

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIP BETWEEN JOB STRESS,
JOB INSECURITY, WORK ENVIRONMENT AND
EMPLOYEE PERFORMANCE: A STUDY ON
INDUSTRIAL COURT EMPLOYEE IN KUALA
LUMPUR**

SITI AISYAH MUNIRAH

BINTI MUHAMMAD



**MASTER OF SCIENCE
(OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT)
UNIVERSITY UTARA MALAYSIA
April 2025**

**THE RELATIONSHIP BETWEEN JOB STRESS, JOB INSECURITY,
WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE: A STUDY
ON INDUSTRIAL COURT STAFF IN KUALA LIMPUR**

By

SITI AISYAH MUNIRAH BINTI MUHAMMAD



**Project Paper Submitted to
School of Business Management
University Utara Malaysia
in Partial Fulfilment of the Requirement for the
Master of Science (Occupational Safety and Health Management)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

SITI AISYAH MUNIRAH BINTI MUHAMMAD (833415)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT)

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

**THE RELATIONSHIP BETWEEN JOB STRESS, JOB INSECURITY, WORK
ENVIRONMENT AND EMPLOYEE PERFORMANCE: A STUDY
ON INDUSTRIAL COURT EMPLOYEE IN KUALA LUMPUR**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

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

Nama Penyelia
(Name of Supervisor)

: **PROF. MADYA DR. MOHD FAIZAL BIN MOHD ISA**

Tandatangan
(Signature)

:

Tarikh
(Date)

:

14 APRIL 2025

Permission to Use

In presenting this project paper in partial fulfilment of the requirement for a Post Graduate degree from the University Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor, or in their absence, by the Dean of School of Business Management where I did my project paper. It is understood that any copying or publication or use of this project paper parts of it for financial gain shall not be allowed without written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:



**Dean of School of Business Management
Universiti Utara Malaysia
060100 Sintok
Kedah Darul Aman, Malaysia**

Universiti Utara Malaysia

Abstract

Employee performance plays a crucial role in an organization's ability to achieve its goals. Therefore, it is important to assess how effectively individuals perform their duties. The study aimed to identify various factors that influence employee performance, with a particular focus on work stress, job safety, and the work environment. In this context, employee performance serves as a dependent variable, while work stress, job security, and work environment are considered independent variables. A total of 87 questionnaires were distributed to employees at the Kuala Lumpur Industrial Court using Google Forms. Data will be analysed using SPSS Version 27 through Multiple Regression Analysis to achieve the study objectives. Finally, this research aims to improve our understanding of the elements that can influence employee performance. The hypothesis on direct impressions was tested using multiple regression analysis. The findings of the study show that workplace stress, employee performance, job insecurity were found to have a significant positive relationship with employee performance. These findings give the impression that employee performance can be improved by providing less workplace stress, employee performance, and job insecurity that employees are able to handle. In this study, workplace stress, employee performance, job insecurity were seen to help employees to accumulate and use available resources to meet work demands which indirectly helped employee performance.

Keywords: Employee performance, job stress, job insecurity, work environment, Industrial Court Malaysia



Abstrak

Prestasi pekerja memainkan peranan penting dalam kemampuan organisasi untuk mencapai matlamatnya. Oleh itu, adalah penting untuk menilai seberapa berkesan individu melaksanakan tugas mereka. Kajian ini bertujuan untuk mengenal pasti pelbagai faktor yang mempengaruhi prestasi pekerja, dengan fokus khusus pada tekanan kerja, keselamatan kerja, dan persekitaran kerja. Dalam konteks ini, prestasi pekerja berfungsi sebagai pemboleh ubah bergantung, manakala tekanan kerja, keselamatan kerja, dan persekitaran kerja dianggap sebagai pemboleh ubah bebas. Sebanyak 87 soal selidik telah diedarkan kepada pekerja di Mahkamah Perindustrian Kuala Lumpur menggunakan Google Forms. Data akan dianalisis menggunakan SPSS Versi 27 melalui Analisis Regresi Berganda untuk mencapai objektif kajian. Akhirnya, penyelidikan ini bertujuan untuk meningkatkan pemahaman kita tentang elemen-elemen yang boleh mempengaruhi prestasi pekerja. Hipotesis ke atas kesan langsung diuji menggunakan analisis regresi berganda. Dapatan kajian menunjukkan bahawa tekanan tempat kerja, prestasi pekerja, ketidakamanan kerja didapati mempunyai hubungan positif yang signifikan dengan prestasi pekerja. Dapatan ini memberi gambaran bahawa prestasi pekerja boleh ditingkatkan dengan memberikan sedikit tekanan tempat kerja, prestasi pekerja, ketidakamanan kerja yang mampu ditangani oleh pekerja. Dalam kajian ini, tekanan tempat kerja, prestasi pekerja, ketidakamanan kerja dilihat membantu pekerja untuk mengumpul dan menggunakan sumber yang ada bagi memenuhi tuntutan kerja yang mana secara tidak langsung membantu meningkatkan prestasi.

Kata kunci: Tekanan Tempat Kerja, Prestasi Pekerja, Ketidakamanan Kerja, Prestasi Kerja, Mahkamah Perusahaan Malaysia

Acknowledgements

The power of determination is what kept me going throughout this study, and I am truly grateful to everyone who has contributed to this journey, whether directly or indirectly.

Firstly, I would like to extend my heartfelt thanks to my supervisor, Prof. Madya Dr. Mohd Faizal bin Mohd Isa, for his unwavering support, guidance, and advice in completing this project. His wisdom, knowledge, and dedication to excellence have inspired and motivated me throughout this process.

I am incredibly thankful to my parents and family for their love, encouragement, support, and patience during my academic journey. I would also like to express my appreciation to my management, course mates, and friends who consistently offered me words of encouragement to help me complete this research project.

Finally, I would like to sincerely thank all the staff at the Industrial Court Kuala Lumpur for their participation in my study. Without their genuine involvement, this research would not have achieved the success it has today

Table of Content

Permission to Use.....	iii
Abstract	iv
Abstrak	v
Acknowledgements	vi
Table of Content.....	vii
List of Tables.....	xii
List of Figures	xiv
List of Pictures	xv
CHAPTER 1 INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem statement	6
1.3 Research Questions	12
1.4 Research Objectives	12
1.5 Significance of Study	13
1.5.1 Staff	13
1.5.2 Organization (ICKL Human Resources Department).....	13
1.5.3 Court Department	13
1.5.4 Research and Academic References sources	13
1.6 Scope of Study.....	14
1.7 Definition of Key Terms	14
1.7.1 Employee Performance	14
1.7.2 Job Stress	15
1.7.3 Job Insecurity	15
1.7.4 Work Environment.....	15

1.7.5	ICKL	16
1.8	Organization of Chapters	16
CHAPTER 2 LITERATURE REVIEW		17
2.1	Introduction	17
2.2	Theoretical Foundation	17
2.2.1	Person-Environment Fit Theory	17
2.2.2	Job-Demand Control Theory	18
2.3	Overview of Employee Performance	19
2.4	Overview of Job Stress	20
2.5	Overview of Job Insecurity	23
2.6	Overview of Work Environment	23
2.7	The relationship and Hypothesis Development.....	24
2.7.1	The relationship between job stress and employee performance.....	24
2.7.2	The relationship between job insecurity and employee performance....	25
2.7.3	The relationship between work environment and employee performance	28
2.8	Conceptual Framework	29
2.9	Hypothesis	29
2.10	Conclusion.....	31
CHAPTER 3 METHODOLOGY		32
3.1	Introduction	32
3.2	Research Design	33
3.2.1	Source of Data	33
3.2.2	Unit of Analysis	34
3.3	Population.....	34

3.4	Sample Size	34
3.5	Sample Technique	37
3.6	Questionare Design	37
3.7	Operational Definition & Measurement	38
3.7.1	Operational Definition & Job Stress	38
3.7.2	Operational Definition & Job Insecurity.....	40
3.7.3	Operational Definition & Work Environment	41
3.7.4	Operational Definition & Work Performance	42
3.8	Data Collection Process	43
3.8.1	Pretesting of Instrument.....	43
3.8.2	Pilot Study	43
3.8.3	Data collection Procedures	44
3.9	Technique of Data Analysis.....	45
3.10	Descriptive Analysis	45
3.11	Inferential Analysis.....	46
3.11.1	Reliability Test.....	47
3.12	Classical Assumption Test.....	48
3.12.1	Normality Test.....	48
3.12.2	Multicollinearity Test	48
3.13	Correlation Analysis	49
3.14	Regression Analysis.....	50
3.15	Conclusion	51
CHAPTER 4 FINDINGS		52
4.1	Introduction	52
4.2	Response Rate	52

4.3	Demographic Data Analysis.....	52
4.3.1	Respondent Age.....	53
4.3.2	Respondent Gender	53
4.3.3	Respondent Academic	54
4.3.4	Respondent Marital Status.....	55
4.3.5	Respondent's salary	55
4.3.6	Respondent Length of Employment as an Employee.....	56
4.4	Analysis Descriptive Statistic.....	57
4.4.1	Variable Description.....	57
4.4.1.1	Employee Performance	59
4.4.1.2	Job Stress	61
4.4.1.3	Job Insecurity	62
4.4.1.4	Work Environment.....	64
4.5	Validity Test	65
4.6	Reliability Test.....	67
4.7	Normality Test.....	68
4.8	Multicollinearity Test	69
4.9	Heteroscedasticity Test.....	70
4.10	Correlation Test.....	71
4.11	Multiple Linear Regression Analysis	73
4.11.1	Determination Test	74
4.11.2	F Statistical Test	75
4.11.3	t Statistical Test	75
4.12	Summary of findings	76
4.13	Summary	76

CHAPTER 5 DISCUSSION, RECOMMENDATION AND CONCLUSION	77
5.1 Introduction	77
5.2 Summary of the Findings	77
5.3 Discussion of study objective	78
5.3.1 Relationship between Job Stress and Employee Performance	79
5.3.2 Relationship between job insecurity and Employee Performance	80
5.3.3 Relationship between Work Environment and Employee Performance	83
5.4 The Implications of the study	84
5.5 Limitation and Direction for Future Study	85
5.6 Recommendation	85
5.7 Conclusion of the study	87
REFERENCES	88
APPENDICES	97

List of Tables

Table 1.1 Performance Achievements in Settlement of Dismissal & Other cases ...	9
Table 1.2 To give collective agreements legal effect within six weeks after the court's testimony	10
Table 1.3 Award will be given out within three (3) months following the final submission date.....	10
Table 1.4 Attendance Report Year 2023 ICKL.....	11
Table 3.1 Item for Employees Performance.....	39
Table 3.2 Item for Job Stress	40
Table 3.3 Item for Job Insecurity	41
Table 3.4 Item for Work Environment.....	43
Table 3.5 Likert Scale Value Weights.....	45
Table 3.6 Variable Classification Range	46
Table 3.7. Croanbach Alpha Range Values and Its Interpretation.....	47
Table 3.8 Strength of Correlation	49
Table 4.1 Descriptive Statistical Analysis	58
Table 4.2 Recap of Respondents' Answers on Employee Performance	59
Table 4.3 Recap of Respondents' Answers on Job Stress	61
Table 4.4 Recap of Respondents' Answers on Job Insecurity.....	62
Table 4.5 Recap of Respondents' Answers on Work Environment.....	64
Table 4.6 Validity Test	65
Table 4.7 Cronbach Alpha	67
Table 4.8 Cronbach Alpha	68
Table 4.9 Normality Test	68
Table 4.10 Multicollinearity Test.....	69

Table 4.11 Correlation Test.....	71
Table 4.12 Results of the Multiple Linear Regression Analysis.....	73



List of Figures

Figure 1.1. ICM Client's Charter.....	9
Figure 2.1. Conceptual Framework.....	29



List of Pictures

Picture 4.1: Respondent Age Percentage	53
Picture 4.2 Respondent Gender Percentage	54
Picture 4.3 Respondent Academic Percentage.....	54
Picture 4.4 Marital Status Percentage	55
Picture 4.5 Respondent's salary Percentage	56
Picture 4.6 Respondent Length of Employment as an Employee Percentage	56
Picture 4.7 Scatter Plot	70



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Personnel are crucial, as an organization's success relies on employee performance escalate its target. High-quality personnel do essential for developing effective organizational plans. Additionally, adequate infrastructure and advanced facilities will enhance personnel performance. Since humans are integral to the organization, their role cannot be replaced by other resources. Organisational performance and competitiveness are significantly impacted by organisational heterogeneity, such as plans and objectives (Nyathi & Kekwaletswe, 2023)

Zhenjing G et al. (2020), Employees are regarded as valuable assets in any organization, playing a key role in enhancing performance. A positive work environment can significantly boost employee performance, as well as increase commitment levels and the drive to achieve.

In today's fiercely competitive world, employers want their workers to perform well since it helps them accomplish the company's objectives. Employee performance research aids businesses in increasing output, optimize productivity, and coordinating personal aspirations with corporate aims. It also helps to improve job happiness, find talent gaps, and create a culture of high performance stated by Armstrong, M.(2014).

The Malaysian Department of Occupational Safety and Health (2020) reported that from 2005 to 2020, the number of Malaysian employees with emotional and psychological health concerns rose. This includes the requirement to consult employees and Health and Safety Representatives (HSRs) on matters that affect their health or safety, such as work-related stress hazards (Implementing a Work-related

Stress Risk Management Process).

Employment and Labour Statistics Series 30 No. 4/2021 reported that 1,634 employees were terminated for poor performance in 2021 (Malaysian Ministry of Human Resources, 2021). Effective employee performance is crucial for the success of both public and private organisations. The finding from the studies show that the gaps in the current literature highlight the importance of quality of working life and emotional demands on employee performance (Lorincová et.al 2019).

The organization's vision and mission must harmony with its particular goals. For Industrial Court of Malaysia (ICM) which was established in 1940 based on Industrial Court Enactment 1940 (Federal Malay States) and the Industrial Court Ordinance 1940 (Straits Settlement), also have to in lined with this objective. According to these legal frameworks, Malaysia has had a business relations system in place for a considerable amount of time. It is made up of 3 main parts: the central government, company or business groups, and employees or trade unions.

Of the 22 courts that have been formed, 16 are in Kuala Lumpur, and one is in each of the states of Sarawak, Johor, Sabah, Perak, and Penang. These courts function autonomously, overseen by the President of Malaysia's Industrial Court (ICM 2025).

Workplace encompasses the place location, circumstances, settings, and contexts where individuals perform their tasks (Armstrong, 2023). Recent studies have identified three main components of the work environment: the technical environment, the human environment, and the organizational circumstances as Sundstrom, E., & Sundstrom, M. G. (2021). Together as in elements influence performance, physical well-being, and general job fulfilment of employees.

Maduraiveeran, V. and Abdul Lasi, M. (2020), examines how the work

environment influences employee performance and service quality in Malaysia's public sector. The findings indicate that a productive workplace greatly improves worker performance and the quality of public service.

According to a media release survey conducted by AIA Vitality (2018), which involved 117 organizations of various sizes and sectors in Malaysia and involved 11,551 employees, absenteeism and presenteeism continue to negatively impact an organization's bottom line, costing each employer RM2.27 million annually if absenteeism and presenteeism are not addressed. Additionally, for 50.2% of personnel encounter more than one form of work-related stress, mental health issues are becoming more prevalent.

Workload, job insecurity, and working environment are all indicators of work stress, according to Hart and Staveland (1998). Constant work pressure can lead to a decline in employee performance due to both physical and mental exhaustion.

The Settlement of ICKL's requirement for performance attainment targets in order to preserve public satisfaction occasionally results in an increased workload, which stresses out staff as they strive to fulfil performance standards for both quantity and quality. Poor performance has an effect on not reaching the desired case resolution outcome.

The relationship between job stress, job insecurity, and work environment stress on employee performance is go to be particularly investigated in this research. Analysis on employee performance still relevant for the reason that performance is condemning to a management sustainability, together with also significant to keep in mind that employees are dynamic members of society. Therefore, it is impossible to stop researching employee performance at one point because it varies based on the social circumstances of corporation and

review period. It is necessary to delve into under the title "The Relationship Between Job Stress, Job Insecurity, Work Environment, and Employee Performance: A Study on Industrial Court Staff in Kuala Lumpur". In light of the explanation above and description. Justification of this research is to examine the relationship amid Kuala Lumpur industrial court employees' performance and their working environment, job stress, and job insecurity.

The total number of courtrooms in the ICKL has increased over time. There are now a total of 16 courtrooms being established. The public sector is currently striving for encounter supply demand. Prior to survive in the public sector, employee's necessary excellent expertise, aptitude and effective personage principles. The public have been frequently complaining about public sector employees while providing services. This is because of the delayed service delivery provided by the public sectors. The reason previously mentioned is a lack of motivation at work, which leads to poor performance. Stress at work has a consequences on one's cognitive as well as physical health. The indicators of employees such as difficulty sleeping, intolerance for other people, loneliness, unrest, tense muscles, outrage, loss of empathy, detachment, and guilt. ICKL is battling an alarming increase in current file dismissal cases. It claimed that because of the abnormally large amount of work that its staff are doing, they have received complaints about how slowly they process applications and pay both employers and employees (Lai, 2021).

Schrever C et al. (2019) compared the stress levels of judicial officers (defined as mental illness, anxiety, secondary traumatic stress disorder, alcohol misuse, and general psychological discomfort) with those of Australia's general population, other professionals, and attorneys. According to their findings, 75.2%

of judicial officers had scores on at least one of the three burnout factors (lack of energy, cynicism, and reduced professional effectiveness) that show some volume of burnout risk, upon 20% exceeding burnout end. Additionally, 52.9 percent of judicial officers scored in the moderate to very high ranges standardized measure of "non-specific psychological distress." The vast majority of judicial officers (83.6%) stated that they had encountered the negative effects of secondary traumatic stress (motivation, avoidance, and intrusion) during the week before filling out the survey with almost one-third (30.4 percent) scoring within the range for which formal assessment for post-traumatic stress disorder may be warranted.

A stressed-out legal system has been exposed by Dr. Carly Schrever (2023). It has been demonstrated that burnout and secondary trauma are two of the most common aspects of judicial stress.

As far as the researcher is aware, there is no study research in Malaysia that has investigated the linking between job stress, job insecurity, work environment and performance of ICKL employees. Therefore, this review aims into determine the relation between job stress, job insecurity, work environment, and employee performance.

1.2 Problem Statement

According to the observations of the researchers, ICKL employees often face various problems including stress due to excessive work, excessive routines, conflicts between employees, inadequate facilities, etc. Several work-related pressures may give rise to this issue, which may cause individuals to experience work-related stress and thus impact their performance. There were several staff activities, and the institution frequently experienced absenteeism and regulated discipline. In addition, employees are occasionally unable to complete their duties within the allotted schedule and required to put in extra hours to accomplish the same tasks. Every organization must address the issue of deteriorating employee performance.

Workload is a problem for practically each and every one in the judicial hierarchy, regardless of level, according to Schrever C. et al. (2019). Magistrate characterized their assignment as unrelenting and unreasonable, whether as a result of busting daily lists and frenetic bar situations either the breadth and complexity of proceedings in the lower courts or the ongoing accumulation of quiet outcome in the higher courts.

While the judiciary, the main causes of tension are the accelerating caseloads, the speed at which legislation changes, the complexity of the cases, electronic proof, persons acting on their own behalf, and the increasing contempt towards the courts, which is demonstrated by remarks made by tabloid media and occasional assaults by the government's executive branch.

When work demands become excessive to handle, job stress occurs, which can affect the general health of the organization as well as the well-being of its

personnel (Harshana, 2018).

Stress can be defined differently by different individuals, and there isn't a single definition that fits all. Occupational stress happens when employees face negative or uncomfortable emotions at work, such as tension, frustration, anxiety, anger, and depression. Meanwhile, Aliah Binti Roslan (2021) conducted research on work stress among Bank Rakyat employees to examine whether there were any statistically significant differences in stress levels based on demographic factors including gender, marital status, education, job position, and length of service in relation to employee performance. There no detectable variations in work-related stress levels were detected in the study demographic factors; instead, only structural element showed a strong with levels of overwork.

