emotional tiredness will likely report diminished job performance due to a perceived lack of psychological energy required to effectively carry out their professional responsibilities. According to Lawson and Lee (2018), emotional tiredness is characterised by the depletion of emotional and cognitive resources that are facilitated by internal mechanisms. The performance of a worker may be influenced by the depletion of emotional resources,

as emotional tiredness serves as an indicator of the pressure and stress resulting from the probable loss of sentiments experienced in the workplace.

Soomro et al. (2018) found that conflicts between family and professional obligations are associated with worse outcomes in terms of emotional well-being, physical health, and overall life satisfaction. Therefore, the family-work conflict may lead to a reduction in employee productivity and performance. One instance is familial issues experienced by an employee, which may harm their professional sphere. Such difficulties may lead to time inefficiency and less focus on work-related tasks. According to Soomro et al. (2018), psychological problems have the potential to impact the mood and energy levels of those who work from home.

Furthermore, Wang et al. (2017) assert that several variables exert influence on work-family conflict and family-work conflict, including job discontent, diminished organisational commitment, and emotional tiredness. The ability of the work-family conflict to flourish is facilitated by the circumstances in which an individual confronts the obligations and pressures of both their professional and personal life while having constrained resources to address these demands effectively. In circumstances when there is a heightened sense of time constraint, workers tend to have a diminished inclination to engage in activities that demonstrate their job performance.

Research by Jessica et al. (2018) examined how law enforcement personnel's effectiveness or involvement were affected by their jobs and families. The research found that disputes between professional and personal life, as well as administrative or technical challenges, contribute to increased degrees of strain overall alienation

among enforcement personnel. Additionally, Lambert et al. (2019) explored the relationship among all three stages of burnout that police officers experience and the four domains of job-family conflicts. Emotional exhaustion was positively correlated with all four types of work-family conflict. It might be challenging for police officers to provide their whole attention to their work when they are preoccupied with personal issues. Under such conditions, they might make blunders, overlook important facts, or make mistakes that jeopardise their investigation work. When the demands of a law enforcement career are combined with responsibilities to one's family, tensions may rise. Long-term exhaustion may negatively affect one's motivation, general health, and capacity to excel at work.

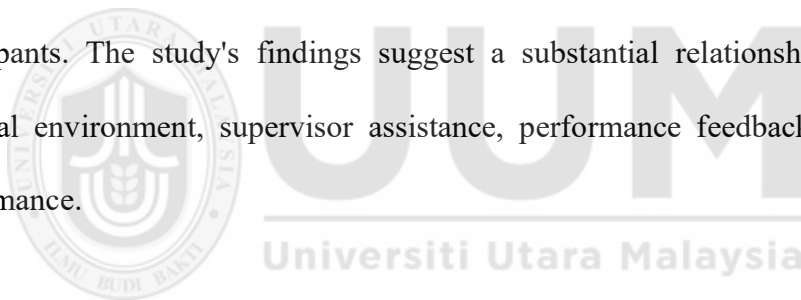
2.5 Relationship between Working Environment and Job Performance

The term "work environment" refers to the ambience or setting of a particular workstation where a collective of individuals collaborate in pursuit of common goals (Aina, 2022). This encompasses a range of elements, including tools, processes, structures, and procedures, that have an influence on employee performance. These factors may have either a good or negative impact on performance (Satyvendra, 2019). Establishing a conducive, secure, and motivating workplace is a primary concern for management, as it can impact employee performance in terms of output, enthusiasm, and involvement. An environment that is conducive to well-being and positivity in the workplace decreases absenteeism, which in turn enhances employee performance and ultimately results in greater productivity (Hameed et al., 2022). The work environment is influenced by various factors, including supervisor support, interpersonal relationships with colleagues, job security and safety, working hours, and expected recognition (Raziq & Maulabakhsh, 2015). Safety is one of the most critical aspects

of the work environment, which must be rigorously enforced to provide employees with a pleasant atmosphere and adaptable schedules. Jain and Kaur (2014) posit that the work environment comprises three distinct components: physical, social, and mental. Efficiency of the organisation that considers employee welfare. Organisations will strive to establish a pleasurable work environment for their personnel to enhance task concentration and productivity.

The work environment has a direct influence on job performance. The office environment is widely recognised as a key determinant of employee satisfaction. The majority of employees allocate a significant portion of their time to their professional duties, and it is well-acknowledged that the work environment has a comprehensive influence on their overall job performance (Wang et al., 2022). The attainment of favourable work outcomes is likely facilitated by employees who experience satisfaction with their work environment. Prior research has shown the significant influence of the work setting on the productivity of employees (Awada et al., 2022). The motivation and performance of employees are significantly impacted by the stability of the workplace (Budiharso & Tarman, 2020). Employees place a high level of importance on a work environment that is characterised by support and care. Creating a working environment that fosters a sense of inclusivity and acceptance does not necessarily need a substantial financial investment or cost. However, it does necessitate a significant commitment of time and thoughtful consideration from senior management. Raziq and Maulabakhsh (2015) have observed a significant positive link between work performance and the presence of safe working circumstances, as supported by empirical evidence.

Furthermore, Heidarimoghadam et al. (2020) showed that the presence of a conducive physical office environment has a favourable impact on several aspects of employee well-being and organisational outcomes. Specifically, it enhances perceived productivity, diminishes absenteeism, fosters job satisfaction, mitigates turnover rates, and cultivates both job satisfaction and organisational loyalty. Chafi et al. (2020) propose that the physical workstation plays a crucial role in fostering innovation and creativity among workers. In addition, Zakarani and Noor (2021) conducted research with the aim of examining the impact of the working environment, including the physical environment, supervisor assistance, and performance feedback, on employee performance at the Sepang Police District Headquarters. The present research used a cross-sectional online survey methodology to collect data from a sample size of 100 participants. The study's findings suggest a substantial relationship between the physical environment, supervisor assistance, performance feedback, and workers' performance.



According to Stalmasekova (2017), individuals who are employed in a favourable and well-organized work environment exhibit confidence in their job performance. They perceive their workload as reasonable without exceeding the necessary expectations. Moreover, they are able to maintain a healthy work-life balance, ensuring that their personal and familial commitments are not compromised while striving to meet their professional objectives. The individuals have a strong emotional attachment to their job, which is marked by a sense of optimism and enthusiasm. They experience a heightened sense of well-being and a favourable atmosphere when performing tasks. These people have a commendable ability to maintain a harmonious equilibrium between their professional and personal lives. Moreover, they possess a sense of

gratitude and demonstrate a strong alignment between their skills and the demands of their job (Shammout, 2022).

For CID officers to do their jobs well, they need access to sufficient resources, including funds, tools, and manpower. Investigations might be hampered by a lack of resources, leading to dissatisfaction and a drop in productivity. Furthermore, officers' relationships with and support from coworkers may significantly influence their efficiency and effectiveness on the job. Officers' morale and their ability to handle the stresses of the job might benefit from strong collaboration and peer support. Based on the above findings, this study was conducted to investigate the relationship between the working environment and employee job performance among police officers.

2.6 Relationship between Role Conflict and Job Performance

A role conflict can be described as a discrepancy or incompatibility between the responsibilities and expectations of an employee's position, including those of supervisors, colleagues, and organisations, and the demands and expectations of the employee's job (Lazim et al., 2017). Employees may encounter role conflict when they are assigned a variety of duties that are in direct opposition to one another. Role conflict arises when an individual or employee must execute duties associated with multiple positions within the organisation (Gyamfi, 2014). Alternatively, it can arise when an individual is required to assume two distinct roles that oppose each other (Moaz et al., 2016). Khuong & Yen (2016) and Devi & Rani (2016) propose that role conflict contributes to job-related stress.

Role conflict may harm employee productivity, leading to increased stress, unhappiness, and psychological retreat from the workgroup among workers (Alias et al, 2019). The study conducted by Rizwan et al. (2014) examined the correlation between role conflict and job stress among 150 bank employees. The result concluded that there exists a statistically significant and positive association between role conflict and job stress. In addition, research was undertaken by Qureshi et al. (2019) to examine the influence of several work stressors, including role overload, role underload, repetitiveness, role ambiguity, fear of victimization, and role conflict, on job participation and performance. The data used in this research was collected from a sample of 827 police officers based in India. The study's results suggest that many stresses, except for the fear of victimisation, were shown to have a detrimental impact on work participation. Police officers may encounter situations when they receive contradictory instructions or commands from many superiors, leading to a state of uncertainty about the appropriate course of action. Consequently, this may contribute to heightened psychological stress experienced in the workplace (Lambert et al., 2016). According to Qureshi et al. (2019), the presence of role conflict in a job might exacerbate its difficulty, resulting in decreased job performance and effectiveness, as well as heightened work frustration. Ultimately, it is probable that the psychological burden will intensify, leading to a diminished attachment to the occupation.

