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**FACTORS INFLUENCING JOB STRESS AMONG CIVIL SERVANTS: A  
CASE STUDY OF A TECHNICAL DEPARTMENT IN KUALA LUMPUR**

**By**



**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Partial Fulfillment of the Requirement for the Master of Sciences  
(Occupational, Safety and Health Management)**



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## Abstract

In a rapidly changing globalized world, employees' job stress level is one of the crucial aspects of modern life that has a profound and direct effect on the state of the nation's mental health. It is an area of study that requires specific investigation, especially stress level contributed by the workplace. The purpose of this study is to examine the relationship between the factors of office environment, workload, organisational support and job stress level and its effect among employees at a Public Works technical department in Kuala Lumpur. Quantitative methodology is applied to investigate the factors influencing employees' job stress level. Three independent variables such as office environment, workload and organisational support are identified. The result of this study indicates that there is a significant and positive relationship between employees' job stress level such as found in the office environment and workload. On the contrary, however, there is insignificant and negative relationship between organisational support and employees' job stress level. The results will facilitate improvements in the said technical agency in maintaining a healthy workplace by maximizing the good factors that alleviate job stress level among employees. It will also strengthen the organisational performance. Hence, examining the factors influencing employees' job stress level is a key factor to ensure employee performance.

**Keywords:** Office Environment, Workload, Organisational Support, Job Stress Level



UUM  
Universiti Utara Malaysia

## Abstrak

Di dalam dunia yang pesat berkembang secara global, tekanan kerja merupakan aspek kritikal kehidupan moden yang mempunyai kesan yang mendalam ke atas tahap kesihatan mental negara. Ia merupakan bidang kajian yang memerlukan siasatan yang spesifik terutamanya tekanan kerja yang berpunca dari tempat kerja. Tujuan kajian ini adalah untuk mengenalpasti hubungkait antara faktor-faktor seperti persekitaran pejabat, beban kerja, sokongan organisasi dengan tahap tekanan kerja dalam kalangan pekerja di sebuah jabatan teknikal di Kuala Lumpur. Metodologi kuantitatif digunakan untuk mengkaji faktor-faktor yang mempengaruhi tahap tekanan kerja pekerja. Dengan melihat tekanan kerja sebagai satu set pembolehubah, tiga pembolehubah bebas telah dinilai iaitu; persekitaran pejabat, beban kerja dan sokongan organisasi. Keseluruhan hasil kajian ini menunjukkan bahawa terdapat hubungkait yang signifikan dan positif antara tekanan kerja dengan faktor persekitaran pejabat dan bebanan kerja. Sedangkan tidak ada hubungkait yang signifikan dan negatif dengan faktor sokongan organisasi. Oleh itu, dengan dapatan kajian ini, ia akan menjadi pemangkin untuk proses penambahbaikan di dalam jabatan teknikal tersebut dalam mengekalkan suasana persekitaran yang sihat di tempat kerja secara memaksimumkan faktor yang dapat mengurangkan tahap tekanan kerja di kalangan pekerja dan akan menyumbang untuk mengukuhkan prestasi organisasi. Oleh itu, faktor-faktor yang menyebabkan tekanan kerja haruslah dicegah bagi menghasilkan pekerja yang produktif.

**Kata Kunci:** Persekitaran Pejabat, Beban Kerja, Sokongan Organisasi, Tahap Tekanan Kerja

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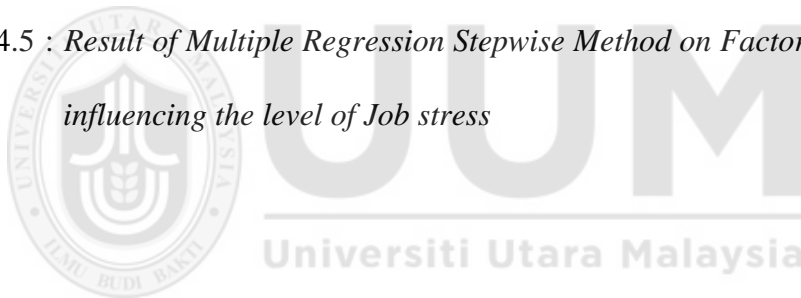
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# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter will focus on the preliminary ideas of the research that outline its background, problem statement, objectives, questions and most importantly, its significance. This chapter will also discuss the limitation and the organisation of the research. A brief description of the research is presented in the last part of this chapter.