Individuals may have diverse definitions of stress, and there isn't a universally applicable term. Experiencing negative or uncomfortable feelings at work, such as tension, irritation, anxiety, rage, and despair, can lead to occupational stress. Regarding work stress, Aliah Binti Roslan (2021) investigated whether any substantial variations were found in stress levels among Bank Rakyat employees according to demographic characteristics such as duration, employment position, education, marital status, and gender in connection to employee performance. The study discovered that only organizational characteristics showed a strong association with levels of occupational stress. Variable that only significantly correlated with work stress levels were organizational ones.

A person's general level of contentment with their working environment is significantly influenced by job insecurity. Eventually, it was seen as a cause of stress rather than a motivation (Greenhalgh & Rosenblatt, 1984). In light of this, job insecurity has grown to be a significant concern in today's workplace,

underscoring its increasing occurrence.

Organizations are increasingly choosing fixed-term or short-term contracts over conventional long-term ones. Gallagher and Hellgren (2000) assert that uncertainty regarding future employment can have a substantial effect on an employee's life in general by making them feel as though crucial areas of their personal and economic lives are at threat. Sverke and Magnus (2006) noted that the rapid pace of organizational change suggests that job insecurity will remain a prominent aspect of modern work life in the years ahead. According to Greenhalgh and Rosenblatt (1984), employment insecurity some "perceived inability to sustain desired stability in a job that feels threatened". The way people view and understand their immediate work environment is the foundation of this feeling of insecurity.

According to Jiang and Lavaysse (2018), Job insecurity states that "The aspects of employment insecurity are: The first component, cognitive job insecurity, characterizes. Employees' perceptions of their work show their anxieties as demonstrated by their perception of their probability of keeping their current job, their sense of high employment risk, and their ability to choose a different one. Second are the aspect of job insecurity that has an impact characterizes workers' worries concerning their job, which are symbolized by their responses to the current situation, fear of losing their jobs, and lack of dedication. Employment vulnerability and a negative workplace also contribute to strain, affecting employment performance and psychological health.

The performance achievements for ICM in resolving cases to solve cases involving dismissal that have been submitted to the ICM in 16 months and in other circumstances (trade dispute, victimization in connection with trade union activities etc) within 12 months, cases to acknowledge negotiated agreements within six (6) weeks

after the court's hearing and cases to present awards within three (3) months of the final submission date are as follows:

Figure 1.1: ICM Client's Charter

Source: Industrial Court of Malaysia Client's Charter, 2024



Table 1.1 Performance Achievements in Settlement of Dismissal & Other cases

Year	Cases 16 Months (Dismissal)	Cases 12 Months (Other cases)
2019	75.61	81.03
2020	77.81	92.71
2021	80.67	85.29
2022	54.29	78.67
2023	37.18	54.33

Source: Industrial Court of Malaysia, 2024

As we can see from Table 1.1, the performance capability of resolving cases at ICM between the years 2019 to 2023 has shown a decrease over time. In 2019, the achievement percentage for dismissal cases referred to the Industrial Court within 16 months was 75.61, which rose to 77.81 in 2020, 80.67 in 2021 before experiencing a steep decline to 54.29 in 2022 and an even further decline in 2023 to 37.18 in 2023.

Similarly, other cases had performance achievements of 81.03% in 2019, 85.29% in 2021 before a drop down to 54.33 % in 2023. Clearly, this shows that performance is declining year over year. Therefore, it can be deduced that at the ICM, employee performance is unstable which has been caused by a large workload.

Table 1.2 To give collective agreements legal effect within six weeks after the court's testimony

Year	within (6) six weeks
2019	91.10%
2020	95.41%
2021	90.06%
2022	96.53%
2023	88.67%

Source: Industrial Court of Malaysia, 2024

According to Table 1.2, it illustrates that the ability to take note of collective agreements that are deposited with the court within six weeks. During the years 2019 to 2023 tends to waver but ultimately drops in 2023. The achievement of accords recognition of negotiating agreements within six weeks after the Court's deposition in 2019 was 91.10%, then grew in 2020 to 95.41%, then decreased again in 2021 to 90.06%. In 2022 it rose to 96.53% and dropped again in 2023 to 88.67%. This indicates that the performance of staff at the ICM is less than fully successful, possibly because of the heavy workload.

Table 1.3 Award will be given out within three (3) months following the final submission date.

Year	within three (3) months
2019	91.90%
2020	85.66%
2021	95.90%
2022	93.55%
2023	93.77%

Source: Industrial Court of Malaysia, 2024

It can be seen from Table 1.3 that the capability in resolving cases on award will be given out within three (3) months following the final submission date. ICM show an upward shift for the period 2019 – 2023. However, it does show some fluctuations. It was 91.90% in 2019, dropped to 85.66% in 2020, rose to 95.90% in 2021, dropped to 93.55% in 2022 and last year it 93.77%.

Table 1.4 Attendance Report Year 2023 ICKL

Employees	Number of Employees	Amount Sick Leave (Day)		
		Private	Government	Emergency
Employees	113	421	215	126

Source: Industrial Court of Malaysia, 2023

Table 1.4 remarks that the attendance in the year of 2023 for employees of ICKL is quite high. ICKL employees took 421 private sick leave, 215 government sick leave, and 126 took emergency leave. The result shows that in the year of 2023, the unattendance report is quite high and this may affect performance significantly. Employees at ICKL may suffer job stress, which may correlate with employee performance instability that continues to rise each month.

The performance duties to lessen threats, disruptions, and legal infractions. Employees of the ICKL must work with the utmost professionalism due to their demanding obligations.

According to the observations of the researchers, ICKL employees often face various problems including stress due to excessive work, excessive routines, conflicts between employees, inadequate facilities, etc. Several work-related pressures may give rise to this issue, which may cause individuals to experience work-related stress and thus impact their performance. There were several staff activities, and the institution frequently experienced absenteeism and regulated discipline. In addition, employees are occasionally unable to complete their duties within the allotted schedule and required to put in extra hours to accomplish the same tasks. Every organization must address the issue of deteriorating employee performance.

1.3 Research Question

Derived from the previously supplied concern statement, such study proposes several research questions. The primary question will be, "What factors are essential in affecting employee performance?" Precisely.

1. Is there job stress related to employee performance at the Industrial Court of Kuala Lumpur?
2. Is there job insecurity related to employee performance at the Industrial Court of Kuala Lumpur?
3. Is there work environment related to employee performance at the Industrial Court of Kuala Lumpur?

1.4 Research Objective

Main focus of research investigates to variables such could influence employee performance among Kuala Lumpur's Industrial Court employees. The following goals have been set to justify the above-mentioned problem statement:

1. To examine the relationship between job stress and employee performance at the Industrial Court of Kuala Lumpur.
2. To examine the relationship of job insecurity and employee performance at the Kuala Lumpur Industrial Court of Kuala Lumpur.
3. To examine the relationship of work environment and employee performance at the Industrial Court of Kuala Lumpur.

1.5 Significance of the study

1.5.1 Staff

The outcomes may provide a means for all employees to gain a comprehensive understanding of their organization, increase their level of awareness, and demonstrate their complete dedication.

1.5.2 Organization (ICKL Human Resources Department)

Providing ICKL management, especially human resource department, with feedback on how elevate benefit management and acting as reading material to expand viewpoints, especially in the field of occupational health science. Understanding how job stress, job insecurity, and the workplace affect employee performance allows ICKL management to come up with suggestions for actions that will effectively address these problems.

1.5.3 Court Department.

This paper's outcome can help other Malaysian courts improve their current existing human resource policies by considering employees' performance.

1.5.4 Research and Academic References Sources

This study is significant because the empirical results might enhance the existing literature on employee performance, especially as it relates to work environment, job stress, and job instability. Particularly at ICKL, these insights may

offer fresh viewpoints on elements that may influence or have no impact on worker performance. ICKL benefits from this research in the following ways: expanding scholars' knowledge and comprehension, especially concerning the application of theories of employee performance, work environment, job stress, and job insecurity. It is also expected that the research's conclusions will be a useful source of information and references for future researchers wishing to carry out related investigations.

1.6 Scope of the study

Purpose of this research is to make inquiries about potential results of work environment, job stress, job insecurity on employee performance at outcome ICKL. Questionnaires were used to collect data in a quantitative manner. Cross-sectional approaches were used in this research gathering information all at once. Individual respondents are employees of ICKL were the focus of the analysis. The SPSS program (Version 27) was used to analyze the data.

1.7 Summary Definition of Key Terms

1.7.1 Employee Performance

According to Jex (2002), employee behavior at work can be described as employee performance.

1.7.2 Job Stress

According to Harshana (2018), job stress was a response that arose when the demands of work became overwhelming.

1.7.3 Job Insecurity

Job insecurity was clarifying as continuous concern for one's job future survival. The great potential of skilled employees is often overlooked by most organizations, which leads to a high staff turnover rate. Instead, employers that recognize their workers will implement a pension plan to specify their future pension needs and assist staff in thriving in a work environment that is favorable to their quality of life.

Enduring employees are the main goal of a organizational is employee motivation and retention. Viljoen and Rothmann (2009) found a relationship between chronic illness, workplace stress, also organizational duty. Based on the research findings, the hypothesis that organizational stress led to serious health problems and low organizational commitment, and that strain connected to job insecurity had a significant impact towards physical and cognitive health issues.

1.7.4 Work Environment

Interrelationships that exist between employers and staff, together with the technical interpersonal, and managerial environments in which workers operate (Briner, 2000) is a concept of work environment.

1.7.5 ICKL

The 16 courts at the ICKL oversee hearing cases pertaining to labor disputes that are brought before them by the Minister or the parties individually. Additionally, collective agreements submitted by trade unions representing employees and companies are recognized.

1.8 Organization of Chapters

This study offers a comprehensive overview of literature on job security, stress, work environment, and employee performance. Chapter I summarizes synopsis of topic. Basic literature review in Section II goes into detail about the ideas and methods of measurement. The objectives are outlined in this chapter and structure of the study and reviews previous empirical research on the factors influencing job stress, job security, the workplace, also employee capabilities.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Regards Literature summarizes research regarding relevant concept that have been added to the current theoretical framework and focusses on the relation between the working environment with the following element: job stress, job insecurity, and employee performance; definition, importance, and relationship between independent also dependent factors of those factors include all discussed in the literature; the chapter as well includes the findings of other researchers on related topics; the chapter ends by a review hypothesis with proposed conceptual framework.

2.2 Theoretical Foundation

2.2.1 Person-Environment Fit Theory

Person-environment fit supposition reviews connect personalized characteristics with their surroundings. They are having interconnected influences dan impact. The encourage, etiquette along with cognitive wellness connects a person to his environment can affect individual. The person- environment theory states that both a person's developmental stage and his immediate environment may have an impact on his adaptive change. (French, Rodgers, and Cobb 1974).

According to some research, strain arise as employees' attitudes, needs, values and abilities do not align well with the demands of the job or

when the workplace does not meet the needs of the workers (French, Rodgers, and Cobb 1974).

Stressful experiences are described by this theory, which is related to work stress. First, there is the issue of employee requirements and the discrepancy between supplies needed at work. Result of misfitting skills and demands on the job comes in second. As per Individual-Environment Fit theories, a discrepancy between a person's abilities competencies, resources together with the demands at work can lead to stress at work (Caplan, 1987).

2.2.2 Job-Demand Control Theory

The Job-Demand Control model proposed at 1979 by sociologist Robert Karasek to better recognize the tension and strain at work variables. Exist determined significant effective method in consideration of the workload and additional working pressures. Workplace stress considers to be the result of a complex relationship within the job's cognitive, emotional, and authority-related elements, along between task management including expertise discretion. The workload is influenced by all of these factors. This notion is based on Karasek's study.

According to the model, which focusses on forecast the effects of emotional strain, psychological pain and tension are more likely to occur among workers who are under a lot of pressure but have little control over their work (Desseler, 2010).

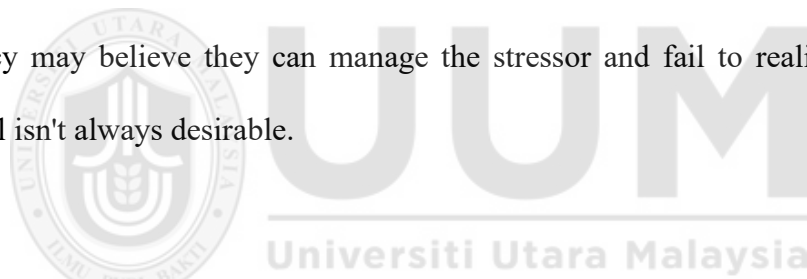
JDC theory states that the goal was to balance the demands placed on employees with their level of autonomy and discretion. The researcher claims that employees are under a lot of stress due to workplace obligations and are unable to choose when they perform their duties. When a person feels out of control, stress

occurs.

Despite the demanding nature of the work, personal discipline also personal control makes people feel less stressed. Uncontrollable employees are more stressed out but have little to no control over time constraints or deadlines. The development of stress is significantly influenced by autonomy rather than work challenging.

According to Mark and Smith (2008), such strength enables workers to adjust to "active-learning occupations," potentially way to solve problems, provided they are allowed sufficient latitude to utilize their skills.

One advantage of this approach is that it grant personnel accommodated "active-learning occupations," conceivable way to solve problems, provided they are allowed the latitude to apply their skills. According to them, people with low self-efficacy may believe they can manage the stressor and fail to realize that work control isn't always desirable.



2.3 Overview Of Employee Performance

Employee performance refers to how well workers are doing their jobs and achieving organizational goals. The study by Dewi Anggraini Nasution and Muhammad Andi Prayogi (2023) regarding "Work Stress and Quality of Life Work (QWL) with Job Satisfaction as Mediation" examines how work stress and QWL affect employee performance indicates that job stress has a negative correlation with job satisfaction but no significant favorable influence impact on employee performance. In the meantime, staff performance and job satisfaction are greatly enhanced by the QWL. Study's showed employee performance is positively and affected by work stress and QWL.

As stated by Mathis and Jackson (2018), an employee's performance is the outcome of their accomplishments as determined by the agency's standards or criteria. The ability to successfully complete a task is the definition of performance or employee's achievement. Employee contributions to the company are influenced by their performance, which includes their attendance at work, output quality, and output time.

An employee's ability to carry out their duties and finish their tasks is a key indicator of how effective their work is. An employee's efficiency, quality, and amount of work, as well as their workplace behaviors, are all components of their performance. The stress and changes that people experience due to organizational, emotional and physical tiredness which makes it challenging for them to deliver quality work requirements (Robbins, 2016).

2.4 Overview of Job Stress

Humans are not machines that are always working; they will occasionally become bored or tired. According to Handoko (2019), an elevated workload, time constraints, inadequate supervision, interpersonal or group conflict, an uneasy work environment, and career advancement foremost factors of stress at workplace. On the other hand, concerns about money, family issues, health issues, marital issues, and changes in the home are variables that lead to stress outside of work.

Schreier C. et al. (2021) examined the occupational and demographic factors that contribute to judicial stress to demonstrate that Australian judicial officials experience stress. Jurisdiction was the only demographic component that was strongly linked to judicial stress levels: judges sitting in higher courts reported much lower levels of stress across a variety of measures compared to judges in subordinate

courts with significant volume, such as magistrates. The level of burnout weariness showed the most significant difference.

Comparing expectations with reality that does not align with current desires causes stress, which worsens the mood and work environment. confounders had greater negative effects on representation than beneficial ones (Ong et al., 2018). According to Bashir and Ramay (2010), stress situation that arises when a person believes the demands of a situation or the things that stress them more than they acknowledge they can manage.

Stress can be viewed as an undesired condition of enthusiasm that we encounter when prerequisites, whether they are related to business, are insufficient to compensate for our inability to identify them, according to Halkos & Bousinakis (2010). In reaction to these hazards, this leads to dynamic transformation. Because one person may be affected by the same stressor while another is not, it arises from the relationship between an individual and their current situation and manifests as an abstract pressing element. When a representative is capable of managing the urgency of a task and the likelihood of finishing it is high, pressure can serve as a persuasive element.

According to Ong et al. (2018), occupational stress positively affects achievements. This means that while strain favorable affects workers in any association, the degree to which a worker can adjust to it is typically too much and has a negative impact on representation. The "on the job" and "off the job" categories are the two divisions of the stress-causing categories.

According to Kotteeswari and Sharief (2014), work-related stress is a chronic illness that can impact an individual's physical well-being as well as their work performance. Stress arises when an employee finds it difficult to accept the

work they are assigned since it is something they have never done before. However, time constraints or the deadline for finishing a work can also cause stress. Humans are not machines that can operate nonstop. Humans occasionally take breaks to replenish their energy throughout tasks.

A study by Christian Sahat Parasian and I Gede Adiputra (2021) examined how Performance of workers at Indonesia's PT. International Total Service & Logistics was impacted by job stress and job performance. Outcome demonstrated work-related stress had little to no impact on employees performance, job satisfaction has a correlation sequel on employee performance.

Study on Work Stress Impact on Employee Performance through Job Satisfaction, starring Sonny Taufan (2024). This study's goal is to determine how work-related stress affects worker performance by measuring job satisfaction. Research discovery indicate show employee performance is directly affects work-related stress.

In 2023, Raden Rijanto studies consequences at work on performance. Intention research is to confirm and evaluate how work-related stress affects employee performance. The analysis demonstrates that work-related stress significantly and favorably affects employee performance.

2.5 Overview of Job Insecurity

Job insecurity refers to sense of inadequacy, diminished self-worth, difficulties in managing career and personal life, along with the anxiety of job loss or alterations in associated elements. Motivation and job contentment

could also be affected. Hans De Witte et al. (2015) state that employment uncertainty has been connected to physical health issues and poorer mental health, both generally (such as anxiety and high blood pressure) and specifically at the workplace (such as absenteeism and decreased job satisfaction).

The term "job insecurity" refers to (subjective) worries about the actual employment's survival.

Leka and Jain (2010) state that job insecurity is one of several workplace stressors, which include aspects of the social organizational background of an organization as well as the planning and administration of work that can lead to physical or psychological harm.

Ashford et al. (1989) Workplace demands that detrimental physical also mental health are known as work stressors.

2.6 Overview of Work Environment

The term "work environment" refers to a certain surroundings or workspace that collaborates to achieve a group's specific goals. According to Veithzal (2017), stress circumstances of unbalanced both mental and psychological illnesses that leads to an emotional way of thinking in the workplace. Work that always piles up and never ends causes a person to experience depression or stress.

Soelton and Atnani's (2018) on a study looks at how university management staff members' desire to quit influenced through work environment, contentment, and stress levels. According to the study, a bad work environment and a lot of stress can cause disappointment, which in turn makes workers more likely to want to quit. The results highlight how crucial it is to establish a positive work

environment to lower turnover rates.

2.7 The Relationship and Hypothesis Development.

A hypothesis is a logically conjectured link between variables that is expressed as a testable assertion, according to Sekaran (2023). The hypothesis general, is a claim that the researcher hopes to confirm or disprove based on the data collection methodology. Additionally, it is also the possible explanation that forms the basis of a research study.

2.7.1 The relationship between job stress and employee performance.

A person's emotional tension brought on by environmental and conditional pressure is referred to as stress (Beehr and Franz, 1987). Stated by Beehr and Franz (1987), stress emotional tension that results from environmental and conditional pressure. To extend the stress concept by the researcher, Job stress defined as an employee's sentimental strain that results service settings that put a lot of pressure on employees. According to Mensah (2021), job stress is defined as pressure resulting job situations that put them under a lot of pressure.

According to organizational behavior, employees are anxious about their work because they most likely realize that their present careers are in jeopardy and that they must find a suitable solution at the earliest opportunity (Dodanwala and Santoso, 2022). Dedication, work stress can influence intrinsic motivation, which lowers their wish to remain employed by the existing company (Wongsuwan et al., 2023).

