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**THE INFLUENCE OF OCCUPATIONAL STRESSORS ON JOB  
PERFORMANCE AMONG BANK EMPLOYEES IN  
KUALA LUMPUR AND SHAH ALAM**



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BY  
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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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In Fulfilment of the Requirement for the Master of Science (Management)**



Othman Yeop Abdullah  
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## ABSTRACT

Job performance is a way that person can show their ability and their skills in the organization. This is also a method or tool to know and to measure one employee's job in the organization and to make sure the employees are doing their job well. This also known as organizational psychology which deals at workplace. The purpose of this study is to investigate the influences of occupational stressors such Role Ambiguity (RA), Role Conflict (RC), Work Overload (WO) and Working Condition (WC) on job performance among bank employees in Kuala Lumpur and Shah Alam. The objective of this study is to identify the factors and understand the factors which is becoming more challenging in their daily task. This also to determine the relationship and the effects of the factors and job performance of the employees. This study administered the survey methodology for data collection from 3 banks located in Kuala Lumpur and 4 banks in Shah Alam were chosen as the sample for this study. A simple random sampling procedure was used to select respondents from the respective banks within the zone of Kuala Lumpur and Shah Alam. Five hypotheses were proposed in regards to the determinants of Job Performance. A structured questionnaires consisting of 30 questions were adopted from previous scholars for this study in order to measure four variables namely Role Ambiguity, Role Conflict, Work Overload and Working Condition. As of from 500 questionnaires handed out, only 369 were usable after the outlier assessment. The research was analyzed using descriptive as well as inferential statistics in order to measure the relationship of the variables and draw the inferences between the independent variables and the dependent variable. The research result indicated that there are strong relationships with role conflict and work overload. In the regression analysis, the data found that the role conflict and work overload have strong effects where the R square value is 36.8% towards the employee's job performance. In concluding the research, the management suggestions as well as suggestion for future research were discussed.

**Keywords:** Job Performance, Role Conflict (RC), Work Overload (WO).

## ABSTRAK

Prestasi kerja adalah cara seseorang dapat menunjukkan keupayaan dan kemahiran mereka dalam organisasi. Ini juga merupakan kaedah atau alat untuk mengetahui dan mengukur satu pekerja dalam organisasi dan memastikan pekerja melakukan tugas mereka dengan baik. Ini juga dikenali sebagai psikologi organisasi yang berurusan di tempat kerja. Tujuan kajian ini adalah untuk mengkaji pengaruh tekanan kerja seperti Ketidakpastian Peranan (RA), Konflik Peranan (RC), Overload Kerja (WO) dan Keadaan Kerja (WC) terhadap prestasi kerja di kalangan pekerja bank di Kuala Lumpur dan Shah Alam. Objektif kajian ini adalah untuk mengenal pasti faktor-faktor dan memahami faktor-faktor yang menjadi lebih mencabar dalam tugas harian mereka. Ini juga untuk menentukan hubungan dan kesan faktor-faktor dan prestasi kerja pekerja. Kajian ini mengendalikan metodologi tinjauan untuk pengumpulan data dari 3 buah bank di Kuala Lumpur dan 4 buah bank di Shah Alam dipilih sebagai sampel kajian ini. Prosedur persampelan rawak mudah digunakan untuk memilih responden dari bank masing-masing di zon Kuala Lumpur dan Shah Alam. Lima hipotesis dicadangkan berkaitan dengan penentu Prestasi Kerja. Soal selidik berstruktur yang terdiri daripada 30 soalan telah diterima pakai daripada sarjana terdahulu untuk kajian ini untuk mengukur empat pemboleh ubah iaitu Ketidakjelasan Peranan, Konflik Peranan, Beban Kerja dan Keadaan Kerja. Sehingga daripada 500 soal selidik yang diserahkan, hanya 369 boleh digunakan selepas penilaian luar. Penyelidikan dianalisis dengan menggunakan statistik deskriptif dan juga kesimpulan untuk mengukur hubungan pemboleh ubah dan menggambarkan kesimpulan antara pemboleh ubah bebas dan pemboleh ubah bergantung. Hasil penyelidikan menunjukkan bahawa terdapat hubungan yang kuat dengan konflik peranan dan beban kerja. Dalam analisis regresi, data mendapati bahawa konflik peranan dan beban kerja mempunyai kesan yang kuat di mana nilai R persegi adalah 36.8% ke arah prestasi kerja pekerja. Dalam mengakhiri penyelidikan, cadangan pengurusan serta saran untuk penyelidikan masa depan dibincangkan.

