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THE MODERATING ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION

MUHAMMAD HAIKAL BIN SHAFIEE

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DISSERTATION PRESENTED TO QUALIFY FOR A MASTERS OF SCIENCE
(RESEARCH MODE)

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ABSTRACT

Job stress is a common problem among workers either in government or the private sector due to current economic needs, their working environment, and also their relationship with their colleagues, which will lead to negative organizational outcomes. The purpose of this study was to examine the relationship between job stress and job satisfaction, job performance, and turnover intention, along with the moderating effect of gender. A number of 244 government employees in the education sector in Selangor, Malaysia participated as respondents by using an anonymous self-reported questionnaire. The Job Stress Scale, the Minnesota Satisfaction Questionnaire, the Individual Work Performance Questionnaire 1.0 (IWPQ 1.0), and the Turnover Intention Scale were used as the instruments in this study. The data obtained were analyzed by using descriptive statistics via Statistical Package for Social Sciences (SPSS) version 26, Hierarchical Component Models (HCM), hypotheses testing, and moderator analysis by using Partial Least Square Structural Equation Modelling (PLS-SEM) via SmartPLS version 3.3.3. The results showed that job stress has a significant positive influence on job satisfaction (β=0.41, t=6.61, p< .001) and job performance (β=0.33, t=5.34, p< .001), but a significant negative influence on turnover intention (β=-0.39, t=6.64, p< .001). Findings also showed that gender does not moderate the relationship between job stress, job satisfaction, job performance, and turnover intention. The study provides empirical evidence on the relationship between job stress and above-mentioned constructs and the involvement of gender as the moderator which also indicated a unique set of findings to be explained by the theoretical framework suggested in this study.

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PERANAN PENYEDERHANAAN JANTINA TERHADAP HUBUNGAN ANTARA TEKANAN KERJA DAN KEPUASAN KERJA, PRESTASI KERJA, DAN NIAT PERALIHAN KERJA

ABSTRAK

Tekanan kerja adalah permasalahan biasa dalam kalangan pekerja sama ada dalam sektor kerajaan atau swasta disebabkan oleh tekanan ekonomi semasa, persekitaran kerja, dan juga hubungan rakan sekerja, yang akan membawa kepada permasalahan organisasi yang negatif. Tujuan kajian ini adalah untuk mengkaji hubungan diantara tekanan kerja dengan kepuasan kerja, prestasi kerja, niat peralihan kerja serta kesan penyederhanaan jantina. Seramai 244 kakitangan kerajaan dalam sektor pendidikan di Selangor, Malaysia telah terlibat sebagai responden dengan menggunakan borang soal selidik kendiri. Skala Tekanan Kerja, Soal Selidik Kepuasan Kerja Minnesota, Soal Selidik Prestasi Kerja Individu 1.0 (IWPQ 1.0) dan Skala Niat Peralihan Kerja digunakan sebagai instrumen dalam kajian ini. Data yang diperolehi telah dianalisis dengan analisa statistik deskriptif menggunakan *Statistical Package for Social Sciences* (SPSS) versi 26, *Hierarchical Component Models* (HCM), pengujian hipotesis, dan analisis moderator dengan menggunakan teknik *Partial Least Square Structural Equation Modelling* (PLS-SEM) melalui perisian SmartPLS versi 3.3.3. Hasil dapatan kajian menunjukkan bahawa tekanan kerja mempunyai pengaruh positif yang signifikan terhadap kepuasan kerja (β=0.41, t=6.61, p< .001) dan prestasi kerja (β=0.33, t=5.34, p< .001), manakala tekanan kerja pula mempunyai pengaruh negatif yang signifikan terhadap niat peralihan kerja (β=-0.39, t=6.64, p< .001). Dapatan kajian juga menunjukkan bahawa jantina tidak mempunyai kesan penyederhanakan terhadap hubungan antara tekanan kerja, kepuasan kerja, prestasi kerja, dan niat peralihan kerja. Kajian ini memberikan bukti empirikal tentang hubungan tekanan kerja dan konstruk seperti yang dinyatakan di atas dan penglibatan jantina sebagai penyederhana yang juga menunjukkan dapatan kajian yang unik untuk dijelaskan dengan menggunakan kerangka teori yang dicadangkan di dalam kajian ini.

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CONTENTS

		Page
DECLARATION OF ORIGINAL WORK		ii
DECLARATION OF DISSERTATION		iii
ACKNOWLEDGEMENT		iv
ABSTRACT		v
ABSTRAK		vi
CONTENTS		vii
LIST OF TABLES		xii
LIST OF FIGURES		xiii
LIST OF ABBREVIATION		xiv
APPENDIX LIST		xv
LIST OF SYMBOLS		xvi
CHAPTER 1 INTRODUCTION		
1.1	Introduction	1
1.2	Background of Study	3
1.3	Problem Statement	6
1.4	Objective of Study	8
1.5	Importance of Study	9

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi
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1.6	Conceptual and Operational Definition of Variables	10
	1.6.1 Gender	10
	1.6.2 Job Stress	11
	1.6.3 Job Satisfaction	13
	1.6.4 Job Performance	14
	1.6.5 Turnover Intention	15
1.7	Theoretical Framework	16
1.8	Conceptual Framework	22
1.9	Hypothesis	23
1.10	Conclusion	25

CHAPTER 2 LITERATURE REVIEW

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

2.1	Introduction	26
2.2	Job Stress	27
2.3	Relationship Between Job Stress and Job Satisfaction	30
2.4	Relationship Between Job Stress and Job Performance	36
2.5	Relationship Between Job Stress and Turnover Intention	42
2.6	Gender	47
2.7	Gender on The Relationship Between Job Stress and Job Satisfaction	51
2.8	Gender on The Relationship Between Job Stress and Job Performance	55
2.9	Gender on The Relationship Between Job Stress and Turnover Intention	59
2.10	Summary of Literature Review	63

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

CHAPTER 3 METHODS

3.1	Introduction	66
3.2	Research Design	67
3.3	Population and Sample	68
3.4	Instruments	71
3.4.1	Demographic Questionnaire	72
3.4.2	Job Stress Scale	73
3.4.3	Minnesota Satisfaction Questionnaire (MSQ)	73
3.4.4	Individual Work Performance Questionnaire (IWPQ 1.0)	74
3.4.5	Turnover Intention Questionnaire	75
3.5	Procedure for Back Translation of The Instruments	76
3.5.1	Results of Pilot Test	78
3.6	Procedure	79
3.7	Data Analysis	81
3.8	Ethical Consideration	83
3.9	Conclusion	84

CHAPTER 4 RESEARCH FINDINGS

4.1	Introduction	85
4.2	Justification for Using SEM-PLS	86
4.3	Model Specification	86
4.4	Descriptive Statistics	90
4.4.1	Demographic of Respondents	92
4.5	Verifying Data Characteristics	96
4.5.1	Specifying Higher Order Constructs	96

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

	4.5.2	Normality Test	97
	4.5.3	Missing Data	98
	4.5.4	Common Method Bias	98
4.6	Measurement Model Assessment		99
	4.6.1	Convergent Validity	100
	4.6.2	Discriminant Validity	104
	4.6.3	Validating Higher Order Construct	107
4.7	Structural Model		110
	4.7.1	Assessment Structural Model on Collinearity Issue	110
	4.7.2	Coefficient of Determination (R^2)	111
	4.7.3	Assessment of Effect Size (f^2)	113
	4.7.4	Predictive Relevant (Q^2)	113
4.8	Hypotheses Testing		114
	4.8.1	Path Coefficients for The Relationship Between Job Stress and Job Satisfaction, Job Performance, and Turnover Intention	114
	4.8.2	Testing the Moderating Effect of Gender on the Relationship Between Job Stress and Job Satisfaction, Job Performance, and Turnover Intention	115
4.9	Conclusion		117

CHAPTER 5 DISCUSSION

5.1	Introduction		119
5.2	Discussion on Research Findings		119
	5.2.1	Relationship Between Job Stress and Job Satisfaction	120
	5.2.2	Relationship Between Job Stress and Job Performance	121

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

5.2.3 Relationship Between Job Stress and Turnover Intention 123

5.2.4 Moderating Effect of Gender on The Relationship Between Job Stress and Job Satisfaction, Job Performance, and Turnover Intention 124

5.3 Research Implication 126

5.4 Research Contribution 128

5.5 Limitations and Recommendations 130

5.6 Conclusion 133

REFERENCES 135

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

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LIST OF TABLES

Table No.		Page
2.1	Hypothesis for Study by Jentsh et al. (2022)	31
3.1	Cronbach's Alpha of The Instruments	79
4.1	Demographic of Participants	93
4.2	Mardia's Multivariate Skewness and Kurtosis	97
4.3	Variance Inflation Factors (VIF) for Full Collinearity Test	99
4.4	Item Loadings	102
4.5	Composite Reliability (CR) and Average Variance Extracted (AVE)	103
4.6	Heterotrait-Monotrait (HTMT) Criterion	104
4.7	Cross Loadings	105
4.8	Corrected HTMT Criterion	107
4.9	Formative Measurement Model	108
4.10	VIF Value of The Constructs	110
4.11	The Coefficient of Determination (R^2) and Predictive Relevant (Q^2)	111
4.12	Path Coefficients	115
4.13	Interaction Term	116
4.14	Summary of Hypotheses Testing	117

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

LIST OF FIGURES

Figures No.		Page
1.1	Job Demand-Resources (JD-R) Theoretical Framework	18
1.2	Conceptual Framework of Main Variables	23
3.1	G*Power Sample Calculation	69
4.1	Conceptual Framework	87
4.2	Path Model	89
4.3	First Stage of Measurement Model	91
4.4	Path Model of The Analysis	101
4.5	Higher-Order Construct	109
4.6	Path Model with R^2 Value	112

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

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LIST OF ABBREVIATIONS

EPF	*Kumpulan Simpanan Wang Pekerja*/ Employee Providence Fund
IWPQ	Individual Work Performance Questionnaire
JD-R	Job Demand-Resource
JPNS	Jabatan Pendidikan Negeri Selangor / Selangor State Education Department
KOD	*Kaunselor Organisasi Daerah* / District Organizational Counsellor
KPM/MOE	Ministry of Education
MSQ	Minnesota Satisfaction Questionnaire
PPd	District Education Offices
PLS	Partial Least Square
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
SEM-PLS	Structural Equation Modeling-Partial Least Square
UPSI	Sultan Idris Education University

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APPENDIX LIST

A Consent Letter

B Demographic Section

C Instruments

D Online Survey

E Data Analyses

F Letter of Appointment

G Letter of Approval

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

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LIST OF SYMBOLS

α	Cronbach's Alpha
β	Beta Values
f^2	Effect Size
Q^2	Predictive Relevance
p	P-Values
$\overline{x}$	Mean
SD	Standard Deviation

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CHAPTER 1

INTRODUCTION

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1.1 Introduction

The role of gender in organizations has been an interesting area of study that plays a profound role in shaping workplace dynamics, structures, and employees' experiences. In today's world, organizations strive to attain gender equality and understand how gender can influence various aspects of organizational life, serving as pillars in creating conducive working environments that help harness employees' full potential.

Gender differences regarding the negative influences of job stress on organizational outcomes, such as satisfaction, performance, and turnover intention, have been a subject of considerable interest in this research. Societal expectations that prescribe specific gender roles are an interesting topic to be examined. The construction

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of the roles given by society might have a prominent implication that can alter individuals' responses to stress.

Moreover, stress is a common problem among workers, whether in the government or the private sector, due to current economic needs, working environment, and relationships with colleagues. Work-related stress causes various negative effects on employees in terms of their physical and mental health. One of the negative effects often observed in employees is turnover intention. The researcher is interested in exploring this topic through this study. This research paper explains the study conducted on the role of gender in the relationship between job stress and job satisfaction, job performance, and turnover intention among government employees. This chapter will discuss the background of the study, the problem statement, the objectives of the study, definitions of the variables, and the hypotheses of this study.

The background of the study and the problem statement will explain the idea behind conducting the research and the issues and problems that prompted the study. On the other hand, the objectives of the study will provide insights into the goals that the researcher aims to achieve throughout this study.

The conceptual and operational definitions will highlight the definitions of the variables used in this research. This section will clearly define the variables according to the needs of the research. Lastly, the researcher will explain the hypotheses that will be tested in this study.

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1.2 Background of Study

Past research has shown that gender is one of the most important factors influencing stress, performance, satisfaction, and turnover intention. However, in Malaysia, gender has been merely considered as one of the demographic factors and has not received much attention in the research field, as many studies have been conducted outside of Malaysia on gender and organizational issues such as commitment, turnover, burnout, performance, and satisfaction, to name a few.

Most government employees are facing stress, especially in today's economically demanding environment. Azih Muda, the President of the Congress of Employees in Public Service (Cuepacs), mentioned in an Astro Awani article by Azil (2017) that most workers in Malaysia experience relatively high levels of stress. If left untreated, this stress can lead to severe mental health problems. In another Astro Awani article by Abu Bakar (2019), Azih Muda also stated that stress might lead to depression, affecting productivity.

Additionally, the World Health Organization (WHO) stated that job stress had become common by the year 2020 (Zafir et al., 2013). Employees need to face many socially demanding tasks, including handling an extreme workload and troublesome clients, especially in social working environments such as the State Education Office (PPd), which deals with various problems involving schools and teachers around the state every day.

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Excessive job stress by the increase of workloads can lead to high level of anxieties and strain among the employees (Elbay et al., 2020). In addition, Deguchi et al (2022) stated that excessive workload, lack of social support from co-worker, and ambiguity in working environment can also causes depressive and anxiety symptoms. Konovalova (2022) stated that the digital technologies which now has been significantly increase in terms of technological advance can decrease organizational outcomes such as commitments and job satisfaction which will lead to mental strain which affect mental well-being of the employees. Furthermore, it was found that stress can decrease a person's efficiency and trigger negative implications for one's health and social life if exposed to stress for a long time (Koinis et al., 2015).

Job stress is highly connected to work performance, and it is essential to find ways to relieve job stress to ensure the physical and mental well-being of employees (Chang & Hsieh, 2018). In this context, Nourdadashi et al. (2023) explained that job stress is one of the inhibitors for job performance. The productivity of the employees is considered as one of the main points for an organization to be successful. Safarpour et al. (2018) conducted research and found a significant relationship between stress and work performance, showing that higher stress is associated with lower performance. In this study, the researchers focused more on the relationship between job stress and work performance among selected government servants.

Moreover, research showed that higher job stress can lower the job satisfaction among the employees (Jentsch et al., 2022). On the contrary, a more recent study conducted by Safarpour et al. (2018) found that stress and job satisfaction have an inverse relationship, indicating that higher stress leads to lower job satisfaction.

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Besides, reports by Institute of Corporate Director Malaysia (ICDM) (2022) found that only 59% employees in Malaysia that are satisfied with their job. Therefore, it is crucial for more research to be done on studying the relationship between work-related stress and job satisfaction, given the tremendous changes in economic needs. It is important to delve deeply into the relationship between job stress and performance since most organizations, involving profit and services, depend on their employees' performance.

Turnover intention is one of the main issues in various fields of occupation. Rajendran et al. (2020) stated that job stress affects significantly on employee's intention to quit not only in education sector but various sector as well. Most occupations and organizations involve human interaction for their services, and this will have a greater impact on organizational performance. Turnover can cause disruption in organization's structure of social and communication (Alblihed & Alzghaibi, 2022). The consequences of turnover include the loss of highly performed and skilled employees that might be costly for an organization to find a replacement. In the Malaysian context, turnover intention has become one of the highlighted issues regarding employee well-being. Hamzah et al. (2011) conducted a study on stress factors and turnover intention in Malaysia, and their research led to the conclusion that work overload, a stress factor, has a significant relationship with turnover intention. The stressor not only affects turnover intention but also includes job satisfaction and commitment.

This study used gender to determine whether it can play a role as a moderator in the relationship between job stress, job satisfaction, work performance, and turnover intention. Past research found that there is no significant relationship between stress

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and gender (Ambotang et al., 2015), which has been tested in this study to see if there is a change in the relationships in the present year. Other researchers have associated gender with satisfaction, performance, and turnover intention (e.g., Tanwar & Prasad, 2016; Medina-Garrido et al., 2019; Mölders et al., 2019).

1.3 Problem Statement

Gender has been an important variable for examining individual differences in various studies in past research (Lin & Wang, 2020; Liu et al., 2017). The issue of gender in various studies that compare differences, such as performance, academic services, salaries, and so on (Dion et al., 2018), has been highlighted in previous research. In an occupational setting, comparisons between genders in terms of job stress, performance, satisfaction, and turnover intention have been shown (Mirzaei et al., 2021; Topchyan & Woehler, 2020; Henly et al., 2019; Sarani & Rezaee, 2018). Job stress among male and female employees has become a global issue (Seňová & Antošová, 2014). If not intervened upon, it might lead to more significant problems for individuals and organizations, such as major depressive disorders, mood disorders, and other stress-related illnesses. Andrew Mohanraj, the director of the Malaysian Mental Health Association (MMHA), stated that work-related stress often becomes the cause of depression in the workplace and leads employees to suffer emotional breakdowns and other forms of bad behaviour (The Star, 2018).

According to the Ministry of Human Resource (MOHR) (2021), the number of working citizens in Malaysia as of 2020 was 15,667,700. Among the total, 9,553,500

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were male, while 6,114,200 were female. A survey by the AIA Vitality Survey (2019) showed that about 51% of 17,959 Malaysian employees in 230 organizations, men and women, were suffering from job-related stress. A few years back, MyStarJob (2015) reported the increasing rate of turnover from 13.2% in 2014 to 14.3% in 2015 in Malaysia, and more recent reports by Oracle Malaysia (2021) claimed that 70% of the global workforce suffers from job stress and anxiety compared to the previous year. This suggests that employees in Malaysia are still lacking awareness of the importance of job stress and the effect it has on individuals and organizations.

In terms of the education sector, the Malaysian Research and Education Foundation (MyRef) (2022) reported that 55.3% of education officers experienced extreme stress, anxieties, and depression between 2020 and 2021. The latest report by Sahimi (2023) showed an increase in cases involving extreme stress among education officers due to their workload rising by 67% from 2015 until 2019 according to the data provided by the Ministry of Education. This trend increases significantly starting from 2020 until the date when the report came out in 2023, which shows a rather alarming situation for the education sector in Malaysia.

If job stress is not controlled or contained within limits that our mental and physical abilities can handle, it can lead to negative implications for emotions, the body, and psychological aspects. Current and past research shows that job-related stress can cause impaired job performance in the work setting (Babapour et al., 2022; Lerner et al., 2010). Other studies also showed the negative effect of job stress on job satisfaction (Li et al., 2022; Thakur et al., 2022) and on turnover intention among employees in organizations (Yee et al., 2022; Ong & Sulaiman Khan, 2022; Na et al., 2022). Thus,

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job stress, if it cannot be coped with or handled, can lead to various negative organizational outcomes, as mentioned above.

Limited research has studied the relationships surrounding job stress, job satisfaction, job performance, and turnover intention. Furthermore, even though the relationship between job stress and job satisfaction, job stress and job performance, and job stress and turnover intention has been examined by past researchers (Na et al., 2022; Sutarto et al., 2021; Akhtar et al., 2018; Ridzuan et al., 2017), gender was only based on categorical data and was seldom considered as a moderating factor. For this reason, the researcher believes that gender might be capable of moderating the relationship between job stress and job satisfaction, job performance, and turnover intention in a way that the relationships are stronger for a specific gender, whether male or female.

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1.4 Objectives of Study

The objective proposed in this study are:

I. To study the relationship between job stress and job satisfaction, job performance, and turnover intention.

II. To identify whether gender moderates the relationship between job stress and job satisfaction, job performance, and turnover intention.

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1.5 Importance of Study

Job stress is inevitable in any daily routine or for a working person. However, not many realize that it may influence one's work performance, job satisfaction, and may lead to turnover intention. If job stress is not managed well, it will cause negative implications toward job satisfaction, work performance, and turnover intention. Job stress is a common problem nowadays due to the financial constraints faced in the era of globalization. In order to cope with the need to survive, even a small amount of stress influences work performance, job satisfaction, and turnover intention. Along with this study, it is hopeful that the level of job stress among government servants can be identified, and necessary action can be taken. Thus, through the findings, it may be able to help government servants manage their stress level efficiently.

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This study aims to create awareness among workers and employees about the effect of job stress they are facing due to increasing job demands and its impact on their job satisfaction, work performance, and turnover intention, differentiating between male and female if the results are deemed significant. For instance, policymakers of an organization can create a countermeasure against work-related stress tailored to specific genders. While gender might be a normal term in an organizational working environment, in this study, the researcher aims to analyse whether the perception of gender roles by society affects employees' experience of stress in the workplace. This might help create a better understanding of the role of gender in the relationship between job stress and job satisfaction, job performance, and turnover intention.

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Lastly, the researcher hopes that this study can contribute to the field of knowledge involving gender, job stress, job satisfaction, work performance, and turnover intention.

1.6 Conceptual and Operational Definition of Variables

This section will analyze five variables in this study: job stress, job satisfaction, work performance, turnover intention, and gender. Job stress will act as the independent variable, while job satisfaction, work performance, and turnover intention are considered dependent variables. Gender serves as the moderator or moderating variable for this study. In addition, the conceptual definition is the definition generally introduced by previous studies, while the operational definition is the definition given based on the requirements of the study.

1.6.1 Gender

1.6.1.1 Conceptual Definition of Gender

Nowadays, gender diversity has become one of the most sensitive topics to be discussed, especially in terms of research involving gender. However, the researcher focuses on the traditional binary characteristics of gender for this study since, in Malaysia, for the time being and legally, only recognizes gender as binary. Gender is

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conceptually defined as the behavior, social, and psychological characteristics that categorize a person into male and female (Pryzgoda and Chrisler, 2000). In addition, the World Health Organization (2022) defines gender as the characteristics of men, women, boys, and girls in terms of norms, behaviors, roles, and relationships.

1.6.1.2 Operational Definition for Gender

For this research, gender can be operationally defined as the score given by the participant in the demographic section of the instrument, indicating two choices: male and female. In this study, gender is the moderator variable.

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1.6.2 Job Stress

1.6.2.1 Conceptual Definition of Job Stress

According to Crank et al. (1995), job stress in an occupational setting is an organizational and institutional feature that affects or influences the activity and outcome of a person or employee, as mentioned in the study about the performance of the employees. Job stress can also be defined as the situation when the skills and resources needed for work requirements are not met, creating negative physical and psychological responses (Robert, 2018) or as the response of a person to a stressor in an occupational setting (Lambert et al., 2007). Additionally, job stress refers to factors

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that change an employee's behaviour in terms of psychological and physiological aspects, altering the employee's normal functioning (Newman & Behr, 1979, as cited in Ghafoor & Haar, 2021).

Although the definition of job stress and common stress is almost the same, job stress focuses more on the stressors caused by a lack of resources and the ability to handle the crisis that arises from it, which will lead to strain (Semmer et al., 2005, as cited in Darte-Baah et al., 2020). Stress in an occupational setting also refers to the awareness of the employees about their feelings, which have a psychological and physical reaction toward the undesirable situation in their workplace (Montgomery et al., 1996).

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1.6.2.2 Operational Definition of Job Stress

For this study, job stress is the independent variable and is operationally defined as the score obtained by the participants using the Job Stress Scale by Crank et al. (1995). A score of 7 indicates a low level of job stress, while a score of 35 is considered to be a high level of job stress.

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1.6.3 Job Satisfaction

1.6.3.1 Conceptual Definition of Job Satisfaction

Harari et al. (2018, as cited in Darte-Baah et al., 2020) defined job satisfaction as an employee's positive evaluations of their jobs. Additionally, job satisfaction can also be defined as an individual's positive emotional reactions to a particular job (Buitendach & Rothman, 2009), while Tanwar and Prasad (2016) defined job satisfaction as the feelings of contentment in their work setting. Chalies et al. (2013, as cited in Zhao et al., 2023) refer to job satisfaction as an individual's positive psychological state regarding their job and its associated aspects while working within an organization. Job satisfaction can be simplified as the pleasantness of employees toward aspects of their job.

On the other hand, job satisfaction, as described by Spector (1997), encompasses an individual's overall emotional state related to their job. It can also be seen as a combined assessment of various job aspects, such as pay, career advancement opportunities, and interactions with coworkers and supervisors. Additionally, Kibaroğlu et al. (2023) defined job satisfaction as the degree of satisfaction resulting in positive emotions, depending on factors such as the job itself, payment policy, career expansion, conditions of the workplace, and relationships that involve all the employees in the organization.

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1.6.3.2 Operational Definition of Job Satisfaction

In this study, job satisfaction can be operationally defined as the score obtained by the participants using the Minnesota Satisfaction Questionnaire-Malay Version by the University of Putra Malaysia (1977). A higher score obtained indicates a high level of job satisfaction, while a lower score indicates a low level of job satisfaction.

1.6.4 Job Performance

1.6.4.1 Conceptual Definition of Job Performance

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In this study, job performance is one of the dependent variables. The widely used definition of job performance in studies is behaviors and actions that make sense for organizational goals (Campbell, 1990). Koopmans et al. (2014) defined job performance as behaviors or actions that align with the goals of the organizations. Besides, Lopez-Cabaros et al. (2022) defined job performance as crucial-achievement behavior that adds value to the organization. Armstrong and Taylor (2020) explained that job performance comprises two types: task performance and contextual performance. Task performance indicates the employee's ability to handle the technical aspects of the jobs given (Locke & Latham, 1990, as cited in Naqsbandi et al., 2023), while contextual performance indicates the positive behavior of the employee in relation to the organization's aims (Lejeune et al., 2021). However, Koopmans et al. (2012) proposed another sub-dimension of job performance, which is

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counterproductive work behavior, alongside task performance and contextual performance. Counterproductive work behavior is defined as negative behavior that affects the well-being of an organization (Rotundo & Sackett, 2002, as cited in Koopmans et al., 2012).

1.6.4.2 Operational Definition of Job Performance

In this study, job performance is operationally defined as the scores obtained by the participants using the Koopmans et al. (2014) Individual Work Performance Questionnaire 1.0 (IWPQ 1.0). The IWPQ 1.0 has three dimensions: task performance, contextual performance, and counterproductive work behaviour. However, for this study, the researcher is using only two dimensions to measure job performance, which are task performance and contextual performance, since counterproductive work behaviour measures more negative behaviour of employees towards the organization.

1.6.5 Turnover Intention

1.6.5.1 Conceptual Definition of Turnover Intention

Turnover intention can be conceptually defined according to Meyer & Tett (1993) as a conscious and willful desire to leave an organization. Moreover, turnover intention refers to intermediates between the intention to leave an organization and actually

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leaving the organization (Glissmeyer et al., 2008, as cited in Dwiyanti et al., 2019). Turnover intention generally refers to an employee's consciousness, which involves the idea of leaving an organization in the future (Mowday, 1982, as cited in Weinzimmer, 2021). Polizzi Falho and Claro (2019) explained that experiencing specific types of failure can adversely affect an employee's well-being, leading to an increased likelihood of turnover intention, indicating that intention serves as the primary cognitive predictor of behavior (Ajzen, 2011).

1.6.5.2 Operational Definition of Turnover Intention

In this research, turnover intention is one of the dependent variables and is operationally defined as the score obtained from the three-item Turnover Intention Questionnaire by Kathri et al. (2001), which indicates a higher score with a higher tendency to leave the organization.

1.7 Theoretical Framework

This section will present the theories that will construct this study. The theories involved in this study are the Job Demand-Resources (JD-R) and Social Role Theory.

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1.7.1 Job Demand-Resources (JD-R)

As shown in Figure 1.1, the JD-R model is one of the theories that construct the study. The JD-R model is a model for job stress that is divided into two categories: job demands and job resources. Job demands comprise several factors such as work overload, emotional demand, time pressure, or role ambiguity, to name a few, while job resources include several factors such as social support, performance feedback, and autonomy, among others. The JD-R theory explains how the organization and working environment affect the employee's performance and, most importantly, their well-being (Tummers & Bakker, 2021). Job demand is related to strain, which includes energy depletion and health-related problems, while job resources are related to motivation, which includes engagement and disengagement of occupational commitment. This theory can be applied to a wide range of occupations and is suitable for use to improve the performance and well-being of employees (Bakker & Demerouti, 2006). The core of job demand is that it depletes energy as it requires demands to be met, while job resources inspire motivation for the employee and thus protect the employee in terms of their well-being and performance (Bakker & Demerouti, 2017). The theory suggests that a job is effective when it places manageable demands on employees and provides adequate resources to meet these demands.

Demerouti and Bakker (2022) stated that job demand and job resources are both important aspects of a job. When there are higher resources for employees to grasp, the job demands faced by the employees can be less straining, and this can help in maintaining the good well-being and performance of the employees. The JD-R theory can be utilized as a job analysis framework by researchers and practitioners to diagnose

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the causes of decreased health and motivation during the pandemic (Demerouti & Bakker, 2022). In terms of this study, the researcher adopts the theory to find the relationship between job stress and job satisfaction, job performance, and turnover intention.

Furthermore, Bakker and Demerouti (2018) also suggested that there are three propositions of the JD-R theory. The first proposition surrounds the fact that job demands exhaust the energy of the employees through workload, tasks, and conflicts. The second proposition suggests that job demands can cause impairment to the employee's health, which can lead to severe exhaustion and health problems. In contrast, job resources provide motivational support that can help provide meaning and satisfaction to employee's basic needs. The third proposition of the JD-R theory emphasizes buffering the effect of excessive job demand's negative strain through job resources (Bakker & Demerouti, 2018).

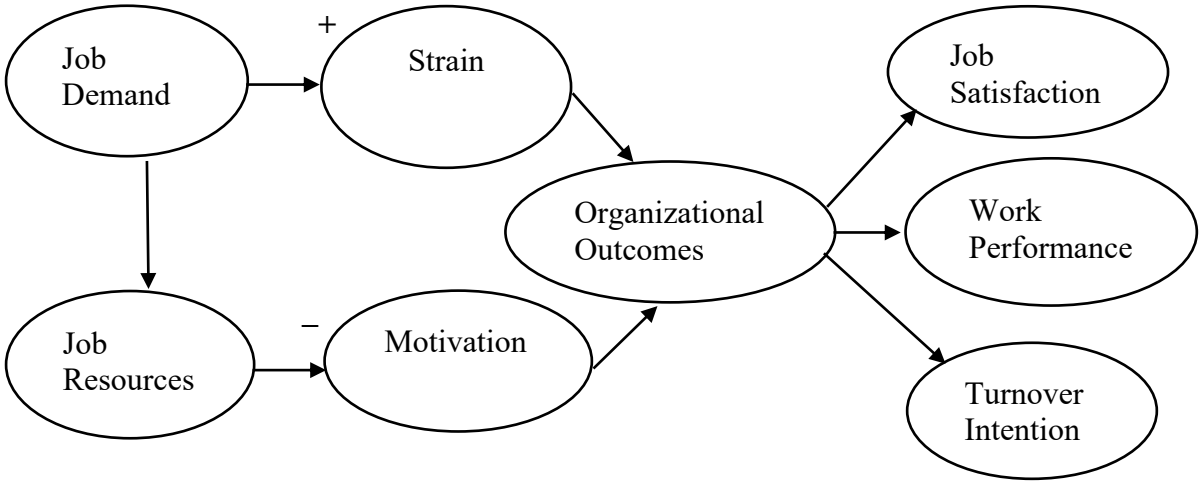


Figure 1.1. Job Demand-Resources (JD-R) Theoretical Framework

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One key reason for the appeal of the JD-R theory is its adaptability. According to this idea, all working environments or job characteristics can be described using two distinct categories, namely job demands and job resources. As a result, the theory can be applied to any work environment and adjusted to the individual occupation in question (Bakker & Demerouti, 2014). Therefore, the researcher finds that the JD-R theory is suitable to be adopted into this study as the theoretical framework for the constructs.

