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**THE IMPACT OF JOB STRESS FACTORS ON EMPLOYEES JOB
PERFORMANCE AT LEMBAGA ZAKAT NEGERI KEDAH**

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UUM
Universiti Utara Malaysia

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

MAY 2018

THE IMPACT OF JOB STRESS FACTORS ON EMPLOYEES JOB
PERFORMANCE AT LEMBAGA ZAKAT NEGERI KEDAH

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Thesis submitted to
School of Business Management,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management



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ABSTRACT

Job Stress can affect employees' job performance. This study was conducted to assess the impact of job stress factors on employees' job performance at Lembaga Zakat Negeri Kedah (LZNK). This study involved 113 employees at LZNK. Job stress factors and job performance were measured using standard questionnaires adapted from previous studies. The data was collected via self-administrative questionnaire and analysed by using *Statistical Package for the Social Science (SPSS)* version 22. The Role theory was used to explain the possible relationship between the variables to support research framework. The result of the findings showed that role ambiguity, role conflict, work overload and time pressure have a significant relationship on employees' job performance. Based on Correlation analysis result showed that role conflict, word overload and time pressure have a positive correlation while there was a negative correlation for role ambiguity on employee's job performance. Strong relationship occurred between time pressure and job performance while moderate relationship happened between two variables which are role conflict and work overload with job performance. This study showed that employee's job performance has relationship with role ambiguity, role conflict, work overload and time pressure. Time pressure is the most influence factors of job stress on employee's job performance. Therefore, for improvement of job performance in workers, different parameters of these four dimensions of job stress should be considered.

Keywords: Job performance; Role Ambiguity; Role Conflict; Work Overload; Time Pressure.



ABSTRAK

Tekanan kerja boleh memberi kesan kepada prestasi kerja pekerja. Kajian ini telah dijalankan untuk menilai pengaruh faktor-faktor tekanan kerja terhadap prestasi kerja di kalangan pekerja Lembaga Zakat Negeri Kedah (LZNK). Kajian ini melibatkan 113 orang pekerja. Tekanan kerja dan prestasi kerja diukur dengan menggunakan soal selidik yang disediakan oleh penyelidik yang diambil daripada kajian sebelum ini. Data yang diperolehi dengan menggunakan perisian Pakej Statistik untuk Sains Sosial (SPSS) versi 22. Teori Peranan digunakan untuk menerangkan kemungkinan hubungan antara pembolehubah untuk menyokong kerangka penyelidikan. Didalam kajian ini, keputusan kajian menunjukkan kekaburan peranan, kekeliruan peranan tugas, tugas berlebihan dan tekanan masa mempunyai hubungan signifikan terhadap prestasi kerja pekerja. Berdasarkan analisis korelasi menunjukkan bahawa kekeliruan peranan tugas, tugas berlebihan dan tekanan masa mempunyai korelasi positif manakala terdapat korelasi negative bagi kekaburan peranan terhadap prestasi kerja. Terdapat hubungan yang kuat diantara tekanan masa dan prestasi kerja manakala terdapat hubungan yang sederhana antara dua pembolehubah iaitu kekeliruan peranan tugas dan tugas berlebihan dengan prestasi kerja. Kajian ini menunjukkan bahawa prestasi kerja mempunyai hubungan dengan kekaburan peranan, kekeliruan peranan tugas, tugas berlebihan dan tekanan masa. Tekanan masa merupakan faktor yang paling mempengaruhi prestasi kerja pekerja. Oleh itu, bagi meningkatkan prestasi kerja di kalangan pekerja, parameter yang berbeza untuk ketiga-tiga dimensi tekanan kerja itu perlu dipertimbangkan.

Kata Kunci: *Prestasi Kerja; Kekaburan Peranan; Kekeliruan Peranan Tugas; Tugas Berlebihan; Tekanan Masa.*

ACKNOWLEDGEMENT

In the Name of Allah, the Most Forgiving, Most Merciful

All praise and gratitude be given to Allah the almighty for giving me such a great strength, courage, patience and ability to complete this study. The completion of this study would not have been possible without the contribution of a number of people that help me to finish this research.

My deepest appreciation goes to my academic supervisor, Dr Abdul Shukor Bin Shamsudin who has provided unlimited amount of encouragement and professional support. Thank you for his valuable time, guidance, opinions and encouragement throughout the preparation and completion of this study.

An honest gratitude and special thanks to my family that always give support and motivation to finish this study. A sincere appreciation and special thank also goes to friends and other lecturers in Universiti Utara Malaysia who always gave a great support during this research. Without their endless attention, care, encouragement and sacrifice, it would be difficult for me to complete this study.

Last but not least, this is the fundamental tool necessary for academic work and may Allah blessing be upon the readers for this research. I hope this research will be of assistance of someone in the future.

Thank you,

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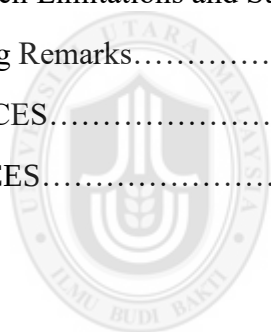


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LIST OF ABBREVIATIONS

Abbreviations		Meaning
LZNK	-	Lembaga Zakat Negeri Kedah
JP	-	Job Performance
RA	-	Role Ambiguity
RC	-	Role Conflict
WO	-	Work Overload
TP	-	Time Pressure
DV	-	Dependent Variable
IV	-	Independent Variables



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CHAPTER 1

INTRODUCTION

1.0 Chapter Introduction

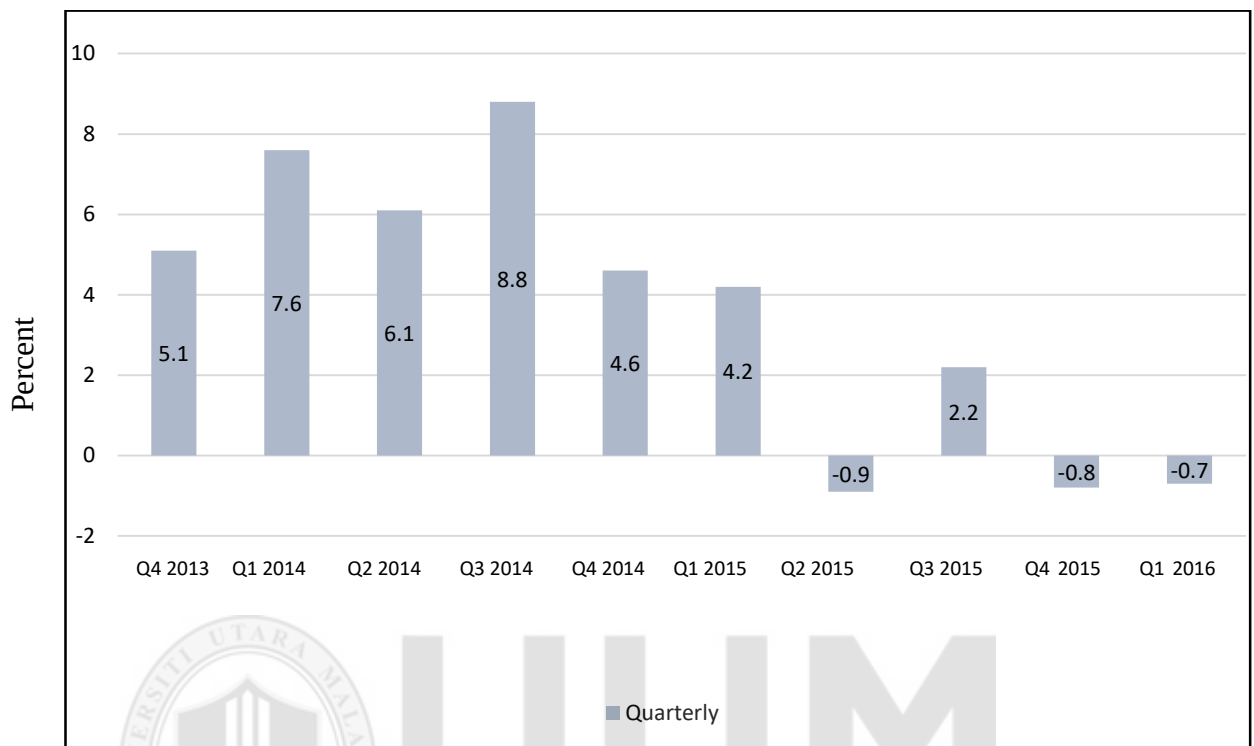
This study was conducted to examine the impact of job stress factors on employee's job performance. The purpose of this study was to indicate why the problem and why it should be addressed. This chapter explains background of study, problem statement, research questions, research objectives, scope of research, significant of research and definition of key terms.

1.1 Background of study

Nowadays, in the era of rapid changing working environment, job performance is one of the crucial thing that measure the organization's outcome and reputation. Employees need to improve their knowledge and skills consistently to become knowledgeable worker and remain competitive. Employee would perform better in their tasks throughout their improvement of competency which make them moving forward to achieve organizations strategic and goals (Jalagat, 2017).

According to the statistics revealed from the Department of Statistics Malaysia portal, business performance in the fourth quarter of 2014 was inconsistent as shown by the confidence indicator of 4.60 per cent rather than 8.80 per cent from the third quarter in 2014. Confidence indicator is an indicator that shows the result in a short-term business situation in many sectors in Malaysia. The statistics of business performance by sector

showed the industry and services sectors. The result of the statistics business performance in Malaysia was presented in Figure 1.1.



Source: Department of Statistics Malaysia (2016)

Figure 1.1
Statistics Business Performance in Malaysia

As stated in Regus's latest online survey in 2015, there were almost 70% of Malaysian workers reported faced stress-related illness because of demanding global economic conditions. Factors that further contributed in arising the higher levels of stress among employees were in the condition of global financial crisis and recession in 2008 (Bamba, 2016). In order to improve employee's productivities of service at work, measurement of employee's job performance has become important.

The idea of job performance of employees has been rooted around many years. Job performance of employees has become the most important undergoing brisk change at

any organizations. Job performance has become priority in the job context and administrative insolvency (Rizwan, Waseem, & Bukhari, 2014). However, stress is one of the growing problem faced by organizations that always brings offensive effects on employees performance and organization (Altangerel, Ruimei, Elahi, & Dash, 2015).

Over the past decades, stress has been an increasing dilemma in organization that give negative effect on job performance. Stress at the workplace has become a threat to the health conditions of all workers which can affect their performance because of the competitive nature of jobs (Ali, Raheem, Nawaz, & Imamuddin, 2014). In addition, stress affects employee differently in terms of work contexts. In other words, stress appeared in the condition where individual know that they cannot handle any pressure facing them. Eventually, stress affects an individual's life in all aspects (Ling & Bhatti, 2014). To maintain a good relationship and connection with their subordinates, cliques and bosses and because of too much of surplus activities and work overload that would create inter-role conflicts, lack of certainty in roles, lack of promotion chances, unachievable deadlines and time pressure in doing their task can make employees feel stress (Ling & Bhatti, 2014).

Job stress is an employee's feeling and awareness that resulting based on the duties and tasks given at the workplace and employees reactions because of feeling unwanted, threats or distress at the employee workplace. Job stress has received a lot of attention from past research due to the different job related and organization which known as individual reaction. It is important to address and perceived job stress because the factors negatively influence employees mental and affect their physical health. Every successful

organization would rely on how efficient and effective way employee manage to handle and complete their tasks with flying colours to perform better. Moreover, job stress has become challenging phenomenon to the employers because these issues would have brought negative result such as increased absenteeism, low productivity, a lot of employee's problem would arise such as drug abuse, alcoholism, hypertension and many more. Employers should know that job stress cannot be ignore in the organization. Hence, the management should aware of the employee's condition (Rizwan et al., 2014)

If employers can detect the pressure or stress among employees, they should come out with some solutions to satisfy the employees and make sure that they can handle their job stress to perform well in order to give advantage to the organization (Ling & Bhatti, 2014). At the workplace, job stress may be influences from role ambiguity, role conflict, work overload and time pressure that may affect job performance. Role ambiguity known as commonly connected with employee work performance. Definition of role ambiguity is the unsure about what to be expected because of lack of information about the work and the role involves (Rizwan et al., 2014).

The problem such as incomplete information about duties and tasks are always faced by employees. The consequences make it complicated to give training in certain condition. The limited sources cause the unsure feeling about certain things that related to employee role. Situation will become very stressful if the role is not clear. As the consequences, worker felt uncontrollable toward their job and would be more stress. Hence, this factor also contributed to significant influence on employee's job performance (Rick, Hillage, Honey & Perryman, 1997).

Role theory mentioned that when there were an interest among two person which has become the main element of inefficient decision, the role conflict occurred (Khan & Imtiaz, 2014). As an example, when a new employee enters the organization, employee will be given job descriptions regarding their position. At this time, basically, employee understood about the role at the workplace but sometimes superior give more works to do and to be satisfy and fair, when this happened, employee unsure to whom he has to follow that will make the conflict arises in the management. Moreover, role conflict happened to employee that has low of experiences and knowledge related to job as employee was not clear about their duties and tasks. Role conflict make the employee felt conflict to do well their job task that cause job stress (Rizwan et al., 2014).

Literally, work overload is one of the most important dimensions that matter stress in the work context that most of the time employee faced (Khan & Imtiaz, 2014). The conception of work overload is the combination of the overload of work task and short deadlines. Based on the observation, if there is a worry in employees thought or employees' performance burden from the management and the top level automatically it would affect performance of employees and the organization. Also, time pressure is one of the job stress factors as employees felt because of working for too long hours which become the main challenges for employees that has more than one responsibility in dividing their time with their relatives as working long hours denies them posed as a big challenge (Ibtisam, Gichinga, & Anwar, 2015). Thus, work pressure problem arises to employee that is incapable to meet the requirement of work within the time frame which can lead to job stress that can affect job performance.

Obviously, job stress makes employees feel tired, exhausted and depressed. Therefore, the management play an important role that must aware about employee's job stress so that the management able to increase the improvement of employee job performance in the organization (Khuong & Yen, 2016). In this study, employees job performance was studied to determine their performance towards the factors of job stress that positively or negatively give impact to their work performance. Also, this study will show whether those determinants of job stress give impact on employee's job performance in the religious institution.

1.2 Problem Statement

Previous studies viewed job stress has a negative impact on employee's job performance. Article reported by Long (2011) entitled "The weakness of Zakat Distribution turns poor Muslims to the Church" revealed that poor Muslims make a confession that they depend on the courtesy of the Church to continue the daily life. This is quite embarrassing that challenge the credibility of Muslims in keeping the welfare community themselves. Islam is the perfect religious. Even Islam teaches on how to helps poor Muslims. Thus, there is Baitulmal and Zakat Collection System to ease the burden and help Muslims.

However, Zakat make a statement said that they are not enough staff to handle poor Muslims who need help and no instruction given from the top management to the distribution department to go down and get the information from poor Muslims. Based on this case, it can be concluded that the weakness of zakat distribution lead to poor employees performance. It is because, employees are lack of information about their work involves and feel conflicting to accomplish well their job tasks. Employees also being

affected by the limited time frame. Those issues related to stress that will lead to decreasing of employees' job performance.