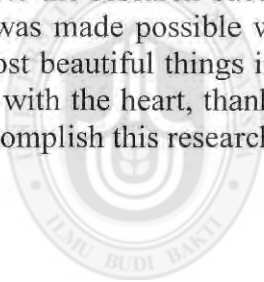
Kata kunci: Prestasi Kerja, Konflik Peranan (RC), Beban Kerja (WO).

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

Job performance is the assessment of whether an employee has done their job well. It's an individual evaluation where one measured based on a single person's effort (Ratnawat & Jha , 2014). The banking industries human resource department will usually manage the assessment, but job performance is a hugely important process to the entire company's success. When an individual job performance is important, it must not be confused with measuring the outcome of their work. Job performance is simply the measurement of an employee's behaviors. This is because the outcome of an individual's job depends on a variety of factors that can be influencing their job performance at banking industries (Dhankar, 2015).

Today's banking business is ever challenging and competitive. Every banking industries concern on their financial performance level and at the same time the management aspect the employee's job performance is to be excellent at every level. The Kuala Lumpur and Shah Alam banking management need their employees to give full support and to align with the bank's mission where the company growth is the main objective and concern about.

At this concern, an employee will face the occupational stressors where the factors will effects their job performance due to the pressure from the management to be equality with other competitors (KS, 2016) . This indirectly give the effects to the management performance when the management fail to recognize the factors that are influencing the

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**Universiti Utara Malaysia**

## APPENDICES

### PERMISSION FOR DATA COLLECTION



UUM KUALA LUMPUR  
Universiti Utara Malaysia  
11100 Jaja Raja Muda Abdul Aziz  
50500 KUALA LUMPUR  
MALAYSIA



Tel: 03-26133000  
Faks/Fax: 03-2616 8228  
Laman Web/Website: <http://www.uum.edu.my>

#### "MUAFAKAT KEDAH"

Our Ref.: UUM/UMKLE/F/39/133

Date: 11/09/11 November 2016

#### TO WHOM IT MAY CONCERN

#### COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following individual is UUM Kuala Lumpur student who is presently pursuing his Master of Science Management. She is required to collect data from your organization as a requirement for the BPM26912 Research project course that she is pursuing this semester.

No.	Name	Matrik No.	GR No.
1	Uma Deva Kumari A/P Xishnan	815789	7603070-6640

Since she has chosen your organization as her assignment, we would be most grateful if you could render her all assistance for her to carry out the project successfully.

Please be assured that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

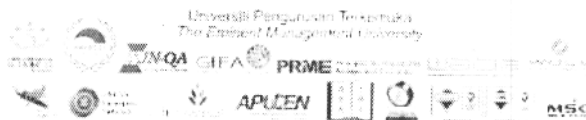
We really appreciate your kindness and cooperation in the above matter.

Thank you.

#### "SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,

**DR. AHMAD RIZAL BIN MAZLAN**  
Director  
Universiti Utara Malaysia  
Kuala Lumpur/UMKLE



## QUESTIONNAIRE

### Survey On The Influence of Occupational Stressor On Job Performance Among Bank Employees In Kuala Lumpur and Shah Alam



Dear Sir/Madam,

I would like to invite you to participate in this survey on the influence of occupational stressor among bank employees in Kuala Lumpur and Shah Alam. This research is the fulfillment of completing my MSc Management in University Utara of Malaysia.

I would highly appreciate your participation in this research by completing the enclosed questionnaire. It should require only about 5 to 10 minutes of your time, and your input is most critical to the success of this research.