Furthermore, a study was undertaken by Kamarudin et al. (2018) to ascertain the correlation between job stress and role conflict in the context of police work. The data for the research was gathered via a questionnaire from a sample of 280 police officers representing multiple contingents. According to the findings, police officers experienced work-related ambiguity and role conflict, contributing to job stress. In addition, Alias et al. (2019) investigate what factors lead to stress in the workplace. A

self-administered questionnaire was used to collect data from 113 total employees. The study found that role conflict is the leading cause of workplace stress, and it recommended that businesses give workers a thorough rundown of their functions within the company as well as its policies, rules, and expectations so that they can better focus their efforts on achieving the company's goals.

A reduction in personal commitment to the organisation may result from role conflict. Certain duties within the workforce may cause confusion among employees, or individuals may receive imprecise instructions and guidelines regarding their specific responsibilities. Role conflict is the most common consequence when individuals are required to complete a difficult task or when certain job descriptions and expectations are not made explicit. Within the police organisation, officer performance is significantly impaired by role conflict on the team. One of the most exhausting occupations in the world is law enforcement. Occupational tension is frequently perceived as an inherent aspect of the police profession. Job stress is identified when a police officer encounters role conflict that manifests in multiple domains, as they bear the responsibility of fulfilling multiple roles that entail distinct expectations (Kara, 2015). Excess stress will lead to poor job performance. Based on the above findings, this study was conducted to investigate the relationship between role conflict and employee job performance among police officers.

The concept of management style often refers to the leadership style that pertains to the approach or mode by which a manager or leader supervises, guides, and engages with their team or organisation to accomplish particular goals and objectives. According to Tanjunga et al. (2020), leadership refers to the actions undertaken by an

individual to exert influence, motivation, guidance, direction, and inspiration onto others, hence fostering their commitment and self-assurance in order to collectively attain a shared objective by using their full capabilities. The managerial style of an individual involves observable patterns of behaviour, attitudes, and approaches to decision-making, communication, and the execution of various management responsibilities (Agarwal, 2020). Managers or leaders may significantly impact the work happiness of employees. The ability to foster cooperation, guide and encourage subordinates' passion for work, and generate positive motivation that leads to maximum intentions and effort (performance) is essential for every organization's manager (Saffrudin & Nohong, 2023).

2.7 Management style and Job performance

The level of concern a supervisor shows towards their subordinates' well-being and contributions is a significant factor in determining job satisfaction. Leaders without good leadership skills are unlikely to achieve success and, therefore, are unable to guide their followers successfully. It is strongly recommended that organisations possess leaders who possess the appropriate qualities to enhance efficiency and production inside the organisation (Mussolino & Calabrò, 2014). People get together at this organisation to work towards a shared objective. Organisational structure inherently requires a hierarchical arrangement comprising superiors and subordinates. Therefore, having access to capable individuals who can serve as both leaders and followers is crucial. Because effective leadership focuses the efforts of all employees on accomplishing organisational objectives, it plays a crucial role in boosting employee performance. To foster strong morale, which is encouragement, and so move and direct the energy of the people they lead to reach a specified objective,

leaders in organisations using an applied leadership style must be able to focus entirely on those they lead (Sari et al., 2021). One could argue that leadership significantly influences the achievement of an organization's objectives in its diverse undertakings, with particular emphasis on employee performance (Pattipeilohy, 2020).

According to Cho and Kao (2022), great leaders use public events and frequent discussions to effectively communicate the department's vision and emphasise the significance of accomplishing objectives allocated by the organisation. Simultaneously, great leaders also cultivate a sense of inspiration among their colleagues, fostering enthusiasm, vitality, and a strong work ethic (Boccoli et al., 2023; Hidayat et al., 2023). Consequently, the organisational objective is collectively attained by the personnel. According to Khan (2021), there is a positive correlation between workers' confidence in achieving their team's vision and their job performance. Additionally, this confidence is associated with a reduction in work-related stress experienced by employees. Hence, when managers exhibit effective leadership behaviours, such as promoting the principles of self-actualization and subsequently establishing objectives for self-management, they may facilitate the fulfilment of subordinates' capabilities.

Parveen and Adeinat (2018) found that workers who were under the supervision of managers who exhibited a more transformational leadership style tended to report lower levels of work-related stress. Consequently, this research postulated that the reduction of workers' job stress may be achieved by the presence of a good management style shown by their manager, as well as the manager's genuine concern for their well-being. Based on the above findings, this study investigated the

relationship between management style and employee job performance among police officers.

2.8 Occupational Stress Law and Policy in Malaysia

The importance of a healthy workplace cannot be overstated. The workplace should be conducive to everyone's ability to do their jobs well. Both employers and employees have a responsibility to perform their duties in a professional manner and to maximise output. Therefore, the employees will be able to contribute to the success of the company. In addition, the workplace should promote mental and behavioural health. In Malaysia, there is laws and policies may play a significant role in addressing occupational stress and mental health in the workplace (Mallow, 2016). In the context of Malaysia, the Occupational Safety and Health Act of 1994 (OSHA, 1994) has significant relevance in addressing issues pertaining to occupational stress and mental health. The Occupational Safety and Health Administration (OSHA) of 1994 may be traced back to the principles outlined in Roben's Report and the Health and Safety at Work Act of 1974 in the United Kingdom. These legislative frameworks, characterised by a reflexive approach, were less rigid in their requirements and placed significant emphasis on the responsibilities of individuals to exercise care. (Leman & Radzaz, 2020). Despite the success of the Occupational Safety and Health Act of 1994 (OSHA, 1994) in safeguarding the well-being of workers, it is said that the legislation primarily emphasizes the physical safety and health of employees, neglecting to address the issue of occupational stress (Mohamed et al., 2018). This can be seen when OSHA 1994 imposed an obligation on employers to ensure that the workplace should be free from any hazardous risk to workers' health, to provide the necessary equipment and

clothing at the workplace, and to provide necessary information, instruction, and training. The Workplace Safety and Health Act of 1994 (OSHA, 1994) does not include specific rules that require employers to address concerns related to depression or anxiety in the context of their employees' job responsibilities and work environment, despite the recognition that these mental health conditions may arise as a result of workplace stress (Azmi, et al., 2021).

Furthermore, there is currently no official policy in Malaysia regarding the mental health of the workforce. The Ministry of Health (MOH) in 1998 produced a comprehensive strategy on mental health called the National Mental Health Strategy (Midin et al., 2018). In 2012, the policy was revised. In a nutshell, the goals of this mental health strategy are to give thorough solutions and recommendations for dealing with mental health problems. Promoting mental health, preventing mental illnesses, treating persons with mental disorders, and rehabilitating those whose lives have been affected by mental illness are all aspects of mental health. This new policy addresses a variety of mental health-related concerns, including service accessibility and equity, continuity and integration, cross-sector collaboration, community involvement, human resources and training, standards and monitoring, research and legislative reviews (Azmi et al., 2021). However, it is argued that Malaysia's approach to mental health policy has to be examined more closely. This is in response to the rising prevalence of mental health problems, as evidenced by a 2017 survey by the Ministry of Health that found 18,336 people were experiencing depression at varying degrees based on health screenings of 273,203 individuals (Abas & Sukaimi, 2018; Azmi et al., 2021).

2.9 Underpinning Theory

The foundation of this thesis is based on the Job Demand-Resources (JD-R) model. Bakker and Demerouti (2007) posit that the Job Demand Resource (JD-R) model elucidates those police personnel, despite their occupation's inherent demands, may mitigate stress levels via the provision of organisational resources. The Job Demands-Resources (JD-R) Model is a widely recognised theoretical framework frequently employed in the fields of occupational and organisational psychology to comprehend the influence of diverse factors, such as work-related stressors and job resources, on the well-being and job performance of employees (Tummers & Bakker, 2021). The inclusion of a robust theoretical framework in this research is essential, as it allows for a comprehensive examination of the impact of work-family conflict, working environment, role conflict, and management style on job performance among CID officers at IPD Kuala Kangsar. Job demands are those elements of the job that necessitate continuous effort and, as such, entail physiological and psychological benefits (Bakker & Demerouti, 2017). Work-family conflict, role conflict, and elements of the work environment may be categorised as job demands in this study. These are labour-intensive facets of the occupation that entail specific expenses, including heightened anxiety, diminished welfare, and possible adverse impacts on job efficacy. Conversely, job resources pertain to elements of the position that facilitate the attainment of work-related objectives, mitigate job demands and the corresponding expenses, and foster individual advancement and progress (Demerouti et al., 2001). For this research, management style is a crucial job resource. Positive and empowering management has the potential to enhance employee motivation, well-being, and ultimately, job performance.