In this study, the researcher builds up the argument by integrating the JD-R theory with the conceptual framework proposed in this study. The theory suggests that excessive job demands will lead to job strain, causing negative organizational outcomes, and low job resources will lead to low motivation, which will also cause negative organizational outcomes (Schaufeli, 2017). Schaufeli (2017) stated that the negative outcomes of excessive job demands will lead to exhaustion, affecting the employee's performance in the organization, while Bakker et al. (2003) explained that lower job resources will lead to low motivation and result in withdrawal from work. The integration of JD-R and the conceptual framework of this study proposes that job stress, which is job demand and job resources, plays an important role in determining organizational outcomes such as job satisfaction, work performance, and turnover intention. The researcher intends to test the relationship between these variables.

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1.7.2 Social Role Theory

The Social Role Theory is a theory related to sex differences and similarities. Eagly and Wood (2016) stated that social roles are organized so that women are more into home-making or caretaking, while men are more into being providers and work involving physical strength, assertiveness, or leadership. Sex differences are shown by physical attributes and specific behaviours, and factors such as social, economic, technological, and ecological forces in society give rise to sex-typed roles (Eagly & Wood, 2016).

Moreover, the theory also suggests that specific sexes perform better in certain activities, such as men excelling in work involving strength. In other words, Eagly and Wood (2016) explain that understanding gender roles and disparities is one of the most notable applications of Social Role Theory, and according to the theory itself, gender roles are mostly defined by socialization and cultural expectations rather than biology. Gender stereotypes and gender inequality may result from the development of gender-specific behaviours, attitudes, and preferences due to traditional gender roles.

In addition, the theory also explains that gender role expectations, common throughout cultures, impact both sexes' actions to conform to the ideas of appropriate behaviour for specific genders. Socialization acts throughout childhood to instil certain expectations in children and encourage corresponding actions through the mediation of parents and other socializing agents. Eagly and Wood (2016) also explain that by the time a child grows up, gender roles will eventually affect their behaviour through biosocial mechanisms that influence their role-appropriate behaviour.

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Furthermore, the theory also explains three methods of estimating both the differences and similarities between male and female behaviour. The first method is behavioural confirmation of gender roles, in which people respond to the expectations of others. People learn, in particular, that activities contradictory to gender roles frequently result in negative consequences, such as rejection and social exclusion. This means that behaviour that fits the normal expectation for a certain gender will receive more positive reactions and thus is more favourable to follow than not following them. The second method involves using one's own standards of gender norms to evaluate one's behaviours. When people incorporate gender roles into their self-concepts, they are more likely to self-regulate their conduct to conform to gender standards. Both men and women may rate themselves favourably when they conform to personal gender standards and unfavourably when they stray from them. Lastly, the third method involves hormonal changes affiliated with masculinity and femininity (Van Anders et al., 2011, as cited in Eagly & Wood, 2016).

In the current study, the Social Role Theory helps in understanding the relationship between gender and job satisfaction, work performance, and turnover intention. The stereotypes of social roles indicate that men are more likely to take on roles in organizations, whereas women are more likely to be caretakers. If the results show that gender moderates the relationship between job stress, job satisfaction, work performance, and turnover intention, the findings align with the theoretical concept that since females hold more responsibilities added from home to the workplace than men, females are more affected. Therefore, the results will show that females are affected more than men since the responsibilities at home are considered women’s job. The

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researcher will test the relationship and see if gender moderates the relationship between job stress, job satisfaction, work performance, and turnover intention.

By integrating both theories in this study, the researcher believes that responsibilities segregated between males and females in a household perceived by the community will affect the organizational outcome for an employee, especially females, who are seen as nurturers at home compared to males, who are regarded as providers. However, the researcher also believes that males can be more affected since responsibilities as providers are stressed upon by the community, especially in this modern world.

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1.8 Conceptual Framework

The conceptual framework for this study showed the relationship between the main dependent variables which is job stress and three main independent variables which are job satisfaction, work performance and turnover intention. Next, the conceptual framework also showed the moderator variable which is gender that moderate the relationship between the dependent and independent variables. Figure 1.2 shows the conceptual framework proposed by the researcher in this study.

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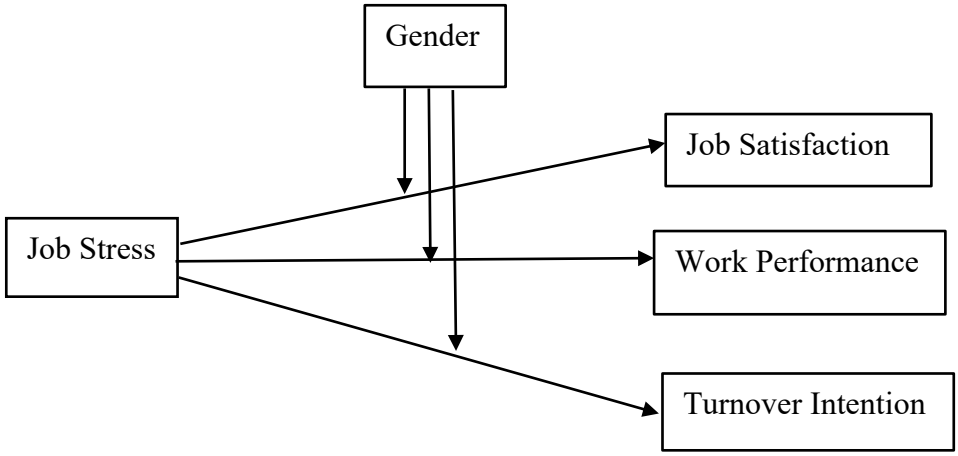


Figure 1.2. Conceptual Framework of Main Variables

1.9 Hypothesis

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There are several questions raised and proposed for this study. The research questions are listed below:

H_1: Job stress has a significant relationship with job satisfaction.

H_2: Job stress has a significant relationship with job performance.

H_3: Job stress has a significant relationship with turnover intention.

H_4: Gender will moderate the relationship between job stress and job satisfaction.

H_5: Gender will moderate the relationship between job stress and job performance.

H_6: Gender will moderate the relationship between job stress and turnover intention.

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It has been acknowledged in past research regarding gender issues, job stress, job satisfaction, work performance, and turnover intention among workers and employees (Akhtar et al., 2018; Chen et al., 2017; Ling & Bhatti, 2014; Tanwar & Prasad, 2016; Tiraieyari & Uli, 2011; Yang et al., 2016). However, the researcher is keen to identify the relationships among the mentioned issues in this current study.

The hypotheses proposed in this study were suggested through a thorough analysis of past literature. Hypotheses H_1, H_2, and H_3 were proposed based on studies finding that job stress has a significant relationship with job satisfaction, job performance, and turnover intention (Jentsch, 2022; Fahmi et al., 2022; Xue et al., 2022; Wu & Wong, 2020). In line with the J-DR theory, strain which is job stress is linked to the organizational outcomes which in this study are job satisfaction, job performance, and turnover intention. Moving on to hypotheses H_4, H_5, and H_6, these hypotheses were proposed in line with the analysis from the literature review, which showed that gender moderates the relationship between the variables (Akdemir et al., 2022; Chen et al., 2018; Tanwar & Prasad, 2016; Indartono & Chen, 2010). The differences in gender due to attributes between male and female in Social Role theory by Eagly and Wood (2016) supports the perception of role between gender that has been pre-determined by the society which might differ the stress due to responsibilities by each gender which will affect the organizational outcomes in this study.

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1.10 Conclusion

In conclusion, this chapter explained about the background of the study which stated the purpose of this study to be conducted. Problem statement also been discussed by the researcher using information obtained by past article on the issue and next build up the base that created the objective, conceptual and operational definition of the variables and hypothesis that will be tested by the researcher upon conducting the study.

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CHAPTER 2

LITERATURE REVIEW

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2.1 Introduction

This chapter delves into a comprehensive literature review, exploring previous studies and research conducted by scholars in the field. By examining the findings of these studies, the researcher aims to grasp the foundational constructs and frameworks that underpin the present investigation. The researcher has extensively utilized reputable sources, including SCOPUS, SagePub, Emerald, EBSCOhost, ProQuest, and Google Scholar, to gather a diverse range of perspectives on the subject matter.

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2.2 Job Stress

Job stress may affect workers in various ways, such as exhibiting dysfunctional behaviours, which can lead to poor physical and mental health (Nordin & Biding, 2016). Additionally, several significant factors contribute to occupational stressors, including unrealistic organizational objectives, incompetent leadership, tight deadlines, work pressure, performance expectations, excessive workload, long working hours, insufficient staffing, and career competition (Nordin & Biding, 2016).

Moreover, the increase in stress levels faced by employees is also influenced by economic factors (Ridzuan et al., 2017). However, Nordin and Biding (2016) stated that coping strategies and resilience have not received proper attention or support from Malaysian organizations. This indicates that although many factors contribute to job stress, it is often overlooked by the majority of Malaysian organizations.

A study by Putera and Martiana (2022) assessed job stress among construction workers in Indonesia. The study, which involved 55 construction workers as participants, used a cross-sectional method administering a questionnaire that included external factors, exercise habits, and social support. The results indicated that job demands related to external factors can affect employees' job stress. The authors defined job stress as a health disorder resulting from a mismatch between workloads and employees' abilities to handle them. The study emphasized how job stress can negatively impact employees' mental health and performance in the workplace. According to Andalasari and Berbudi (2018) as cited in Putera and Martiana (2022), severe stress can impair employee’s problem-solving abilities, especially in dealing

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with stressors. The authors also noted that job stress can be influenced by gender, workload type, and organizational position. This paper contributes to understanding the effects of job stress on employees' mental health and performance.

Tabu et al. (2022) conducted a study comparing job stress, social support, and intention to leave employment between hospitals handling pandemic and non-pandemic cases. They surveyed 403 healthcare workers, including essential and non-essential staff from both types of hospitals. The results showed that job stress significantly affects the intention to leave employment, with significantly higher levels observed in hospitals handling pandemic cases. This study demonstrates how job stress can negatively impact an organization, particularly in terms of employee retention, and highlights how different workloads can lead to varying levels of job stress among employees. The strength of the study lies in comparing results between hospitals handling different cases during the pandemic.

Hege et al. (2019) conducted a study among 260 long-haul truck drivers (LHTD) due to reports of high job stress compromising their sleep health. Using a cross-sectional survey, the study found that LHTD experience high levels of job stress, with negative impacts on their health if not managed properly. The study's strength lies in drawing attention to the mental and physical health conditions of LHTD and suggesting measures to improve their job stress levels. However, the study's weakness lies in its limited sample, which only included drivers from the U.S.

In contrast to LHTD, Amran et al. (2018) studied perceived stress levels among 620 restaurant workers in the Klang Valley using a self-administered questionnaire in

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Malay and English. They found that 52.7% of respondents experienced stress semiweekly, indicating moderate to high stress levels among workers. Additionally, those experiencing higher stress levels tended to have turnover issues, likely influenced by emotional disturbances and behavioural challenges affecting work motivation (Amran et al. 2018). This study provides valuable insights for management to address job stress levels among their workers, although its weakness lies in the limited sample. Broadening the study to various occupations across Malaysia could provide useful data for policymakers and management.

Similarly, the current study aims to understand the role of gender in job stress among government servants. Azizah et al. (2016) found a prevalence of occupational stress, with gender contributing to stress levels. Male university lecturers reported a higher stress level (60.7%) compared to female lecturers (39.29%) in a study conducted among private universities in Malaysia. This finding contrasts with Nur Aqilah and Juliana's (2012) study, where female lecturers experienced slightly higher stress levels than male lecturers. The inconsistency in results may be due to demographic factors of the samples. Both studies highlight differences in stress levels between genders, but inconsistencies in results weaken their findings.

The studies reviewed underscore the importance of managing job stress to avoid negative outcomes. Although various occupational settings were presented, the results consistently indicated negative implications such as poor mental health and decreased motivation. However, some studies showed inconsistencies in gender-based differences in job stress levels.

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2.3 Relationship Between Job Stress and Job Satisfaction

Various factors contribute to occupational stress or work stress, such as work pressure, pressure towards job performance, and an unbearable workload, as mentioned in a study by Nordin and Biding (2016). The majority of the work sectors have employees who are under a lot of stress, which eventually negatively influences their job satisfaction (Akhtar et al., 2018). The very definition of job satisfaction has evolved from a form of emotion to perception and judgment toward one's job or occupation (Shen et al., 2018). Likewise, Amare Geta et al. (2021) defined job satisfaction as a positive emotion toward the evaluation of an employee's job experiences.

A study by Jentsch et al. (2022) was published on the relationship between the working environment and teachers' job satisfaction, perceived work-related stress, and work-related self-efficacy. The study involved 226 mathematics teachers from German secondary schools. The hypotheses for the study are as shown in Table 2.1 below. Firstly, the results indicated that teachers with higher stress experienced lower satisfaction in their jobs. Secondly, it was found that feedback from colleagues was negatively associated with perceived work stress, while perceived support was positively related to job satisfaction. Next, self-efficacy was found to have a moderately positive association with job satisfaction, while self-efficacy mediated the relationship between social support and perceived work stress and job satisfaction.

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Table 2.1

Hypothesis For Study by Jentsch et al. (2022)

Hypotheses
H1: Teacher's job satisfaction and perceived work-related stress are negatively correlated
H2: The perceived working environment, that is, perceived autonomy, support, feedback is positively related to job satisfaction and negatively related to work-related stress.
H3: Teachers' perceived work environment, that is, autonomy, feedback, and support, is positively related to their work-related self-efficacy.
H4: Teachers' self-efficacy is positively related to their job satisfaction and negatively related to their work-related stress.
H5: Teachers' self-efficacy mediates the relationship between their perceived work environment on one hand, as well as job satisfaction and stress on the other hand.

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Another study by Rahman and Shanjabin (2022) measures the relationship between job stress, motivation, and satisfaction. The sample for this study involved 100 police officers in a city in Bangladesh. The study was conducted using a quantitative method by administering the survey to get the responses needed. The results indicated that job stress was negatively related to job satisfaction among the respondents. In addition, the results also showed that job stress is negatively correlated with motivation while there is a positive correlation between job motivation and job satisfaction. However, the authors stressed the inconsistencies in the number of respondents between males and females that might affect the results obtained for the study. Even so, the study helped in providing evidence on the relationship between job stress and job satisfaction in government-related organizations.

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Eriş and Kökalan (2022) stated that employees react to their jobs, which shows their attitudes and behaviours consciously and unconsciously. When employees' expectations are fulfilled, their job satisfaction tends to increase. The study involved 460 white-collar employees in Turkey as participants. The results showed that role stress had a significant and negative relationship with employees' job satisfaction. Employees with high role stress often experience burnout and are absent from their work due to their low job satisfaction.

A study by Viegas and Henriques (2021) was conducted to examine the relationship between job stress, work-family conflict, and job satisfaction. The respondents for the study were one hundred police officials of the Goa Police Department in India. The results obtained indicated that job stress was significantly positively correlated with work-family conflict while being significantly negatively correlated with job satisfaction. The study will help in developing interventions to control and reduce the level of job stress among police officials and work-family conflicts and thus, increase their job satisfaction. Yet, the study was only conducted in one state and not the others. Therefore, the results might not represent all the police officials in the country, and further study needs to be done so that a broader view of the issue can be observed, and interventions can be made.

A study by Wu and Wong (2020) aimed to identify the correlations between professional identity, core self-evaluation, work stress, and job satisfaction among vocational education teachers. The study used data obtained from 322 vocational education teachers through online and field surveys. The results of the study showed that work stress partially mediates the relationship between personal identity and job

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satisfaction. The results also found that work stress fully mediates the relationship between core self-evaluation and job satisfaction, and lastly, the results indicated that work stress has a significant positive correlation with professional identity, self-evaluation, and job satisfaction. The paper did not discuss more on the relationship between work stress and job satisfaction. However, the results can be one of the literature pieces of evidence that shed light on the relationship between job stress and job satisfaction for the current study.

Teong et al. (2019) conducted a study concerning job satisfaction and job stress levels and possible factors that may be associated with the relationship. The data was obtained among 286 selected pharmacists through stratified random-clustered sampling by using a cross-sectional survey. The study reported that the stress level was below the midpoint scale, yet it is significantly affected by the demographic factors of age, years of experience, and the number of working hours. The result shows a significant negative correlation between overall job satisfaction and job stress scores. The strength of this research is indicated by the results obtained in the study. The results showed that multiple factors cause the high level of job satisfaction and job stress. However, the relationship between job stress and job satisfaction itself was negative in terms of correlation.

The research by Akhtar et al. (2018) was conducted aiming on the impact of job stress on job satisfaction in the banking sector. A survey method was used, and the questionnaire was given among 162 respondents in the banking sector. The results of this study showed a strong negative relationship between job stress and job satisfaction. The results obtained build up the strength of this study. It can help the management to

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understand and take precautionary steps in handling the problem of job stress among their employees. The weakness of this study lies in the generalization of the result obtained. Since the sample involved only using one type of occupational from one district, the results cannot be generalized.

On the other hand, Shen et al. (2018) conducted research on job stress and job satisfaction among private and international school teachers. By using stratified random sampling, a total of 249 teachers in private and international schools were chosen (Shen et al., 2018). The results showed a moderate level of job stress and job satisfaction. However, the international school teachers had a statistically higher level of job stress when compared to the teachers who are in private schools. The study was using the data obtained from two different school settings, which are private schools and international schools. Therefore, the variation of results obtained became the strength for this study. The weakness for this study lies in the number of samples obtained. The differences in the number between male and female participants were huge.

Ideally, job stress is generally related to one's job satisfaction as reviewed, but an additional factor was added in identifying job satisfaction, which leads to a study by Shafie et al., (2018). The study aimed to identify the factors that may influence the job satisfaction of the Royal Malaysian Customs Department among 127 employees by using stratified random sampling. Surprisingly, the result indicated that stress conditions do not lead to job satisfaction, but organizational commitment does. The strength of this study showed in the results obtained. The results indicated that commitment affects job satisfaction more than stress, and the results contradict most of

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the past researches which found that stress affects negatively on job satisfaction. The low number of samples involved in this study indicated as the weakness of this study.

A study by Azizah et al. (2016) found a significant occupational stress among university lecturers too. The results of the two studies complement as the evidence of the presence of job stress and it has a significant negative relationship with job performance among university staffs and lecturers. The author suggested multiple ways to overcome job stress and improve job satisfaction which showed the strength of the study. The weakness of the study lies in the sample of the study which only includes one university and the results cannot be used to generalize among all of the universities in Malaysia.

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In addition, not only the banking sector and university staffs experience job stress that affects their job satisfaction, but nurses too experience job stress and it influences their job satisfaction. Khamisa et al. (2015) conducted a study on investigating the relationship between work-related stress, burnout, job satisfaction, and general health among 895 female nurses. The samples were selected through stratified random sampling which is the similar method used in the majority of the literature that has been reviewed. The finding of the study showed that the stress level among the nurses was relatively high and has a negative effect on job satisfaction. The study not only showed the relationship of job stress, job satisfaction, and burnout but also addressed the problems that became the causes for the rising of job stress and the author also suggested ways to improve the addressed problems. The weakness of the study lies on the sample involved in the study. The study only included nurses from the South Africa province and only in general hospitals but not in private hospitals.

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The literatures that have been reviewed have shown a diversity of job stress and job satisfaction among different working sectors. Most of the studies reviewed showed that there are negative correlations between job stress and job satisfaction such that a high level of job stress leads to a lower level of job satisfaction. However, some of the studies showed inconsistencies in the results obtained since some of the results contradict most of the research conducted. This will help the researcher to understand the variation of results obtained by past researchers and to make sure the hypothesis is tested, and the results obtained will contribute to the literature for future researches.

2.4 Relationship Between Job Stress and Job Performance

Excessive job stress can jeopardize an employee's capacity to handle their work environment and ultimately disrupt their job performance (Aryanto et al., 2020). The dysfunctional behaviour that the researcher is interested in is job performance. Job performance is briefly defined as behaviour projected while working (Jex & Britt, 2014). In addition, in defining job performance, the skills, efforts, and nature of the work condition are also a part that represents job performance (Ling & Bhatti, 2014).

Higher administrative positions should be aware of the stressful factors experienced by the employees. A study was conducted by Nourdadashi et al. (2023) on the relationship between job stress and job satisfaction among 124 employees in Ahvaz Jundishapur University of Medical Science. The results showed that job stress negatively correlates with job performance. The study focused more on the managers since most of the workload was given from the managers to administrative personnel.

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The awareness of stressors from the workload, work environment, policies, support, and social relationships in the workplace has been identified as predictors of the productivity of employees. Thus, supervisors and managers need to have an awareness towards stressful factors in order to help alleviate job stress effects on the employee's performance.

Another study by Al-Romeedy and Ahmed Khairy (2023) aims to test whether employees' perception of organizational politics affects job performance and to test the mediating roles of workplace stress and counterproductive work behaviour. A total of 468 participants from the hospitality sector in Egypt participated in the study, and the results showed that there is a positive correlation between perceived organizational politics and job performance while there is a positive correlation between organizational politics and counterproductive work behaviour and work stress. In addition, the results also showed a negative correlation between work stress and counterproductive work behaviour and job performance. The study used the Conservation of Resources (COR) theory to explain the development of work stress through the loss of resources, which will lead to lower job performance.

Organizational politics can lead to the loss of resources for employees (Mao et al., 2021), which will cause limited access to the resources needed by the employees. The loss of resources can then increase workplace stress, which will affect the employees' performances. A study by Fahmi et al. (2022) was conducted to find the effect of the Work From Home (WFH) policy on work motivation and work discipline on teacher performance with work stress intervention. The study included 63 participants comprised of teachers from a school in Bekasi. The findings indicated that

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job stress has a negative effect on the performance of the teachers. Employees deal with stress, and this can decrease their performance over time. The organizations need to have an intervention method or plan to increase the employee's performance and work quality.

A study by Jia et al. (2022) was conducted with the aim of evaluating the effects of work stress, health status, and presenteeism on the task performance of 4261 respondents from medical staff in Northeast China. It was shown that work stress has a significant negative impact on the task performance of the employees. The performance of the employees can be improved not just by an intervention on work stress but also by improving their healthcare and well-being in the working environment.

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The literature on job stress and job performance was discussed in a study by Egatriyana and Sintaasih (2022) on assessing the role of job stress in mediating the effect of democratic leadership style and workload on employee performance. The sample was 44 respondents from a bank in Denpasar, Indonesia. The results showed that a democratic leadership style has a significant positive effect on performance, workload affects significantly negatively with performance, workload has a significantly positive effect on employee's performance, job stress significantly mediates the effect of a democratic leadership style and workload on employee's performance, and job stress has a significant negative effect on employee's performance. The paper put its strength in its measurement of employee's performance with leadership style and workload. The discussion on the relationship between job stress and performance was explained where the authors stated that the flexibility of the working environment helped in reducing job stress among the employees and a boost

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in their performances was seen. The only weakness of the paper is that the sample was too small and only one organization involved. The study might be expanded to other banks in the province of the country to grasp a better understanding of the issue.

Pradoto et al. (2021) wrote an article on the impact of work stress and organizational climate on employee performance. The study was conducted involving 95 employees in marketing, business restructuring, and finance. Analysis was done using the Partial Least Square (PLS) approach as the hypotheses were tested. The results indicated that the organizational environment has a negative effect on job stress. Job stress was found to have a negative impact on employee performance while the organizational environment had a considerable impact on performance. The research paper was done during the Covid-19 pandemic, especially during the Work From Home (WFH) era. Thus, the research might be expanded in recent years so that a comparison can be made between the time during the pandemic and the time of post-pandemic.

Educators who experienced extreme workload, bad working environment, national curriculum, and changing of policies will affect their emotions negatively that is reflected by their performance. A study by Asaloei et al. (2020) found that work-related stress affects positively on work performance of teachers in primary schools in Indonesia. The rapid changing of technologies and the extreme effort by the teachers to adapt is challenging and this causes the development of negative emotions among teachers. However, with better support system and rewards to enhance the motivation of the teachers might help to build a better cope-up mechanism in handling the challenge.

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Ahmad et al. (2018) has conducted a study aiming to identify the possible factors such as work stress, social support, and emotional intelligence in predicting job performance among 424 police personnel in Selangor. Surprisingly, the results of this study showed a positive side of stress whereby the work stress experienced challenges the police personnel to improve their job performances. The strength of this study showed in the result obtained which indicated that work stress is not a predictor of job performance but social support and emotional intelligence do play an important role in job performances. Although the findings of this study contradict one of the current study's objectives, it shall be an additional insight that should be taken into consideration among organizations that have unsolved job stress issues among employees.

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There are many studies that discuss job stress and job performances among various types of working sectors. Ridzuan et al., (2017) has conducted research on the impact of occupational stress (i.e. role ambiguity, role conflict, inadequate resources, and workload) on the job performances among office work-based employees. The data was obtained by using simple random sampling among 169 respondents. The results showed that occupational stress of role ambiguity and workload significantly influences the job performance among office work-based employees. Along with the findings, this study has suggested that action should be taken into consideration to maintain worker's performances even with the presence of stress challenges which will be the strength of this study. The study also gave suggestions on improving the employee's performance and reducing the stress and thus become the strength for this study. Since the study only involved one company, generalization would be difficult and this will be the weakness for this study.

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Jamal (2016) also conducted a study on the relationship of overall job stress, challenge and hindrance stress with job performances and turnover motivation among 255 nurses. In this section, the relationship between stress and job performance is emphasized as the relationship between stress and turnover intention will be discussed in the next section of the chapter. The study has used a survey method in obtaining the required data. It was found that job stress has a negative relationship with job performance. The author stated the possible causes that will affect the job performance. Although the result obtained from the study contradicts past researches, the author stated multiple possibilities that explained the results. However, the study conducted only on the middle-east culture which might affect the results obtained.

Regarding job performances, Ling and Bhatti (2014) conducted a study among 215 administrative staff in order to examine the factors that cause work stress and the influence of it on job performance in an academic institution. Similar to the current study that will be conducted, Ling and Bhatti (2014) use a moderator of social support between the relationship of work stress factors and job performance. The results of the study indicated that job stress does not affect job performance. The strength of this study is that job stress does not affect job performance might be because of the training given to adapt well in a stressful environment for government servants. The weakness of this study indicated by the small number of samples of the study only involved one university. Thus, the results obtained were not able to do generalization.

Most of the studies reviewed have obtained results that showed that job stress has a negative effect on job performance. However, there are some studies that showed inconsistencies in the results obtained, and they found a negative relationship between

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job stress and job performance. This will become a base for the researcher to conduct the study since one of the hypotheses suggested that job stress affects negatively on job performance. However, it is to be reminded that most of the study conducted on different occupational and variations of sample while this study is using government servants as a sample. The result that will be obtained might be supported or not by the study reviewed since the inconsistencies of the results.

2.5 Relationship Between Job Stress and Turnover Intention

Job stress is becoming quite favourable in research, especially when associating it with the negative impact on employees or participants. In this study, job stress is associated with turnover intention, and this association has become a significant issue among researchers, especially in terms of organizational and management. Stressful situations arise when an employee perceives that the presented job demands become a threat and are beyond their capabilities and resources to complete (Tziner et al., 2015). According to Chung et al. (2017), turnover intention is the possibility of leaving the organization where he or she works.

A study by Xue et al. (2022) focused on the role of job satisfaction in work-related stress and turnover intention. The sample consisted of 270 employees in organizations in China. The results showed multiple results from various hypotheses suggested by the authors. However, the researcher focuses on the issue related to the current study, which is the relationship between work-related stress and turnover intention. The results indicate that work-related stress has a significant relationship with

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turnover intention. The paper discussed the possibilities of work-related stress effect on turnover intention among employees in Chinese organizations. Thus, the study can be expanded to other countries' employees to see whether there are differences in the source of turnover intention in an organization.

A study by Ali Shah et al. (2022) was done to identify the association between job stress, emotional exhaustion, and turnover intention. The authors also aimed to test the mediating role of emotional exhaustion between Covid-19 related job stress, state anger, and turnover intention. The sample involved 335 nurses in Pakistani hospitals that handle Covid-19 patients specifically. The analysis was done using Structural Equation Modeling (SEM) through AMOS. The results showed that job stress has a significant positive effect on the nurse's turnover intention. The same as Pradoto et al. (2021), the research was done during the time of the Covid-19 pandemic, and the authors focused on the Covid-19 related job stress to assess the turnover intention rate among the nurses that handle Covid-19 patients. The pandemic has caused various effects in terms of organizational outcomes among employees in various sectors. Therefore, this article is one of the pieces of evidence that showed how impactful the pandemic is to employees, especially those who handle human interactions. Most of the employees might be overwhelmed by job-related stress, which might be the cause for the turnover intention rate to be increased in an organization.

A study by Shen et al., (2021) was conducted to study the impact of work stress on turnover intention among school principals in the rural area in China. The sample included 490 participants comprising school principals from the rural area in the mainland of China. The result obtained from the study showed that work stress had a

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positive relationship with turnover intention. The findings could help the policymakers in the department of education to work on the way to reduce the rate of turnover intention among school principals in the respective population. However, the study was conducted among school principals in the rural area, and further study needs to be done in developing cities so that the findings can help in reducing the rate of turnover intention not only in the rural area but also in developing areas in the city.

Tetteh et al. (2020) found that job stress has a less positive effect on turnover intention with the presence of effective commitments. A study that was participated by 407 mining employees in Ghana found that with good organizational support, the rate of turnover caused by work-related stress can be lowered down. Falahat et al. (2019) conducted research on exploring the causes of turnover intention in the banking industry in Malaysia. The sample for the study included 395 respondents in the banking industry. The results indicated that job stress has a significant relationship with turnover intention. The results showed that job stress affects significantly positive with turnover intention which higher job stress will cause a high turnover rate among the employees. The study provided empirical data that support the literature that was presented by the author. However, the study lacks information regarding the respondents that were participated in the study, and the inclusion of the information might help for readers to have a better understanding of the results obtained.

A similar study conducted by Fong et al. (2018) on the moderating effects of social support on job stress and turnover intentions. The participants involved were 200 hosts in Macao. It was found that hosts with a higher level of stress have a higher tendency to quit their job rather than the hosts with a lower level of stress. Thus, the

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study indicates the importance of conducting the proposed study in terms of job stress and turnover intention. The strength showed by the study is that the participants received training first before they involved the study setting, and the results obtained were parallel with the theory suggested.

Another study conducted by Ezaili Alias et al. (2018) on the factors influencing turnover intention in a Malaysian manufacturing company that involved a number of 170 employees from a manufacturing company in Malaysia obtained their result that showed no significant relationship between job stress and turnover intention. The analysis used in this study is clear to find the relationship between the variables suggested in the study, and the sample involved for this study came from various units in the company, which will be the strength for the study.