One of effects strain can root employees to feeling detached (Pozas et al.,

2022). indicating careless and negative behaviours at work regarding others (Lushin et al. 2023). Furthermore, According to Irawanto et al., workers who are unable to manage their stress volume at work experience high extent of job dissatisfaction, may have an impact on prolonged connections with their company.

According to Kim (2020), this might lead to a lack of cooperation among members, which can worsen their dedication to carrying out their responsibilities toward the organizations.

When stress symptoms are linked to work performance, burnout may result. (Szcze'sniak et al., 2024). According to previous studies, workers who experience high levels of job stress may have both physical and emotional fatigue after work (Stein et al., 2022).

Prolonged job stress can affect people's motivation and feel self-worth in their current workplace (Yang et al. 2024). Employees may experience health problems as a result, which may limit their ability to carry out their jobs. According to Szczesniak (2024), excessive job stress might negatively impact employees' physical health, hence reducing their long-term productivity.

2.7.2 The relationship between job insecurity and employee performance.

According to numerous authors, job insecurity is the assumption of employees that they'll remain in their current position. Job insecurity is defined by De Witte (1999) and other authors as employees' perceptions of their chances of dropping their jobs during turning point (Mohr, 2000).

Concept of job adjustment (Hulin, 1991) states that workers attempt to address their job discontent by implementing a variety of job adaptation strategies.

In this regard, a number of studies (Probst, 2000) have shown various plan in which workers preserve retreat from their work when confronted with stressors related to their jobs, including less job satisfaction, a diminished sense of loyalty to their company, and a greater yearn to quit.

When examining job performance in particular, Han and colleagues (2007) demonstrated that job performance can be broken down into 4 distinct form innovative behavior (innovative performance), training (learning performance), and citizenship climate (contextual performance), and technical core (task performance).

As mentioned in Qin and Jiang (2011), duty performance is more precisely defined as the actions or results of workers that support the accomplishment of the organization's goals at the technical primary level in accordance with directives also duties specified in the job description.

Negative correlation between job insecurity and employees' in-role performance, job satisfaction, job involvement, organizational believe plus commitment, according to two distinct meta-analyses (Sverke et al., 2002; Cheng and Chan, 2008). Accordingly, there is a negative correlation between job instability and various employment outcomes (Wang et al., 2015; Zheng et al., 2014).

Work instability also negative correlation with job performance, particularly with regard to in-role performance (Schreurs et al., 2012). According to Ünsal-Akbıyık et al. (2012), other scholars including claimed that seasonal workers report higher degrees of job insecurity than constant personnel.

(Ashford et al, 1989) found no significant correlation, and Staufienbiel and Konig, 2010) even found a positive relationship between job insecurity and job performance. Example, Staufienbiel and Konig § (2010) found that job insecurity can actually have the opposite effect on employees' in-role performance (i.e., a

suppressor effect), as employees may be persuaded to work harder to increase value to the company.

Conflicting conclusion suggests the prevalence of some confounder that could minimize or even set aside the harmful influence of job insecurity on job performance. Wu (2011) investigated moderating effect emotional quotient in mitigating consequence work-related stress on job performance. Consequently, Schreurs et al. (2012) examined the moderating role of social support such as support from supervisor and colleague on the connection between job insecurity and employee performance.

As per conservation of resources (COR) theory, each personnel characteristics and social support can be considered as resources that help to minimize how stressors, like job instability, affect performance results, like duty performance. Additionally, coworker besides supervisor encourage might lessen work insecurity's detrimental consequences for performance results (Schreurs et al., 2012).

Hotel employees are therefore more probable to cope with stressful situations (i.e., job insecurity) without it affecting their task performance, as per Staufenbiel and Konig's (2010) argument that through an economic crisis give rise to by a health ruin, they will be more motivated to perform their job while strictly attach to the specific system in place for minimize the risk of infection for themselves, their coworkers, and the customers. Similarly, the current study assumes that job insecurity has no direct impact on hotel employees' self-rated performance, but rather influenced by other factors.

2.7.3 The relationship between work environment and employee performance.

Employee physical and psychological elements of work settings have a bear on performance. Employee comfort and productivity are increased in a supportive work environment. A wholesome workplace with excellent joint effort between teams, direct communication, also management responsive to employee needs, will bolster up sustainable performance. Concern also involves work-life balance, which is important for maintaining long-term productivity levels.

The work environment is operationalized with indicators such as noise level lights, adequate workplace, and comfortable equipment. The priority is on how the physical surroundings improve employee comfort and productivity.

The influence of other part, including job satisfaction and leadership style, on employee performance can be amplified or diminished by the work environment, which is why it is regarded as a moderator variable. Supportive work environments improve job satisfaction and staff engagement, which raises performance results. Abouelesa (2022) highlighted that a well-designed workplace can boost workers' job satisfaction and happiness, which in turn impacts their output. Apart from increasing productivity, a well-designed workspace can strengthen the relatedness between job satisfaction and performance. Ohn with colleagues (2021) examined how changes to the workplace affected employee satisfaction and performance, finding that the workplace can operate as a moderating element it on relation between job satisfaction and performance. This research significant since demonstrates how raising job satisfaction levels in the workplace leads to higher production. Khan et al. (2022) also showed how the workplace may increase the effect of job satisfaction and employee engagement on performance outcomes. This suggests employee

performance is greatly impacted by the workplace, especially when job satisfaction and a positive work circumstance were paired.

Work conditions are incorporated as a moderating variable in this study because to the strong evidence that physical and social conditions of the workplace are related employee performance include satisfaction. Employee productivity can be raised with a well-designed workspace that has minimal distractions, cozy amenities, and a good spatial arrangement (Abouelela, 2022; Khan et al., 2022). Research used the work setting as moderating variable to ascertain whether optimal work environment circumstances might enhance the relationship between leadership style and job satisfaction with employee performance. Given that family businesses might not have the resources to provide a perfect workplace, analyses degree to which such detail affects employee efficiency.

2.8 Conceptual Framework

Figure 2.1 indicates the relationships between job stress, job insecurity, the work environment, and employee performance, as well as the research framework described for this study. Dependent variable is employee performance as a result of this research, job stress, job insecurity, also the work environment are independent variables in this structure.

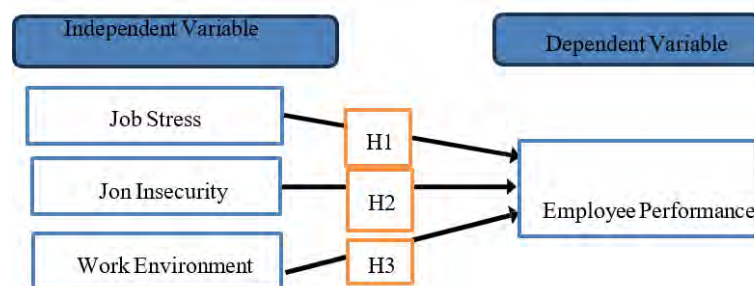


Figure 2.1 Conceptual Framework

2.9 Hypothesis

The following correlations can be hypothesized by this research:

Hypothesis 1

H null: There is a significant relationship between job stress and employee performance.

H alternative: There is no significant relationship between job stress and employee performance.

Hypothesis 2

H null: There is a significant relationship between job insecurity and employee performance.

H alternative: There is no significant relationship between job in security and employee performance.

Hypothesis 3

H null: There is a significant relationship between working environment and employee performance.

H alternative: There is no significant relationship between work environment and employee performance.

2.10 Conclusion

Past and present actual research in those fields have been covered in this section of job stress, job insecurity, the work circumstances, include employee performance. It as well outlined the study's hypotheses as well as its research framework. Chapter 3 will detail the research methods.



CHAPTER 3

METHODOLOGY

3.1 Introduction

The study technique covered in Chapter 3. The conceptual framework and research design are discussed first, then the population under research and sampling. The creation of the survey materials, data gathering methods, and data analysis techniques were also covered in this section. Study's main objective is to ascertain how ICKL employees' performance is impacted by their work environment, job stress, and job insecurity. Researcher experience with job stress, job insecurity, and the work environment at ICKL, along with the results of a google form questionnaires of coworker, served as the foundation for this study.

3.2 Research Design

In this research, a quantitative technique is used. A survey approach was used to perform the research. The definition of survey research is research carried out with populations both huge and compact, but the data used is data from samples grasp and the population size, events create, distribution, also correlation between variables both sociological. (Fred N, 2016). This was in line with the study's goal, which is to investigate the direct connection between job stress, Job insecurity, work environment and employee performance. Individual employee serves as the unit of analysis for this study, and questionnaires were sent to collect the primary data.

Respondents' perception about job stress, Job insecurity, work environment becomes foundation for understanding how they affect worker performance. As a

result, it is thought appropriate to use a single person as the analytical unit to evaluate each of the variables included in the research framework. Investigation carried out with little intervention from the researcher in a natural setting. Lastly, a cross-sectional design was used, which information gathered all at once. The questionnaires were created by adapting earlier research on related subjects. This research It is stated that the design is simple, cost-effective, also enables data collecting comparatively short period.

3.2.1 Sources of Data

According to Creswell (2017), the data is separated into 2, namely Data collected directly from interviewees is referred to as primary data. Straight through observations the surveys given to participants who comply with the objective and are evaluate representative of the entire population.

Research relies on primary data, which data source was obtained from researcher-distributed self-administered questionnaire. This approach is selected to ensure that any clarification required by the respondent promptly.

3.2.2 Unit of Analysis

According to Creswell (2017), data analysis is the process of systematically locating together with compiling information deriving out of observations, interviews, also documents by organizing, defining, and classifying data. structuring the system, determining which are important, which are being studied, and coming to findings that are easy for you and others to follow. Research unit of analysis referred to individual which is employee at ICKL officer who are working in ICKL.

3.3 Population

The population encompasses the whole research topic, and the sample is part of the number and characteristics of the population. Which explained as follows (Fred N, 2016). The overall subject of the study is the population, a sample is a portion of the overall population. What follows explanation (Fred N, 2016). A population comprises individuals or objects with particular characteristics that the researcher has selected to be employed in the study and any conclusions that follow. (Creswell, 2017). All of the research participants in this study were ICKL staff among the 113 responders.

3.4 Sample Size

Krejcie and Morgan's (1970) table for estimating sample size for a given population was used for this investigation. This study's target responder is all employees in Industrial Court of Kuala Lumpur (ICKL). As stated by Krejcie and Morgan's (1970) table, 87 sample are sufficient for data collection in a population in a population of 113 population. Additionally, this sample size aligned to Roscoe's golden rule as mentioned in (Sekaran,2003), that said that a specimen size of greater than 30 but less than 500 is adequate the majority studies.

The following formula, which is used to estimate a population proportion with a given level of absolute precision (Lwanga and Lemeshow), WHO, Geneva 1991, serves as the basis for calculating the sample size:

$$N=[z/d]^2*p \quad (1-p)$$

Whereby: p-is the anticipated population proportion.

The sample represents portion of the quantity and traits held by population.

When population is extensive, and researchers will not be able to study everything that exists, for example due to constraints like funding, time, energy, etc., then researchers can utilize samples that can be taken from that population (Creswell, 2017). Sampling technique that will be used selection of individuals from the population is done randomly without any differentiators such as strata in the population. Simple random sampling is a method used to collect samples that are directly perform at research site or sampling unit, each sampling unit as an element of an isolated population gets the same opportunity to be a sample or as a representative of its population.

A sample a part of those who are considered to represent the population being studied. The decision regarding sample size uses a table, the number samples based on the total population by Krejcie and Morgan. So that the number of samples that can be used in this study is determined can be seen in the following table: Krejcie and Morgan Formula:

$$n = \frac{X^2 \cdot N \cdot P (1 - P)}{(N - 1) \cdot d^2 + X^2 \cdot (1 - P)}$$

n = Sample size

N = The population size (113)

X^2 = the table value of chi square for 1 degree of freedom at the desired confidence level (3,841)

d = the degree of accuracy expressed as a proportion

(0,05) P = the population proportion (0.5)

Pertaining to this formula, the calculation is as follows:

$$X^2 \cdot N \cdot P (1 - P)$$

$$n = \frac{X^2 \cdot N \cdot P (1 - P)}{(N - 1) \cdot d^2 + X^2 \cdot (1 - P)}$$

$$3,841.113.05 (1 - 0.5)$$

$$n = \frac{3,841.113.05 (1 - 0.5)}{(113 - 1) \cdot 0,05^2 + 3,841.0,5(1 - 0,5)}$$

$$217,0165 (0.5)$$

$$n = \frac{217,0165 (0.5)}{(112) \cdot 0.0025 + 1,9205(0,5)}$$

$$108,5082$$

$$n = \frac{108,5082}{(112) \cdot 0.0025 + 1,9205(0,5)}$$

$$108,5082$$

$$n = \frac{108,5082}{0,28 + 0,96025}$$

$$0,28 + 0,96025$$

$$n = \frac{108,5082}{1,24025} = 87,48$$

Based on calculations using the Krejcie and Morgan method, the number of samples obtained from the Kuala Lumpur Industrial Relations Court was 87 respondents.

3.5 Sample Technique

There is a technique in sampling to conduct research. Stated by Creswell (2017) explained that the sampling strategy is a method for choosing the sample for the study, there are several sampling techniques used. Sampling techniques are divided into two groups, namely probability sampling and nonprobability sampling. In this study, the researcher used probability sampling. According to Creswell (2017) probability sampling is a sampling technique that equality or opportunities for every component or individual of the population that will chosen for the sample. Researcher employed basic random sampling in this investigation, said Creswell (2017), Simple Random Sampling is the taking of samples from a population is execute randomly without considering the strata within that population. Every ICKL staff member has an equal chance of getting chosen based on the Human Resource Department list, which may improve the researcher's accuracy, relevant, and trustworthiness. Each of the 113 employees would be assigned a number between one and 113, after which 87 of those numbers would be chosen at random.

3.6 Questionnaire Design

The questionnaire distribute to all ICKL was written in English (Refer Appendix 1). Interviewee accompanied by 6-page questionnaire. The questionnaire consists of 5 sections. Section A consists question about

respondent's demographic information containing 7 items. In section B of the questionnaire, it consists of 17 employee performance. Section C consists of questions about job stress 6. In section D consists of enquiries on job insecurity 8 and Section E consists of 5 questions about work environment.

3.7 Operational Definition and Measurement

3.7.1 Operational Definition and Employee Performance

Effectiveness and efficiency employees completing their tasks and responsibilities. Performance can be measured through deliverability, productivity, and output quality. Indicator productivity in completing work tasks and responsibilities, Quality of work produced after the implementation of monitoring, Performance evaluation from superiors or colleagues, (Rudolf Siegel R et al.,2022) Effective employee performance is essential for reaching organizational goals and improving financial performance. Employees performing well results increased in the face of intense competition, productivity, innovation, and organizational sustainability, Lukito D. (2024). In this study, individual work performance comprises of three main domains, task performance, contextual performance and counterproductive work behavior, Platania, S et al. (2023). The reliability of the scale for Task Performance (TP) ($\alpha= 0.75$), reliability of the scale for Contextual Performance (CP)($\alpha= 0.88$), and Contextual Work Behavior (CWB) ($\alpha=0.77$). In this study, job stress was measured based on a survey question from Platania S et al. (2023). The researcher formulated questions related to employees' performance based on this research question and changed them according to the place where the study will be conducted.

Table 3.1 Item for Employees Performance

No	Item	Scale	Author
1.	I was able to plan my work so that I finished it on time (TP)	Likert Scale 1 (almost never) to 5 (almost always)	Platania S et al. (2023).
2.	I kept in my mind the work result I needed to achieve (TP)		
3.	I was able to set priorities (TP)		
4.	I was able to carry out my work efficiently (TP)		
5.	I managed my time well (TP)		
6.	On my own initiative, I started new tasks when my old task were completed (CP)		
7.	I took on challenging tasks when they were available (CP)		
8.	I worked on keeping my job-related knowledge up-to-date (CP)		
9.	I worked on keeping my work skills up-to-date (CP)		
10.	I came up with creative solutions for new problems (CP)		
11.	I took on extra responsibilities (CP)		
12.	I continually sought new challenges in my work (CP)		
13.	I actively participated in meetings and/or consultations (CP)		
14.	I made problems at work bigger than they were (CWB)		
15.	I focused on the negative aspects of situation at work instead of the positive aspects (CWB)		
16.	I talked to colleagues about the negative aspects of my work (CWB)		
17.	I talked to people outside the organization about the negative aspects of my work (CWB)		

Sources: Platania S et al. (2023).

3.7.2 Operational Definition and Job Stress

Feelings of distress or anxiety that employees experience in response to job demands, which can be exacerbated by intensive monitoring, the concept indicated by the level of pressure felt due to electronic monitoring, frequency of work-related feelings of anxiety or distress, the impact of monitoring on the balance between personal life and work, Rudolf S. et al. (2022). A factor believed to affect an employee's performance is stress from work.

Purpose of reliability testing evaluate the stability of questionnaires and is done by using Cronbach alpha. As mentioned, Nunnally (1967), construction is assumed to be reliable if the value of Cronbach alpha 0.60. In this study, job stress was measured based on a survey question from Ozge Adan et al (2017). Reliability of the scale was ($\alpha = 0.81$). The researcher formulated questions related to job stress based on this research question and changed them according to the place where the study will be conducted.

Table 3.2 Item for Job Stress

No	Item	Scale	Author
1.	I feel frustrated because of my work.	Likert Scale 1 (Strongly Disagree) to 5 (Strongly Agree)	Ozge Adan et al. (2017)
2.	I work under a quite big tension		
3.	Problems that are related to work are causing sleeping problems.		
4.	If I were working in a different job, my health would probably be better		
5.	I feel nervous before the meetings held at the court		
6.	My job is likely to directly affect my health		

Sources: Ozge Adan Gok et al. (2017)

3.7.3 Operational Definition and Job Insecurity

Job insecurity has been described by number writers as the expectation of employees that they will remain in their position (De Witte, 1999; Sverke et al., 2002), although other authors state it the perception of employees that they would lose their position in turning point (Mohr, 2000).

Emotions, whether positive or negative employees experience towards their task includes aspects such as enjoyment in tasks, relationships with coworkers, and working conditions. Daniel L, et. All (2025) indicate employee's satisfaction with work environment depends on employee perceptions of work-life wellbeing.

In this study, job stress was measured based on a survey question from Gomes A, L et al. (2023), the reliability was 0.89 regarding numerical aspect also 0.90 for the qualitative dimension, suggesting good evidence of internal consistency. The researcher formulated questions related to job insecurity based on this research question and changed them according to the place where the study will be conducted.

Table 3.3 Item for Job Insecurity

No	Item	Scale	Author
1.	I feel insecure about the future of my job. (Quantitative)	Likert Scale 1 (Strongly	
2.	Most likely I will lose my job soon. (Quantitative)		
3.	I'm sure I'll keep my job. (Quantitative)		
4.	I think I may lose my job in the near future. (Quantitative)		
5.	My work is likely to change negatively. (Qualitative)		

6.	I feel insecure about the characteristics and conditions of my job in the future. (Qualitative)	Disagree) to 5 (Always Disagree)	Gomes, A. F., et al.(2023)
7.	I think my work will change for the worse. (Qualitative)		
8.	I am concerned about the characteristics of my job in the future. (Qualitative)		

Sources: Gomes A, F et al. (2023)

3.7.4 Operational Definition and Work Environment

The work environment refers to the physical, social, and psychological conditions in which individuals perform their tasks or jobs, Thuillard et. al (2024).

The indicator are complexity of assigned tasks, Interaction with technology, Noise levels and distractions in the work surrounds

Khan et al. (2022) showed how employee engagement and performance outcomes can be boosted by the workplace. This suggests that employee performance is heavily influence by the workplace, particularly if a positive work environment is integrated.