The presence of job demands may contribute to a process of health impairment, whereby individuals have negative health outcomes. Specifically, when individuals face high job demands, such as experiencing significant role conflicts, they are subjected to persistent stress, ultimately resulting in burnout. On the contrary, the presence of Job resources initiates a motivational process wherein individuals with ample job resources experience heightened motivation, leading to enhanced work engagement. job engagement refers to the psychological condition in which individuals experience high levels of energy, enthusiasm, and deep absorption in their jobs (Bakker & Demerouti, 2017). Therefore, this study aims to investigate the impact of job demands, including work-family conflict, role conflict, and working environment, as well as job resources, namely management style, on the well-being and job performance of CID officers at IPD Kuala Kangsar. The use of the JD-R Model in this context offers a systematic and theoretical framework for comprehending the interconnections between the factors.

2.10 Summary

This chapter defines and explains the concepts of job performance, occupational stress, and stress factors, as well as the effects of stress on job performance, all of which are backed up by empirical data from a study of the relevant literature. Factors that contribute to stress on the job for police officers have been identified and addressed, and the link between the dependent and independent variables has been adequately stated. Methods for putting these theories to the test will be outlined in the next section.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter thoroughly discusses the research design used in this investigation. The chapter concludes with a detailed description of the methodology used to collect and analyse the data, including the study's conceptual framework, hypothesis development, study design, population classification, sample size and sampling techniques, data collection, instrument preparation, instrument verification, and data analysis techniques.

3.1 Research Conceptual Framework

This research aims to examine the correlation between occupational stress variables and job performance within the Royal Malaysian Police, specifically focusing on the CID. In the context of police employment, many factors have been identified as potential stressors that might significantly impact job performance. These factors include work-family conflict, working environment, role conflict, and management style. The theoretical foundation guiding the proposed data gathering and analysis is derived from the Job Demand Resource model. Job demands include several factors that might exert pressure on individuals inside the workplace. These factors include role conflict, work-family conflict, and the working environment. The concept of management style is categorized under the domain of job resources. The study's research framework is shown in Figure 3.1.

Independent Variables

Dependent Variables

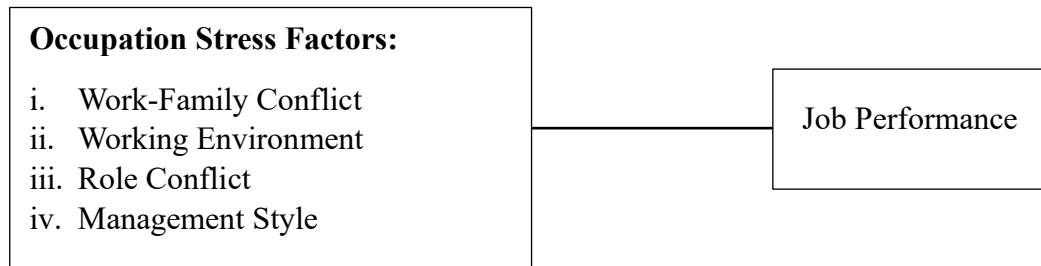


Figure 3.1

Conceptual Framework

3.2 Research Framework

Newman and Gough (2020) state that a research framework is a plan or set of procedures meant to direct the investigation. A well-structured research report is an essential tool for researchers as it facilitates the identification of research issues, data collection, analysis, and final compilation of material. This document serves as a guide that details the whole research process, beginning with formulating research questions and ending with writing the report. The research framework is shown in the figure below:



Figure 3.2

Research Framework

3.3 Hypothesis Development

Testing hypotheses about the relationships between variables is the foundation of research. According to Newman and Gough (2020), a research hypothesis is the first step in determining whether two variables are significantly related. One way to find out is to use hypothesis testing to see whether the hypothesised link holds validity. All of the independent variables that have an effect on the dependent variable may be measured with the use of the study's hypothesis. The dependent variable in this research is job performance, whereas the independent factors include work-family conflict, working environment, role conflict and management style. The next section will use the findings from the literature review to describe the interconnected parts of this research.

3.3.1 Work-Family Conflict and Job Performance

Prior research has investigated the relationship between work-family conflict and job performance (Lie et al., 2022; Benjamin & Samson, 2014; Zainal et al., 2019). The studies revealed that work-family conflict has a negative impact on job performance. However, a lack of empirical research has been conducted to investigate the impact of work-family conflict on law enforcement personnel's job performance. Being a law enforcement officer often means dealing with unpredictable schedules, long hours, intense stress, and sometimes horrific experiences. These circumstances may profoundly affect officers' personal life and their capacity to juggle work and family responsibilities. These situations can potentially lead to errors, oversights of critical particulars, or blunders that undermine their investigative endeavours. Therefore, this

research aims to examine the correlation between work-family conflict and the job performance of police officers. The first hypothesis was developed.

H1: There is a negative relationship between work-family conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.

3.3.2 Working Environment and Job Performance

Prior research has investigated the relationship between working environment and job performance (Wang et al., 2022; Heidarimoghadam et al. 2020; Zakarani & Noor 2021). The studies revealed that the working environment positively impacts job performance. A police officer's work environment includes not just the physical location (such as a police station or patrol area), but also the organisational culture, the availability of equipment, training, and support systems. Productivity is positively impacted by a conducive work environment for police officers. Officers are more likely to execute their responsibilities more efficiently when they perceive institutional support, adequate resources, effective training, and regard. Productivity can be enhanced through improved concentration, decision-making skills, collaboration, and overall job engagement, all of which are fostered by a positive environment. Therefore, this research aims to examine the correlation between the working environment and the job performance of police officers. The second hypothesis was developed.

H2: There is a positive relationship between the working environment and job performance among Police officers at the CID of IPD Kuala Kangsar.

3.3.3 Role Conflict and Job Performance

Prior research has investigated the relationship between role conflict and job performance (Qureshi et al., 2019; Alias et al, 2019; Kamarudin et al., 2018). The studies revealed that role conflict negatively impacts job performance. When police officers face competing demands and expectations from various parts of their employment, this is known as role conflict. Problems may surface, for example, when juggling community participation with their law enforcement responsibilities, responding to emergencies while still doing administrative work, or following departmental regulations amid complicated, real-time events. The presence of conflicting demands or expectations can induce stress, and challenge for officers in their ability to prioritise tasks. Ultimately, this may hinder their ability to respond suitably to circumstances, execute tasks promptly and efficiently, and sustain exceptional performance. Therefore, this research aims to examine the correlation between role conflict and the job performance of police officers. The third hypothesis was developed.

H3: There is a negative relationship between role conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.

3.3.4 Management Style and Job Performance

Prior research has investigated the relationship between management style and job performance (Parveen & Adeinat, 2018; Pattipeilohy, 2020; Cho & Kao, 2022). The studies revealed that management style positively impacts job performance. The work performance of police officers may be significantly influenced by the management style employed within the police department. For example, an influential and

transformative leadership approach that prioritises mentoring, transparent communication, and empowerment might potentially bolster officers' morale, motivation, and engagement. On the other hand, using an authoritarian or inflexible management approach may result in diminished levels of work satisfaction, lowered morale, and a decline in officers' commitment. Therefore, this research aims to examine the correlation between management style and the job performance of police officers. The fourth hypothesis was developed.

H4: There is a positive relationship between management style and job performance among Police officers at the CID of IPD Kuala Kangsar.



3.3.5 Summary of Hypothesis

Based on the prior studies and the above conceptual framework, the below hypothesis has been developed.

Table 3.1

Summary of Hypothesis Development

Hypothesis	Description
H1	There is a negative relationship between work-family conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.
H2	There is a positive relationship between the working environment and job performance among Police officers at the CID of IPD Kuala Kangsar.
H3	There is a negative relationship between role conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.
H4	There is a positive relationship between management style and job performance among Police officers at the CID of IPD Kuala Kangsar.

