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UNIVERSITI TEKNOLOGI MARA (UiTM) SARAWAK

THE RELATIONSHIP BETWEEN EMPLOYEE JOB STRESS AND JOB  
PERFORMANCE AMONG STAFF AT UNIVERSITI TEKNOLOGI MARA KAMPUS 2

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**AUTHOR'S DECLARATION****DEGREE IN OFFICE SYSTEMS MANAGEMENT (Hons.)****FACULTY OF BUSINESS AND MANAGEMENT****“DECLARATION OF ORIGINAL WORK”**

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## ABSTRACT

This study investigates the relationship between job stress and job performance among supporting staff of UiTM Samarahan 2, Sarawak. The study examines a model in relation to job stress and its impact on job performance involving 80 selected staff by applying convenience sampling. The data were collected through close ended questionnaires. A statistical test of correlation and reliabilities were also confirmed. The results were significant with positive relationship and correlated between job stress and job performance and it shows as the job stress increases, the individual of job performance increased as well. The results suggest the employees need to maximize workload, time pressure, skills discretion and decision authority to increase job performance. The most important is the organization must give training to employees about the skills needed in order for the employees to perform well in doing their job. All variables were positive relationship and significant but skill discretion was stated as the highest influence factor while the other variables were stated as medium correlation. This paper would be beneficial to three areas which are theory, management and employees. Firstly, the outcome of this study would increase the knowledge towards this theory in any related field that involves job stress. Secondly, the result of this study would benefit the management of the organization, which is the skill discretion was stated the most important factor that assisted the employees to perform well. Lastly, the employees from the organization would become more aware and alert to the factors that they are performing their job well due to job stress. The study is targeting the non academic support staff at UiTM Cawangan Sarawak, Kampus Samarahan 2 in evaluating the motivational factors which have influenced their job performance.

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## **CHAPTER 1**

### **INTRODUCTION**

This chapter provides an introduction to the study as well as the background of the study, problem statement, research objectives and questions. Other than that, it also deals with the significance of the study, the limitations of the study and also the definition of terms.

### **BACKGROUND OF THE STUDY**

The purposes of this study are to examine the effect of job stress on individuals' job performance and to investigate the relationship between factors of job stress and job performance among supporting staff. The major focus of outcome for this research was the employees' job performance. According to Bruggen (2015), employees' job performance can be influenced by job stress. Job performance refers to an employee's proficiency, well-performance in achieving goals and behavior involving deliberate acts that are harmful to the organization. Besides that, the work performance of the employees can also be improved if they were able to manage and maintain a good job stress.

According to Karasek (1979), stress in real was when a level of stress was used in the learning process. Based on the study, it was illustrated in job demands-control model that low levels of stress activation might be too low to encourage effective performance, while at high levels of stress arousal, the levels were too high to be beneficial for an effective task performance. According to the Job Demands-Control (JDC) model (Karasek 1979), job stress can be divided into two categories

which are job demand and job control. Job demand has two parts which are workload and time pressure while job control consists of skill discretion and decision authority. A study by Ahmed and Ramzan (2013) was carried out to determine the impact of workload towards employees. The results showed that the workload had a negative effect on the employees since they were given a lot of work to do, hence, would decrease their performance. From the findings, the employees needed to work longer time due to workload.

Another study carried by Akgunduz (2015), found that work overload was an important factor influencing the job performance. In order to minimize role stress at work, the hotel managers should pay more attention on work overload. A research held by Lopes, Helena, Lagoa, Sergio, Calapez, and Teresa (2014) revealed the relationship between workload and job performance. The finding showed that there was a lower job performance due to the increased in workload. People would perform better when receiving a lower job task to be accomplished. Hafeez (2018) also conducted a study to determine the relationship between workload and job performance. This finding revealed that employees experienced work stress if they faced great job demand in term of workload. Another study by Calisir, Gumussoy and Iskin (2011) found that workload could affect employees' job performance. The results showed that there was a negative relationship between workload and job performance. This proves that workload was an important factor that caused poor performance. The employees have a poor job performance when workload increases as they experience lead to exhaustion. As a result, they have the intention to quit.

A recent study carried out on school teachers by Johari, Tan, Zulkarnain, and Iwani (2018) examined the effect of workload on job performance. However, based on the findings, workload was not an important factor that impacted on job

performance among school teachers. Instead, other factors such as enhancing autonomy and work-life balance seemed to have great impact on job performance. Another study by Karatepe (2013) was also held to determine how workload could affect job performance. The results showed that workload had a stronger factor which could affect employees' job performance. When the employees have work overload, it can cause emotional exhaustion, thus resulting in poor performance among the employees for the service delivery process.

Another study by Sharma and Bhatnagar (2017) was conducted to identify if time pressure was the reason why team engagement occurred. From the findings, they found better ways that when people worked in a team, they could perform better and work could be accomplished before the due date. Therefore, they were able to overcome challenging job demand together and meet the allocated time given to them. A study done by Garrido, Aurelio, Ferrer, Maria, Rodriguez and Rafael (2017) examined the relationship between flexibility in working time and job performance of employees. Based on the study, the researchers found that people would perform better when they had flexible working time. In this sense, working time flexibility had been reported to have positive effects on job performance.

On the other hand, a recent study by Cho, Ju, Paek, Kim, and Jung-Choi (2018) was held to see the impact of working longer hours on employees' performance. The results showed that working longer hours had a negative effect on employees since they had to work for a longer time to complete their job task. When the employees were working for a longer time, they became tired, thus, would decrease their job performance.

According to the study conducted by Viotti and Converso (2016), it was found that employees who had high skill discretion can do better on their job. The results

showed that the positive effect on employees made them to become more confident, thus, would increase their job performance.

A study by Sia and Duari (2018) was carried out to determine the decision-making authority's impact on employees. The results featured that decision making had a positive effect on employees since they were given a chance to give out their ideas and have a sense of control in making the final decision. In other words, when employees were given empowerment to make the decisions related to their tasks, they became more confident, hence, this would positively affect their job performance. Another study by Heponiemi, Kouvonen, Virtanen, Vanska and Elovainio (2014) was also held earlier to identify the decision authority's effect on employees. Based on the research, they discovered that having a lower decision authority could negatively affect job performance. However, having a higher decision authority related to their job task would increase employees' job performance.

### **STATEMENT OF THE PROBLEM**

A number of studies were carried out on job demand such as Ahmed and Ramzan (2013), Bruggen, (2015) Hafeez (2018), Murali, Basit, Hassan (2017) and Cho. et al (2018). For instance, a study by Ahmed and Ramzan (2013) and Hafeez (2018) featured that employees' performance was highly affected by the job demand and workload. Besides that, a research by Bruggen (2015), revealed that workload had a moderate effect on performance. However, Murali et al. (2017), stated that workload did not affect employees' performance at all.

Cho et.al (2018) stated that time pressure would affect employees' performance similar to the study by Murali et.al (2017) which revealed that time pressure would reduce employees' performance. Additionally, time pressure also impacted on job performance of employees as revealed by Garrido et al. (2017).

From the past studies, only a few studies on job stress focused on skill discretion and decision authority. For instance, a research held by Ling and Bhatti (2014), found that skill discretion and decision authority positively affected employees' performance. Next, a study by Sia and Duari (2018) revealed that decision authority alone had a positive effect on employees' performance. Most of the studies on job demand of particular workload listed above showed mixed results in determining the job stress on employees' performance. However, studies in skill discretion and decision authority were still lacking. Thus, this study would focus on the relationship between job demand and job control and the employees' performance working at UiTM Samarahan 2, Sarawak.

### **RESEARCH OBJECTIVE**

Research objective sets the purpose and focus of the research. The research objective for this study is as follows:

RO 1: To investigate the relationship between job demand and job control with employee's job performance.

### **RESEARCH QUESTIONS**

The research questions were focused, complex, clear and arguable questions which center on the research. Based on the objective of this research, the research questions that can be generated for this study are:

RQ 1: Is there any relationship between workload and employees' job performance?

RQ 2: Is there any relationship between time pressure and employees' job performance?

RQ 3: Is there any relationship between skill discretion and employees' job performance?

RQ 4: Is there any relationship between decision authority and employees' job performance?

### **SIGNIFICANCE OF THE STUDY**

The significance of the study would be beneficial to three areas which are management, theory and employees. This research would contribute to the knowledge surrounding in the job stress field that would affect the employees' job performance. Factors that lead to job stress among employees can be divided into two categories which are job demand and job control. These two factors are continuously perceived, appraised, explored and evaluated in order to achieve the objective as well as the intended results of the study.

First of all, the outcome of this study would increase the knowledge towards this theory in any related field that involves job stress. It would also be helpful for other researchers who wish to conduct future related research on this topic.

Other than that, the result of this study would also benefit the management of the organization, in which, it would assist them in helping their employees to reduce the issues on stress that they may encounter at workplace. This would indirectly contribute to a better outcome in their job performance

Lastly, employees from the organization would also benefit from the outcome of this research because they would become more aware that the reason they were not performing so well at their job was due to the stress that they encountered. This could help them find ways to manage their work-related stress so that they could deal with it without affecting their job performance.



## **LIMITATION OF THE STUDY**

It was known in any studies, there would be some limitations. For this study, the scope of the study focused on the HEA, HEP, SUKSIS, Administration, hostel and library (PTAR) Department of UiTM Samarahan 2 only.

## **DEFINITION OF TERMS**

The description of terms used in this study was quoted and indicated from various authors.

**Job Stress:** Job demand and decision latitude over a job determines the stress encountered by an individual (Karasek,1979), For this study, we would refer to the definition by Karasek (1979).