The recent Job Street survey of over 5,200 respondents found that over half of them with the percentage of 52% are unhappy and feel disengaged within their roles, 23% feel neutral and only 25% are happy and have a sense of appreciation for their jobs. Unhappy employees will lead to poor performance (Malaysiadigest, 2016). According to Lee (2013), job stress problem has grown among the Malaysian organizations was a well-known issue in Malaysia. The Chairman of National Institute of Occupational Safety and Health (NIOSH) said that employees are facing the high level of stress since it is an ignored issue in organization which resulted them to unable control their emotional in workplace which create many problems to the organization. To make organizations effective and efficient in the utilization of resources, many enterprises have go through entire layoffs, downsizing, restructuring and mergers to maintain their position in the market.

The consequences are employee-employer relationship in the organization was in borderline which would make them involved in stress since employees are the main assets and researcher can have concluded that the higher the level of stress, the more it would affect employee's commitment and job performance towards organization. Almost three billion people worldwide whose are working faced with endless stress problem at their workplace that always has the potential to affect employee performance (Bamba, 2016). In this era of competencies, stress has become common issue in the workplace mostly employees from different levels of job. Generally, employees would always face job

stress in doing their task. At one side, stress can make employee depressed but another side stress can be a motivational factor. It depends on employee itself on how he or she handling job stress at the workplace without give a negative impact towards their job performance. It is because employee job performance will impact an organization performance.

Therefore, some of the job stress factors that have been considered includes role ambiguity (June & Mahmood, 2011; Srikanth & Jomon, 2013; Rizwan et al., 2014; Khan & Imtiaz, 2014), role conflict (Ali et al., 2014; Ling & Bhatti, 2014; Tang & Chang, 2010), work overload (Altangerel et al., 2015; Jalagat, 2017; Munisamy, 2013) and time pressure (Conte et al., 2015; Ibtisam et al., 2015). In general, past studies found that job stress reduced employee's intention to work and decreased employee's job performance. Therefore, this study has highlighted all those factors of job stress that would affect job performance of employees. Although numerous researches have been done showed the impact of job stress with job performance, but this issue worth to be studies as previous studied not yet applied at the religious institution.

Besides that, past studies has suggested numerous sectors however, corporate sector has been monopoly to be the most sector that been studies (Ashfaq, Mahmood, & Ahmad, 2013; Musyoka, Ogutu & Awino, 2012), health sector (Azizollah, Zaman, Khaled & Rozieh, 2013), private sector (Ali et al., 2014), textile sector (Manzoor, Awan & Mariam, 2012), educational sector (Ling & Bhatti, 2014), banking industry (Anamika, 2016), business sector (Dar, Akmal, Naseem, & Khan, 2011), thus lack of interest in religious institution. Therefore, research gap has found in this study as a lot of studied were found

that related to job stress in a different job outcome such as job satisfaction. However, a few studies have focuses on this relation of job performance and job stress which includes time pressure, role conflict, work overload and role ambiguity. Therefore, this study has significant for future research intention and quite unique.

1.3 Research Questions

This study analysed the relationship of role ambiguity, role conflict, work overload and time pressure on employees job performance. The research questions in this study are align with research objectives. The aim can be achieved throughout the following research questions as follows:

1. Does role ambiguity have a significant relationship towards job performance of employees?
2. Does role conflict have a significant relationship towards job performance of employees?
3. Does work overload have a significant relationship towards job performance of employees?
4. Does time pressure have a significant relationship towards job performance of employees?

1.4 Research Objectives

The objectives are to determine the impact of job stress factors on employee's job performance at LZNK. This research being done to examine and understand either all of

those independent variables which are role ambiguity, role conflict, work overload also time pressure will affect job performance of employees or not. The research objectives are as follows:

1. To examine the relationship between role ambiguity and job performance of employees.
2. To examine the relationship between role conflict and job performance of employees.
3. To examine the relationship between work overload and job performance of employees.
4. To examine the relationship between time pressure and job performance of employees.

1.5 Significant of Research

This study provided a knowledge about job performance, job stress, job stress factors and the relationships towards job performance. This study also developed a framework on the influence of job stress factors and job performance. The findings of this study showed an evidence about the relationship among role ambiguity, role conflict, work overload and time pressure on employee's job performance. Hence, this study is crucial to many sectors or parties. It is because, this study can develop in formulating new effective job stress model on employee's job performance.

In addition, this study can build up the understanding and awareness towards top management level about this matter in the workplace. The positive side based on this study is not only will reveal a better quality of working life but also save big losses because of job stress. In terms of academic interest, this study provides the evidence which is important towards all employees to investigate and explore whether all

independent variables have relationship with dependent variable or not, so that LZNK can become more competitive and respect in future.

1.6 Scope of Research

Simon and Jim (2013) explained that scope of research referred to the parameter under which the study would be operating. Therefore, the purpose of this research is to determine the relationship of role ambiguity, role conflict, work overload and time pressure among employees at LZNK. The scope of this study focused on the respondents from LZNK.

1.7 Definition of Key Terms

The key terms used in this study are defined as follows:

1.7.1 Dependent Variable

Job Performance

Job performance refers to the outcome that an employee has contributed to the organization regarding employee's behaviour to retain in and which the organization may perceive it as productive (Jalagat, 2017).

1.7.2 Independent Variables

Role Ambiguity

Role ambiguity generally occurs when individuals are not clear and not sure about their role in the organization and the requirements needed to complete the tasks given (Rizzo, House, & Lirtzman, 1970).

Role Conflict

Role conflict is defined as conflict of requirements where the agreement was examined based on the situation that impact job performance (Rizzo et al., 1970).

Work Overload

Work overload occur when the person is incapable to do the job because of redundant responsibilities above employees' ability to perform (Jalagat, 2017).

Time Pressure

Definition of time pressure is the demand on the employee to do work faster than usual to accomplish the tasks given (Malik, 2015).

1.8 Organization of Thesis

This study has been divided into five chapters. Chapter one is an introduction for this study which described the purpose of study by presenting a problem statement that has led to the research objectives, research questions, scope of research, significant of research and the definition of key terms. Chapter one is important in order to provide an understanding to the reader about this study. In chapter two discussed on the literature review which included the definitions and concept that related to the job stress factors and job performance. Then, the researcher will state the outcomes of past studies that related to job stress and job performance. Next, Chapter three explained the research methodology for the study. The researcher described regarding to conceptual framework, research hypotheses, research design, operational definitions, unit of analysis, population and sample that includes sampling technique and sample size, measurement of variables, questionnaire design, data collection method and procedure, reliability test and data analysis techniques. The findings of the study and data analysis are indicated in Chapter

four. In this chapter, presented the complete results from the analysis in the form of tables, figures and text. The explanation and discussion about the result has been done by the researcher properly. Finally, Chapter five focused on the discussion, implications, recommendations, limitations and suggestions and conclusion that would be the end of this study.

1.9 Chapter Summary

The purpose of this study is to explain the background of study, problem statement, research questions, research objectives, scope of research, significant of research and definition of key terms. The next chapter will discuss in further about job stress factors and employees job performance.



CHAPTER 2

LITERATURE REVIEW

2.0 Chapter Introduction

This section reviewed the available literature to acknowledge and take into consideration from previous studies who have identified the factors that is related to the concept of this study and the relationship between those variables. These variables are discussed in the following topics.

2.1 Job Performance

Job performance is an activity that employee need to complete the task given successfully (Dar et al., 2011). According to Mukarram and Jan (2012), the performance concepts and requirements are also sustain change align with the ongoing changes within the organizations. In accomplishing the organizational performance, job performance of employee is the most important role in organization (Altangerel et al., 2015). In other words, job performance is an important in terms of work and administrative (Rizwan et al., 2014). The most important seen factor in employee management has always been the job performance. What a person does at work has been known as job performance (June & Mahmood, 2011).

The effort, skills and types of work environment are the combination that represent job performance. In a rapid of changing economic and working environment globally,

organization performance and employee performance has been crucial in order to be competitive (Ling & Bhatti, 2014). Hence, it is important for all organization to analyse the factors that are contribute towards job performance (Yozgat, Yurtkoru & Bilginoğlu, 2013). Job performance recognize as the comprehensive outcome that employees contribute to the organization. It is overall complete of abilities, motivation and chances (Ali et al., 2014).

The success of the strategy of organization through individual achievement which directly based on their performance. Every employee working in the organization was expected to perform his or her job in an accurate way. Through employment rules and regulation, employee was accountable for successful performance related to duties and tasks. Employees agree to do the task dependably when they accept certain job assignments (Hettiararchchi & Jayarathna, 2014).

In order to make employee be motivated to achieve high performance and has high job satisfaction, various rewards are given by organization to employees which including addition in salary, bonuses, recognition of certification for good achievement by employee also a vacation benefit (Ibtisam et al., 2015). In every organization, employees are the most important resources. Employees feeling about their work and the consequences towards them give impact on the performance of organization and its stability (Milliman et al., 2008). If employees are satisfied and happy with their work, therefore, they will feel highly motivated to perform well of their capability to accomplish goals of the organization. Hence, in order to face the challenges in the global market and accomplish the organization goals, the organization should aware more to employees than

the job required that in turn could lead to higher performance. Among all factors and conditions at the workplace, performance of employees is a point that matter (Ibtisam et al., 2015). Dar et al. (2011) mentioned that the objective of employee to perform better in job, can reduce stress in work environment. It is because, when employee upset, their spirit to work well will decrease and this can make the level of stress keep increasing.

Altangerel et al. (2015) explained that stress is continues challenges faced by most organization that bought negative effect towards organization and employees. Stress has negative side effect on the mental health wellness. Bad organizational climate reduces employee's performance. Different with Zhao and Ghiselli (2016) analysed that stress not only brought negative side impact but also brought positive side impact on job performance. Stress clearly can reduce the performance of organization either small or big organization.

Undoubtedly, Job performance is an employee's goal which is responsible to an individual to complete it within limited time constraints and use of resources. Dissatisfaction of employees can increase stress and cut down the job performance (McGinty, 2010). According to Masihabadi, Rajaei, Koloukh and Parsian, (2015) when stress been discussed, the focused are more on the consequences and effects. Therefore, stress has great impact on organization member's performance and activities. Khan and Imtiaz (2014) described that the strategies of reduction of cost by senior management lead to downsizing effect. Because of these reasons, employees that survived at the organization as consequences experienced job stress, feeling dissatisfied and employees are not able to perform their tasks and duties well in this situation.

Mathis and Jackson (2011) indicated that the ability of an employee to reach their targets and goals as well as achieve the expectations of employee's supervisors or meet the objectives or organization is known to be job performance of an employee. As Bamba (2016) claimed that when an organization make a decision to avoid the importance of well-being their employee, it will ultimately affect employee job performance that will cause them to feel a lot of pressure and stress. Munisamy (2013) indicated that from an employees' side of view, basically job performance is the course of behaviours as results. In general, many tasks performed in daily works contributed to job performance.

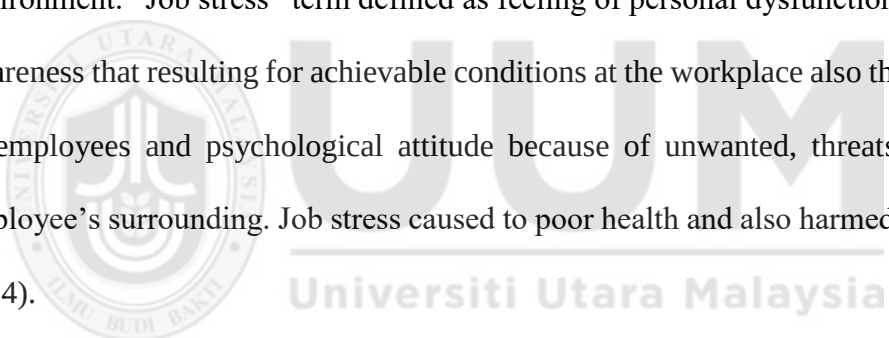
Seng and Arumugam (2017) indicated that based on supervisor's point of view, the key element of job performance appraisal outcome is more crucial to employee rather than the actions dominant to those results. However, these two points of views have disadvantages and advantages. There are two aspects of job performance which are the skills and abilities of employees to be better perform in job. The effectiveness of job performance can develop the services that the output will contribute to the process into the result.

Job performance is the achievement of employees given for the job. Employee has different way to perform the job as expected by the organization. Refers to the employment rules and regulations, every employee is in charge for performing better on duties and tasks given that involved in the job. They need to do well in their tasks and duties for the sake of sense of responsibility. The level of performance in many tasks influenced by stress. There was a fact that the minor stress can improved the performance

of employees because the effect of stress on employee performance and organization not always be negative (Alkubaisi, 2015).

2.2 Job Stress

Stress revealed the relationship between the environment and the person. In other words, stress is an interaction process that indicate stress as the process of interaction between stressors and how an individual response the stressors. Many past studied used this definition in conducted the research (Safaria, Othman & Abdul Wahab, 2011). Term stress also as a dynamic and complimentary relationship between individual and environment. “Job stress” term defined as feeling of personal dysfunction or employee’s awareness that resulting for achievable conditions at the workplace also the physiological of employees and psychological attitude because of unwanted, threats or distress in employee’s surrounding. Job stress caused to poor health and also harmed (Rizwan et al., 2014).

The image contains a large, semi-transparent watermark of the Universiti Utara Malaysia logo and name. The logo is circular with a crest in the center, surrounded by the text 'UNIVERSITI UTARA MALAYSIA' and 'TAU BUDI BAKTI'. Below the logo, the text 'Universiti Utara Malaysia' is written in a large, bold, sans-serif font.

According to Dar et al. (2011) job stress was a threats to an employee that appeared as a result of a low person-environment fit. In the first step in society, stress is very common. Nowadays, all the people around the world are suffered from stress in job whether job in workplace or outside of workplace. Stress is necessary characteristics of life and work. Stress has become pervading features if in modern world stress if people’s life despite excellent advancements in sciences and technology. Hence, no one are free from stress in the world. But in terms of stress at workplace it is a crucial matter in a present world.

This type of work has gone through extreme changes for the past years and it is still growing at fast speed. Stress has touched almost all professions. Job stress may be caused by a complicated set of reasons (Rana, 2014). Employee resist with the increasing number of job stress is one of familiar problem in the organization. Basically, job stress become widespread problems in the work environment.

Therefore, most researchers has focused on job stress that affect in many aspects of the organizational (Yozgat et al., 2013). Nowadays, job stress has become normal negative outcomes that make a huge continuing numbers of people complaint about stress that caused by work overload, job insecurity and increased pace of life (Yozgat et al., 2013). Over many years, stress has appeared as an increasing crisis in organizations. Stress is adequate element which an individual prevent with demand related to what a person wishes and chances for as the result recognized to be both not clear and important. Dar et al. (2011) stated that there were many researchers studies stress found, stress can be most reasonable to the cause of people faced depression and discouraged.

Stress at workplace has hovering over decades ago. Nowadays, job stress is a genuine problem and become a growing movement in organizations. Somehow, stress not only has a negative effect but include involvement of good effect on job performance which when the level of stress increases, the performance of employees also increases. Stress clearly can reduce the performance of organizations either organization big or small. Low morale at workplace, absenteeism from job, problem with cliques could be caused of job stress (Altangerel et al., 2015).

According to Kim (2013) there were five sub-class of job stress were recognized which are no promotion chances, inadequate resources, work overload, lack of professional respect and job relationships as probably the most crucial job stressors for health workers society. There was clear relation between physical and emotional problems with workplace stress. Based on the current warning signs of job stress which are sleepless, headache, low morale, unfocused and poor relations with friends and family (Anamika, 2016). Job stress is very much compulsory to bring a whole image of surroundings of job stress involves the effect of managerial factors and the work-family, personality and communication in the viewpoint of job stress. Long-term stress can be bad to the inner side of employees and can also affect health service centres of society throughout their dissatisfaction, turnover intention, tiredness and poor performance (Chen, Tan, & Li, 2013).