Hackman (1980) maintained that a workplace that attends to workers' personal needs fosters a favourable relationship between the firm and its employees, which in turn improves work-life balance. Job outcomes are greatly impacted by an environment that provides rewards, better working circumstances (quality of work-life), and opportunities for individuals to grow and advance in their careers.

In this research, work environment was measured based on a survey question from Hanaysha J (2016). The reliability of the scale was ($\alpha = 0.837$). The researcher formulated questions related to work environment based on this research question and changed them according to the place where the study will be conducted.

Table 3.4 Item for Work Environment

No	Item	Scale	Author
1.	I am satisfied with the space allocated for me to do my work	Likert Scale 1 (almost never) to 5 (almost always)	Hanaysha J (2016)
2.	My workplace is very clean		
3.	There is adequate space between me and my nearest colleague		
4.	My work environment is quiet		
5.	Overall, my work environment is pleasant and visually appealing		

Sources: Hanaysha J (2016)

3.8 Data Collection Process

3.8.1 Pretesting of Instrument

Before the question been distributed, author been check and revised before professor at University Utara Malaysia's Human Resources Department, School of Business Management. Based on the above criteria, suggested changes were typed in and added to the survey tool.

3.8.2 Pilot Study

Intended to produce an ideal questionnaire that will allow the researcher to make all the required changes when the investigation is completed. This is accomplished by using a pilot study to test and verify the questionnaire on a small sample of participants. Prior to the real data collection, pilot research is always beneficial, according to Saunders, Lewis, and Thornbill (2009). The instrument's accuracy, reliability, and internal consistency will all be assessed with the aid of this pilot test. Pilot study carried out involving 30 employees of ICKL at Perak from 13th Mac 2025 until 14 Mac 2025. The survey took between 15 to 20 minutes to complete. Hair et al. (2006) state that if the Cronbach alpha score is

greater than 0.6, show questionnaire's items are valid and useful. This instrument was therefore approved for use in the actual data collecting process for all variables.

3.8.3 Data collection Procedures

The author get an authorization letter from ICKL administration previously. The data collection technique is a strategic step utilized by researchers that want to collect data for their studies. The researcher used a qualitative research design for this study, which necessitates precise and consistent data.

A questionnaire is a technique for collecting data where respondents receive a set of questions and written prompts to answers, as noted by (Fred N, 2016).

The data collection process was conducted using Google Forms, where structured questionnaire was designed to gather relevant information from participants. The survey using Likert scale to ensure comprehensive data collection. The questionnaire was issued online via social media and messaging platforms to reach the target respondents efficiently. Participants made aware of the study's objective, confidentially also voluntary involvement before proceeding with the survey. Responses were automatically recorded in Google Sheets, facilitating easy data organization and analysis. The questionnaire will be administered at the conclusion on 17 Mac 2024 until 19 Mac 2025. The respondent was not permitted to respond to the survey more than once.

3.9 Technique of Data Analysis

The Windows SPSS v27 application was utilized to data collected in this research. The data were initially assessed for accuracy in data entry, outliers also distributional properties before conducting the primary analyses.

3.10 Descriptive Analysis

Descriptive analysis is a technique used to outline the fundamental characteristics of the data within the research comprise a sample's mean, standard deviation, minimum, and maximum (Sekaran, 2003). Relation this research types of data assist researchers to outline the key variables and give a brief overview of the participants such as details of gender, age, marital status, greatest level of education, monthly salary, present position, years with the ICKL are some of the demographic details that are requested in the form.

Describe the data from the research variables, descriptive statistical analysis techniques were used. Descriptive data analysis is statistics utilized to examine data by depicting or representing collected data as it is (Fred N, 2016). Descriptive statistical techniques were used. This research instrument uses a Likert scale. Scales are used to measure belief perspective, and perceptions of a person or group regarding social phenomena. With a Likert scale, the variables deliberated are translated into research measures. In Likert scale, answers are used as follows:

Table 3.5 Likert Scale Value Weights

Symbol	Information	Score
SD	Strongly Disagree	1
DA	Don't agree	2
N	Neutral	3
A	Agree	4
SA	Strongly agree	5

Source: Processed data, 2023

In determining the scale range value, the computations are performed using the following formula (Hair et al., 2010):

It is known that:

n = Number of Samples

$$RS = \frac{N(5-1)}{5}$$

$m-1$ = number of alternative answer items (5-1)

m = Highest item value

So it is calculated as follows:

$$RS = \frac{87(5-1)}{5} = 69.6$$

Lowest score range = $n \times \text{lowest score} = 87 \times 1 = 87$

Highest score range = $n \times \text{highest score} = 87 \times 5 = 435$

Table 3.6 Variable Classification Range

Scale Range	Criteria
87 – 156,6	Strongly Disagree
156,7 – 226,2	Don't agree
226,3 – 295,8	Neutral
295,9 – 365,4	Agree
365,5 – 435	Strongly agree

Source: Processed data, 2023

3.11 Inferential Analysis

Hair et al.(2006), say that the best way to describe a theory is through inferential analysis. We will talk about reliability, correlation and regression as example of inferential analysis.

3.11.1 Reliability Test

A reliability test determines how likely it is that measurements made with the same object will provide identical data. (Hair et al., 2010). The reliability test of the study's questionnaire was separated into two groups—the odd item group and the even item group—using the split half-item approach. The overall score is then calculated by adding the group scores for each item. It is considered that the item has a satisfactory level of reliability if the correlation is 0.60, otherwise, if the correlation value is below 0.60 it is less reliable.

Reliability analysis was utilized to evaluate how free a testing tool is from random mistake and how consistent multiple-item scales are internally. evaluate an individual creation. A measurement is considered reliable if it produces consistent outcomes for the same group of data items independently (Creswell, 2015).

Table 3.7 Cronbach Alpha Range Values and Its Interpretation

Cronbach Alpha Value	Strength Interpretation
Less than 0.6	Not Acceptable
0.6 – 0.7	Acceptable
0.7 – 0.8	Good and Acceptable
0.8 – 0.9	Good
More than 0.9	Excellent

Source: Hair et al. (2017)

The value of Cronbach's Alpha measures the correlations among the measurement items or indicators, with higher correlations among the indicators associated with high alpha value (Saunders et al., 2019). A value of alpha ranges from 0 to 1 and the higher the alpha indicate higher reliability. Table 3.7 presents the Cronbach alpha Range values based on Hair et al.'s (2017) interpretation.

3.12 Classical Assumption Test

In conducting multiple regression analysis with the OLS method, model testing against classical assumptions must be carried out. The classical assumption test includes the following (Hair et al, 2010):

3.12.1 Normality Test

Normality assumption test will test the data of the independent variable (X) and the data of the bound variable (Y) on the resulting regression equation, whether it is typically distributed or unusually distributed. The data normality test can be performed using uji Kolmogorov Smirnov one- way. The conclusion to determine whether data follows a normal distribution or not is if it is significant > 0.05 then the variable is normally issue. If significant < 0.05 then the variable is not normally allocate (Hair et al, 2010).

3.12.2 Multicollinearity Test

Linear relationship between independent variables is known as multicollinearity. When using traditional linear regression assumptions, independent variables must not allowed to correlate with one another Existence multicollinearity will cause a large variance of regression coefficients that affects the breadth of confidence interval for the independent variable usedThe existence or lack of multicollinearity in a regression equation can be determined using a number of indicators, including the value of R^2 produced by a very high model evaluate, but many independent variables do not significantly affect the independent variable

(Hair et al, 2010).

3.13 Correlation Analysis

The interpretation of a correlation coefficient may be accomplished by examining the coefficient itself and its corresponding significance value (p), (Coakes & Steed, 2007). In the context of two quantitative variables, X and Y, positive correlation is seen when an increase in the value of X is accompanied by a corresponding increase in the value of Y. Conversely, a negative correlation is observed when an increase in the value of X is accompanied by a decrease in value of Y. To clarify, a correlation coefficient of +1.0 suggest a perfect positive connection, whereas coefficient of -1.0 shows a perfect negative correlation (Gliner, Morgan, & Leech, 2009). The coefficient value indicates degree of correlation between two variables with a value closer to 1.0 indicating a stronger relationship. The acceptance value for the sense value (p) is either 0.01 or 0.05, as stated by Coakes and Steed (2007). The strength of association, shown by Davis's Scale Model, is presented in Table 3.8. Capability of association may be categorized into five levels, ranging from extremely weak to very high. The interpretation of correlation coefficients is as follows:

Table 3.8 Strength of Correlation

Very weak	Weak	Moderate	Strong	Very Strong
0.00 – 0.20	0.30-0.40	0.40 – 0.60	0.60 – 0.80	0.90-1.00

Sources: Coakes and Steed (2007)

3.14 Regression Analysis

Determining anticipating potential of the independent variables (work environment, job stress, and job insecurity) in direction of the dependent variable (employee performance) is the primary goal of this study's multiple regression analysis. A statistical method for examining the relationship between a number of independent (predictor) variables and a single dependent (criterion) variable is multiple regression analysis. Stated differently, the researcher's single dependent value is predicted by the independent variable whose values are known. To guarantee the highest possible prediction from the set of independent variables, the regression analysis process weights each one. Regression variate, which is a linear combination of the independent factors that best predicts the dependent variable, is formed by the set of weighted independent variables (Hair et al. 2010). Ability of multiple regressions predict future results makes them significant.

Method use for data analysis is a quantitative descriptive approach. Tool will be use is SPSS Version 27. Answering the problem, namely how the effect of work stress on employee performance by using a data analysis formula with multiple linear regression analysis methods which are formulated as follows (Hair et al, 2010):

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

Y = Employee Performance

X1 = Job Stress

X2 = Job Insecurity

X3 = Work environment

a = Regression constant

β_{1-3} = coefficient Regression

e = Term Error (Error Value/Disruptor)

3.15 Conclusion

The research approach has been described in this section .Chapter covered the questionnaire's creation, the research design, respondent selection, and the data gathering process. Additionally, this chapter provides a brief explanation of how regression analysis also correlation are used to try out study hypotheses. Findings of the research are as stated.



CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

The response rate and participant demographics are reported at the beginning of the chapter. The data is then displayed. In summary while data analysis include validity, reliability report, correlation analysis and regression analysis.

4.2 Respond Rates

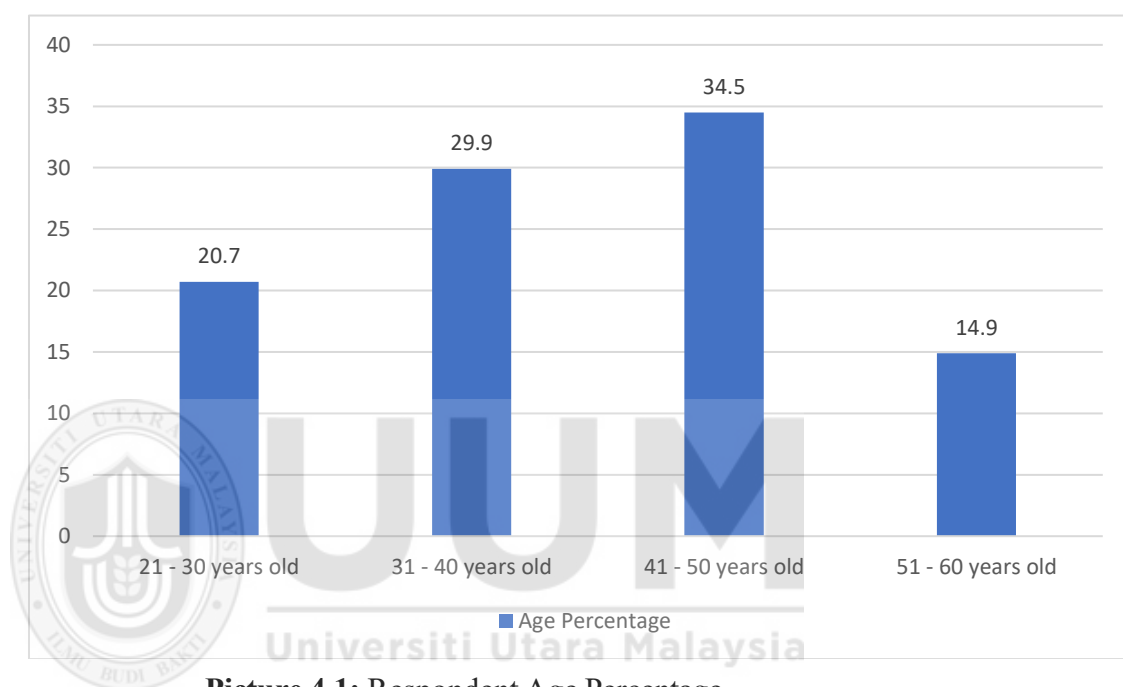
Information for this research was gathered via the distribute of questionnaires at ICKL. Sum of 87 questionnaires were direct by google forms on Mac 2025. Total of 87 questionnaires hand back, resulting rate of return amount 100 %.

4.3 Demographic Data Analysis

Descriptive analysis was used in this study. An overview of respondents using demographics parameters such as age, gender , education level etc. include their characteristics of the respondents was described as follows:

4.3.1 Respondent Age

The age of respondents is one measure of productive years, as younger individuals tend to be more productive. Conversely, older individuals tend to be less productive. The percentages are as follows:

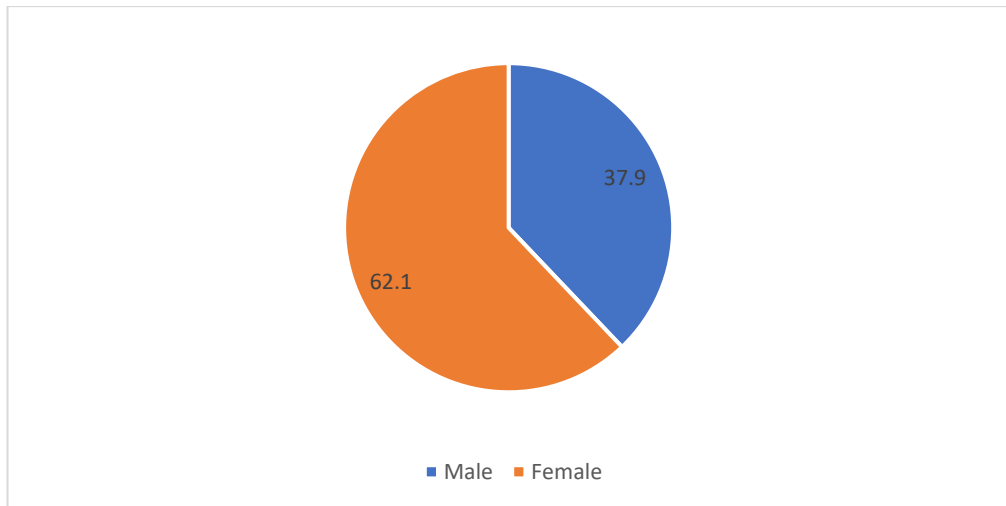


Picture 4.1: Respondent Age Percentage

Based on Picture 4.1, the percentage of respondents is highest in the age group of 41-50 years old at 34.5 percent. This is followed by the age group of 31- 40 years old at 29.9 percent, then the age group of 21-30 years old at 20.7 percent, while the age group of 51-60 years old accounts for only 14.9 percent of the total respondents.

4.3.2 Respondent Gender

The gender of interviewee in this study consists of both male and female participants. The percentages are as follows:



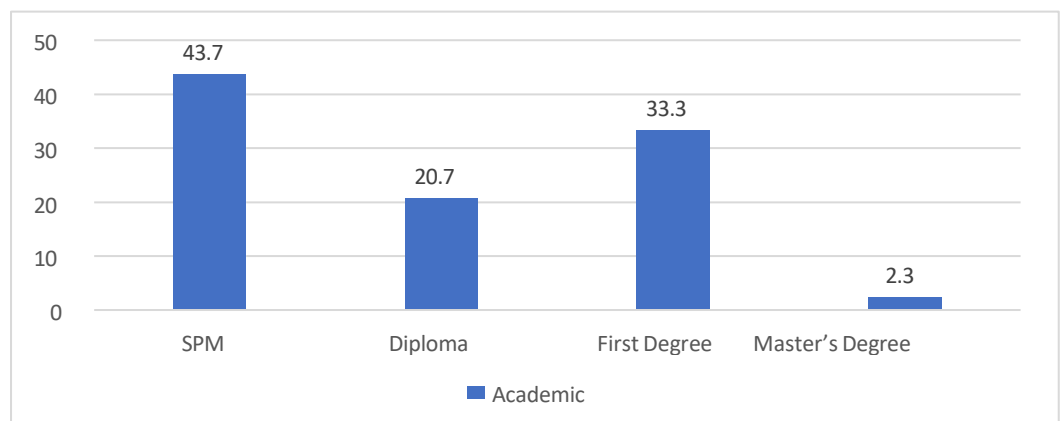
Picture 4.2 Respondent Gender Percentage

Based on Figure 4.2 above, the gender of respondents sampled in this study is predominantly female, accounting for 62.1 percent, while male respondents make up 37.9 percent.

4.3.3 Respondent Academic

The academic qualifications in this study consist of several categories, namely SPM, Diploma, First Degree, and master's degree.

The percentages as follows:



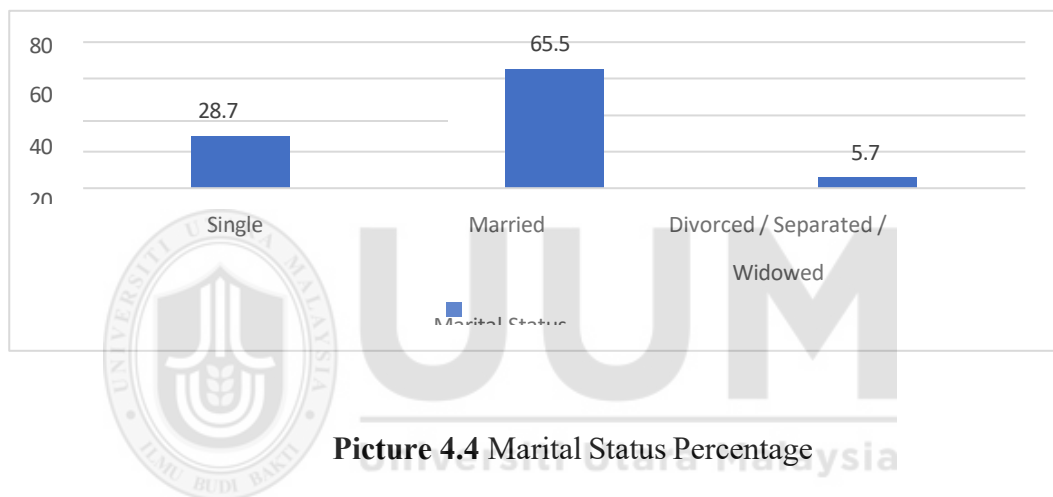
Picture 4.3 Respondent Academic Percentage

Based on Figure 4.3 above, the respondents predominantly

have an SPM qualification, accounting for 43.7 percent. This is followed by First Degree at 33.3 percent, and Diploma at 20.7 percent. Meanwhile, those with a Master's Degree account for 2.3 percent.

4.3.4 Respondent's Marital Status

The marital status in this study consists of several categories: single, married, and divorced. The percentages are as follows:

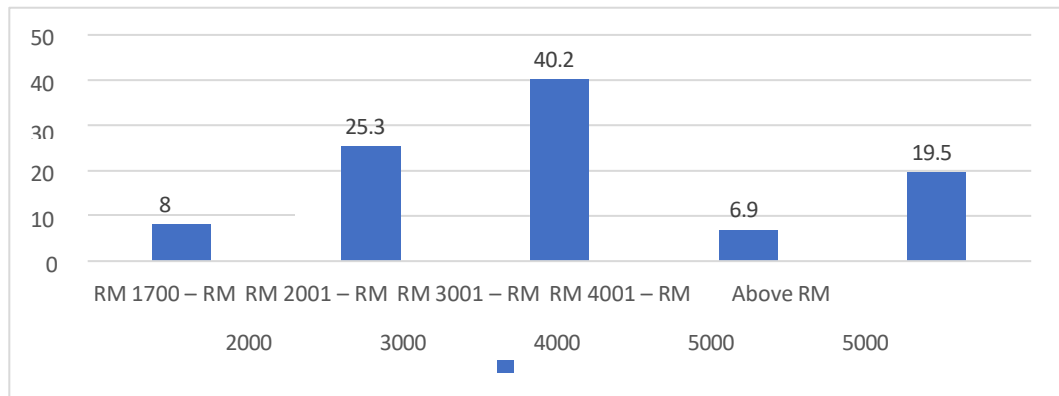


Picture 4.4 Marital Status Percentage

Based on Picture 4.4 above, the respondents predominantly have a marital status of married, accounting for 65.5 percent. This is followed by single status at 28.7 percent, while divorced/separated/widowed respondents account for 5.7 percent.