3.4 Research Design

The research design refers to the preliminary blueprint outlining the systematic arrangement of various components inside a study, aiming to establish coherence and facilitate the resolution of the research topic. Additionally, it functions as a manual for the process of gathering, quantifying, and evaluating data (De Vaus, 2001). Moreover,

Zikmund (2010) provided a definition of research design as a systematic approach used to determine the methodology and procedures used in a study. The primary aim of this study is to investigate the association between occupational stress factors and work performance in the Royal Malaysian Police, with a special emphasis on the CID. Hence, this research uses a quantitative methodology, whereby data collection is focused on the variables under investigation. The use of Likert scale questions is a suitable method for effectively representing respondents' responses in quantitative data collecting (Zikmund, 2010).

The present research used a descriptive study approach. An explanation of the relationship between the independent and dependent variables is what descriptive research is all about (Mahmoud et al., 2018). Previous research has shown that quantitative techniques are useful for such descriptive purposes. According to Sekaran (2000), there are two main kinds of descriptive research designs: cross-sectional and longitudinal. Cross-sectional studies gather data at one time. At regular intervals (e.g., monthly for several months), longitudinal studies survey individuals twice. According to Sekaran (2000), cross-sectional studies are best for these analyses since respondents only fill out questionnaires once. Nobody will need to repeat the survey.

3.5 Operational Definition

3.5.1 Job Performance

Job performance refers to an assessment of an individual's effectiveness and productivity in carrying out their assigned tasks and responsibilities within a

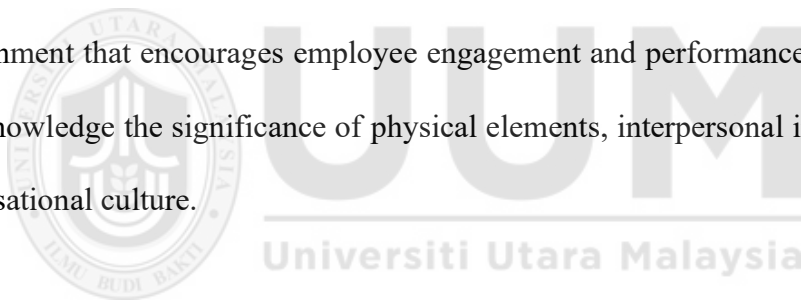
professional setting. Therefore, the assessment of work performance serves as a means to examine and assess the extent to which employees' conduct and output are consistent with the objectives of the organisation (Arujunan, et al., 2021). The presence of employees who exhibit a high degree of work performance is crucial in guaranteeing the overall success of an organisation. This study aims to investigate the effects of several aspects of occupational stress, including work-family conflict, working environment, role conflict, and management style, on job performance among police officers. Comprehending these linkages may assist organisations in identifying potential sources of stress among officers, formulating methods to alleviate stresses, and establishing a work climate that promotes enhanced job performance.

3.5.2 Work-Family Conflict

This study adopted the concept of work-family conflict as proposed by Zainal et al. (2021). Work-family conflict occurs when there is a clash between the expectations associated with one domain (either work or family) and the demands that originate from another domain (either family or work). Work and family are considered to be two fundamental aspects of an individual's existence. Including this particular concept in the research facilitates a more detailed comprehension of the obstacles people encounter in their endeavour to maintain a harmonious equilibrium between their professional obligations and familial duties. This aids in the identification of distinct conflicts that develop when there is a collision between role expectations within various domains. Consequently, it offers a more precise framework for analysing the consequences of work-family conflict on overall job performance.

3.5.3 Working Environment

"Working Conditions" refers to all factors influencing how a person feels about their job. Nikam and Shaikh (2016) put an emphasis on the physical site and environment in which work is carried out. The infrastructure, layout, cleanliness, lighting, temperature, and general aesthetics of the workplace are all part of this. According to Oweke et al. (2014), a broader range of elements contribute to workers' perceptions of their work environment. These include facilities, physical surroundings, noise level, safety, colleague relationships, working hours, shifts, and office politics. In order to comprehend and enhance working circumstances, it is necessary to attend to these many aspects. A pleasant workplace positively impacts job happiness, mental health, productivity, and retention. In order to create a friendly and encouraging work environment that encourages employee engagement and performance, it is important to acknowledge the significance of physical elements, interpersonal interactions, and organisational culture.

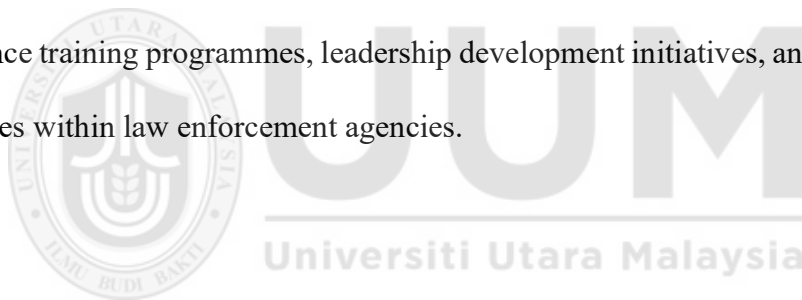


3.5.4 Role Conflict

"Role Conflict" refers to situations where an individual must perform two distinct but conflicting functions (Moaz, et al, 2016). Role conflict is a source of stress in the workplace (Khuong & Yen, 2016). In addition to affecting productivity, tension, discontent, and psychological retreat from the workgroup, role conflict is a known stressor for workers. Role conflict within the framework of law enforcement may manifest when officers encounter conflicting demands or expectations in the execution of their tasks. Therefore, in this research, how conflict among police officers could impact job performance has been examined.

3.5.5 Management Style

According to Agarwal (2020), the concept of managerial style refers to obvious trends in decision-making, communication, behaviour, and overall management strategies. In order to cultivate a robust sense of morale and effectively channel the efforts of their subordinates towards a predetermined goal, leaders or managers within companies that use an applied leadership approach must possess the capacity to concentrate wholeheartedly on their followers (Sari et al., 2021). This study examines the correlation between management style and work performance within the context of CID police officers. The study result aims to enhance comprehension of the most efficient leadership approaches for investigative teams by analysing the effects of various managerial styles on job performance within CID units. It can potentially influence training programmes, leadership development initiatives, and organisational practises within law enforcement agencies.



3.6 Instrument Development

Research instruments are considered to be a suitable approach for the collection of data and information. There are several methods for data collection, including observation, administration of questionnaires, and use of focus groups. Questionnaires are widely used in data collection due to their cost-effectiveness and capacity to accommodate many respondents (Zikmund, 2000). Hence, the data collection in this study is conducted using the questionnaire approach. A survey was administered to ascertain the correlation between occupational stress variables and job performance.

The design of the questionnaire will consist of 3 sections. Part A of the study is dedicated to collecting demographic information via nominal data. Part B refers to the dependent variable (DV) of job performance. Section C consists of questions for independent variables (IV): work-family conflict, working environment, role conflict and management style. Overall, this study questionnaire has five parts and a total of 42 questions. Section A, which pertains to demographics, includes six items. Demographic section, the researcher gathered data for respondent gender, age group, marital status, education level, position and employment period.

3.6.1 Job Performance

Part B consists of a total of 10 items, all of which pertain to the dependent variable, namely work performance. The present selection of instruments has been adopted from the research conducted by Marianto (2021). This part comprises a total of ten items presented in the form of a survey, outlined as follows:

Table 3.2*Questionnaire Item for Job Performance*

Dependent Variable	Items
Job Performance	1. I adhere to the relevant Standard Operating Procedure in my job. 2. I always complete my duties without making mistakes. 3. I am pleased to complete my duties on time. 4. I will not procrastinate in doing my duties. 5. Working effectively has become my habit. 6. Completing tasks quickly and precisely has become my characteristic. 7. Each officer has their respective duties. 8. I rarely ask my colleagues for help to complete my duties. 9. I will do any duty assigned by my superior. 10. I will not be picky about duties.