As Masihabadi et al. (2015) mentioned that regardless the idea that stress somehow gave advantageous and some stress was needed to active people, however when stress has been investigated, studies more focuses on the consequences and effect. Hence, stress has big impact on performance of employees and activities. Managers, staff and customers, under the influence of certain mental states behave in such a way that its reflection on organization ability is tangible. Stress somehow has physical side effects and can damage the organization.

The common form of stress destroyed the purpose of the organization and ruin the human resource of organization. Stress become one of the main aspects of mental health ever changing and dynamic world (Masihabadi et al., 2015). Meanwhile, Bamba (2016)

claimed that the most demand problem distract organization and employees is stress management. Job stress not only ultimately affect the organizational performance but also affect the behaviour, psychological and the physical of employees.

Additionally, Manzoor et al. (2012) found many articles of stress globally has been reported, showed that people everywhere are under stress. Around the world, job stress is getting more and tougher. Either small or large organization, stress at the workplace occur because of the complication of today's organization that can reduce an employee performance at work (Rick et al., 1997). Nowadays, according to Deshpande (2012), people exist in an environment influence by different stimulations and encouragement such as psychological, physical and moral that can give impact towards employee at home and workplace. This kind of stresses make employees become tension and panic which give negative consequences to their duties, relationship with subordinates in the organization and even their safety and health.

Many past studies interested the connection between both variables in many sectors of society (Alipour & Kamaee Monfared, 2015; Quzah, 2016; Setar, Buitendach, & Kanengoni, 2015). Job stress can be identified into two types which are the first one is positive stress which give advantage to the organization in case employees feel disputed, but cause of stress will be the chances that are essential to organization which help in giving employees with efficiency and passion in achieving organization goals. The model revealed that employees would not face any difficulties at the low level of stress, so employee will likely not give any good performance, but employee would gave high performance at medium level of stress such as manager give limited deadline and

employee will work efficiently and hardly to achieve the organizational goals because of stress (Rizwan et al., 2014).

According to Zafar, Ali, Hameed, Ilyas, and Younas (2015), when arranging a reasonable type of stress on employee, organizations management think it can promote employee performance and many past researchers expressed that as performance may at first increase as job stress increase but at certain levels will begin to go down. Luthans (2012) mentioned the second point of view is distress which is in a situation that occurs when an individual recognizes a risk or loss which negatively affect employees.

2.3 Role Ambiguity

Role ambiguity is unsure role occurs when not clear of expectations role because of limited information towards work and role involves. Individual facing role ambiguity as limited information towards their responsibilities are and inadequate sources about the progress to achieve organizational goals (Srikanth & Jomon, 2013). Role ambiguity can also be defined as role inadequate information regarding authority, power and responsibilities to perform one's role (Bamba, 2016). Gharib, Jamil, Ahmad and Ghouse (2016) described role ambiguity as loss of information needed by employee in completing employee role in an organization such as limits of responsibility, information, authority, rules and regulation of the organization and approaches of performance evaluation.

Role ambiguity happened when employee is not clear about their role to do their job. There are two models of role ambiguity that usually employee face which are related to tasks and activities also the feedback towards task performance. To enable the employee

evaluate their performance and to know the task progressing of task accomplishing, feedback is crucial. Idris (2011) indicated that role ambiguity has relationship towards job performance. According to Jalagat (2017) role ambiguity is the limited information dealing with the power authority and duties to be performed by employees.

Role ambiguity happened to the employees that in the phased of confusion on the way they performed the tasks without no clear responsibilities given and no clear instructions (Srikanth & Jomon, 2013). As Cleveland and Ellis (2015) claimed that role ambiguity is in the stage to which unclear information towards specific position which related to conflicting unclear interpretation of duties. Based on role theory which recommends that employee facing role ambiguity will assign in pursuit to resolve the problems align with the unclearness of their post since changing or new roles have the probabilities to enhance ambiguity in this rapid change of growth. Employee involved in the environment that job responsibility was unclear and not informed in straight manner (Sarafiah et al., 2011).

Employee has to deal with the problem of unclear information about their position. The consequences are it is challenges to give training in a certain situation. This limited information chances revealed the unclear about expectations related to the specific role. The situation will become very stressful if the role is not clear. The effect is employee feels uncontrollable towards the task that will cause a stress in them (Rizwan et al., 2014). Role ambiguity has led to unclear role-related information. High role ambiguity hinders a person's capability and reduced confidence in their capability to performance efficiently (Tang & Chang, 2010).

Past research conducted in Pakistan in 2011 to determine the relationship of different stressors of workplace and job performance of employee which role ambiguity is one of the factors. The result found an impressive fact as employees nowadays are multi-tasking and willingly to do more than one tasks, hence role ambiguity does not significant related in this case rather showed a good relation with employee performance (Khan & Imtiaz, 2014). Following section will illustrate in detail regarding relationship between role ambiguity and job performance.

2.3.1 Relationship between Role Ambiguity and Job Performance

As mentioned by June and Mahmood (2011), the relationship between role ambiguity and job performance happened when role ambiguity generally correlated with employee performance. It is because when employees struggle with lack of role uncertainty, employee will perform at lower levels and if employees capable to perform well it is because employees have good understanding of their job on what is predicted and needed from them. Study conducted in SME's found a significant relationship between role ambiguity and employees job performance. In this study, there were 300 sampling has been tested. The researchers Çekmecelioglu and Günsel (2011) supported this study.

A past study conducted by Badar et al. (2011) in Pakistan, identified the significant relationship of different stressors at workplace and employee performance which role ambiguity was one of the factors has been found in this study whereby as multitasking employees nowadays are willingly to do more than one tasks equally so role ambiguity showed a positive relationship with employees job performance (Khan & Imtiaz, 2014). Basically, role ambiguity concept can be seen as it precisely connected with the activity

or tasks performed by employees or in other words it is the task given by the top management or supervisors to complete it. Past researchers have engaged with the fact that the level of employee performance will be affected if employees less awareness and not clear with the job task and responsibilities given (Khan & Imtiaz, 2014).

Furthermore, Idris (2011) asserted that there were two models of role ambiguity that usually employee faced which is related to tasks and activities also the feedback towards task performance. To enable the employees, evaluate their performance and to know the task progressing of task accomplishing, feedback is crucial. Hence, role ambiguity related to job performance. According to Cleveland and Ellis (2015), role ambiguity has a strong impact on authorization and affect job performance as unclear tasks and goals give a higher level of ambiguous into employee job which resulting in higher possibilities form many stakeholders. Thus, the first hypothesis was developed as follows:

H1: There is a significant relationship between role ambiguity and job performance.

2.4 Role Conflict

Conflict happened between the employees and higher position related to tasks and activities in the organization. An uncommon role conflict situation occurred when the demand from supervisors and clients were different. Role conflict faced by employees conflicting to accomplish well employee job task and will occur job stress. High job stress lead to high role conflict and contrary (Rizwan et al., 2014).

Thus, workplace environment with conflict caused employee to question their capabilities (Tang & Chang, 2010). Sarafia et al. (2011) indicated that the role conflict of lecturer arisen when there were limited resources such as time and energy. Conflict arise due to some reason as example, stress happened because of doing one role hard for employee to performed more than one role at the same time and specific behaviours were authorized to only one role (Gul, Akhbar, & Jan, 2012). The consequences may occur stress to be part of family such as marriage, children and spouse, work orientation, work schedule and employment patterns. According to Ling and Bhatti (2014) said that the significant relationship found in increasing of role conflict that make job stress increases and harmed or affect job performance or work outcome of the employee in organization.

In addition, a study has been held by Çekmecelioglu and Günsel (2011) to identify the significant relationship between role stress and creativity of the employees. Based result revealed, one of the determinants of stress was role conflict that affect the creativity of employees and therefore decreased organization performance. This negative relationship has supported by many studies. The result indicated that the more increase the level of role conflict, the higher the level of performance (Badar et al., 2011). Following section will illustrate in detail regarding relationship between role conflict and job performance.

2.4.1 Relationship between Role Conflict and Job Performance

In particular, researchers Ling and Bhatti (2014) claimed that the role conflict is disclosure to job tension which related with job performance. The increasing level of role conflict makes job tension higher and will affect employees' job performance in organization that reveal a significant relationship between both variables. Rum, Troena,

and Hadiwidjoyo (2013) conducted a study of the impact of role conflict towards job performance among 131 Civil Servants in Regional Apparatus Work Unit (RAWU) located in Indonesia showed that the relationship between role conflict and employee performance occurred.

Contrast with findings done by Khan and Imtiaz (2014) has examined the relation between role conflict and creativity of employees. In this research, role conflict and role ambiguity are selected as elements of stress in the organization. The researcher disagreed that if there is a conflict or argument among clique, top level management or between subordinates then it would affect the inspiration and creativity of the employees that will decrease the organization performance (Çekmecelioglu & Günsel, 2011). This study supported by Usman, Ahmed, and Akbar (2011). As mentioned by Gharib et al. (2016) role conflict described as employees has different roles which each roles has conflict to one another.

Plus, Luthans (2012) added that role conflict has been divided to three types. Firstly, the role conflict between role and individual itself. The confusion arisen among the expectations of the role and the personality of individual and secondly, the conflict expectations revealed when role demands disagree with individual values and attitudes. Lastly conflict arise that resulted from the different provisions of more than two roles the individual play at the same time. The researcher has formulated that there was significant impact between role conflict and job performance. Thus, the second hypothesis was developed as follows:

H2: There is a significant relationship between role conflict and job performance.

2.5 Work Overload

Ali et al. (2014) asserted that workload defined as combination of tasks at workplace which is one of the main elements of job stress employees and was the measure of employee's responsibilities at workplace. The attitude of different employees is different towards work overload. Some becomes difficult to manage while some comfortably manage it at the workplace. As for concern, dizziness, disorder in sleep, eyes strain and health issue are due to job stress. Work overload has highlighted as the most factors that caused stress in the workplace. The unreachable deadlines, long working hours and overload assignment of tasks combined in the concept of work overload.

Usually, distraction happened in employee's mind and performance pressure from the top management that give impact on organization performance and employee performance. Past researched used this kind of work overload concept as a dimension of role stress where there is work overload, the performance become lower (Khan & Imtiaz, 2014). This concept referred to the term of stress understanding by employees that employees are inadequate to be active or adapt with work authorized (Idris, 2011). Gharib et al. (2016) estimated that work overload can be quantitative and qualitative. Quantitative tasks occurred when employee has lots of tasks to do in a shortage time to perform it while qualitative tasks pace when an individual lack of abilities to do work. Work overload occurred when the tasks of the role are overload which would developed stress or uninterested feelings that make employee face scared, fear and cannot meet expectation tasks which can affect job performance.

Employees who facing work overload issues are certainly aware of pressure, weakness and irritation as they find it challenges to focus, extremely tired, understand wisely and efficiently toward their job tasks (Munisamy, 2013). Likewise, Altangerel et al. (2015) claimed that work overload is one of a major reason of stress among employees and majority of employee's loss of interest in job and as an effect which reduce their productivity. Khuong and Yen (2016) indicated that work overload was the main reason of stress among employees referring to the concentration on tasks at work which happened when work reached limit of employees' capability. This case happened when a person felt burden or when the demand of the situation is arising as if this growing for a long period of time without any breaks then mental, physical and different behaviour can lead to death. Next section will illustrate in detail regarding relationship between work overload and job performance.

2.5.1 Relationship between Work Overload and Job Performance

A study done by Altangerel et al. (2015) at telecommunication companies of Mongolia towards over 120 employees found work overload was the main cause of stress towards employees and majority of them loss of interest in job and reduced their productivity due to stress. Meanwhile, employees that always do work hardly, do more work beyond their capabilities. This type of conditions has strong contribution towards decreasing of employee performance. The most important determinants caused stress in the workplace that employee faced is work overload. Work overload concept has been used in past research as an antecedent of role stress (Khan & Imtiaz, 2014).

Similarly, Rod, Ashill and Carruthers (2008) indicated that among frontline employees at all companies in New Zealand, the self-administrated questionnaires were distributed. The results revealed a significant relations of work overload and employee performance. Also, Keshavarz and Mohammadi (2011) has conducted a study in Iran at University of Tehran to study employees level of stress. There were 200 employees of sample size and regression were used for analysis. The analysis showed that when there is work overload, the performance reduced. This study disagreed that if employees feel heavy on their minds, they are easily to feel stress and this will affect the level of productivity. Supported by Tahir, Yusoff, Azam, Khan and Kaleem (2012) which found the results in favour of this study.

Badar et al. (2011) examined a significant relationship of work overload and performance pressure with employee performance. This study was conducted in banking sector in Pakistan. The results revealed that because of economic downturn happened, employees faced a lot of issues such as no alternative jobs, unemployment and limited resources in Pakistan. Meanwhile, Alkubaisi (2015) pointed out that work overload happened not only in the conditions where the workers able to cope and where the pressure of work limited but also when workers capabilities knowledge are not adequately utilized that become issues occurred for them.

Similarly, Tatheer Yawar Ali and Atif Hassan (2013) were conducted a study which found out that factor such as work overload is the main reason that caused decreased in employees' performance. But Manzoor et al. (2012) has argued based on the research that been carried out a case study in sector of textile in Faisalabad which examine the impact

of job stress on job performance and the analysis revealed that the level of stress towards employees is high in some matters such as work pressure, long working hours, work overload, physical agents and job insecurity.

Salam (2014) was conducted a study in which examined the effect of work-family conflict, work overload and family-work conflict on job embeddedness. There were 250 respondents were chosen based on the sample size. Simple multiple and moderating regression was made through this analysis. The study findings reveal a significant impact of family-work conflict and work overload towards job embeddedness. Thus, the third hypothesis was developed as follows:

H3: There is a significant relationship between work overload and job performance.

2.6 Time Pressure

Kayaalp (2016) defined time pressure as different time required and time available for performing a task and literally time pressure has been seen as an ignorance of performance creativeness. Time pressure is the cause of stress as most employees felt because of long hours working has become a major problem in dividing employees time between responsibilities with family (Ibtisam et al., 2015). There was a strong positive correlation existed with time pressure and job performance. In the lives of most people, work plays an important role. If employee was not able to reach the needs of job within the time frame available, job tension problem arisen that can have caused to job stress and affect job performance.

Even though literally, intellect individuals enjoy working on challenging problems when they faced high time pressure, their inconsistent behaviour would be unnatural. Different individuals may be different reaction to the stress caused by time pressure. Some people may performed better and some may performed worst that they would below no time pressure (Conte et al., 2015). As stated by Kayaalp (2016), even though time pressure influence performance creativeness that create emotional sense, empirical studies has resulting different findings that found that time pressure affect performance creativeness. This kind of view for time pressure helped to realize on how producing different outcomes that has interaction with personality traits such as intellect is in the different levels of time pressure (Siegrist, Montano, & Hoven, 2014). Following section will illustrate in further regarding relationship between time pressure and job performance.