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Another study from Malaysia was conducted by Omar et al. (2017) on the turnover intention among factory workers in Malaysia. The study included 100 participants from Teo factories in Klang Valley, Malaysia. It was found that job stress becomes a significant reason for the employee's turnover intention next to the reward system. The study included some of the suggested action that can be taken to reduce job stress and lower the turnover intention which is the strength for the study. The weakness of the study is that since the method used by the author indicated a cross-sectional study, the time taken from the distribution of the questionnaire and time taken to obtain the answered questionnaire took a long time which was one week.

A study was conducted by Yang et al. (2016), in understanding the effects of job stress on self-esteem, job satisfaction, and turnover intention. The participants

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consisting of 244 women from the female inbound call centre counsellors in Korea were chosen for the study. It was found that job stress had a negative impact on job satisfaction and turnover intention of the participants. However, it was stated that the participants already have a high level of turnover intention, but in order to maintain their jobs, they ignored the facts that turnover intention is important, and even the company itself referred to turnover intention as normal. The study showed the reality of working environments in the selected population, and this will open the eyes of the readers to the problems addressed in this study which will be the strength for this study. The weakness of this study is that even though the problems being addressed are clear, the problems regarding the management of the company that ignored the suffering of their employees were not taken as a serious matter.

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The study reviewed for job stress and turnover intention indicated inconsistencies in the results obtained by the studies. However, the inconsistencies of the results might be caused by the different occupational setting between the sample involved in the studies reviewed. In the current research, the researcher will be conducting the research on government servants, and the reviewed studies help the researcher to understand the relationship of job stress and turnover intention. The hypotheses proposed by the researcher indicate that job stress has a positive correlation with turnover intention, and some of the studies reviewed support the hypothesis suggested. The researcher will look into the relationships in the current study.

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2.6 Gender

Gender has been chosen as a moderating effect between the relationship of job stress, job satisfaction, job performance, and turnover intention in this current study. To support the choice of gender as a moderator, a few literatures will be reviewed accordingly.

A recent study by Stefanova et al. (2023) focused on the social role theory by investigating the impact of surname change on the listing of academic publications. The study involved 346 participants from various fields of academicians. The results indicated that women who changed their surname received higher commitment scores and competence scores. The researcher chose this study for a review since the authors were using the social role theory as the theoretical framework of the study. The study stated that bias might be happening in evaluating publications by women who changed their surname due to community assumptions on the gender roles between males as providers and females as nurturance. However, the study was done in Western countries context and the results may be different in other countries. Thus, the study might be expanded to another continent so that the comparison between the results can be analysed. The study by Stefanova et al. (2023) focused more on academicians. However, the paper refers to the social role theory as part of the framework and stated that women who were married and change their surname are more likely to be assumed to focus more on their commitments at home (Scheuble et al., 2012, as cited in Stefanova et al., 2023).

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Another example of a gender study was a study conducted by Xia et al. (2023), which aimed to test the mediating role of self-esteem and appearance anxiety together with the moderating role of gender in regard to cyberbullying. The study involved 240 participants, which included 71 males and 169 females. The results obtained showed that cyberbullying victimization had a significant positive correlation with appearance anxiety and social anxiety. In addition, appearance anxiety had a significant positive correlation with social anxiety, while self-esteem had a significant negative correlation with social anxiety. Gender was found to have a moderating role between self-esteem and social anxiety.

Additionally, a study by Soylu and Esen (2022) conducted a study on gender roles. The study focused on examining the choice of occupation and profession identity construction based on gender. Social role theory was explained by having an effect on profession selection based on the perception of gender roles predetermined by societies. The participants involved in this study were 370 students from the faculty of education at a university in Turkey. The results indicated that men are prone to choose a profession based on gender roles while women adopt the pre-vocational educator identity. Despite that, it was found that only traditional gender norms which are one of the two subdimensions of socialization of gender roles can be a predictor for choosing a profession. The other sub-dimension which is the egalitarian gender does not predict gender roles in choosing a career or profession. This study is one of the evidence of research that focused on gender studies by using the Social Role theory by Eagly and Wood (2016).

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In terms of using gender as the moderator variable, a study by Sariani et al. (2022) was done with the intention of studying six relationships: between workplace spirituality and job satisfaction, between workplace spirituality and organizational citizenship behaviour (OCB), between workplace spirituality and organizational commitment, between job satisfaction and organizational citizenship behaviour, between organizational commitment and organizational citizenship behaviour, and lastly, gender as the moderator role in the relationship involving job satisfaction. A survey method was adopted by recruiting 76 employees in all public notary offices in Bangli Regency. The study used partial least squares (SEM PLS) as the method of analysis. The results obtained from the study showed that workplace spirituality has a significant impact on job satisfaction. Next, it was found that workplace spirituality has a positive relationship with organizational citizenship behaviour, while workplace spirituality has a significant relationship with organizational commitment. Job satisfaction was found to have no effect on organizational citizenship behaviour, while organizational commitment has a significant relationship with organizational citizenship behaviour. Gender was found to have no moderating effect on the relationships. Even though the variables of the construct involved in the study are not the same as the current study, the authors were one of the researchers who used gender as the moderator variable in their study.

Females' employee's level of stress is higher than males but have a better coping strategy than males (Bonner & Brimhall, 2021). Higher level of stress means that better positive coping styles used by the females' employees compared to male employees. A study by Kneavel (2020) was done in evaluation for gender differences in stress and social support. A total of 1080 participants were recruited to evaluate quality of social

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support, gender, age, perceive stress, and coping. The results indicated that females have higher level of stress compared to males. However, despite higher level of stress, females also have better quality of social support.

In a workplace, men are restricted by hegemonic masculinity's gendered expectations (Murray, 2020). A study by Murray (2020) examines gender inequality in a police department in Canada. A total of 20 police officers have been recruited as the subjects for the study, working in a populous province in Canada. The study used a qualitative method to analyse the gender differences and gender bias among the officers in the department. The results showed that there are differences in opinions between male officers and female officers in terms of inequality during working hours. While the male officers deny the act of gender differences and bias towards female officers, interviews with female officers found that sexism and bias are still happening where the female officers are treated differently due to their gender. This study proves that even with gender neutrality in policies and organization rules, differences in treatment and perception between genders are still lingering, even if they are minimal.

Conversely, Van Den Besselaar and Sandstrom (2015) conducted a study on gender differences among 400 researchers. Averagely, at the beginning of their careers, the research performance between male and female is equal. However, within 10 years, it was found that the productivity of male researcher is significantly higher than the female researcher. There may be another contributing factor that may have led to this outcome such as job stress. This may be caused by a lack of social support as social support has a greater weakening effect on the levels of job stress in women compared to men (Rivera-Torres et al., 2013). The strength of the study lies in the method used

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by the author which was using Web of Science to trace all the participants involved. The weakness of the study is the time taken for retracing all of the participants' productivity was taking too long and after 10 years, the sample numbers drop drastically compared to the early stage of the study.

The results from the study reviewed showed that there are differences between men and women, between male and female stress and job stress level. It can be stated that from the reviewed literature above, women are affected more in terms of emotions rather than men and this caused women to experience stress more than men. From the reviewed study, the researcher also found that women's endurances towards stress are lower than men's endurance level toward stress. This explained the differences in the level of stress between men and women.

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2.7 Gender on The Relationship Between Job Stress and Job Satisfaction

Gender is proposed to play the role of a moderator in this current study. Based on a study by Scandura and Lankau (1997), it was reported that gender may influence an individual's perception of the workplace along with their attitudinal and behavioural reactions to an organization. Additionally, gender differences in organizations may lead to different responses including job satisfaction and turnover intention (Chen et al., 2018). In this current study, the researcher is keen to identify the moderating effect of gender on the relationship between job stress, job satisfaction, job performance, and turnover intention among government servants in Malaysia. There are few recent studies done on the effect of gender on the relationship between job stress and job

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satisfaction. The researcher has included past literature that was closely related to this study and related to the effect of gender in a research context. Therefore, some of the literature included in this section might be from older years rather than recent, as there are fewer studies conducted on the effect of gender.

A study by Varrasi et al. (2023) focuses on analysing the relationship between psychopathological symptoms and professional quality of life in healthcare workers. The study was conducted among 204 healthcare workers who were selected and divided according to their demographic properties. The study showed that stress was higher among women than among men, and they also found that physicians and nurses experienced lower levels of compassion satisfaction compared to technicians. The results also showed that in terms of gender, women were significantly more depressed, anxious, and stressed compared to men, and there were no differences in gender in terms of compassion satisfaction. The study provided evidence of differences between genders in terms of professional quality of life and psychopathological symptoms among healthcare workers. It also shows that women were more affected by stress than men, contributing to the literature for this study.

Evidently, a study was conducted by Hernández-Rodríguez et al. (2022) to study the relationship between psychosocial work factors such as stress and job satisfaction. The study was conducted with 601 professional drivers using a cross-sectional study method. The results showed that professional drivers had a high level of stress, which affected their job satisfaction. Additionally, since most professional drivers are men, most of the gender affected were male. The results of this study focused more on male employee's conditions since the job is predominantly held by men

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compared to women. However, it can be concluded that psychosocial work factors do affect employee satisfaction.

A study by Chadda (2022) examined workplace stress and perception of gender roles in the quality of work-life and satisfaction. The target population involved working women in India, especially in urban areas. Using sentiment analysis, the study found that women undergo more stress than men in terms of working life. Although the article was selected from a book, it provided evidence involving gender roles in the working environment. Even though the article was published in a book, it gave insight into the evidence of the literature related to the constructs of this study. However, Padmanabhan (2021) found that there are no differences between genders in terms of locus of control, workplace stress, and job satisfaction among male and female employees.

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A study by Miao et al. (2017) was conducted to find gender differences in job quality and job satisfaction. A total of 1472 doctors in rural western China participated in the study. The study found that females' job satisfaction is greater than men's and that includes job quality. The strength of this study is the large number of samples involved. The number of samples also almost equally represented males and females. However, the study showed differences in terms of work time and work overload between male doctors and female doctors, which might explain the differences in satisfaction between genders.

Tanwar and Prasad (2016) conducted a study on identifying the key effect of employer brand dimensions towards job satisfaction by using gender as a moderating

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effect between the two variables. The data were obtained through a purposive sampling method using a questionnaire comprising 39 items measuring employer brand and job satisfaction among 963 respondents in the Indian IT sector. The results showed that gender moderates the relationship between employer brand and job satisfaction. The strength of this study is that the authors suggested a number of recommendations for expanding the sample to better understand the relationships of the variables.

Janssen and Backes-Gellner (2016) conducted a study on occupational stereotypes and gender-specific job satisfaction. Although the study did not use gender as a moderating effect, it may provide insight into why the role of gender is used as a moderator in the proposed study. The data were obtained through a survey among West German residents. The findings suggested that factors such as prejudice and gender-specific stereotypes affect the utility outcomes of men and women. Hence, the results of this study may help provide a better understanding of why gender segregation varies in Western countries. Similar to the proposed study, gender may affect an employee's job satisfaction, job performance, and turnover intention, but in the context of Malaysia, among government servants.

On the contrary, gender does not predict job satisfaction (Spencer et al., 2016). The study by Spencer et al. (2016) was conducted among employees with a unique job scope, urology. It involved 848 respondents and found that female urologists are significantly less compensated compared to male urologists. However, in proportion to the proposed study, the factors of job stress were not determined. The weakness of the study is that it did not include job stress as one of the important variables to see the relationship between gender and job satisfaction.

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A study was conducted by Boles et al. (2003) on the relationship between role conflict, role ambiguity, and work-family conflict with job satisfaction and to test the moderating effect of gender. The study was conducted with 129 salespeople from a regional promotions firm. The results generally showed that role ambiguity and role conflict have a negative relationship with job satisfaction. Secondly, it was found that role ambiguity and role conflict are negatively related to job satisfaction for males rather than females. Therefore, the study showed that males are prone to have lower job satisfaction than females.

From the studies that have been reviewed, the relationship between gender and job satisfaction also showed inconsistencies. The results obtained by the reviewed studies showed that some differentiate between gender and the level of job satisfaction while some showed no relationship. However, the studies stated that there were several factors that might affect the relationship between both gender and job satisfaction. In the current study, the researcher proposed that gender moderates the relationship between job stress and job satisfaction. The reviewed studies helped the researcher understand the relationship between gender and job satisfaction and thus, this might support the proposed hypothesis in a way that gender amplifies the relationship between job stress and job performance.

2.8 Gender on The Relationship Between Job Stress and Job Performance

The association of gender within organizations does not only limit to job satisfaction but also extends to job performance. Past studies have discussed the role and influence

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

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of gender on job performance. However, since there is less recent research focusing on the effect of gender on the relationship between job stress and job performance, the researcher included more older research and literature related to the effect of gender on the relationship between the constructs in a research context.

A study by Pandey (2020) assessed the impact of work stress on employees' performance. The study was carried out on 200 bankers in the Kathmandu Valley as respondents. The study found that work stress was significantly negatively correlated with the performance of employees, indicating that a higher level of stress decreased employees' performance significantly. In terms of gender, the study assessed gender as the moderator variable. It was found that gender does not moderate the relationship between work stress and employee performance.

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Medina-Garrido et al. (2019) conducted a study on the impact of work-family policies on job performance, where gender and family responsibilities are the moderating effects between the relationships. The data for this study was obtained among 192,265 employees in the Spanish financial sector through a survey sent by email. Results showed that gender and family responsibilities do not have a moderating effect in this study. On the contrary, although gender was not identified to have a moderating effect in this study, it may be plausible where the relationship between variables does not complement each other. However, in the proposed study, gender is proposed to have a moderating effect on job performance among government servants. In addition, a study by Shamsuddin and Abdul Rahman (2014) focused on investigating the relationship between emotional intelligence and job performance among call centre employees in Malaysia. The study included 118 participants from two call centres in

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05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

Kuala Lumpur. The results indicated a positive relationship between emotional intelligence and job performance, which also showed that a higher level of emotional intelligence was associated with a higher level of job performance. Regarding gender, it was found that there is no moderating effect of gender on the relationship between emotional intelligence and job performance. The researcher included this study as an added value to the literature since the study used gender as the moderator variable and also mentioned that job stress among call centre employees is high compared to other industries.

A study by Tiraieyari and Uli (2011) investigated the moderating effect of gender and organizational tenure on the relationship between competency and job performance. A total of 210 participants were selected from the Malaysian Department of Agriculture. The data were collected using a survey method employing instruments developed by the authors. The data were then analysed using moderator regression analysis (MMR). The result found that gender does not moderate the relationship between competency and job performance. The study indicated that employees with longer tenure perform better than those with shorter tenure. Longer-tenure employees possessed more experiences and qualities that improve performance. Additionally, the relationship between competency and job performance was the same for both genders. Next, a study was conducted by Indartono and Chen (2010), which assessed the effect of gender on the relationship between task characteristics and performance. The participants were 412 respondents from various businesses. The results showed that task characteristics were positively related to performance while gender was found to have a positive relationship with performance. It was also found that females achieved higher performance than males in the study. However, regarding the analysis of the

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05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

moderating effect of gender, the effect of task characteristics on performance was higher for male employees than for female employees. Even though the constructs used in this study are different, the researcher considered the study to be included since it used gender as the moderator variable to be added to the literature review in this section.

A meta-analysis study was conducted by Shirom et al. (2008) on the moderating effect of gender, age, and tenure on the relationship between work stressors and job performance. The meta-analysis involved 30 independent studies synthesized quantitatively to assess the effect of gender, age, and tenure on the relationship. It was found that gender and tenure do not moderate the relationship between work stressors and job performance. However, age moderates the relationship in which the negative correlation between the two constructs tends to decrease with increasing age.

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

Penney and Spector (2005) conducted a study on finding the relationship between job stressors, negative affectivity, and counterproductive work behaviour (CWB) using peer-reported data. The study was also conducted to assess the effects of workplace incivility on employee satisfaction and their CWB. The authors found that incivility, organizational constraints, and interpersonal conflict were negatively related to job satisfaction while positively related to CWB. The study piqued the researcher's interest since the authors were testing gender as the moderator variable in the study. However, it was found that gender does not moderate the relationship between the above-mentioned constructs.

Greenhaus and Parasuraman (1993) conducted a study on the gender and race effects towards job performance attributions and career advancement prospects among

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managers in three different companies. The respondents were chosen through purposive sampling to ensure that any observed races differences on the dependent measures could not be seen by the differences in the background characteristics of the respondents. A questionnaire was given to 814 blacks and 814 whites respondents. It was found that the relationship between job success and gender had predicted that there is a gender difference in ability attributions being held among the most successful performers. In addition, men's job performance was more likely to be attributed to ability when compared to women's performance. Even though this study is not up to date, the issue of gender remained the same as it is being studied across the years with different factors of interest. In the proposed study, the researcher is keen to examine the moderating effect of gender on job performance.

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2.9 Gender on The Relationship Between Job Stress and Turnover Intention

In this study, the researcher aimed to find the role of gender in the relationship between job stress and turnover intention. Therefore, a few literatures were reviewed to shed light on one of the objectives of this study and to serve as evidence that can be referred to.

A study by Akdemir, Sagbas, and Surucu (2022) was conducted to measure the relationship between job stress and turnover intention among hotel employees. The study involved 271 hotel employees as respondents. The authors used statistical analysis with the Statistical Package for Social Sciences version 23 and AMOS version 18 to determine the results for this study. The results showed that job stress has a

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05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

positive effect on turnover intention. The authors also analysed the moderating role of gender on the relationship between job stress and turnover intention, and the results showed that gender does moderate the relationship. Even with limited access to the full paper for the journal, it can be conclusive evidence of the effect of gender as the moderator for the relationship between job stress and turnover intention.

Another study by Piyasiri and Weerasinghe (2022) aimed to examine the effect of job satisfaction, organizational commitment, job performance, and job burnout on employee turnover intention. The study also aimed to study the moderation effect of gender on the relationship between the variables. The samples involved a total of 194 employees who were labourers working in the Sri Lanka Free Trade Zone. The results found that job satisfaction and organizational commitment had a negative relationship with turnover intention. Additionally, job performance and job burnout had a positive relationship with turnover intention. Regarding gender, the results indicated that gender did not moderate the relationship between the variables. While the focus of this study was on the turnover intention of the employees, the inclusion of gender to be tested as the moderator variable cannot be ignored. Even with the moderator variable tested to be insignificant in the study, this research can be one of the pieces of evidence of gender studies in research involving organizational outcomes, which in this study was turnover intention.

Gautam and Gautam (2022) published an article on the effect of occupational stress on employee turnover intentions. A total of 465 participants from ten banks were involved in the study. However, the data collection was done in two stages, with the first stage involving all 465 participants assessed for occupational stress. In the second

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stage, only 408 participants from the first stage were involved in the assessment of turnover intention. The results indicated that the three factors of occupational stress: workload, role ambiguity, and growth opportunity expectation, had a positive relationship with turnover intention among the employees. The authors stressed these factors for occupational stress to be the reasons for employees' determination to leave the organization. The competitive performance evaluation between employees can be a serious contributor to occupational stress, especially if it is hard for them to view the possibility for career growth on the job itself. Thus, this study is one of the pieces of evidence that explain the negative organizational outcomes due to stress among employees.

A paper by Sijabat (2020) was published on comparative studies between male and female in terms of turnover intention. The sample included 239 employees in Semarang city in Indonesia as respondents. The results indicated that females were more susceptible to job stress, which led to a higher rate of turnover intention compared to males. The paper did not analyse and discuss whether gender can be a moderator for the relationship between job stress and turnover intention, but the results can be used as a basis of evidence for the literature on the differences between genders in the issue of job stress and turnover intention.

Next, a study by Mölders et al. (2019) used the moderating role of gender in identifying the relationship between trustworthiness and turnover intention via negative emotions in organizations. The data was collected by pencil and paper questionnaire and online survey among 352 participants in Germany. Results showed that when top management was perceived as having low trustworthiness, employees would feel

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negative emotions, leading to an increase in turnover intention. Interestingly, the process of feeling negative emotions and leading to turnover intention sided more with female employees rather than male employees. The study aligned its findings with the theory used to construct the research, which is the strength of the study.

Similarly, Chen et al. (2018) conducted a study on how work-to-family enrichment serves as a mediator between the relationship between two types of flexible work arrangements and two possible work-related outcomes among 726 employees in China, using a convenience sampling method. The study used the moderating effect of gender between the relationships. The findings showed that female employees reported a stronger negative relationship between work-to-family enrichment and turnover intention compared to male employees, showing a significant difference in results between males and females.

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Chen et al. (2017) conducted a study to test the influence of money, career advancement, and performance appraisal on the intention to stay among executive employees. Gender was used as the moderating effect between the relationships. The data were collected among 456 respondents using a survey method. The results complemented previous literature, showing that employees who are satisfied with the value and increments of pay tend to have a stronger desire to stay. Nevertheless, performance appraisal did not predict the intention to stay. Interestingly, it was reported that male employees tend to stay in the same organization along with the emotion of happiness with their pay and compensation, yet female employees' intention to stay was not affected by their pay or compensation. Hence, the gender difference in organizations may lead to different responses including job satisfaction and turnover

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intention. The studies reason that the proposed study should use gender as a moderating effect in turnover intention.

2.10 Summary of Literature Review

This study aims to explore the relationship between job stress and job satisfaction, job performance, and turnover intention, and to investigate whether gender can moderate this relationship. A literature review was conducted to justify and provide background for the research being conducted (Bruce, 1994). Therefore, this section will explain the information and results obtained from the articles reviewed.

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Gender and job stress have been widely discussed in the research field. Job stress among female workers is often reported to be higher than among male workers. Female employees have higher level of stress compared to males, but have better positive coping styles and social support (Bonner & Brimhall, 2021; Kneavel, 2020). The results obtained by Azizah et al. (2016) contradicted these findings, indicating that job stress among males is higher than among females. This discrepancy may be attributed to different work environments, as both studies involved different sample populations.

Regarding the relationship between job stress and job satisfaction, most reviewed articles found a negative correlation, indicating that higher job stress led to lower job satisfaction. Studies by Jentsch et al. (2022), Rahan and Shanjabi (2022), Viegas and Henriques (2021), Akhtar et al. (2018), Ahsan et al. (2009), Shen et al.

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(2009), Khamisa et al. (2015), and Teong et al. (2019) all reported a negative relationship between job stress and job satisfaction. Conversely, research by Wu and Wong (2020) and Shafiee et al. (2018) found no significant relationship between job stress and job satisfaction.

Moreover, the relationship between job stress and job performance showed inconsistencies in the reviewed articles. Some studies, such as those by Ahmad et al. (2018) and Ling and Bhatti (2014), found no significant relationship, while others, like Fahmi et al. (2022), Jia et al. (2022), Ridzuan et al. (2017), Jamal (2016), Egatriyana and Sintaasih (2022), and Pradoto et al. (2021), reported a negative impact of job stress on job performance. These differences may be attributed to variations in sample populations and working environments.

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Furthermore, the relationship between job stress and turnover intention was also reviewed. Studies by Yang et al. (2016), Xue et al. (2022), Ali Shah et al. (2022), Shen et al. (2021), Falahat (2019), Omar et al. (2017), and Fong et al. (2018) found a negative impact of job stress on turnover intention. However, a study by Ezaili Alias et al. (2018) showed no significant relationship between job stress and turnover intention. These discrepancies may result from differences in work settings and populations.

In the context of this research, the relationship between gender and job satisfaction, job performance, and turnover intention was also reviewed. Regarding gender and job satisfaction, it was found that females tend to have higher job satisfaction than males, as supported by studies by Tanwar and Prasad (2016) and Miao et al. (2017). However, a study by Spencer et al. (2016) found no predictive relationship

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between gender and job satisfaction, unlike other studies that showed a moderating effect of gender.

Regarding the relationship between gender and job performance, recent studies by Medina-Garrido et al. (2019) and Tiraieyari and Uli (2011) found no evidence that gender moderates this relationship. However, an older study by Greenhaus and Parasuraman (1993) indicated a direct relationship between gender and job performance, suggesting that men perform better than women.

Lastly, the relationship between gender and turnover intention was also reviewed. Studies by Mölders et al. (2019), Chen et al. (2018), and Chen et al. (2017) found that females are more affected by turnover intention than males, potentially due to differences in emotional responses.

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In conclusion, the reviewed articles showed inconsistencies in the effect of job stress on job satisfaction, job performance, and turnover intention. Similarly, the relationship between gender and job satisfaction and job performance also showed inconsistencies. However, it was consistently found that females are more affected by turnover intention than males. The researcher hopes that by conducting this study, the moderating effect of gender on the relationship between job stress and job satisfaction, job performance, and turnover intention can be clearly elucidated and prove useful for future researchers in related fields.

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CHAPTER 3

METHOD

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3.1 Introduction

In this chapter, the method utilized, the target population and sample involved in this research, the instruments used for the survey, the procedures undertaken, and the data analysis employed to analyse the data obtained from the survey will be explained in detail.

The objectives of the study are to (a) investigate the relationship between job stress and job satisfaction, (b) explore the relationship between job stress and job performance, (c) examine the relationship between job stress and turnover intention, and (d) assess the moderating effect of gender on the relationship between job stress and job satisfaction, job stress and job performance, and job stress with turnover intention.

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The questionnaire prepared by the researcher includes the following instruments: the Job Stress Scale by Crank et al. (1995), the Individual Job Performance Questionnaire 1.0 (IWPQ 1.0) by Koopman et al. (2014), the Minnesota Satisfaction Questionnaire (MSQ) by UPM (1977), the Turnover Intention Questionnaire by Khatri et al. (2001), and a demographic section to collect data from the respondents. The Malay version of the MSQ by UPM was utilized, and its reliability and validity were tested, as will be discussed in the subsequent section of this chapter.

3.2 Research Design

This study used a cross-sectional design by administering questionnaires to gather the necessary data for understanding the relationship between job stress and job performance, job satisfaction, and turnover intention, with gender as the moderating effect among government servants in the education sector. Adèr and Mellenbergh (1999) explained that cross-sectional study involves in selecting sample from pre-existing differences rather than random. This design also capable of analyzing huge number of samples which are not geographically bound. In addition, this research design generally using survey methods in collecting data which is why the researcher choose this method as the research design for this study A set of questionnaires comprising four scales of measurement and a demographic section was distributed through both online survey platforms and paper-pencil methods. The questionnaire prepared by the researcher was distributed among potential respondents during the survey process. Additionally, utilizing the online survey method enabled access to a wide range of respondents, making it suitable for use at any place and time.

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3.3 Population and Sample

The samples for this study were chosen using the probability systematic random sampling method. Probability sampling ensures that every member of the targeted population has an equal chance of being selected as a participant (Bhardwaj, 2019). As an extension of the probability sampling method, the systematic sampling method was chosen since the researcher decided to collect data from a specific district of District Educational Offices (PPd) in Selangor. Makwana et al. (2023) stated that systematic random sampling is efficient and unbiased, representing the population well. The researcher chose the PPd in Selangor mainly due to government restrictions that prevented citizens from crossing states during the Movement Control Order (MCO) across the country. Additionally, the researcher had contacts in the PPd, which made it easier to collect data for this study.

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The number of participants in this study was determined using G*Power software (Erdfelder et al., 1996). G*Power software was selected as the tool to determine the sample size because it can calculate power and sample size for various statistical analyses (Kang, 2021) and is easy to use, covering a wide range of study designs (Cunningham & McCrum-Gardner, 2007). According to G*Power software, using a medium effect size of 0.15 and a large power level of 0.8 (Green, 1991) - considered the minimum power for most social sciences studies (Gefen et al., 2011) - the total minimum sample calculated by the software with three predictors was n = 77. However, 244 data were collected from 500 surveys sent to the target population, exceeding the minimum sample size needed for this study. This was done to ensure that every member of the PPd had an equal opportunity to participate in this study, as there

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are approximately 100 members of PPd officers in each of the 10 districts in Selangor. Figure 3.1 illustrates the sample calculation from the G*Power software.

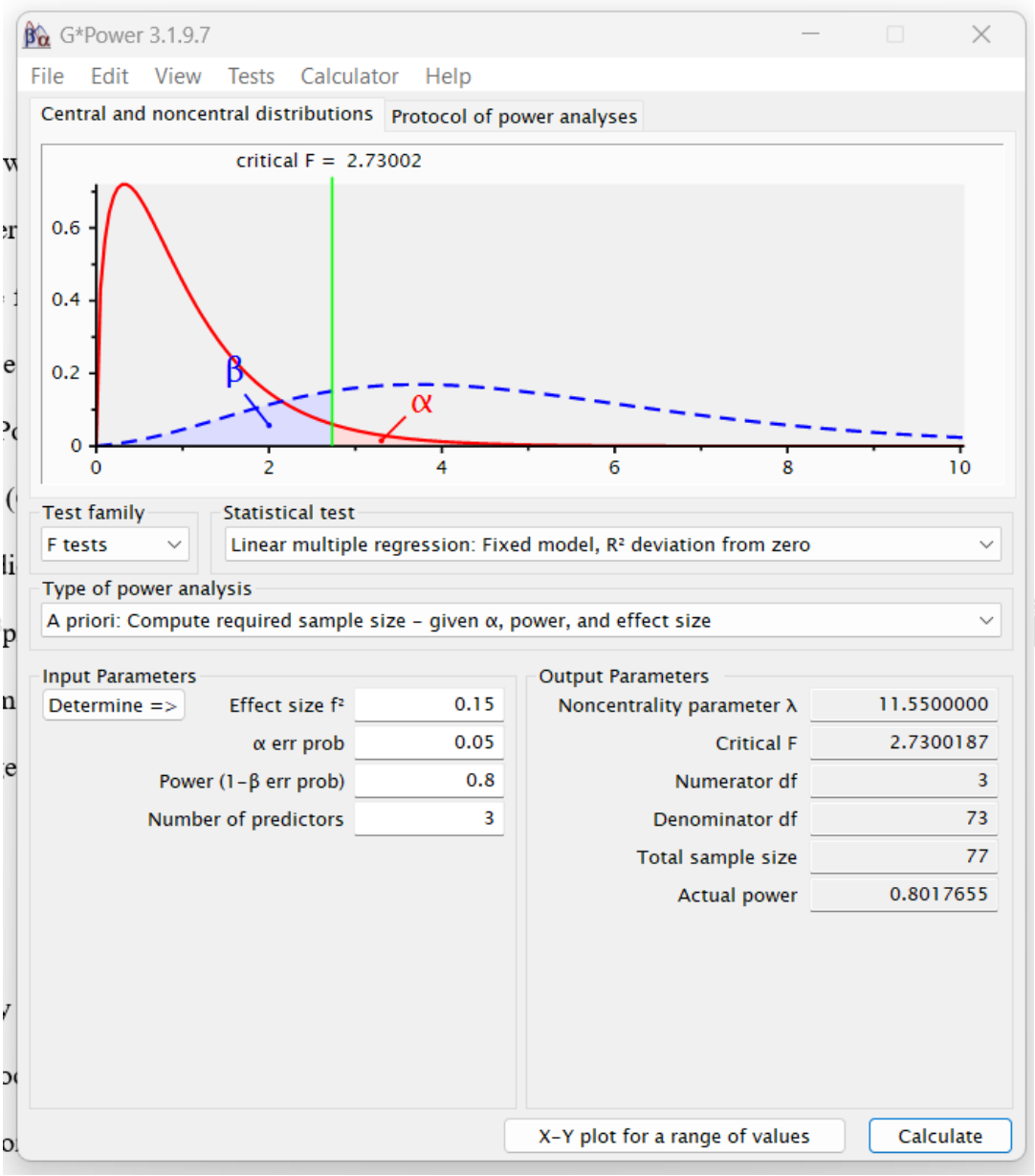


Figure 3.1. G*Power Sample Calculation

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The researcher's firsthand experiences revealed that the organization not only managed regular office work but also handled problems related to school administrations and programs. This sparked the researcher's interest in the organization.