### 1.2 Background of Study

All human beings work to make a living. Inasmuch as work is an important element in modern human lives, stress as a product of work can emerge in any type of occupation. In today's challenging modern environment, work as an aspect of modern human phenomenology, requires special attention from all parties including employees, employers and the policy maker. Occupational hazard caused by job stress happens when employees are incapable of handling certain tasks given by the employer which may result in working long hours, under a tight schedule or deadline given by their employer, and also other frequent activities that may distract employees from performing their job properly (WHO, 2010). Job stress may also happen when employees are bored, underpaid, in a dull working environment, doing repetitive job and not respected or acknowledged for their achievement by colleagues or employers (Brookes et al., 2013).

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## APPENDIX A: QUESTIONNAIRE



UNIVERSITI UTARA MALAYSIA  
CAWANGAN KUALA LUMPUR

### BORANG SOAL SELIDIK

TAJUK KAJIAN:

**KAITAN ERGONOMIK PEJABAT DENGAN PENGURUSAN STRES  
PEKERJAAN DI JABATAN KERJA RAYA MALAYSIA (THE CONNECTION  
BETWEEN OFFICE ERGONOMIC AND OCCUPATIONAL STRESS  
MANAGEMENT AT JABATAN KERJA RAYA MALAYSIA)**

---

Tuan dan Puan yang dihormati,

Tuan/ Puan telah terpilih sebagai responden bagi kajian ini. Kajian ini dilakukan bagi memenuhi syarat penganugerahan Ijazah Sarjana Pengurusan Keselamatan dan Kesihatan Pekerjaan dan borang soal selidik ini merupakan salah satu cara yang dilakukan bagi melengkapkan kajian ini. 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.

---

**DISEDIAKAN OLEH:**

EZZANUDDIN LOOD BIN MUSTAFA (817245)

MASTER IN OCCUPATIONAL, SAFETY AND HEALTH (MANAGEMENT)

UNIVERSITI UTARA MALAYSIA (UUM)

SECTION A: Data Socio-Demografik dari Responden /  
SocioDemographic Data of Respondent

---

1. Jantina / Gender. Mark only one oval.

- Male  
 Female

2. Umur / Age. Mark only one oval.

- 20-29 years old  
 30-39 years old  
 40-49 years old  
 50-60 years old

3. Tahap Kedudukan / Level of Position. Mark only one oval.

- Gred 1-19  
 Gred 22-38  
 Gred 41-54

4. Tempoh Perkhidmatan / Length of Service. Mark only one oval.

- Less than 5 years  
 6-10 years  
 11-15 years  
 16-20 years  
 More than 20 years

SECTION B: Tahap Tekanan Pekerja Dengan Persekitaran di Pejabat  
/ Level of Job Stress with Office Environment

Sila berikan pendapat anda tentang reka bentuk kerja di organisasi anda. Bulatkan satu angka yang sesuai dengan persepsi anda terhadap kenyataan di bawah berdasarkan skala berikut :

Please indicate your level of satisfaction with each of the under listed workplace elements using the ratings from 1 to 5 described below (by ticking) as:

1 (Very Unsatisfied), 2 (Unsatisfied), 3 (Neutral), 4 (Satisfied), 5 (Very Satisfied)