This questionnaire consists of three parts/sections. Section A consists of questions about your demographic profile; continue with section B about stress and its effects on Performance and the section C about the influences of occupational stressors.

All information provided in this survey will no means reflect the identity of the participants. It will be kept strictly confidential and will be used merely for academic purposes.

Thank you in advance for your participation

You're sincerely

Uma Deva Kumari A/P Krishnan

Othman Yeop Abdullah Graduate School of Business  
College of Business  
Universiti Utara Malaysia.

Matric No: 818759



### **Section A: Demographic Profile**

Please place a tick “√” or fill in the blank for each of the following:

1. Gender:

- Male
- Female

2. Marital Status:

- Single
- Married
- Divorced
- Widow

3. Age:

- 20 – 30 years old
- 31 – 40 years old
- 41 years old and above

4. Highest education completed:

- SPM
- STPM
- Diploma
- Bachelor’s Degree
- Master ‘s Degree
- PhD



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5. How long you have been working in banking industry?

- Below 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- Above 16 years

6. Position / Rank:

- Non-Executive
- Executive
- Manager
- Top Management

7. Please state your current working zone in Kuala Lumpur and Shah Alam:

- Kuala Lumpur
- Shah Alam



**Section B: Stress and its Effects on Performance**

**Please place a tick “√” or fill in the blank for each of the following:**

8. Have you heard about occupational stress?

- Yes
- No

9. Which medium of communication did you hear it from?

- Radio
- TV
- News Paper
- Internet
- Friends

10. To you, what influence occupational stress?

- Role Ambiguity
- Role Conflict
- Work Overload
- Working Conditions

11. Have you ever experienced any signs of occupational stress?

- Yes
- No

12. Does occupational stress have any effects on your performance?

- Yes
- No
- Maybe

13. Do you think occupational stress can be minimized?

- Yes
- No

**Section C: Influences of Occupational Stressors**

Please circle your answer to each statement using 5 Likert scale

(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree

**Occupational Stress Level**

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I consider myself stressed at work.	1	2	3	4	5
2	My level of stress is considerably high.	1	2	3	4	5
3	My work is emotionally demanding.	1	2	3	4	5
4	When my performance is poor, it is due to my lack of ability.	1	2	3	4	5
5	Overall I am not proud of my job.	1	2	3	4	5

**Role Ambiguity**

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I do not have a proper job description explaining my tasks.	1	2	3	4	5
2	My job description can be interpreted in more than one way.	1	2	3	4	5
3	I am being asked to do more than what is required in the job description.	1	2	3	4	5
4	My work is unevenly spread without proper supervision.	1	2	3	4	5
5	I feel unsure about how much authority I have.	1	2	3	4	5

**Role Conflict**

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My job requires me to carry out many tasks at once.	1	2	3	4	5
2	I have to keep an eye on many things at once.	1	2	3	4	5
3	My departmental and organizational objectives do not match.	1	2	3	4	5
4	My personal and organizational goals do not match.	1	2	3	4	5
5	I receive incompatible requests from two or more people.	1	2	3	4	5

### Work Overload

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have to take work home with me.	1	2	3	4	5
2	I have to work overtime on a regular basis.	1	2	3	4	5
3	I feel the performance standards set by the management are unrealistic.	1	2	3	4	5
4	I am under constant pressure to meet the performance standards.	1	2	3	4	5
5	I am currently working at the limits of my capabilities.	1	2	3	4	5

### Working Conditions

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My working conditions are not up to satisfactory standards	1	2	3	4	5
2	All required resources are unavailable to me.	1	2	3	4	5
3	The working environment is not conducive.	1	2	3	4	5
4	The comfort I am provided at work is low.	1	2	3	4	5
5	My management concern employee's safety.	1	2	3	4	5

### Employee's Performance

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My performance is affected by occupational stress resulting in burnout.	1	2	3	4	5
2	My performance is affected by occupational stress resulting in fatigue and constant tiredness.	1	2	3	4	5
3	My performance is affected by occupational stress resulting in a loss of enthusiasm.	1	2	3	4	5
4	My performance is affected by occupational stress resulting in high absenteeism.	1	2	3	4	5
5	My performance is affected by occupational stress resulting in illness from the workplace.	1	2	3	4	5

~ The End ~

**Thank you for your time, opinion and comments**

# STATISTICS FOR EMPLOYEE COUNTS FOR KUALA LUMPUR AND SHAH ALAM

Jadual 12: Bilangan penduduk bekerja mengikut industri, W. P. Kuala Lumpur, 2010-2015 (samb.)