**Job demands:** As revealed by Karasek (1979), job demands are defined as working very fast, working very hard, and not having enough time to get the job done. Job demands consist of workload and time pressure. Workload is measured at a general level with subjective items such as “work hard” and “excessive work” (Karasek,1979). Time pressure can be defined as the final deadline that is fixed to which a person is required to follow, or a time cost which is the time a person takes to do one task which could be spent doing on another task (Moore & Tenney, 2012).

**Job control:** According to Karasek (1979), job control is defined as both the ability to use skills on the job and the level of decision-making authority to the workers. Job control consists of decision authority and skill discretion. The researcher further explained that decision authority is about the social authority making over decisions. The researcher also stated that skills discretion can be defined as the extent to which the skills are usable on the job.

Job performance: According to Campbell (1990) job performance is related to the act of doing a job. Job performance is a means of reaching a goal or setting of goals within a job, role, or organization, but not the actual consequences of the acts performed within a job. The researcher affirmed that job performance is not a single action but rather a “complex activity” (p. 704). Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which is related to success and productivity.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter comprises the literature review from various authors on job stress. Both dependent and independent variables were discussed in this chapter through citations from different authors.

### **DEPENDENT VARIABLE**

#### **JOB PERFORMANCE**

Another study by Calisir et al. (2011) found that workload could affect employees' job performance. The study examined the purpose of job stress and its impact on job performance which affected the intention to quit among IT professionals in Turkey by using a sample of 204 participants. The results showed a negative relationship between workload and job performance. It was an important factor that contributed to poor performance. The employees had poor job performance when workload increased. This could cause exhaustion to the employees forcing them to have an intention to quit.

Another study conducted by Karatepe (2013) on 110 full-time frontline hotel employees and their managers in Romania was to determine the workload which could affect job performance. The results show that workload had a stronger factor which could affect employees' job performance. The reason for this was because when the employees had work overload, it could cause emotional exhaustion, thus resulting to poor performance in the service delivery process among the employees.

Another earlier study was also carried out by Ahmed and Ramzan (2013) to examine the relationship between workload and job performance on employees of banking sectors in Pakistan. The study examined the purpose of job stress and its impact on job performance by using a sample of 144 participants. The results showed that workload could reduce employees' job performance. The author found that when stress was lower, employees could perform better and vice versa, and when stress was higher, employees would have poorer performance. In this study, the employees had to work for longer hours due to workloads and time constraints.

Based on the research held by Bruggen (2015), it was found that performances of employees were affected by workload. The results showed that there was a negative relationship between workload and performance based on the total of 9,210 observations carried out among 27 employees from the logistics department. The results showed that workload had a direct effect on performance. Besides that, firms need to balance the workload to increase the performance of employees. Managers should give a balanced workload to their employees in order to maximize the employees' job performance. Too high or too low workload leads to poor performance. A well-established HR controlling system might help in balancing workload, thus, in improving employees' job performance.

A study carried out by Akgunduz (2015) on 227 hotel employees of 4 and 5 star hotels in Kusadasi, Turkey found that workload affected job performance. The result recommended that some methods should be introduced in order to increase employees' job performance and reduce workload. Besides that, the author also found that workload was an important factor influencing job performance of the hotel management. The hotel managers should focus or be alert to the amount of workload

faced by the staff in order to minimize role stress at work, which will increase the employees' job performance.

A study was done by Garrido et al. (2017) involving 1,511 employees of the Spanish banking sector found that time flexibility had a positive effect on job performance. The employees who could adapt to the duration and distribution of working hours, continuous working day, breaks, reduction working hours and working time flexibility could perform better in doing their job. The findings showed that the stronger an employee perceived work-family policies, the better his or her job performance. Job performance increased when they were given sufficient time and flexible hours to finish their task whereas when employees were time pressured, their job performance decreased. In this sense, time flexibility has been reported to have a positive effect on job performance.

A recent study carried out by Johari et al. (2018) examined the effect of workload on job performance among teachers in public schools in the Northern Region of Peninsular Malaysia. The study examined the effect of workload on job performance by using a sample of 302 teachers. Based on the statistical analyses conducted, workload was not an important factor that impacted on job performance among school teachers in this study. This study recommended the school management to improve teachers' job performance by focusing on measures to enhance autonomy and work-life balance.

## **INDEPENDENT VARIABLES**

### **JOB DEMAND CONTROL MODEL**

For this research, we have decided to use the model that was developed by Karasek (1979) called Job Demands-Control model. This model consists of two variables which are job demand and job control. Each of these variables has two

factors that affect job stress. Firstly, in job demand, there are workload and time pressure. However, for job control, there are skill discretion and decision authority.

## **WORKLOAD**

As stated above, one of the factors that are in the job demand variable is workload. Bruggen (2015) conducted a study among the logistics department of a mid-size grocery B2B suppliers to seek whether or not workload has an effect on the employees' job performance. The researcher used individuals from the same department to ensure that everyone had the same expected work results with each other. Regarding their work task, a computer randomly chose employees and the orders that they needed to process. After the completion of the research, it was found that there was an inverted U-shape relationship which meant that the quality of the employees' job performance was high when given a moderate amount of workload. However, when given too low or too high of the workloads, their job performance decreased.

A research done by Lopes et al. (2014) studied on the relationship between workload, and job satisfaction. The finding showed that there was lack of job satisfaction due to the increased in workload. This study also stated that if there was an increase on work intensity, there was an increased in worker's satisfaction. When people were satisfied and enjoyed doing their work, they would perform better, and work effectively towards their goal. This was because when the workers do task that they are interested in, they also enjoy the high level of workload.

Next, a recent study conducted by Hafeez (2018) among their employees working at the social security Hospital of District Osaka and Sahiwal showed that workload affected the performance of employees. This finding also revealed that employees experienced work stress when given a lot of workload. This was because

the staff needed to deal with the expectation of many patients, heavy assignments, overtime and others. This affected the service delivery to the patients and lowered their performance. The management of the organizations should reduce the workload.

### **TIME PRESSURE**

The second factor is time pressure. A study by Sharma and Bhatnagar (2017) was carried out to identify if time pressure was the reason why team engagement occurred. They found that teams were formed due to the job demand they encountered. The individuals discovered that it was easier to work together to get the job done than to work separately. However, for the team to form, they required two elements, which were team leader engaging behavior and team climate. When a successful team was created, the work done had better quality and the workers felt satisfied with the outcome. This was because everyone had a task he or she was responsible with. Therefore, they were able to overcome any challenging job demand together and meet the allotted time given to them.

On the other hand, in another study by Cho et al. (2018), their findings on working longer hours also affected the employees' health and performance. Employees in Korea worked more than 52 hours and to compare men and women, men worked for longer hours, including those with no education. The management wanted their employees to work hard, however did not care much about their employees' health status which could affect the job. This study recommends to the government and organization to decrease the working time of employees because working for longer hours would give impact on employees' performance and health.

## **SKILLS DISCRETION**

The first factor in Job Control is skill discretion. According to Isafahani, Aryankhesal, & Haghani, (2014) it is referred as the opportunity a person has to use job skills in their work process. For their research, the total population used was 131 managers and head nurses. This included external factors that had given an impact on their job performance. However, the results showed that there was a fair outcome which meant that half of the population agreed that skills affected their performance, and with proper and more training, it could help improve their skills discretion, thus, improving their job performance.

According to the study conducted by Viotti and Converso (2016) on 522 nurses, the employees who had high skill discretion could do better on their jobs. Employees who had lower skill discretion could have emotional exhaustion and turnover intention because nurses did a lot of tasks and they must have knowledge on how to conduct their tasks.

## **DECISION AUTHORITY**

A research done by Willimse, Jonge, Smit, Depla and Pot. (2012) also examined the effects of decision authority on the impact of job performance in a nursing home. The study investigated the effects of decision authority on the impact of job performance by using a sample of 1147 participants. The results featured that when staff used decision authority, they could control their high job demands and activate healthcare staff. This means that, when the worker had a lot of work to do, they would know how to make decisions on what task to do first and what to do later. This would promote positive consequences of work and employees' performance.

These are the two-independent variables (job demand and job control) that affect our dependent variable which is the job performance.



Another earlier study by Heponiemi et al. (2014) also investigated the impact of decision authority with turnover intentions and job satisfaction. The researchers stated that decision authority had a positive effect on employees because they could make their own decision whether they wanted to quit their job or not when they felt stressful. This could increase employees' performance because they had a sense of control related to their job.

Lastly, is the decision authority. A study by Sia and Duari (2018) was held towards 330 employees that were below the supervisory level of manufacturing companies in Odisha as to determine the decision making authority. The result gathered showed that decision making had a positive effect on employees. Since they were given a chance to present their ideas and have a sense of control in the final decision. Due to this, it has increased the level of job performance among the employees working in the manufacturing companies.

## RESEARCH FRAMEWORK

This research was conducted to assess the relationship between job demands and job control on job performance among employees of UiTM Samarahan 2, Sarawak. This framework was adopted and constructed based on the Job Demands-Control (JDC) Model which was introduced by Karasek (1979).