5 Reka bentuk umum dan hiasan pejabat / General design and office decoration.  
Mark only one oval.

	1	2	3	4	5	
Very Unsatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

6. Susunan ruang & kelengkapan / Spatial arrangement & furnishing. Mark only one oval.

	1	2	3	4	5	
Very Unsatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

7. Tahap fleksibiliti dan keselesaan pejabat / Level of office flexibility and comfort. Mark only one oval.

	1	2	3	4	5	
Very Unsatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

8. Saiz ruang yang diperuntukkan untuk anda / Size of space allocated for your.  
Mark only one oval.

	1	2	3	4	5	
Very Unsatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

9. Kemudahan komunikasi dan kerjasama / Ease of communication and collaboration Mark only one oval.

	1	2	3	4	5	
Very Unsatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

10. Suasana dan kesesuaian perabot pejabat / State and suitability of office furniture. Mark only one oval.

1      2      3      4      5

Very Unsatisfied      Very Satisfied

11. Suasana peralatan pejabat (komputer dan lain-lain) / State of office equipment (computers etc). Mark only one oval.

1      2      3      4      5

Very Unsatisfied      Very Satisfied

12 Suhu bilik dan kualiti udara / Room temperature and air quality. Mark only one oval.

1      2      3      4      5

Very Unsatisfied      Very Satisfied

13. Kualiti pencahayaan - pencahayaan tiruan / Quality of lighting - artificial lighting. Mark only one oval.

1      2      3      4      5

Very Unsatisfied      Very Satisfied

14. Tahap bunyi dari ucapan, peralatan dan sebagainya / Level of noise from speech, equipment etc.

Mark only one oval.

1      2      3      4      5

Very Unsatisfied      Very Satisfied

SECTION C: Penilaian Punca Stres Melalui Tanggapan Pekerja  
(Keterukan Stres Kerja) / Assessment of Stress Through  
Employee Response Workload

---

Sila nyatakan keperluan penambahbaikan yang diperlukan untuk setiap elemen tempat kerja tersenarai yang menggunakan penilaian dari 1 hingga 5 yang diterangkan di bawah (dengan menandakan) sebagai:

Please indicate the need of improvement needed for each of the listed workplace elements using the ratings from 1 to 5 described below (by ticking) as:

1 (Not At All), 2 (Slightly), 3 (Moderately), 4 (Very), 5 (Extremely)

(i) Keterukan Beban Kerja / Severity of Workload

---

15. Tugas baru atau tugas yang tidak biasa dibuat / New tasks or unusual tasks are created.

Mark only one oval.

	1	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

16. Berurusan dengan suasana yang kritikal atau cemas / Dealing with a critical or anxious atmosphere.

Mark only one oval.

	1	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

17. Membuat tugas yang di luar bidang kerja / Create an out-of-work task. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

18. Pertambahan tugas yang meningkatkan tanggungjawab kerja / Increased tasks that increase job responsibilities. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

19. Membuat keputusan yang kritikal secara tiba-tiba / Making a critical decision suddenly. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

20. Gangguan kerja yang kerap / Frequent disruption of work. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

21. Kekерapan perubahan aktiviti kerja / Frequency of change of work activity. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

22. Terlalu banyak kertas kerja / Too many papers. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

23. Kesuntukan masa untuk menyiapkan kerja / Time for completion of work.  
Mark only one oval.

	1	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

24. Kurang masa untuk berehat (contoh: minum pagi/makan tegahari) / Less time to relax. (example: morning drink / daily meal) Mark only one oval.

	1	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

#### SECTION D: Sokongan Organisasi / Organisational Support

25. Kurang peluang untuk maju dalam kerjaya / Less opportunity to progress in a career. Mark only one oval.

	1	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

26. Rakan sekerja tidak melakukan tugas / Co-workers do not do the job. Mark only one oval.

	2	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

27. Kurang sokongan daripada penyelia / Less support from supervisors. Mark only one oval.

	3	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

28. Kurang penghargaan kepada tugas yang baik / Less appreciation to good work done. Mark only one oval.

	4	2	3	4	5	
Not At All	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely

29. Peralatan yang tidak cukup atau kurang kualiti / not enough equipment or less quality. Mark only one oval.

5      2      3      4      5

---

Not At All      Extremely

---

30. Tidak bersefahaman dengan penyelia / Unconfirmed by the supervisor. Mark only one oval.

6      2      3      4      5

---

Not At All      Extremely

---

31. Mengalami pengalaman tingkah laku negatif daripada organisasi / Experiencing a negative behavioral experience from the organisation. Mark only one oval.



1      2      3      4      5

---

Not At All      Extremely

---

32. Kurang penglibatan dalam membuat keputusan dasar / Lack of involvement in policy making. Mark only one oval.

1      2      3      4      5

---

Not At All      Extremely

---

33. Kurang penyeliaan dan perhatian daripada pihak atasan / Less supervisory and attention from the superior. Mark only one oval.

