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**THE RELATIONSHIP BETWEEN ROLE CONFLICT,
WORK OVERLOAD, INTERPERSONAL COMMUNICATION AND
JOB STRESS AMONG ROYAL MALAYSIA POLICE OFFICER**



By
Ng Hooi Yee

UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resources Management**



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ACKNOWLEDGEMENT

I thank to those who are providing me with strength and emotional support throughout my study. I owe my deepest gratitude to those who have helped me through the process of completing this research. It is a pleasure to thank those who made this research as a requirement for Dissertation (BPMZ 69912) possible.

My most profound thankfulness goes to my lecturers as my supervisor Dr. Zuraida Binti Hassan for her patience, scientifically proven and creativity encouraging guidance that helping me to complete this study. Without her understanding, consideration and untiring advice, this research would not have been completed successfully. I also wish to profound gratitude appreciation to all the respondents who unhesitant spent time filling the questionnaires in spite of their busy schedule.

On the other hand, my special appreciation wants to give to my beloved family for their support, strength, help, and encouragement for everything on this research. Last but not least, many thanks to all my friends who helped in giving ideas, advices and support in completing this research. I hope that all this good initiatives will give a lot of benefits to me and can achieve the successful for the future. Thank you.

ABSTRACT

The purpose of this study is to examine the relationship between role conflict, work overload, interpersonal communication and job stress among Royal Malaysia Police Officers. This study was conducted in Royal Police Headquarters Contingent Kedah. A total of 234 questionnaires were distributed among police officers that become the respondents for this research. In this entire study, the data were gathered through questionnaires and was analyzed through statistical model such as descriptive, reliability and multiple regression analysis. All these analysis are used to answer research question, objective and hypothesis in this research study. As a conclusion, the results showed that there had not significant relationship between role conflict, work overload, interpersonal communication and job stress among Royal Malaysia Police Officers.

Key words: Role Conflict, Work Overload, Interpersonal Communication and Job Stress



ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan antara konflik peranan, beban kerja, komunikasi interpersonal dan tekanan kerja di kalangan Pegawai Polis Diraja Malaysia. Kajian ini dijalankan di Ibu Pejabat Polis Kontinjen Kedah. Penyelidikan ini mempunyai jumlah 234 soal selidik telah diedarkan di kalangan pegawai polis yang menjadi responden. Dalam keseluruhan kajian ini, data dikumpul melalui soal selidik dan dianalisis melalui model statistik seperti deskriptif, kebolehpercayaan dan analisis regresi berganda. Semua analisis ini digunakan untuk menjawab soalan penyelidikan, objektif dan hipotesis dalam kajian ini. Secara kesimpulannya, keputusan kajian ini menunjukkan tidak mempunyai hubungan yang signifikan antara konflik peranan, beban kerja, komunikasi interpersonal dan tekanan kerja di kalangan Pegawai Polis Diraja Malaysia.

Kata kunci: Konflik Peranan, Beban Kerja, Komunikasi Interpersonal dan Tekanan Kerja



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Bukit Aman

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CHAPTER 1

INTRODUCTION

This chapter discusses the background of the study, problem statement, research questions, research objectives, and significance of the study. Besides that, the scope of the study and definition of terms in this thesis are also presented in Chapter One. Lastly, a brief discussion on the arrangement and purpose in the remaining chapter are discussed in this chapter.

1.1 Background of the Study

Being a police officer in Royal Malaysia Police is a stressful work because the nature of police work is about peace keeping and there are high demands and necessary developments in all states in Malaysia. There are many social issues when “Police” is always needed in the daily activities such as to control the traffics, to patron the places, to look after the crowded functions and so on. In this case, the job stress faced by the police officers increasing as they are always needed to deal with the same issues and the jobs that related to death, serious injury, fighting, crime scenes and they need to be more alert about their self-disciplines and also integrities (Gyamfi, 2014).