The participants selected were from the State Education Office (PPd) in Selangor, including District Educational Officers, District Educational Deputy Officers, Assistant District Educational Officers, Fasilinus Officers, Senior Supervisors for School Supervision, Students Affair Supervisors, Office Senior Assistant Officers, Assistant Officers, Accounting Officers, Assistant Accounting Officers, ICT Management Officers, and District Organizational Officers (Counsellors). Details on the employees' grades will be further discussed in the descriptive statistics section in Chapter 4.

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Two methods were used to administer the questionnaire to the participants: the paper-pencil method and the online survey method. For the paper-pencil method, the researcher visited each of the District Educational Offices in Selangor and personally administered the questionnaire with the assistance of responsible officers. Regarding the online survey, the researcher requested the involved officers to circulate the link to the Google Form questionnaire in WhatsApp groups among the participants from September 30, 2020, until November 17, 2020.

Participants in this study were screened based on information obtained from Counsellors in the PPd. Inclusion and exclusion criteria were established: participants must not be physically disabled or mentally ill. This was because the target participants needed to have similar characteristics, as job stress might vary among individuals with

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different physical or mental capabilities. Brown and Moloney (2018), along with Mushtaq and Akhouri (2016), found that physically disabled people experience higher levels of stress compared to the non-disabled population. Therefore, firstly, the researcher consulted with the KOD regarding whether there are staff of member of the organization that was unfit, or having difficulties that might exclude them from participating in this study. Secondly, the KOD checked whether there are any staff members that will be excluded due to the exclusion criteria from the database of the PPd. Lastly, upon checking, the KOD confirmed that all of the organization's member were fit to participate and the researcher proceed to administer the questionnaires Therefore, the researcher discussed the screening process with the counsellors to ensure that all participants were qualified to participate in the study. Upon discussion with the counsellors, it was confirmed that all participants involved were fit to participate. Consequently, the results obtained could be generalized among fully functional government servants with no mobility limitations or mental challenges. Nonetheless, the questionnaire was administered to all available staff members and officers to prevent discrimination during data collection.

3.4 Instruments

A set of self-reported questionnaires, including the demographic questionnaire, Job Stress Scale, Minnesota Satisfaction Questionnaire (MSQ), Individual Job Performance Questionnaire (IWPQ 1.0), and Turnover Intention Questionnaire, was distributed among the government organization District Education Offices around Selangor.

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3.4.1 Demographic Questionnaire

The demographic section requests information on age, gender, race, religion, relationship status, education level, current position, years of service, and income range (Refer to Appendix B). In the age subsection, participants are required to fill in a blank space, while in the gender subsection, they are given two options to choose from: Male or Female. The race subsection offers four options: Malay, Chinese, Indian, and Others. For the religion subsection, participants can choose from options including Islam, Buddhist, Hindu, Christian, and Others.

Each participant's relationship status is mandatory in the demographic section, with choices including Single, in a Relationship, Married, Divorced, Widower, and Widowed. The education level options range from SPM, Diploma, Bachelor's, Master's, to PhD, and participants subjectively answer the Current Position and Years of Service questions. Regarding income, participants are given the following options: RM1000 and below, RM1001 to RM2500, RM2501 to RM5000, and RM5001 and above. However, it was optional for the participants to answer the questions regarding the income due to personal boundaries. The income range was made optional also due to consideration for feelings of discomfort for the participant that might be worried of negative consequences of sharing financial information with third party organization.

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3.4.2 Job Stress Scale

Job stress was assessed using a 5-item questionnaire adapted from Crank, Regoli, Hewitt, and Culbertson (1995). The questionnaire utilized a 5-point Likert scale, ranging from 1 = Strongly disagree to 5 = Strongly agree. The items included both positive and negative statements. Positive items included "I am usually anxious when I'm working", "I am usually unpleasant when I'm working", and "A lot of times my job makes me very frustrated or angry", while the negative item was "I am usually calm and at ease when I'm working". The Job Stress Scale employed continuous scoring, where the sum of the scores indicated the level of stress. A higher score indicated a higher level of job stress, while a lower score indicated a lower level of job stress.

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The Job Stress Scale was translated into Malay, and a pilot test was conducted to assess the reliability of items and the suitability of the instrument. The results of the pilot study indicated that the scale achieved a value of $\alpha = .774$, suggesting good reliability.

3.4.3 Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire (Weiss et al., 1967) is a tool used to measure job satisfaction. It comes in two versions: the full 100-item version and the short 20-item version. For this study, the researcher opted for the short version of the MSQ due to its convenience and good reliability.

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Job satisfaction was assessed using the 20-item short version of the MSQ, employing a 5-point Likert scale. The scale ranged from 1= Very dissatisfied to 5= Very satisfied. The MSQ short form encompasses three subscales: Intrinsic Satisfaction, Extrinsic Satisfaction, and General Satisfaction. For this study, the total score of the questionnaire was used to measure overall satisfaction. A percentile score of 75 or higher indicates a higher level of satisfaction, while a score below 25 indicates lower satisfaction.

According to Weiss et al. (1967), the internal consistencies of the MSQ subscales were .86 for Intrinsic Satisfaction, .80 for Extrinsic Satisfaction, and .90 for General Satisfaction. A recent study on the reliability of the MSQ in Malaysia reported a Cronbach's Alpha of .93 (Pai & Arshat, 2020). Additionally, the subscales of the MSQ short form demonstrated statistically significant results, further supporting its reliability and validity.

3.4.4 Individual Job performance Questionnaire 1.0 (IWPQ 1.0)

The Individual Job Performance Questionnaire (IWPQ 1.0), developed by Koopmans et al. (2012), was utilized in this study to measure job performance. According to Koopmans et al. (2014), the IWPQ is a reliable and valid instrument for assessing individual job performance across various sectors, regardless of the presence of health issues.

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The IWPQ 1.0 comprises two dimensions: task performance and contextual performance. Task performance refers to employees' ability to execute assigned tasks effectively (Campbell, 1990 as cited in Koopmans et al., 2012). Example items include "I managed to plan my work so that it could be done on time" and "I kept in mind the results that I had to achieve in my work." Contextual performance pertains to the effort employees put into supporting the organization (Boorman & Motowidlo, 1993 as cited in Koopmans et al., 2012). Example items for contextual performance include "I kept my job skills up-to-date" and "I initiated new tasks when my previous tasks were done." The instrument consists of 13 items and is self-administered. Responses are rated on a five-point Likert scale ranging from 1= Seldom to 5= Always for both task performance and contextual performance dimensions. Higher scores on both subscales indicate higher levels of job performance.

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Koopmans et al. (2016) reported good internal consistency for the IWPQ, with task performance achieving a value of .79 and contextual performance a value of .83. The instrument also demonstrated good structural and convergent validity. The pilot test conducted for reliability in this study yielded a Cronbach’s Alpha of .88, indicating good reliability for the questionnaire.

3.4.5 Turnover Intention Questionnaire

The Turnover Intention Questionnaire is a scale designed to measure respondents' inclination to leave their job or organization. As outlined by Yücel (2012), this

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questionnaire was adapted from Kathri et al. (2001). It comprises three items rated on a 5-point Likert scale, ranging from 1= Strongly disagree to 5= Strongly agree.

The items in the questionnaire are as follows: "I intend to leave the organization", "I intend to make a genuine effort to find another job over the next few months", and "I often think about quitting." Scoring is conducted using a continuous scoring method, with higher scores indicating a stronger intention to leave the organization, while lower scores suggest a weaker intention to leave. Reliability analysis conducted by Yücel (2012) revealed Cronbach's alpha values of .85, .92, and .84 for each of the respective items, indicating good internal consistency.

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3.5 Procedure for Back Translation of The Instruments

The instruments used in this study were in English, except for the Minnesota Satisfaction Questionnaire (MSQ), which was in Malay since it was translated by Universiti Putra Malaysia (UPM). The Job Stress Scale, Individual Work Performance Questionnaire 1.0 (IWPQ 1.0), and Turnover Intention Questionnaire were first translated into Malay by selected language experts using a back translation process, as the questionnaires originated in English and had not yet been translated into Malay.

The back translation process is a procedure to evaluate the similarity of the translated version with the original source language version of the instrument (Brislin, 1970). The back translation procedure was adopted from the World Health Organization (WHO) (2016, as cited in Toma et al., 2017), which explained the back

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translation process requiring first language experts to translate the instruments into the selected language, second language experts to re-translate the instruments into the original language, and finally, third language experts to compare both the original and re-translated instruments for discrepancies. For the first step, the researcher appointed an expert for the Bahasa Malaysia language to translate the English instruments into Malay. The language expert is an education officer who has 10 years of teaching experience in the Malay language from Pekula Jaya Secondary School in Kedah. Next, for the second step, an English language expert was appointed to re-translate the translated instruments into the English language. The English language expert is an education officer at Kuala Muda District Education Office in Kedah with more than 10 years of experience in teaching the language (Refer Appendix F for appointment letter). Lastly, another language expert was appointed to compare the original English instruments with the re-translated English instruments for discrepancies. The third language expert is a graduate of Bachelor of English with Honors in Teaching English to Speakers of Other Languages (TESOL) from Tun Abdul Razak University (Refer Appendix F for the evaluation form).

A pilot test was then conducted to test the reliability of the translated instruments and to avoid potential problems during the real data collection. A pilot test dataset can define a baseline situation that could be used for improvements in a study (Saturno et al., 2015) and needs to be done prior to the main study to assess the validity of the instruments (In, 2017). Therefore, the pilot test was conducted to assess the suitability of the translated instruments since most of the samples involved in this study were using the Malay language as their main intermediary in communication.

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

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A sample for the pilot test was selected among government workers from Employee's Provident Fund (EPF) officers to illustrate the actual sample that would later be used in the study. While EPF and PPd are both different organizations in terms of primary purpose, both organizations have a role in taking care the welfare of employees. While EPF manages retirement savings for employees, PPd is more into contributing towards the well-being of the employees in education sector. Both organizations emphasize in customer service which the PPd provides support and guidance to the parents, students, educators on fulfilling their needs while EPF providing customer supports, education resources, and online platforms for their customers to manage their savings.

The sample of the population for the pilot test was determined using the same method to calculate the actual sample needed for the study, which used the G*Power software (Erdfelder et al., 1996). The number of samples selected to be included in the pilot test was 103 government employees. The results of the pilot test are explained in the next section of this chapter.

3.5.1 Results of pilot Test

The instruments used in this study were the Job Stress Scale, the Minnesota Satisfaction Questionnaire (MSQ), the Individual Job Performance Questionnaire 1.0 (IWPQ 1.0), and the Turnover Intention Questionnaire. Since three of the questionnaires were undergoing the back translation process, reliability analysis needed to be done to see how free the instruments are from random error (Pallant, 2016).

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The reliability analysis was based on 103 participants from the government sector. Nunnally (1978) suggested a value of .70 for Cronbach's Alpha for the instruments to be reliable. Table 3.1 showed that all of the instruments obtained good value in terms of reliability.

Table 3.1

Cronbach's Alpha of The Instruments

Instruments	Cronbach's Alpha	Number of items
Job Stress scale	.774	5
MSQ	.926	20
IWPQ 1.0	.879	13
Turnover Intention Scale	.809	3

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3.6 Procedures

The first step in collecting the data for the purpose of this study was to apply for ethical approval from the Sultan Idris Education University (UPSI) Ethical Board, the Ethics Committee of the Research Management, and Innovation Centre (RMIC) UPSI. Next, an authorization application letter was sent to the Malaysian Ministry of Education through the Educational Research Application System (eRAS) portal system for permission to conduct research and collect data from the District Education Office (PPd) in Selangor for the purpose of this study. G*Power (Erdfelder, et al., 1996) software was used to execute the power analysis upon the target population.

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As for the instruments, only the Minnesota Satisfaction Questionnaire (MSQ) was translated and validated into the Malay version. The Job Stress Questionnaire (JSQ), Individual Work Performance Questionnaire (IWPQ 1.0), and Turnover Intention Questionnaire are undergoing a back translation procedure by language experts and were translated into the Malay version. A pilot test was then conducted before the instruments were administered to the sample population involved in the study for validation.

The researcher then consulted the officers responsible for helping with the data collection, which were the District Organizational Counsellors (KOD). The researcher planned on using the paper-pencil technique and Google Form software in administering the instruments since some of the PPd officers and staff requested that both techniques be used. The instruments were then given to the KODs along with the link for the documents to be circulated through the WhatsApp group application from September 30, 2020, since the application has become the main intermediary tool in the organization. The time given was one week so that there would be no time constraint causing discomfort for the participants in answering the questionnaire.

Unfortunately, the COVID-19 pandemic situation in the country caused the data collection process to stagnate. The data collection process was divided into two-time intervals, in the middle of the year 2020 and at the end of the year 2020. As the country faced a Movement Control Order (MCO) for about 6 months, a shift system in terms of employees' presence at the workplace was introduced, complicating the data collection. The time stamp for the instruments administered using the online survey was from September 30, 2020, until October 8, 2020. However, due to a low response rate from

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the participants, the researcher requested the officers involved in blasting the invitation link to repost the invitation inside the WhatsApp group again and extend the data collection until November 17, 2020. Appendix D shows the screenshot of the online survey.

The researcher managed to collect the required data with the help of the officers from all of the PPds involved. The researcher obtained 244 respondents throughout the data collection period. Thus, the data collection was completed in December 2020. Therefore, the data analysis was done prior to the completion of the data collection.

3.7 Data Analysis

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The data in this study were analysed and interpreted using the Statistical Package for Social Sciences (SPSS) version 23 and SmartPLS version 3.3.3. The demographic factors of the participants were analysed using descriptive statistics in SPSS.

The researcher conducted multivariate analysis using Structural Equation Modeling (SEM) for hypothesis testing. Multivariate analysis integrates statistical methods to analyse all variables, while SEM allows us to measure unobserved variables through indicator variables (Hair et al., 2017a). Partial Least Square-Structural Equation Modeling analysis was performed using SmartPLS software to assess the measurement model and structural model of the constructs.

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The measurement model was assessed to determine the relationships between latent variables and their indicators, while the structural model assessed the relationships between all latent variables involved in the study (Hair et al., 2017a). The measurement involved two other assessments: convergent validity, including item loading, Composite Reliability (CR), and Average Variance Extracted (AVE), and discriminant validity, involving the assessment of the Heterotrait-Monotrait (HTMT) criterion.

Since the construct of this study, job performance, uses a multidimensional scale, attention needed to be given to the analysis of the higher-order construct, which was the Hierarchical Component Model (HCM). HCM enables the researcher to build the model using two dimensions: the abstract dimension (Higher-Order Component) and the concrete subdimensions (Lower Order Component) of the constructs (Sarstedt, 2019). Therefore, a two-stage approach was used to assess the model.

To test the hypotheses in this study, a bootstrapping process was implemented in SmartPLS software to determine the path coefficients and significance of the relationship between job stress and job satisfaction, job performance, and turnover intention. Lastly, the researcher used the interaction term assessment to evaluate the moderator analysis on whether gender moderates the relationship between job stress and job satisfaction, job performance, and turnover intention.

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3.8 Ethical Consideration

Ethical considerations were paramount during the conduct of this research. Therefore, the researcher initially applied for approval from the Education Policy Planning and Research Division (BPPDP) before commencing research and data collection. Ethical approval was sought for both the pilot test data collection and the District Educational Offices (PPd) data collection. Subsequently, approval was obtained for conducting research within institutions under the Malaysian Ministry of Education (KPM) through the Educational Research Application System (eRAS). Additionally, ethical approval or research protocol was sought from the Sultan Idris Education University (UPSI) Ethical Board and the Ethics Committee of the Research Management and Innovation Center (RMIC) UPSI. The reference number for the approval is 2019-0058-01 (Refer Appendix G for the approval letter). Data collection for both the pilot test and the main study commenced after receiving approval from the RMIC.

The questionnaire provided included the Informed Consent Form on the first page of the instrument. This was to ensure that participants fully understood the purpose of this study and were aware of their right to withdraw freely from this research at any time without any constraint. Participants were also assured that all their personal data would remain anonymous and that the information on the instrument would be kept strictly confidential. All data obtained could only be accessed by the researcher and was used solely for the purpose of this study.

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3.9 Conclusion

In conclusion, this chapter has provided a comprehensive overview of the procedures employed in this study, including detailed descriptions of the data analysis method and sampling method.

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CHAPTER 4

RESEARCH FINDINGS

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4.1 Introduction

In this chapter, the results obtained from the data analysis for this study will be reported. The chapter is divided into three sections to explain the model specification, reporting the analysis, which includes descriptive statistics, and the reports on hypotheses testing. The model specification will explain the path model of the constructs used in this study. Next, the descriptive statistics will report the demographics of the respondents and the descriptive analysis of variables in this study. The third part of the analysis will report the measurement model, structural model, and test all of the hypotheses constructed for this study.

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4.2 Justification for Using SEM-PLS

Hair et al. (2021) suggested a few recommendations for choosing the analysis of the data between Covariance-based SEM (CB-SEM) and Partial Least Squares SEM (PLS-SEM). PLS-SEM was chosen for the analysis in this study due to the following conditions:

- This study focuses on predicting factors related to job stress, necessitating the examination of relationships between latent variable (LV) scores.
- PLS-SEM is suitable for analyzing complex models with a large number of constructs (Ramayah et al., 2018), particularly because this model incorporates a formative construct and a second-order construct.
- The data obtained for this study lack normality. Lack of normality in data distribution can affect multivariate analysis, and PLS-SEM can mitigate the severity of this issue (Ramayah et al., 2018).

4.3 Model Specification

The most important aspect of research using SEM is specifying the structural model and the measurement model. Specifying the model involves illustrating the path model of the hypothesized variables and displaying the relationships of the variables that will be examined (Hair et al., 2017a). This section will further explain model specifications before further analysis can be conducted.

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In Figure 4.1, it was hypothesized that job stress has a significant relationship with job satisfaction, job performance, and turnover intention. It was also hypothesized that gender plays a moderating role in these relationships.

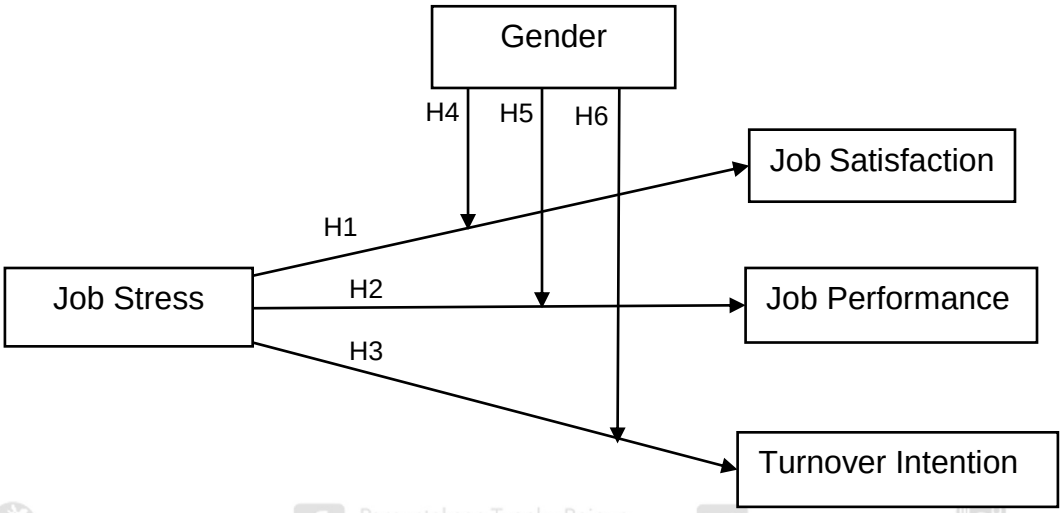


Figure 4.1. Conceptual Framework

Figure 4.2 illustrates the structural model for all of the constructs after being specified in SmartPLS software. The path model in Figure 4.2 displays the relationship between the variables used in this study. Job stress and gender are the exogenous variables, while job satisfaction, job performance, and turnover intention are the endogenous variables.

Job stress has five indicators that measure perceived job-related tension and anxiety (Cullen et al., 1985) and uses reflective constructs. The justification for using the construct as a reflective measure is suggested by Ahmad (2018), who recommends

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using the same construct to measure the reliability and validity of the construct using the SEM-PLS method. Job satisfaction has 18 indicators and is also a reflective construct. The construct model was adopted from a study by Fei and Han (2019), which used the same construct to assess the measurement model and structural model using PLS-SEM.

Next, the construct of job performance used in this study has two sub-dimensions: task performance with five indicators and contextual performance with eight indicators. This construct is complex and needs to be analyzed using a Hierarchical Component Model (HCM) to ensure the model is parsimonious and easier to analyze (Hair et al., 2018). Thus, the model proposed by Anggara et al. (2019), which indicates that the sub-dimensions of job performance have reflective indicators while being formatively connected to the latent variable, was referred to, and a two-stage method will be used to test the model. Figure 4.3 illustrates the first stage for model measurement using the disjoint two-stage approach. Lastly, turnover intention was modeled after a study by Dwiyanti et al. (2020), which modeled the turnover intention construct with its three reflective indicators.

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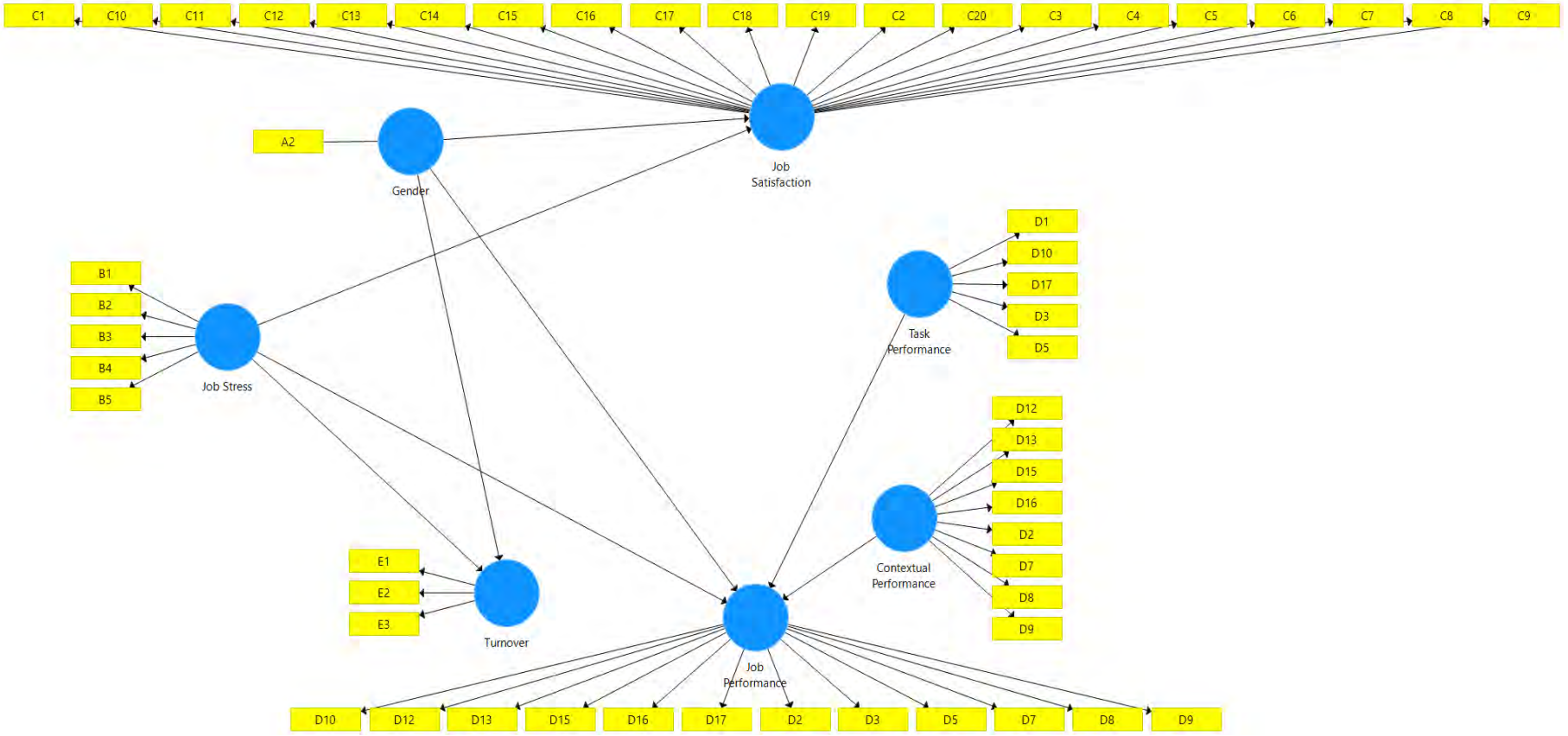


Figure 4.2. Path Model

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A two-stage approach was used in this study to assess the Hierarchical Component Model (HCM) for the construct of job performance. The approach was chosen by the researcher as it shows better parameter recovery of the independent variable towards HCM and from HCM towards the dependent variable of the constructs (Sarstedt et al., 2019). The researcher chose the disjoint two-stage approach since the HCM is a type two reflective-formative Higher Order Construct (HOC) where the indicators of the sub-dimensions are reflective and the dimensions are formatively connected to the main variable. The disjoint two-stage approach requires the model to consider the Lower Order Construct (LOC) first, which in this study are task performance and contextual performance (As shown in Figure 4.3). In stage two, the scores from the LOC were then used as indicators to measure the HOC.

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4.4 Descriptive Statistics

This section will be divided into two sub-sections: the first section is for descriptive analysis of the demographics of the respondents, and the second section is for inferential analysis of all the constructs used in this study.

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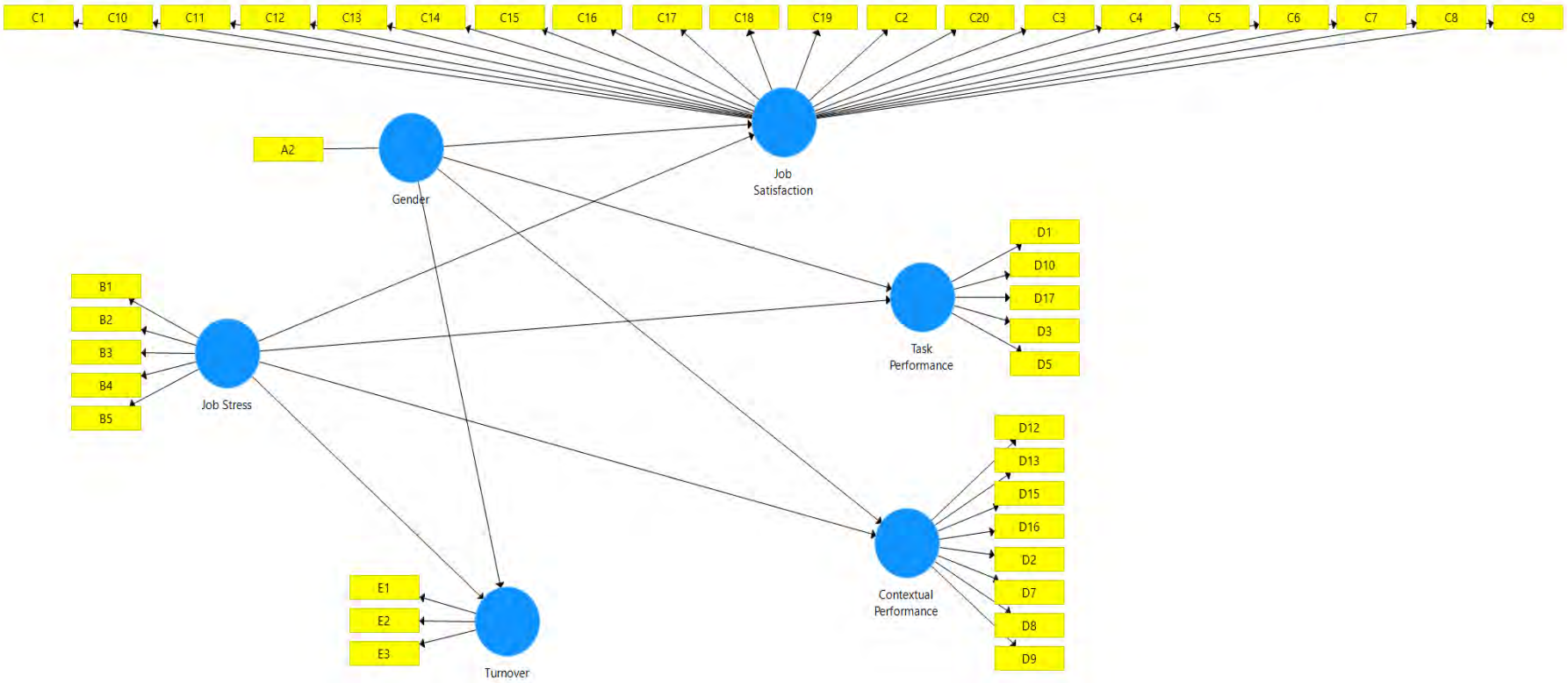


Figure 4.3. First Stage of Measurement Model

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4.4.1 Demographics of Respondents

A total of 500 surveys were given to ten District Educational Offices in Selangor, and 244 responses were collected in return. Table 4.1 shows the demographic data from all the respondents. The output of the data can be reviewed in Appendix E.

From the data of the respondents shown in Table 4.1, as for the age ($\overline{x}$ = 42.6, *SD* = 9.0), 48 (19.75%) of them were aged 20 to 35 years old, 99 (40.74%) of them were aged 36 to 45 years old, and 96 (39.5%) of them were aged from 46 to 59 years old. In terms of gender ($\overline{x} = 1.6$, $SD = 0.5$), 93 (38.1%) of the participants were male, while 151 (61.9%) of the participants were female. The number of samples between male and female are not equal due to availability of the gender specific participants during data collection. However, it was not necessary to have equal number of both genders as long as the data have enough power to analyze interaction term (Dickinson et al., 2012).