1    2    3    4    5

---

Not At All      Extremely

---

34. Rakan sekerja yang tidak bermotivasi / Unmotivated colleagues. Mark only one oval.

2    2    3    4    5

---

Not At All      Extremely

---



## APPENDIX B : FREQUENCY DATA

### Section A: Sociodemographic Data

Table i: Different Categories of Participants

Categories		Frequency	Percent
<b>Gender</b>	Male	57	38.8
	Female	90	61.2
<b>Age</b>	20-29 years old	8	5.4
	30-39 years old	70	47.6
	40-49 years old	50	34.0
	50-60 years old	19	12.9
<b>Level of Grade</b>	Grade 1-19	6	4.1
	Grade 22-38	105	71.4
	Grade 41-54	36	24.5
<b>Length of Service</b>	Less than 5 years	10	6.8
	6-10 years	31	21.1
	11-15 years	47	32.0
	16-20 years	36	24.5
	More than 20 years	23	15.6
	Total	147	100.0

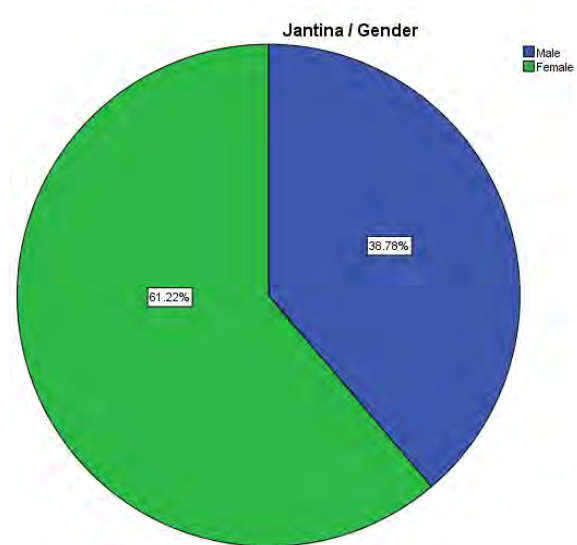


Figure i: Pie Chart by Gender

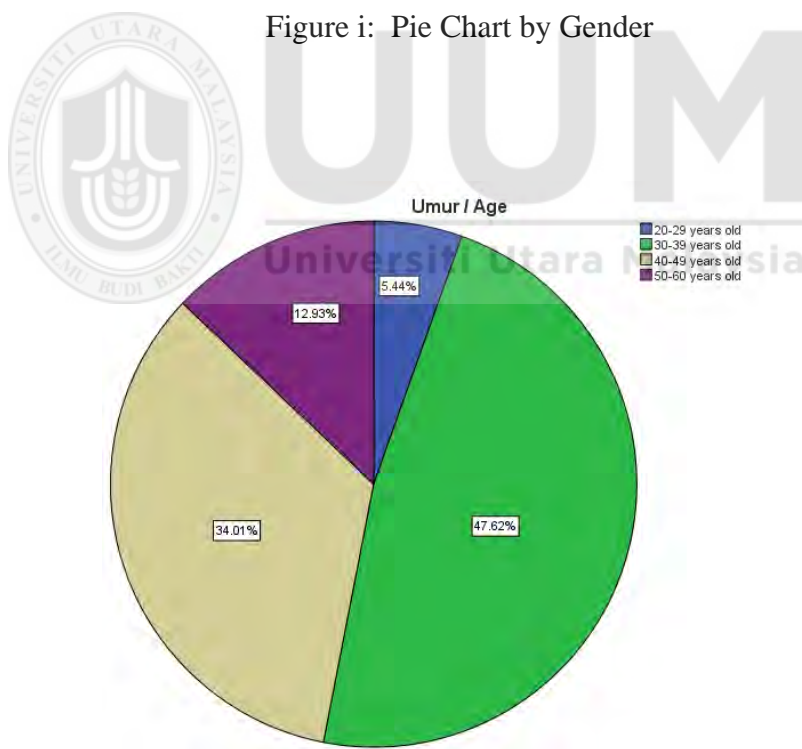


Figure ii: Pie Chart by Age

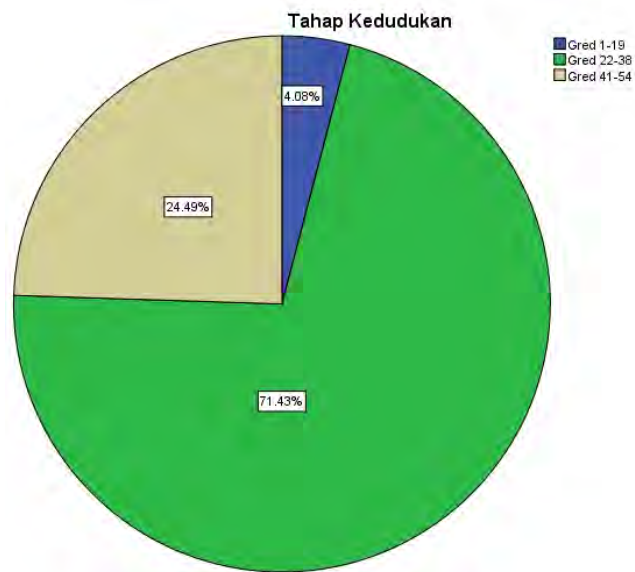


Figure iii: Pie Chart by Level of Grade

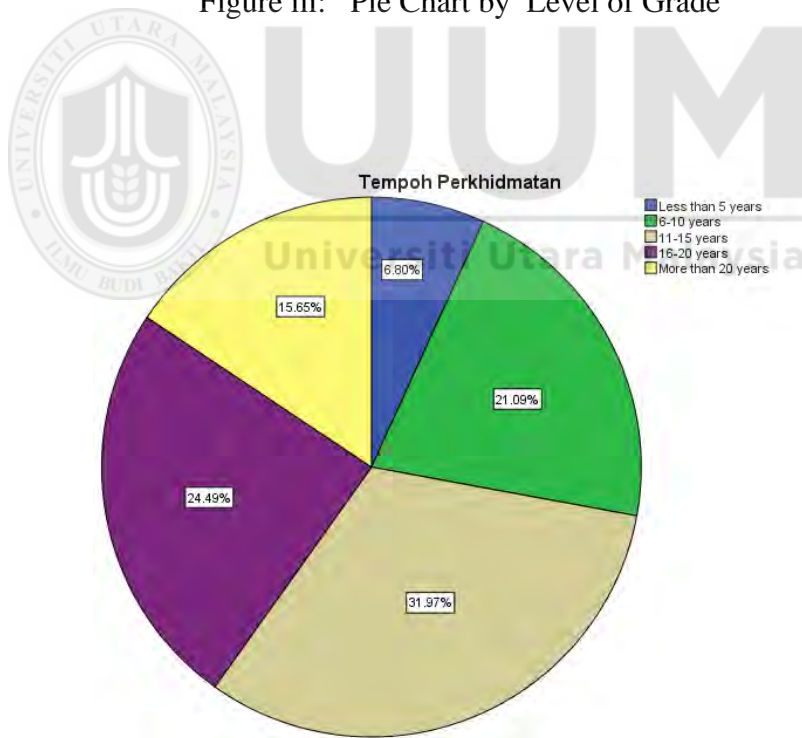