Table 12: Number of employed persons by industry, W. P. Kuala Lumpur, 2010-2015 (cont'd)

Tahun Year	Bilangan/Number ('000)																				
	Jumlah <sup>1</sup> Total	Kategori industri/Category of industry <sup>1</sup>																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
2010	788.0	1.2	0.8	59.1	4.0	1.4	78.9	185.9	31.3	62.6	41.5	52.5	14.3	52.7	38.8	55.5	30.4	21.1	9.1	15.7	29.5
2011 <sup>2</sup>	812.5	0.2	1.3	67.7	2.9	4.5	82.1	186.6	39.9	67.0	39.6	61.5	9.0	52.5	37.1	50.6	33.8	26.7	9.0	16.0	23.4
2012	820.4	1.2	1.5	73.6	3.7	3.3	76.9	202.5	35.1	64.2	36.5	67.2	10.6	49.0	39.8	44.0	34.1	31.5	7.6	17.6	19.7
2013	877.8	0.8	2.4	56.8	4.9	5.0	86.1	207.5	39.3	93.7	33.3	59.0	11.5	53.4	48.4	59.6	36.4	33.6	7.8	16.4	20.9
2014	852.0	0.8	0.6	56.6	4.2	5.0	86.4	200.7	35.6	73.0	42.6	59.4	16.2	60.7	45.2	62.3	35.9	31.0	7.4	14.3	13.2
2015	853.4	0.6	1.7	51.7	2.3	3.9	74.4	207.0	40.6	86.5	31.3	67.3	14.3	68.8	49.3	44.4	35.3	31.8	10.0	15.8	15.6

Nota/Note:

<sup>1</sup> Industri dikelaskan mengikut "Piawisan Klasifikasi Industri Malaysia (MSIC) 2008". Keterangan kategori industri adalah seperti berikut:  
Industry is classified according to the "Malaysia Standard Industrial Classification (MSIC) 2008". Category of industry are as follows:

A Pertanian, perhutanan dan perikanan

Agriculture, forestry and fishing

B Perombongan dan pengkuarian

Mining and quarrying

C Pembuatan

Manufacturing

D Bekalan elektrik, gas, wap dan pendingin udara

Electricity, gas, steam and air conditioning supply

E Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan

Water supply; sewerage, waste management and remediation activities

F Pembinaan

Construction

G Perdagangan borong dan runcit, pembaikan kenderaan bermotor dan motosikal

Wholesale and retail trade, repair of motor vehicles and motorcycles

H Pengangkutan dan penyimpanan

Transportation and storage

I Penginapan dan aktiviti perkhidmatan makanan dan minuman

Accommodation and food service activities

J Maklumat dan komunikasi

Information and communication

K Aktiviti kewangan dan insurans/bekasul

Financial and insurance/actuarial activities

L Aktiviti hartanah

Real estate activities

M Aktiviti profesional, saintifik dan teknikal

Professional, scientific and technical activities

N Aktiviti pentadbiran dan khidmat sokongan

Administrative and support service activities

O Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib

Public administration and defence; compulsory social security

P Pendidikan

Education

Q Aktiviti kesihatan kemanusiaan dan kerja sosial

Human health and social work activities

R Kesenian, hiburan dan rekreasi

Arts, entertainment and recreation

S Aktiviti perkhidmatan lain

Other service activities

T Aktiviti isi rumah sebagai majikan

Activities of households as employers

<sup>2</sup> Jumlah termasuk bilangan penduduk bekerja bagi aktiviti badan dan pertubuhan luar wilayah  
Total includes number of employed persons in activities of extrajurisdictional organizations and bodies

<sup>3</sup> Statistik 2011-2014 dikemaskini berdasarkan anggaran penduduk semasa tahun berkenaan.  
The 2011-2014 statistics were updated based on the population estimates of the respective years.