2.6.1 Relationship between Time Pressure and Job Performance

Based on Njagi and Malel (2012), the nature of work's employee are significant towards the measure of control over time that is necessary and attractive. As instant, employees whose work alone has less pressure than employees that doing job that has contact with others daily. Conte et al. (2015) estimated that relationship between time pressure and job performance occurs when employee has limited time which in turn may affecting the performance. Different individuals showed different reactions to the stress caused by time pressure. Other than that, Holstrom (2015) revealed that time pressure create performance restrictions and caused continual stress for employees. While quality of performance showed less consistent, time pressure has been showed to increase the rate of group or individual performance (Orfus, 2008). Thus, the fourth hypothesis was developed as follows:

H4: There is a significant relationship between time pressure and job performance.

2.7 Underpinned Theory

The research model development of study was applied from role theory in order to explain the issues of stress at the workplace and to investigate the factors of job stress as represent towards job performance.

2.7.1 Role Theory

Sonnentag and Frese (2005) claimed that performance of individual is highly crucial for the entire of organization and for the individuals working on it. There are three perspectives of performance which are firstly, individual differences perspective focuses on characteristics of individual, secondly, situational perspective that focuses on situational aspects as facilitators and barriers of performance and lastly performance regulation perspectives that focuses on the process of performance.

The researcher found that the situational perspective assigned to the individuals environment factors encourage and support performance of individual. The situational perspective based on the workplace factors and their relationship to performance of individual has two main approaches that can be differentiated which are first, those that focus on factors of situational improve and facilitate performance and second, those that involve to factors of situational which hinder performance (Sonnentag & Frese, 2005). Based on role theory, Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964), role ambiguity and role conflict are the concept of stressors that hinder performance.

However, empirical studies supported that there was negative effect of role ambiguity and role conflict was weak (Jackson & Schuler, 1985). In a current analysis Tubbs and Collins (2000) found a negative relationship of role ambiguity and job performance in technical,

managerial and professional jobs. Past researcher also found a negative relationship among role ambiguity and self-ratings of performance. Also, neither past researcher Jackson and Schuler (1985) and Tubbs and Collins (2000) found a significant relation between role conflict and job performance. Situational perspective was considered directly to reduced employee's performance which involved issue such as issues with supplies and machines, lack of necessary information as well as stressors within work environment.

Meanwhile, Fay and Sonnentag (2000) showed that the positive effect between stressors and personal initiative. The results recommended that in a perspective of situational, the performance reinforcement factor such as meaningful tasks play a crucial role than stressor. As stated by Karimi et al. (2014) role theory related to the stress issues at workplace and to investigate the contribution of role pressure in job performance. The researcher examined quantitative demands such as work overload and quantity and concentration of work found that work overload as determined issues and a major reason of stress related to work that is challenges to resolve. Furthermore, the researcher investigated the demands of qualitative like employees feeling in certain role and issues of work life balance.

Shrivastava and Purang (2009) reported that there were continues increasing support for the disagreement that employees' role in the organization may lead to the condition that give impact of job stress and work life quality towards employees. The result found that organizational role stressor to be negatively related to managerial potency. From the past research Sharma and Devi (2011) has equally identified role overload as major contribution to the stress of employees towards job performance.

2.8 Chapter Summary

This chapter two has reviewed the literature on job stress, job performance, role ambiguity, role conflict, work overload and time pressure related to the research questions and research objectives based on the previous chapter one. The study on job performance from the past studies examined the relationship between job stress factors and job performance. Overall, the literature review shows the evidence of the impact between job stress factors and job performance among employees.



CHAPTER 3

METHODOLOGY

3.0 Chapter Introduction

The main objective of this study was to investigate the impact of job stress factors on employee's job performance at LZNK. Chapter three represented the methodology that used to conduct the study. This chapter also described the techniques and methods that used to achieve the aims of this study. This chapter explained more details on how the research implemented and conducted by the researcher. In addition, this chapter explained the theoretical framework, research hypotheses, research design, operational definition, population and sample, unit of analysis, pilot test, data collection method and procedure, questionnaire design, measurement of variables and data analysis techniques.

3.1 Theoretical Framework

This study focused on reviewing the determinants of job stress factors and its impacts on employee job performance. This study evaluates and assesses the influence between the job stress factors which are role ambiguity, role conflict, work overload and time pressure on employee job performance. A theoretical framework was developed as shown in Figure 3.1 to illustrate the relationship independent variables and dependent variable.

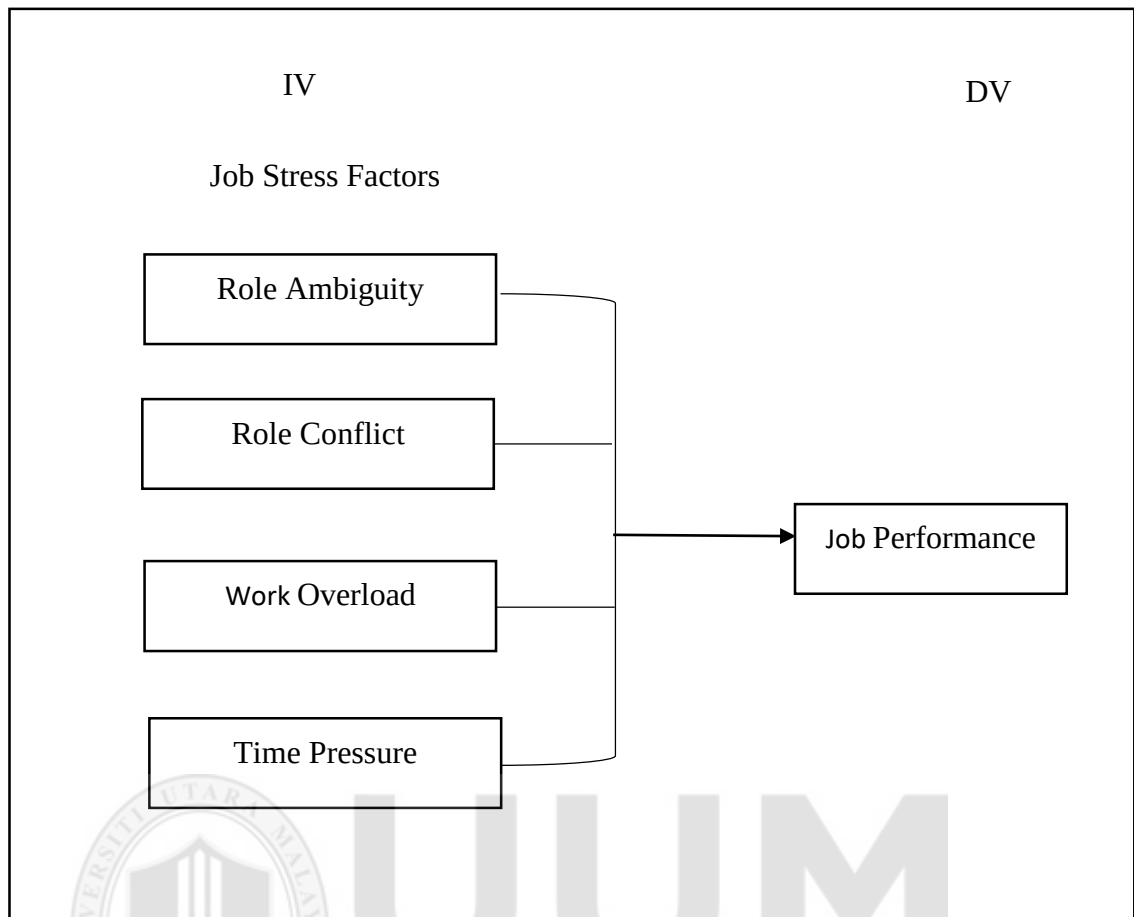


Figure 3.1

Theoretical Framework

3.2 Research Hypotheses

Based on the study, four hypotheses have been developed. The hypotheses are:

1. There is a significant relationship between role ambiguity and job performance.
2. There is a significant relationship between role conflict and job performance.
3. There is a significant relationship between work overload and job performance.
4. There is a significant relationship between time pressure and job performance.

3.3 Research Design

Research design is a process through which new knowledge is discovered (Salkind, 2012). A research design is important because it can be as foundation to the research that is conducted by the researcher. In other words, research design is important as an instrument of methods and procedure which act as frameworks of study in order to acquire the information from specific source at some process and procedures. The type of research was quantitative research which to examine the relationship between all independent variables with dependent variable. According to data analysis, this research used quantitative which to examine human behaviour and the factors affect within which it occurs. This approach is more suitable as the hypotheses can be tested to examine the relationship among variables.

Salkind (2012) defined correlational as to analyse the relationship between variables. Therefore, Pearson correlatives used to analyse the relationship involved in this study. In addition, this study looked at the relationship between all the dimensions of job stress which are role ambiguity, role conflict, work overload and time pressure towards job performance. The purpose of multiple regressions was to examine the relationship between several independent or predictor variables and a dependent or criterion variables. This study was based on the cross-sectional research design in which data was collected at a single point in time. This study applied self-administrated questions and this method selected because of several factors such as time consuming and less expensive (Sekaran & Bougie 2010).

3.4 Operational Definition

Job performance: Generally, Job performance refers to the outcome that an employee has contributed to the organization regarding employee's behaviour to retain and which the organization may perceive it as productive (Jalagat, 2017). In other words, job performance is an important in terms of work and administrative (Rizwan et al., 2014). Therefore, the researcher used questionnaire as a main tool to measured performance adapted by Jalagat (2017).

Role ambiguity: The concept of role ambiguity generally occurs when individuals are not clear and not sure about their role in the organization and the requirements needed to complete the tasks given (Rizzo et al., 1970). Role ambiguity scale measured by six items adapted from an instrument developed by Rizzo et al. (1970).

Role conflict: The definition of role conflict as stated by Rizzo et al. (1970) is the conflict of requirements where the agreement is examined based on the situation that impact job performance. As an example by Sarafia et al. (2011), the role conflict of lecturer happened when there are limited resources in terms of energy and time. Role conflict scale measured by six items adapted from an instrument developed by Rizzo et al. (1970).

Work overload: Work overload occur when the person is incapable to do the job because of redundant responsibilities above employees' ability to perform (Jalagat, 2017). The concept of work overload involves long working hours, unachievable deadlines and overload assignment of tasks. Past research used this concept as a dimension of role stress where if there is work overload, the performance will decrease (Khan & Imtiaz, 2014). The researcher measured work overload adapted from Jalagat (2017).

Time pressure: Definition of time pressure known as the demand on the employee to do work faster than usual to accomplish the tasks given (Malik, 2015). In other words, when employees are in the high levels of time pressure, the most important things to people is one of the constraints (Conte et al., 2015). Time pressure has been measured using instrument for stress-related job analysis (Semmer, Zapf, & Dunckel, 1998).

3.5 Population and Sample

According to Turner (2003) the whole population of individuals are with the characteristic of interest such as a condition of particular disease of clinical concern. The population of this study comprised of 160 employees at LZNK. The data of employees were obtained from Human Resource Department at LZNK. As the focus of this research is to study the impact of job stress towards job performance hence, the study on individual is more suitable and valid to assess individual by individual at LZNK. Sampling is the way on how the researcher used to distribute questionnaire. A sample is a subgroup or some part of a large population. A group of people been surveyed based on sample size that literally the size of the sample.

3.5.1 Sampling Techniques

Sampling is needed as there are constraints where the whole population can be studies. Hence, in this research the technique that the researcher applied in selecting sampling technique was simple random sampling. For this research, researcher used simple random sampling because every set of individuals has an equal chance to be in the selected sample. Furthermore, the researcher also obtained a list of total number 160 employees at LZNK from human resource department staff and facilitates the researcher to discover the total sample based on the population.

3.5.2 Sample Size

Based on the Krejcie and Morgan (1970) table, found the method of determining the sample size that needed to be representative of a given population. In this study, this method would have applied to get the sample size of the respondent that would answered the questionnaire. According to the information obtained from Human Resource Department, there are 160 of the population of employees at LZNK. Therefore, based on Krejcie and Morgan's table of sample size, when population size $N = 160$, sample size (n) = 113 was acceptable for all employees to fill up the questionnaire to get precise results (Krejcie & Morgan, 1970). The total number of employees is 160 employees, therefore the sample size used by the researcher is 113 of respondents.

3.6 Unit of Analysis

The data were collected from each individual LZNK's employees which are from seven departments and three units in LZNK. These employees both are permanent and contract. The company is located in Alor Setar, Kedah.

3.7 Data Collection Method and Procedure

The questionnaire was based on the relevant to the research administrated by the researcher which based on reading of related topics and the questionnaire about job stress factors (role ambiguity, role conflict, work overload and time pressure), to examine whether it can influence employees job performance. The questionnaire has been submitted to the LZNK that help researcher to obtain the information required. The process of data collection was done by researcher with the assistance from Human Resource Department staff (Nurul Izzah Mohd Zaidi from LZNK, Personal

Communication, 3rd April 2018). Researcher started the process of questionnaire distribution on 3rd of April 2018 at LZNK. The period of time it takes to collect all the questionnaire was within two weeks.

Then, questionnaire was given via delivered by hand to the employees randomly and also retrieved by hand. The time provided for the respondent to answer the questionnaire was very reasonable. Along with the questionnaire, the researcher brought the accompanying letter from Universiti Utara Malaysia (UUM) described the purpose of questionnaire distribution in a hope that researcher get a positive feedback from the organization. The researcher assign a consecutive number from 1 to 160, next to each of the employees. From the random number table, the researcher select 113 employees from the list to be part of the sample. At the end, researcher has gained back a total of 113 of completed questionnaire to be used in order to do the analysis in this study.

3.8 Questionnaire Design

Questionnaire is the most familiar method used to collect the data because of its ability and capability to cover wide number of respondents and inexpensiveness among all of these methods (Okano, Vendrametto, & Sobral, 2014). The reason method of questionnaire was used because the questionnaire has more advantages compared with other methods.

In this study, questionnaire used were originally developed in the English Language and were systematically translated into the Malay language. The original questionnaire which is the English version was first translated into the Malay language by a senior lecturer from Universiti Utara Malaysia. The senior lecturer was requested to translate the Malay

version of the questionnaire back into the English version (back-translated). The English and Malay versions of the questionnaire were later compared to make sure the consistency. The questionnaire was distributed in order to examine the impact of job stress factors on employees' job performance at LZNK.

The items in the questionnaire are created as closed-ended questionnaire to prevent the confusion during interpretation of respondent answer. Closed-ended questionnaire is a simple method that can be answered quickly and shortly compared with open-ended questionnaire. Questionnaire design has been divided into three sections. First section is section A that focuses about demographics profile question by using nominal data. Section B is the second section consists of role ambiguity, role conflict, work overload and time pressure by using ordinal data. Section C focuses on dependent variable (DV), namely job performance. To obtain the reasonable rate of return from samples, the researcher has requested the assistance from the Human Resource Department, LZNK. The researcher used questionnaire as a main tool for collecting data from the respondents. The structure of questionnaire has presented in Table 3.1.

Table 3.1
Summary of the Questionnaire

Variables	No. of Items
SECTION A	
Gender	2
Age	5
Years of Tenure	5
Total Personal Income	6
Department currently working	6
Education Level	6
SECTION B	
Job stress factors	
Role Ambiguity	6
Role Conflict	6
Work Overload	4
Time Pressure	3
SECTION C	
Job Performance	4

Likert Scale has been used in this study to get a statistical measure in Section B and Section C. To measure of attitude, the Likert Scale has been used developed by Keegan (2009). The benefits of this Likert Scale are easy for researcher to design and manager the scale and help respondent to understand the scale (Malhotra, 2007). The questionnaire was designed used five-point Likert Scale method. Likert scale 1-5 was used for measuring survey questions range from scale number one (strongly disagree) to scale number five (strongly agree) as indicated in Table 3.2.