4.3.5 Respondent's salary

The respondent's salary stated in this research .Percentages are as follows:

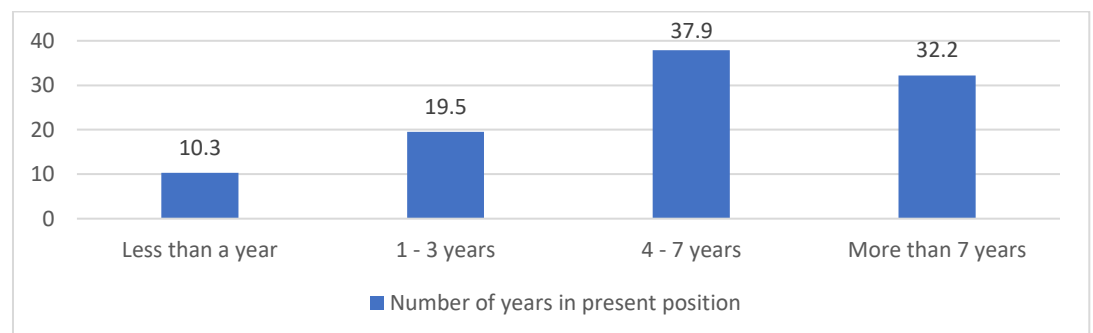


Picture 4.5 Respondent's salary Percentage

Based on Figure 4.5 above, the respondents predominantly earn a salary of RM 3001-4000, accounting for 40.2 percent. This is followed by a salary of RM 2001-3000 at 25.3 percent, and above RM 5000 at 19.5 percent. Meanwhile, those earning RM 1700-2000 account for 8.0 percent, and a salary of RM 4001-5000 accounts for 6.9 percent.

4.3.6 Respondent Length of Employment as an Employee

The length of employment as an employee, with the percentages as follows:



Picture 4.6 Respondent Length of Employment as an Employee Percentage

Based on Figure 4.6 above, the respondents predominantly have 4-7 years in their present position, accounting for 37.9 percent. This is followed by more than 7 years at 32.2 percent, and 1-3 years at 19.5 percent. Meanwhile, those with less than a year account for 10.3 percent.

4.4 Analysis Descriptive Statistic

The situation of the research variables is statistically described by descriptive statistical analysis. Research utilizes the mean, maximum value, minimum value, and standard deviation to illustrate the statistical description of each variable. The descriptive statistics were conducted using SPSS Statistics v27.

4.4.1 Variable Description

Descriptive statistical analysis is employed to statistically depicted the condition of research variables This research utilizes the mean, maximum value, minimum value, also standard deviation for illustrate the statistical description of each variable. The descriptive statistics were conducted using SPSS Statistics 27:

Table 4.1 Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std Deviation Statistic	Skewness	Kurtosis
Employee Performance	87	2	5	3.79	9.00	-0.310	-0.702
Job Stress	87	2	5	3.85	3.27	-0.838	0.987
Job Insecurity	87	1	5	3.71	4.62	-0.369	-0.406
Work Environment	87	2	5	3.76	3.00	-0.220	-0.510

Source: Processed data, 2025

Derived from data analysis results above, the descriptive closure the specifications for each variable as follows:

- 1) Employee Performance (Y) has a minimum value of 2, which means that among all respondents, the lowest score given for Employee Performance is 2. The maximum value is 5, indicating that the highest score given for Employee Performance is 5. The average Employee Performance score is 3.79, meaning that on average, respondents rated Employee Performance at 3.79. Standard deviation is 9.00, indicates spread of the data for Employee Performance variable are 9.00 among 87 respondents.
- 2) Job Stress (X1) has a minimum value of 1, meaning among all respondents, the lowest score given for Job Stress is 1. The maximum value is 5, indicating that the highest score given for Job Stress is 5. The average Job Stress score is 3.85, meaning that on average, respondents rated Job Stress at 3.85. Standard deviation is 3.27, which indicates that the spread of the data for the Job Stress variable is 3.27 among 87 respondents.
- 3) Job Insecurity (X2) has a minimum value of 2, meaning that among

all respondents, the lowest score given for Job Insecurity is 2. The maximum value is 5, indicating that the highest score given for Job Insecurity is 5. The average Job Insecurity score is 37.1, meaning that on average, respondents rated Job Insecurity at 37.1. The standard deviation is 4.62, which indicates that the spread of the data for Job Insecurity variable is 4.62 among 87 respondents.

- 4) Work Environment (X3) has a minimum value of 2, meaning that among all respondents, the lowest score given for Work Environment is 2. The maximum value is 5, indicating that the highest score given for Work Environment is 5. The average Work Environment score is 3.76, meaning that on average, respondents rated Work Environment at 3.76. Standard deviation is 3.00, which indicates that the spread of the data for the Work Environment variable is 3.00 among 87 respondents.

4.4.4.1 Employee Performance

Below, the respondents' answers regarding Employee Performance stated in the following table:

Table 4.2 Recap of Respondents' Answers on Employee Performance

No	Statement	Employee Performance					Sample	Min	Max	Std. DS	Mean	Skewness	Kurtosis	Score	Criteria
		1	2	3	4	5									
1	I was able to plan my work so that I finished it on time	0	3	33	36	15	87	2	5	0.78	3.7	0.09	-0.66	324	Agree
2	I kept in my mind the work result I needed to achieve	0	4	30	41	12	87	2	5	0.76	3.7	-0.07	-0.35	322	Agree
3	I was able to set priorities	0	4	37	37	9	87	2	5	0.74	3.5	0.13	-0.33	312	Agree
4	I was able to carry	0	2	24	40	21	87	2	5	0.78	3.9	-	-0.66	341	Agree

	out my work efficiently											0.15			
5	I managed my time well	0	3	18	48	18	87	2	5	0.74	3.9	-0.40	0.09	342	Agree
6	On my own initiative, I started new tasks when my old task were completed	0	1	24	40	22	87	2	5	0.76	3.9	-0.08	-0.84	344	Agree
7	I took on challenging tasks when they were available	0	0	18	49	20	87	3	5	0.66	4.0	-0.25	-0.67	350	Agree
8	I worked on keeping my job-related knowledge up- to-date	0	0	13	52	22	87	3	5	0.62	4.1	-0.80	-0.44	357	Agree
9	I worked on keeping my work skills up-to-date	0	0	12	49	26	87	3	5	0.64	4.1	-0.16	-0.60	362	Agree
10	I came up with creative solutions for new problems	0	3	28	44	12	87	2	5	0.73	3.7	-0.10	-0.26	326	Agree
11	I took on extra responsibilities	0	2	35	42	8	87	2	5	0.68	3.6	0.13	-0.31	317	Agree
12	I continually sought new challenges in my work	0	3	34	44	6	87	2	5	0.67	3.6	-0.05	-0.13	314	Agree
13	I actively participated in meetings and /or consultations	0	4	29	44	10	87	2	5	0.73	3.6	-0.14	-0.17	321	Agree
14	I made problems at work bigger than they were	0	1	27	50	9	87	2	5	0.64	3.7	-0.02	-0.16	328	Agree
15	I focused on the negative aspects of situation at work instead of the positive aspects	0	6	26	43	12	87	2	5	0.79	3.7	-0.26	-0.25	322	Agree
16	I talked to colleagues about the negative aspects of my work	0	0	42	35	10	87	3	5	0.68	3.6	0.62	-0.69	316	Agree
17	I talked to people outside the organization about the negative aspects of my work	0	0	44	34	9	87	3	5	0.67	3.5	0.68	-0.59	313	Agree
Total											63.8			5611	Agree
Average											7.09			330.1	e

Source: Processed data, 2025

The results of the questionnaire in Table 4.2 on Employee

Performance show that the total score is 5611 points. The statement with the highest score is 'I worked on keeping my work skills up to date,' which received score 362 in the 'agree' category. Respondents provided a positive assessment or agreed with the statement about keeping work skills up to date. Conversely, statement with the lowest score is 'I was able to set priorities,' which received a score of 312, also in the 'agree' category. This indicates that respondents also provided a positive assessment or agreed with the statement about setting priorities. Employee Performance has an average score of 330.1 in the 'agree' category, suggesting that respondents positively assessed Employee Performance. This indicates that they have a good or satisfied perspective on the evaluated aspects.

4.4.4.2 Job Stress

Below, the respondents' answers regarding Job Stress shown below:

Table 4.3 Recap of Respondents' Answers on Job Stress

No	Statement	Job Stress					Sample	Min	Max	Std. DS	Mean	Skewn ess	Kurtosis	Score	Criteria
		1	2	3	4	5									
1	I feel frustrated because of my work.	1	1	21	51	13	87	1	5	0.72	3.8	-0.70	1.95	335	Agree
2	I work under a quite big tension	0	3	20	48	16	87	2	5	0.73	3.8	-0.34	0.03	338	Agree
3	Problems that are related with work are causing sleeping problems.	1	1	25	53	7	87	1	5	0.67	3.7	-0.80	2.40	325	Agree
4	If I were working in a different job, my health would probably be better	0	2	20	56	9	87	2	5	0.63	3.8	-0.41	0.68	333	Agree
5	I feel nervous before the	1	0	18	55	13	87	1	5	0.67	3.9	-0.81	3.00	340	Agree

	meetings held at the court														
6	My job is likely to directly affect my health	1	1	17	53	15	87	1	5	0.71	3.9	-0.84	2.44	341	Agree
Total										4.13				2012	Agree
Average										1.18				335.3	

Source: Processed data, 2025

Outcome for questionnaire in Table 4.3 on Job Stress show that the total score is 2012 points. The statement with the highest score is 'My job is likely to directly affect my health,' which received a score of 341 in the 'agree' category. This means that respondents provided a positive assessment or agreed with the statement about the job's impact on health. Conversely, the statement with the lowest score is 'Problems that are related to work are causing sleeping problems,' which received a score of 325, also in the 'agree' category. This indicates that respondents also provided a positive assessment or agreed with the statement regarding work-related problems affecting sleep. Job Stress has an average score of 335.3 in the 'agree' category, suggesting that respondents positively assessed Job Stress. This indicates that they have a good or satisfied perspective on the evaluated aspects.

4.4.4.3 Job Insecurity

Below, the respondents' answers regarding Job Insecurity displayed in following table:

Table 4.4 Recap of Respondents' Answers on Job Insecurity

No	Statement	Job Insecurity					Sample	Min	Max	Std. DS	Mean	Skewness	Kurtosis	Score	Criteria
		1	2	3	4	5									
1	I feel insecure about the future of my job.	0	5	33	40	9	87	2	5	0.75	3.6	-0.04	-0.28	314	Agree
2	Most likely I will lose my job soon.	0	8	31	34	14	87	2	5	0.86	3.6	-0.05	-0.64	315	Agree
3	I'm sure I'll keep	0	4	27	49	7	87	2	5	0.69	3.6	-0.34	0.14	320	Agree

	my job.														
4	I think I may lose my job in the near future.	0	5	26	42	14	87	2	5	0.79	3.7	-0.22	-0.32	326	Agree
5	My work is likely to change negatively	0	4	28	40	15	87	2	5	0.79	3.7	-0.11	-0.46	327	Agree
6	I feel insecure about the characteristics and conditions of my job in the future	0	8	20	46	13	87	2	5	0.82	3.7	-0.47	-0.13	325	Agree
7	I think my work will change for the worse	0	4	29	38	16	87	2	5	0.80	3.7	-0.07	-0.57	327	Agree
8	I am concerned about the characteristics of my job in the future	0	4	26	43	14	87	2	5	0.77	3.7	-0.19	-0.29	328	Agree
Total											29.3			2582	Agree
Average											6.51			322.8	

Source: Processed data, 2025

Output from questionnaire in Table 4.4 on Job Insecurity show that the total score is 2582 points. The statement with the highest score is 'I am concerned about the characteristics of my job in the future,' which received a score of 328 in the 'agree' category. This means that respondents provided a positive assessment or agreed with the statement about concerns regarding job characteristics in the future. Conversely, the statement with the lowest score is 'I feel insecure about the future of my job,' which received a score of 314, also in the 'agree' category. This indicates that respondents also provided a positive assessment of the statement regarding feelings of insecurity about their job future. Job Insecurity has an average score of 322.8 in the 'agree' category, suggesting that respondents positively assessed Job Insecurity. This indicates that they have a good or satisfied perspective on the evaluated aspects.

4.4.4.4 Work Environment

Below, the respondents' answers regarding the Work Environment that can be seen below:

Table 4.5 Recap of Respondents' Answers on Work Environment

No	Statement	Work Environment					Sample	Min	Max	Std. DS	Mean	Skewness	Kurtosis	Score	Criteria
		1	2	3	4	5									
1	I am satisfied with the space allocated for me to do my work	0	6	26	38	17	87	2	5	0.84	3.75	-0.21	-0.54	327	Agree
2	My workplace is very clean	0	5	25	45	12	87	2	5	0.76	3.73	-0.28	-0.13	325	Agree
3	There is adequate space between me and my nearest colleague	0	4	29	42	12	87	2	5	0.76	3.71	-0.10	-0.31	323	Agree
4	My work environment is quiet	0	4	28	43	12	87	2	5	0.75	3.72	-0.14	-0.26	324	Agree
5	Overall, my work environment is pleasant and visually appealing	0	2	22	50	13	87	2	5	0.69	3.85	-0.22	-0.04	335	Agree
Total											18.76			1634	Agree
Average											6.25			326.8	

Source: Processed data, 2025

Conclusion from questionnaire in Table 4.5 on the Work Environment show that the total score is 1634 points. The statement with the highest score is 'Overall, my work environment is pleasant and visually appealing,' which received a score of 335 in the 'agree' category. This means that respondents provided a positive assessment or agreed with the statement about the pleasantness and visual appeal of their work environment. Conversely, the statement with the lowest score is 'There is adequate space between me and my nearest colleague,' which received a score of 323, also in the 'agree' category. This

indicates that respondents also provided a positive assessment or agreed with the statement regarding the adequacy of space with colleagues. Work Environment has an average score of 326.8 in the 'agree' category, suggesting that respondents positively assessed the Work Environment. This suggests that they possess a good or satisfied perspective on the evaluated aspects.

4.5 Validity Test

In assessing the validity of each statement, a questionnaire validity test was conducted by examining the following instruments:

The validity test is a measure of how well a measurement tool can assess the questionnaire. The validity test was conducted with 87 respondents, which is the minimum requirement for validity testing. The calculated r value for this test can be obtained through data processing using SPSS version 27.00 (see the appendix 2). Meanwhile, the r table value for $n=87$ and a significance level (α) of 0.05% is 0.208. Summarized results are shown in Table 4.6 below:

Table 4.6 Validity Test

Variable	Items	Corrected item – total correlation	r table	Conclusion
Employees Performance	1	0.793	0.208	Valid
	2	0.808	0.208	Valid
	3	0.764	0.208	Valid
	4	0.770	0.208	Valid
	5	0.745	0.208	Valid
	6	0.776	0.208	Valid
	7	0.704	0.208	Valid
	8	0.703	0.208	Valid
	9	0.709	0.208	Valid
	10	0.763	0.208	Valid
	11	0.766	0.208	Valid
	12	0.749	0.208	Valid
	13	0.778	0.208	Valid
	14	0.747	0.208	Valid

	15	0.772	0.208	Valid
	16	0.636	0.208	Valid
	17	0.590	0.208	Valid
Job Stress	1	0.794	0.208	Valid
	2	0.864	0.208	Valid
	3	0.856	0.208	Valid
	4	0.781	0.208	Valid
	5	0.789	0.208	Valid
	6	0.633	0.208	Valid
Job Insecurity	1	0.728	0.208	Valid
	2	0.729	0.208	Valid
	3	0.753	0.208	Valid
	4	0.770	0.208	Valid
	5	0.759	0.208	Valid
	6	0.742	0.208	Valid
	7	0.695	0.208	Valid
	8	0.700	0.208	Valid
Work Environment	1	0.836	0.208	Valid
	2	0.819	0.208	Valid
	3	0.836	0.208	Valid
	4	0.744	0.208	Valid
	5	0.673	0.208	Valid

Source: Processed data, 2025

Based on Table 4.6, the results of the validity test for the items in the information needs questionnaire indicate the respondents' expectations for obtaining complete information regarding the feasibility of the data collected. As such, all items in the category related to information needs, which include Employees Performance, Job Stress, Job Insecurity, and Work Environment, are deemed acceptable since computed r-value exceeds the table r-value.. Therefore, all indicator components for the variable are considered valid.

4.6 Reliability Test

The reliability test aims to determine whether the questionnaire maintains consistency when measurements are repeated using the same questionnaire. According to Hair et al. (2017), a questionnaire is considered reliable if the Cronbach Alpha value is greater than 0.6, indicating that the item provides an acceptable level of reliability. Conversely, if the Cronbach Alpha value is less than 0.6, the item is deemed less reliable or not acceptable.

Table 4.7 shown the results of the 30 respondent of pilot study .

Table 4.7
Cronbach's Alpha

Variable	Number of Items	Cronbach's Alpha if Item Deleted	Criteria	Conclusion
Employees Performance	0.973	17	0,60	Excellent
Job Stress	0.864	6	0,60	Good
Job Insecurity	0.929	8	0,60	Excellent
Work Environment	0,891	5	0,60	Good

Source: Processed data, 2025

Based on Table 4.7, the Cronbach Alpha values for each component of the Employees Performance variable are as follows: $0.973 > 0.60$ (Excellent), Job Stress is $0.864 > 0.60$ (Good), Job Insecurity is $0.929 > 0.60$ (Excellent), and Work Environment is $0.891 > 0.60$ (Good). Therefore, since the Cronbach's Alpha if Item Deleted values are all greater than 0.60, it can be concluded that all items provide a good and acceptable level of reliability.

The estimated results of the reliability test are shown in Table 4.8 as follows:

Table 4.8 Cronbach's Alpha

Variable	Number of Items	Cronbach's Alpha if Item Deleted	Criteria	Conclusion
Employees Performance	0.948	17	0.60	Excellent
Job Stress	0.875	6	0.60	Good
Job Insecurity	0.877	8	0.60	Good
Work Environment	0.843	5	0.60	Good

Source: Processed data, 2025

Based on Table 4.8, the Cronbach Alpha values for each component of the Employees Performance variable are as follows: $0.948 > 0.60$ (Excellent), Job Stress is $0.875 > 0.60$ (Good), Job Insecurity is $0.877 > 0.60$ (Good), and Work Environment is $0.843 > 0.60$ (Good). Therefore, since the Cronbach's Alpha if Item deleted values are all greater than 0.60, it can be concluded that all items provide a good and acceptable level of reliability.

4.7 Normality Test

To test the data, it must be normally distributed. Listed below are the findings from normality test estimation:

Table 4.9 Normality Test

Variable	Mean (sd)	Median (IQR)	Skewness	Kurtosis	Shapiro-Wilk
Employee Performance	64.4 (9.00)	64.0 (16.00)	-0.310	-0.702	0.113
Job Stress	23.1 (3.27)	24.0 (3.00)	-0.838	0.987	0.101

Job Insecurity	29.6 (4.62)	30.0 (6.00)	-0.369	-0.406	0.139
Work Enviroment	18.7 (3.00)	19.0 (5.00)	-0.220	-0.510	0.118

Source: Processed data, 2025

Based on Table 4.9, results o normality test using Shapiro-Wilk statistical test were conducted under the following conditions:

1. If the Sig value is greater than 0.05, the data is normally distributed.
2. If the Sig value is less than 0.05, the data is not normally distributed.