Furthermore, working as the police officer is regards as a professional job thus it is certainly for them to feel the pressure from the public. As a prevention way, the police officers need to know how to manage their stress levels and handle them

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APPENDIX A: QUESTIONNAIRE



Questionnaire *Soal selidik*

Title: The Factors Influence The Job Stress Among Royal Malaysia Police Officer

Tajuk: faktor-faktor yang menyebabkan tekanan kerja di kalangan pegawai polis Polis DiRaja Malaysia

Dear Mr/Mrs/Miss

Mr/Mrs/Miss pleased to become respondent for this research. The purpose of this research is to fulfill the requirement in Master in Human Resource Management (MHRM), University Utara Malaysia. The purpose of doing this research is to study the title as above “ **The Factors Influence The Job Stress Among Royal Malaysia Police Officer**” and all the information obtained is confidential and only be used in the academic purpose. Appreciate to all the time, energy and cooperation that provide to the researcher in answering the questionnaire, thank you so much.

Tuan/Puan/Cik yang dihormati,

Tuan/ Puan/Cik telah terpilih sebagai responden bagi kajian ini. Kajian ini dilakukan bagi memenuhi syarat penganugerahan Ijazah Sarjana Pengurusan Sumber Manusia (MHRM), Universiti Utara Malaysia. Tujuan borang soal selidik ini adalah untuk mengutip maklumat berkaitan kajian di atas. Semua maklumat yang diperolehi semasa kajian ini dilakukan adalah rahsia dan hanya digunakan bagi tujuan akademik sahaja. Segala masa, tenaga dan kerjasama yang diberikan untuk menjawab borang soal selidik ini amat dihargai dan didahulukan dengan ucapan ribuan terima kasih.

Prepared by:

Disediakan oleh:

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Master In Human Resource Management

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H/P no: 012-4269255

Section A: Personal details

Bahagian A Maklumat peribadi

Instruction: Please tick (/) in the appropriate column and fill in the details below.

Arahan: Tandakan (/) pada ruang yang berkenaan dan isikan makluman di bawah.

1. Gender / Jantina

Male / Lelaki

Female / Perempuan

2. Age / Umur

Below 25 years old / Umur 25 ke bawah

25-35 years old / Umur antara 25-35

36-45 years old / Umur antara 36-45

46 years old and above / Umur 46 ke atas

3. Education level / Tahap pendidikan

SPM

STPM/Diploma

Bachelor's Degree

Master's Degree

PhD

Others please specify / Lain lain: _____

4. Working experience/ Pengalaman kerja

Below 5 years / 5 tahun ke bawah

6-10 years / 6-10 tahun

11-15 years / 11-15 tahun

16 years and above / 16 tahun ke atas

5. Married status / Status perkhawinan

Single / Tunggal

Married / Kahwin

6. Working hours / Masa bekerja

6-8 hours / 6-8 jam

8 hours and above / 8 jam ke atas

7. Rank/Pangkat: _____

8. Department/Jabatan: _____



Below is the list of statement that asks about the real duties of law enforcers. Please circle your answer based on the scale below as below:

Kenyataan di bawah merupakan soalan-soalan berkaitan tugas hakiki pegawai penguatkuasa undang-undang. Sila bulatkan jawapan anda berdasarkan skala seperti di bawah.

1	2	3	4	5	9
Strongly disagree	Disagree	More to disagree	More to agree	Strongly Agree	Not sure
<i>Sangat tidak setuju</i>	<i>Tidak setuju</i>	<i>Lebih kepada tidak bersetuju</i>	<i>Lebih kepada setuju</i>	<i>Setuju</i>	<i>Tidak pasti</i>