3.6.2 Occupational Stress Variables

Part C consists of a total of 33 items, all of which pertain to the independent variables namely, work-family conflict, working environment, role conflict and management style. The present selection of instruments has been adopted from the prior as outlined as follows:

Table 3.3*Questionnaire Item for Occupation Stress Variables*

Occupational Stress Variables	Items	Source
Work-Family Conflict	1. The demands of my work interfere with my family life. 2. The amount of time my job takes up makes it difficult to fulfil family responsibilities. 3. My job produces strain that makes it difficult to fulfil family duties. 4. Due to work-related duties, I have to make changes to my plans for family activities. 5. The demands of my family or spouse interfere with work-related activities. 6. My family life interferes with my responsibilities at work (such as getting to work on time, accomplishing daily tasks, and working overtime).	Karakaş & Tezcan (2019)
Working Environment	1. I have a comfortable workspace. 2. I have adequate work tools to perform my daily duties. 3. I am happy with my workplace. 4. My coworkers support my work. 5. My superior always helps when there are work problems. 6. I received clear job details.	Suryani et al., (2022)

Role conflict	1. I work with a group of people who expect many different related things from me. 2. I work with a group of people who expect many different unrelated things from me 3. I often perform tasks that are too boring. 4. I often receive assignments without the adequate resources and materials to complete them (e.g. staff, money, etc.), 5. I sometimes have to break rule or policy in order to carry out an assignment. 6. I have to do things that should be done differently. 7. In general, I perform work that does not suit my values. 8. I receive too much pressure from too many people. 9. Feeling to have to do things which you think are unethical. 10. There was more than one-time sudden unplanned change. 11. I have incompatible requests from different people 12. I do not have a detailed written description of my job.	El-Shikeri and Musa, (2011)
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Management Style	1. My superior does a good job of negotiating clear objectives. 2. My superior is good at encouraging teamwork. 3. My superior provides the right information for me to do my job properly. 4. My superior does an effective job in keeping me informed about matters affecting me. 5. Personal development is encouraged by my superior. 6. My superior does not hold back information on things I should know about. 7. My superior is usually receptive to suggestions for change. 8. In my division/dept the superior is very interested in listening to what I have to say. 9. In my division/dept there is enough opportunity to let superior know how I feel about things that affect me.	Dick, (2010)
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3.7 Pilot Study

The questionnaire has undergone a pilot study to assess its reliability prior to collecting the real data. Pilot studies, as described by Ng (2020), typically include a sample size of 10 to 30 participants who are separate from those involved in the main study. This perspective is also endorsed by Kumar (2014), who said that a sample size of 30

respondents is suitable for pilot studies in research with large populations. In this preliminary research, we carefully chose a sample of 30 participants who met certain requirements to complete the questionnaire. The pilot study respondents are from commercial crime investigation police officers at IPD Kuala Kangsar. A department that has same job functions and number of officers.

According to Sekaran (2003), the reliability of a measurement tool indicates its degree of independence from bias (error), which subsequently ensures consistent measurements across all components of the instrument and over time. Furthermore, Cronbach's Alpha was implemented to assess the data's consistency. Data are considered more reliable and consistent when Cronbach's Alpha approaches 1 (Sekaran, 2003). The values ranging from 0.70 to 0.80 were deemed favourable or acceptable. Fairness was attributed to values ranging from 0.6 to 0.7, whereas values below 0.6 indicated inadequate reliability and consistency.

After analysing this data using Statistical Software for Social Sciences (SPSS) Version 27, the Cronbach's Alpha values are recorded in Table 3.4 below. This validates the degree of dependability of the preceding questionnaire used in actual research. According to Table 3.4, the alpha coefficient values indicate that all the questions in this questionnaire are highly trustworthy and appropriate for usage. The obtained reliability values range from 0.722 to 0.831.

Table 3.4*Pilot study Reliability Test Findings*

Variables	N	Item	Cronbach Alpha
Job Performance	30	10	0.831
Work-Family Conflict	30	6	0.746
Working Environment	30	6	0.734
Role Conflict	30	12	0.722
Management Style	30	9	0.773

3.8 Population and Sample**3.8.1 Population**

A population may be defined as a group of diverse persons or entities that satisfy a certain set of requirements. The term "population" describes the total number of persons or cases included in research (Etikan et al., 2016). This research encompasses the population of police officers employed within the CID of IPD Kuala Kangsar. The division comprises 125 personnel, including 2 Assistant Police Superintendents (ASPs), 15 Inspectors, and 108 officers of lower rank.

Table 3.5*Total Number of police officers in the CID division*

Ranking	Total Police Officer
Assistant Police Superintendents (ASPs)	2
Inspectors	15
Lower Rank Officers	108
Total	125

3.8.2 Sample and Sampling Technique

Based on the sample size calculation proposed by Krejcie and Morgan (1970), 95 respondents are required to assess the validity of the present research. The sample size was determined using the table provided by Krejcie and Morgan (1970). In this research, a probability-based sampling strategy was used. The random sampling method was used to pick the sample for the present research study. This methodology guarantees that every unit or topic is given an equitable opportunity to be chosen as a response.

Table 3.6*Krejcie and Morgan Table (1970)*

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, 1970)

3.9 Data Collection Procedures

The study focused on police officers working within the CID at IPD Kuala Kangsar.

The researcher gathered data for analysis from both primary and secondary sources for this study. Primary data consists of all information collected directly by the researcher for the purpose of the study regarding the variables. For the collection of primary data, an online questionnaire (*Google form*) was utilised throughout the duration of this investigation. The digital survey will be disseminated via email and social media platforms, including Telegram and WhatsApp. Each police officer who participated in the survey was allocated a time frame of one week to complete the

questionnaire. The participants were granted the guarantee that any data they contributed would be treated with the utmost confidentiality and utilised solely for the research's objectives. Since their identity is not requested in any section of the questionnaire, they are not required to provide any form of identification.

3.10 Data Analysis Method

The primary analytical tool used to analyse the quantitative data obtained was SPSS software version 27. The use of SPSS in the process of data analysis helps researchers in the systematic arrangement and examination of data. The SPSS program is also useful in identifying suitable statistical methods for testing the hypothesis. This study conducted five kinds of analysis: descriptive analysis, reliability analysis, normality test, correlation and regression analysis.

3.10.1 Descriptive Analysis

The demographic analysis of the respondents will detail the characteristics of the respondents, including gender, age, education level, and years of work experience. In addition, descriptive statistics like frequency, mean, and standard deviation are analysed in this research. Descriptive statistics provide an account of the information. Coakes and Steed (2007) state that the frequency distribution will reveal how often each score occurs. The standard deviation indicates how much the heights vary from the mean, whereas the mean indicates the average height.

3.10.2 Normality Test

This research used skewness and kurtosis as measures to assess the features of normality. The size, skewness, and kurtosis of the data should ideally have values that are in close proximity to zero. There is little significance in the absence of a difference, provided that the measurements do not far exceed their standard errors. According to Ghasemi and Zahediasl (2012), data may be classified as normal when the values of skewness and kurtosis statistics fall between the range of -1.96 to +1.96.

3.10.3 Correlation Analysis

Pearson's correlation analysis is used to assess the degree of association, both positive and negative, between a dependent variable and an independent variable, by examining the strength of their connection. This research will apply Pearson's correlation analysis to ascertain the presence of a statistically significant association between the occupational stress variables (work-family conflict, working environment, role conflict and management style) and job performance. The proposed scale model, as described by Davies (1971), serves to depict the association between the independent variable and the dependent variable. The model is presented as follows:

Table 3.7

Interpretation of Strength of Correlation

Correlation value, r	Strength of Relationship
0.7 Above	Very strong
0.50 to 0.69	Strong
0.30 to 0.49	Moderate
0.10 to 0.29	Low/ weak

3.11 Summary

This chapter discusses the methodology used by the researcher to conduct the study. The study framework explains the interplay among the independent and dependent factors. Furthermore, this chapter provides an in-depth examination of the study's research design and a comprehensive overview of the data collection procedure. This includes a detailed discussion of the participants involved, the specific measures or questionnaires utilised, and the systematic approach adopted for data analysis. The subsequent chapter will focus on the outcomes derived from the analysis.



CHAPTER 4

RESULTS AND FINDINGS

4.0 Introduction

This chapter discusses the findings of the study collected through a questionnaire. Response rates, respondent demographics, descriptive analysis and reliability of each variable are also presented in this section. In addition, Pearson's correlation analysis was used to test the hypothesis of this study.

4.1 Response Rate

This research encompasses the population of police officers employed within the CID of IPD Kuala Kangsar. The division comprises 125 personnel, including 2 Assistant Police Superintendents (ASPs), 15 Inspectors, and 108 officers of lower rank. According to the sample size calculation proposed by Krejcie and Morgan (1970), it is estimated that about 95 samples are necessary to determine the validity of this research.

In this research, 100 questionnaires were distributed to all police officers employed within the CID of IPD Kuala Kangsar. After 2 weeks, the researcher managed to collect the total 100 completed forms from the participants. Therefore, the statistics revealed a response rate of 100% from the participants. Overall, the study attained a notably satisfactory response rate, thereby establishing more confidence regarding the integrity of the acquired data. The results of this research can be regarded as a more precise representation of the perspectives and perceptions of the target population due

to the considerable level of participation. A summary of the response rate in this study is shown in Table 4.1 below.