### Job Demand

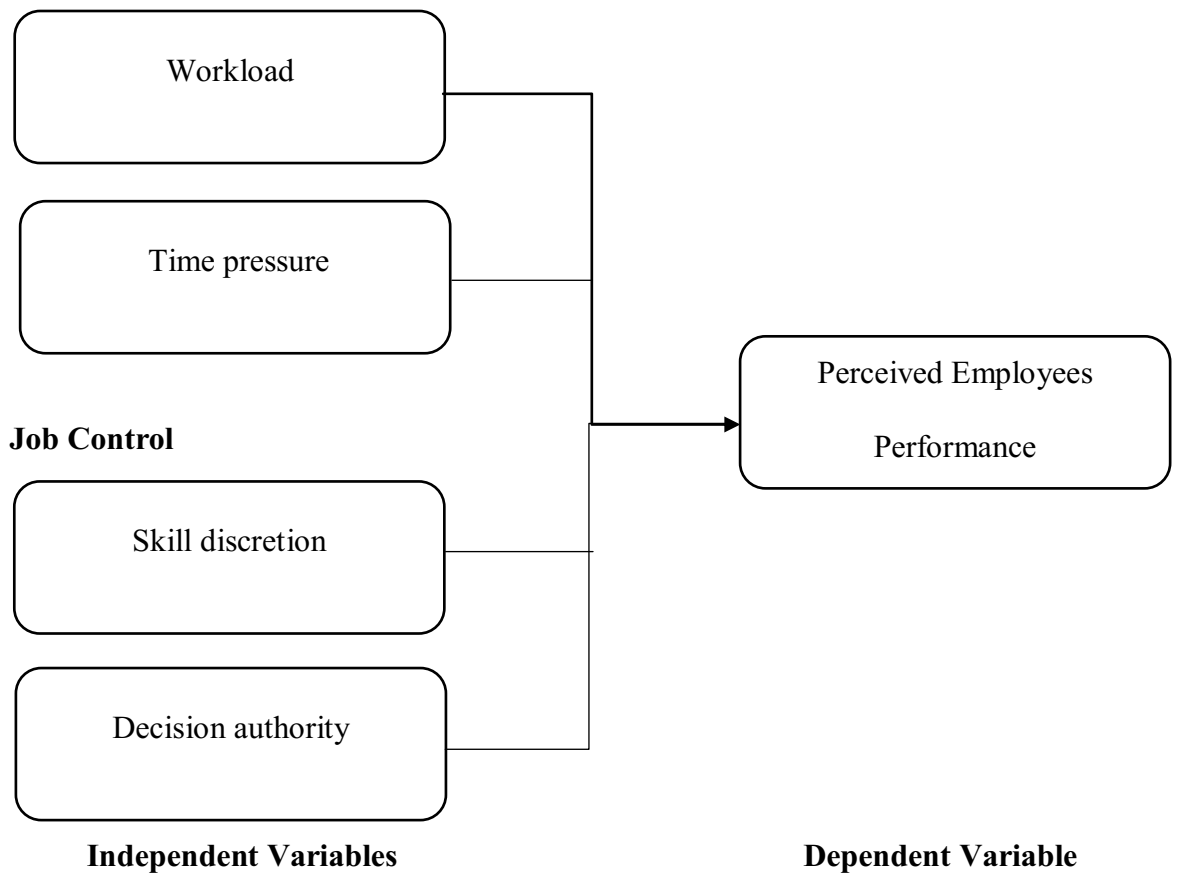


Figure 2. 1: Framework for the study of the relationship between employees' job stress and job performance Adopted from Job Demands-Control (JDC) Model Framework by Karasek (1979)

## **CHAPTER 3**

### **METHODOLOGY**

This chapter comprises the methodologies used in this study which consisted of research design, sampling frame, population, sampling technique, sample size, unit of analysis, data collection procedures, survey instrument, validity of instrument and plan for data analysis.

### **RESEARCH DESIGN**

Correlational design type of research was applied for this study. This type of research is used to identify the relationship between job stress and job performance. Salkind (2014) defined it as the numerical index called correlation coefficient as to quantify the strength of the relationship in this study.

### **SAMPLING FRAME**

Sampling frame for this study refers to the list of all employees from all levels of management in the organization. For this study, the name lists of employees from HEA, HEP, SUKSIS, Administration, hostel and library (PTAR) Department at UiTM Samarahan 2, Sarawak were used as a sampling frame.

### **POPULATION**

The number of populations in the survey involved among 100 respondents support staff of UiTM Samarahan 2, Sarawak. According to Salkind (2009), it is a potential group of contributors to whom you want to simplify the outcomes of the study. In this study the population was 100.

## **SAMPLING TECHNIQUE**

According to Salkind (2017), a sampling technique is a technique of sampling process that is used to select the subject from the populations. According to Salkind (2012), the convenience sampling is convenient and inexpensive. This research was used nonprobability sampling strategy consisting of convenience sampling. This sampling technique is a suitable sampling to produce a sample for this research.

## **SAMPLE SIZE**

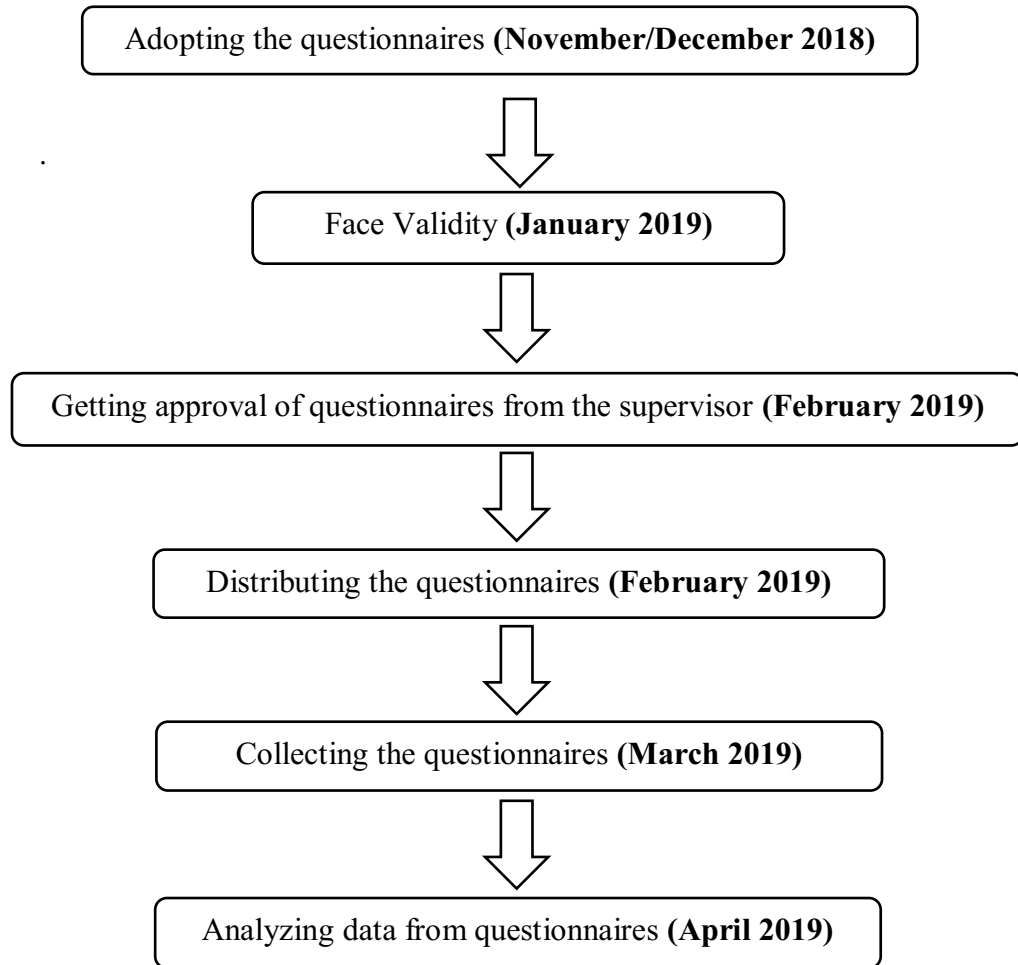
According to Salkind (2009), the appropriate sample size for respondents should be more than 30 or less than 500. Therefore, in this study, the researcher has decided to select 100 respondents from UiTM Samarahan 2 for the study with a sample size of 80 based on Krejcie and Morgan Table (1970).

## **UNIT OF ANALYSIS**

Unit of analysis is the major entity that the researcher wants to analyse in the study. In this study, the unit of analysis was supporting staffs of UiTM Samarahan 2, Sarawak.

## **DATA COLLECTION PROCEDURES**

Data collection was an important part of this study. For this study, questionnaires were developed by the researcher after consulting the advisor to check whether the items in the questionnaire were related to the variables and objectives of the study. The questionnaires were distributed to all supporting staff of UiTM Samarahan 2, Sarawak who took part in this study after getting the permission from the organization. Figure 3.1 below presented steps of data collection procedures.



**Figure 3. 1: Data Collection Procedures**

### **SURVEY INSTRUMENT**

Questionnaires were distributed to the respondents, and the outcome was compared among the employees. The questionnaire consisted of three sections; the first section was on the demographic details, the second section was adopted from Karasek (1979) covering the independent variable. The independent variable consisted of work-related stress found in the organization. This comprised the variables found in the Job Demands-Control Model referring to job demand (workload and time pressure) and job control (skills discretion and decision authority). Lastly, the third section which was adopted from Munisamy (2013) covered items on the dependent variable which was job performance.

The questions in section 2 and 3 consisted of 10-point Likert scale type: 1 = extremely disagree, 2 = strongly disagree, 3 = moderately disagree, 4 = slightly disagree, 5 = disagree, 6 = agree, 7 = slightly agree, 8 = moderately agree, 9 = strongly agree, 10 = extremely agree

### **VALIDITY OF INSTRUMENT**

Kumar, Talib, and Ramayah (2012) defined validity of instrument as the instrument that measures what it claims to measure. The questionnaire created was an important instrument to collect data from the respondents. The questionnaire was validated using face validity and the objective of this type of validity was to make sure that the questionnaire was appropriate for this research. This would mean that the questionnaires were only being distributed to the respondents after the approval of the research advisor, Dr. Norlina binti Mohamed Noor from the Faculty of Business and Management of UiTM Kota Samarahan.