Table 3.2
Likert Scale

No. of Scale	Scale
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

Source: Keegan (2009)

3.9 Measurement of Variables

The aimed of this study was to investigate the impact of job stress factors on employee's job performance at LZNK. The following instrument were used to measure the variables in this study. Further details on the instruments used in the questionnaire were summarized in Table 3.3.

Table 3.3
The Instruments

Dimensions	Items
Job Performance (Adapted from Jalagat, 2017)	1) I make some errors unintentionally when I am under pressure. 2) My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities. 3) My performance has been affected by unclear organizations planning and control efforts. 4) I can always talk with someone at work if I have a work-related problem.
Role Ambiguity (Adapted from Rizzo et al., 1970)	1) I feel secure about how much authority I have. 2) Clear planned goals and objectives exist for my job. 3) I know that I have divided my time properly. 4) I know what my responsibilities are. 5) I know what are expected from me. 6) Explanation is clear of what need to be done.
Role Conflict (Adapted from Rizzo et al., 1970)	1) I have to do things that should be done differently. 2) I receive an assignment without any guidance to complete it. 3) I have to break the rule or policy in order to carry out an assignment. 4) I work with two or more groups who operate quite differently.

Table 3.3 (*continued*)

	5) I receive incompatible requests from more than two people.
	6) When I do thing, only one person accept it and the others are not.
Work Overload (Adapted from Jalagat, 2017)	1) I am responsible to accomplish too many tasks which affect my concentration and performance. 2) I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level. 3) Lack of cooperation of my colleague in finishing many tasks affect my performance. 4) I am involved in various responsibilities and hold too many roles.
Time Pressure (Adapted from Semmer et al., 1998).	1) I often feel pressed for time. 2) I always finish work late because of having too much to do. 3) I always required to do fast pace of work.

3.10 Pilot Test

Before conducting actual distribution of questionnaires, pilot test has been tested. Pilot test is small scale study that provide the reliability and validity of the instrument and measurement (Macnee & McCabe, 2008). Pilot test helped verified and checked if any error or limitation occurred after development of the questionnaires by getting the direct response from pre-test respondent. Furthermore, pilot test helped the researcher to ensure the acceptability of the instrument by identifying and observing whether respondents understand the questionnaire or not. The target sample for pilot test was respondent which have similar characteristic and nature of work with the actual respondent. According to Sekaran and Bougie (2010), pilot test was executed because if the error occurred in the structure of questionnaire, the researcher need to do the correction before conducting large-scale of data collection. Examples subject that should be noted is structure of question, practicability of instruction, language and words, and identify the approximate

time needed to complete the questionnaire to ensure respondent's comfortability. In this study, pilot test was conducted among administrative staff of human resource department in LZNK. Total number of questionnaires that been distributed for pilot test was 30 set and reliability test was measure to ensure there were no bias (error free).

Several points were raised and reprimand during the process of collecting the data. One of the points was, the researcher has made slightly mistake in the demographic profile section where there were duplicate items in the Age question. The age from 21-30 years old has repeated for twice. Researcher deleted the items and provide with new arrangement of age. Besides that, for comfortability and tidiness of questionnaire, the researcher prepared the questionnaire in a booklet form compared to during pilot test researcher prepared in A4 size.

All the data obtained from pilot test were analysed using Statistical Package for the Social Science Version 22.0 (SPSS). All items in dependent and independent variables would be analysed through reliability test. Cronbach's Alpha is a reliability coefficient that will reveal the correlation between the variables whether the relationship is positive or negative (Sekaran & Bougie, 2013). Therefore, the result of pilot test concluded that all items used to describe variables in this study are reliable and have a good value. The pilot test result of Cronbach's Alpha has been presented in Table 3.4.

Table 3.4

Result of Reliability Test for Pilot test

Variables	Number of Items	Cronbach's Alpha
Dependent Variable		
Job Performance	4	0.77
Independent Variables		
Role Ambiguity	6	0.92
Role Conflict	6	0.87
Work Overload	4	0.90
Time Pressure	3	0.73

3.11 Data Analysis Techniques

The data of this study was analysed using Statistical Package for the Social Science Version 22.0 (SPSS) which resulted whether the hypothesis can be supported or not supported. Descriptive statistics method used to compile and interpret the raw data because this is one of the easy methods to be applied. The statistic is a technique used to take a raw data and summarized in a concise form. The data gathered from survey of respondents were tested using statistical techniques such as descriptive analysis which represents analysis of demographics and test of mean, reliability test, multiple regression analysis and correlation analysis that would be explained in the next sections.

3.11.1 Descriptive Analysis

Descriptive analysis was used in order to perform frequency analysis and identified the mean test. In order to start the analysis in this study, the researcher has analysed the frequency distribution of respondents' demographic profile. A frequency analysis is tabular information from the set of data and information from the survey and it showed the value and percentage of the data efficiently.

Oosterbaan and Nijland (1994) has revealed that this analysis used to predict on how frequent the certain figures or values of a variables phenomenon might happen and to

evaluate the reliability of the forecast. Researcher is capable to summarize and arrange the data systematically and effectively by using the descriptive analysis. Mostly, this analysis was used to measure the data of respondent's demography. The researcher used frequency analysis to analyse of six demographic information in section A which includes gender, age, years of tenure, total personal income, departments and education level. Afterwards, the mean test was used to examine the level of job stress adaptation and application by the employees at LZNK.

3.11.2 Reliability Test

Reliability test is a measurement of the research instrument capability in measuring the variables of the research according to the samples. According to Salkind (2012), reliability of data occurs when an analysis to measure the data was done continuously and get the same results. The Cronbach's Alpha analysis were used by the researcher to measure the instrument of research which is reliability test. The reliability test was used by the researcher for actual research which would be emphasized in the next chapter.

Based on the model of internal consistency by using Cronbach's Alpha procedures, the reliability test was tested. Sekaran and Bougie (2010) noted that if the Alpha value is near to 1, it shows the level of Cronbach's Alpha is high as (Cronbach's Alpha = > 0.90). While the value of Alpha is less than 0.60, it assumed that it has weak reliability based on the instrument used in this study (Cronbach's Alpha = < 0.60). Acceptable and good reliability if the Alpha values is higher than 0.70 (Cronbach's Alpha = 0.70 to < 0.90). The range values of reliability of Cronbach's Alpha value has showed in Table 3.5.

Table 3.5
Coefficient of Cronbach's Alpha

Value	Level of Reliability
< 0.60	Weak
0.61 to < 0.70	Moderate
0.71 to < 0.80	Good
0.81 to < 0.90	Very Good
> 0.91	Strong

Source: Sekaran and Bougie (2010)

3.11.3 Pearson's Correlation Analysis

The Pearson's Correlation analysis applied to measure between two or more variables whether it have significant relationship and either positive or negative correlations of relationship (Sekaran & Bougie, 2010). In this analysis, the researcher will identify the strength and direction of relationship between role ambiguity, role conflict, work overload and time pressure with dependent variable which is job performance among employees at LZNK. In theory, this analysis would demonstrate the correlation coefficient which symbolize by r in which the value is between -1 and +1. The researcher has indicated the scale which is outlined by Hair Jr *et al.* (2003) to interpret the relationship between two variables in Table 3.6.

Table 3.6
The Coefficient Scale and Relationship Strength of Correlation

Coefficient Scale	Relationship Strength
$\pm 0.91 - \pm 1.00$	Very Strong
$\pm 0.71 - \pm 0.90$	Strong
$\pm 0.41 - \pm 0.70$	Moderate
$\pm 0.21 - \pm 0.40$	Weak
$\pm 0.01 - \pm 0.20$	Very Weak

Source: Hair Jr *et al.* (2003)

3.11.4 Multiple Regression Analysis

Multiple regression analysis known as vicariate correlation expansion. Based on two or more independent variables used by the researcher to make a prediction towards dependent variable, so the multiple regression analysis would be used. The result of regression is the figures that determine whether dependent variable have prediction to independent variables or not. Thus, it will measure whether job stress factors able to influence the job performance or vice versa. This test helped to observed how much variance in the independent variables being affected by dependent variable. It means that the researcher wants to identify which independent variables have most influence factor on dependent variable (Sekaran & Bougie, 2013).

In this study, the value of R^2 was used to interpret the data in terms of variance explained by both variables (Gliner et al., 2009). This value would give explanation regarding the strength of the relation that exist between independent variables and dependent variable. The value of R^2 is from 0 to 1.00 and Bhatti et al. (2012) mentioned that the higher the value, the better of result. Based on Coakes and Steed (2007), if the variables is significant, there must be concluded but if the variable not significant, no need for the further explanation of the conclusion. This is because there is no concrete evidence to defend the variable that not significant.

3.12 Chapter Summary

Chapter three has described on the method of this study which covered theoretical framework, research hypotheses, research design, operational definition, population and sample, unit of analysis, data collection method and procedure, questionnaire design, measurement of variables, pilot test and data analysis techniques. Based on the needs of this study, next chapter will explain about the findings or results obtained in this study.



CHAPTER 4

FINDINGS

4.0 Chapter Introduction

Chapter four focused on the findings and the researcher also explained the findings from the statistical analysis including the data interpretations that have been analysed. The data obtained was collected by using Statistical Package for the Social Science (SPSS) Version 22.0. The presentation of the data analysis and result were clearly described based on some categories which are respondents' demographic profile, descriptive analyses, reliability test, Pearson's correlation analysis and Multiple regression analysis. The hypotheses testing will be performed by the researcher in which the researcher is requiring to decide whether the hypotheses are supported or not supported in the study. Several findings can be summarized due to the basis of the research findings in order to improve the understanding of the reader about this study.

4.1 Respondents Demographic Profile

The researcher used the descriptive analysis to conduct frequency analysis and identify the mean test. In the research advancement, frequency analysis is one of the crucial analysis. This analysis is operated to get an overall number of respondents that participate in this study with different value and indicate the percentage value. In the Section A of the questionnaire, there are six information related with the respondent's and their firm background such as gender, age, year of tenure, total personal income, department currently working and education level. According to the 113 samples gained by the researcher with different background and values, the demographic profile analysis can be

done effectively. The demographic information has divided into two categories which are personal information and firm information. There were no missing data during the data analysis. In term of personal information based on the findings, the gender composition showed that 46.90% are male respondents who participate in the study, while 53.10% are female respondents.

Meanwhile, the highest group composition of respondents age is from 21-30 years which is 77.0% followed by the 31-40 years old and 41-50 years with 14.20% and 4.40%. While the lowest group composition of age is 51 years old and above with only 0.90%. Based on the years of tenure composition, less than 5 years of respondents are ranked as the highest number of respondents at 75.20%, following by respondents from 6 to 10 years at 13.30%. Afterwards, the large number of respondents' personal income is RM1001-RM2000 which showed 52.20%. Next, followed by total personal income RM2001-RM3000 and RM3001- RM4000 has showed 32.70% and 7.10%. The slight numbers of respondents due to their highest personal income are RM4001-RM5000, RM5001-RM6000 and RM6001 and above which showed 3.50%, 2.70% and 1.80%.

Next, is the department that employees are working currently showed Finance Department is the highest with 23.0% followed by others department with 20.40% and Asnaf's Distribution Department with 19.50%, while the lowest employees participate is from IT Department with 10.60%. Next, the data of respondent's education level whereby the highest education level is in the Bachelor's Degree with 51.30% followed by Diploma Level with 38.10%. Next is by SPM level with 4.40% and STPM level with 3.50%. Table 4.1 showed the composition of all demographic profile in more details.

Table 4.1
Composition of Respondents

Demographic Profile	Frequency	Percentage (%)
Gender		
Male	53	46.90
Female	60	53.10
Age (Years)		
20 years and below	4	3.50
21-30 years old	87	77.00
31-40 years old	16	14.20
41-50 years old	5	4.40
51 years and above	1	0.90
Years of Tenure		
< 5 years	85	75.20
6-10 years	15	13.30
11-15 years	8	7.10
16-20 years	2	1.80
More than 20 years	3	2.70
Total Personal Income		
RM1001-RM2000	59	52.20
RM2001-RM3000	37	32.70
RM3001-RM4000	8	7.10
RM4001-RM5000	4	3.50
RM5001-RM6000	3	2.70
RM6001 and above	2	1.80
Departments		
Human Resource	13	11.50
Finance	26	23.00
Asnaf's Distribution	22	19.50
IT	12	10.60
Corporate Zakat Management	17	15.00
Others	23	20.40
Education Level		
SPM	5	4.40
STPM	4	3.50
Certificate	2	1.80
Diploma	43	38.10
Bachelor's Degree	58	51.30
Master's Degree	1	0.90

4.2 Descriptive Analysis

According to Srivastava and Thomson (2009) revealed that descriptive statistics are numbers that easy the readings of the data and summarize with the intention of explaining on what developed in the sample. The result of standard deviation and means is when the value standard deviation is large, then, the distribution value of sample not fall closely to mean. Meanwhile, if the value of standard deviation is small, thus, the distribution value is close to mean. In other words, if standard deviation is smaller than value 1, means that the respondents was persistent with their viewpoint. However, if standard deviation is larger than 3 it means the respondent has a lot of variability in their opinions.

The results of the analysis showed that overall job performance of employees at LZNK recorded the number of mean with 3.56 and standard deviation showed that the job performance is 0.76. It showed that the highest mean for independent variables is 3.57 which represent work overload and followed by time pressure and role conflict with 3.51 and 3.37. The highest standard deviation for independent variables is time pressure with 0.86 and followed by work overload with 0.84 as shown in Table 4.2.

Table 4.2
Summary of Descriptive Analysis (n=113)

Variables	Mean	Sd.
Dependent Variables		
Job Performance	3.56	0.76
Independent Variables		
Role Ambiguity	2.93	0.84
Role Conflict	3.37	0.74
Work Overload	3.57	0.84
Time Pressure	3.51	0.86

4.3 Reliability Test

Reliability is significantly important to measure the data consistently, so the researcher is able to know whether the inferences are valid or not. According to Creswell (2009) reliability referred to when approaches of research is constant beyond different projects and different research. Some of the method used to examine the instruments of reliability. The data obtained showed the statistics of reliability of dependent variable and independent variables are good. The Cronbach's Alpha value for dependent variable showed a better result of reliability by 0.80. Next, for independent variables, the range of Cronbach's Alpha value is from 0.79 to 0.91. A reliability test result of data gathered from the survey as shown at Table 4.3.

Table 4.3
Result of Reliability Test

Variables	Number of Items	Cronbach's Alpha
Dependent Variable		
Job Performance	4	0.80
Independent Variables		
Role Ambiguity	6	0.90
Role Conflict	6	0.79
Work Overload	4	0.83
Time Pressure	3	0.79

4.4 Pearson's Correlation Analysis

For this analysis, the researcher examined whether the independent variables have significant relationship with dependent variable or not. The value for Pearson correlation coefficients can vary from -1 to +1. The value +1 considered as perfect positive correlation, meanwhile, -1 identified as perfect negative correlation and on the other hand, 0 value indicated as no relationship at all (Pallant, 2013). For significance value (p) that acceptable is 0.01(Coakes & Steed, 2007).

From the result, correlation between role ambiguity and job performance is $r=-0.38$ and the significance value for role ambiguity is 0.00 that significant at $p<0.01$. Based on the result of correlation coefficient, it can be identified that both variables have negative relationship even though both variables have significant relationship. Therefore, the hypothesis (H1) “*There is a significant relationship between role ambiguity and job performance*” was supported.