Section B: Factors contribute to Job Stress

Bahagian B: Faktor yang menyebabkan tekanan kerja

- Role conflict (Konflik Peranan)**
1. I obey the rule or policy to get an assignment done
Saya mematuhi peraturan atau dasar supaya dapat menyiapkan tugas 1 2 3 4 5 9
 2. I often receive an assignment with adequate resources and materials to get it done
Saya menerima tugas dengan sumber dan bahan yang mencukupi untuk menyiapkan tugas 1 2 3 4 5 9
 3. I receive an assignment with enough manpower to complete it
Saya menerima tugas dengan tenaga kerja yang mencukupi 1 2 3 4 5 9
 4. My responsibility in work is very clear for me
Tanggungjawab kerja saya adalah sangat jelas 1 2 3 4 5 9
 5. I am clear to whom I report/and/who reports to me
Saya amat jelas bahawas iapa yang saya laporkan /dan/ yang melaporkan kepada saya 1 2 3 4 5 9
 6. I am clear of what is expected of me at work
Saya jelas apa yang diharapkan daripada saya di tempat kerja 1 2 3 4 5 9
 7. I feel certain about how much authority I have over my job
Saya sangat pasti tentang berapa kuasa dan hak yang ada pada saya 1 2 3 4 5 9
- Workload (Beban tugas)**
8. It seem like I have too much work for one person to do
Saya mempunyai terlalu banyak kerja di mana lebih daripada kerja satu orang 1 2 3 4 5 9
 9. The amount of work that I am required to do increasing all the time
Jumlah kerja yang saya dikehendaki buat meningkat sepanjang masa 1 2 3 4 5 9
 10. I'm happy with my current workload
Saya berasa gembira dengan beban tugas semasa 1 2 3 4 5 9
 11. I am given enough time to do what is expected to me on my job
Saya mendapat masa yang cukup untuk melakukan apa yang diharapkan kepada saya 1 2 3 4 5 9
 12. I am able to take sufficient breaks
Saya mempunyai rehat yang mencukupi 1 2 3 4 5 9
 13. There is necessary for me to work after office hours/ weekends/ public holiday
Saya perlu untuk bekerja selepas waktu pejabat / hujung minggu / cuti umum 1 2 3 4 5 9
 14. My responsibility increased without salary increment
Tanggungjawab saya meningkat tanpa kenaikan gaji 1 2 3 4 5 9

- Interpersonal Communication** (*Komunikasi Antara Persorangan*)
15. The officer who work the same shift with me often get chance to discuss common problems
Pegawai yang bertugas bersama saya pada masa yang sama mempunyai peluang untuk membincangkan tentang masalah 1 2 3 4 5 9
16. My superior keep me well inform about department policy
Pegawai atasan saya sentiasa memastikan kami sedia maklum berkenaan polisi jabatan 1 2 3 4 5 9
17. I don't feel enough communication among the officer on different shift or department
Saya tidak merasakan tiadanya komunikasi di antara pegawai dari jadual tugasan atau jabatan yang berbeza 1 2 3 4 5 9
18. No matter who I am talking to, I am always a good listener
Tidak kira dengan siapa saya bercakap, saya selalunya merupakan seorang pendengar yang baik 1 2 3 4 5 9
19. My superior is willing to listen to my suggestion
Pegawai atasan saya sentiasa mendengar cadangan saya 1 2 3 4 5 9
20. I'm comfortable talking to my immediate superior
Saya berasa selesa untuk bercakap dengan pegawai atasan saya 1 2 3 4 5 9
21. I have problem in handling communication with the citizen
Saya mempunyai masalah berkomunikasi dengan masyarakat 1 2 3 4 5 9

Section C: Job stress

Bahagian C: Tekanan kerja

22. I have felt fidgety or nervous as a result of my job
Saya merasa gelisah atau gugup akibat kerja saya 1 2 3 4 5 9
23. Working here makes it hard to spend enough time with my family
Saya bekerja di sini sukar meluangkan masa untuk bersama dengan ahli keluarga 1 2 3 4 5 9
24. Working here leaves little time for other activities
Bekerja di sini jarang ada masa untuk menjalankan aktiviti lain 1 2 3 4 5 9
25. I have too much work and too little time to do it in
Saya tidak mempunyai masa yang mencukupi untuk melaksanakan beban tugas yang banyak 1 2 3 4 5 9
26. I feel like I never have a day off
Saya rasa saya tidak pernah menjalani cuti 1 2 3 4 5 9