Figure iv: Pie Chart by Length of Service

Section B: Level of Job Stress with Office Environment

Table ii: Frequency and Percentages by Item

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
General design and office decoration	1 (0.7)	12 (8.2)	65 (44.2)	66 (44.9)	3 (2)
Spatial arrangement & furnishing	2 (1.4)	20 (13.6)	58 (39.5)	65 (44.2)	2 (1.4)
Level of office flexibility and comfort	0 (0)	24 (16.3)	56 (38.1)	65 (44.2)	2 (1.4)
Size of space allocated for you	0 (0)	18 (12.2)	64 (43.5)	54 (36.7)	11 (7.5)
Ease of communication and collaboration	1 (0.7)	9 (6.1)	62 (42.2)	69 (46.9)	6 (4.1)
State and suitability of office furniture	1 (0.7)	11 (7.5)	67 (45.6)	64 (43.5)	4 (2.7)
State of office equipment (computers, etc.)	0 (0)	18 (12.2)	58 (39.5)	65 (44.2)	6 (4.1)
Room temperature and air quality	1 (0.7)	15 (10.2)	69 (46.9)	57 (38.8)	5 (3.4)
Quality of lighting - artificial lighting	2 (1.4)	14 (9.5)	72 (49)	52 (35.4)	7 (4.8)
Level of noise from speech, equipment, etc.	1 (0.7)	10 (6.8)	76 (51.7)	56 (38.1)	4 (2.7)