Based on these assumptions, the results can be explained as follows:

1. Employee Performance shows a Sig value of $0.113 > 0.05$, indicating that the data is normally distributed.
2. Job Stress shows a Sig value of $0.101 > 0.05$, indicating that the data is normally distributed.
3. Job Insecurity shows a Sig value of $0.139 > 0.05$, indicating that the data is normally distributed.
4. Work Environment shows a Sig value of $0.118 > 0.05$, indicating that the data is normally distributed.

4.8 Multicollinearity Test

To obtain a good regression, the data must be free from multicollinearity, meaning multicollinearity should not occur. The estimation results are as follows:

Table 4.10 Multicollinearity Test

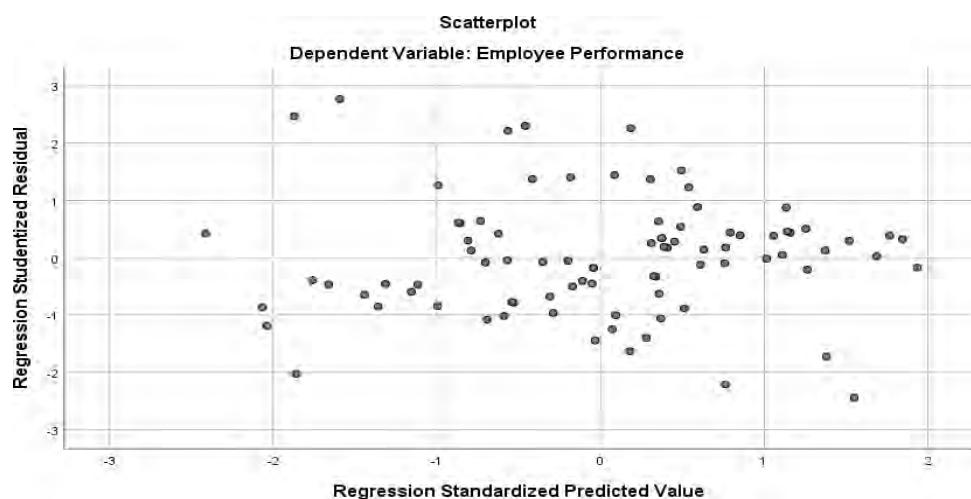
Variable	Variance Inflation Factor (VIF)	Criteria	Conclusion
Job Stress	1.206	10.00	there is no multicollinearity
Job Insecurity	1.224	10.00	there is no multicollinearity
Work Environment	1.158	10.00	there is no multicollinearity

Source: Processed data, 2025

Based on Table 4.10, the results of the multicollinearity test indicate that the VIF value for the independent variable Job Stress is $1.206 < 10.00$, for Job Insecurity it is $1.224 < 10.00$, and for Work Environment it is $1.158 < 10.00$, showing VIF values below 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in the regression model.

4.9 Heteroscedasticity Test

To obtain good regression, the data must be free from heteroscedasticity, meaning heteroscedasticity should not occur. The estimation results are as follows:



Source: Processed data, 2025

Picture 4.7 Scatter Plot

Picture 4.7, depicted there is no heteroscedasticity if the data points are scattered and do not form a specific pattern. From the figure above, it can be seen that the points on the Y-axis do not form a specific pattern and the data points are scattered. Therefore, it can be inferred that the regression model of this research does not exhibit heteroscedasticity.

4.10 Correlation Test

The correlation test is a method used to measure the closeness or relationship between two or more variables. This study uses the product moment formula, which involves 3 independent variables (X): Job Stress, Job Insecurity, and Work Environment, and 1 dependent variable (Y): Employee Performance. To analyze the level of relationship, the researcher also uses SPSS version 27.00:

Table 4.11 Correlation Test

Variable	Pearson Correlation	Sig. (2-tailed)	Criteria
Job Stress	0.292	0.006	Weak
Job Insecurity	0.499	0.000	Moderate
Work Environment	0.496	0.000	Moderate

Source: Processed data, 2025

Refer Table 4.11 above, the significance value for correlation

between Employee Performance and Job Stress is 0.006. The decision rule is that if the significance value < 0.05 , then the two variables are correlated. Both variables have a significance of 0.000, which is less than the significance level of 0.05. According to the stand, the calculated correlation (r) is $0.292 > r \text{ table } 0.208$.

The relation between Employee Performance and Job Insecurity 0.000. The decision rule is the same: if the significance value < 0.05 , then the two variables are correlated. Both variables have a significance of 0.000, which is less than the significance level of 0.05. According to the table, the calculated correlation (r) is $0.499 > r \text{ table } 0.208$.

The correlation between Employee Performance and Work Environment is also 0.000. The decision rule remains the same: if the significance value < 0.05 , then the two variables are correlated. Both variables have a significance of 0.000, which is less than the significance level of 0.05. According to the table, the calculated correlation (r) is $0.496 > r \text{ table } 0.208$.

It can be stated that there is a significant relationship between Employee Performance and Job Stress, Job Insecurity, and Work Environment. The calculated r represents a positive number, which means that the relationship between Employee Performance and Job Stress, Job Insecurity, and Work Environment is unidirectional; as Employee Performance increases, Job Stress, Job Insecurity, and Work Environment also increase.

The Pearson correlation values show that Job stress has a

correlation of 0.292, indicating a weak correlation; Job Insecurity has a correlation of 0.499, indicating a moderate correlation; and work environment has a correlation of 0.496, also indicating a moderate correlation.

4.11 Multiple Linear Regression Analysis

Purposed conducted to decide the extent to which Job Stress, Job Insecurity, and Work Environment affect Employee Performance, and it is analyzed using multiple linear regression methods. The data used are observational, with a frequency distribution of 87 respondents, resulting in the following estimation results:

Here are the results of the multiple linear regression estimation:

Table 4.12 Results of the Multiple Linear Regression Analysis

Variable of the Study			Employee Performance		
			Beta	t	Sig.
Job Stress			.138	0.528	0.599
Job Insecurity			.710	3.813	0.000
Work Environment			1.096	3.927	0.000
R ² = 0.615	F = 16.845	Sig. F = 0.000	F Table = 2.71	t Table = 1.663	

Source: Processed data, 2025

Table 4.12 show, the research findings indicate that the regression equation is as follows:

$$Y = 16.845 + 0.138 X_1 + 0.710 X_2 + 1.096X_3$$

About the regression equation, it can be explained as below:

- 1) The constant coefficient value of 16.845 means that if Job Stress, Job Insecurity, and Work Environment are held constant at zero, Employee Performance increases by 16.845 percent.
- 2) The regression coefficient value for the Job Stress variable is 0.138, meaning that if the Job Stress variable increases by 1 percent, Employee Performance increases by 0.138 percent.
- 3) The regression coefficient value for the Job Insecurity variable is 0.710, meaning that if the Job Insecurity variable increases by 1 percent, Employee Performance increases by 0.710 percent.
- 4) The regression coefficient value for the Work Environment variable is 1.096, meaning that if the Work Environment variable increases by 1 percent, Employee Performance increases by 1.096 percent.

4.11.1 Determination Test

The extent of the influence explained by the independent variables on the dependent variable can be seen from the coefficient of determination (R^2) value in Table 4.10. The residual determination of 0.615 indicates that the influence of Job Stress, Job Insecurity, and Work Environment on Employee Performance is 61.50 percent, while the remaining 38.50 percent is explained by other variables outside the study.

4.11.2 F Statistical Test

To examine the influence simultaneously, a hypothesis test is conducted using F Statistics with a frequency distribution of 87 respondents. The estimation results are presented in Table 4.10. The F Statistical hypothesis test at a significance level of 95 percent shows a significant value of $0.000 < 0.05$ or F Statistic $16.845 > 2.71$ F Table, thus H_0 is rejected and H_a is accepted. This means that all regression coefficients, or all independent variables— Job Stress, Job Insecurity, and Work environment—collectively influence Employee Performance.

4.11.3 t Statistical Test

The t Statistical Test is used to determine the partial effect of each independent variable on the dependent variable. The estimation results are shown in Table 4.10. The estimation to examine the partial test of each variable can be explained as follows:

- 1) The variable Job Stress towards Employee Performance has a significance value of $0.599 > 0.05$ or a t statistic of $0.528 < 1.663$ (t table), which means that at a significance level of 0.05 percent, the variable Job Stress has a positive but not significant effect on Employee Performance; thus, the hypothesis is rejected.

- 2) The variable Job Insecurity towards Employee Performance has a significance value of $0.000 < 0.05$ or a t statistic of $3.813 > 1.663$ (t table), which means that at a significance level of 0.05 percent, the variable Job Insecurity has a positive and significant effect on Employee Performance; thus, the hypothesis is accepted.
- 3) The variable Work Environment towards Employee Performance have significance value of $0.000 < 0.05$ or a t statistic of $3.927 > 1.663$ (t table), which means that at a significance level of 0.05 percent, the variable Work Environment has a positive and significant effect on Employee Performance; thus, hypothesis is accepted.

4.12 Summary of findings

According to this research hypothesis summary, employee performance in ICKL Rejected is correlated with job stress. However, there is a relation between ICKL Accepted employee performance and elements related to job insecurity. Employee performance in ICKL Accepted is correlated with aspects of the workplace.

4.13 Summary

This chapter addresses how to interpret statistical testing of this study. Descriptive analysis and inferential of statistical procedure were gathered in this section. Min, median, mean analysis, correlation

and regression analysis was done using SPSS statistic v27. The result of the analysis is shown in tables.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

Research findings were indicated in Chapter 5. In the following sections, the results stated in Chapter 4 are discussed. This was done on selected variable job stress, job insecurity and work environment. Several ideas, contributions and recommendations can be drawn from the study. Finally, the study's conclusions extend upon and clarify earlier research on employee performance.

5.2 Summary of Findings

Purpose of this research is aim at element that affects ICKL employees' performance. Employee performance was examined in relation to job stress, job insecurity and work environment. The three hypotheses which delve into relation between job stress, job insecurity, work environment, and employee performance also be tested.

From the output of the statistical testing, it can be draw to a close that the correspondent between job stress and employee performance shows weak correlation. The link between Job Insecurity and employee

performance shows a moderate correlation, and the association between work environment and employee performance shows moderate relation.

The hypothesis testing result concluded that job insecurity and work environment collectively have a significant effect on employee performance. Details find out were job stress has a positive but does not have a significant effect on employee performance while job insecurity and work environment have a positive and significant effect on employee performance.

5.3 Discussion of study objective

For the next step of the study, the researcher demonstrates the meaningful connection within job stress, job insecurity include work environment towards employee performance. For the first three(3) aspects, according to the findings of the carried-out study, it was regarded as the dependent variable, and employee performance was regarded as independent variables.

The findings were job stress who has a positive but not significant effect on employee performance while the link between both of other variables demonstrates a positive and significant effect, job insecurity also work environment towards employee performance. Consequently, four hypotheses have been refined to achieve all the objectives listed in Chapter 2.

5.3.1 The relationship between job stress and employee performance.

Numerous explorations have previously established that job stress can lower employee performance. Puteri Faida Alya et al. (2021), which investigates the prediction power of employees' job stress on employee performance, discovered a substantial correlation between employees' job stress and job performance. Results this research contradict the hypothesis that job stress may have an impact on worker performance.

According to researcher study, job stress improves employee performance and has no obvious effect. It demonstrates that employee performance is not primarily influenced by job stress.

Findings show that job stress has no regulate an individual's performance. This could be related to only a certain type of work that causes a lot of stress at work. Employees at ICKL are already for the demands of their jobs and the workload that goes along with them. They know how to handle stress when it becomes too high and improve performance if it is under control.

These findings of the research were further supported by Arjunan (2021), indicated that there existed a strong inverse link between job stress and job performance. This means that job stress is not the only factor that affects in positive or negative ways on employee performance, but it can be related to various other work-related factors as the researchers take as independent variables in their research.

Sharmilee et al. (2017) conducted research to assess the impact of occupational stress among employee performance because stress has been characterized in various ways throughout the year. Workload and lack of desire

are found to have no substantial impact on employee performance, but time pressure and position ambiguity have been demonstrated to have a large and unfavorable impact. Therefore, they concluded that employee performance would not be impacted by an increase in workload, which can lead to workplace stress.

The variable Job Stress towards Employee Performance has a significance value of $0.599 > 0.05$, which means that at a significance level of 0.05 percent, the variable Job Stress has a positive but not significant effect on Employee Performance; thus, the hypothesis is rejected. Indicates that no relationship between job stress and employees performance but both

Variables shows the positive relationships means that an increase in job stress, employee performance tends toward rise even though in statically the observe are not strong enough to consider reliable. Among the public, they are aware that the need for speed to obtain services from ICKL is also subject to the number of staff on duty, the number of cases handled as well as the increase in the number of files due to postponement to the reason that the court needs stronger evidence before deciding the reported case. Any increased workload will have an impact on the service. If the services provided do not exceed the stipulation of the customer charter practiced by ICKL, then the matter should be accepted positively. This will indirectly reduce the pressure on staff.

5.3.2 The relationship between job insecurity and employee performance.

According to a structure literature review and research plan, Felipe Muñoz Medina et al.'s (2023) study on the relationship between job insecurity

and employee performance notes while there been a significant increase in research on the topic in recent years, anyway, the findings are conflicting and unclear. Numerous mechanisms and contextual elements have been identified to contribute to this link, including individual-level attitudes, job-level traits, and personnel work-related aspects.

Sverke, M. (2019), A variety of performance outcomes have been associated with employment uncertainty, according to prior research. Although there are still a few studies examining this relationship, the findings are not entirely consistent. While, according to the results of their research, it indicates that job uncertainty was typically linked to poor employee performance. Regardless of the assessor, these results were largely consistent across cross-sectional and longitudinal analyses. While the results regarding union density yield conflicting results, overall, the correlations between employment instability and poor performance outcomes were weaker in welfare regimes with robust social protection.

Job insecurity and employee performance are significantly and favorably correlated, according to the empirical results of this study of ICKL employees. Job instability did favorable affect employee performance, but if persists beyond , performance declines. Job insecurity can always decrease the drive to achieve better. Work influences family, which influences work, and so forth. In addition to having a detrimental effect on workers, enduring stressful events hinders performance by incapable of finishing any task.

Nikolova, I., et al. (2020), Examine the relationship between job insecurity and performance (i.e., adaptivity, proactivity, accomplishment) from a multilevel perspective found that an individual employee's relative job

insecurity within a team could cause a reaction of retreat (i.e., diminished performance) as the employee perceives this insecurity as a personal issue (one which does not affect the rest of being part of; i.e., a “person-at-risk” scenario).

The variable Job Insecurity towards Employee Performance has a significant value of $0.000 < 0.05$ which means that at a significance level of 0.05 percent, the variable Job Insecurity positive and significant effect on Employee Performance. This indicates that there’s a relationship between job insecurity and employee’s performance but both independent and dependent variables show the positive relationship to mean that an increase in job stress, employee performance tends to up, also found that statically, the observation was strong enough to consider reliable.

This indicates instability in the career affects the employee. This clearly happens because the work and salary of employment in the department is the main economy of ICKL employees. When there is no guarantee of secure employment, they are to some extent affected by their focus and prolong think about job insecurity which can cause down and loss of interest in work which consequently impacts the efficiency of both individual and organizations.

5.3.3 The relationship between work environment and employee performance.

Based on Kurnia Fatma et al. (2023), employee performance is positively and significantly impacted by the work environment. Through the mediation of job contentment, work environment has a positive and

noteworthy impact.

According to this study, it is aligned with Kurnia Fatima et al. (2023). The findings found similarity which is, there is a positive and significant correlation between ICKL employee's work environments also their performance. Result confirms earlier research that showed how crucial it is for managers to enhance the workplace, including physical and psychological aspects that affect workers' performance. In organizational circuits, perhaps inferred that a favorable work environment encourages employee performance. At the same time, they will increase their loyalty to the organization.

Nur Shifaa Athirah Saidi et al. (2019) using five aspects of the workplace to examine the connection between employee performance and the workplace. The results indicate a close connection between employee performance and the workplace. Additionally, it was shown that the most important factor in guaranteeing a productive workplace was the supervisor's support.

The variable work environment towards employee performance has a significant value of $0.000 < 0.05$ which means that at a significant level of 0.05 percent, the variable work environment have positive and significant effect on Employee Performance; thus, hypothesis is accepted. This indicates a comfortable work environment will provide a conducive along with motivating atmosphere for ICKL employees to serve excellently in a positive environment.

5.4 The Implications of the study

Research outcomes have provided new empirical evidence on the relationship between job stress, job insecurity, work environment and employee performance. The two least independent variables were found to have a positive and significant effect on employee performance while the job stress was found to have a positive and not have major impact.

These studies have dug a Malaysian court context, especially this is the first research in ICKL. The findings made a significant contribution to providing insights into employees' performance matters at ICKL.

From this study, several implications were identified, namely in the case of job stress, the management has no problem putting some work pressure on the employees. This is meant to allow them to be more prescient. Although it is said that stress will hinder performance in certain situations when the workload is too high, this research found that stress is not related to employee performance. From findings it can be seen how individuals' function in ICKL, allowing the management to create a situation where they can produce the best output with less pressure to run their jobs.

Job security has been felt to be not very important in recent times while an individual needs a secure job to meet the social context in social life. Instability in employment influences the threat that prevents them from providing the best service. Those who hold contract positions will feel insecure in their jobs. A guarantee of solidity in the position will provide a comfortable position to the employee to perform best in their service.

The work environment is an important factor for employees performing their duties. In an unhealthy environment, employees are uncomfortable at work, feeling unsafe and even put them in a risky situation mentally and physically. It will indirectly affect the output of workers. To get the full potential of the worker, the work environment should meet the characteristic characteristics of a comfortable space. Keeping in good shape was an absolute responsibility. It is to be understood bias of job stress, job insecurity and work environment on employee performance matter.

5.5 Limitation and Direction for Future Study

In this study, researchers excluded several branches of Industrial Court that might affect the finding due to constraint on budget and time. In future study the researchers could involve large samples to extend for deeper insight, not just from ICKL as headquarters, but from all the branches of courts such as Sabah, Sarawak, Penang and Johor which their business is nature to the ICKL. It also proposed that in the research of performance, the variable chosen must be different and still not utilized in this study. The researchers successfully provide the groundwork for future study.

5.6 Recommendation

As conclusions, within limitation of the research results outlined above, the researcher offers several recommendations.

First: the researcher recommended that the ICKL management design and create a training course that will assist staff members in stress management and at the same time enhance their mental health and well-being. If there is an employee showing signs of stress symptoms, the management must take the early intervention to avoid the slight stress effect on the

employee's performance. Regularly management or employees' supervisors have to check their employee's ability and review the ability of employees to be always meet their deadline and fulfil their key performance index (KPI's).

Secondly: ICKL management can mitigate uncertainty policies and increase workers' perception of security. It is intended that the ICKL would establish clear policies and arrange a program such as a counselling session regarding job insecurity. When the employees alert their obligation stated in the job contract, reclarify their roles as a employee, they will accept it maturely and enhance their focus on accepting and finishing the task given by superior. Employees must show consistency in their interest and gain performance each time they are doing their work. Transparent policies are good for the confidentiality of the employees.

Third: It is also recommended that the ICKL assesses and enhances the office amenities such as lighting, cleanliness, and other psychological and physical aspects of the workplace.

Fourth: It is hoped that the ICKL will regularly review the programs and conduct regular evaluations to assess the effectiveness and efficiency of management policies to put in to determine how well it works to enhance worker performance.