Thanks for cooperation
Terima kasih atas kerjasama anda

APPENDIX B: APPLICATION LETTER FOR PERMISSION TO CONDUCT RESEARCH



Othman Yeop Abdullah
Graduate School of Business
UNIVERSITI UTARA MALAYSIA

20 Julai 2016

**Jabatan Pengurusan
(Bahagian Latihan)
Ibu Pejabat Polis DiRaja Malaysia Bukit Aman
50560 Kuala Lumpur,
Malaysia**

Tuan/ Puan,

PERMOHONAN MENJALANKAN PENYELIDIKAN BERTAJUK *THE FACTOR INFLUENCE THE JOB STRESS AMONG ROYAL MALAYSIA POLICE OFFICER*

Dengan segala hormatnya, saya merujuk perkara di atas ingin memohon kebenaran pihak tuan/puan untuk menjalankan penyelidikan di Ibu Pejabat Polis Kontinjen Kedah.

2. Saya G/20056 Insp NG HOOI YEE merupakan Inspektor Keurusetiaan, Cawangan Khas IPK Kedah dan juga seorang pelajar sambilan yang mengambil Master of Human Resource Management di Universiti Utara Malaysia, Kedah. Saya ingin menjalankan satu kajian yang bertajuk "*The Factor Influence The Job Stress Among Royal Malaysia Police Officer*". Penyelidikan ini dijalankan bertujuan untuk melihat hubungan antara tekanan kerja di kalangan pegawai polis di Ibu Pejabat Polis Kontinjen Kedah.

3. Penyelidikan ini dijalankan dengan menggunakan satu set borang soal selidik yang diedarkan kepada seramai 250 orang pegawai dan anggota polis di Ibu Pejabat Polis Kontinjen Kedah. Maklumat yang diperolehi daripada soal selidik adalah diperingkat sulit dan hanya digunakan untuk menyempurnakan kajian ini sahaja.

4. Sehubungan itu, saya berbesar hati sekiranya pihak tuan/puan dapat memberi kelulusan kepada saya untuk menjalankan penyelidikan tersebut. Kerjasama pihak tuan/puan amat dihargai.

Sekian, terima kasih.

Yang benar,

NG HOOI YEE

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H/P no: 019-5681611



**APPENDIX C: APPROVAL LETTER FROM ROYAL POLICE HEADQUARTERS
BUKIT AMAN**

(Pol. 97 Pin.10/88)

BORANG UTUSAN POLIS

No. Susunan.....

Hantar dengan	MASUK	BILANGAN KUMPULAN KUM	CAP TARIKH PEJABAT SEMBOYAN
TELEPRINTER Atau RADIO CIRCUIT	KELUAR		

(Atas garisan bagi kegunaan Pejabat Semboyan sahaja)

DARIPADA : KP (PGRSN - PENTADBIRAN) KD

KEPADA : KCK*(U/P : DSP KHOR YANG HIN) - (D/T)

MAKLUMAN : KJP KD, PT LATIHAN/SUKAN KD - (D/T)

No Hantaran Asal 10/8/8	Tarikh 27/07/2016	No. Rujukan Penerima	Tarikh
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PERMOHONAN MENJALANKAN PENYELIDIKAN (.)

- SATU (.) UTUSAN PEJABAT TUAN DENGAN SIRI AD.706/3/11 DIRUJUK (.)
- DUA (.) PERMOHONAN DARIPADA INSP G/20056 NG HOOI YEE UNTUK MENJALANKAN PENYELIDIKAN DENGAN TAJUK 'RELATIONSHIP BETWEEN JOB STRESS AND JOB SATISFACTION AMONG LAW ENFORCES' ADALAH **DILULUSKAN** DENGAN SYARAT UNTUK PENYELIDIKAN **THESIS SAHAJA** (.)
- TIGA (.) POHON BERHUBUNG DENGAN PT LATIHAN/SUKAN KD UNTUK TUJUAN PENYELARASAN (.)
- EMPAT (.) UNTUK MAKLUMAN DAN TINDAKAN TUAN (.)