Section C: Assessment of Stress Through Employee Response (Workload)

Table iii: Frequency and Percentages by Item

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
New tasks or unusual tasks are created	1 (0.7)	24 (16.3)	65 (44.2)	52 (35.4)	5 (3.4)
Dealing with a critical or anxious atmosphere	5 (3.4)	36 (24.5)	64 (43.5)	37 (25.2)	5 (3.4)
Create an out-of-work task	3 (2)	34 (23.1)	56 (38.1)	50 (34)	4 (2.7)
Increased tasks that increase job responsibilities	3 (2)	23 (15.6)	58 (39.5)	53 (36.1)	10 (6.8)
Making a critical decision suddenly	7 (4.8)	39 (26.5)	58 (39.5)	40 (27.2)	3 (2)
Frequent disruption of work	7 (4.8)	38 (25.9)	59 (40.1)	37 (25.2)	6 (4.1)
Frequency of change of work activity	6 (4.1)	41 (27.9)	58 (39.5)	39 (26.5)	3 (2)
Too many papers	7 (4.8)	42 (28.6)	51 (34.7)	40 (27.2)	7 (4.8)
Time for completion of work	3 (2)	34 (23.1)	54 (36.7)	48 (32.7)	8 (5.4)
Less time to relax	16 (10.9)	45 (30.6)	52 (35.4)	29 (19.7)	5 (3.4)

Section D : Organisational Support

Table iv: Frequency and Percentages by Item

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Less opportunity to progress in a career	10 (6.8)	16 (10.9)	44 (29.9)	69 (46.9)	8 (5.4)
Co-workers do not do the job	12 (8.2)	45 (30.6)	50 (34)	37 (25.2)	3 (2)
Less support from supervisors	10 (6.8)	21 (14.3)	64 (43.5)	49 (33.3)	3 (2)
Less appreciation to good work done	6 (4.1)	27 (18.4)	46 (31.3)	59 (40.1)	9 (6.1)
Not enough equipment or less quality	6 (4.1)	21 (14.3)	61 (41.5)	55 (37.4)	4 (2.7)
Unconfirmed by the supervisor	18 (12.2)	31 (21.1)	59 (40.1)	38 (25.9)	1 (0.7)
Experiencing a negative behavioral experience from the organisation	14 (9.5)	45 (30.6)	50 (34)	37 (25.2)	1 (0.7)
Lack of involvement in policy making	7 (4.8)	57 (38.8)	52 (35.4)	31 (21.1)	0 (0)
Less supervisory and attention from the superior	7 (4.8)	39 (26.5)	70 (47.6)	30 (20.4)	1 (0.7)
Unmotivated colleagues	16 (10.9)	48 (32.7)	53 (36.1)	26 (17.7)	4 (2.7)