5.7 Conclusion of the study.

Aim of this research was to explore possible impacts of job stress, job insecurity and work atmosphere on employee performance. The results demonstrated substantial positive relationship between employee

performance and all independent variables. From research findings, the correlation of job stress with work performance is not significant. The results suggest that certain workers can function effectively when they are giving or facing a tolerable stress. Job insecurity, the work environment all appears to be strong motivators for people to perform well as it is significant. It is hoped that a more thorough understanding of hence job stress, job insecurity, include work environment affect employee performance would be attained by looking at these issues.



REFERENCE

- A. J. (2025). Determinants of sustainable employee performance: A study of family businesses in Indonesia. *Asia Pacific Management Review*, 100340. <https://doi.org/10.1016/j.apmr.2024.12.004> 55:1-8.
- Abouelela, A. (2022). The effectiveness of the role of interior design in creating functional and institutional happiness for work environments: King faisal university as a model. *Design*, 6(3). <https://doi.org/10.3390/designs6030045>
- Adan Gok, O., Akgunduz, Y., & Alkan, C. (2018). The effects of job stress and perceived organizational support on turnover intentions of hotel employees. *Journal of Tourismology*, 3(2), 23-32. <https://doi.org/10.26650/jot.2018.3.2.0022>
- AIA Vitality (2018) Malaysian Workforce Experience High Productivity Loss and Work-Related Stress, Media Release on Malaysia Healthiest Workplace
- Aliah Binti Roslan (2021) Analysis of Work Stress Among Bank Employees: A Case Study of Bank Rakyat. Fulfillment of the Requirement for Project Paper. Vol 2 No.2. 563-573
- Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice* (13th ed.). Kogan Page
- Bashir, U., & Ramay, M. I. (2010). Impact of stress on employees' job performance: A study on banking sector of Pakistan. *International Journal of Marketing Studies*, 2(1), 122-126. <https://doi.org/10.5539/ijms.v2n1p122>
- Beehr, T. A., & Franz, T. M. (1987). The current debate about the meaning of job stress. In J. M. Ivancevich & D. C. Ganster (Eds.), *Job stress: From theory to suggestion* (pp. 5–18). Haworth Press.
- Beheshtifar, M., & Nazarian, R. (2013). Role of occupational stress in

- organizations. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9), 648-658.
- Briner, R. B. (2000). Relationships between work environments, psychological environments, and psychological well-being. *Occupational Medicine*, 50(5), 299–303.
- Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, 31(3), 248–267. [https://doi.org/10.1016/0001-8791\(87\)90042-X](https://doi.org/10.1016/0001-8791(87)90042-X)
- Carly Schrever, Carol Hulbert and Tania Sourdin (2019) ‘The psychological impact of judicial work’ by myself, *Journal of Judicial Administration*.
- Carly Schrever, Carol Hulbert and Tania Sourdin(2021),Where stress presides: Predictors and correlates of stress among Australian judges and magistrates’ *Journal in Psychiatry, Psychology and Law*
- Christian Sahat Parasian dan I Gede Adiputra (2021) The effect of job stress and job satisfaction on employee performance. *Journal of Managerial and Entrepreneurship*, Vol 03 No. 4. 922-932
- Creswell, John W. 2017. *Research Design; Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks, CA: SAGE Publications
- Dessler, G. (2010). *Human resource management*. (8th Ed.). New Jersey: Prentice Hall.
- Dewi Anggraini, Nasution, Muhammad Andi Prayogi (2023) Employee Performance Optimization: Work Stress and Quality of Life Work with Job Satisfaction Mediation. *Scientific Journal of Management and Business* Vol. 24 No. 2, 170-198

- Dr Carly Schrever (2023) Judicial stress, The unmentionable and the undeniable: A summary of Australia's first empirical research measuring stress in judicial work. *Commonwealth Judicial Journal*
- DW Irawanto, KR Novianti, K Roz, (2021), Work from home: Measuring Satisfaction between Work–Life Balance and Work Stress During The COVID-19 Pandemic In Indonesia, *Economies* 9 (3) (2021), <https://doi.org/10.3390/economies9030096>.
- French, & R. D. Caplan (1972). *Organizational stress and individual strain*, In A. J. Marrow, *The failure of success*, New York: AMACOM
- French, J. R. P. Jr., Rodgers, W., & Cobb, S. (1974). Adjustment as person-
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis. (7th Ed.)*. Upper Saddle River, New Jersey: Prentice Hall
- Halkos, G., & Bousinakis, D. (2010). The Effect of Stress and Satisfaction on Productivity. *International Journal of Productivity and Performance Management*, 59(5), 415–431
- Handoko, T. H. (2019). *Manajemen*. Yogyakarta: BPFE Handoko, T. H. (2019). *Manajemen Personalia dan Sumber Daya Manusia (Cetakan ke 2)*. BPFE.
- Harshana, J. (2018). *Work Related Stress: A Literature Review*. Juniper Publishers, 2(3).<https://www.researchgate.net/publication/333198895>
- Hart, S. G., & Staveland, L. E. (1988). *Development of NASA-TLX (Task Load Index): Results of empirical and theoretical research*. In P. A. Hancock Publishers
- Haziman Zakaria (2022) *Work-related stress: Contributing Factor Of Employee Burnout in Malaysia's Food and Beverage Industry*. *International Journal of Humanities Technology and Civilization*, Vol. 7, No. 2. 99-106 <https://doi.org/10.1038/s41598-024-52289-9>, 10.1038/s41598-024-52289-

- Jalal Hanaysha (2016), Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment *.Social and Behavioral Sciences* 229 (2016) 289 – 297 A, doi: 10.1016/j.sbspro.2016.07.139\
- Jex, S. M. (2002). *Organizational psychology: A scientist-practitioner approach*. Wiley.
- Jiang, L., & Lavaysse, L. Cognitive and affective job insecurity: a meta-analysis and a primary study. *Journal of Management*. 44(6). 2307-2342, 2018
- Kalaikumar Arujunan et al. (2021), The Relationship between Job Stress, Job Performance and Job Motivation among Police Officers at the Federal Territory Police Headquarters *International Journal of Human Resource Studies* Vol 11, No 4S (2021)
- Katsaouni, M., Tripsianis, G., Constantinidis, T., Vadikolias, K., & others. (2024). Assessment of quality of life, job insecurity, and work ability among nurses, working either under temporary or permanent terms. *International Journal of Occupational Medicine and Environmental Health*, 37(1), 1–12. <https://doi.org/10.13075/ijomeh.1896.02245>
- Khan, M., Mahmood, A., & Shoaib, M. (2022). Role of ethical leadership in improving employee outcomes through the work environment, work-life quality and ICT skills: A setting of China-Pakistan economic corridor. *Sustainability*, 14(17). <https://doi.org/10.3390/su141711055>
- Kotteeswari, M., & Sharief, T. S. (2014). Job Stress and Its Impact on Employees' Performance a Study with Reference To Employees Working in Bpos. *International Journal of Business and Administration Research Review*, 2(4), 18–25

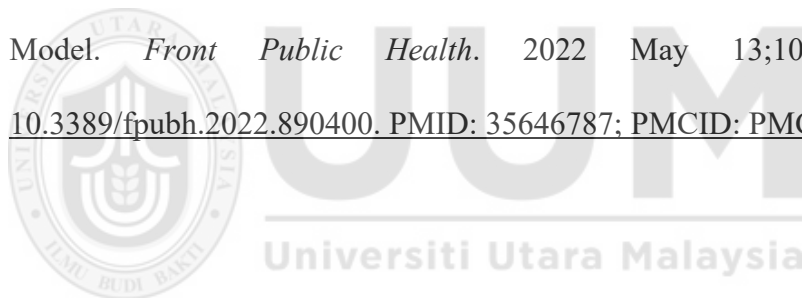
- Lai CC, Shih TP, Ko WC, Tang HJ, Hsueh PR (2021). Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) and coronavirus disease-2019 (COVID-19): The epidemic and the challenges. *Int J Antimicrob Agents*
- Lukito, D., Susanti, M., Susanto, Y., Judijanto, L., Ali, M., Hartono, & Mahardhani, M Pozas, V Letzel-Alt, S. Schwab, (2023). The Effects Of Differentiated Instruction on Teachers' Stress And Job Satisfaction, *Teach. Educ.* 122 (2023) 103962, <https://doi.org/10.1016/j.tate.2022.103962>
- M Szcze'sniak, A Falewicz, M Wnuk, G Bielecka, D. Madej, (2024). The Mediating Effect of Hope Agency on Perceived Stress and Professional Burnout Among Polish Corporate Employees, *Sci. Rep.* 14 (1) (2024) 1–7,
- Mabrouk Touahmia (2018). Identification of Risk Factors Influencing Road Traffic Accidents. *Engineering, Technology & Applied Science Research* Vol 08 No. 01. 2417-2421
- Maduraiveeran, V., & Abdul Lasi, M. B. (2019). The Relationship Between Work Environment and Employee Performance Towards Service Quality in Malaysia Public Sector. *International Journal of Academic Research in Business and Social Sciences*, 9(9), 1169–1185. <https://doi.org/10.6007/IJARBSS/v9-i9/6361>
- Magnus Sverke & Lena Låstad & Johnny Hellgren & Anne Richter & Katharina Näswall, 2019. "A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Source, Welfare Regime, and Union Density as Moderators," *IJERPH*, MDPI, vol. 16(14), pages 1-29, July.
- Mark, G. M., & Smith, A. P. (2008). Stress models: A review and suggested new direction. *Occupational Health Psychology*, 3, Nottingham University Press 111–144.

- Mathis, R.L. and Jackson, J.H. (2018). *Human Resource Management*. 13th Edition, South-Western College Publishing, Ohio. Med. 59;67-72.
- Mensah, A (2021). Job Stress And Mental Well-Being Among Working Men and Women in Europe: The Mediating Role of Social Support, *Int. J. Environ. Res. Public Health* 18 (5), 1–19, <https://doi.org/10.3390/ijerph18052494>.
- MJ Kim, BJ. Kim, (2020). The performance implications of job insecurity: the sequential mediating effect of job stress and organizational commitment, and the buffering role of ethical leadership, *Int. J. Environ. Res. Public Health* 17 (21) (2020) 1–16, <https://doi.org/10.3390/ijerph17217837>.
- MK Sazkaya, Z. Gormezoglu, (2021). The Mediating Role of Perceived Organizational Support in The Effects Of Job Stress on Occupational Commitment: Research on Nurses Working in a Foundation University Hospital, *Bezmialem Sci.* 9(4)(2021)465–471, <https://doi.org/10.14235/bas.galenos.2021.6475>.
- Monica K. Miller, (2018). Judges and Stress : An Examination of Outcomes Predicted by the Model of Judicial Stress . *Judicature*. Duke., Vol. 102. No. 03. 50-61
- N. Wongsuwan, K Phanniphong, K. Na-Nan, (2023). How Job Stress Influences Organisational Commitment: Do Positive Thinking and Job Satisfaction Matter? *Sustainability (Switzerland)* 15 (4) (2023) <https://doi.org/10.3390/su15043015>
- Nunnally, J. C., & Bernstein, I. H. (1967). *Psychometric Theory* (Vol. 226). New York, NY: McGraw-Hill
- Nur Shifaa A.S et. al UNIMAS Vol. 5 No. 2 (2019). *Journal of Cognitive Sciences and Human Development* DOI: <https://doi.org/10.33736/jcshd.1916.2019>
- Nyathi, M., & Kekwaletswe, R. (2023). Realizing employee and organizational

- performance gains through electronic human resource management use in developing countries. *African Journal of Economic and Management Studies*, 14(1), 121- 134.
- Öhrn, M., Wahlström, V., Harder, M. S., Nordin, M., Pettersson-Strömbäck, A., Bodin Danielsson, C., Olsson, D., Andersson, M., & Slunga Järvholm, L. (2021). Productivity, satisfaction, work environment and health after relocation to an activity-based flex office: The Active Office Design study. *International Journal of Environmental Research and Public Health*, 18(14), 7640. <https://doi.org/10.3390/ijerph18147640>
- Ong A. D., & Bergeman C. S (2018). Resilience and adaptation to stress in laterlife: Empirical perspectives and conceptual implications. *A ageing International*, 29, 219–246.
- Parasian, C. S., & Adiputra, I. G. (2021). *Pengaruh stres kerja dan kepuasan kerja terhadap kinerja karyawan pada PT. International Total Service & Logistics* (Undergraduate thesis, Universitas Tarumanagara). Universitas Tarumanagara Repository.
- Qu, Y., Liu, W., Tan, Y., & Gao, H. (2024). Organizational commitment and its relationship to the employees' work performance of an oil company. *Journal of Business and Management Studies*, 6(1), 110-126. [doi: 10.32996/jbms.2024.6.1.6](https://doi.org/10.32996/jbms.2024.6.1.6)
- R Stein, M Garay, A. Nguyen,(2022), It matters: early childhood mental health, educator stress, and burnout, *Early Childhood Educ. J.* 52 (2) (2022) 333– 344, <https://doi.org/10.1007/s10643-022-01438-8>, [10.1007/s10643-022-](https://doi.org/10.1007/s10643-022-01438-8)
- Rahman, R. A., Tamrin, S. B. M., How, V., Guan, N. Y., & Zerguine, H. (2019). National Occupational Safety and Health Updates 2015 To 2020 towards OSH Preventative Culture in Business Organizations in Malaysia. *International Journal of Academic Research in Business and Social Sciences* 9(12),377-388

- Rijanto, R. (2023). The Effect of Work Stress on Employee Performance. *Jurnal Ekonomi, Manajemen dan Akuntansi*, 1(1), 17–24.
<https://ip2i.org/jip/index.php/ema/article/view/31>
- Rivai, V. (2017). *Performance appraisal: Sistem yang Tepat Untuk Menilai Kinerja Karyawan dan Meningkatkan Daya Saing Perusahaan*. PT RajaGrafindo Persada.
- Robbins, S.P. and Judge, T.A. (2016). *Organizational Behavior*. 17th Edition, Pearson Education Limited, Upper Saddle River
- S Yang, GKJ Tan, K Sim, LJH Lim, BYQ Tan, A Kanneganti, SBS Ooi, LP. Ong, (2024). Stress And Burnout Amongst Mental Health Professionals In Singapore During COVID-19 Endemicity, *PloS One 19 (1) (2024) e0296798*,
<https://doi.org/10.1371/journal.pone.0296798>, 10.1371/journal.pone.0296798.
- Sana Chaudhary, Nadia Nasir, Saif Ur Rahman, Salman Masood Sheikh (2023) Impact of Work Load and Stress in Call Center Employees Evidence from Call Center Employees. *Pakistan Journal of Humanities and Social Sciences Vol 11, No 1, 160–171*
- Shah, Syed et al (2011). Workload and Performance of Employees. *Journal of Contemporary Research in Business 3 (5): 256- 267*.
- Starring Sonny Taufan (2024) The Effect of Work Stress on Employee Performance through Job Satisfaction. *EKOMA: Journal of Economics, Management, Accounting Vol.3, No.2. 627-639*
- Sundstrom, E., & Sundstrom, M. G. (2021). *Work Places: The Psychology of the Physical Environment in Offices and Factories*. Cambridge University Press.
- TC Dodanwala, DS. Santoso, (2022), The Mediating Role of Job Stress on The Relationship Between Job Satisfaction Facets and Turnover Intention of The Construction Professionals, *Eng. Construct. Architect. Manag. 29 (4) (2022)*

- V Lushin, CC Katz, FJ Julien-Chinn, M. Lalayants, (2023). A Burdened Workforce: Exploring Burnout, Job Satisfaction and Turnover Among Child Welfare Caseworkers in The Era of COVID-19, *Child. Youth Serv. Rev.* 148 (January 2022) (2023) 106910, [https:// doi.org/10.1016/j.chilyouth.2023.106910](https://doi.org/10.1016/j.chilyouth.2023.106910), [10.1016/j.chilyouth.2023.106910](https://doi.org/10.1016/j.chilyouth.2023.106910).
- Viljoen, J. P., & Rothmann, S. (2009). Occupational Stress, Ill Health and Organisational Commitment of Employees at a University of Technology. *SA Journal of Industrial Psychology*, 35(1), 67–77. <https://doi.org/10.4102/sajip.v35i1.730>
- Zhenjing G, Chupradit S, Ku KY, Nassani AA, Haffar M. Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Front Public Health*. 2022 May 13;10:890400. doi: [10.3389/fpubh.2022.890400](https://doi.org/10.3389/fpubh.2022.890400). PMID: 35646787; PMCID: PMC9136218





A STUDY ON INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE

Dear Participant,

This **QUESTIONNAIRE FORM** is submitted to an employee at Industrial Court of Kuala Lumpur examining the relationship between job stress, job insecurity, working environment and employee performance among court staff.

I would appreciate it if you could answer **FIVE PARTS** (A, B, C, D and E) of the questions carefully as the information you provide will influence the accuracy and the success of this research. All answers will be treated with strict confidence and will be used for the purpose of the research only.

If you have any questions, you may contact me at the contact details below. Thank you for your cooperation.

Yours sincerely,

Siti Aisyah Munirah Binti Muhammad

Postgraduate Student

School of Business Management

University Utara Malaysia

Email: sitiaisyahmunirah@gmail.com

HP: 019932844

SECTION A: DEMOGRAPHIC INFORMATION

This part contains few demographic information pertaining to yourself. Please tick (✓) in the box or write your response in the space provided.

1. My gender:

☐

Male

☐

Female

2. My age:

☐

21 – 30 years old

☐

31 – 40 years old

☐

41 – 50 years old

☐

51 – 60 years old

3. My marital status:

☐

Single

☐

Married

☐

Divorced / Separated /
Widowed

4. My highest academic qualification:

☐

SPM

☐

Diploma

☐

First Degree

☐

Master's degree

☐

Doctorate Degree (PhD)

5. My current monthly salary:

☐

RM 1001 – RM 2000

☐

RM 2001 – RM 3000

☐

RM 3001 – RM 4000

☐

RM 4001 – RM 5000

☐

Above RM 5000

6. My position: _____

☐

Management Officer (Grade 41 – 54)

☐

Implementer Officer (Grade 11 – 40)

7. Number of years in present position:

☐

Less than a year

☐

1 - 3 years

☐

4 - 7 years

☐

More than 7 years



UUM
Universiti Utara Malaysia

SECTION A: EMPLOYEE PERFORMANCE

*INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement.
a Please tick (✓) in the box below.*

Symbol	Information	Score
SD	Strongly Disagree	1
DA	Don't agree	2
N	Neutral	3
A	Agree	4
SA	Strongly agree	5

No	Item	Scale				
		SD	DA	N	A	SA
1.	I was able to plan my work so that I finished it on time					
2.	I kept in my mind the work result I needed to achieve					
3.	I was able to set priorities					
4.	I was able to carry out my work efficiently					
5.	I managed my time well					
6.	On my own initiative, I started new tasks when my old task were completed					
7.	I took on challenging tasks when they were available					
8.	I worked on keeping my job-related knowledge up-to-date					
9.	I worked on keeping my work skills up-to-date					
10.	I came up with creative solutions for new problems					
11.	I took on extra responsibilities					
12.	I continually sought new challenges in my work					
13.	I actively participated in meetings and/or consultations					
14.	I made problems at work bigger than they were					
15.	I focused on the negative aspects of situation at work instead of the positive aspects					
16.	I talked to colleagues about the negative aspects of my work					
17.	I talked to people outside the organization about the negative aspects of my work					

Sources Platania S et al. (2023)

SECTION B: JOB STRESS

INSTRUCTION: Please tick (✓) in the box below.

No	Item	Scale				
		SD	DA	N	A	SA
1.	I feel frustrated because of my work.					
2.	I work under a quite big tension					
3.	Problems that are related with work are causing sleeping problems.					
4.	If I were working in a different job, my health would probably be better					
5.	I feel nervous before the meetings held at the court					
6.	My job is likely to directly affect my health					

Sources: Ozge Adan Gok et al , (2017)

SECTION C: JOB INSECURITY

INSTRUCTION: Please tick (✓) in the box below.