T/TANGAN PENGHANTAR PANGKAT / JAWATAN  (MOHAMAD BIN TAIB) SUPT PT PENTADBIRAN KETUA JABATAN PENGURUSAN B.P. KETUA POLIS KEDAH	KESELAMATAN TIDAK BERAHSIA RAHSIA	KEUTAMAAN BIASA MUSTAHAK SEGERA	TARIKH WAKTU ASAL 27/7/16 TARIKH WAKTU DI SERAHKAN
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------	----------------------------------------------	---------------------------------------------------------------------

(SEBELAH BAWAH GARISAN INI BAGI KEGUNAAN PEJABAT SEMBOYAN SAHAJA)

Waktu masuk _____	Waktu keluar _____	Waktu masuk _____	Waktu keluar _____
Cara masuk _____	Cara Keluar _____	Cara masuk _____	Cara keluar _____
Pembaca _____	Penghantar _____	Pembaca _____	Penghantar _____

APPENDIX D: RESULT ANALYSIS

1. Frequency Distribution for Variables

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	178.0	76.1	76.1	76.1
Female	56.0	23.9	23.9	100.0
Total	234	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25 years old	3.0	1.3	1.3	1.3
25-35 years old	135.0	57.7	57.7	59.0
36-45 years old	30.0	12.8	12.8	71.8
46 years old and above	66.0	28.2	28.2	100.0
Total	234	100.0	100.0	

Education Level

	Frequency	Percent	Valid Percent	Cumulative percent
Valid SPM	94.0	40.2	40.2	40.2
STPM/Diploma	64.0	27.4	27.4	67.6
Bachelor's Degree	68.0	29.1	29.1	96.7
Master's Degree	8.0	3.4	3.4	100.0
PhD	0.0	0.0	0.0	100.0
Total	234	100.0	100.0	

Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 5 years	56.0	23.9	23.9	23.9
6-10 years	71.0	30.3	30.3	54.2
11-15 years	24.0	10.3	10.3	64.5
16 years and above	83.0	35.5	35.5	100.0
Total	234	100.0	100.0	

Married Status

	Frequency	Percent	Valid Percent	Cumulative percent
Valid Single	51.0	21.8	21.8	21.8
Married	183.0	78.2	78.2	100.0
Total	234	100.0	100.0	

Working Hours

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6-8 hours	15.0	6.4	6.4	6.4
8 hours and above	219.0	93.6	93.6	100.0
Total	234	100.0	100.0	

Rank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Constable	41.0	17.5	17.5	17.5
Lance Corporal	66.0	28.2	28.2	45.7
Corporal	39.0	39.0	39.0	62.4
Sergeant	72.0	72.0	72.0	93.2
Probationary Inspector	12.0	12.0	12.0	98.3
Inspector	4.0	4.0	4.0	100.0
Assistant Superintendant of Police	0.0	0.0	0.0	100.0
Deputy Superintendent of Police	0.0	0.0	0.0	100.0
Superintendant of Police	0.0	0.0	0.0	100.0
Total	234	100.0	100.0	

Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Management	59.0	25.2	25.2	25.2
Logistics	66.0	28.2	28.2	53.4
Crime Investigation	31.0	13.2	13.2	66.6
Commercial Crime	26.0	11.1	11.1	77.7
Narcotic	42.0	17.9	17.9	95.6
Speical Branch	10.0	4.4	4.4	100.0
Total	234	100.0	100.0	

2. Mean and Standard Deviation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Role Conflict	234	1.71	5.43	3.20	0.78
Work Overload	234	1.43	6.00	3.66	0.94
Interpersonal Communication	234	1.43	6.00	3.56	0.87
Job stress	234	1.20	11.00	4.09	0.89
Valid N (Listwise)	234				