Section E : Charts

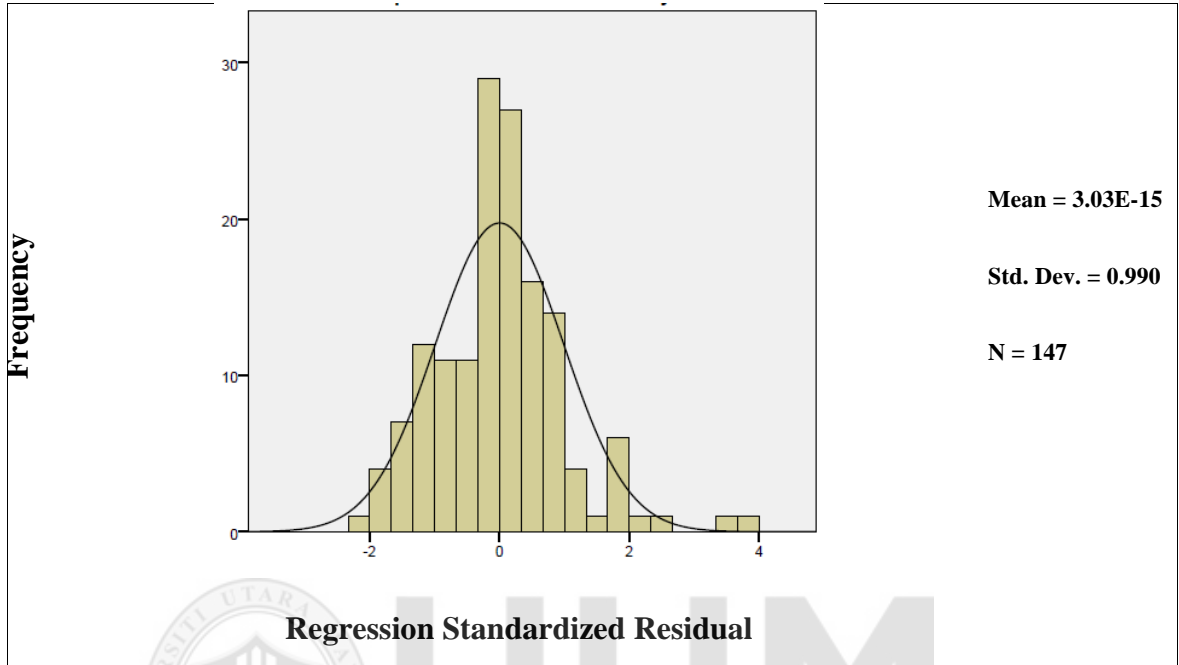


Figure v: Histogram

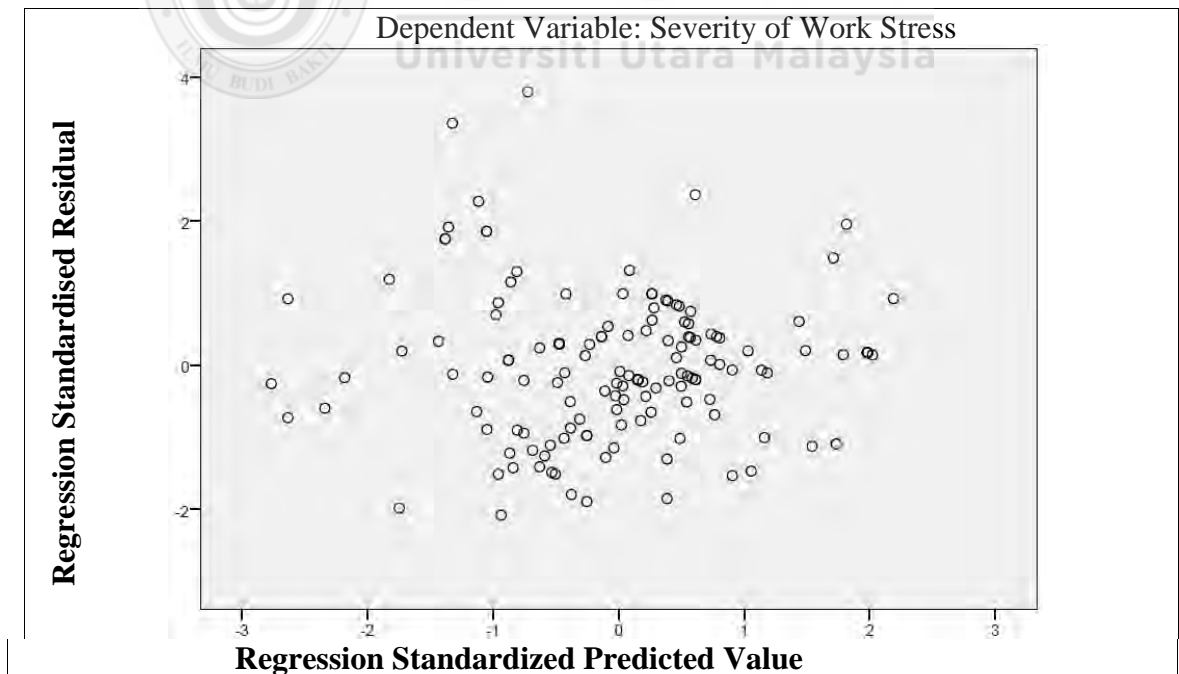


Figure vi: Scatterplot  
Dependent Variable: Severity of Work Stress