Then, the result of correlation coefficient between role conflict and job performance is $r=0.66$ and the significance value is 0.00 which also significant at $p<0.01$ and considered as a moderate positive relationship. So, the hypothesis (H2) “*There is a significant relationship between role conflict and job performance*” was supported.

The correlation result for work overload is $r=0.68$, meanwhile the significant value is 0.00, therefore it specified that there was moderate positive relationship between work overload and job performance because the p value is less than 0.01. Subsequently, supported the hypothesis (H3) “*There is a significant relationship between work overload and job performance*”.

Furthermore, the correlation result for time pressure is $r=0.71$, while the significant value is 0.00, which showed that there was strong positive relationship between time pressure and job performance. Therefore, the hypothesis (H4) “*There is a significant relationship between time pressure and job performance*” was supported. In conclusion, it was found that all independent variables role ambiguity, role conflict, work overload and time pressure have significant relationship with employee’s job performance. Table 4.4

presented the correlation and significance value between dependent and independent variables.

Table 4.4
Result of Correlation Analysis (n=113)

	Role Ambiguity	Role conflict	Work Overload	Time Pressure	Job Performance
Role Ambiguity	1				
Role Conflict	-.455**	1			
Work Overload	-.365**	.663**	1		
Time Pressure	-.493**	.719**	.679**	1	
Job Performance	-.382**	.662**	.683**	.710**	1

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

4.5 Summary of Hypothesis Testing

All hypothesis has been tested in the Pearson Correlation Analysis Result whereby all the hypotheses developed were supported. The result of hypothesis as shown in the Table 4.5.

Table 4.5
Summary of Hypothesis Testing

	Hypotheses Statement	Findings
H1	There is a significant relationship between role ambiguity and job performance.	Supported
H2	There is a significant relationship between role conflict and job performance.	Supported
H3	There is a significant relationship between work overload and job performance.	Supported
H4	There is a significant relationship between time pressure and job performance.	Supported

4.6 Multiple Regression Analysis

Pallant (2005) initiated that multiple regressions applied to investigate the relationship of dependent variable and numbers of independent variables. Multiple regressions are referring to correlation but allow a more advanced exploration of the inter-relationship among those variables. Based on independent variables used by the researcher to make a prediction towards dependent variable, so the multiple regression analysis was appropriate to applied in this study.

Multiple regression analysis used to analyse whether the job stress factors influence the job performance. According to Pallant (2005) a model summary showed the variance in the dependent variable (Job Performance) explained by the model. Meanwhile, R^2 was obtained in order to indicate the percentage of variance in the dependent variable that can be explained from analysed all independent variables. The smaller the relative to the standard deviation of the criterion, the larger the R^2 value.

The value for R^2 in regression analysis is 0.59. Then, the value need to convert into percentage which the amount become 59.00%. Thus, from this percentage can be concluded that 59.00% of the variance of job performance can be explained by all the independent variables which are role ambiguity, role conflict, work overload and time pressure. While for the remaining percentages which is 41.00% was explained by other variables.

Whereby result showed that the F value = 39.93 and significant value is 0.00 ($p < 0.05$). It means that the job stress factors were able to influence employee's job performance at LZNK. Beta indicated that the higher the value of beta in independent variables, the

higher the influence towards dependent variable. Therefore, Beta of independent variables of time pressure showed 0.35 followed by work overload 0.30, role conflict with 0.20 and role ambiguity -0.00. If a significant value is low than 0.05 means there is a significant relationship between independent and dependent variable. Therefore, the most factor of job stress that influence employee's job performance is time pressure with the significant $p=0.00$ and $B=0.35$ while work overload with the significant value is $p=0.00$ and role conflict with $p=0.03$. Yet, there is no significant value for role ambiguity which $p=0.09$. The result of multiple regression analysis showed in Table 4.6.

Table 4.6
Result of Multiple Regression Analysis

	Standardized Coefficients Beta	t	Sig.
Role Ambiguity	-0.00	-0.04	0.09
Role Conflict	0.20	2.14	0.03
Work Overload	0.30	3.44	0.00
Time Pressure	0.35	3.60	0.00
R	0.77 ^a		
R ²	0.59		
F value	39.93		
Sig. F change	0.00 ^b		

4.7 Chapter Summary

This chapter was presented to illustrate the finding of the study to analyse the data collection, researcher used descriptive analysis, Pearson correlation and multiple regression analysis. After analysing all the data, the result obtained assist to verify the independent variables that have positive relationship on job performance which are role conflict, workload and time pressure. While on the other side, role ambiguity has negative relationship with job performance. Additionally, researcher will discuss the next chapter regarding recommendation and conclusion in relation with this research finding.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Chapter Introduction

In this chapter five, the researcher gave an outline and summarized the findings which gathered from the Chapter four. It is important for researcher to discuss the findings and provides suggestion in this study which based on the research findings. In this chapter discussion, the section will be subdivided into following elements such as research implications, recommendations, research limitations, future research suggestions and conclusion.

Research implications has divided into two components which are managerial and academic implication. The recommendations of research are suggestion from the researcher for the improvement of LZNK. Besides that, the researcher also provided the suggestion for future research in order to enhance the value of the study that give benefits to many sectors in the future. Based on the division of section in this chapter, it directly will facilitate the reader to understand the whole chapter. Also, this study clearly demonstrated the way to be effective and efficient through job performance.

5.1 Recapitulation of the Study

Generally, this study sought to understand the impact of job stress factors on employee's job performance at LZNK. In order to examine the research problem statement as stated in Chapter One, job stress as the independent variable with four dimensions namely role

ambiguity, role conflict, work overload and time pressure were selected as determinants of job performance as the dependent variable.

The population size 160 of employees which included all employees from all department at LZNLK. A questionnaire approach was employed in data collection procedure. A total of 113 of questionnaires were obtained. Eventually, the findings of this study will attempt to answer several research objectives. There were four hypotheses postulated to examine the impact of job stress factors on employee's job performance at LZNK. The hypotheses were developed to examine the significant relationship between each dimensions of job stress factors and job performance of employees. The results indicated that there were all of four dimensions of job stress factors (role ambiguity, role conflict, work overload and time pressure) has a significant relationship with job performance.

5.2 Research Discussion

Initially, the main purpose of this study was to empirically examine the impact of job stress factors (role ambiguity, role conflict, work overload and time pressure) with job performance. Based on the research objectives that has been developed by the researcher, the researcher concludes and discuss the results based on the findings and relate them with previous studies.

5.2.1 To examine the relationship between role ambiguity and job performance.

The research objective aimed to examine the relationship between role ambiguity and job performance. From the results of this study, role ambiguity has a negative relationship with job performance. In addition, researcher identified that the result consistent with the study conducted by Singh (1993) investigated the relationship between role ambiguity

and job performance among 472 of executives in Sales and Marketing Department from SME Business in the United States. As expected the findings shows that role ambiguity was negatively related to job performance. Due to this research, the significant influence of role ambiguity on employee's job performance also occurred which shows negative relationship due to some limitations of the research such as different respondents' demographic, different geographical area or location, different culture, different types of organization or business, and so on.

5.2.2 To examine the relationship between role conflict and job performance

The second objective of this study was to seek the relationship between role conflict and employees job performance at LZNK. According to the result revealed the positive relationship with job performance. This result consistent with the study conducted by Çekmecelioglu and Günsel (2011) which observed that role conflict and role ambiguity were chosen as conclusive of stress at work place.

The researcher disagrees that if there is a conflict or argument in assumptions among clique, top level management or between subordinates then it affect the inspiration and creativity of the employees that will decrease the organization performance (Çekmecelioglu & Günsel, 2011). This relationship was supported by researcher Usman et al., (2011). According to Carvalho (2014) stated that role stressor affect job performance in various way and based on the empirical and theoretical studies found that role conflict affect the job performance. Similarly, researcher Ling and Bhatti (2014) said that the role conflict was disclosed to job tension which related with the job performance.

Substantial amount of past studies has showed that role conflict has significant relation with job performance.

5.2.3 To examine the relationship between work overload and job performance.

The third objective in this study was to examine the relationship between work overload and job performance. After analysed the data through Pearson Correlation, the result determined that there is positive relationship between both variables. Based on correlation result indicated that there is moderate correlation between work overload and job performance. Supported by substantial amount of past studies (Ali et al., 2014; Altangerel et al., 2015; Khan & Imtiaz, 2014). Another recent study by Tahir et al. (2012) which found the results in favour of this study.

Based on another researcher Badar et al. (2011) has identified a significant relation of employees job performance with performance pressure and work overload. Another study has been conducted by Salam (2014) which examined the effect of work-family conflict, work overload and family-work conflict on job embeddedness. There are 250 respondents were chosen based on the sample size. Simple multiple and moderating regression was made through this analysis. The study findings revealed a significant impact of family-work conflict and work overload towards job embeddedness.

5.2.4 To examine the relationship between time pressure and job performance of employees.

The last objective of this study was to seek the relationship between time pressure and job performance among employees at LZNK. After analysed the data through Pearson

correlation, the result determined that there is relationship between time pressure and job performance. Based on correlation result indicated that there is strong positive relationship between two variables.

The objective was supported and showed the relationship of time pressure towards job performance among employees at LZNK was significant. Past research has been conducted with the sample size of 21 female graduate students that took statistics course (Conte et al., 2015; Holstrom, 2015; Njagi & Malel, 2012; Onwuegbuzie, 1995). The study examined that if time unlimited statistic examination and time limited performance would be influence with the test anxiety in the conditions were accredited to participants. There was no time constraint for subjects in the time unlimited group. While, 90 minutes were given to students in the time limited situation to accomplish the task. A significant relation was found among examination situation and text anxiety. Unlimited condition tended to have higher performance rather than high anxiety people in the time restricted condition. The suggestion from this study is low text anxious students perform better than high text anxiety student.

5.3 Research Implications

This study was capable to indicate some important things that some parties need to focused. Therefore, in this section would clarified the sub-division of research implication into two categories such as managerial implication and academic implication.

5.3.1 Managerial Implication

Generally, the results have showed the assumption of this study in more details about the relationship of the variables. It can be seen that job performance has decreased because of job stress at workplace. It is crucial to see this problem in the first stage since employees at the workplace must prepare physically and mentally to do the job without any stress interference and the organization have to focus and recognize on employee's well-being to keep up high job performance. Other than that, it is important for management and administrative staff understand the potential job stress factors that influence job performance.

This study provides advantages to many parties in this country. Every organization is no exception to involve with stress factors in the organization. Particularly, individual in the organization was exposed with the job stress factors due to some circumstances such as role conflict, work overload and time pressure. Therefore, this study gave advantages to the organization especially top management in order to overcome the issues and problem that occurs in the organization because of job stress. Government or medical institution also can collaborate to have a medical research in order to reduce job stress and prepare a guideline on how to avoid stress and so on.

5.3.2 Academic Implication

Generally, this study was able to improve the contribution to expand the existing knowledge, especially related with topic of job performance. The results of this study showed that job performance can be tested with job stress factors with the consistency shown in the literature. The findings of job performance in this study helpful to enhance the variable used in this research and valid the literature of job performance.

5.4 Research Recommendations

It can be concluded based on the results that job stress factors influence on employees job performance. In order to the performance of employees, all four of these variables which are role ambiguity, role conflict, work overload and time pressure must be emphasize accordingly. Some of the recommendations should be take attention by the organization and management as well. In terms of organization, organization can redesign jobs by removing the stress to reduce fear of joblessness, unclear role, instability of economic, work-home interface and family undervalued. Organizational policies also can be change to give individuals freedom to control over their shared goals, direction, work activities and developing support system.

Besides, in support aspect, for each employee in LZNK, they should always give a strong and cohesive support to members to perform their duties with sincerity and honesty. Support aspect in terms of words of encouragement, motivation, and help. These kinds of support are important to encourage and support the growth of ideas or initiative of member concerned. This will certainly be a driving force strong for employees to give outstanding daily task, which will improve their job performance. Furthermore, giving more chances for promotion towards staff equally, reduction amount of work, improving the salaries and wages level are also some recommendations should be taken. The recommendations of this study are consistent with previous studied Alkubaisi (2015).

5.5 Research Limitations and Suggestions

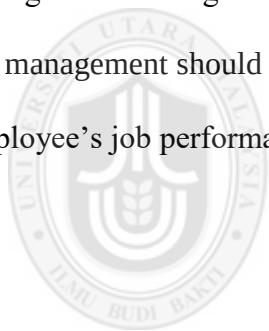
In this study, there are some limitation which are firstly, the study focused only on employees at LZNK. Thus, the sampling frame for this study was limited. Therefore, the findings and results of this study is not generalized to all employees whose working in Lembaga Zakat. Sample future research has to be wider and research must conduct at different Lembaga Zakat all over Malaysia to get more valid results. Second, the sampling method chosen was the simple random method. However, the actual distribution to the respondents was limited. Questionnaire should be sent to each of the respondents themselves but due to time and access limitation, the questionnaires are redistributed by the office in charge from human resource department staff to all respondents.

Other than that, questionnaire was commonly used by the researcher due to many benefits such as cheap and fast way to collect information from the respondents. For the suggestion, due to this method is limited, future research should use many kinds of method such as interview, focus group, observation and so on. Last but not least, the final limitation of the study is time constraint to carry out the research work.

5.6 Closing Remarks

The objective of this study was to examine the impact of job stress factors on employee's job performance at LZNK. The population is 160 of employees at LZNK and the total of questionnaire gathered from respondents were 113. From the results presented, this study achieved all research objectives that has be developed in chapter one. The first objective was to examine the relationship between role conflict and Job performance. The second objective is to examine the relationship between work overload and job performance

while the third objective is to examine the relationship between time pressure and job performance. The findings have supported all of hypothesis testing. Furthermore, the findings of this study revealed that the job stress factors that has high contribution on employee's job performance is time pressure. Eventually, based on the result from vary analysis, job stress was able to influence and reduced the job performance of employees in any aspects that would lead to many problem and issues such as employee feels demoralize and their passion to work well will decrease. Job stress has become wide problem that give impact on employee job performance and make them not able to perform well. Because of these problems, the study was conducted to examine the impact of job stress factors on employee's job performance at LZNK. Moreover, better stress management has high tendency to solve employees' problem in organization. Therefore, top management should aware about these problems and make a better improvement for employee's job performance.



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Appendix A

Questionnaire



SCHOOL OF BUSINESS MANAGEMENT
UNIVERSITI UTARA MALAYSIA
MASTER OF HUMAN RESOURCE MANAGEMENT

**THE IMPACT OF JOB STRESS TOWARDS JOB PERFORMANCE AMONG
EMPLOYEES IN LEMBAGA ZAKAT NEGERI KEDAH (LZNK).
KESAN TEKanan KERJA TERHADAP PERSTASI KERJA DI KALANGAN PEKERJA
LEMBAGA ZAKAT NEGERI KEDAH (LZNK).**

Dear Valued Respondent,
Responden yang dihormati,

I am a student from School of Business Management, Universiti Utara Malaysia (UUM). I am writing to ask for your kind cooperation to participate in my study pertaining to job stress and job performance at Lembaga Zakat Negeri Kedah. The study is part of my partial fulfilment towards my Master's degree in Human Resource Management Programme which I currently enrol.