Table 4.1
Summary of Response Rate

Description	Total	Percentage (%)
Distributed Questionnaires	100	100
Collected Questionnaires	100	100

4.2 Reliability Test

This section examines the reliability of the questionnaire employed in the study. The questionnaire items were subjected to verification using the SPSS version 27 reliability test. Sekaran and Bougie (2010) state that a reliability coefficient value approaching 1.0 signifies greater reliability, while values exceeding 0.80 are considered exceptionally excellent. Generally, a value of 0.70 is considered acceptable, whereas anything below 0.60 is considered inadequate (Sekaran & Bougie, 2010).

The researcher utilised the alpha coefficient to assess the internal consistency of the items being measured in this analysis. The results of coefficient alpha testing for each variable are provided in Table 4.2. This research demonstrated greater reliability, as it complied with the predetermined criteria for independent and dependent variables as previously specified.

Table 4.2*Reliability Test Findings*

Variables	N	Item	Cronbach Alpha
Job Performance	100	10	0.965
Work-Family Conflict	100	6	0.941
Working Environment	100	6	0.957
Role Conflict	100	12	0.951
Management Style	100	9	0.977

Based on the analysis of Table 4.2, it was determined that the variables in the study, namely job performance, work-family conflict, working environment, role conflict, and management style, exhibited high internal consistency as indicated by their respective alpha coefficient scores of 0.965, 0.941, 0.957, 0.951, and 0.977. This demonstrates a high degree of consistency across all variables, as stated. Based on the acquired findings, it can be concluded that all the constructs assessed in this research exceeded the established reliability requirements, thus demonstrating a remarkable level of reliability. This finding instils confidence in the reliability and validity of the data gathered for the present investigation.

4.3 Normality Test

The skewness and kurtosis tests were made to evaluate the suitability of the data distribution in the present study. Skewness provides insight into the extent to which the distribution curve deviates from the data's mean, while kurtosis quantifies the

verticality of the curve. According to Newman and Gough (2020), it is emphasised that the range of -1.96 to +1.96 is widely considered the threshold for both skewness and kurtosis to indicate a normal distribution. Typically, findings are evaluated using a significance of 0.05. If the result deviates from -2.58 to +2.58, it is customary to do the analysis at a significance level of 0.01. Table 4.3 presents the skewness and kurtosis values associated with the dataset used in this study.

Table 4.3
Normality Test Findings

Variables	N	Skewness	Kurtosis	Distribution
Job Performance	100	-1.644	1.001	Normal
Work-Family Conflict	100	1.222	-.095	Normal
Working Environment	100	-1.551	.697	Normal
Role Conflict	100	.981	-.614	Normal
Management Style	100	-1.527	.571	Normal

Based on the data shown in Table 4.3, it can be seen that the skewness and kurtosis values of all variables fall within the range of -1.96 to +1.96. The results indicate that the data collected from this study have a normal distribution.

4.4 Demographic Analysis

The demographic profile of the respondents of this study from information such as gender, age, marital status, education level and employment period. A demographic profile is considered an important factor in obtaining more accurate details about the

characteristics of the population involved in a survey. The total number of respondents for this study was 100.

First, the data is subjected to gender-based analysis. Male respondents recorded the majority of participation in this study, 70 (70%), whereas female respondents were 30 (30%). In terms of age distribution, it is notable that around 49 respondents, accounting for 49% of the total sample, are within the age range of 40 to 49 years old. This particular age group is the largest segment of respondents in the study. The group of respondents aged 49 years and above, which constituted 29% of the total respondents, ranked second highest. In this research, it was observed that 16 individuals, accounting for 16% of the total respondents, fell into the age group of 30 to 39 years old. Additionally, 6 respondents were below 20 to 29 years old.

Regarding marital status, 83 out of 100 were married, while 12 identified as single. The rest of the 5% members chose the “other” option because their statuses may include divorced, separated, widowed, or widowed. Furthermore, among the 100 participants, 52 (52%) possess a degree as their highest level of education. Besides, 26 (26%) respondents hold STPM/Diploma as their education level. On the contrary, 13 respondents possess an SPM as an educational qualification, while 9 hold master's and above. This breakdown highlights the varied educational backgrounds of the people surveyed, with many having bachelor's degrees.

With regards to the employment period, a significant proportion of the respondents fall into the following categories: 73 (73%) fall within the 11 years and above category,

25 (25%) fall within the 6 to 10 years category, and 2 (2%) fall below the 5 years of service period. The comprehensive demographic information obtained via the questionnaire is presented in Table 4.4.

Table 4.4
Demographic Analysis

	Dimension	Frequency	Percentage (%)
Gender	Male	70	70
	Female	30	30
Age	20-29 Years Old	6	6
	30-39 Years Old	16	16
	40-49 Years Old	49	49
	49 Years Old and Above	29	29
Marital Status	Single	12	12
	Married	83	83
	Others	5	5
Education Level	SPM	13	13
	STPM/Diploma	26	26
	Degree	52	52
	Master and above	9	9
Employment Period	Less than 1 Year	1	1
	1-5 Years	1	1
	6-10 Years	25	25
	11 Years and Above	73	73

4.5 Correlation Analysis

Correlation analysis is a widely used method for assessing the magnitude of associations between two sets of variables (Sekaran & Bougie, 2016). This allows researchers to make inferences on the magnitude of the significant correlation between the two variables. The Pearson Correlation test was used in this study to validate the hypothesis and achieve the research goals. The strength of the correlation between two variables increases as the correlation coefficient (r) value approaches 1. In the realm of statistical analysis, a perfect positive correlation is seen when the coefficient of correlation (r) attains a value of 1. On the other hand, a perfect negative correlation is characterised by a coefficient of correlation (r) equal to -1.

This study's correlation analysis measures the strength and relationship between the independent variables (work-family conflict, working environment, role conflict and management style) and the dependent variable, job performance. Table 4.10 shows the Pearson correlation results for this study.

Table 4.5
Pearson Correlation Findings

	Job Performance	
	r	p
Work Family Conflict	-0.835	0.01
Working Environment	0.947	0.01
Role Conflict	-0.693	0.01
Management Style	0.930	0.01

Hypothesis 1: There is a negative relationship between work-family conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.

According to the findings in Table 4.10, there is a statistically significant negative association between work-family conflict and job performance. The statistical analysis reveals a significant relationship with a p-value of 0.01 and a strong negative correlation coefficient ($r = -0.835$). A decrease in work-family conflict is associated with an improvement in the job performance of police officers. Therefore, the hypothesis has been accepted.

Hypothesis 2: There is a positive relationship between the working environment and job performance among Police officers at the CID of IPD Kuala Kangsar.

According to the findings in Table 4.10, there is a statistically significant positive association between working environment and job performance. The statistical analysis reveals a significant relationship with a p-value of 0.01 and a strong positive correlation coefficient ($r = 0.947$). This indicates that an increase in the working environment will be associated with an improvement in the job performance of police officers. Therefore, the hypothesis has been accepted.

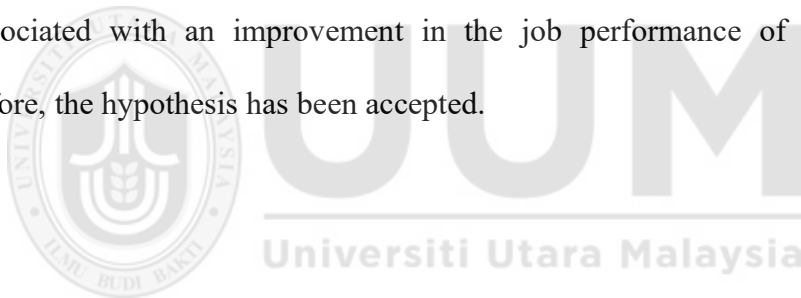
Hypothesis 3: There is a negative relationship between role conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.

According to the findings in Table 4.10, there is a statistically significant negative association between role conflict and job performance. The statistical analysis reveals

a significant relationship with a p-value of 0.01 and a strong negative correlation coefficient ($r = -0.693$). A decrease in role conflict is associated with an improvement in the job performance of police officers. Therefore, the hypothesis has been accepted.

Hypothesis 4: There is a positive relationship between management style and job performance among Police officers at the CID of IPD Kuala Kangsar.

According to the findings in Table 4.10, there is a statistically significant positive association between management style and job performance. The statistical analysis reveals a significant relationship with a p-value of 0.01 and a strong positive correlation coefficient ($r = 0.930$). This indicates that a positive management style will be associated with an improvement in the job performance of police officers. Therefore, the hypothesis has been accepted.



4.6 Hypothesis Findings

The results are hypothesis testing presented in Table 4.13.