### **PLAN FOR DATA ANALYSIS**

Details and responses were obtained through questionnaires distributed to the organization. Statistical Package for Social Science (SPSS) was used to tabulate the data attained from the respondents. The data were keyed in and recorded, and then it was cleaned from any missing data for the result. For the descriptive statistics, the data were analyzed by percentage, mode, mean, and median, frequency, and standard deviation. Next, the data were tested for inferential analysis by using Pearson's coefficient correlation to identify the relationship between the independent and dependent variables. Table 3.1 below illustrated the plan for the data analysis of this study.

**Table 3. 1****Plan for Data Analysis**

Research Objectives	Concept/ Construct	Measurement	Scale	Statistics
RO1: To investigate the relationship between job demand and job control with employees' job performance	Workload is measured at a general level with subjective items such as "work hard" and "excessive work"	<b>RQ1:</b> Among the support staff at UiTM Samarahan 2 is there any significant relationship between workload and employees' job performance?	Likert Scale	Pearson Correlation
	Time pressure can be defined as the final deadline that is fixed to which a person is required to follow, or a time cost which is the time a person takes to do one task which could be spent doing on another task	<b>RQ2:</b> Among the support staff at UiTM Samarahan 2 is there any significant relationship between time pressure and employees' job performance?	Likert Scale	Pearson Correlation
	Skills discretion can be defined as the extent to which the skills are usable on the job.	<b>RQ3:</b> Among the support staff at UiTM Samarahan 2 is there any significant relationship between skill discretion and employees' job performance?	Likert Scale	Pearson Correlation
	Decision authority can be defined as the social authority making over decisions.	<b>RQ4:</b> Among the support staff at UiTM Samarahan 2 is there any significant relationship between decision authority and employees' job performance?	Likert Scale	Pearson Correlation
	Job performance can be defined as the means to reach a goal or set of goals within a job, role, or organization.			

## **SUMMARY**

In conclusion, the researcher applied a correlation method for this study which consisted of items such as research design, sampling frame, sampling technique, population, sample size, unit of analysis, data collection procedures, survey instrument, validity instrument, and plan for data analysis.



## CHAPTER 4

### FINDINGS AND DISCUSSIONS

#### Introduction

This chapter showed the results of the study using Statistical Package for the Social Sciences (SPSS) Version 20 of which data were collected through distribution of questionnaires at UiTM Samarahan 2 Sarawak. The first part presented the response rate, demographic information of the respondents such as Age, Gender, Marital Status and Educational Level. The second part discussed the reliability, correlations, and normality. Some of the items were deleted due to failure to meet the requirement of the assumptions. The primary motive for this study was to determine the relationship between the job stress and the effect to job performance among employees at UiTM Samarahan 2.

#### RESPONSE RATE

From the period of data collection which was from 4th March 2019 until 8th April 2019, the researcher has distributed 100 questionnaires. The returned questionnaires were 80 which equaled to 80% response rate. This showed that the respondents have completed the entire questionnaire distributed by the researcher.

**Table 4. 1: Survey Response Rate**

Distributed Questionnaires	Returned Questionnaires	Percentage Returned (%)	Valid Questionnaires	Percentage valid (%)
100	80	80	80	100

## PROFILES OF RESPONDENTS

This section described the profiles of the respondents in this study. For the demographic background, frequency distribution and percentages were used. The profiles of the respondent in the demographic background include age, gender, marital status and educational level. Table 4.2 tabulated the age, gender, marital status and educational level of respondents at UiTM Samarahan 2, Sarawak who were involved in this study. Based on the ages, the finding showed that out of 80 respondents, the highest percentage 40% (32) were in the range of 31 to 40, whereas the lowest percentage was only 11.3% (9) for the age range 51 to 60. Next, based on gender, out of the 80 respondents, 38 respondents were males (47.5%) followed by females, 42 (52.5%). Hence, for this study, it can be concluded that majority of the respondents were females. Besides that, on marital status, 55 (68.8%) respondents were found married whereas only 1 (1.3%) respondent was a divorcee. Lastly, for the educational level, it was found that the highest percentage of 40% (32) were SPM leavers while the lowest percentage of 2.5% (2) were Master's Level.

**Table 4. 2: Respondents Profile**

Variable	Label	Frequency	Percentage (%)
Age	20 – 30	27	33.8
	31 - 40	32	40
	41 - 50	12	15
	51 - 60	9	11.3
Gender	Male	38	47.5
	Female	42	52.5
Marital Status	Single	24	30
	Married	55	68.8
	Divorced	1	1.3
Educational Level	SPM	32	40
	Matric / STPM	6	7.5
	Diploma	24	30
	Degree	16	20
	Master	2	2.5

## **DATA CLEANING**

To make a data cleaning, descriptive statistics were used as a data analysis technique to know whether there were missing data for further analysis. The data cleaning should be done to identify, detect and remove the invalid or missing data. The study has entered all the data and no missing data were found. Table 4.3 showed the results of data cleaning. There are two methods which are visual and descriptive. Table statistics is a procedure for checking categorical variables while table descriptive statistics is a procedure for checking continuous variables. Categorical variables refer to demographic while continuous variables refer to independent or dependent variables.

## **NORMALITY**

Normality for the data must be checked before the data can be computed for correlational analysis. If the assumption of normality is violated, interpretation and inference may not be reliable or valid. Therefore it is important to check for this assumption before proceeding with any relevant statistical procedures (Razali & Wah, 2011). There are many ways to check the normality assumption. The easiest way is by using graphical methods. The normal quantile-quantile plot (Q-Q plot) is the most commonly used and effective diagnostic tool for checking normality of the data. Other common graphical methods that can be used to assess the normality assumption include histogram, box-plot, stem-and-leaf plot and Kolgomorov-Smirnov values. The researcher decided to observe the normality based on skewness and kurtosis and it was found that the values fell in the range of -2 to 2 and sig. value of more than .05 as indicated assumption of normality (Pallant, 2009) for each variable. Table 4.4 showed the normality result of skewness and kurtosis value for job performance, workload,

time pressure, skill discretion and decision authority used for the actual test. The result showed all variables were considered normal as the skewness and kurtosis were in the range of -2 to 2.

**Table 4. 3: Normality Result Value for Skewness and Kurtosis n= (80)**

<b>Variables</b>	<b>Skewness</b>	<b>Kurtosis</b>
Job Performance	-.118	-1.296
Workload	.214	.564
Time Pressure	-.163	-.030
Skill Discretion	-.088	-1.290
Decision Authority	.115	.782

### **DESCRIPTIVE ANALYSIS**

Based on the findings, there are five variables which are workload, time pressure, skill discretion, decision authority and job performance. The 10 Likert Scale was used in getting responses from the respondents which are (1=extremely disagree), (2=strongly disagree), (3=moderately disagree), (4=slightly disagree), (5=disagree), (6=agree), (7=slightly agree), (8=moderately agree), (9=strongly agree), and (10=extremely agree). Table 4.5 below showed that the highest statistics was skill discretion (M=7.73, SD=1.43). This finding showed that the respondents moderately agreed that skill discretion could influence staff job performance. The results revealed that the respondents slightly agreed to time pressure (M=7.00, SD=1.52) which affected their staff job performance. Besides that, the results also featured that the respondents agreed to decision authority (M=6.08, SD=1.46) followed by workload (M=6.37, SD=1.17) which could influence the staff job performance.

**Table 4. 4: Descriptive Analysis**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Workload	80	6.3732	1.16690
Time Pressure	80	7.0000	1.51595
Skill Discretion	80	7.7275	1.43386
Decision Authority	80	6.0750	1.46427
Job Performance	80	7.6264	1.52381

### **RELIABILITY OF DATA**

Cronbach's Alpha is the reliability coefficient that needs to be done to measure the internal consistency and stability of the instrument which is based on the average correlation of items (Coakes & Ong, 2011). Sekaran and Bougie (2011) stated that reliability less than .600 is considered as poor reliability, while .700 is acceptable and the ranges over .800 is considered good. However, Nunnally (1976) mentioned that Cronbach's alpha .600 is sufficient to be an acceptable value for a research purpose. Table 4.6 illustrated the reliability test results for job performance, workload, time pressure, skill discretion and decision authority. For the job performance, skill discretion, time pressure and decision authority were considered good and reliable because the four variables were in the range of .800 and above while for the workload it was acceptable and reliable because the workload was in the range of .700. Thus, the results showed all items were reliable.

**Table 4. 5: Cronbach's Alpha Scores for Job Performance, Workload, Time Pressure, Skill Discretion and Decision Authority.**

<b>Variables</b>	<b>No of item</b>	<b>Cronbach's Alpha</b>
Job Performance	9	.970
Workload	6	.734
Time Pressure	7	.885
Skill Discretion	5	.906
Decision Authority	6	.826

## CORRELATION

According to Coakes (2013) correlation is used to look at the relationship between two variables. This study uses Pearson Correlation of Correlation Coefficient to measure the relationship between independent variables and dependent variable. Measures of association refer to a wide variety of bivariate statistical techniques that measure the strength and the direction of relationship between two variables.

According to Pallant (2005) the significant value for the correlation is  $p < 0.01$ . From this study, there are three indicators for correlation which are strength, direction and significant. Table 4.7 below showed the Pearson Correlations of the relationship between independent variable and dependent variables. The correlation between workload and job performance was found to have a positive relationship and significant with a medium correlation ( $r = .446^{**}$ ,  $n = 80$ ). A study by Bruggen (2015) found that there was an inverted U-shape relationship which meant that the quality of the employees' job performance was high when given a moderate amount of workload. However, when given too low or too high of the workloads, their job performance decreased.

Meanwhile, the correlation between time pressure and job performance was positive and significant with a medium correlation ( $r = .486^{**}$ ,  $n = 80$ ). This finding also supported a study by Sharma and Bhatnagar (2017) in which the results showed that there was a positive relationship between time pressure and job performance. Therefore, they were able to overcome any challenging job demand together and meet the allotted time given to them. Moreover, the correlation between skill discretion and job performance was also positive and significant with a high correlation ( $r = .696^{**}$ ,  $n = 80$ ).

