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JOB STRESS AMONG ROYAL MALAYSIAN POLICE (RMP)

PERSONNEL



MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

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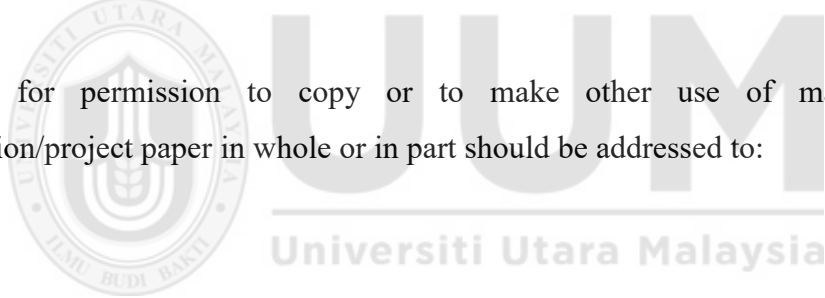
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ABSTRACT

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

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

ABSTRAK

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

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

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LIST OF ABBREVIATIONS

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



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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

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

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

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APPENDIX A: QUESTIONNAIRE



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Dear Sir/Madam,

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

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

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

.....
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Tuan / Puan,

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

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

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

.....
Sarjana Pengurusan Sumber Manusia, UUM

Tel : **013-6719383**

E-mel : **kenari9383@yahoo.com**

7. **Rank / Pangkat**

- | | |
|---|---|
| <input type="checkbox"/> Constable / <i>Konstabel</i> | <input type="checkbox"/> Lans Corporal / <i>Lans Koperal</i> |
| <input type="checkbox"/> Coperal / <i>Koperal Sergeant / Sarjan</i> | <input type="checkbox"/> <i>Sergeant / Sarjan</i> |
| <input type="checkbox"/> Sergeant Major / <i>Sarjan Mejar</i> | <input type="checkbox"/> Sub – Inspector / <i>Sub – Inspektor</i> |
| <input type="checkbox"/> Inspector / <i>Inspektor</i> | <input type="checkbox"/> ASP |
| <input type="checkbox"/> DSP | |

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

- | | |
|--|--|
| <input type="checkbox"/> 1 - 5 years / tahun | <input type="checkbox"/> 6 – 10 years / tahun |
| <input type="checkbox"/> 11 - 15 years / tahun | <input type="checkbox"/> 16 – 20 years / tahun |
| <input type="checkbox"/> > 20 years / tahun | |

9. **Monthly Income / Pendapatan Bulanan**

- | |
|--|
| <input type="checkbox"/> < RM 1,000 |
| <input type="checkbox"/> RM 1,001 – RM 2,000 |
| <input type="checkbox"/> RM 2,001 – RM 3,000 |
| <input type="checkbox"/> RM 3,001 – RM 4,000 |
| <input type="checkbox"/> > RM 4,000 |

SECTION B / BAHAGIAN B

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

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

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

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Neutral</i>	<i>Setuju</i>	<i>Sangat Setuju</i>
1	2	3	4	5

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

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

SECTION C / BAHAGIAN C

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

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

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

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Neutral</i>	<i>Setuju</i>	<i>Sangat Setuju</i>
1	2	3	4	5

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

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

SECTION D/ BAHAGIAN D

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

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

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

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Neutral</i>	<i>Setuju</i>	<i>Sangat Setuju</i>
1	2	3	4	5

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

6.	There is not enough space in the office <i>(Ruang pejabat tidak mencukupi)</i>					
7.	The office is overcrowded <i>(Pejabat terlalu sesak)</i>					
8.	There is a problem of understaffing in my department <i>(Terdapat kekurangan staf di tempat saya bertugas)</i>					

SECTION E / BAHAGIAN E

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

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

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

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Neutral</i>	<i>Setuju</i>	<i>Sangat Setuju</i>
1	2	3	4	5

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

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

SECTION F / BAHAGIAN F

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

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

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

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Neutral</i>	<i>Setuju</i>	<i>Sangat Setuju</i>
1	2	3	4	5

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

SECTION G / BAHAGIAN G

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

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

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

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Sangat Tidak Setuju</i>	<i>Tidak Setuju</i>	<i>Neutral</i>	<i>Setuju</i>	<i>Sangat Setuju</i>
1	2	3	4	5

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

- THE END, THANK YOU -

APPENDIX B – FACTOR ANALYSIS OUTPUT

1. Dependent Variables - Job Stress

KMO and Bartlett's Test

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

Communalities

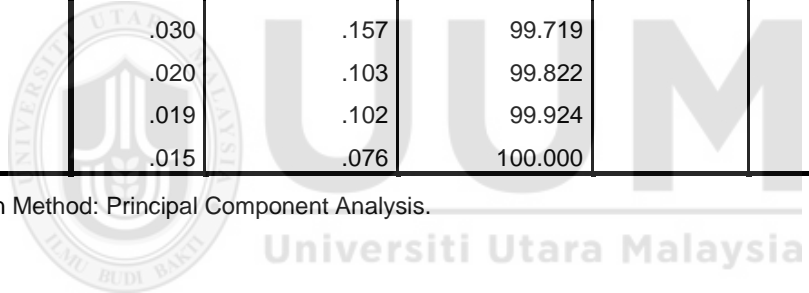
	Initial	Extraction
Job Stress-1	1.000	.911
Job Stress-2	1.000	.922
Job Stress-3	1.000	.927
Job Stress-4	1.000	.005
Job Stress-5	1.000	.008
Job Stress-6	1.000	.358
Job Stress-7	1.000	.093
Job Stress-8	1.000	.055
Job Stress-9	1.000	.013
Job Stress-10	1.000	.085
Job Stress-11	1.000	.945
Job Stress-12	1.000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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.



Component Matrix^a

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

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	N of Items
.961	12

2. Independent Variables:-

2.1 Workloads

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Component Matrix^a

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

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	N of Items
.817	9

2.2 Working Conditions

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 4 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.917	5

2.3 Role Conflict

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 3 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.974	7



2.4 Role ambiguity

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 3 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.820	3

Reliability Statistics

Cronbach's Alpha	N of Items
.714	3



2.5 Workplace Relationships

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.922	4

Reliability Statistics

Cronbach's Alpha	N of Items
.668	5



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APPENDIX C: CORRELATION ANALYSIS OUTPUT



Correlations

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

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

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

APPENDIX D: MULTIPLE REGRESSION ANALYSIS OUTPUT

Model Summary^b

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

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

b. Dependent Variable: JOB STRESS

ANOVA^a

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

a. Dependent Variable: JOB STRESS

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

Coefficients^a

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

a. Dependent Variable: JOB STRESS



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