Table 4.6

Hypothesis Testing Result

Hypothesis	Pearson Correlation
There is a negative relationship between work-family conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.	Accepted
There is a postive relationship between the working environment and job performance among Police officers at the CID of IPD Kuala Kangsar.	Accepted
There is a negative relationship between role conflict and job performance among Police officers at the CID of IPD Kuala Kangsar.	Accepted
There is a positive relationship between management style and job performance among Police officers at the CID of IPD Kuala Kangsar.	Accepted

4.7 Summary

This chapter encompasses the carried-out data analysis. The study starts with assessing the reliability of the data, following that with a normality test, describing the demographic features of the respondents, performing a descriptive analysis, conducting a Pearson correlation analysis, and concluding with a multiple regression

analysis. The aforementioned analyses are used to address the research questions that were presented in the first chapter. The subsequent chapter will provide a more comprehensive explanation of the results.



CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter will discuss the findings derived from the analysis conducted in Chapter 4. The first section presents an analysis of the outcomes of the hypothesis test in accordance with the study's objective, alongside an examination of the study's implications. Subsequently, this chapter examines the limitations inherent in this study and suggestions for future research endeavours. The chapter ends with the conclusion of the research. This study has selected four primary research questions, as outlined in Chapter 1, as follows:

- i. Is there any relationship between work-family conflict and job performance among Police officers at the CID of IPD Kuala Kangsar?
- ii. Is there any relationship between the working environment and job performance among Police officers at the CID of IPD Kuala Kangsar?
- iii. Is there any relationship between role conflict and job performance among Police officers at the CID of IPD Kuala Kangsar?
- iv. Is there any relationship p between management style and job performance among Police officers at the CID of IPD Kuala Kangsar?

5.1 Discussion

5.1.1 Relationship between Work-Family Conflict and Job Performance

Correlation analyses was conducted to address the first research question. Work-family conflict is negatively correlated with job performance, as indicated by Pearson's

Correlation ($r = -0.835$; $p < 0.01$). Thus, the hypothesis was accepted. This discovery was consistent with the results of previous research by Mariatini et al. and Zainal et al. (2020). According to the research findings, there appears to be a negative correlation between work interference, interference from family members, and employee job performance.

According to the descriptive analysis findings, most police officers agreed that their job performance is positive. Consequently, the correlation between work-family conflict and job performance is evident. For example, 79 out of 100 respondents oppose the statement, "My family life is disrupted by the demands of my job." This finding indicates that many CID officers stationed at IPD Kuala Kangsar perceive that their job responsibilities do not substantially interfere with their personal lives. Besides, 63 out of 100 respondents disagreed with the item, "The amount of time my job takes up makes it difficult to fulfil family responsibility". It indicates that most CID officers at IPD Kuala Kangsar do not consider the demands of their jobs to be a substantial impediment to their ability to do so.

Furthermore, the results indicate that a significant proportion of CID officers within IPD Kuala Kangsar, namely 75 out of 100 respondents, disagreed with the notion that they must change their family activities due to work-related obligations. This shows that most of these officers do not see job responsibilities as a compelling factor, necessitating changes to their familial plans. In contrast, just 21 participants agreed with the aforementioned assertion. CID officers may possess work schedules that exhibit a certain level of predictability, enabling them to effectively organise and

engage in familial engagements without frequent interruptions arising from their professional obligations.

Work-family conflict, which is an important component of occupational stress, has the potential to greatly affect the job performance of CID officers who work at IPD Kuala Kangsar. A distressing situation can arise when the obligations of work and family conflict, which can impact law enforcement officers' efficacy and well-being. Officers confronted with work-family conflicts may find it difficult to focus on their duties, which could result in decreased efficiency and compromise the calibre of their investigations. In addition, work-family conflicts frequently result in decreased job satisfaction among officers. Their discontent can potentially affect their drive, resulting in diminished involvement in their obligations. Instances of significant work-family conflict may result in increased rates of officer absenteeism or even attrition as personnel pursue alternative positions that provide a more favourable balance between their professional and personal lives. Hence, by instituting policies such as providing counselling services, flexible work hours, and family leave, management can effectively empower personnel to balance their personal and professional spheres, thereby substantially mitigating conflicts.

In summary, resolving work-family conflicts among CID officers at IPD Kuala Kangsar is critical to promoting a positive atmosphere that facilitates efficient investigations and safeguards the welfare of officers. By instituting policies that provide support, raising awareness, and cultivating an environment of comprehension, CID organisations have the ability to enable officers to achieve a harmonious equilibrium between their professional and personal obligations. This, in turn, will result in improved job performance and greater job satisfaction.

5.1.2 Relationship between Working Environment and Job Performance

Correlation analyses was conducted to address the second research question. The working environment positively correlates with job performance, as indicated by Pearson's Correlation ($r = 0.947$; $p < 0.01$). Thus, the hypothesis was accepted. This discovery was consistent with the results of previous research by Wang et al. (2022), Awada et al. (2022) and Heidarimoghadam et al. (2020). Their research findings show a positive correlation between a conducive working environment and employee job performance.

Based on the data collected through questionnaires, 82 out of 100 respondents agreed that they have a comfortable workspace. It can be concluded that a significant majority of individuals find their immediate work environment to be favourable and pleasant. This implies that the physical elements of their work environment, including seating configurations, lighting conditions, and ergonomic considerations, align with their expectations or requirements, therefore enhancing a favourable working ambience. Besides, 84 respondents also agreed that they are happy with their workplace. A generally positive attitude is shown by the high agreement rate of 84 respondents on their working happiness. It seems that the officers' whole work environment, which includes the culture, connections, and atmosphere, contributes to their well-being and job satisfaction rather than just the physical area.

Furthermore, there is encouraging interpersonal interaction in the workplace because 83 respondents said that coworkers are supportive. This suggests that officers feel a strong support system among their coworkers, creating an atmosphere that promotes cooperation and mutual aid. Moreover, 82 respondents agreed that they have adequate

work tools to perform their daily duties. Based on this, the department seems to supply the officers with the tools, technology, and equipment they need to conduct their investigations.

An organisational culture prioritising collaboration, mutual support, and open communication cultivates an atmosphere favourable to productivity and success. This approach fosters collaboration, the exchange of knowledge, and a feeling of inclusion among personnel, eventually resulting in improved professional efficacy. Moreover, the physical workstation is crucial in bolstering officer morale and enhancing operational effectiveness. An adequately furnished and ergonomic work environment, equipped with essential equipment and advanced technology, mitigates distractions and enhances officers' concentration, facilitating their efficient execution of complex investigative duties. A work setting that effectively handles stressors and prioritises officers' well-being has been shown to decrease the incidence of burnout. Consequently, this phenomenon has a beneficial influence on work performance by guaranteeing that officers can properly manage the requirements associated with their respective positions. The optimisation of officer performance and the enhancement of results in the key investigative tasks of the CID department at IPD Kuala Kangsar may be achieved by prioritising a good working environment.

5.1.3 Relationship between Role Conflict and Job Performance

Correlation analyses was conducted to address the third research question. The role conflict negatively correlates with job performance, as indicated by Pearson's Correlation ($r = -0.693$; $p < 0.01$). Therefore, the researcher concluded the relationship based on correlation analysis; a negative correlation has been established between role

conflict and job performance. Thus, the hypothesis was accepted. This discovery was consistent with the results of previous research by Qureshi et al. (2019) and Kamarudin et al. (2018). Their research findings show a negative correlation between role conflict and employee job performance. Police officers may encounter situations when they receive contradictory instructions or commands from many superiors, leading to a state of uncertainty about the appropriate course of action.

Based on the data collected, although the majority expressed disagreement, suggesting that there is no problem in trying things differently, the agreement of 33 respondents suggests that certain officers encounter circumstances in which they perceive a necessity to execute tasks differently than initially anticipated. This discrepancy may indicate role conflict, in which officers encounter contradictory expectations or demands concerning how specific duties ought to be executed. Furthermore, while some participants expressed disagreement and claimed to have an in-depth knowledge of their job responsibilities, 28 participants confirmed that they do not have a detailed written description of their position. This suggests that while most officers perceive their job descriptions as clear, a significant proportion continue to perceive them as vague or inadequate. Similarly, while many disagree on the item “I work with a group of people who expect many different things from me”, 20 respondents agreed on this. The agreement among these twenty respondents indicates that they perceive diverse or contradictory expectations from various departmental individuals or groups. This could suggest a lack of clarification concerning their particular duties or obligations, resulting in uncertainty concerning the anticipated conduct of the individual.