The first factor in Job Control is skill discretion. According to Isafahani, Aryankhesal, and Haghani, (2014) skill discretion was referred as the opportunity a person has to use job skills in their work process. The results showed that there was a fair outcome which meant that half of the population agreed that skills affected their performance, and with proper and more training, it could help improve their skills discretion, thus improving their job performance. Lastly, the correlation between decision authority and job performance was found to be positive and significant with a medium correlation ( $r=.425^{**}$ ,  $n=80$ ). This finding also supported a study by Sia and Duari (2018) which showed that decision making had a positive effect on employees' job performance. Since they were given a chance to give out their ideas and have a sense of control in the final decision. All variables were positive and significant but the skill discretion was stated as a high correlation while other variables were stated as having medium correlation.

**Table 4. 6: Pearson Correlations of the Relationship between Dependent Variable and Independent Variables.**

	<b>Correlation</b>				
<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Workload	1	.693 <sup>**</sup>	.485 <sup>**</sup>	.605 <sup>**</sup>	.446 <sup>**</sup>
2. Time Pressure		1	.701 <sup>**</sup>	.561 <sup>**</sup>	.486 <sup>**</sup>
3. Skill Discretion			1	.455 <sup>**</sup>	.696 <sup>**</sup>
4. Decision Authority				1	.425 <sup>**</sup>
5. Job Performance					1

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

## DISCUSSION

### **RQ 1: Is there any relationship between workload and employees' job performance?**

From the correlation analysis, the result showed that there was a significant and positive relationship between workload and job performance among the support staff of UiTM Samarahan 2.

Based on this finding, most support staff of UiTM Samarahan 2 found that workload affected their job performance. The results revealed that the workload increased, thus, job performance decreased. Most of the staff faced workload issue every day and experienced job stress that could affect their job performance.

The finding also featured that there was better job performance due to the increase in workload. This study also discovered that if there was an increase in workload, then there would be an increase in the worker's job performance. When people felt satisfied and enjoyed doing their work, they would perform better, and work effectively towards their goal. This was because when the workers carried out task that they were interested in, they would also enjoy the higher workload. Next, the finding also revealed that employees experienced work stress when given a lot of workload. This was because the staff needed to deal with the expectation of many students even their own staff and lecturers, heavy assignments, overtime and others. Even though they experienced stress due to workload they could still manage their stress very well and perform their job accordingly.

### **RQ 2: Is there any relationship between time pressure and employees' job performance?**



From the correlation analysis, the result showed that there was a significant and positive relationship between time pressure and job performance among support staff at UiTM Samarahan 2.

Based on this finding, most support staff in UiTM Samarahan 2 found that time pressure affected their job performance. Time pressure was stated as the second highest factor of job stress which affected job performance. The results showed that when the time pressure increased, job performance would increase. Most of the staff faced time pressure every day and experienced with job stress that could affect their job performance. However, some of the staff was willing to have this kind of stress because they could perform better. The more pressure the staff faced in doing their job, the better they performed in their job.

The finding showed that there was a positive impact of job performance due to the increased in time pressure. Most of the staff needed to stay and work longer in the office until they finished their work. This kind of situation happened because they received their job or task at a very last minute but they had to finish the entire job based on the given period of time. The staffs were required to work overtime to get their work done and their job performance was excellent. Next, the findings on working longer hours also revealed that longer hours of working affected the employees' job performance. Based on this study, the results showed that when time pressure increased, their job performance increased. The more pressure the staff in doing their job which is push them to finish the entire job given in the short period of time, they still can perform well in doing their job. These kinds of situation give them a good impact to their performance because they already set on their mind that they have to get their job done before the dateline thus have to work longer. Even though

they faced with this kind of job stress but they prove that time pressure have a good impact to their job performance.

**RQ 3: Is there any relationship between skill discretion and employees' job performance?**

From the correlation analysis, the result featured that there was a significant and positive relationship between skill discretion and job performance among support staff at Uitm Samarahan 2.

Based on this finding, most support staff in UITM Samarahan 2 found that skill discretion affected their job performance. Skill discretion was stated as the highest factor of job stress which impacted most of the employees' job performance. The results showed that when skill discretion increased, job performance decreased. Most of the staff faced and experienced job stress that could affect their job performance because they did not have the skills of doing job task.

In order for the staff to be able to perform better in their job, the employees must have their own skill needed and used those job skills in their work process. For this study, results revealed that the higher skills discretion, the better the staff's job performance. When the staff did not have enough skills in doing their job, then they would face and experience stress, thus affecting their job performance. Next, the employees who had high skill discretion could do better on their jobs. Staff who had lower skill discretion could have emotional exhaustion and turnover intention because most of the staff did a lot of tasks and they must have knowledge on how to conduct their tasks. In order for the staff to do well in performing their job, they were required to learn skills needed in doing the work task given and always enhancing their own skills so that they could perform well in the future. In order to upgrade their skills, they needed to be given training session to get job satisfaction.

**RQ 4: Is there any relationship between decision authority and employees' job performance?**

From the correlation analysis, the result featured that there was a significant and positive relationship between decision authority and job performance among support staff at UiTM Samarahan 2.

Based on this finding, most support staff in UiTM Samarahan 2 found that decision authority affected their job performance. The results showed that when the decision authority increased, the job performance would increase too. Most of the staff faced decision authority every day and experienced job stress that could affect their job performance.

From this research, the decision authority and decision making had a positive effect on employees. They were given a chance to give their ideas and have a sense of control in making the final decision. Due to this, it has increased the level of job performance among the employees working in the UiTM Samarahan 2. Next, the result was positive because they could make their own decision whether they wanted to quit their job or not when they felt stressful. This could increase employees' performance because they had a sense of control in relation to their job. Moreover, the staff knew how to make decisions on what task to do first and what to do later when it comes to receiving the task. This will promote positive consequences of work and employees' performance.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **Introduction**

Based on the data analysis, the discussion for the research questions are delivered in this chapter. There are two parts in this section which are Conclusion and Recommendations for future research. This chapter sums up the findings of the relationship between job stress which affected job performance among staff UiTM Samarahan 2, Sarawak.

#### **CONCLUSION**

This research paper focused on the job stress affecting employees' job performance. From the analysis, it showed that the workload, time pressure, skill discretion and decision authority were correlated with job performance. One of the major factors found in this study was skill discretion affected job performance in a significant way. The management should provide trainings for their staff in order for them to perform well in their job performance. Providing them with all the skills needed by all the employees could give them more confidence in performing well in doing their job. Next, the second highest factor affecting employees' job performance was time pressure. From this study, the result showed that time pressure had positive effects on job performance. Time pressure was part of job stress, but the findings revealed that

time pressure was a good type of job stress which made employees performed better in their jobs. Furthermore, workload was stated as the third highest factor of job stress which affected employees' job performance. Even though the employees were given a lot of work and they needed to work longer time to accomplish their task, they could still perform better. Workload gave them positive effects on their job performance because the staff enjoyed and had great interest in the tasks assigned. The last factor affecting job performance was decision authority. From this study, decision authority had a positive effect on employees. Since they were given a chance to give out their ideas and have a sense of control in making the final decision. Staff who had higher decision authority could perform better in their job because of they knew what needed to be done immediately and how to handle and manage their job responsibilities.

The overall finding showed that job stress had a significant effect on employees' job performance. The results showed that both males and females experienced stress in doing their jobs. Most of the employees in the range of 31-40 age group experienced job stress at their workplace. Majority of the employees were SPM level. On status, most of the staff was married. Last but not least, by providing these findings and results, hopefully it can give benefits to the future researcher to make them as references.

## RECOMMENDATION FOR FUTURE RESEARCH

The recommendation for the management is to study on the skill discretion and the job performance among UiTM support staff which is to emphasize on the productivity skills of the organization and performing well in their job. I recommend that in order to overcome job stress which is skill discretion, the top management needs to give trainings which involve all the skills needed by the employees to carry out their work task. All the staff needs to be given training so that they can improve their skills in doing their work task and also in polishing their skills. The management should highlight on the training programs, details of job description and provide them some exercises and also practices related to their job or work task in order to improve the employees' job performance. Most of them could perform their job well because they received trainings related to their job, so they were aware of their job and responsibilities in the workplace. This action should be taken by the top management in order to minimize the employees' job stress, emotional exhaustion, and resignation rate among employees.

Next, the research was carried out only in UiTM Samarahan 2, Sarawak. Therefore, it will be interesting for the future research to perform the same research in some other venues in Sarawak such as UiTM Samarahan and UiTM Mukah with different employees and departments. Finally, the future researcher can have a larger sample in the future studies for better justification since the sample size used for this study was only 80 respondents.

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## APPENDICES

### Appendix A: Cover Letter



**FACULTY OF BUSINESS AND MANAGEMENT  
BACHELOR IN OFFICE SYSTEM MANAGEMENT (HONS)  
Universiti Teknologi Mara (UiTM) Cawangan Sarawak, Kampus Samarahan.**

Dear Respondent,

**PARTICIPATION IN SURVEY: THE RELATIONSHIP BETWEEN  
EMPLOYEES JOB STRESS AND JOB PERFORMANCE AMONG SUPPORT  
STAFF AT UITM SAMARAHAN 2.**

As a final year student of Bachelor in Office System Management (Hons), I'm conducting a survey on "**The Relationship between Employees Job Stress and Job Performance**"

The purpose of this study is to find out the relationship between Employees Job Stress and Job Performance. Therefore, you are invited to participate in this study.

The survey questionnaire will take less than 10 minutes to complete. I would appreciate if you could answer this question sincerely. Please return the questionnaire to me and I may come to collect the questionnaire myself whenever possible.