No	Item	Scale				
		SD	DA	N	A	SA
1.	I feel insecure about the future of my job.					
2.	Most likely I will lose my job soon.					
3.	I'm sure I'll keep my job.					
4.	I think I may lose my job in the near future.					
5.	My work is likely to change negatively					
6.	I feel insecure about the characteristics and conditions of my job in the future					
7.	I think my work will change for the worse					
8.	I am concerned about the characteristics of my job in the future					

Sources: Gomes A. F et al. (2024)

SECTION D: WORK ENVIRONMENT

INSTRUCTION: Please tick (✓) in the box below.

No	Item	Scale				
		SD	DA	N	A	SA
1.	I am satisfied with the space allocated for me to do my work					
2.	My workplace is very clean					
3.	There is adequate space between me and my nearest colleague					
4.	My work environment is quiet					
5.	Overall, my work environment is pleasant and visually appealing					

Sources: Hanaysha J (2016)



Correlations

			Correlations																
Y1			Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Employee Performance
Y1	Pearson Correlation	1	.827**	.659*	.568*	.562*	.619*	.457*	.457*	.455*	.521*	.529*	.586*	.612*	.517**	.629**	.457**	.424**	.793**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y2	Pearson Correlation	.827*	1	.766*	.583*	.577*	.536*	.449*	.428*	.382*	.526*	.597*	.609*	.577*	.570**	.732**	.477**	.419**	.808**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y3	Pearson Correlation	.659*	.766**	1	.565*	.581*	.503*	.445*	.492*	.434*	.532*	.603*	.607*	.508*	.532**	.598**	.408**	.316**	.764**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y4	Pearson Correlation	.568*	.583**	.565*	1	.651*	.581*	.474*	.443*	.511*	.511*	.535*	.494*	.644*	.589**	.542**	.510**	.425**	.770**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y5	Pearson Correlation	.562*	.577**	.581*	.651*	1	.652*	.497*	.487*	.533*	.521*	.501*	.598*	.555*	.429**	.477**	.407**	.292**	.745**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.006	.000

												0	0						
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y6	Pearson Correlation	.619*	.536**	.503*	.581*	.6521		.692*	.593*	.560*	.499*	.439*	.556*	.680*	.526**	.516**	.369**	.418**	.776**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y7	Pearson Correlation	.457*	.449**	.445*	.474*	.497*	.6921		.662*	.670*	.465*	.609*	.542*	.419*	.558**	.410**	.249*	.359**	.704**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.020	.001	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y8	Pearson Correlation	.457*	.428**	.492*	.443*	.487*	.593*	.6621		.875*	.535*	.602*	.482*	.421*	.434**	.412**	.333**	.319**	.703**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.002	.003	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y9	Pearson Correlation	.455*	.382**	.434*	.511*	.533*	.560*	.670*	.8751		.529*	.608*	.470*	.425*	.456**	.390**	.399**	.365**	.709**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y10	Pearson Correlation	.521*	.526**	.532*	.511*	.521*	.499*	.465*	.535*	.5291		.723*	.599*	.541*	.467**	.527**	.692**	.427**	.763**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y11	Pearson Correlation	.529*	.597**	.603*	.535*	.501*	.439*	.609*	.602*	.608*	.723*	1	.65*	.426*	.528**	.553**	.414**	.368**	.766**

		*		*	*	*	*	*	*	*	*		8*	*					
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.00	0	.000	.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y12	Pearson Correlation	.586*	.609**	.607*	.494*	.598*	.556*	.542*	.482*	.470*	.599*	.658*	1	.575*	.491**	.520**	.342**	.292**	.749**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.00	0	.000	.000	.000	.001	.006	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y13	Pearson Correlation	.612*	.577**	.508*	.644*	.555*	.680*	.419*	.421*	.425*	.541*	.426*	.5715*		.733**	.655**	.463**	.496**	.778**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.00	.00		.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y14	Pearson Correlation	.517*	.570**	.532*	.589*	.429*	.526*	.558*	.434*	.456*	.467*	.528*	.491*	.7331		.708**	.388**	.484**	.747**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.00	.00	.000		.000	.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y15	Pearson Correlation	.629*	.732**	.598*	.542*	.477*	.516*	.410*	.412*	.390*	.527*	.553*	.520*	.655*	.708**	1	.502**	.469**	.772**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.00	.00	.000	.000		.000	.000	.000
	N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y16	Pearson Correlation	.457*	.477**	.408*	.510*	.407*	.369*	.249*	.333*	.399*	.692*	.414**	.342**	.463*	.388**	.502**	1	.584**	.636**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.020	.002	.000	.000	.00	.00	.000	.000	.000		.000	.000
												0	1						

N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Y17 Pearson Correlation	.424* *	.419**	.316* * *	.425* * *	.292* * *	.418* * *	.359* * *	.319* * *	.365* * *	.427* * *	.368**	.292**	.496* *	.484**	.469**	.584**	1	.590**
Sig. (2-tailed)	.000	.000	.003	.000	.006	.000	.001	.003	.000	.000	.000	.000	.000	.000	.000	.000		.000
N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
Employee Performance Pearson Correlation	.793* *	.808**	.764* * *	.770* * *	.745* * *	.776* * *	.704* * *	.703* * *	.709* * *	.763* * *	.766**	.749**	.778* *	.747**	.772**	.636**	.590**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
N	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87

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

Correlations

			Correlations					
X1.1			X1.2	X1.3	X1.4	X1.5	X1.6	Job Stress
X1.1	Pearson Correlation	1	.751**	.658**	.553**	.423**	.334**	.794**
	Sig. (2-tailed)		.000	.000	.000	.000	.002	.000
	N	87	87	87	87	87	87	87
X1.2	Pearson Correlation	.751**	1	.734**	.580**	.561**	.421**	.864**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	87	87	87	87	87	87	87
X1.3	Pearson Correlation	.658**	.734**	1	.629**	.637**	.388**	.856**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	87	87	87	87	87	87	87
X1.4	Pearson Correlation	.553**	.580**	.629**	1	.643**	.327**	.781**
	Sig. (2-tailed)	.000	.000	.000		.000	.002	.000
	N	87	87	87	87	87	87	87
X1.5	Pearson Correlation	.423**	.561**	.637**	.643**	1	.487**	.789**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	87	87	87	87	87	87	87
X1.6	Pearson Correlation	.334**	.421**	.388**	.327**	.487**	1	.633**
	Sig. (2-tailed)	.002	.000	.000	.002	.000		.000
	N	87	87	87	87	87	87	87
Job Stress	Pearson Correlation	.794**	.864**	.856**	.781**	.789**	.633**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	87	87	87	87	87	87	87

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

Correlations

			Correlations								Job Insecurity
X2.1			X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8		
X2.1	Pearson Correlation	1	.662**	.650**	.454*	.386*	.448*	.322*	.383*	.728**	
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.002	.000	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.2	Pearson Correlation	.662**	1	.571**	.517*	.441*	.410*	.300*	.355*	.729**	
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.005	.001	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.3	Pearson Correlation	.650**	.571**	1	.633*	.431*	.399*	.381*	.426*	.753**	
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.4	Pearson Correlation	.454**	.517**	.633**	1	.714*	.427*	.375*	.415*	.770**	
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.5	Pearson Correlation	.386**	.441**	.431**	.714*	1	.505*	.490*	.478*	.759**	
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.6	Pearson Correlation	.448**	.410**	.399**	.427*	.505*	1	.635*	.504*	.742**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.7	Pearson Correlation	.322**	.300**	.381**	.375*	.490*	.635*	1	.563*	.695**	
	Sig. (2-tailed)	.002	.005	.000	.000	.000	.000		.000	.000	
	N	87	87	87	87	87	87	87	87	87	
X2.8	Pearson Correlation	.383**	.355**	.426**	.415*	.478*	.504*	.563*	1	.700**	
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000		.000	
	N	87	87	87	87	87	87	87	87	87	
Job Insecurity	Pearson Correlation	.728**	.729**	.753**	.770*	.759*	.742*	.695*	.700*	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		
	N	87	87	87	87	87	87	87	87	87	

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

Correlations

			Correlations				
X3.1			X3.2	X3.3	X3.4	X3.5	Work Enviroment
X3.1	Pearson Correlation	1	.827**	.594**	.456**	.334**	.836**
	Sig. (2-tailed)		.000	.000	.000	.002	.000
	N	87	87	87	87	87	87
X3.2	Pearson Correlation	.827**	1	.643**	.352**	.340**	.819**
	Sig. (2-tailed)	.000		.000	.001	.001	.000
	N	87	87	87	87	87	87
X3.3	Pearson Correlation	.594**	.643**	1	.567**	.470**	.836**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	87	87	87	87	87	87
X3.4	Pearson Correlation	.456**	.352**	.567**	1	.564**	.744**
	Sig. (2-tailed)	.000	.001	.000		.000	.000
	N	87	87	87	87	87	87
X3.5	Pearson Correlation	.334**	.340**	.470**	.564**	1	.673**
	Sig. (2-tailed)	.002	.001	.000	.000		.000
	N	87	87	87	87	87	87
Work Enviroment	Pearson Correlation	.836**	.819**	.836**	.744**	.673**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	87	87	87	87	87	87

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

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	87	100.0
	Excluded ^a	0	.0
	Total	87	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.948	17

RELIABILITY

/VARIABLES=X1.1 X1.2 X1.3 X1.4 X1.5 X1.6

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability for pilot study

Employees Performance

Case Processing Summary

	N	%
--	---	---

Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's	
Alpha	N of Items
.973	17

Job Stress

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's	
Alpha	N of Items
.864	6

Job Insecurity

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's	
Alpha	N of Items
.929	8

Work Environment Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's	
Alpha	N of Items
.891	5



Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	87	100.0
	Excluded ^a	0	.0
	Total	87	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.875	6

RELIABILITY

/VARIABLES=X2.1 X2.2 X2.3 X2.4 X2.5 X2.6 X2.7 X2.8

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	87	100.0
	Excluded ^a	0	.0
	Total	87	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.877	8

RELIABILITY

/VARIABLES=X3.1 X3.2 X3.3 X3.4 X3.5

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability**Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	87	100.0
	Excluded ^a	0	.0
	Total	87	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.843	5

CORRELATIONS

/VARIABLES=YTOTAL X1TOTAL X2TOTAL X3TOTAL

/PRINT=TWOTAIL NOSIG

/MISSING=PAIRWISE.

Correlations**Correlations**

		Employee Performance	Job Stress	Job Insecurity	Work Environment
Employee Performance	Pearson Correlation	1	.292**	.499**	.496**
	Sig. (2-tailed)		.006	.000	.000
	N	87	87	87	87
Job Stress	Pearson Correlation	.292**	1	.368**	.294**
	Sig. (2-tailed)	.006		.000	.006
	N	87	87	87	87
Job Insecurity	Pearson Correlation	.499**	.368**	1	.317**
	Sig. (2-tailed)	.000	.000		.003
	N	87	87	87	87
Work Environment	Pearson Correlation	.496**	.294**	.317**	1
	Sig. (2-tailed)	.000	.006	.003	
	N	87	87	87	87

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

```
NONPAR CORR  
/VARIABLES=YTOTAL X1TOTAL X2TOTAL X3TOTAL  
/PRINT=BOTH TWOTAIL NOSIG  
/MISSING=PAIRWISE.
```



Nonparametric Correlations

			Correlations			
			Employee Performance	Job Stress	Job Insecurity	Work Enviroment
Kendall's tau_b	Employee Performance	Correlation Coefficient	1.000	.207**	.331**	.432**
		Sig. (2-tailed)	.	.008	.000	.000
		N	87	87	87	87
	Job Stress	Correlation Coefficient	.207**	1.000	.305**	.210**
		Sig. (2-tailed)	.008	.	.000	.008
		N	87	87	87	87
	Job Insecurity	Correlation Coefficient	.331**	.305**	1.000	.257**
		Sig. (2-tailed)	.000	.000	.	.001
		N	87	87	87	87
	Work Enviroment	Correlation Coefficient	.432**	.210**	.257**	1.000
		Sig. (2-tailed)	.000	.008	.001	.
		N	87	87	87	87
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.264*	.443**	.517**
		Sig. (2-tailed)	.	.014	.000	.000
		N	87	87	87	87
	Job Stress	Correlation Coefficient	.264*	1.000	.411**	.276**
		Sig. (2-tailed)	.014	.	.000	.010
		N	87	87	87	87
	Job Insecurity	Correlation Coefficient	.443**	.411**	1.000	.324**
		Sig. (2-tailed)	.000	.000	.	.002
		N	87	87	87	87
	Work Enviroment	Correlation Coefficient	.517**	.276**	.324**	1.000
		Sig. (2-tailed)	.000	.010	.002	.
		N	87	87	87	87

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

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

		Correlations			
		Employee Performance	Job Stress	Job Insecurity	Work Enviroment
Employee Performance	Pearson Correlation	1	.292**	.499**	.496**
	Sig. (2-tailed)		.006	.000	.000
	N	87	87	87	87
Job Stress	Pearson Correlation	.292**	1	.368**	.294**
	Sig. (2-tailed)	.006		.000	.006
	N	87	87	87	87
Job Insecurity	Pearson Correlation	.499**	.368**	1	.317**
	Sig. (2-tailed)	.000	.000		.003
	N	87	87	87	87
Work Enviroment	Pearson Correlation	.496**	.294**	.317**	1
	Sig. (2-tailed)	.000	.006	.003	
	N	87	87	87	87

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

Regression

Descriptive Statistics

Mean		Std. Deviation	N
Employee Performance	64.4943	9.00242	87
Job Stress	23.1264	3.27004	87
Job Insecurity	29.6782	4.62927	87
Work Environment	18.7816	3.00552	87

Correlations

		Employee Performance	Job Stress	Job Insecurity	Work Environment
Pearson Correlation	Employee Performance	1.000	.292	.499	.496
	Job Stress	.292	1.000	.368	.294
	Job Insecurity	.499	.368	1.000	.317
	Work Environment	.496	.294	.317	1.000
Sig. (1-tailed)	Employee Performance	.	.003	.000	.000
	Job Stress	.003	.	.000	.003
	Job Insecurity	.000	.000	.	.001
	Work Environment	.000	.003	.001	.
N	Employee Performance	87	87	87	87
	Job Stress	87	87	87	87
	Job Insecurity	87	87	87	87
	Work Environment	87	87	87	87



Universiti Utara Malaysia

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Work Enviroment, Job Stress, Job Insecurity ^b	.	Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615 ^a	.378	.356	7.22457	.942

a. Predictors: (Constant), Work Enviroment, Job Stress, Job Insecurity

b. Dependent Variable: Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2637.609	3	879.203	16.845	.000 ^b
	Residual	4332.138	83	52.194		
	Total	6969.747	86			

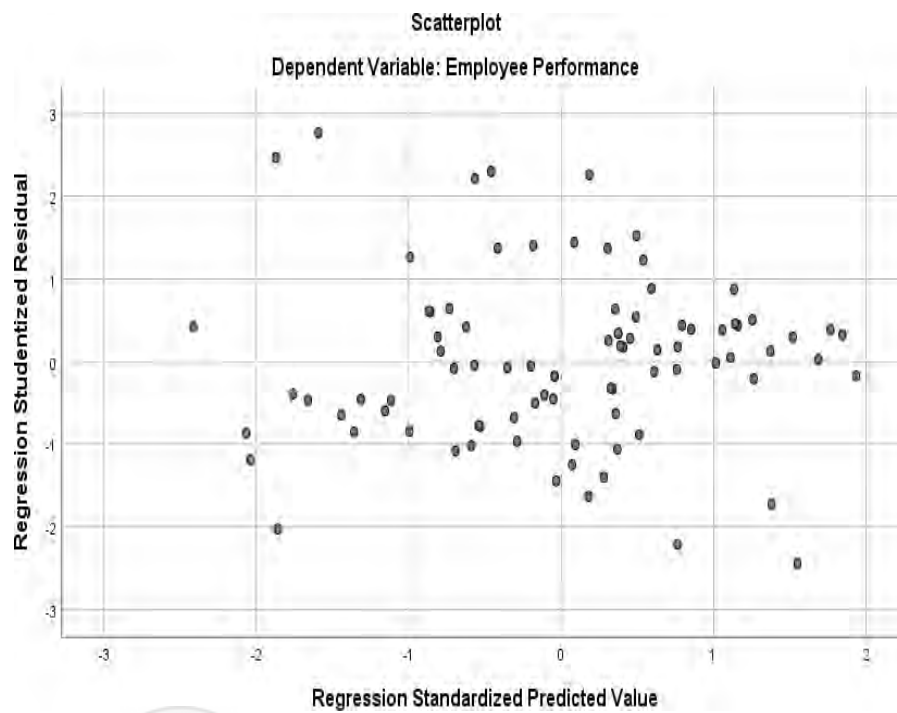
a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Enviroment, Job Stress, Job Insecurity

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	19.654	6.969		2.820	.006		
	Job Stress	.138	.262	.050	.528	.599	.829	1.206
	Job Insecurity	.710	.186	.365	3.813	.000	.817	1.224
	Work Enviroment	1.096	.279	.366	3.927	.000	.863	1.158

a. Dependent Variable: Employee Performance

Charts



One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		87
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.09744311
Most Extreme Differences	Absolute	.099
	Positive	.099
	Negative	-.041
Test Statistic		.099
Asymp. Sig. (2-tailed)		.136 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Employee Performance	87	40.00	81.00	64.4943	9.00242	-.310	.258	-.702	.511
Job Stress	87	12.00	29.00	23.1264	3.27004	-.838	.258	.987	.511
Job Insecurity	87	19.00	38.00	29.6782	4.62927	-.369	.258	-.406	.511
Work Environment	87	11.00	25.00	18.7816	3.00552	-.220	.258	-.510	.511
Valid N (listwise)	87								

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Performance	.111	87	.110	.963	87	.113
Job Stress	.169	87	.100	.943	87	.101
Job Insecurity	.194	87	.155	.970	87	.139
Work Environment	.126	87	.102	.977	87	.118

a. Lilliefors Significance Correction

Descriptives

		Statistic	Std. Error
Employee Performance	Mean	64.4943	.96516
	95% Confidence Interval for Mean	Lower Bound	62.5756
		Upper Bound	66.4129
	5% Trimmed Mean	64.7490	
	Median	64.0000	
	Variance	81.044	
	Std. Deviation	9.00242	
	Minimum	40.00	
	Maximum	81.00	
	Range	41.00	
	Interquartile Range	16.00	
	Skewness	-.310	.258
	Kurtosis	-.702	.511
Job Stress	Mean	23.1264	.35058
	95% Confidence Interval for Mean	Lower Bound	22.4295
		Upper Bound	23.8234
	5% Trimmed Mean	23.2682	
	Median	24.0000	
	Variance	10.693	
	Std. Deviation	3.27004	
	Minimum	12.00	
	Maximum	29.00	
	Range	17.00	
	Interquartile Range	3.00	
	Skewness	-.838	.258
	Kurtosis	.987	.511
Job Insecurity	Mean	29.6782	.49631
	95% Confidence Interval for Mean	Lower Bound	28.6915
		Upper Bound	30.6648
	5% Trimmed Mean	29.7663	

	Median	30.0000	
	Variance	21.430	
	Std. Deviation	4.62927	
	Minimum	19.00	
	Maximum	38.00	
	Range	19.00	
	Interquartile Range	6.00	
	Skewness	-.369	.258
	Kurtosis	-.406	.511
Work Enviroment	Mean	18.7816	.32223
	95% Confidence Interval for	Lower Bound	18.1410
	Mean	Upper Bound	19.4222
	5% Trimmed Mean	18.7829	
	Median	19.0000	
	Variance	9.033	
	Std. Deviation	3.00552	
	Minimum	11.00	
	Maximum	25.00	
	Range	14.00	
	Interquartile Range	5.00	
	Skewness	-.220	.258
	Kurtosis	-.510	.511