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Table 4.1

Demographic of Participants

Demographic Factors		*f*	(%)	$\overline{x}$	*SD*
Age	20 – 35 years old	48	19.8		
	36 – 45 years old	99	40.7	42.6	9.0
	46 – 59 years old	96	39.5		
Gender	Male	93	38.1	1.6	0.5
	Female	151	61.9		
Race	Malay	232	95.1		
	Chinese	8	3.3	1.1	0.4
	Indian	1	0.4		
	Others	3	1.2		
Relationship Status	Not married	31	12.7		
	Married	203	83.2	1.9	0.6
	Widowed	9	3.7		
	Divorced	1	0.4		
Education Level	SPM	54	22.1		
	STPM/Diploma	38	15.6		
	Bachelor's Degree	107	43.9	2.6	1.1
	Master's Degree	42	17.2		
	PhD	3	1.2		
Income	RM1001 – RM2500	43	17.6		
	RM2501-RM5000	58	23.8	3.3	0.9
	RM5001 and above	121	49.6		
Grade	N19	43	17.6		
	N22	13	5.3		
	N29	13	5.3		
	N32	3	1.2		
	N36	4	1.6		
	W17	2	0.8		

(continue)

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Table 4.1 *(continued)*

Demographic Factors		*f*	(%)	$\overline{x}$	SD
Grade	W19	4	1.6	11.6	7.8
	W22	1	0.4		
	W29	2	0.8		
	DG41	1	0.4		
	DG42	1	0.4		
	DG44	61	25.0		
	DG48	48	19.7		
	DG52	13	5.3		
	DG54	6	2.5		
	FT19	1	0.4		
	FT29	3	1.2		
	N11	3	1.2		
	Interns	9	3.7		
	Null	13	5.3		

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In terms of race ($\overline{x}$ = 1.1, *SD* = 0.4), the number of Malay participants is 232 (95.1%), while the number of Chinese participants is eight (3.3%). There is one Indian participant (0.4%) and three others (1.2%). As for the relationship status, 31 (12.7%) participants were not in any relationship, while 203 (83.2%) participants were married, 9 (3.7%) participants were widowed, and one (0.4%) participant was divorced.

As for the education level ($\overline{x}$ = 2.6, *SD* = 1.1), a total of 54 (22.1%) of participants are Malaysian Certificates of Education (SPM) graduates. 38 (15.6%) of the participants were Malaysian Higher School Certificate (STPM) or Diploma graduates, 107 (43.9%) of participants were bachelor's degree graduates, 42 (17.2%)

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of participants were degree master's graduates, and 3 (1.2%) of participants were doctorate graduates.

Next, the income range ($\overline{x}$ = 3.3, *SD* = 0.9) shows that 43 (17.6%) of the participants have an income ranged from RM1000 to RM2500 while 58 (28.8%) of the participants have an income ranged from RM2501 to RM5000. The rest of the 121 (49.6%) participants have an income range of RM5001 and above.

Lastly. As for the grade ($\overline{x}$ = 11.6, SD = 7.8), the participants that participated in this study comprised of 79 (32.38%) of administration and support (N) grade employees, which consisted of grade N11, N19, N22, N29, N32, and N36. Next, nine (3.69%) of the participants were financial (W) department officers from position grades of W17, W19, W22, and W29, while 130 (53.28%) of the participants were educational service officers (DG) from grade positions of DG41, DG42, DG44, DG48, DG52, and DG54. One (0.41%) of the participants was the information technology officer (FT) from the position grade of FT19 and three (1.23%) of the participants were the computer technicians (FA) from the position grade of FA29. Lastly, nine (3.69%) of the participants were the practical students under the state educational officer's supervision, and the remaining 13 (5.33%) of the participants chose to not fill out the position part of the demographic section.

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4.5 Verifying Data Characteristics

This section discusses the analyses conducted to verify the collected data. Several tests were performed, including a normality test to assess the distribution of the data, an examination for missing values in the dataset, and an evaluation for potential common method bias. Each analysis aimed to ensure the reliability and validity of the data before further analysis

4.5.1 Specifying Higher Order Constructs

Job performance comprises two subscales, which are task performance and contextual performance. The multidimensional property of job performance indicates that the construct is of a higher-order construct. Therefore, the researcher is using the disjoint two-stage approach as suggested by Sarstedt et al. (2019) to estimate the measurement model for the constructs. Sarstedt et al. (2019) explained that the disjoint two-stage approach is an approach that considers the lower order components from the higher-order for the first stage. As for the second stage, the scores from the lower order constructs are used to measure the higher-order construct. Thus, the measurement model for the lower order construct will be evaluated first. The second measurement model will involve evaluating all of the constructs as higher-order constructs.

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4.5.2 Normality Test

In this study, the researcher used Mardia's Multivariate Skewness and Kurtosis to assess and analyse the distribution of the data as suggested by Hair et al. (2022) and Cain et al. (2017). The analysis of normality was done by using the website available at Webpower.psychstat.org. The data was then tabulated in Table 4.2.

Kline (2011) suggests that for beta, multivariate skewness should fall within the range of 3 to -3, while multivariate kurtosis should be between 20 and -20 for the dataset to be considered normally distributed.

Table 4.2

Mardia's Multivariate Skewness and Kurtosis

	b	z	p-value
Skewness	9.836327	400.010648	0.000000e+00
Kurtosis	70.666927	5.334589	9.576118e-08

The results showed that the data was not multivariate normal. Based on the value of Mardia's multivariate skewness ($\beta = 9.84$, $p < 0.001$) and Mardia's multivariate kurtosis ($\beta = 70.67$, $p < 0.001$), the researcher proceeded to use SmartPLS, which is a non-parametric analysis software.

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4.5.3 Missing Data

The data was collected using two methods, which were by paper and pencil and an online survey using the Google Form platform. All of the responses were then transferred into SPSS version 26 and descriptive analysis was done. The data output indicated that there was no missing data in the responses collected by both the paper and pencil method and through the Google Form platform.

4.5.4 Common Method Bias

The data was also checked for potential common method bias, given that it was collected from a single data source where participants responded to multiple constructs within one questionnaire. This situation could lead to indicators sharing a certain amount of common variation (Kock, 2015). To assess the possibility of common method bias, the researcher conducted the full collinearity test suggested by Kock and Lynn (2012), generating Variance Inflation Factors (VIF) for all latent variables to evaluate whether the data was affected by common method bias.

The full collinearity test was conducted and is recorded in Table 4.3. The VIF for contextual performance (3.13), task performance (3.13), job satisfaction (1.64), job stress (1.34), turnover intention (1.42), and gender (1.11) obtained a value below 3.3 as suggested by Kock and Lynn (2012). Any value of VIF greater than 3.3 indicates that the data are influenced by common method bias. However, the results indicated that the

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VIF values for all variables were below 3.3, suggesting that the data were not affected by common method bias.

Table 4.3

Variance Inflation Factors (VIF) for Full Collinearity Test

Construct	VIF
Contextual Performance	3.13
Task Performance	3.13
Job Satisfaction	1.64
Job Stress	1.34
Turnover Intention	1.42
Gender	1.11

4.6 Measurement Model Assessment

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The model for this study was analyzed by using the Partial Least Square (PLS). The SmartPLS version 3.3.3 (Ringle et al., 2015) was used to assess the measurement model and structural model of the analysis.

This section will report on the reliability and validity of the measurement model for this study, which were assessed through two analyses: convergent validity and discriminant validity. There were two analyses conducted in order to assess the reliability and validity of the model, which are the convergent validity and discriminant validity.

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4.6.1 Convergent Validity

In this section, the loadings of indicators, Composite Reliability (CR), and the Average Variance Extracted (AVE) of the model will be reported. Figure 4.1 shows the path model for the constructs of the framework of the research.

The outer loadings for items in each of the constructs are tabulated in Table 4.4. Initial analysis of the item loadings showed that items B4(*Saya kerapkali berada dalam keadaan amat tertekan apabila berada di tempat kerja*.), C1(*Boleh sentiasa sibuk sepanjang masa.*), and C2(*Peluang untuk bekerja bersendirian di tempat kerja.*) obtained loadings below the value of .50 as suggested by Hair Jr. et al. (2017). However, the Composite Reliability (CR) and Average Variance Extracted (AVE) needed to be anaysed to see whether there is a necessity in deleting the item.

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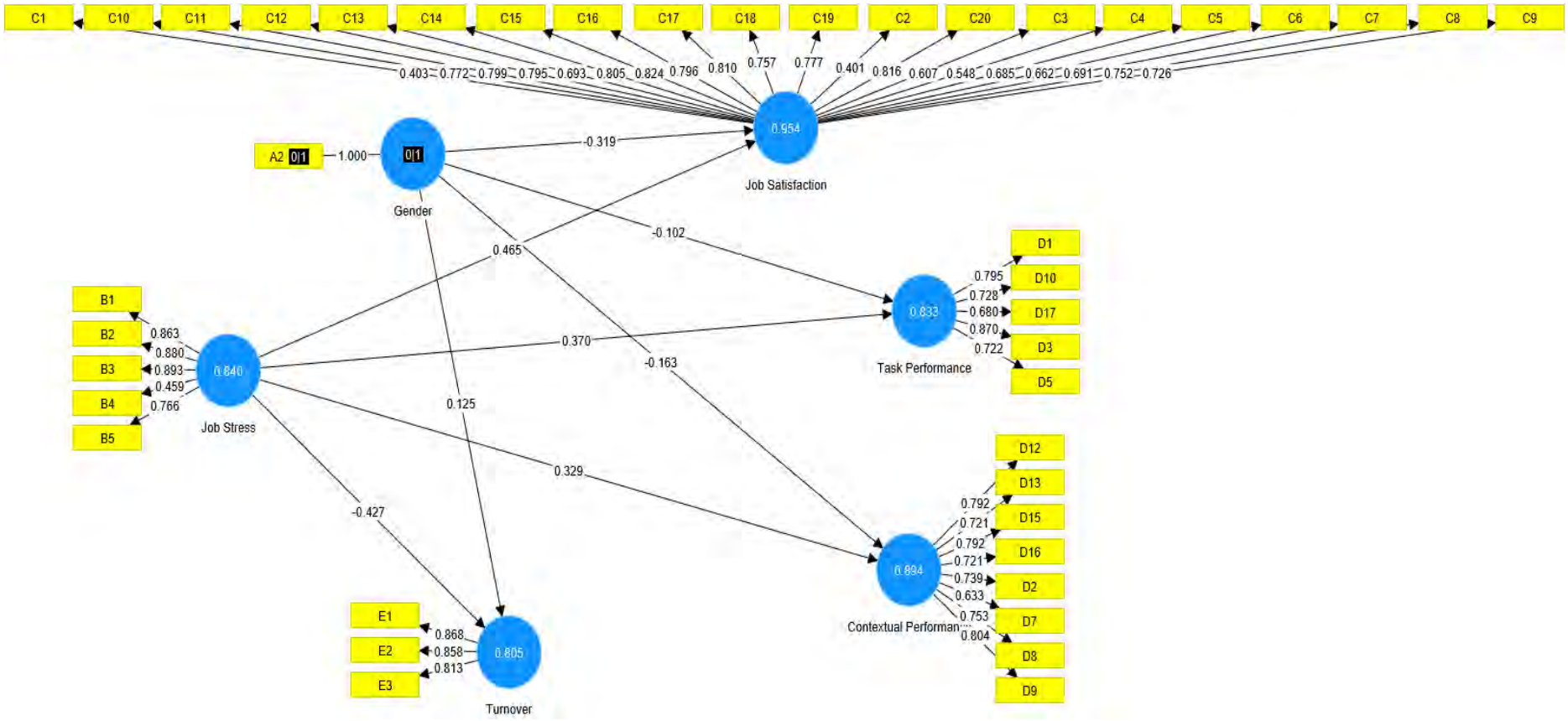


Figure 4.4. Path Model of The Analysis

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Table 4.4

Item Loadings

Constructs	Item	Item Loading
Job Stress	B1	0.86
	B2	0.88
	B3	0.89
	B4	0.46
	B5	0.77
Job Satisfaction	C1	0.40
	C2	0.40
	C3	0.61
	C4	0.55
	C5	0.69
	C6	0.66
	C7	0.69
	C8	0.75
	C9	0.73
	C10	0.77
	C11	0.80
	C12	0.80
	C13	0.69
	C14	0.81
	C15	0.82
	C16	0.80
	C17	0.81
	C18	0.76
	C19	0.78
	C20	0.82
Task Performance	D1	0.80
	D3	0.87
	D5	0.72
	D10	0.73
	D17	0.68
Contextual Performance	D2	0.74
	D7	0.63
	D8	0.75
	D9	0.80
	D12	0.79
	D13	0.72
	D15	0.79
	D16	0.72

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Table 4.4 *(continued)*

Constructs	Item	Item Loading
Turnover Intention	E1	0.87
	E2	0.86
	E3	0.81

According to Hair et al. (2019), composite reliability of .70 to .90 is considered satisfactory to good. Therefore, the variables of contextual performance, job stress, task performance, and turnover intention obtained good reliability values, except for gender since the variable is a single item measure. As for the AVE, all of the values obtained for the AVE of the constructs are above the threshold value of .50 (Hair et al., 2022), except for gender since the construct is a single item measure, as shown in Table 4.5. Thus, items B4, C1, and C2 are retained even though the loadings are below the value of .50, since the AVE and CR obtained values above the threshold level.

Table 4.5

Composite Reliability (CR) and Average Variance Extracted (AVE)

Constructs	Composite Reliability (CR)	Average Variance Extracted (AVE)
Gender	1.00	1.00
Job Stress	0.93	0.77
Job Satisfaction	0.96	0.56
Task Performance	0.87	0.58
Contextual Performance	0.91	0.56
Turnover Intention	0.88	0.72

However, job satisfaction obtained a composite reliability of .96, which is problematic as it indicates redundancy between the items. This could potentially lower the construct validity of the variable (Diamantopoulos, 2012). Additionally, Hair et al.

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(2018) mentioned that such a high value of composite reliability might be caused by undesirable response patterns during data collection.

4.6.2 Discriminant Validity

This section will report on the discriminant validity of the model. In this study, discriminant validity was assessed using two measures: the Heterotrait-Monotrait (HTMT) criterion, as suggested by Henseler et al. (2015), and the cross-loadings. The purpose of assessing discriminant validity is to ensure that each construct is distinct from others and does not overlap with them.

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Table 4.6

Heterotrait-Monotrait (HTMT) Criterion

	Contextual Performance	Gender	Job Stress	Satisfaction	Task Performance	Turnover Intention
Contextual Performance						
Gender	0.13					
Job Stress	0.31	0.04				
Satisfaction	0.55	0.17	0.44			
Task Performance	0.96	0.08	0.36	0.56		
Turnover Intention	0.23	0.07	0.47	0.43	0.27	

Henseler et al. (2015) suggest that the threshold for HTMT is .90. The mean value of item correlations across the constructs of contextual performance and task performance in Table 4.6 is .96, which exceeds the proposed threshold of .90.

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Therefore, the researcher examined the item cross-loadings, as shown in Table 4.7, to determine if there is a high correlation between the indicators across constructs.

Table 4.7 displays the cross-loadings of the indicators on the constructs. It reveals that most indicators load higher in their designated constructs, except for indicator D10 (My planning was optimal.) (0.732) under task performance, which loads almost equally under the construct of contextual performance (0.708). Additionally, indicator D2 (I kept my job skills up-to-date.) (0.732) under contextual performance loads higher than under the construct of task performance (0.716). Consequently, the researcher decided to delete indicators D10 and D2 since they were the source of the violation of the HTMT criterion.

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Table 4.7

Cross Loadings

Item	Contextual Performance	Gender	Job Stress	Satisfaction	Task Performance	Turnover Intention
A2	-0.087	1.000	-0.008	-0.153	-0.058	0.062
B1	0.279	-0.018	0.895	0.388	0.323	-0.292
B2	0.294	0.056	0.902	0.341	0.327	-0.349
B3	0.264	-0.057	0.916	0.421	0.281	-0.350
B5	0.183	-0.009	0.789	0.291	0.179	-0.398
C3	0.370	0.105	0.283	0.590	0.332	-0.244
C4	0.352	-0.136	0.197	0.530	0.320	-0.190
C5	0.293	-0.204	0.304	0.691	0.355	-0.320
C6	0.265	-0.159	0.288	0.670	0.299	-0.278
C7	0.327	-0.063	0.333	0.689	0.353	-0.313
C8	0.411	-0.085	0.334	0.749	0.401	-0.319
C9	0.431	-0.065	0.274	0.728	0.341	-0.246
C10	0.406	-0.072	0.232	0.774	0.378	-0.210
C11	0.479	-0.073	0.300	0.802	0.440	-0.231
C12	0.360	-0.059	0.284	0.802	0.350	-0.269
C13	0.384	-0.103	0.273	0.694	0.388	-0.285
C11	0.479	-0.073	0.300	0.802	0.440	-0.231

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Table 4.7 *(Continued)*

Item	Contextual Performance	Gender	Job Stress	Satisfaction	Task Performance	Turnover Intention
C11	0.479	-0.073	0.300	0.802	0.440	-0.231
C12	0.360	-0.059	0.284	0.802	0.350	-0.269
C13	0.384	-0.103	0.273	0.694	0.388	-0.285
C14	0.404	-0.108	0.326	0.812	0.373	-0.327
C15	0.405	-0.170	0.311	0.829	0.405	-0.282
C16	0.383	-0.199	0.284	0.800	0.363	-0.268
C17	0.379	-0.148	0.385	0.817	0.434	-0.345
C18	0.333	-0.172	0.372	0.766	0.351	-0.290
C19	0.352	-0.136	0.333	0.779	0.321	-0.279
C20	0.462	-0.097	0.346	0.817	0.465	-0.331
D1	0.595	0.025	0.288	0.443	0.778	-0.327
D3	0.747	-0.012	0.262	0.468	0.864	-0.237
D5	0.504	-0.037	0.223	0.286	0.717	-0.083
D10	0.708	-0.063	0.174	0.357	0.732	-0.089
D17	0.571	-0.141	0.247	0.322	0.708	-0.081
D2	0.732	0.006	0.310	0.444	0.716	-0.210
D7	0.613	0.048	0.189	0.363	0.528	-0.176
D8	0.740	0.058	0.215	0.408	0.670	-0.185
D9	0.807	-0.111	0.130	0.368	0.622	-0.061
D12	0.799	-0.090	0.240	0.368	0.577	-0.196
D13	0.727	-0.179	0.196	0.390	0.545	-0.131
D15	0.796	-0.090	0.196	0.386	0.626	-0.164
D16	0.738	-0.136	0.210	0.259	0.554	-0.015
E1	-0.201	0.092	-0.334	-0.376	-0.230	0.864
E2	-0.132	0.046	-0.329	-0.320	-0.185	0.855
E3	-0.162	0.020	-0.335	-0.268	-0.159	0.820

Table 4.8 displays the corrected HTMT criterion after deleting indicators D2 and D10. The HTMT value for contextual performance over task performance is now below the highest threshold value of 0.90, as suggested by Benitez et al. (2020) and Henseler et al. (2015). Additionally, the HTMT value for task performance and contextual performance is accepted since both constructs are conceptually similar (Voorhees et al., 2016; Henseler et al., 2015). Furthermore, all HTMT criterion values

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for the constructs are below the threshold values of 0.85 and 0.90, establishing the discriminant validity of the model.

Table 4.8

Corrected HTMT Criterion

	Contextual Performance	Gender	Job Stress	Satisfaction	Task Performance	Turnover Intention
Contextual Performance						
Gender	0.14					
Job Stress	0.29	0.04				
Satisfaction	0.53	0.17	0.44			
Task Performance	0.89	0.08	0.39	0.57		
Turnover Intention	0.21	0.07	0.47	0.43	0.30	

Overall, the reliability and validity of the measurement model obtained satisfactory results. The test indicated that the measurement model for this study is reliable and valid to proceed with the structural model assessment.

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4.6.3 Validating Higher Order Construct

This section explains about the measurement model for higher-order constructs of the model. The researcher was using the disjoint two-stage approach, which will use the scores from the lower order constructs in order to assess the measurement model for higher-order constructs.

Latent variable scores were used to assess the higher-order constructs as shown in Figure 4.5. Since job performance is a formative measurement model with two

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indicators, which are task performance and contextual performance, the outer weight, outer loadings, and the Variance Inflation Factor (VIF) are assessed as shown in Table 4.9.

To establish the higher-order construct validity, Outer Weight, Outer Loadings, and VIF were assessed. The Outer Weight for Task Performance is significant ($p <$ .001), while the outer weight for Contextual Performance is not significant (p = .250). However, the outer loading, which is the indicator's absolute contribution to contextual performance is significant, and thus, there are no problems (Hair et al., 2017b). All of the VIF values are less than the threshold value of 5, as recommended by Hair et al. (2017a). Since all the criteria are met, the validity of the Higher-Order Construct is established.

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Table 4.9

Formative Measurement Model

Higher-Order Construct	Lower Order Constructs	Outer Weight	*T* Statistics	*P* Values	Outer Loadings	VIF
Job performance	Task Performance	0.83	2.94	0.000	0.99	2.14
	Contextual Performance	0.22	0.67	0.250	0.82	2.14

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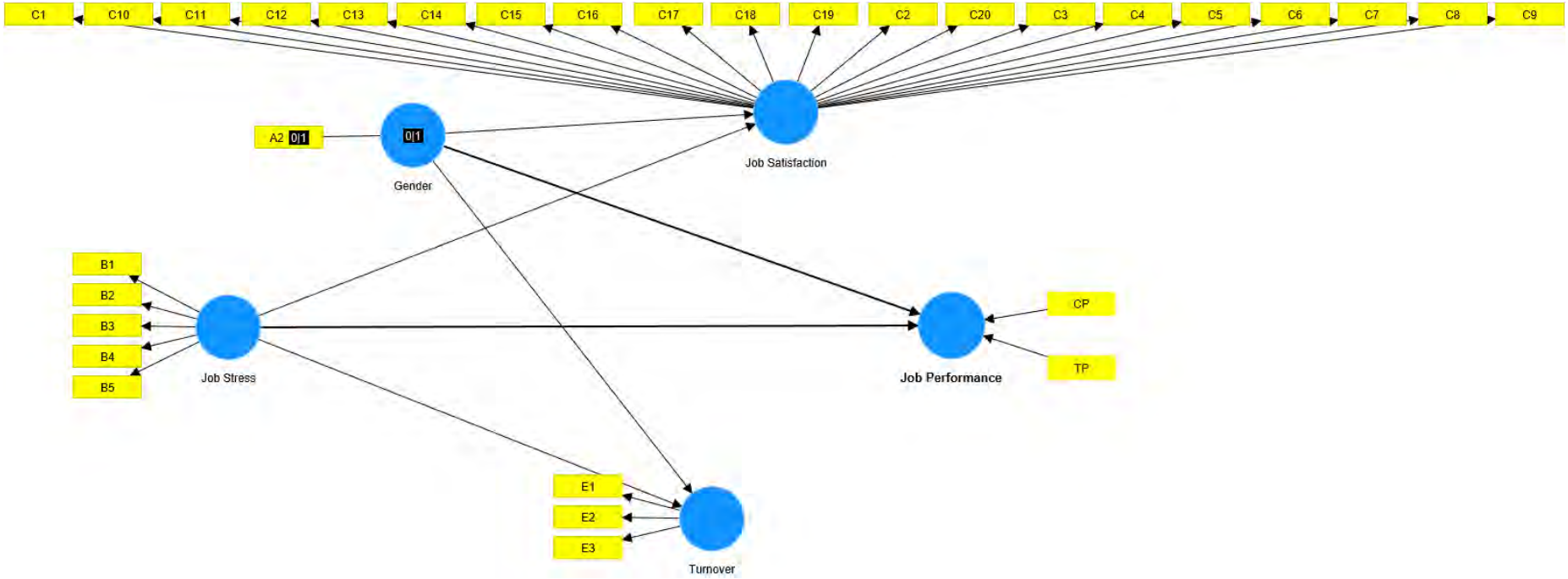


Figure 4.5. Higher-Order Construct

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4.7 Structural Model

The measurement model was established, and the structural model analysis can be assessed. Structural models are assessed in order to determine the model's potential for predicting the constructs (Hair et al., 2017a).

4.7.1 Assessment Structural Model on Collinearity Issue

The first step in assessing the structural model involves examining the collinearity issue. Collinearity is evaluated using the VIF (Variance Inflation Factor) values obtained from the PLS algorithm. According to Hair et al. (2017a), a VIF value exceeding 5 indicates a critical collinearity issue, while Diamantopoulos and Siguaw (2006) propose a threshold of 3.3. In this study, Table 4.10 presents the VIF values obtained from the SmartPLS software. All VIF values are below both threshold values of 3.3 and 5 (Hair et al., 2017a; Kock & Lynn, 2012; Diamantopoulos & Siguaw, 2006), indicating that the structural model does not exhibit collinearity issues.

Table 4.10

VIF Value of The Constructs

Constructs	VIF
Satisfaction	1.00
Turnover Intention	1.00
Job performance	1.00

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4.7.2 Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) quantifies the extent to which exogenous latent variables explain the variance in endogenous latent variables (Hair et al., 2017a). It measures the explanatory power between these latent variables. R^2 values are obtained using the SmartPLS software through its algorithmic functions.

Table 4.11

The Coefficint of Determination (R^2) and Predictive Relevance (Q^2)

Constructs	R^2	Q^2
Satisfaction	0.19	0.10
Turnover Intention	0.16	0.10
Job performance	0.11	0.08

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The results indicate that job stress and gender collectively account for 19% of the variance in satisfaction. Similarly, they explain 11% of the variance in job performance and 16% of the variance in turnover intention.

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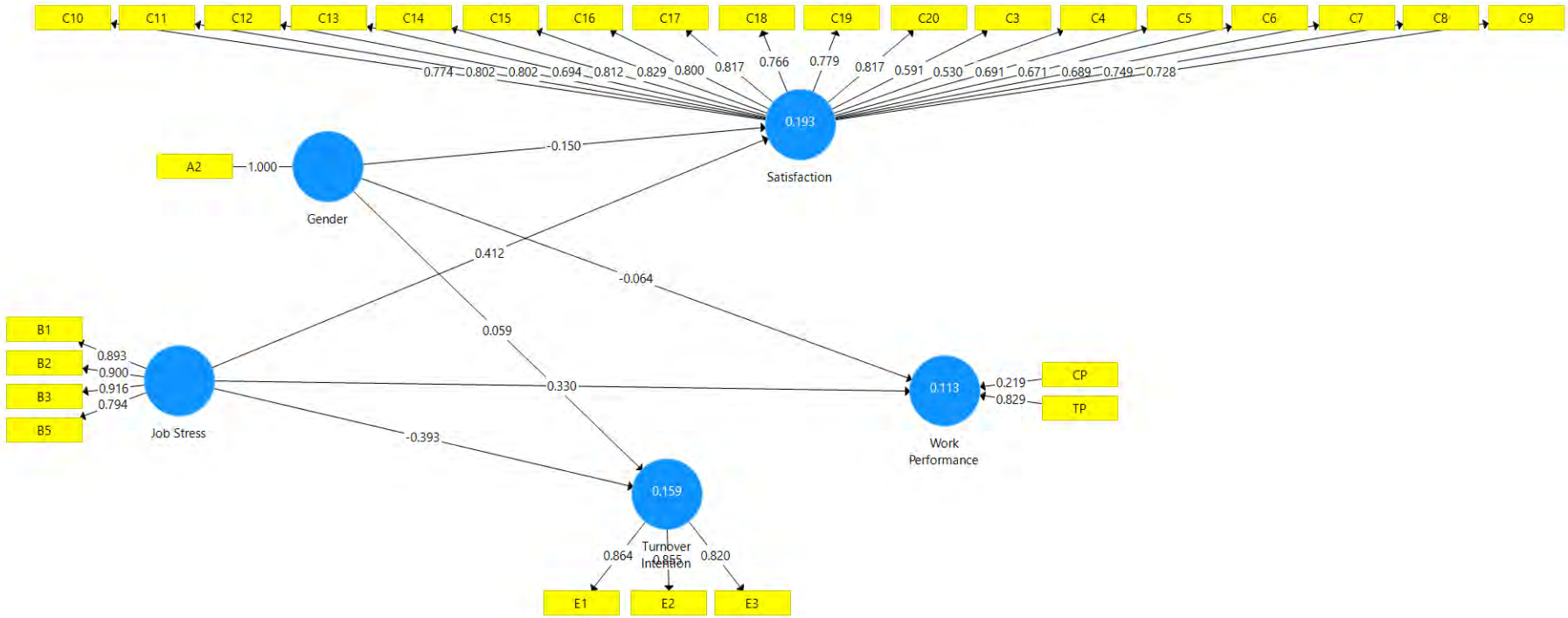


Figure 4.6. Path Model with R^2 Value

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4.7.3 Assessment of Effect Size (f^2)

This stage evaluates the effect size (f^2) of the model. The value of f^2 is evaluated to see the substantive impact of exogenous variables on endogenous variables (Hair et al., 2017a). The values of effect size are 0.02, 0.15, and 0.35, which are regarded as small, medium, and large effect size as suggested by Cohen (1998).

The results shown in Table 4.11 indicate that the influence of job stress on job satisfaction is significant with a medium effect size (f^2 = 0.21). In addition, the results showed that the influence of job stress on job performance is significant with a medium effect size (f^2 = 0.12), while the influence of job stress on turnover intention is significant with a medium effect size (f^2 = 0.18).

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4.7.4 Predictive Relevance (Q^2)

The next step involves assessing the Predictive Relevance (Q^2) of the constructs, as suggested by Hair et al. (2017a). Q^2 is evaluated through the blindfolding procedure using the SmartPLS software. The results, as shown in Table 4.11, indicate that the obtained Q^2 values are greater than 0, implying sufficient predictive relevance of the model. Specifically, the Q^2 values for satisfaction, turnover intention, and job performance are 0.102, 0.104, and 0.079, respectively. These values suggest that the model exhibits predictive relevance, as they significantly exceed zero.

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4.8 Hypotheses Testing

The final step in the structural model analysis involves determining the path coefficient values of the latent variables. These estimated path coefficients represent the hypothesized relationships between the constructs (Hair et al., 2017a). Path coefficients range between one and negative one, with stronger relationships indicated by values closer to one, and weaker relationships indicated by values closer to zero.

Using the SmartPLS algorithm output, the bootstrapping procedure generated the path coefficients for the relationships between job stress and job satisfaction, job performance, and turnover intention. The significance level of these relationships was then determined.

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4.8.1 Path Coefficients for The Relationship Between Job Stress and Job Satisfaction, Job Performance, and Turnover Intention

This section will report on the assessment of the path coefficients to validate the hypotheses proposed for this study. Table 4.12 shows the path coefficients and the significance of the relationships. Additionally, the hypotheses proposed in this study are:

H_1: Job stress has a significant relationship with job satisfaction.

H_2: Job stress has a significant relationship with job performance.

H_3: Job stress has a significant relationship with turnover intention.

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Based on the analysis, it shows that job stress has a significant relationship with job satisfaction (β=0.41, t = 6.61, p < .001). As a result, hypothesis H_1 is supported. Next, the results shows that job stress has a significant relationship with job performance (β=0.33, t=5.34, p < .001). Thus, hypothesis H_2 is supported. Further, job stress has a significant relationship with turnover intention (β=-0.39, t=6.64, p < .001). As a result, hypothesis H_3 is supported. In summary, H_1, H_2, and H_3 are supported.

Table 4.12

Path Coefficients

	Standardised Beta	Standard Deviation (STDEV)	*T*-Value	*P*-Values	f^2
Job Stress -> Satisfaction	0.41	0.06	6.61	0.000	0.21
Job Stress -> Turnover Intention	-0.39	0.06	6.64	0.000	0.18
Job Stress -> Job performance	0.33	0.06	5.34	0.000	0.12

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4.8.2 Testing the Moderating Effect of Gender on The Relationship Between Job Stress and Job Satisfaction, Job Performance, and Turnover Intention.

The next step in the analysis for this study is to assess the moderator hypotheses. Hair et al. (2017a) explained that a moderator is a third variable that affects the relationship between two constructs. The strength and direction of the two constructs in a model can be affected by a moderator variable. This study used a categorical moderator variable, which was gender, and the analysis was done by using the SmartPLS software.