All information provided will be kept **STRICTLY CONFIDENTIAL** and used for **ACADEMIC PURPOSES** only.

Should you have questions about the survey, you may contact the researcher;

**Nur Azierah Shakira Binti Mohd Nadzri**

**01115253917**

Thank you.

Yours faithfully

Supervisor

\_\_\_\_\_  
(Nur Azierah Shakira bt Mohd Nadzri)

\_\_\_\_\_  
(Dr. Hajah Norlina Binti Mohamed Noor)

Attached:

## Appendix B: Questionnaires

### SECTION 1: SOCIODEMOGRAPHIC QUESTIONNAIRE

Please tick (√) in an appropriate answer.

1. How old are you? (Berapakah umur anda?)

20-30

31-40

41-50

51-60

2. State your gender (jantina anda)

Male

Female

3. State is your marital status (Status perkahwinan)

Single

Married

Divorced

Widowed

4. State the highest educational level you have completed (tahap pendidikan yang tertinggi anda telah selesai)

SPM

Matrix/STPM

Diploma

Degree

Master

Others: \_\_\_\_\_



	my job. Saya tidak mempunyai rehat yang mencukupi kerana banyak tugas di tempat kerja saya.												
5	My job requires lift or carries heavy loads. Pekerjaan saya memerlukan mengangkat atau membawa muatan berat.												
6	My job requires a lot of physical effort. Pekerjaan saya memerlukan tenaga fizikal yang kuat.												
7	My jobs have steady work flow. Tugas saya memerlukan aliran kerja yang stabil.												

### PART B : TIME PRESSURE

- ii. **Time pressure can be defined as the little amount of time available for you to completes all your assigned tasks. From question 1 to 7, what you feel about your time pressure in your job.**

Tekanan masa boleh ditakrifkan sebagai jumlah masa terlalu sedikit yang ada untuk anda menyelesaikan semua tugas yang telah diberikan. Dari soalan 1 hingga 7, apa yang anda rasa tentang tekanan masa anda dalam pekerjaan anda.

	<b>Time Pressure Tekanan Masa</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
1	My job is an urgent work. Tugas saya adalah kerja yang segera.										
2	My jobs are always interrupted and get it done later. Tugas diganggu dan terpaksa dilakukan kemudian.										
3	My job requires working very fast. Tugas saya memerlukan bekerja dengan tangkas.										
4	My job requires intense concentration. Tugas saya memerlukan konsentrasi yang tinggi.										
5	My job requires working very hard. Tugas saya memerlukan saya bekerja keras.										
6	My job is competitive work. Tugas saya ialah kerja yang berdaya saing.										
7	My job requires rapid and continuous activity. Tugas saya memerlukan aktiviti yang pesat dan berterusan.										

### PART C : SKILL DISCRETION

- iii. **Skil discretion can be defined as your ability to develop certain skills necessities to executes your tasks. From question 1 to 5, what you feel about your skill discretion in your job.**











### Appendix C: Krejcie & Morgan (1970) Sample Size Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

## Appendix D: Data Analysis

### Profile of Respondents

#### statistic

		Age	Gender	Marital_Status	Educational_Level
N	Valid	80	80	80	80
	Missing	0	0	0	0

#### age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	27	33.8	33.8	33.8
	31-40	32	40.0	40.0	73.8
	41-50	12	15.0	15.0	88.8
	51-60	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

#### gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	38	47.5	47.5	47.5
	female	42	52.5	52.5	100.0
	Total	80	100.0	100.0	

#### marital\_status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	24	30.0	30.0	30.0
	married	55	68.8	68.8	98.8
	divorced	1	1.3	1.3	100.0
	Total	80	100.0	100.0	

#### edu\_level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	spm	32	40.0	40.0	40.0
	matrix/stpm	6	7.5	7.5	47.5
	diploma	24	30.0	30.0	77.5
	degree	16	20.0	20.0	97.5
	master	2	2.5	2.5	100.0
	Total	80	100.0	100.0	

### Data Cleaning

	Age	Gender	Marital Status	Educational Level
N Valid	80	80	80	80
Missing	0	0	0	0

### Normality test/Analysis

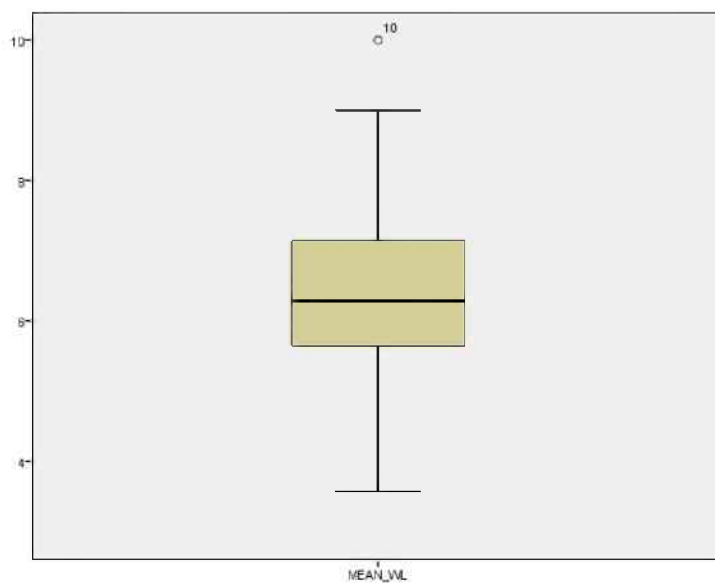
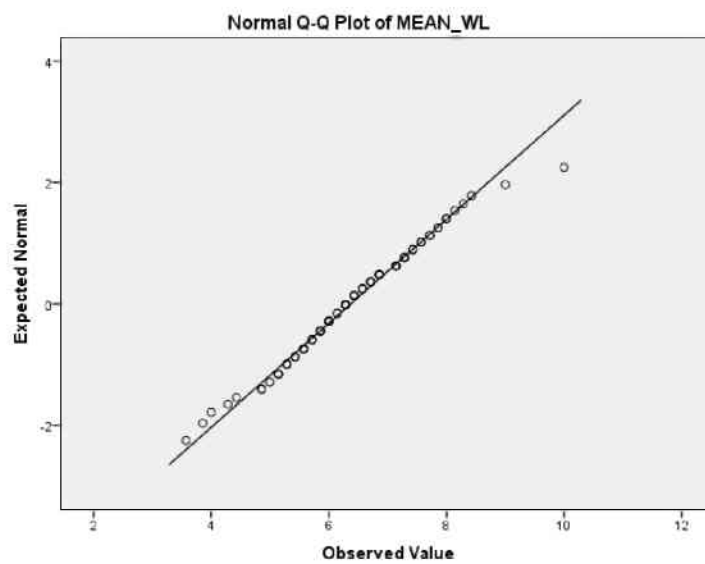
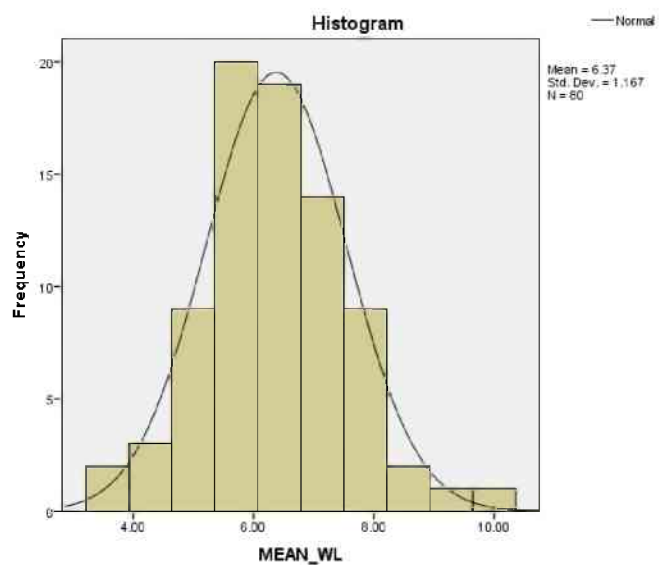
#### Descriptives

		Statistic	Std. Error
MEAN_WL	Mean	6.3732	.13046
	95% Confidence Interval for Lower Bound	6.1135	
	Mean Upper Bound	6.6329	
	5% Trimmed Mean	6.3671	
	Median	6.2857	
	Variance	1.362	
	Std. Deviation	1.16690	
	Minimum	3.57	
	Maximum	10.00	
	Range	6.43	
	Interquartile Range	1.54	
	Skewness	.214	.269
	Kurtosis	.564	.532
	MEAN_TP	Mean	7.0000
95% Confidence Interval for Lower Bound		6.6626	
Mean Upper Bound		7.3374	
5% Trimmed Mean		7.0417	
Median		6.7857	
Variance		2.298	
Std. Deviation		1.51595	
Minimum		3.00	
Maximum		10.00	
Range		7.00	
Interquartile Range		2.36	
Skewness		-.163	.269
Kurtosis		-.030	.532
MEAN_SD		Mean	7.7275
	95% Confidence Interval for Lower Bound	7.4084	
	Mean Upper Bound	8.0466	