3. Reliability Analysis

a) Role Conflict

Reliability Statistics	
Cronbach's Alpha	N of Items
0.803	7

b) Work Overload

Reliability Statistics	
Cronbach's Alpha	N of Items
0.881	7

c) Interpersonal Communication

Reliability Statistics	
Cronbach's Alpha	N of Items
0.857	7

d) Job Stress

Reliability Statistics	
Cronbach's Alpha	N of Items
0.733	5

4. Descriptive Analysis

a) Role Conflict

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I obey the rule or policy to get an assignment done	234	1.00	6.00	3.50	1.22
I often receive an assignment with adequate resources and materials to get it done	234	1.00	6.00	3.84	1.13
I receive an assignment with enough manpower to complete it	234	1.00	6.00	3.81	1.17
My responsibility in work is very clear for me	234	1.00	6.00	2.93	1.16
I am clear to whom I report/and/who reports to me	234	1.00	6.00	2.58	1.22
I am clear of what is expected of me at work	234	1.00	6.00	2.72	1.12
I feel certain about how much authority I have over my job	234	1.00	6.00	2.98	1.07
RoleConflict	234	1.71	5.43	3.20	0.78
Valid (listwise)	234				

b) Work Overload

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
It seem like I have too much work for one person to do	234	1.00	6.00	3.68	1.17
The amount of work that I am required to do increasing all the time	234	2.00	6.00	4.02	1.08
I'm happy with my current workload	234	1.00	6.00	3.15	1.16
I am given enough time to do what is expected to me on my job	234	1.00	6.00	3.47	1.23
I am able to take sufficient breaks	234	1.00	6.00	3.63	1.36
There is necessary for me to work after office hours/ weekends/ public holiday	234	1.00	6.00	4.16	1.26
My responsibility increased without salary increment	234	1.00	6.00	3.48	1.37
Work Overload	234	1.43	6.00	3.66	0.94
Valid (listwise)	234				

c) Interpersonal Communication

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The officer who work the same shift with me often get chance to discuss common	234	1.00	9.00	3.54	1.19
My superior keep me well inform about department policy	234	1.00	6.00	3.83	1.07
I don't feel enough communication among the officer on different shift or	234	1.00	6.00	3.64	1.11
No matter who I am talking to, I am always a good listener	234	1.00	6.00	3.12	1.29
My superior is willing to listen to my suggestion	234	1.00	6.00	3.81	1.23
I'm comfortable talking to my immediate superior	234	1.00	6.00	3.40	1.31
I have problem in handling communication with the citizen	234	1.00	6.00	3.58	1.03
Interpersonal Communication	234	1.43	6.00	3.56	0.87
Valid (listwise)	234				

d) Job Stress

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I have felt fidgety or nervous as a result of my job	234	1.00	6.00	3.90	1.06
Working here makes it hard to spend enough time with my family	234	1.00	6.00	4.02	1.14
Working here leaves little time for other activities	234	1.00	6.00	4.23	1.01
I have too much work and too little time to do it in	234	1.00	6.00	4.16	1.09
I feel like I never have a day off	234	1.00	6.00	4.24	1.09
Job Stress	234	1.20	11.00	4.09	0.89
Valid (listwise)	234				

5. Multiple Regression Analysis

Coefficients

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.261	0.261		8.653	0.000
Role Conflict	-0.149	0.086	-0.132	-1.731	0.085
Work Overload	0.032	0.095	0.034	0.333	0.740
Interpersonal Communication	-0.104	0.108	-0.101	-0.963	0.336

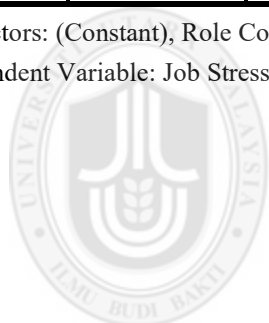
a. Dependent Variable: Job Stress

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimation	Durbin-Watson
1	0.506a	0.256	0.240	0.774	1.928

a. Predictors: (Constant), Role Conflict, Work Overload, Interpersonal Communication

b. Dependent Variable: Job Stress



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APPENDIX E: PROOF READ



Editorial Certificate

This document certifies that the manuscript listed below was edited for proper English language, grammar, punctuation, spelling, and overall style by our team.

MANUSCRIPT TITLE

The Relationship between Role Conflict, Work Overload,
Interpersonal Communication and Job Stress among
Royal Malaysia Police Officer

AUTHOR

Ng Hooi Yee

DATE ISSUED

14 May 2018