Jadual 12: Bilangan penduduk bekerja mengikut industri, Selangor, 2010-2015 (samb.)

Table 12: Number of employed persons by industry, Selangor, 2010-2015 (cont'd)

Tahun Year	Bilangan/Number ('000)																				
	Jumlah <sup>1</sup> Total	Kategori industri/Category of industry <sup>1</sup>																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
2010	2,551.1	50.1	16.7	496.4	22.7	12.3	246.8	382.3	162.1	163.8	94.2	134.6	21.4	114.5	77.1	176.9	168.1	60.1	28.9	39.5	82.4
2011 <sup>1</sup>	2,645.2	46.2	25.1	539.3	15.8	15.8	263.1	398.6	187.8	174.1	111.5	124.5	25.1	134.8	87.0	126.2	133.5	66.2	25.2	39.2	65.9
2012 <sup>1</sup>	2,776.1	50.1	26.6	555.0	18.6	17.5	275.0	425.1	208.8	166.8	121.1	125.9	32.3	127.7	132.2	117.1	165.9	92.4	21.0	37.6	58.4
2013 <sup>1</sup>	2,933.3	55.5	28.9	573.0	19.1	25.2	299.2	468.4	195.4	174.9	116.1	125.3	33.4	120.0	141.7	136.9	166.5	115.2	18.9	39.2	80.0
2014 <sup>1</sup>	3,033.6	42.4	26.6	601.9	25.4	18.8	279.5	489.9	182.3	217.6	117.3	130.6	29.1	131.1	198.1	120.7	178.0	123.4	28.2	43.3	48.2
2015	3,135.0	48.5	31.4	568.5	14.6	20.0	338.1	524.8	174.1	223.7	130.2	139.5	27.7	140.6	169.7	135.4	185.9	136.2	18.8	57.5	49.2

Nota/Note:

<sup>1</sup> Industri dikelaskan mengikut "Piauwian Klasifikasi Industri Malaysia (MSIC) 2008". Keterangan kategori industri adalah seperti berikut:  
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Agriculture, forestry and fishing

B Perlombongan dan pengkuaran  
Mining and quarrying

C Pembuatan  
Manufacturing

D Bekalan elektrik, gas, wap dan pendingin udara  
Electricity, gas, steam and air conditioning supply

E Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan  
Water supply; sewerage, waste management and remediation activities

F Pembinaan  
Construction

G Perdagangan borang dan runcit, pembaikan kenderaan bermotor dan motosikal  
Wholesale and retail trade; repair of motor vehicles and motorcycles

H Pengangkutan dan penyimpanan  
Transportation and storage

I Penginapan dan aktiviti perkhidmatan makanan dan minuman  
Accommodation and food service activities

J Maklumat dan komunikasi  
Information and communication

K Aktiviti kewangan dan insurans/takaful  
Financial and insurance/takaful activities

L Aktiviti hartanah  
Real estate activities

M Aktiviti profesional, saintifik dan teknikal  
Professional, scientific and technical activities

N Aktiviti pentadbiran dan khidmat sokongan  
Administrative and support service activities

O Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib  
Public administration and defence; compulsory social security

P Pendidikan  
Education

Q Aktiviti kesihatan, kemanusiaan dan kerja sosial  
Human health and social work activities

R Kezenian, hiburan dan rekreasi  
Arts, entertainment and recreation

S Aktiviti perkhidmatan lain  
Others service activities

T Aktiviti isi rumah sebagai majikan  
Activities of households as employers

<sup>2</sup> Jumlah termasuk bilangan penduduk bekerja bagi aktiviti badan dan pertubuhan luar wilayah  
Total includes number of employed persons in activities of extrajurisdictional organizations and bodies

<sup>3</sup> Statistik 2011-2014 dikemaskini berdasarkan anggaran penduduk semasa tahun berkenaan.  
The 2011-2014 statistics were updated based on the population estimates of the respective years.