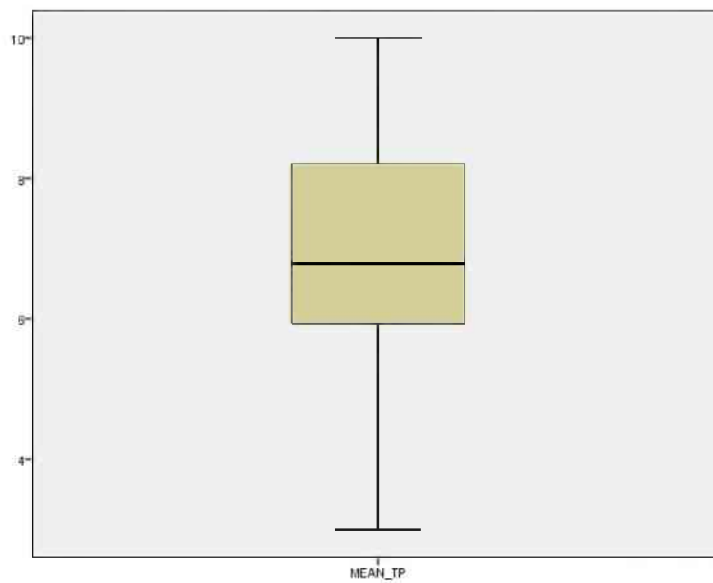
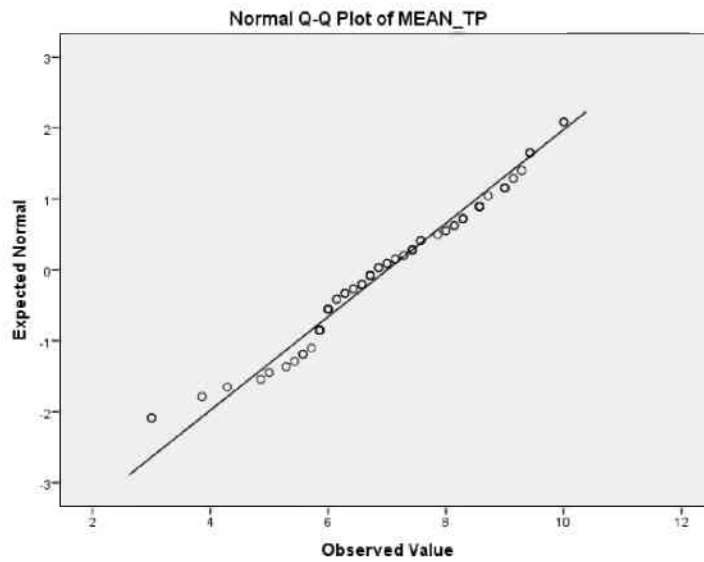
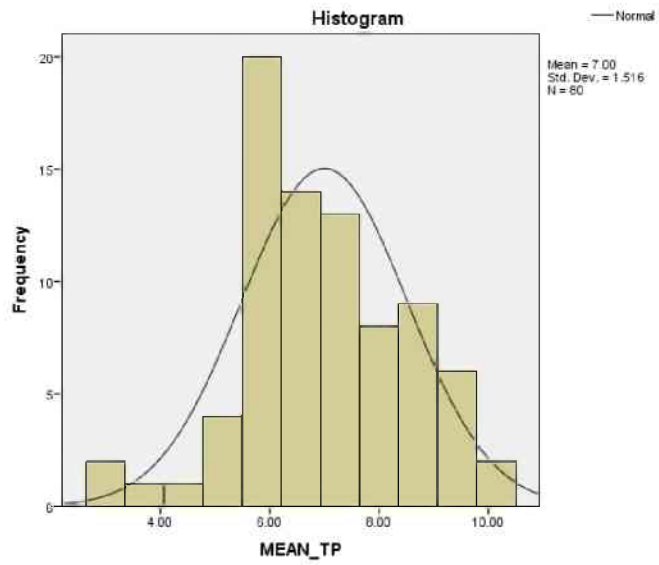
	5% Trimmed Mean	7.7333	
	Median	8.0000	
	Variance	2.056	
	Std. Deviation	1.43386	
	Minimum	5.00	
	Maximum	10.00	
	Range	5.00	
	Interquartile Range	2.90	
	Skewness	-.088	.269
	Kurtosis	-1.290	.532
	Mean	6.0750	.16371
	95% Confidence Interval for Lower Bound	5.7491	
	Mean Upper Bound	6.4009	
	5% Trimmed Mean	6.0787	
	Median	6.0000	
	Variance	2.144	
MEAN_DA	Std. Deviation	1.46427	
	Minimum	1.83	
	Maximum	10.00	
	Range	8.17	
	Interquartile Range	1.67	
	Skewness	.115	.269
	Kurtosis	.782	.532
	Mean	7.6264	.17037
	95% Confidence Interval for Lower Bound	7.2873	
	Mean Upper Bound	7.9655	
	5% Trimmed Mean	7.6389	
	Median	7.8333	
	Variance	2.322	
MEAN_JP	Std. Deviation	1.52381	
	Minimum	4.22	
	Maximum	10.00	
	Range	5.78	
	Interquartile Range	2.97	
	Skewness	-.118	.269
	Kurtosis	-1.296	.532
	Mean	6.9604	.12757
	95% Confidence Interval for Lower Bound	6.7065	
	Mean Upper Bound	7.2143	
MEAN_TOTAL	5% Trimmed Mean	6.9546	
	Median	7.0727	
	Variance	1.302	

Std. Deviation	1.14105	
Minimum	4.06	
Maximum	10.00	
Range	5.94	
Interquartile Range	1.85	
Skewness	.058	.269
Kurtosis	-.310	.532

## Workload

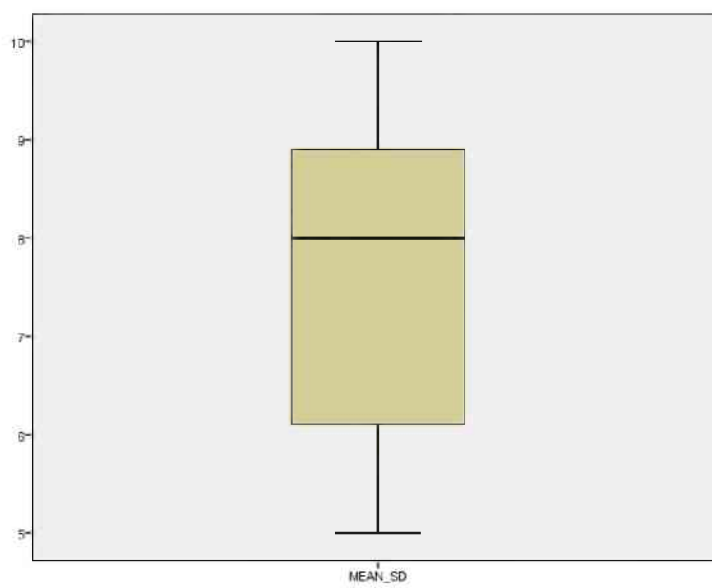
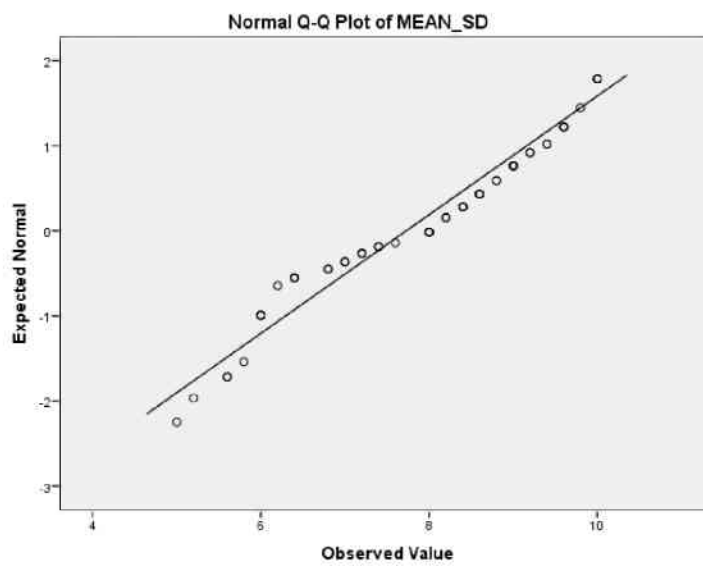
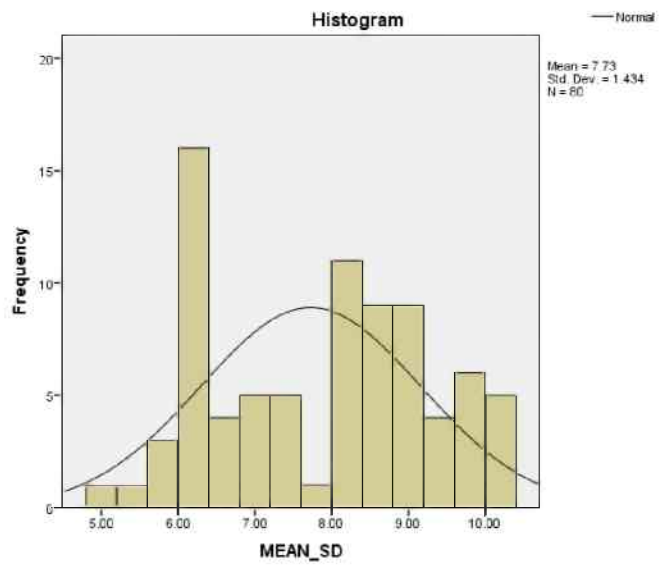