Saya pelajar dari Pusat Pengajian Pengurusan Perniagaan, Universiti Utara Malaysia (UUM). Saya menulis untuk meminta kerjasama anda untuk mengambil bahagian dalam kajian saya yang berkaitan dengan tekanan kerja dan prestasi kerja di Lembaga Zakat Negeri Kedah. Kajian ini adalah sebahagian daripada memenuhi ke arah Ijazah Sarjana saya dalam Program Pengurusan Sumber Manusia yang saya sedang mendaftar.

You have been chosen to participate in this survey as I believe your insights will significantly contribute to the completion of my study. I hope that you will provide the necessary information by completing this questionnaire. This questionnaire will be kept **STRICTLY CONFIDENTIAL** and will be used for **academic purpose only**. Results will be reported only in general with no specific individual identified in report. I take this opportunity to thank you in advance for your cooperation.

*Anda telah dipilih untuk mengambil bahagian dalam kajian ini kerana saya percaya pandangan anda akan menyumbang kepada tamat pengajian saya. Saya berharap bahawa anda akan memberikan maklumat yang diperlukan dengan melengkapkan soal selidik ini. Soal selidik ini akan **DIRAHSIAKAN** dan akan digunakan untuk **tujuan akademik sahaja**. Keputusan akan dilaporkan hanya secara umum dengan tiada individu tertentu yang dikenal pasti dalam laporan. Saya mengambil kesempatan ini untuk mengucapkan terima kasih kepada anda terlebih dahulu untuk kerjasama anda.*

Sincerely,
Yang Benar,
Nur Azra Irdina Binti Azhar
School of Business Management
Universiti Utara Malaysia (UUM)

SECTION A: DEMOGRAPHIC PROFILE

Please tick (/) only one suitable and relevant answer for the questions below.

Sila tandakan (/) bagi jawapan yang sesuai untuk soalan di bawah.

1. Gender/ Jantina:

☐ Male/ Lelaki

☐ Female/perempuan

2. Age/ Umur:

☐ 20 years old and below / 20 tahun dan ke bawah

☐ 21- 30 years old/ 21- 30 tahun

☐ 31- 40 years old / 31- 40 tahun

☐ 41-50 years old / 41- 50 tahun

☐ 51 years old and above / 51 tahun

3. Years of Tenure/ Tempoh pekerjaan:

☐ < 5 years/ < 5 tahun

☐ 6 - 10 years / 6 – 10 tahun

☐ 11-15 years/ 11-15 tahun

☐ 16-20 years/ 16-20 tahun

☐ More than 20 years/ Lebih daripada 20 tahun

4. Total personal income/ Jumlah Pendapatan Peribadi:

☐ RM 1001-RM 2000/RM 1001- RM 2000

☐ RM 2001-RM 3000/RM 2001-
RM 3000

☐ RM 3001-RM4000/RM 3001-RM 4000

☐ RM 4001- RM 5000/RM 4001-
RM5000

☐ RM 5001-RM 6000/RM 5001-RM 6000

☐ RM 6001 and above/ RM 6001

5. Which department are you working in currently/Jabatan manakah anda bertugas sekarang?

☐ Human Resource Management Department /
Jabatan Pentadbiran & Sumber Manusia

☐ Finance Department /
Jabatan Kewangan

☐ Asnaf's Distribution Department/
Jabatan Agihan dan Pembangunan Asnaf

☐ IT Department/Jabatan IT

☐ Corporate Zakat Management Department/
Jabatan Pengurusan Zakat Korporat
Pengurusan

☐ Others/Lain-lain

6. Education level / Taraf pendidikan

☐ SPM/ *SPM*

☐ STPM/ *STPM*

☐ CERTIFICATE/ *SIJIL*

☐ DIPLOMA/ *DIPLOMA*

☐ BACHELOR'S DEGREE
/IJAZAH SARJANA MUDA

☐ MASTER'S DEGREE
/IJAZAH SARJANA



SECTION B: THE FACTORS THAT GIVE IMPACT OF JOB STRESS AT LEMBAGA ZAKAT NEGERI KEDAH.

BAHAGIAN B: FAKTOR YANG MEMBERI KESAN TEKANAN KERJA DI LEMBAGA ZAKAT NEGERI KEDAH.

1	2	3	4	5
Strongly Disagree <i>Sangat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Not sure <i>Tidak pasti</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

ROLE AMBIGUITY: Role ambiguity occurs when people are unclear or uncertain about their expectations within a certain role, typically their role in the job or workplace.

KEKABURAN TUGAS: Kekaburan peranan berlaku apabila orang tidak jelas atau tidak pasti tentang jangkaan mereka dalam peranan tertentu, biasanya peranan mereka dalam pekerjaan atau tempat kerja.

1	I feel secure about how much authority I have. <i>Saya berasa selamat terhadap kuasa yang saya miliki.</i>					
2	Clear planned goals and objectives exist for my job. <i>Matlamat dan objektif yang jelas wujud dalam tugas saya.</i>					
3	I know that I have divided my time properly. <i>Saya tahu saya telah membahagikan masa sebaik mungkin.</i>					
4	I know what my responsibilities are. <i>Saya tahu apa tanggungjawab saya.</i>					
5	I know what are expected from me. <i>Saya tahu apa yang diharapkan daripada saya.</i>					
6	Explanation is clear of what need to be done. <i>Penerangan yang jelas mengenai tugas yang perlu dilakukan.</i>					

ROLE CONFLICT: Conflicting job demands or when the individual is required to do things that they do not want to do and that are not part of their job. KEKELIRUAN PERANAN TUGAS: Kecelaruhan dalam menyempurnakan sesuatu pekerjaan apabila seseorang ini diperlukan atau tidak diperlukan dalam menyempurnakan kerja.						
1	I have to do things that should be done differently. <i>Saya perlu melakukan kerja yang berbeza.</i>					
2	I receive an assignment without any guidance to complete it. <i>Saya menerima tugas tanpa tunjuk ajar untuk menyelesaikannya.</i>					
3	I have to break the rule or policy in order to carry out an assignment. <i>Saya perlu melanggar syarat dan peraturan untuk menyelesaikan tugas.</i>					
4	I work with two or more groups who operate quite differently. <i>Saya bekerja berdua atau berkumpul dengan cara kerja yang berbeza.</i>					
5	I receive incompatible requests from more than two people. <i>Saya menerima arahan yang berbeza daripada lebih daripada dua orang.</i>					
6	When I do thing, only one person accept it and the others are not. <i>Apabila saya melakukan tugas, hanya seorang saja yang boleh menerimanya dan orang lain tidak boleh menerimanya.</i>					

WORK OVERLOAD: The expansion of employees rations due to understaffing and different task being added to the employee's workday. TUGASAN YANG BERLEBIHAN: Pertambahan durasi dan bebanan kerja di kalangan pekerja dan kepelbagaian tugas yang ditambah dalam seharian kerja.					
1	I am responsible to accomplish too many tasks which affect my concentration and performance. <i>Saya bertanggungjawab untuk melaksanakan tugas yang terlalu banyak yang akan mempengaruhi konsentrasi dan prestasi saya</i>				
2	I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level. <i>Saya akan menerima hampir ke semua jenis tugas walaupun saya merasa letih untuk mengekalkan prestasi di peringkat yang lebih tinggi.</i>				
3	Lack of cooperation of my colleague in finishing many tasks affect my performance. <i>Kurang kerjasama dari rakan sekerja saya dalam menyelesaikan banyak tugas mempengaruhi prestasi saya.</i>				
4	I am involved in various responsibilities and hold too many roles. <i>Saya terlibat dalam pelbagai tanggungjawab dan memegang banyak peranan.</i>				

TIME PRESSURE: Type of psychological stress that occurs when a person has less time available (real or perceived) than is necessary to complete a task or obtain a result. TEKANAN MASA: Jenis tekanan psikologi yang berlaku apabila seseorang mempunyai masa yang kurang (secara nyata atau tidak dinyatakan) yang diperlukan untuk menyelesaikan tugas atau memperoleh hasil.						
1	I often feel pressed for time. <i>Saya sering merasa tekanan terhadap masa.</i>					
2	I always finish work late because of having too much to do. <i>Saya selalu menyelesaikan kerja lewat kerana terlalu banyak yang perlu dilakukan.</i>					
3	I always required to do fast pace of work. <i>Saya sentiasa diperlukan untuk melakukan kerja pantas.</i>					



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SECTION C: EMPLOYEE'S JOB PERFORMANCE AT LEMBAGA ZAKAT NEGERI KEDAH.

BAHAGIAN C: PENCAPAIAN KERJA PEKERJA DI LEMBAGA ZAKAT NEGERI KEDAH.

Fill in the entire box that correspond to your answers for each question, please tick (/) to indicate how much you agree or disagree with each of following statements.

Isikan keseluruhan kotak untuk menyatakan jawapan anda bagi setiap soalan, tolong tandakan (/) untuk nyatakan berapa tahap anda setuju atau tidak setuju dengan setiap pernyataan.

1	2	3	4	5
Strongly Disagree <i>Sangat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Not sure <i>Tidak pasti</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

JOB PERFORMANCE: Expectation at Lembaga Zakat Negeri Kedah in term of quality and quantity from each employee.

PENCAPAIAN KERJA: *Harapan Lembaga Zakat Negeri Kedah dalam sudut kualiti dan kuantiti dari setiap pekerja.*

1	I make some errors unintentionally when i am under pressure. <i>Saya membuat beberapa kesalahan secara tidak sengaja apabila saya berada di bawah tekanan.</i>					
2	My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities. <i>Prestasi saya menurun kerana ketidakadilan piawaian dalam mengagihkan tugas dan tanggungjawab.</i>					
3	My performance has been affected by unclear organization's planning and control efforts. <i>Prestasi saya telah terjejas oleh usaha perancangan dan kawalan organisasi yang tidak jelas.</i>					
4	I can always talk with someone at work if i have a work related problem. <i>Saya selalu berinteraksi dengan seseorang di tempat kerja jika saya mempunyai masalah berkaitan pekerjaan.</i>					

END OF QUESTIONNAIRE. THANK YOU

Appendix B

Respondents Profile

a. Gender

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	53	46.9	46.9	46.9
	female	60	53.1	53.1	100.0
	Total	113	100.0	100.0	

b. Age

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years and below	4	3.5	3.5	3.5
	21-3- years old	87	77.0	77.0	80.5
	31-40 years old	16	14.2	14.2	94.7
	41-50 years old	5	4.4	4.4	99.1
	51 years old and above	1	.9	.9	100.0
	Total	113	100.0	100.0	

c. Years of Tenure

		years of tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	85	75.2	75.2	75.2
	6-10 years	15	13.3	13.3	88.5
	11-15 years	8	7.1	7.1	95.6
	16-20 years	2	1.8	1.8	97.3
	More than 20 years	3	2.7	2.7	100.0
	Total	113	100.0	100.0	

d. Total Personal Income

		total personal income			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1001-RM2000	59	52.2	52.2	52.2
	RM2001-RM3000	37	32.7	32.7	85.0
	RM3001-RM4000	8	7.1	7.1	92.0
	RM4001-RM5000	4	3.5	3.5	95.6
	RM5001-RM6000	3	2.7	2.7	98.2
	RM6001 and above	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

e. Department Working Currently

		department working currently			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	human resource management department	13	11.5	11.5	11.5
	finance department	26	23.0	23.0	34.5
	Asnaf's distribution department	22	19.5	19.5	54.0
	IT department	12	10.6	10.6	64.6
	corporate zakat management department	17	15.0	15.0	79.6
	Others	23	20.4	20.4	100.0
	Total	113	100.0	100.0	

f. Education Level

		education level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	5	4.4	4.4	4.4
	STPM	4	3.5	3.5	8.0
	CERTIFICATE	2	1.8	1.8	9.7
	DIPLOMA	43	38.1	38.1	47.8
	BACHELOR'S DEGREE	58	51.3	51.3	99.1
	MASTER'S DEGREE	1	.9	.9	100.0
	Total	113	100.0	100.0	



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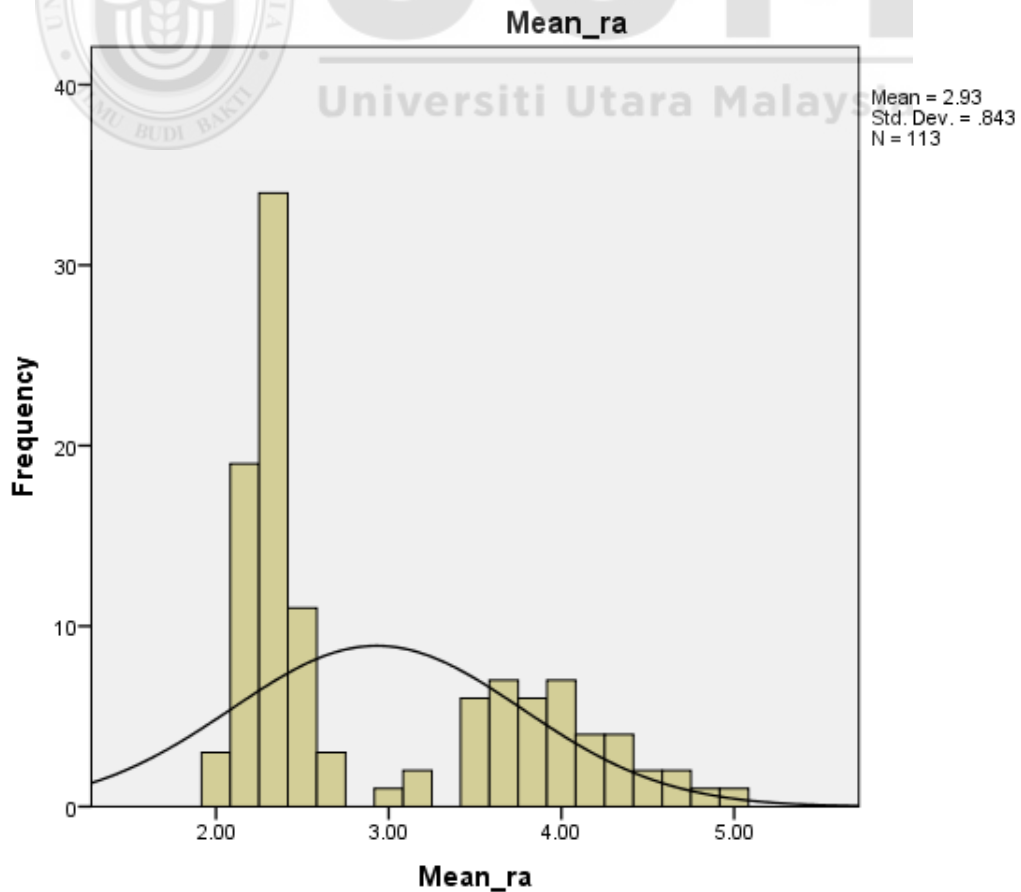
Appendix C