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To recall, this study proposed several moderating hypotheses which are:

H_4: Gender will moderate the relationship between job stress and job satisfaction.

H_5: Gender will moderate the relationship between job stress and job performance.

H_6: Gender will moderate the relationship between job stress and turnover intention.

The study used categorical data for the moderator variable, and the analysis is conducted using SmartPLS version 3.3.3. The moderation assessment uses the orthogonalizing approach as suggested by Hair et al. (2017a) to create the interaction term. The orthogonalizing approach creates all product indicators for the interaction term. By using this analysis, the indicators of the interaction term will not share any variance with the independent variable and moderator variable, which will avoid any collinearity issue between the constructs.

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Table 4.13

Interaction Term

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	*T* Statistics (|O/STDEV|)	*P* Values
Gender*Performance -> Job performance	-0.088	-0.093	0.090	0.975	.165
Gender*Satisfaction -> Satisfaction	-0.058	-0.060	0.095	0.609	.271
Gender*Turnover -> Turnover Intention	-0.192	-0.007	0.158	1.219	.111

Table 4.13 shows the interaction terms between the constructs involved. Bennet (2000) and Hair et al. (2018) stated that in order for the moderator effect to exist and the hypothesis to be supported, the interaction term needs to be significant. Based on

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the analysis, the interaction term of Gender*Performance is not significant (t=0.975, p= .165) and the interaction term for Gender*Satisfaction is also not significant (t=0.609, p= .271). Lastly, the interaction term for Gender*Turnover is not significant (t=1.219, p = .111). This indicates that hypotheses H_4, H_5, and H_6 are failed to be supported.

The result of the hypotheses testing is summarized in Table 4.14 as shown below.

Table 4.14

Summary of Hypotheses Testing

No.	Hypotheses Statement	Decision
H_1	Job stress has a significant relationship with job satisfaction.	Supported
H_2	Job stress has a significant relationship with job performance.	Supported
H_3	Job stress has a significant relationship with turnover intention.	Supported
H_4	Gender will moderate the relationship between job stress and job satisfaction.	Not Supported
H_5	Gender will moderate the relationship between job stress and job performance.	Not Supported
H_6	Gender will moderate the relationship between job stress and turnover intention.	Not Supported

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4.9 Conclusion

In conclusion, this chapter reports the results of analyses obtained by using the SPSS and SmartPLS software. The analyses included the descriptive statistics of the

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respondents, the measurement, and structural model analysis. The measurement model meets all the criteria for the threshold value of composite reliability and discriminant validity. The higher-order construct was also validated. The structural model was assessed and the hypotheses suggested were tested. Based on the findings, six hypotheses are supported.

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CHAPTER 5

DISSCUSSION

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5.1 Introduction

This chapter discusses the results based on the research questions and hypotheses proposed in this study. The implications and contributions of the study will also be discussed. Finally, this chapter will also discuss the limitations of this study and the recommendations for future research in this field.

5.2 Discussion on Research Findings

Based on the data analysis from the previous chapter, this section will discuss the findings reported based on the hypotheses tested.

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5.2.1 Relationship Between Job Stress and Job Satisfaction

The results of the data analysis showed that job stress has a significantly positive relationship with job satisfaction. This suggests that employees with higher job stress may experience higher job satisfaction. However, these findings contradict those of previous research by Viegas and Henriques (2021) and Teong et al. (2019), which found a negative correlation between job stress and job satisfaction. Most of the reviewed literature also suggests a negative impact of job stress on job satisfaction, indicating that higher job stress among employees leads to lower levels of job satisfaction (Akhtar et al., 2018; Azizah et al., 2016; Khamisa et al., 2015; Ahsan et al., 2009).

The results imply that when employees experience increasing stress levels due to their workload, their satisfaction levels may also increase. The data was collected during the pandemic, resulting in a low workload as most of the work in the sector involved the administration of school programs or issues. However, as workload increased and stress levels rose, employees may have developed a sense of satisfaction from successfully managing their workload. Employee job satisfaction can be evaluated through various elements such as satisfaction with payment, the job itself, colleagues, and supervision from employers (Howard et al., 2004). Basic features or elements for job satisfaction, such as appreciation, communication among employees, benefits, work conditions, salaries, recognition, and organizational policies and procedures (Spector, 1997, as cited in Viegas and Henriques, 2021), may also contribute to high job satisfaction among employees.

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Additionally, most participants in this study were bachelor's degree graduates, which may have influenced the results. They may have been prepared to handle a high workload, leading to satisfaction from completing tasks assigned by the organization. Furthermore, employees may have adapted to the high workload environment, contributing to higher job satisfaction. Aziri (2011, as cited in Adamapoulos & Syrous, 2022) outlined seven types of job satisfaction, including satisfaction with the company and management, superiors, colleagues, fees, working conditions, work itself, and benefits with opportunities for promotion. It can be assumed that the presence of high job stress leading to high job satisfaction in this study may be due to the fulfilment of one or more of these types of employee satisfaction.

5.2.2 Relationship Between Job Stress and Job Performance

The findings from the data analysis indicate that job stress has a significantly positive relationship with job performance. When employees experience high levels of job stress, their work performance significantly increases. However, these results contradict the findings of most past research, such as Fahmi et al. (2022), Jia et al. (2022), and Jamal (2016), which found that job stress negatively affects job performance. Past research suggests that when workloads increase, employees' stress levels also increase, negatively affecting their performance in the workplace. Nonetheless, the results of this study suggest that when employees face high workloads or tasks, the stress induced by the demand to complete the job motivates them to perform better in the workplace.

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In contrast, the findings of this study align with Ahmad et al. (2018), which found that higher job stress improves employee performance. When participants are under pressure due to workload and workplace environment, their performance increases as stress motivates them to perform better in their work. This phenomenon may be attributed to the possibility of eustress, which helps motivate employees to perform better in a stressful working environment. Additionally, job stress can serve as a positive motivational drive known as eustress, which may increase performance by categorizing stressors as challenging (Pluut et al., 2022). Since employees had control over the stress they experienced while completing tasks and facing demanding workloads, they increased their productivity as they understood the pressure of the work itself and how to control and adapt to the environment.

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The Job Demand-Resource (JD-R) Theory (Bakker & Demerouti, 2006) explains that higher job demands with low job resources lead to strain and negative organizational outcomes. Bakker and Demerouti (2016) also explained that employees with high access to job resources can better cope with high job demands. Therefore, it can be concluded that the results of this study indicate that higher job stress due to job demands was associated with higher job performance due to access to job resources that employees needed to adapt to the stressful work environment.

PPd officials often deal with high workloads, especially since all organizations are responsible for providing support, planning improvement programs involving school performance, and developing programs to improve education and services in schools in each district. Recently, the Minister of Malaysia's Ministry of Education, in articles by Ahmad Rodzi (2022) in Berita Harian, requested PPd officials to present

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themselves at schools to oversee problems that arise and help manage issues directly with the schools. According to Siegel (2020), the human mind has a moment called the "window of tolerance," which allows someone to perform better in a stressful environment. During high levels of stress, some employees might experience the window of tolerance, allowing them to think rationally, function well, and make better decisions without feeling overwhelmed (DeMarco, 2024). Thus, this might be a reason why the results obtained in this study are quite different from most past studies.

5.2.3 Relationship Between Job Stress and Turnover Intention

The third hypothesis of this study assumed that job stress has a significant relationship with turnover intention. The results of this study showed that job stress has a significant negative relationship with turnover intention. Consequently, higher job stress among employees will result in a lower turnover rate in the organization. These results contradict the findings from previous research by Shen et al. (2021), Fong et al. (2018), and Omar et al. (2017), which found that job stress is a cause of high turnover rates in organizations.

Most past researchers have found that job stress has a significantly positive effect on turnover intention (Shen et al., 2021; Falahat et al., 2019). However, the results of this study are quite unique, as they show that higher job stress will reduce the turnover rate among employees. Possible explanations for these results might be external motivations such as job benefits, rewards, and salaries, which encourage employees to stay in their jobs despite being affected by job stress.

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Additionally, Tetteh et al. (2020) suggested that organizational support may help reduce stress-related turnover intention among employees. This not only reduces stress levels among employees but also creates an emotional attachment that helps lower the turnover rate caused by work-related stress.

Furthermore, a similar situation exists with the relationship between job stress and job satisfaction, where employees are well adapted to their job stress, giving them satisfaction in completing their workload. This might be one of the reasons for the lower turnover rate among employees despite experiencing high job stress. In the context of the sample for this study, even in a high job stress environment with high job demands causing increased stress levels, PPd employees might have already adapted well to the situation and can manage their workloads better, which may be the best explanation for the low turnover rate despite experiencing high job stress. This reinforces the arguments and suggestions regarding positive stress by Pluut et al. (2022), which indicate that job stress can be a positive motivator for employees to perform better or, in this case, to stay in their organizations. Additionally, fulfilment of elements of satisfaction such as good payments, opportunities for career development, and support from colleagues (Adamapoulos & Syrous, 2022) might contribute to these unique results.

5.2.4 Moderating Effect of Gender on The Relationship Between Job Stress and Job Satisfaction, Job Performance, and Turnover Intention

One of the objectives of this study was to test whether gender could act as a moderator variable for the relationship between job stress and the aforementioned constructs. The

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results indicated that gender does not moderate the relationship between job stress and job satisfaction, job performance, or turnover intention. These findings support past research, which similarly found that gender does not moderate the relationship between job stress and job performance (Pandey, 2020; Medina-Garrido et al., 2019). Additionally, a study by Piyasari and Weerasinghe (2022) found that gender does not moderate the relationship between burnout and turnover intention.

One possible explanation for these results lies in the theoretical approach used in this study. The social role theory proposed by Eagly and Wood (2016) emphasizes the differences between men and women in terms of physical capabilities and their suitability for roles traditionally associated with their gender. For example, men are often associated with strength-intensive activities, while women are stereotypically viewed as being more suited to nurturing roles. However, in the modern era, women are increasingly involved in both professional and domestic responsibilities, and household tasks are often shared between partners.

Furthermore, societal changes have led to increased gender equality in terms of workload and access to resources in the workplace. Pandey's (2020) study yielded results consistent with those of the current study, suggesting that gender does not moderate the relationship between job stress and job performance. This lack of moderation could be attributed to the availability of jobs and equal access to resources, particularly in more developed countries compared to less developed ones.

Perhaps, the Social Role theory by Eagly and Woods (2016) is not totally relevant in Malaysia since most of men and woman are working equally and receive equal access

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to resources in working environment. Hyde (2005 as cited in American Psychological Association (APA), 2005) proposed the gender similarities hypothesis which explained that most of the studies showed minimal to no effect of gender differences between male and female. Even with better physical attribute for male compared to female, in terms of psychological abilities, verbal and non-verbal communication, aggression, leadership, self-esteem, moral reasoning, and motor behaviors have almost minimal differences.

For instance, in Malaysia, data from the National Population and Family Development Board (LPPKN) (2017) indicates that 45% of women are employed, nearly equivalent to the 92% of men, indicating a substantial presence of women in the workforce. Therefore, it is likely that many of the female participants in this study are part of the workforce in Malaysia. Moreover, in the context of this study, where most employees in the PPd are female (as reported in Chapter 4), it is evident that female employees are equally capable of handling workloads and responsibilities as their male counterparts in the same environment. Despite potential caregiving responsibilities, female employees demonstrate the capacity to balance nurturing roles with workplace demands effectively.

5.3 Research Implication

This study revealed that job stress affects job satisfaction, job performance, and turnover intention, while gender does not moderate the relationship. The chosen theoretical frameworks, the Job Demand-Resource (JD-R) model and social role theory,

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were used to explain the influence of job stress on these variables and the role of gender in these relationships. The findings of this study have implications for research, theory, and the community.

In terms of research implications, there has been relatively limited research on the relationships between job stress, job satisfaction, job performance, and turnover intention, especially during pandemics. Despite yielding somewhat unique results compared to previous research, this study contributes significantly to the existing body of knowledge, particularly in the Malaysian context. By addressing this gap in the literature, this research enhances understanding of this important area.

Regarding theoretical implications, this study's findings challenge the conventional understanding that job stress invariably leads to negative organizational outcomes. While previous research has often associated job stress with negative impacts on satisfaction, performance, and turnover intention, this study suggests that effective resource management can mitigate these negative effects. In terms of educational sector, this study helps in providing the insight on resources availability for the employees which by providing equal resources for all the employees, it will help in reducing the job-related stress and reduce the negative organizational outcomes. Additionally, the study's exploration of gender as a potential moderator expands the context of the theories employed, indicating that gender does not significantly influence employees' work outcomes in this context.

For the community, this study provides valuable insights into the role of gender in the relationship between job stress and organizational outcomes among government

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employees in the education sector. By demonstrating that gender does not significantly moderate these relationships, the study challenges traditional gender stereotypes, particularly those related to women's roles as nurturers. This finding underscores the importance of recognizing and valuing the contributions of all employees, regardless of gender, in the workplace.

In summary, this study advances knowledge in the field of organizational psychology by providing evidence on the complex interplay between job stress, job satisfaction, job performance, turnover intention, and gender in the Malaysian context. These findings have implications for future research, theory development, and organizational practices aimed at promoting employee well-being and organizational effectiveness.

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5.4 Research Contribution

The main contributions of this study are as follows:

1) The findings of this study make a significant contribution to the existing literature in the field. While research on job stress and gender has been conducted previously, few studies have specifically examined these constructs within the context of Malaysia, particularly in relation to their interplay. By investigating the relationship between job stress, gender, and other relevant constructs, this study fills an important gap in the literature. The findings add depth and nuance to our understanding of how job stress

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and gender intersect in the Malaysian context, thus expanding the body of knowledge in this area.

2) These findings contribute significantly to our understanding of the impact of job stress on various outcomes, including job satisfaction, job performance, and turnover intentions among employees. By applying the Job Demand-Resource (JD-R) theory, this study underscores the importance of effective resource management in improving positive organizational outcomes. The results suggest that providing adequate resources to employees can mitigate the negative effects of job stress and promote positive outcomes such as job satisfaction, job performance, and reduced turnover intentions. This insight can be valuable for employers and policymakers in the Malaysian Ministry of Education (MoE), as it highlights the importance of creating supportive work environments and allocating resources effectively to enhance employee well-being and organizational performance. Additionally, it underscores the need for strategies that enable employees to adapt to high workloads and job demands, ultimately contributing to a more resilient and productive workforce. It can also assist the Moe in developing programs to enhance employee's ability to find resources needed to complete their task in everyday work. By providing equal resources for all employees might help in reducing the level of stress, increase job satisfaction and job performance, and reduce the turnover intention rate among employees.

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3) This study provides valuable insights into shifting gender roles in Malaysian society. Traditionally, women have been expected to fulfill nurturing roles within the household, while men were often viewed as the primary breadwinners. However, the findings of this study suggest that gender roles are evolving, with many women now working alongside men and navigating stressful work environments. This indicates a departure from traditional gender norms, as women demonstrate their ability to handle demanding workloads and adapt to workplace stressors. Furthermore, the study highlights changes in perceptions of household responsibilities, with men and women sharing similar roles in nurturing and maintaining the family unit. These insights contribute to a deeper understanding of gender dynamics in contemporary Malaysian society and underscore the need for continued research and discussion on gender equality and shifting societal norms.

5.5 Limitations and Recommendations

While this study has yielded interesting results, there are several limitations observed by the researcher during its conduct. These limitations, along with recommendations for future research, will be discussed below.

The first limitation encountered during this study was a low response rate from participants, which may be attributed to the COVID-19 pandemic and the shift to remote work. Participants alternated between working from home and the office,

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leading to challenges in accessing and completing the questionnaire. Despite efforts to provide online questionnaires, many employees may have overlooked the link due to heavy workloads. Additionally, issues such as limited access to technology, internet connectivity problems, time constraints, and distractions in home environments may have further hindered questionnaire completion.

To address these issues and improve the response rate in future research, it is recommended to provide participants with clear instructions and explanations regarding the purpose and importance of the questionnaire, with the assistance of relevant officers. Additionally, offering incentives for completing the questionnaire can serve as motivational support for participants. Furthermore, scheduling a specific time for participants to complete the questionnaire, tailored to their convenience, can help ensure higher participation rates.

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Another limitation is that the sample for this study was limited to employees from Selangor, one of the 14 districts in Malaysia. As a result, the findings may not fully represent all District Educational Office employees nationwide. To address this limitation in future research, it is recommended to expand the study to include employees from other District Educational Offices across Malaysia. This broader sample would allow for more representative responses and results that could be generalized to a larger population. Additionally, future research could also include employees from the private education sector to compare and contrast the findings between the government and private sectors, providing further insights into the dynamics of job stress, job satisfaction, and related variables in different organizational contexts.

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Additionally, a limitation of this study was the time allocated for participants to complete the questionnaire. Due to the COVID-19 pandemic and Movement Control Order (MCO), data collection had to be conducted remotely, with nearly half of the questionnaires administered over a period of 7 days with the assistance of counselors. As a result, participants were unable to seek clarification or assistance from the researcher while completing the questionnaire, as the researcher was not physically present.

Similarly, the same limitations applied when the questionnaire was administered through the Google Forms platform. Participants were provided with a 7-day window to complete the questionnaire online or through physical copies distributed to counselors. The extended duration of data collection may have impacted response rates as participants were unable to request clarifications or explanations while completing the questionnaire.

To address this issue in future research, it is recommended that researchers schedule dedicated time slots of at least 30 to 45 minutes during organizational events, such as monthly assemblies, to administer the questionnaire to participants. For example, in the case of District Educational Offices, employees typically gather with administration for monthly assemblies in a designated hall. Utilizing this opportunity can help ensure a better response rate. Additionally, conducting the survey during such events allows researchers to effectively conduct briefing and debriefing sessions with each participant, as well as provide clarification on any questions regarding the questionnaire. This approach facilitates better communication between researchers and participants, thereby enhancing data collection quality and response rates.

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5.6 Conclusion

This research aims to study the role of gender on the relationship between job stress and job satisfaction, job performance, and turnover intention. The research objectives were:

1. To study the relationship between job stress and job satisfaction.
2. To study the relationship between job stress and job performance.
3. To study the relationship between job stress and turnover intention.
4. To identify whether gender moderate the relationship between job stress and job satisfaction.
5. To identify whether gender can moderate the relationship between job stress and job performance.
6. To identify whether gender can be moderate the relationship between job stress and turnover intention.

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A total of 244 government employees from District Education Offices in Selangor participated as respondents. Four instruments were used to measure the constructs in this study: the Job Stress Scale, the Minnesota Satisfaction Questionnaire (MSQ), the Individual Work Performance Questionnaire (IWPQ), and the Turnover Intention Questionnaire. All of the instruments demonstrated excellent reliability, and the analyses were conducted using SPSS and SmartPLS software.

The findings of this study revealed a positive relationship between job stress and job satisfaction. Additionally, an increase in the level of job stress was associated with

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higher performance and lower turnover intention among the employees. However, it was found that gender, including both male and female, did not have any effect on the relationship between job stress and job satisfaction, job performance, and turnover intention.

In conclusion, the objectives proposed in this study have been achieved. The findings contribute to understanding the relationship between job stress and various organizational outcomes, which represents a significant addition to the literature, especially concerning job stress, job satisfaction, job performance, turnover intention, and gender in the Malaysian context.

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Appendix A

Surat Keizinan (Informed Consent)

Salam Sejahtera,

Anda dijemput untuk melibatkan diri di dalam kajian yang dijalankan oleh pelajar Sarjana Sains (Psikologi), Unit Psikologi dan Kaunseling, Fakulti Pembangunan Manusia (FPM), Universiti Pendidikan Sultan Idris (UPSI). Kajian ini adalah dibawah seliaan Dr. Nurul 'Ain Hidayah binti Abas, pensyarah kanan Unit Psikologi dan Kaunseling, UPSI.

Tujuan Kajian:

Kajian ini dijalankan untuk menguji kesan stres kerja terhadap tahap kepuasan kerja, prestasi kerja dan niat peralihan kerja serta kesan moderator jantina terhadap hubungan-hubungan tersebut.

Risiko :

Penglibatan anda di dalam kajian ini hanya terbatas kepada menjawab soal selidik yang disediakan oleh pengkaji sahaja. Risiko terhadap anda hanyalah minima. Kebarangkalian risiko minima yang mungkin berlaku ialah risiko kelelahan mata ketika menjawab soal selidik ini.

Komitmen Masa:

Penglibatan anda di dalan kajian ini memerlukan anda untuk menjawab satu set soal selidik yang telah dibahagikan kepada beberapa bahagian. Masa yang diberikan adalah antara 15 hingga 20 minit. Bahagian-bahagian tersebut ialah:

Bahagian A: Demografi

Bahagian B: Skala Stress Kerja

Bahagian C: Ujian Kepuasan Kerja Minnesota

Bahagian D: Ujian Prestasi Individu

Bahagian E: Skala Niat Peralihan

Kerahsiaan:

Segala maklumat termasuk nama atau informasi dan data yang dikumpul melalui soal selidik ini adalah rahsia sepenuhnya. Data yang dikumpul hanya boleh dilihat dan diproses oleh pengkaji utama sahaja. Segala data yang dikutip akan dimusnahkan sebaik kajian ini siap sepenuhnya.

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Hak Untuk Menarik Diri:

Penglibatan anda di dalam kajian ini adalah secara sukarela dan anda berhak untuk menarik diri pada bila-bila masa sekiranya anda tidak merasa selesa untuk menjawab soal selidik yang diberikan.

Segala informasi yang diberikan oleh anda adalah rahsia sepenuhnya dan akan disimpan oleh pengkaji sahaja. Sekiranya anda mempunyai sebarang pertanyaan berkenaan soal selidik ini, anda boleh hubungi pengkaji di nombor +6011-14744286.

Sekiranya anda setuju untuk melibatkan diri di dalam kajian ini, sila tanda di kotak yang disediakan dan teruskan dengan bahagian seterusnya. Sekiranya anda tidak bersetuju untuk melibatkan diri di dalam kajian ini, sila pulangkan soal selidik ini kepada pengkaji.

☐ Saya setuju untuk melibatkan diri di dalam penyelidikan ini

Pengkaji Utama:
Muhammad Haikal Bin Shafiee
Pelajar Sarjana Sains(Psikologi),
Fakulti Pembangunan Manusia,
Universiti Pendidikan Sultan Idris

Penyelia:
Dr. Nurul ‘Ain Hidayah Binti Abas
Pensyarah Kanan Jabatan Psikologi dan Kaunseling,
Fakulti Pembangunan Manusia,
Universiti Pendidikan Sultan Idris

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Appendix B

BAHAGIAN A

Demografi

1. Umur : _____

2. Jantina

Lelaki	
Perempuan	

3. Bangsa

Melayu	
Cina	
India	
Lain-lain	

4. Agama

Islam	
Hindu	
Buddha	
Lain-lain	

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5. Status perkahwinan

Bujang	
Berkahwin	
Dalam hubungan	
Janda/Duda	
Bercerai	

6. Tahap Pendidikan

SPM	
~~STPM/Diploma~~	
Ijazah Sarjana Muda	
Sarjana	
PhD	

7. Gred Jawatan : _____

8. Tempoh perkhidmatan : _____

9. Gaji (Anda boleh melangkau soalan ini jika anda merasa tidak selesa untuk berkongsi maklumat ini)

RM 1000 dan kebawah	
RM 1001 – RM2500	
RM 2501 – RM 5000	
RM 5001 dan ketas	

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Appendix C

Soal Selidik

BAHAGIAN B

Skala Stress Kerja

Arahan: Sila baca kenyataan berikut berkaitan perasaan anda terhadap ketegangan yang berhubung- kait dengan pekerjaan. Jika anda tidak pasti tentang bagaimana untuk menjawab soalan tertentu, sila berikan jawapan yang seikhlas mungkin. Soal selidik ini adalah sulit sepenuhnya: jawapan anda tidak akan dilihat oleh penyelia atau rakan sekerja anda.

No.	Item	Sangat Setuju	Setuju	Neutral	Tidak Setuju	Sangat Tidak Setuju
1.	Lazimnya, saya merasa resah ketika bekerja.	**1**	**2**	**3**	**4**	**5**
2.	Biasanya, saya menzahirkan sifat yang tidak menyenangkan apabila bekerja.	**1**	**2**	**3**	**4**	**5**
3.	Sebahagian besar masa kerja saya menjadikan saya merasa sangat kecewa atau marah	**1**	**2**	**3**	**4**	**5**
4.	Saya kerapkali berada dalam keadaan amat tertekan apabila berada di tempat kerja.	**1**	**2**	**3**	**4**	**5**
5.	Apabila berada di tempat kerja, saya sering merasa tertekan atau terkongkong.	**1**	**2**	**3**	**4**	**5**

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BAHAGIAN C

Ujian Kepuasan Kerja Minnesota

Arahan : Sila baca kenyataan berikut yang berkaitan dengan kepuasan kerja anda dan beri gambaran sebenar perasaan anda tentang kerja semasa anda. Tanya diri anda adakah anda berpuas hati dengan aspek kerja anda.

No.	Item	Sangat tidak puas hati	Agak tidak puas hati	Puas hati	Agak puas hati	Sangat puas hati
1.	Boleh sentiasa sibuk sepanjang masa.	**1**	**2**	**3**	**4**	**5**
2.	Peluang untuk bekerja bersendirian di tempat kerja.	**1**	**2**	**3**	**4**	**5**
3.	Peluang untuk melakukan perkara yang berbeza dari semasa ke semasa.	**1**	**2**	**3**	**4**	**5**
4.	Peluang untuk menjadi ‘seseorang’ dalam komuniti.	**1**	**2**	**3**	**4**	**5**
5.	Cara bos saya mengendalikan pekerjanya.	**1**	**2**	**3**	**4**	**5**
6.	Kecekapan penyelia saya dalam membuat keputusan.	**1**	**2**	**3**	**4**	**5**
7.	Dapat melakukan perkara-perkara yang tidak menentang suara hati saya	**1**	**2**	**3**	**4**	**5**
8.	Kerja saya memperuntukkan pekerjaan yang stabil.	**1**	**2**	**3**	**4**	**5**
9.	Peluang untuk melakukan sesuatu untuk orang lain.	**1**	**2**	**3**	**4**	**5**

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No.	Item	Sangat tidak puas hati	Agak tidak puas hati	Puas hati	Agak puas hati	Sangat puas hati
10.	Peluang untuk memberitahu orang tentang apa yang perlu dilakukan.	**1**	**2**	**3**	**4**	**5**
11.	Peluang untuk melakukan sesuatu dengan menggunakan kebolehan saya.	**1**	**2**	**3**	**4**	**5**
12.	Cara dasar syarikat dimasukkan ke dalam amalan kerja.	**1**	**2**	**3**	**4**	**5**
13.	Gaji saya dan jumlah kerja yang saya lakukan.	**1**	**2**	**3**	**4**	**5**
14.	Peluang untuk maju dalam pekerjaan ini.	**1**	**2**	**3**	**4**	**5**
15.	Kebebasan menggunakan pertimbangan saya sendiri.	**1**	**2**	**3**	**4**	**5**
16.	Peluang untuk mencuba kaedah saya sendiri dalam melakukan kerja.	**1**	**2**	**3**	**4**	**5**
17.	Keadaan kerja.	**1**	**2**	**3**	**4**	**5**
18.	Cara rakan sekerja saya bergaul antara satu sama lain.	**1**	**2**	**3**	**4**	**5**
19.	Pujian yang saya dapat selepas melakukan kerja dengan baik.	**1**	**2**	**3**	**4**	**5**
20.	Perasaan sempurna yang saya dapat daripada pekerjaan saya.	**1**	**2**	**3**	**4**	**5**

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BAHAGIAN D

Soal Selidik Prestasi Kerja Individu

Arahan : Soalan yang berikut adalah berkaitan dengan bagaimana anda menjalankan kerja anda sepanjang bulan yang lalu. Jika anda tidak pasti tentang bagaimana untuk menjawab soalan tertentu, sila berikan jawapan yang sebaik mungkin. Soal selidik ini adalah sulit sepenuhnya: jawapan anda tidak akan dilihat oleh penyelia atau rakan sekerja anda

No.	Item	Jarang	Kadang-kadang	Kebiasaannya	Selalunya	Kerap
1.	Saya berjaya merancang kerja saya supaya ia boleh dilakukan pada masa yang ditetapkan.	**1**	**2**	**3**	**4**	**5**
2.	Saya mengekalkan kemahiran kerja saya mengikut peredaran masa terkini.	**1**	**2**	**3**	**4**	**5**
3.	Saya sentiasa menyasarkan keputusan yang saya perlu capai dalam kerja saya.	**1**	**2**	**3**	**4**	**5**
4.	Saya berbincang dengan rakan sekerja tentang aspek negatif berkaitan kerja saya.	**1**	**2**	**3**	**4**	**5**
5.	Saya dapat memberi prestasi yang baik dalam kerja saya dalam masa yang singkat dan usaha yang minimal.	**1**	**2**	**3**	**4**	**5**
6.	Saya memberi tumpuan kepada aspek negatif dalam situasi kerja dan bukannya aspek positif.	**1**	**2**	**3**	**4**	**5**
7.	Saya memulakan tugasan baru apabila tugasan yang lalu telah selesai dilakukan.	**1**	**2**	**3**	**4**	**5**

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No.	Item	Jarang	Kadang-kadang	Kebiasaannya	Selalunya	Kerap
8.	Saya mengekalkan pengetahuan kerja saya mengikut masa kini.	**1**	**2**	**3**	**4**	**5**
9.	Saya telah mengambil tugasan yang mencabar dari peluang yang ada.	**1**	**2**	**3**	**4**	**5**
10.	Perancangan saya adalah bersifat optimum	**1**	**2**	**3**	**4**	**5**
11.	Saya memburukkan lagi masalah dalam kerja saya.	**1**	**2**	**3**	**4**	**5**
12.	Saya terus mencari cabaran baru dalam tugas saya.	**1**	**2**	**3**	**4**	**5**
13.	Saya mengambil bahagian secara aktif dalam mesyuarat yang diadakan di tempat kerja.	**1**	**2**	**3**	**4**	**5**
14.	Saya mengadu tentang perkara yang remeh di tempat kerja.	**1**	**2**	**3**	**4**	**5**
15.	Saya telah memberi penyelesaian yang kreatif kepada permasalahan baru.	**1**	**2**	**3**	**4**	**5**
16.	Saya mengambil tanggungjawab tambahan.	**1**	**2**	**3**	**4**	**5**
17.	Saya mampu untuk memisahkan isu utama daripada isu sampingan di tempat kerja.	**1**	**2**	**3**	**4**	**5**

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No.	Item	Jarang	Kadang-kadang	Kebiasaannya	Selalunya	Kerap
18.	Saya telah bercakap dengan orang dari luar organisasi tentang aspek negatif kerja saya.	**1**	**2**	**3**	**4**	**5**

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BAHAGIAN E

Skala Niat Peralihan Kerja

Arahan : Soalan dibawah menggambarkan niat dan perasaan anda untuk berhenti atau meninggalkan organisasi. Sekiranya tidak yakin dengan soalan, sila berikan jawapan terbaik. Soal selidik ini adalah sulit: Jawapan yang diberikan tidak akan dilihat oleh penyelia atau rakan penyelidikan.(Hanya kepada pengkaji sahaja)