## Time Pressure

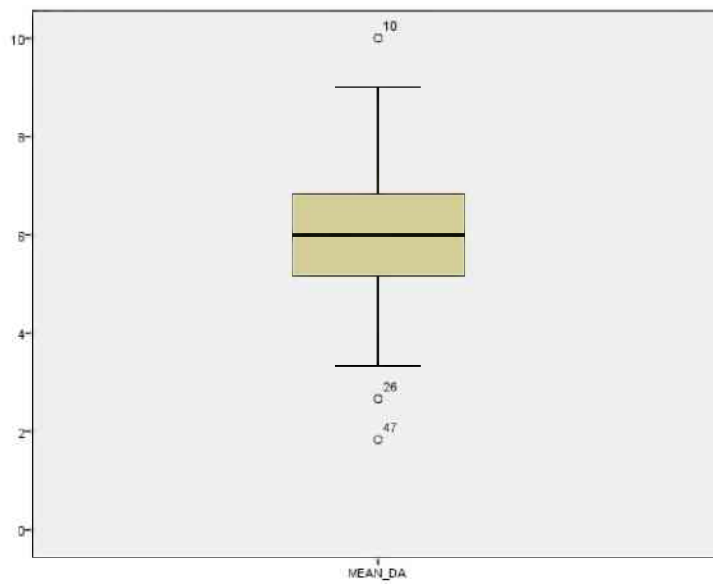
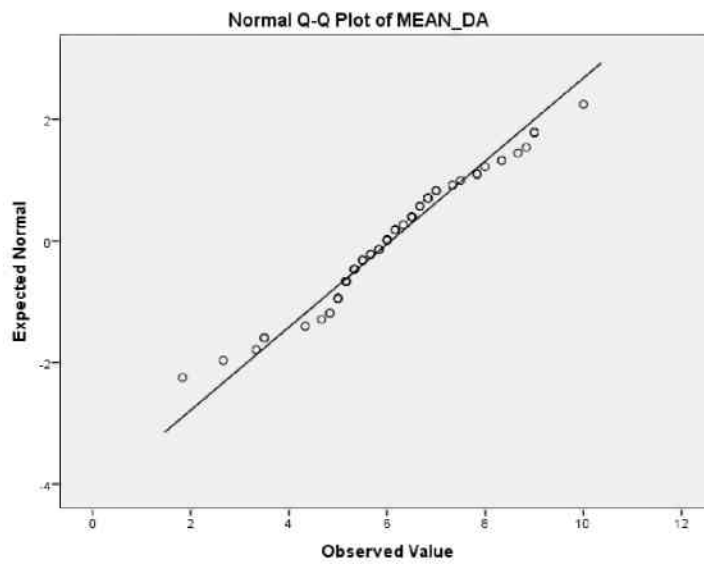
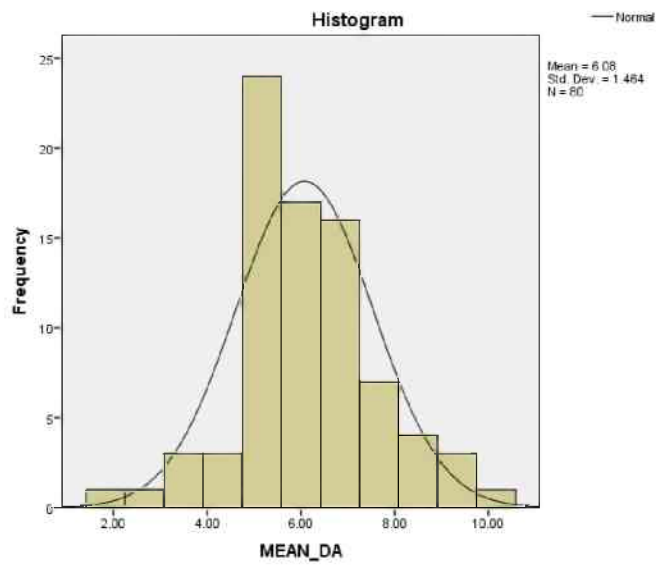




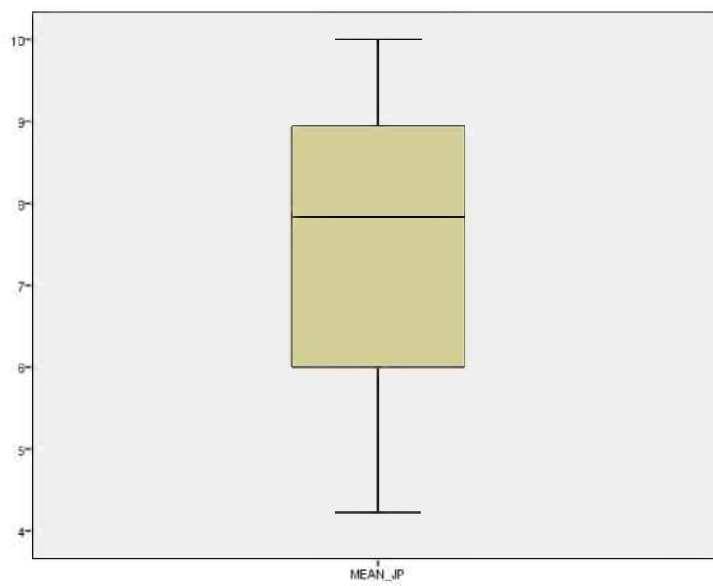
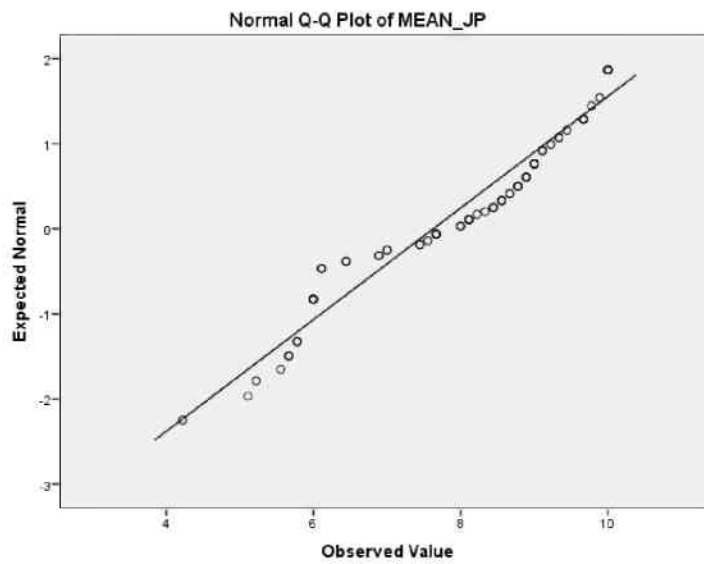
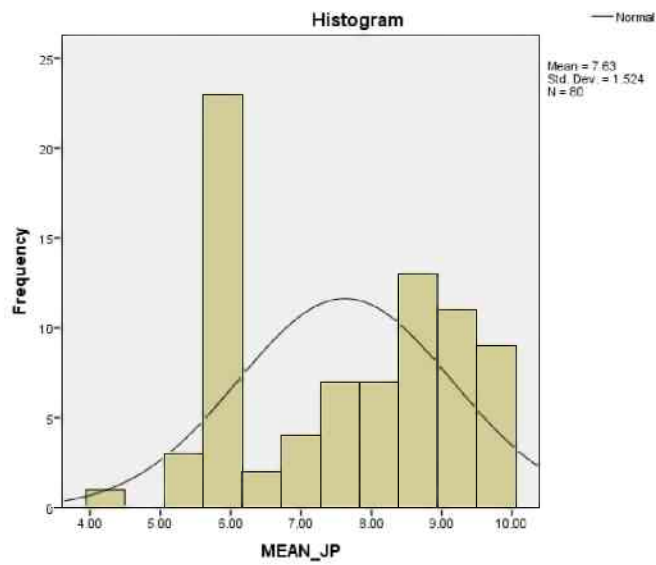
## Skill Discretion



## Decision Authority



## Job Performance



## Descriptive Analysis

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MEAN_WL	80	3.57	10.00	6.3732	1.16690
MEAN_TP	80	3.00	10.00	7.0000	1.51595
MEAN_SD	80	5.00	10.00	7.7275	1.43386
MEAN_DA	80	1.83	10.00	6.0750	1.46427
MEAN_JP	80	4.22	10.00	7.6264	1.52381
MEAN_TOTAL	80	4.06	10.00	6.9604	1.14105
Valid N (listwise)	80				

## Reliability Analysis

### Job Performance

#### Reliability Statistics

Cronbach's Alpha	N of Items
.970	9

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JP_1	61.0500	151.010	.784	.970
JP_2	60.7625	146.158	.895	.965
JP_3	60.9125	145.575	.921	.964
JP_4	61.3500	149.218	.784	.971
JP_5	61.2875	148.992	.877	.966
JP_6	61.0250	147.999	.946	.963
JP_7	61.0375	152.669	.863	.967
JP_8	60.9125	150.359	.912	.965
JP_9	60.7625	150.512	.871	.966

## Workload

### Reliability Statistics

Cronbach's Alpha	N of Items
.927	25

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WL_1	161.14	778.804	.587	.924
WL_2	161.27	794.987	.441	.926
WL_3	161.44	788.047	.501	.925
WL_4	162.66	776.125	.565	.924
WL_5	164.31	814.420	.150	.932
WL_6	163.70	786.137	.368	.928
WL_7	161.76	774.361	.677	.923

## Time Pressure

### Reliability Statistics

Cronbach's Alpha	N of Items
.885	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TP_1	41.66	82.125	.762	.857
TP_2	43.01	89.835	.353	.919
TP_3	41.78	84.101	.744	.860
TP_4	41.51	82.709	.814	.852
TP_5	41.88	80.339	.814	.850
TP_6	42.24	86.639	.627	.874
TP_7	41.93	84.501	.756	.859

## Skill Discretion

### Reliability Statistics

Cronbach's Alpha	N of Items
.906	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SD_1	31.24	35.323	.744	.890
SD_2	30.90	31.838	.771	.886
SD_3	31.05	34.225	.767	.885
SD_4	30.75	33.253	.803	.878
SD_5	30.61	33.683	.748	.889

**Decision Authority****Reliability Statistics**

Cronbach's Alpha	N of Items
.826	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DA_1	30.41	53.131	.739	.768
DA_2	30.21	52.448	.697	.775
DA_3	29.94	59.325	.469	.823
DA_4	30.09	56.359	.664	.786
DA_5	30.69	54.800	.552	.808
DA_6	30.91	56.764	.483	.823