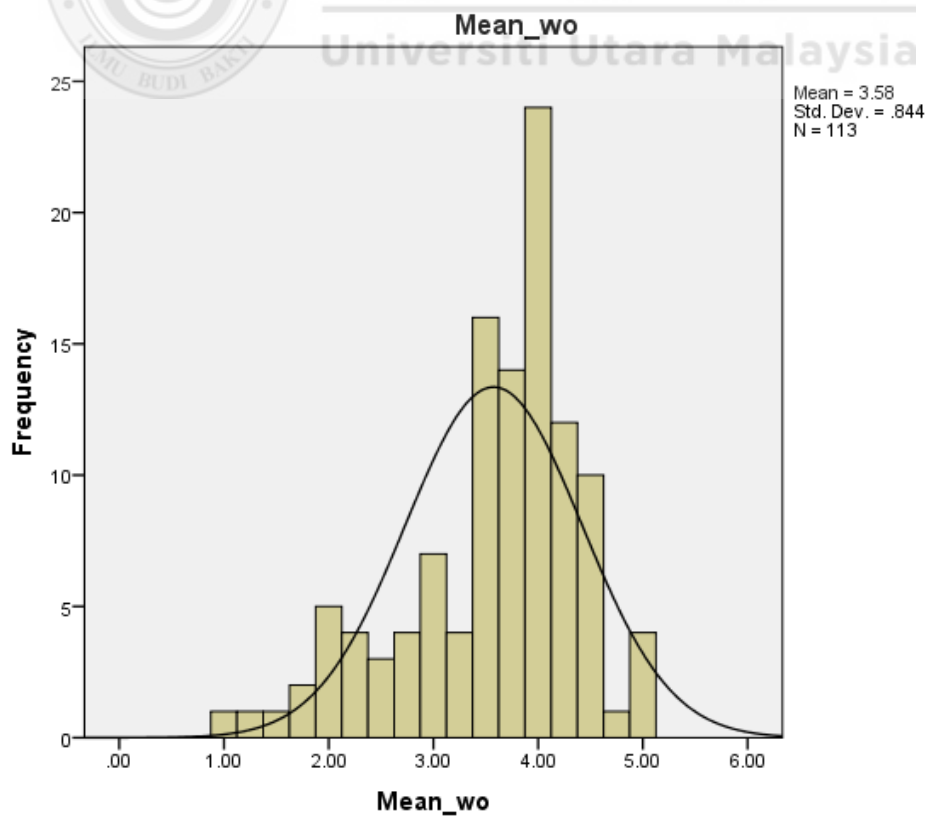
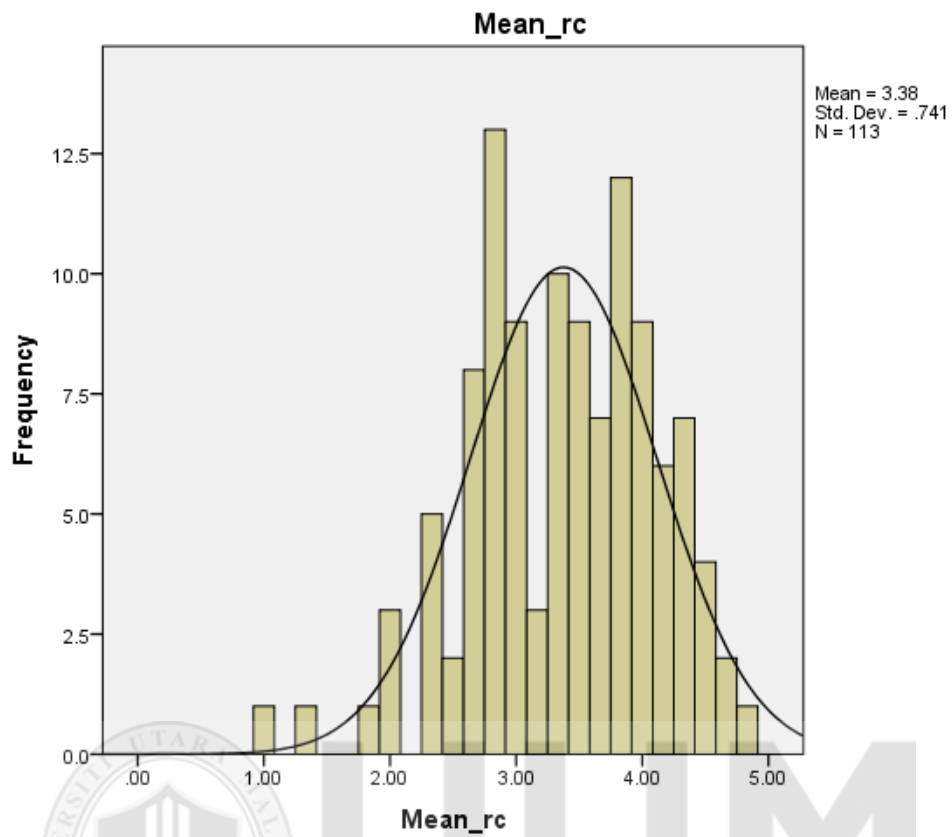
Test of Normality

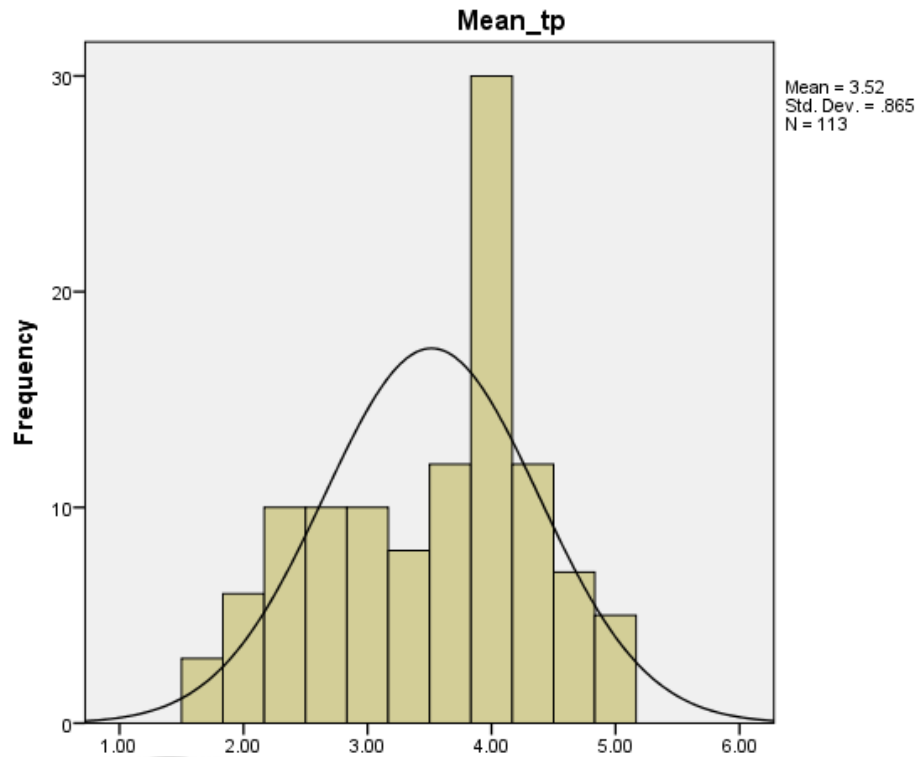
a. Test of Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Role Ambiguity	.288	113	.000	.817	113	.000
Role Conflict	.094	113	.015	.975	113	.030
Work Overload	.181	113	.000	.924	113	.000
Time Pressure	.190	113	.000	.942	113	.000
Job Performance	.125	113	.000	.970	113	.012

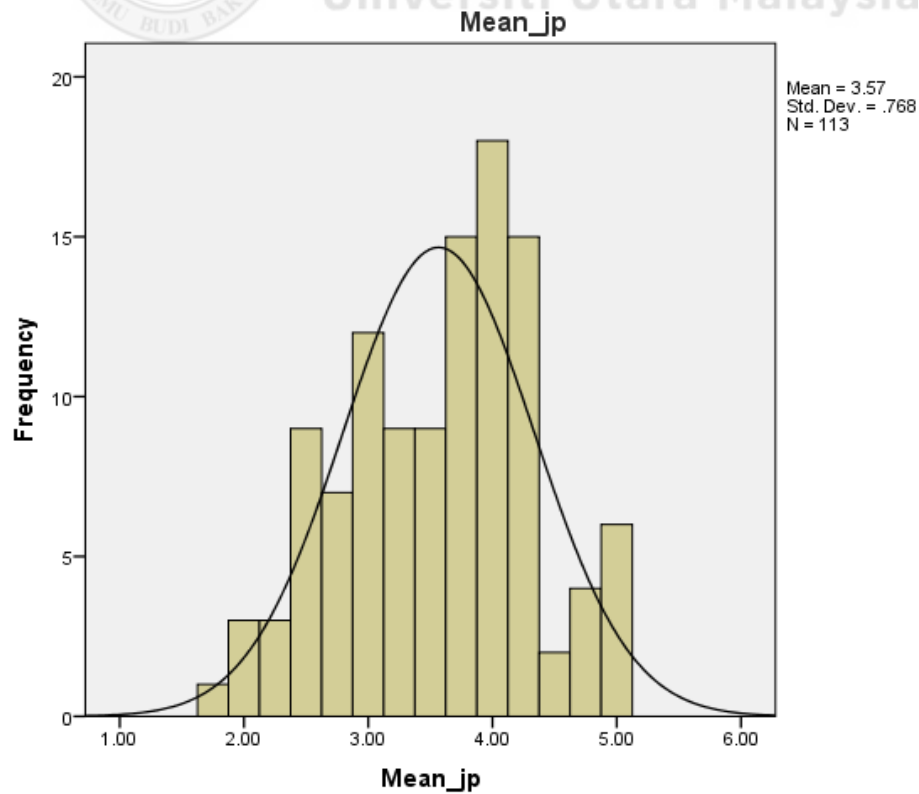
a. Lilliefors Significance Correction







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Appendix D

Result of Descriptive Statistics

a. Descriptive Statistics

	N	Mean	Std. Deviation
Role Ambiguity	113	2.9307	.84331
Role conflict	113	3.3761	.74128
Work Overload	113	3.5752	.84376
Time Pressure	113	3.5162	.86487
Job Performance	113	3.5664	.76839
Valid N (listwise)	113		

b. Descriptive Statistic of Job Performance

	N	Mean	Std. Deviation
I make some errors unintentionally when I am under pressure.	113	3.6637	.89253
My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities.	113	3.2743	1.13584
My performance has been affected by unclear organizations planning and control efforts.	113	3.3628	1.11052
I can always talk with someone at work if I have a work-related problem.	113	3.9646	.66721
Valid N (listwise)	113		

c. Descriptive Statistic of Role Ambiguity

	N	Mean	Std. Deviation
I feel secure about how much authority I have.	113	2.5398	.80218
Clear planned goals and objectives exist for my job.	113	2.9469	1.03372
I know that I have divided my time properly.	113	3.1062	.93887
I know what my responsibilities are.	113	3.0973	1.10166
I know what are expected from me.	113	2.9292	1.06668
Explanation is clear of what need to be done.	113	2.9646	1.06845
Valid N (listwise)	113		

d. Descriptive Statistics of Role Conflict

	N	Mean	Std. Deviation
I have to do things that should be done differently.	113	4.0973	.71918
I receive an assignment without any guidance to complete it.	113	3.4336	1.06801
I have to break the rule or policy in order to carry out an assignment.	113	2.8761	1.31021
I work with two or more groups who operate quite differently.	113	3.6549	.89413
I receive incompatible requests from more than two people.	113	3.4336	1.06801
When I do thing, only one person accept it and the others are not.	113	2.7611	1.18227
Valid N (listwise)	113		

e. Descriptive Statistic of Work Overload

	N	Mean	Std. Deviation
I am responsible to accomplish too many tasks which affect my concentration and performance.	113	3.5221	1.00975
I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level.	113	3.7257	.92821
Lack of cooperation of my colleague in finishing many tasks affect my performance.	113	3.4425	1.18727
I am involved in various responsibilities and hold too many roles.	113	3.6106	.96763
Valid N (listwise)	113		

f. Descriptive Statistic of Time Pressure

	N	Mean	Std. Deviation
I often feel pressed for time.	113	3.3097	1.14236
I always finish work late because of having too much to do.	113	3.3540	1.15666
I always required to do fast pace of work.	113	3.8850	.72890
Valid N (listwise)	113		

Appendix E

Result of Reliability Test

a. Reliability Test for Job Performance

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.802	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I make some errors unintentionally when i am under pressure.	10.6018	5.724	.685	.722
My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities.	10.9912	4.402	.788	.657
My performance has been affected by unclear organizations planning and control efforts	10.9027	4.642	.746	.682
I can always talk with someone at work if i have a work-related problem.	10.3009	7.891	.296	.869

b. Reliability Test for Role Ambiguity

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

a. Listwise deletion based on all variables in

the
procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.915	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I feel secure about how much authority I have.	15.0442	21.507	.464	.934
Clear planned goals and objectives exist for my job.	14.6372	17.251	.848	.886
I know that I have divided my time properly.	14.4779	18.841	.721	.905
I know what my responsibilities are.	14.4867	16.591	.869	.883
I know what are expected from me.	14.6549	16.924	.859	.884
Explanation is clear of what need to be done.	14.6195	17.381	.795	.894

c. Reliability Test for Role Conflict

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.793	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have to do things that should be done differently.	16.1593	16.939	.393	.793
I receive an assignment without any guidance to complete it.	16.8230	13.379	.673	.729
I have to break the rule or policy in order to carry out an assignment.	17.3805	12.863	.554	.765
I work with two or more groups who operate quite differently.	16.6018	15.152	.550	.762
I receive incompatible requests from more than two people.	16.8230	13.379	.673	.729
When i do thing, only one person accept it and the others are not.	17.4956	14.127	.479	.780

d. Reliability Test for Work Overload

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.839	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am responsible to accomplish too many tasks which affect my concentration and performance.	10.7788	6.960	.640	.809
I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level.	10.5752	7.139	.683	.793
Lack of cooperation of my colleague in finishing many tasks affect my performance.	10.8584	5.944	.697	.789
I am involved in various responsibilities and hold too many roles.	10.6903	6.966	.683	.791

e. Reliability Test for Time Pressure

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.793	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often feel pressed for time.	7.2389	2.683	.733	.607
I always finish work late because of having too much to do.	7.1947	2.587	.755	.580
I always required to do fast pace of work.	6.6637	4.636	.499	.860

Appendix F

Result of Pearson Correlation

		Correlations				
		Role Ambiguity	Role Conflict	Work Overload	Time Pressure	Job Performance
Role Ambiguity	Pearson Correlation	1	-.455**	-.365**	-.493**	-.382**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	113	113	113	113	113
Role Conflict	Pearson Correlation	-.455**	1	.663**	.719**	.662**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	113	113	113	113	113
Work Overload	Pearson Correlation	-.365**	.663**	1	.679**	.683**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	113	113	113	113	113
Time Pressure	Pearson Correlation	-.493**	.719**	.679**	1	.710**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	113	113	113	113	113
Job Performance	Pearson Correlation	-.382**	.662**	.683**	.710**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	113	113	113	113	113

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

Appendix G

Result of Multiple Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Time Pressure, Role Ambiguity, Work Overload, Role Conflict		Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 ^a	.597	.582	.49699

a. Predictors: (Constant), Time Pressure, Role Ambiguity, Work Overload, Role conflict

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.452	4	9.863	39.931	.000 ^b
	Residual	26.676	108	.247		
	Total	66.127	112			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Time Pressure, Role Ambiguity, Work Overload, Role Conflict

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.761	.394		1.930	.056
	Role Ambiguity	-.003	.065	-.003	-.047	.963
	Role Conflict	.210	.098	.203	2.140	.035
	Work Overload	.278	.081	.305	3.440	.001
	Time Pressure	.316	.088	.356	3.606	.000

a. Dependent Variable: Job Performance



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