No.	Item	Sangat Tidak Setuju	Tidak Setuju	Kadang-kala	Setuju	Sangat Setuju
1.	Saya bercadang untuk meninggalkan organisasi.	**1**	**2**	**3**	**4**	**5**
2.	Saya berniat untuk mengambil usaha yang tulen untuk mencari pekerjaan lain dalam tempoh beberapa bulan akan datang.	**1**	**2**	**3**	**4**	**5**
3.	Saya sering berfikir tentang berhenti kerja.	**1**	**2**	**3**	**4**	**5**

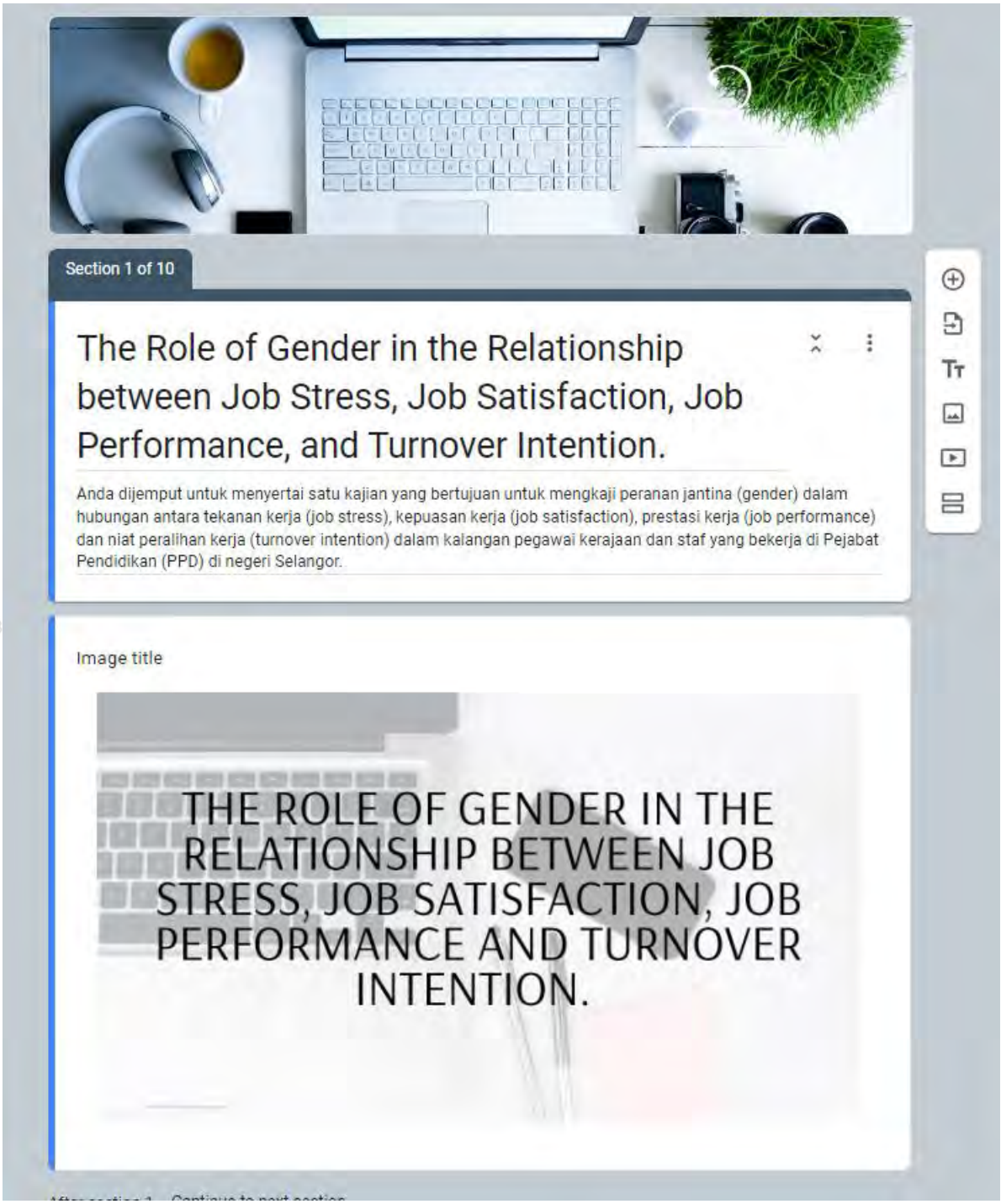
Thank You

Terima Kasih

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Appendix D



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Section 2 of 10

Persetujuan Termaklum (Informed Consent)

Salam Sejahtera,
Anda dijemput untuk melibatkan diri di dalam kajian yang dijalankan oleh pelajar Sarjana Sains(Psikologi), Unit Psikologi dan Kaunseling, Fakulti Pembangunan Manusia (FPM), Universiti Pendidikan Sultan Idris (UPSI). Kajian ini adalah dibawah seliaan Dr. Nurul 'Ain Hidayah binti Abas, pensyarah kanan Unit Psikologi dan Kaunseling, UPSI.

Tujuan Kajian:
Kajian ini dijalankan untuk menguji kesan stres kerja terhadap tahap kepuasan kerja, prestasi kerja dan keinginan untuk meninggalkan organisasi serta kesan moderator jantina terhadap hubungan-hubungan tersebut.

Risiko:
Penglibatan anda di dalam kajian ini hanya terbatas kepada menjawab soal selidik yang disediakan oleh pengkaji sahaja. Risiko terhadap anda hanyalah minima. Kebarangkalian risiko minima yang mungkin berlaku ialah risiko kelelahan mata ketika menjawab soal selidik ini.

Komitmen Masa:
Penglibatan anda di dalan kajian ini memerlukan anda untuk menjawab satu set soal selidik yang telah dibahagikan kepada beberapa bahagian. Masa yang diberikan adalah antara 15 hingga 20 minit. Bahagian-bahagian tersebut ialah:
Bahagian A: Demografi
Bahagian B: Skala Stress Kerja
Bahagian C: Ujian Kepuasan Kerja Minnesota
Bahagian D: Soal Selidik Prestase Kerja Individu
Bahagian E: Skala Niat Peralihan Kerja

Kerahsiaan:
Segala maklumat termasuk nama atau informasi dan data yang dikumpul melalui soal selidik ini adalah rahsia sepenuhnya. Data yang dikumpul hanya boleh dilihat dan diproses oleh seorang pengkaji sahaja. Segala data yang dikutip akan dimusnahkan sebaik kajian ini siap sepenuhnya.

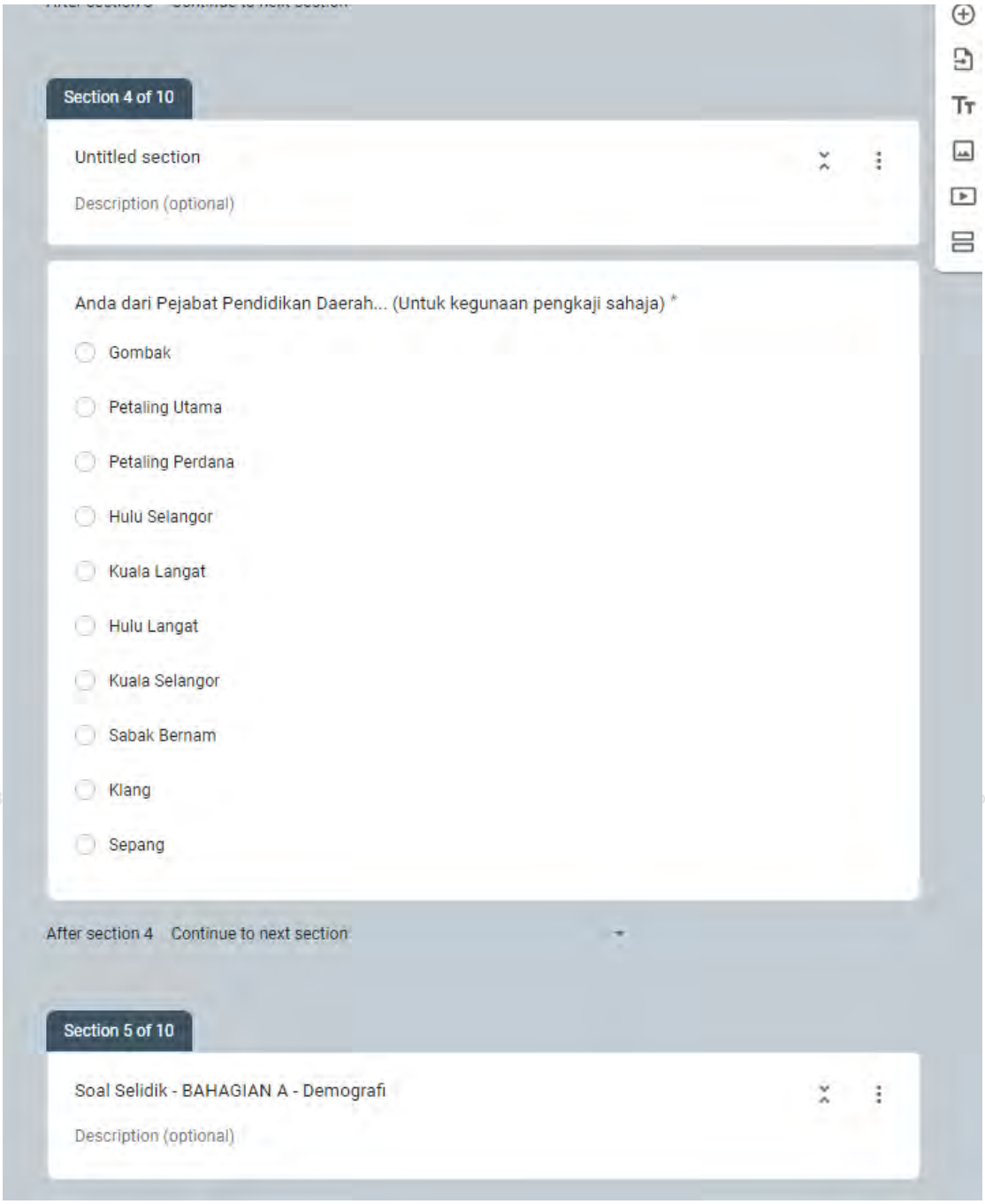
Hak Untuk Menarik Diri:
Penglibatan anda di dalam kajian ini adalah secara sukarela dan anda berhak untuk menarik diri pada bila-bila masa sekiranya anda tidak merasa selesa untuk menjawab soal selidik yang diberikan.

Segala informasi yang diberikan oleh anda adalah rahsia sepenuhnya dan akan disimpan oleh pengkaji sahaja. Sekiranya anda mempunyai sebarang pertanyaan berkenaan soal selidik ini, anda boleh hubungi pengkaji di nombor +6011-14744286.

Sekiranya anda setuju untuk melibatkan diri di dalam kajian ini, sila tanda di kotak yang disediakan dan teruskan dengan bahagian seterusnya. Sekiranya anda tidak bersetuju untuk melibatkan diri di dalam kajian ini, anda boleh pilih "TIDAK BERSETUJU" dan seterusnya menamatkan sesi soal-selidik ini.

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5. Status Perkahwinan *

- ○ Bujang
- ○ Berkahwin
- ○ Dalam Hubungan
- ○ Janda/Duda
- ○ Bercerai

6. Tahap Pendidikan *

- ○ SPM
- ○ STPM/Diploma
- ○ Ijazah Sarjana Muda
- ○ Sarjana
- ○ PhD

7. Gred Jawatan *

Short-answer text

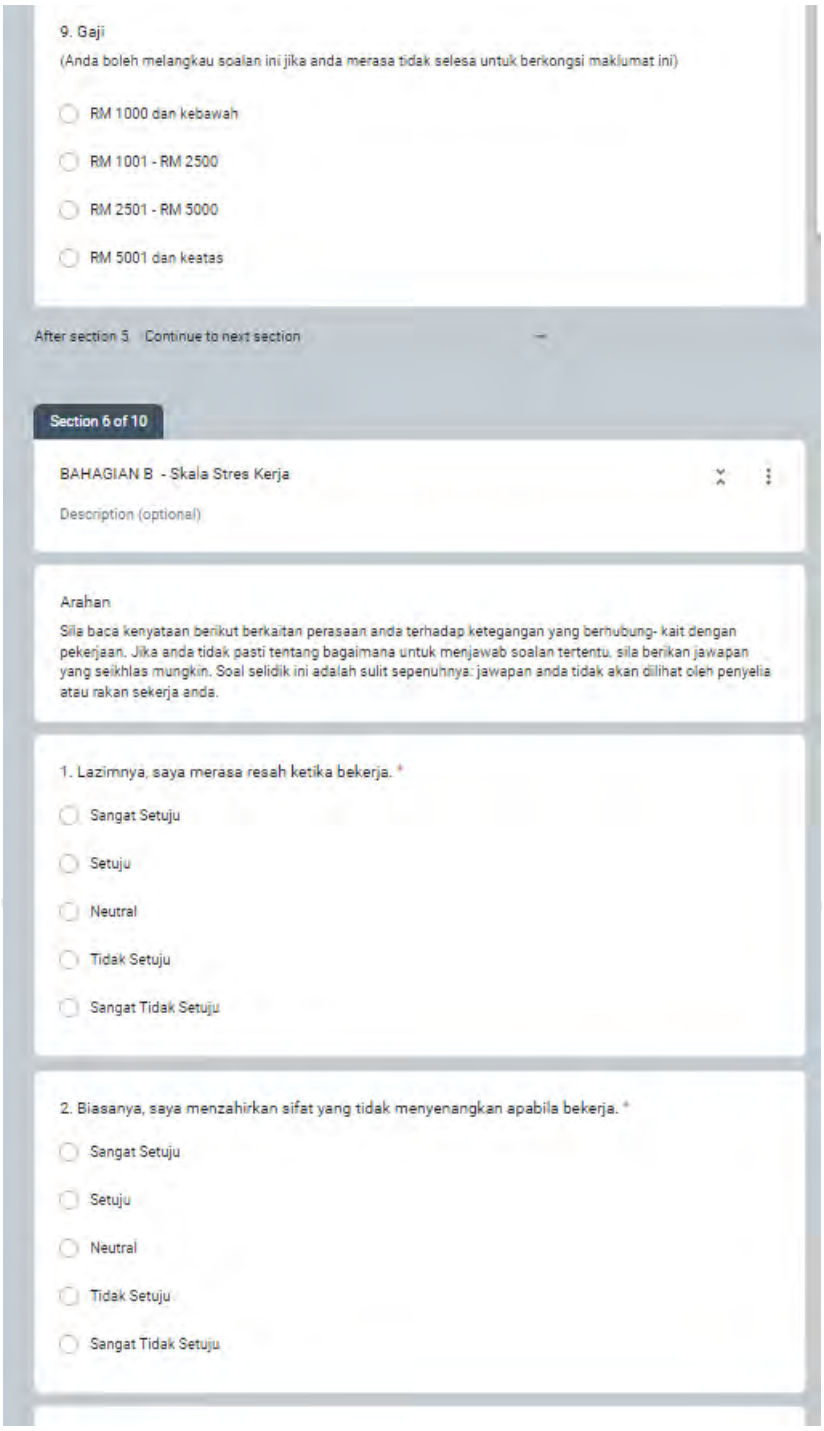
8. Tempoh Perkhidmatan *

Short-answer text

9. Gaji

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9. Gaji

(Anda boleh melangkau soalan ini jika anda merasa tidak selesa untuk berkongsi maklumat ini)

- RM 1000 dan kebawah
- RM 1001 - RM 2500
- RM 2501 - RM 5000
- RM 5001 dan keatas

After section 5 Continue to next section

Section 6 of 10

BAHAGIAN B - Skala Stres Kerja

Description (optional)

Arahan

Sila baca kenyataan berikut berkaitan perasaan anda terhadap ketegangan yang berhubung- kait dengan pekerjaan. Jika anda tidak pasti tentang bagaimana untuk menjawab soalan tertentu, sila berikan jawapan yang seikhlas mungkin. Soal selidik ini adalah sulit sepenuhnya: jawapan anda tidak akan dilihat oleh penyelia atau rakan sekerja anda.

1. Lazimnya, saya merasa resah ketika bekerja. *

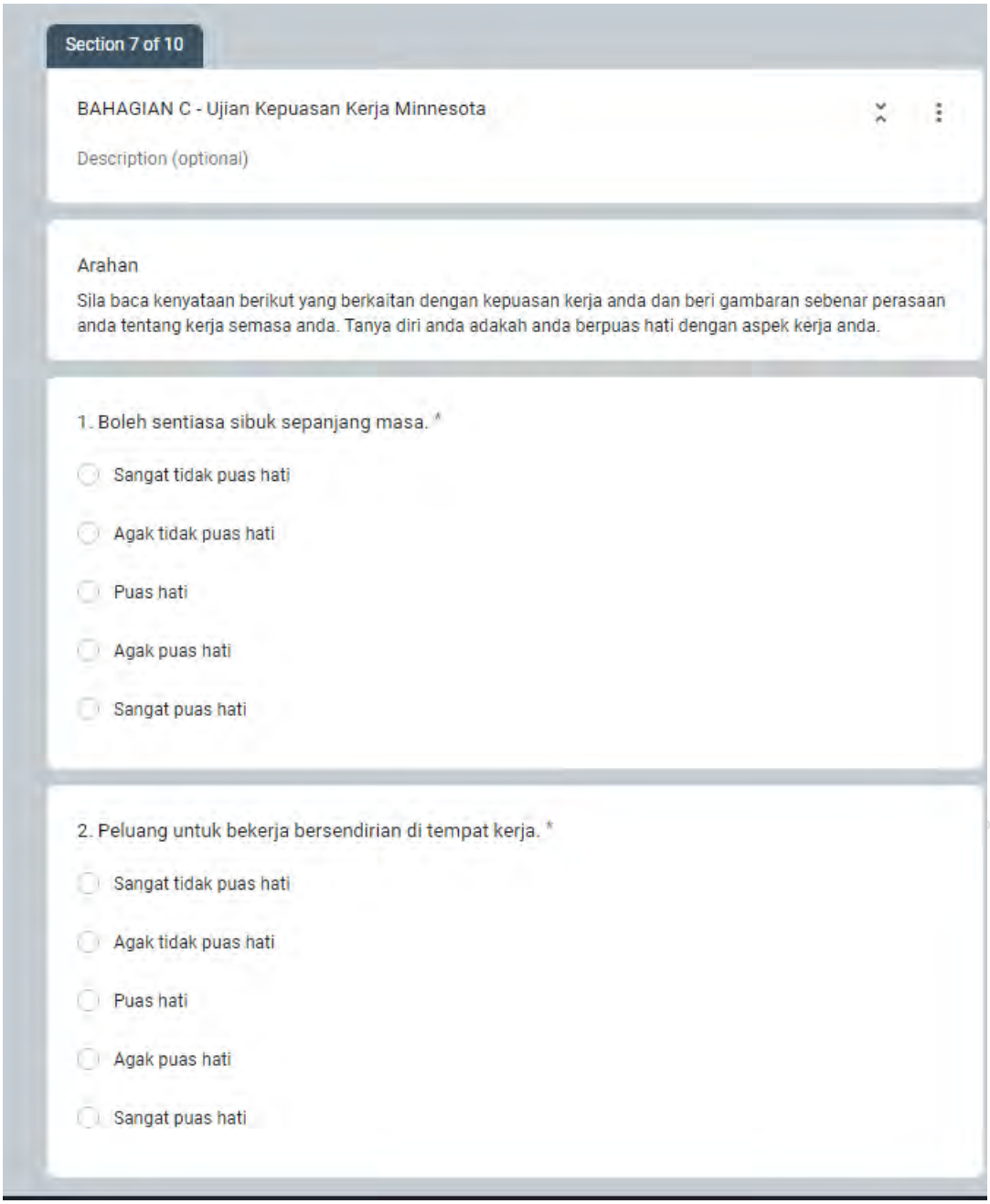
- Sangat Setuju
- Setuju
- Neutral
- Tidak Setuju
- Sangat Tidak Setuju

2. Biasanya, saya menzahirkan sifat yang tidak menyenangkan apabila bekerja. *

- Sangat Setuju
- Setuju
- Neutral
- Tidak Setuju
- Sangat Tidak Setuju

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Section 7 of 10

BAHAGIAN C - Ujian Kepuasan Kerja Minnesota

Description (optional)

Arahan

Sila baca kenyataan berikut yang berkaitan dengan kepuasan kerja anda dan beri gambaran sebenar perasaan anda tentang kerja semasa anda. Tanya diri anda adakah anda berpuas hati dengan aspek kerja anda.

1. Boleh sentiasa sibuk sepanjang masa. *

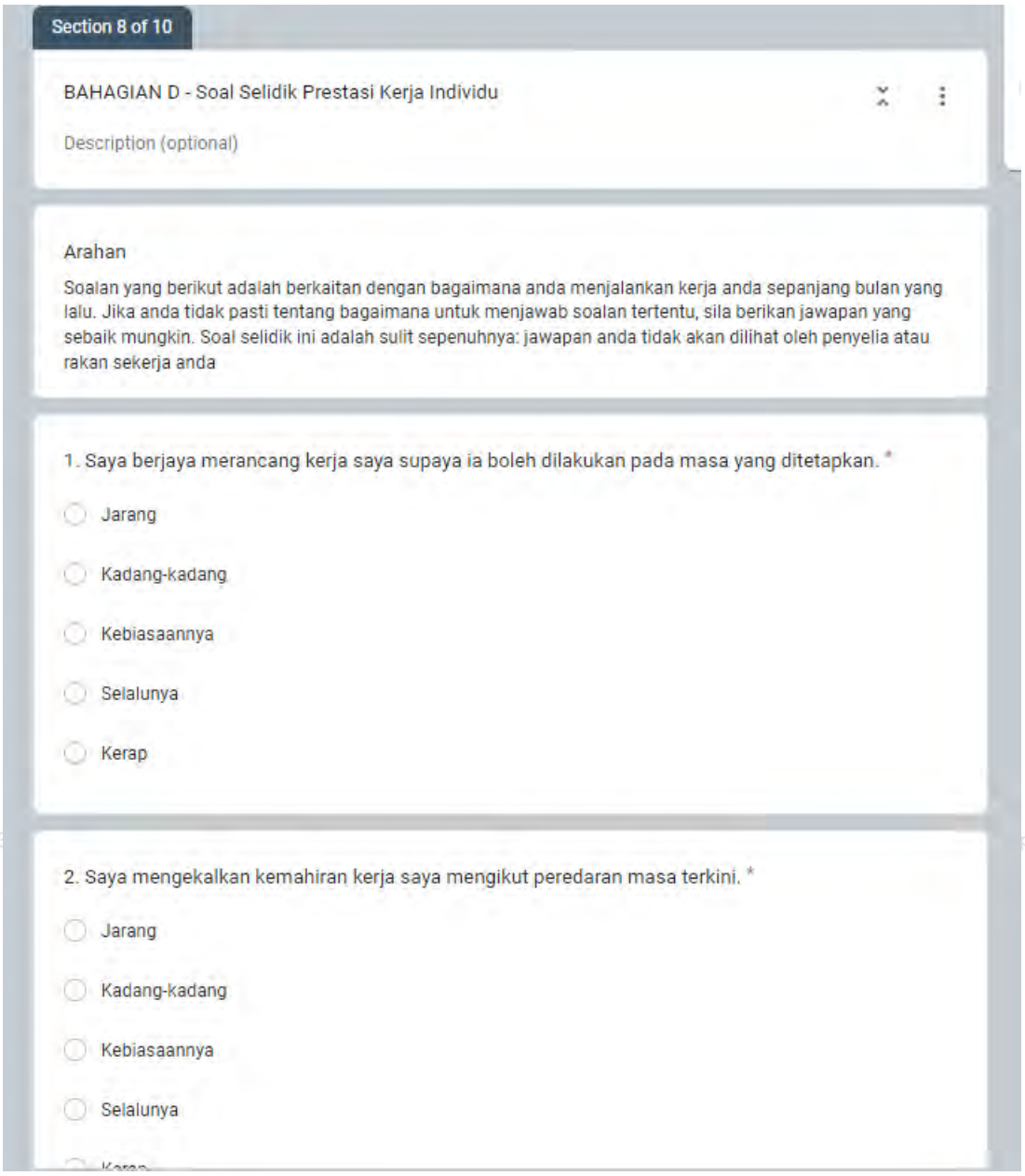
- Sangat tidak puas hati
- Agak tidak puas hati
- Puas hati
- Agak puas hati
- Sangat puas hati

2. Peluang untuk bekerja bersendirian di tempat kerja. *

- Sangat tidak puas hati
- Agak tidak puas hati
- Puas hati
- Agak puas hati
- Sangat puas hati

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Section 9 of 10

BAHAGIAN E - Skala Niat Peralihan Kerja

Description (optional)

Arahan

Soalan dibawah menggambarkan niat dan perasaan anda untuk berhenti atau meninggalkan organisasi. Sekiranya tidak yakin dengan soalan, sila berikan jawapan terbaik. Soal selidik ini adalah sulit: Jawapan yang diberikan tidak akan dilihat oleh penyelia atau rakan penyelidikan.(Hanya kepada pengkaji sahaja)

1. Saya bercadang untuk meninggalkan organisasi. *

- Sangat Tidak Setuju
- Tidak Setuju
- Kadang-kala
- Setuju
- Sangat Setuju

2. Saya berniat untuk mengambil usaha yang tulen untuk mencari pekerjaan lain dalam tempoh beberapa bulan akan datang. *

- Sangat Tidak Setuju
- Tidak Setuju
- Kadang-kala
- Setuju
- Sangat Setuju

3. Saya sering berfikir tentang berhenti kerja. *

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Appendix E

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation
A1	243	39	20	59	42.63	8.974
A2	244	1	0	1	.62	.487
A3	244	3	1	4	1.08	.393
A5	244	4	1	5	1.96	.558
Valid N (listwise)	243					

Statistics

	A1	A2	A3	A5

A1(Umur)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20	2	.8	.8	.8
	21	4	1.6	1.6	2.5
	23	6	2.5	2.5	4.9
	24	1	.4	.4	5.3
	25	4	1.6	1.6	7.0
	27	1	.4	.4	7.4
	28	2	.8	.8	8.2
	29	1	.4	.4	8.6
	31	3	1.2	1.2	9.9
	32	4	1.6	1.6	11.5
	33	1	.4	.4	11.9
	34	6	2.5	2.5	14.4
	35	13	5.3	5.3	19.8
	36	9	3.7	3.7	23.5
	37	5	2.0	2.1	25.5
	38	6	2.5	2.5	28.0
	39	11	4.5	4.5	32.5
	40	21	8.6	8.6	41.2
	41	11	4.5	4.5	45.7
	42	11	4.5	4.5	50.2
	43	7	2.9	2.9	53.1
	44	9	3.7	3.7	56.8
	45	9	3.7	3.7	60.5
	46	9	3.7	3.7	64.2

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	47	8	3.3	3.3	67.5
	48	7	2.9	2.9	70.4
	49	9	3.7	3.7	74.1
	50	11	4.5	4.5	78.6
	51	12	4.9	4.9	83.5
	52	10	4.1	4.1	87.7

A5(Status)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bujang	31	12.7	12.7	12.7
	Berkahwin	203	83.2	83.2	95.9
	Janda/duda	9	3.7	3.7	99.6
	Bercerai	1	.4	.4	100.0
	Total	244	100.0	100.0	
Missing	System	1	.4		
Total		244	100.0		

A2(Jantina)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lelaki	93	38.1	38.1	38.1
	Perempuan	151	61.9	61.9	100.0
	Total	244	100.0	100.0	

A3(Kaum)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Melayu	232	95.1	95.1	95.1
	Cina	8	3.3	3.3	98.4
	India	1	.4	.4	98.8
	Lain-lain	3	1.2	1.2	100.0
	Total	244	100.0	100.0	

Frequencies

Statistics

A6

N	Valid	244
	Missing	0
Mean		2.60

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Std. Deviation	1.051
Range	4

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A6(Tahap Pendidikan)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	54	22.1	22.1	22.1
	STPM/Diploma	38	15.6	15.6	37.7
	Ijazah Sarjana Muda	107	43.9	43.9	81.6
	Sarjana	42	17.2	17.2	98.8
	PhD	3	1.2	1.2	100.0
	Total	244	100.0	100.0	

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
A2	244	0	1	.62	.487
A3	244	1	4	1.08	.393
A4	244	1	4	1.04	.298
A5	244	1	5	1.96	.558
A6	244	1	5	2.60	1.051
A7	231	1	33	11.64	7.836
A9	227	1	4	3.30	.851
Valid N (listwise)	218				

Statistics

		ID	A2	A3	A4	A5	A6	A7	A9
N	Valid	244	244	244	244	244	244	231	227
	Missing	0	0	0	0	0	0	13	17
Mean		122.50	.62	1.08	1.04	1.96	2.60	11.64	3.30
Median		122.50	1.00	1.00	1.00	2.00	3.00	14.00	4.00
Mode		1[a]	1	1	1	2	3	14	4
Std. Deviation		70.581	.487	.393	.298	.558	1.051	7.836	.851
Minimum		1	0	1	1	1	1	1	1
Maximum		244	1	4	4	5	5	33	4
Sum		29890	151	263	254	478	634	2689	749

a. Multiple modes exist. The smallest value is shown

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Appendix F

UNIVERSITI PENDIDIKAN SULTAN IDRIS
35900 Tanjong Malim
Perak Darul Ridzuan, Malaysia
Tel : 605 450 5482, 450 5480, 450 5485, 450 5490, 450 5473, 450 5494, 450 5495
Fax : 605 459 4649
http://ips.upsi.edu.my Email : ips@upsi.edu.my

Institut Pengajian Siswazah

Rujukan Tuan :
Rujukan Kami : UPSI/IPS-3/475.5 Jilid 15
Tarikh : 22 November 2019
25 Rabi'ul Awal 1441 H

Mohd Radzi bin Md Desa
Guru Penolong Pegawai Perkhidmatan Pendidikan Siswazah
Sekolah Menengah Kebangsaan Pekula Jaya
Tikam Batu, 08600 Sungai Petani
Kedah

Prof./Assoc. Prof. Dr./Mr./Mdm.,

APPOINTMENT LETTER AS TRANSLATOR OF BACK-TO-BACK TRANSLATION

With reference to the above matter

2. Please be informed that the student is from Sultan Idris Education University (UPSI)

Nama Pelajar	:	**Muhammad Haikal Bin Shafiee**
Matrik No.	:	**M20181001127**
Fakulti	:	**Faculty of Human Development**
Tajuk Kajian	:	**The Role of Gender on the Relationship between Job Stress, Job Satisfaction, Job Performance and Turnover Intention**

3. Thus, we need your expertise in assisting the research to be more significant and relevant. Herewith the related document for your further action. Any enquiry or inconvenience, you may contact the researcher at **01114744286** or e-mail to **aikalshafiee@gmail.com.**

Your cooperation regarding this matter is highly appreciated. Thank you

'NO. 1 EDUCATION UNIVERSITY'

Yours Sincerely,

(PROFESOR MADYA DR. RAMLEE BIN ISMAIL)
Dean, Institute of Graduate Studies
05-4505487
c.c. File Student
File : UPSI/IPS-3/475.5 Jilid 15

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UNIVERSITI PENDIDIKAN SULTAN IDRIS
35900 Tanjong Malim
Perak Darul Ridzuan, Malaysia
Tel : 605 450 5482, 450 5480, 450 5485, 450 5490, 450 5473, 450 5494, 450 5495
Fax : 605 459 4649
http://ips.upsi.edu.my Email : ips@upsi.edu.my

Institut Pengajian Siswazah

Rujukan Tuan :
Rujukan Kami : UPSI/IPS-3/475.5 Jilid 15
Tarikh : 22 November 2019
25 *Rabi'ul Awal* 1441 H

Farha Binti Sobry
Pegawai Akademik
Pejabat Pendidikan Daerah Kuala Muda/Yan
Jalan Badlishah
08000 Sungai Petani, Kedah

Prof./Assoc. Prof. Dr./Mr./Mdm.,

APPOINTMENT LETTER AS TRANSLATOR OF BACK-TO-BACK TRANSLATION

With reference to the above matter

2. Please be informed that the student is from Sultan Idris Education University (UPSI)

Nama Pelajar	:	**Muhammad Haikal Bin Shafiee**
Matrik No.	:	**M20181001127**
Fakulti	:	**Faculty of Human Development**
Tajuk Kajian	:	**The Role of Gender on the Relationship between Job Stress, Job Satisfaction, Job Performance and Turnover Intention**

3. Thus, we need your expertise in assisting the research to be more significant and relevant. Herewith the related document for your further action. Any enquiry or inconvenience, you may contact the researcher at **01114744286** or e-mail to **aikalshafiee@gmail.com.**

Your cooperation regarding this matter is highly appreciated. Thank you

'NO. 1 EDUCATION UNIVERSITY'

Yours Sincerely,

(PROFESOR MADYA DR. RAMLEE BIN ISMAIL)
Dean, Institute of Graduate Studies
05-4505487
c.c. File Student
File : UPSI/IPS-3/475.5 Jilid 15

05-45068

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VALIDASI INSTRUMEN KAJIAN (BI – BI)

Nama instrument Kajian: The Role of Gender on The Relationship Between Job Stress, Job Satisfaction, Job Performance, and Turnover Intention

Adalah di sahkan bahawa Muhammad Haikal bin Shafiee, 930514-08-5867, nombor matriks M20181001127 merupakan pelajar Sarjana Psikologi di Universiti Pendidikan Sultan Idris dan instrument yang digunakan untuk kajian yang bertajuk **'The role of gender on the relationship between job stress, job satisfaction, job performance, and turnover intention'** telah pun disemak. Hasil semakan adalah seperti yang berikut:

Arahan : Sila tandakan (/) pada pilihan jawapan sama ada Ya/Tidak

Bil	Pernyataan	Ya	Tidak
1.	Format instrument kajian betul		
2.	Jenis dan saiz font tulisan yang sesuai		
3.	Jarak tulisan bagi setiap item sesuai		
4.	Arahan mudah difahami		
5.	Makna bagi item-item jelas		
6.	Bahasa mudah difahami		
7.	Tidak mempunyai kesalahan ejaan		
8.	Tidak mempunyai kesalahan bahasa		

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Note: According to Beaton, Bombardier, Guillemin and Ferraz (2000), the expert committee is required to check whether the original version and back-translated version questionnaires have achieved equivalence in four areas below:

1. **Semantic equivalence**. Do the words of the items in both questionnaires mean the same thing? Are there multiple meanings to a given item and grammatical difficulties in the translation?
2. **Idiomatic equivalence**. The expert is required to formulate an equivalent expression in the back-translated version questionnaire, if necessary. For instance, the term "feeling downhearted and blue" is difficult to translate, thus an item with similar meaning would have to be found.
3. **Experiential equivalence**. The expert is required to replace a questionnaire item with a similar item that is experienced in the target culture, if necessary. For instance, "do you have difficulty eating with a fork?" should be replaced when the target culture or country does not use fork when eating.
4. **Conceptual equivalence**. The expert is required to check the words that might hold different conceptual meaning between cultures. For instance, the word "family" or "freedom" would differ between cultures with different concepts of what define them.