Role conflicts among CID personnel at IPD Kuala Kangsar might significantly influence their work effectiveness. Officers may find it difficult to prioritise work due to the confusion caused by conflicting demands. The ability to concentrate and get things done while investigating may suffer as a result. Furthermore, officers may experience unhappiness due to role conflict when they are faced with conflicting requests. Their level of engagement and enthusiasm for their work might take a hit if they are unhappy in their jobs. The department may foster an atmosphere encouraging officers to perform at their best by defining their responsibilities, setting clear expectations, and providing the assistance they need. This will lead to better investigation results.

5.1.4 Relationship between Management Style and Job Performance

Multiple regression and correlation analyses were conducted to address the last research question. The management style positively correlates with job performance, as indicated by Pearson's Correlation ($r = 0.930$; $p < 0.01$). Thus, the hypothesis was accepted. This discovery was consistent with the results of previous research by Parveen and Adeinat (2018). They found that workers who were under the supervision of managers who exhibited a more transformational leadership style tended to report lower levels of work-related stress.

Based on the data gathered, it was found that 81% of the total 100 respondents expressed agreement with the statement, "My superior effectively negotiates clear objectives." This implies that successful leadership involves the ability to clearly articulate and communicate objectives, as well as encourage clarity in the duties and responsibilities of officers. In addition, it is worth noting that a total of 80 participants expressed agreement with the statement "My superior provides me with accurate

information to effectively perform my job duties." This suggests that the leadership takes measures to ensure that officers possess a high level of knowledge and expertise, hence enhancing their work performance. Moreover, it was found that a total of 81 participants expressed agreement with the notion that their respective supervisors actively fostered the personal growth and development of their subordinates. The offering of this assistance is of utmost importance for the professional development and augmentation of officers' capabilities in fulfilling their respective duties. Likewise, 81 participants agreed with the statement, "Within my department, there exists ample opportunity to communicate my opinions regarding matters that impact me". Besides, most respondents (81) said that their superior typically demonstrates receptiveness towards suggestions. The consensus among a considerable proportion of officers on the availability of adequate avenues for voicing their concerns to their superiors signifies the presence of an inclusive and responsive communication climate within the department.

The impact of management style on job performance among officers, namely within the CID of the Kuala Kangsar Police Department (IPD), is of considerable importance. The use of supportive and transformational leadership styles has been shown to cultivate a favourable work atmosphere, therefore motivating officers to beyond their standard job responsibilities, which may ultimately result in improved job performance. Nevertheless, it is important to note that Autocratic management styles, which are distinguished by a hierarchical approach to decision-making, have the potential to result in diminished officer morale and decreased levels of participation. The implementation of effective communication channels and the provision of frequent feedback from management are key factors that lead to the establishment of

clearer expectations, hence minimising misconceptions and enhancing work performance. Management styles that foster creativity and adaptability have a crucial role in facilitating the formulation of novel ideas and techniques, hence enhancing the efficiency and effectiveness of investigative work.

5.2 Implication of Study

5.2.1 Theoretical Implications

Occupational stress continues to be a prevalent issue within police departments, specifically affecting employees in specialised units such as the CID. Employing the Job Demand-Resource (JD-R) theory, this study investigated the correlation between occupational stress dimensions and job performance among CID officers stationed at IPD Kuala Kangsar. This research endeavour aimed to explain the complex dynamics at play among these devoted police officers regarding work-family conflict, role conflict, working environment, management style, and job performance.

The results of this study have significant theoretical implications, particularly in confirming the relevance of the JD-R theory in the specific domain of CID officers. The research supported the theory's underlying hypothesis, which posits that work demands and resources substantially influence job performance. The study shed light on the detailed characteristics of occupational stress dimensions and their varying impacts on work performance within the context of the CID. This highlights the complex nature of the link between stress and job performance, emphasising the need

for a more thorough investigation of elements that moderate and mediate this relationship.

The detrimental effect of work-family conflict and role conflict on job performance has been recognised, highlighting the significance of resolving these difficulties within the context of the CID environment. On the other hand, the observed positive associations between the working environment, management style, and job performance underscore the need of creating favourable work conditions and implementing effective leadership strategies to promote improved job performance among CID officers.

5.2.2 Practical Implication

The results of this study have significant practical implications for enhancing the well-being and effectiveness of CID personnel. The use of customised intervention tactics becomes crucial. It is important to prioritise policies that promote work-life balance, initiatives to enhance the working environment, and measures designed to alleviate role conflicts. It is also advisable to consider leadership training programmes that are designed to improve management styles with the intention of favourably impacting work performance.

Tailored training and support initiatives catered towards CID personnel can provide them with a set of stress management strategies, conflict resolution aptitude, and coping mechanisms. It is imperative that support services, such as counselling and peer support networks, be easily accessible to provide assistance to officers in

effectively managing the distinct pressures they face within their professional responsibilities. Promoting the implementation of organisational policies that acknowledge and effectively manage these stresses, such as offering flexible work hours and allocating resources to improve working conditions, may substantially influence officers' well-being and productivity.

Adopting a nurturing organisational culture that prioritises the well-being of employees might be a crucial factor. Acknowledging the challenging nature of CID work and offering the necessary tools and support mechanisms may enable officers to cope with stress efficiently, hence improving their job performance and the overall efficiency of investigative procedures.

In summary, this study's findings support the theoretical significance of the JD-R theory in comprehending the interplay between stress and work performance dynamics within the context of CID officers. The practical ramifications emphasise the need for focused interventions, policy revisions, and a conducive organisational environment to alleviate occupational stress and improve the work performance of CID personnel within the Kuala Kangsar District Police Headquarters (IPD). By implementing these suggestions, the CID may cultivate a work environment that promotes improved health and productivity. Consequently, this will enhance the CID's ability to conduct investigations effectively and maintain law and order within the community.

5.3 Limitations and Recommendations

Notwithstanding the significant theoretical and practical contributions offered by this work, it is imperative to acknowledge the presence of some limitations that need attention.

First, the data used in this research was solely gathered via a series of questionnaires. Hence, the input obtained from the participants is dependent exclusively upon the voluntary involvement of each individual. The lack of consistency in feedback for employee performance metrics may arise from potential insincerity on the part of workers while responding to the questions. Hence, it is recommended to include qualitative insights, such as interviews and focus groups to enhance the comprehensiveness of the quantitative data. This approach will provide a more profound comprehension of the lived experiences and perspectives of CID officers in relation to stress and work performance.

Second, the limited sample size will limit the extent to which the findings may be generalised. The sample size of 100 officers in the IPD Kuala Kangsar provides valuable insights into the associations between occupational stress and job performance. However, it is essential to acknowledge that this sample may not fully encompass the diversity and variations among CID officers across different departments, regions, and experience levels. Therefore, increasing the sample size and including CID officers from diverse districts or areas is advisable to augment the study's representativeness. It is advisable to include officers with varying grades and levels of expertise in order to conduct a more thorough examination.

Third, this study, based on the cross-sectional design of the research, allows for the examination of the association between stress and work performance at a particular moment in time. The potential limitation of this approach is its failure to consider variations in stress levels or performance over an extended period. Hence, it is recommended to conduct longitudinal studies to monitor and analyse the fluctuations in stress levels and work performance over an extended period. This approach would provide a more thorough comprehension of the dynamic nature of these interactions and give valuable insights into the causal pathways involved.

By acknowledging and addressing these limitations, as well as incorporating these recommendations, it is possible to enhance future research efforts. This would result in a greater understanding of the intricate relationship between occupational stress and work performance among CID officers, ultimately enabling the development of tailored treatments to promote their well-being and efficacy.

5.4 Conclusion

This research has provided insight into the complex correlation between different factors of occupational stress and job performance among CID officers within IPD Kuala Kangsar. It highlights the diverse character of stressors and their influence on the efficacy of law enforcement. The Job Demand-Resource (JD-R) theory has been established as a fundamental paradigm that has uncovered many positive and negative associations between several stress dimensions and job performance. Work-family and role conflicts have been recognised as detrimental variables that have a poor impact on job performance. This highlights the need to implement customised interventions

to manage these sources of stress effectively. In contrast, the research shed light on the favourable correlations among a supportive work environment, efficient managerial approaches, and improved job performance. The aforementioned results underscore the significance of organisational support and leadership in alleviating stresses and cultivating a favourable atmosphere for enhanced performance among CID personnel.

The study's empirical findings provide CID management with valuable insights into the stresses that affect officer performance. These observations provide fundamental principles for developing strategic measures to manage stress factors that impede job performance. Equipped with empirical evidence, decision-makers within the CID can make well-informed decisions, effectively allocating resources and directing efforts towards projects with the highest impact.



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