The checklist below helps the expert in the process of checking. Please tick (/) your answer.

No.		Yes	No
1	Does semantic equivalence achieve?	✔	
2	Does idiomatic equivalence achieve?	✔	
3	Does experiential equivalence achieve?	✔	
4	Does conceptual equivalence achieve?	✔	

Comment:
The researcher has fulfilled all the requirements of creating this particular questionnaire.

Signature : 
Validator's Name : Sharenjit Kaur
Eligibility/Education/University : Bachelors of English Hons (TESOL), University Tun Abdul Razak

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THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE, AND TURNOVER INTENTION

QUESTIONNAIRES

MUHAMMAD HAIKAL BIN SHAFIEE (M20181001127)

JOB STRESS SCALE

	INSTRUCTION	SOURCE
Translation:	Instruction: Please read the following statement related to your feelings of job-related tension. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire is completely confidential: your answers will not be seen by your supervisor(s) or colleagues.	Crank, Regoli, Hewitt & Culbertson (1995)
4.	I am usually under a lot of pressure when I am at work.	
Translation:		
Translation:	**Instruction: Kindly read the following statement(s) related to your job tension experience. If you are unsure on how to answer some of the question(s), please give your best honest answer. This questionnaire is completely confidential: your answers will not be seen by your supervisor(s) or colleagues.**	
5.	When I'm at work, I often feel tense or uptight.	
NO	**ITEM**	
1.	I am usually anxious when I'm working.	
Translation:		
Translation:		
2.	I am usually unpleasant when I'm working.	
Translation:		
3.	A lot of time my job makes me very frustrated or angry.	

~~A huge portion of my working time makes me frustrated or angry.~~
~~I am always experiencing a lot of pressure while at my work place.~~
When at work, I always feel pressured and uneasy.
~~Generally, I am anxious while working~~
Generally, I am uncomfortable when working.

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INDIVIDUAL WORK PERFORMANCE

INSTRUCTION		SOURCE
The following questions are related to how you carried out your work in the past months. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire is completely confidential: your answers will not be seen by your supervisor(s) or colleagues.		Koopmans, Bernaards, Hildebrandt, Buuren, Beek and Vet (2014)
Translation: **Instruction: The following questions are related to how you execute your work for the past months. If you are unsure on how to answer certain questions, kindly give the best answer. This questionnaire is completely confidential: the given answer will not be seen by your supervisor(s) nor your colleague(s)**		
NO	**ITEM**	
1.	I managed to plan my work so that it could be done on time.	
Translation: **I am able to plan my work so it can be completed on time.**		
2.	I kept my job skills up-to-date.	
Translation: **I've maintained my work skills up-to-date.**		
3.	I kept in mind the results that I had to achieve in my work.	
Translation: **I always aim for a target when doing my work.**		
4.	I spoke with colleagues about the negative aspects of my works.	
Translation:		

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I discuss with colleagues on the negative aspects of my work.

NO	ITEM	SOURCE
~~5.~~	~~I was able to perform well in my work with minimal time and effort.~~	~~Koopmans, Bernaards, Hildebrandt, Schaufeli, De Vet, & Van der Beek (2014)~~
12.	I keep looking for new challenges in my job.	Koopmans, Bernaards, Hildebrandt, Schaufeli, De Vet, & Van der Beek (2014)
Translation:		
Translation:		
I am able to perform well in my work with minimal time and effort.		
I keep on looking out for new challenges in my job.		
~~6.~~	~~I focused on the negative aspects of a work situation instead of the positive aspects.~~	
13.	I participated actively in the meetings held at work.	
Translation:		
Translation:		
I pay attention on the negative aspects of work and not the positives.		
I participate actively when there are meetings being conducted at work.		
~~7.~~	~~I initiated new tasks when my previous tasks were done.~~	
14.	I complained about unimportant matters at work.	
Translation:		
Translation:		
I begin a new task after the previous task has been completed.		
I complain about petty matters at my work place.		
~~8.~~	~~I kept my job knowledge up-to-date.~~	
15.	I came up with creative solutions to new problems.	
Translation:		
Translation:		
I keep my work knowledge up-to-date.		
I suggest creative solutions to new issues/challenges.		
~~9.~~	~~I took on available challenging tasks in my work.~~	
16.	I took on extra responsibilities.	
Translation:		
Translation:		
I do challenging tasks from any chances there is.		
I take on additional responsibilities.		
~~10.~~	~~My planning was optimal.~~	
17.	I was able to separate main issues from side issues at work.	
Translation:		
Translation:		
My planning(s) are optimal.		
I am able to separate main issues from side issues at work.		
~~11.~~	~~I worsen the problems in my work.~~	
18.	I spoke with people from outside the organization about the negative aspects of my work.	
Translation:		
Translation:		
I make the problems worst in my job.		
I spoke with people out of the organization about the negative		

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aspects of my work.	

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TURNOVER INTENTION QUESTIONNAIRE

<table>
<tr><th colspan="2">INSTRUCTION</th><th>SOURCE</th></tr>
<tr><td colspan="2">The questions below illustrates the turnover intention or feelings to leave or quitting the organization. If you are not certain of the answers, please mark the best possible answer. The questionnaire is completely confidential: your answers will not be seen by your supervisor(s) or colleagues.</td><td rowspan="8">Lance, 1988; Khatri, Fern, and Budhwar(2001)</td></tr>
<tr><td colspan="2">Translation:

The questions below describes the intention or feeling of yours to resign or leave the organization. If you are unsure about any question(s), kindly give your best answer. This questionnaire is confidential. The given answers will not be seen by the supervisor(s) nor research colleague(s). Only the researcher will have access to the answers.</td></tr>
<tr><td>NO</td><td>ITEM</td></tr>
<tr><td>1.</td><td>I intend to leave the organization.</td></tr>
<tr><td colspan="2">Translation:
I am planning to leave the organization.</td></tr>
<tr><td>2.</td><td>I intent to make a genuine effort to find another job over the next few months.</td></tr>
<tr><td colspan="2">Translation:
I intent to make an honest effort to look for other jobs in the next coming months.</td></tr>
<tr><td>3.</td><td>I often think about quitting.</td></tr>
<tr><td colspan="2">Translation:
I am always thinking about quitting.</td></tr>
</table>

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Appendix G

UNIVERSITI PENDIDIKAN SULTAN IDRIS
SULTAN IDRIS EDUCATION UNIVERSITY

UNIVERSITI PENDIDIKAN SULTAN IDRIS
35900 Tanjong Malim
Perak Darul Ridzuan, Malaysia
Tel : 015 – 4879 7881 / 7882 / 7883
Faks : 015 – 4879 7268
http://www.upsi.edu.my Emel: ppp@upsi.edu.my

Pusat Pengurusan Penyelidikan dan Inovasi

Rujukan Tuan :
Your Reference
Rujukan Kami : UPSI/PPPI/PYK/ETIKA(M)/014(57)
Our Reference
Tarikh : 20 Disember 2019
23 RABIUL AKHIR 1441H

Muhammad Haikal Shafiee
Faculty of Human Development
Universiti Pendidikan Sultan Idris

Dear Sir/ Madam

APPROVAL OF HUMAN RESEARCH ETHICS COMMITTEE SULTAN IDRIS EDUCATION UNIVERSITY

Reference number	**: 2019-0058-01**
Date of Approval	**: 18 December 2019 – 18 December 2020**
Research Title	**: The Role of Gender in the Relationship Between Job Stress, Job Satisfaction, Job Performance and Turnover Intention**

With all due respect I refer to the above matter.

2. Please be informed that the Research Ethics Committee Meeting No. 7/2019 held on 18 December 2019 has **approved** your application for the proposed research activities.

3. The approved research period is valid until **18 December 2020**. The Research Ethics Committee must be informed for any changes made on the research. The official approval certificate will follow later.

4. In this regard, the University congratulates and hopes that you will be able to conduct research in accordance with established research ethics.

Thank you.

"NO.1 EDUCATION UNIVERSITY"

Yours sincerely,

(PROFESOR DR. RAHMATTULLAH KHAN ABDUL WAHAB KHAN)

s.k. Deputy Vice-Chancellor (Research and Innovation)
Director of Research and Innovation Management Center
Deputy Dean (Research and Innovation) Faculty
Researcher Files

05-45068

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KEMENTERIAN PENDIDIKAN MALAYSIA
BAHAGIAN PERANCANGAN DAN PENYELIDIKAN DASAR PENDIDIKAN
ARAS 1-4, BLOK E8
KOMPLEKS KERAJAAN PARCEL E
PUSAT PENTADBIRAN KERAJAAN PERSEKUTUAN
62604 PUTRAJAYA

TEL : 0388846591
FAKS : 0388846579

Ruj. Kami : KPM.600-3/2/3-eras(6289)
Tarikh : 10 Januari 2020

MUHAMMAD HAIKAL BIN SHAFIEE
NO. KP : 930514085867

C3-LG-02 ANDARI TOWNVILLA, SELAYANG HEIGHT
BATU CAVES 68100 BATU CAVES
SELANGOR

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN :
THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE, AND TURNOVER INTENTION

Perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan bahawa permohonan tuan untuk menjalankan kajian seperti di bawah telah diluluskan dengan syarat :

" KELULUSAN INI BERGANTUNG KEPADA PERTIMBANGAN PENGARAH JABATAN PENDIDIKAN NEGERI SELANGOR. "

3. Kelulusan adalah berdasarkan kepada kertas cadangan penyelidikan dan instrumen kajian yang dikemukakan oleh tuan kepada bahagian ini. Walau bagaimanapun kelulusan ini bergantung kepada kebenaran Jabatan Pendidikan Negeri dan Pengetua / Guru Besar yang berkenaan.

4. Surat kelulusan ini sah digunakan bermula dari **13 Januari 2020** hingga **27 Mac 2020**

5. Tuan dikehendaki menyerahkan senaskhah laporan akhir kajian dalam bentuk *hardcopy* bersama salinan *softcopy* berformat pdf dalam CD kepada Bahagian ini.Tuan juga diingatkan supaya mendapat kebenaran terlebih dahulu daripada Bahagian ini sekiranya sebahagian atau sepenuhnya dapatan kajian tersebut hendak diterbitkan di mana-mana forum, seminar atau diumumkan kepada media massa.

Sekian untuk makluman dan tindakan tuan selanjutnya. Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

Ketua Sektor
Sektor Penyelidikan dan Penilaian
b.p. Pengarah
Bahagian Perancangan dan Penyelidikan Dasar Pendidikan
Kementerian Pendidikan Malaysia

salinan kepada:-

JABATAN PENDIDIKAN SELANGOR

* SURAT INI DIJANA OLEH KOMPUTER DAN TIADA TANDATANGAN DIPERLUKAN *

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KEMENTERIAN PENDIDIKAN MALAYSIA
Jabatan Pendidikan Negeri Selangor
Jalan Jambu Bol 4/3E, Seksyen 4
40604 Shah Alam, Selangor

Tel : 03-5518 6500
Faks : 03-5510 2133
Laman Web : *jpnselangor.moe.gov.my*

Rujukan Kami : JPNS.SPD.600-1/1/2 JLD.9(38)
Tarikh : 26/08/2020

MUHAMMAD HAIKAL BIN SHAFIEE
C3-LG-02 ANDARI TOWNVILLA,
SELAYANG HEIGHTS,
68100 BATU CAVES,
SELANGOR

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN : THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION

Perkara di atas dengan segala hormatnya dirujuk.

2. Sukacita dimaklumkan bahawa permohonan tuan untuk menjalankan kajian seperti tersebut di atas telah diluluskan dengan syarat:

"KELULUSAN INI BERGANTUNG KEPADA PERTIMBANGAN PENGARAH JABATAN PENDIDIKAN NEGERI SELANGOR."

3. Pihak tuan diingatkan agar mendapat persetujuan daripada Pengetua/Guru Besar supaya beliau dapat bekerjasama dan seterusnya memastikan bahawa penyelidikan dijalankan hanya bertujuan seperti yang dipohon. Kajian/Penyelidikan yang dijalankan juga tidak mengganggu perjalanan sekolah serta tiada sebarang unsur paksaan.

4. **Surat kelulusan ini sah digunakan bermula dari 13 Ogos 2020 hingga 31 Disember 2020**

5. Tuan juga diminta menghantar senaskah hasil kajian ke Sektor Perancangan dan Pengurusan PPD, Jabatan Pendidikan Selangor sebaik selesai penyelidikan/kajian.

05-45068 ptbupsi

Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

(HAJI IZMI BIN HAJI ISMAIL, A.M.P., P.J.K.)
Pengarah Pendidikan
Jabatan Pendidikan Negeri Selangor

s.k: - Fail

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Kuala Langat
Jalan Sultan Abdul Samad
42700 Banting
Selangor Darul Ehsan

Tel : 603 - 3181 8792
Faks : 603 - 3187 7787
Laman Web : www.moe.gov.my

Rujukan Tuan :
Rujukan Kami : PPDKL.PDP100-4/16 JLD 2 (20)
Tarikh : Mac 2020

Muhammad Haikal bin Shafiee,
C3-LG-02 Andari Townvilla,
Selayang Heights,
68100 Batu Caves,
Selangor Darul Ehsan.

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN : THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION

Dengan segala hormatnya, perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan, merujuk kepada surat **bertarikh 22 Februari 2020** adalah seperti dilampiran.

3. Sehubungan itu pihak **Pejabat Pendidikan Daerah Kuala Langat mengambil maklum dan tiada halangan kepada pihak tuan untuk menjalankan program seperti di atas. Kelulusan ini adalah terhad antara pihak tuan dengan pihak pengurusan sekolah .**

4. Pihak tuan perlu **berhubung dengan Pengetua dan Guru Besar untuk mendapatkan persetujuan serta perlu mematuhi arahan dan garis panduan seperti dilampiran**.

5. **Kelulusan ini sah digunakan bermula dari 13 Januari 2020 hingga 27 Mac 2020.**

Keprihatinan dan kerjasama dari pihak tuan amat kami hargai dan didahului dengan ucapan terima kasih.

" BERKHIDMAT UNTUK NEGARA "

Saya yang menjalankan amanah

(AZHAR BIN A.KADIR)
Pegawai Pendidikan Daerah,
Pejabat Pendidikan Daerah Kuala Langat

s.k Fail

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Gombak
Jabatan Pendidikan Negeri Selangor
Tingkat 3, Kompleks Selayang Mall
Jalan SU 9, Taman Selayang Utama
68100 Batu Caves, Selangor

Tel : 03 - 61203200
Faks : 03 - 61381997
Laman Web : http://jpnselangor.moe.gov.my

Rujukan: Kami : PPDG UPS 600-1/39 JLD 2 (29)
Tarikh : 28 Februari 2020

Muhammad Haikal bin Shafiee
K.P :930514-08-5867
C3-LG-02 Andari Townvilla
Selayang Height
68100 Batu Caves
Selangor Darul Ehsan.

Tuan,

KEBENARAN MENJALANKAN KAJIAN DI SEKOLAH-SEKOLAH DAERAH GOMBAK TAHUN 2020

Dengan segala hormatnya perkara di atasdirujuk dan surat kebenaran yang telah diperolehi daripada **Bahagian Perancangan Dan Penyelidikan Dasar Pendidikan**, Kementerian Pendidikan Malaysia bernomborrujukan:**KPM 600-3/2/3-eras (6289)**, bertarikh **10 Januari 2020.**

2. Pejabat Pendidikan Daerah Gombak tiada halangan untuk pihak tuan menjalankan penyelidikan/kajian bertajuk ***"Kelulusan Ini Bergantung Kepada Pertimbangan Pengarah Jabatan Pendidikan Daerah Negeri Selangor"*** seperti tujuan yang dinyatakan.

3. Pihak tuan diingatkan supaya mendapat persetujuan daripada Pengetua/Guru Besar terlebih dahulu seterusnya memastikan bahawa penyelidikan yang dijalankan hanya bertujuan seperti yang dipohon. Penyelidikan/kajian yang dijalankan juga tidak mengganggu perjalanan aktiviti sekolah serta tiada unsur- unsur paksaan.

4. Surat kelulusan ini sah digunakan bermula **13 Januari hingga 27 Mac 2020.**

5. Tuan juga digalakkan menghantar senaskah hasil penyelidikan/kajian ke **Unit Perhubungan dan Pendaftaran**, Pejabat Pendidikan Daerah Gombak setelah selesai membuat penyelidikan/kajian.

6. Sebarang pertanyan, pihak tuan boleh menghubungi **En Mohd Faizul Yatim bin Mohammad**, **Penolong PPD (Sektor Pengursan Sekolah)** atau **Pn Nor Idura binti Mohamed Roffie**, **(Pembantu Tadbir)** melalui talian **03-6120 3200**.

Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

(AHMAD SHUKRI BIN MANSOR)
Timbalan Pendidikan Daerah Gombak
Sektor Pengurusan Sekolah
b.p Pegawai Pendidikan Daerah
Pejabat Pendidikan Daerah Gombak
Selangor Darul Ehsan

Iduro.PT-SPS/2020

05-45068 tbupsi
05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Hulu Langat
Jabatan Pendidikan Negeri Selangor
Saujana Impian, KM 22, Jalan Cheras
43000 Kajang, Selangor

Tel : 03 87381100
Faks : 03 87390144
Laman Web : *www.moe.gov.my*

Ruj. Kami : PPDHL.UPPS 100-2/1/4 Jld.2(44)
Tarikh : 25 September 2020

MUHAMMAD HAIKAL BIN SHAFIEE
C3-LG-02 Andari Townvilla
Selayang Heights
68100 Batu Caves
Selangor

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN: *THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION*

Dengan hormatnya perkara di atas dirujuk.

2. Pejabat Pendidikan Daerah Hulu Langat ambil maklum dan tiada halangan kepada pihak tuan untuk menjalankan kajian ***"The Role of Gender on The Relationship Between Job Stress, Job Satisfaction, Job Performance and Turnover Intention"*** seperti yang terkandung dalam surat tuan kepada kami di pejabat ini.

3. Kelulusan menjalankan kajian ini bersyarat dan sehubungan dengan itu pihak tuan hendaklah mematuhi syarat-syarat di bawah :

3.1 Pegawai dan kakitangan tidak boleh dipaksa atau diwajibkan terlibat dalam program ini;

3.2 Tiada implikasi kewangan kepada Kementerian Pendidikan, Jabatan Pendidikan Negeri, Pejabat Pendidikan Daerah, pegawai dan kakitangan yang terlibat;

3.3 Surat kebenaran/kelulusan ini tidak boleh diguna pakai bagi maksud untuk mendapat sumbangan dan tajaan daripada mana-mana pihak berkenaan;

4. Tuan juga diminta untuk menghantar senaskah hasil kajian ke Sektor Perancangan, Pejabat Pendidikan Daerah Hulu Langat sebaik selesai kajian/penyelidikan

5. Pejabat Pendidikan Daerah Hulu Langat berhak menarik balik kelulusan/kebenaran sekiranya pihak penganjur gagal mematuhi syarat dan peraturan yang ditetapkan atau bercanggah dengan dasar sedia ada yang sedang berkuatkuasa. **Surat ini sah digunakan sehingga 31 Disember 2020 sahaja.** Sekiranya terdapat sebarang pertanyaan, pihak tuan boleh menghubungi Puan Rozi Hazlina binti Che Omar, PPPD Sektor Perancangan di talian 03-87381100.

Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menurut perintah,

(ARBAIN BIN PINNI)
Pegawai Pendidikan Daerah
Pejabat Pendidikan Daerah Hulu Langat

Kami mengamalkan Sistem Pengurusan Berkualiti Berasaskan MS ISO 9001:2008

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Hulu Selangor
Jabatan Pendidikan Negeri Selangor
Wisma Tenaga Nasional Berhad
No.18, Seksyen 8, Jalan Rasathurai
44000 Kuala Kubu Bharu
Selangor Darul Ehsan

Tel :03 6065 1100
Faks :03 6064 1424
Laman Web: www.moe.gov.my

Ruj. Kami : PPDHS.100-12/5/5 (53)
Tarikh : 11 Mac 2020

Muhammad Haikal bin Shafiee
C3-LG-02 Andari Townvilla
Selayang Heights
68100 Batu Caves
Selangor

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN : "THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION"

Dengan segala hormat dan sukacitanya perkara di atas dirujuki dan surat kelulusan dari **Bahagian Perancangan Dan Penyelidikan Dasar Pendidikan, Kementerian Pendidikan Malaysia** bernombor rujukan : **KPM.600-3/2/3-eras(6289)** bertarikh **10 Januari 2020** dan surat kelulusan dari **Jabatan Pendidikan Negeri Selangor** bernombor rujukan : **JPNS.SPD 600-1/1/2 JLD.2(14)** bertarikh **03 Februari 2020** adalah berkaitan.

2. Pihak kami **telah maklum dan tiada halangan untuk membenarkan** pihak tuan menjalankan kajian di sekolah-sekolah dalam daerah Hulu Selangor dengan syarat-syarat yang dinyatakan oleh pihak **Bahagian Perancangan Dan Penyelidikan Dasar Pendidikan, Kementerian Pendidikan Malaysia** dan **Jabatan Pendidikan Negeri Selangor** dalam surat kelulusan yang diberi.

3. Walau bagaimanapun, pihak tuan diingatkan supaya mendapatkan **persetujuan Pengetua / Guru Besar** sekolah yang terlibat terlebih dahulu sebelum menjalankan kajian berkenaan. **Pihak pentadbiran sekolah berhak** mempertimbangkan permohonan tuan samada untuk **menerima atau menolak** permohonan.

4. Sehubungan itu, pihak tuan juga hendaklah mematuhi syarat-syarat seperti ketetapan berikut:

4.1 Tiada unsur paksaan dari mana-mana pihak kepada Pengetua / Guru Besar, guru dan murid-murid bagi menyertai program / kajian tersebut,

4.2 Penyertaan guru dan murid (jika ada) hendaklah tidak menjejaskan proses pengajaran dan pembelajaran di dalam kelas,

4.3 Maklumat dan data adalah hanya bertujuan untuk memenuhi keperluan pengajian tuan dan ia berkaitan dengan perkara yang dipohon sahaja,

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05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

KELULUSAN UNTUK MENJALANKAN KAJIAN : "THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION"

4.4 Segala perbelanjaan dan kewangan adalah di bawah tanggungjawab dan pengurusan pihak tuan. Pihak tuan tidak boleh membuat sebarang tuntutan berbentuk kewangan kepada pihak Pejabat Pendidikan Daerah Hulu Selangor, Jabatan Pendidikan Selangor dan Kementerian Pendidikan Malaysia

5. Kelulusan ini hanya digunakan untuk tujuan perkara yang dipohon sahaja dan **tempoh sah kelulusan** ini bermula dari **13 Januari 2020 hingga 27 Mac 2020**.

Semoga program kajian yang dijalankan ini akan memberi impak positif kepada bidang pendidikan nanti.

Sekian, terima kasih.

" BERKHIDMAT UNTUK NEGARA "

Saya yang menjalankan amanah,

(NORMA BINTI MOHD SALEH)
Timbalan Pegawai Pendidikan Daerah
Sektor Pengurusan Sekolah
b/p Pegawai Pendidikan Daerah,
Pejabat Pendidikan Daerah Hulu Selangor.

s.k. 1. Fail Timbul

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KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Kuala Langat
Jalan Sultan Abdul Samad
42700 Banting
Selangor Darul Ehsan

Tel : 603 - 3181 8792
Faks : 603 - 3187 7787
Laman Web : www.moe.gov.my

Ruj. Kami: PPDKL.PDP 100/4/28 Jld.2(31)
Tarikh : 28 September 2020

MUHAMMAD HAIKAL BIN SHAFIEE,
C3-LG-02 ANDARI TOWNVILLA,
SELAYANG HEIGHTS,
68100 BATU CEVES

Tuan/Puan,

KELULUSAN MENJALANKAN KAJIAN DI PEJABAT PENDIDIKAN DAERAH KUALA LANGAT.

Dengan segala hormatnya perkara di atas adalah dirujuk.

2. Pejabat Pendidikan Daerah Kuala Langat **tiada halangan** untuk pihak tuan menjalankan kajian/penyelidikan seperti yang dinyatakan dalam surat permohonan.

3. Pihak tuan dinasihatkan untuk mematuhi syarat-syarat berikut:

3.1 Tiada sebarang paksaan ke atas pegawai dan anggota kumpulan pelaksana.
3.2 Kajian hendaklah dijalan secara dalam talian sahaja.
3.3 Laporan akhir kajian hendaklah dihantar ke pejabat ini.(U.P:Sektor Perancangan)

4. .**Surat kelulusan ini sah digunakan sehingga 31 Disember 2020.**

5. Sebarang pertanyaan sila hubungi Encik Khirul Anuar Bin Ishak , Penolong PPD Sektor Perancangan PPD Kuala Langat ditalian 03-31818792.

Kerjasama dan keperihatinan pihak tuan amat dihargai dan disanjung tinggi.

Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

(**HJ.AZHAR BIN A.KADIR**)
Pegawai Pendidikan Daerah Kuala Langat.

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Petaling Perdana
Jalan Kepuk 19/2, Seksyen 19,
40300 Shah Alam, Selangor Darul Ehsan.

Tel:03-55481021
Fax : 03-55480884/03-55481018
e-mail:ppd.petalingperdana@moe.gov.my

Ruj Kami: PPDPP.PAW100-2/2/26(19)
Tarikh: 18 SEPTEMBER 2020

Muhammad Haikal bin Shafiee
C3-LG-02 Andari Townvilla
Selayang Heights
68100 Batu Caves
Selangor

Tuan ,

PERMOHONAN UNTUK MENJALANKAN KAJIAN : THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE, AND TURNOVER INTENTION DI PEJABAT PPD PETALING PERDANA

Dengan segala hormatnya surat tuan yang bertarikh 8 September 2020 adalah dirujuk.

2. Sukacita dimaklumkan bahawa pihak Pejabat Pendidikan Daerah Petaling Perdana tiada halangan untuk membenarkan pihak tuan menjalankan penyelidikan di sekolah yang dipilih oleh pihak tuan di daerah ini. Pihak tuan juga diingatkan supaya mendapat persetujuan daripada **Pegawai Pendidikan Daerah** bagi memastikan bahawa penyelidikan yang dijalankan hanya bertujuan seperti yang dipohon. Kajian/Penyelidikan yang dijalankan juga tidak mengganggu proses kerja hakiki pegawai.

3. Pihak penganjur dikehendaki memastikan tidak ada unsur-unsur mengeksploitasi kakitangan PPD Petaling Perdana untuk tujuan jualan langsung atau mempromosi dagangan atau barangan kepentingan komersial syarikat .

4. Surat kelulusan ini sah sehingga **13 Ogos 2020 hingga 31 Disember 2020** sahaja

5. Tuan juga diminta menghantar senaskah hasil kajian ke Unit Perhubungan Dan Pendaftaran Pejabat Pendidikan Daerah Petaling Perdana sebaik selesai penyelidikan/kajian.

Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

(MUSA BIN ISMAIL)
Timbalan Pendidikan Daerah
Sektor Perancangan
b.p.Pegawai Pendidikan Daerah
Pejabat Pendidikan Daerah Petaling Perdana

aishah/LAILA

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KEMENTERIAN PENDIDIKAN MALAYSIA
Pejabat Pendidikan Daerah Sabak Bernam
Lot 25 & 27, Jalan Besar
45200 Sabak Bernam
Selangor Darul Ehsan

Tel : 03 32162079
Faks : 03 32162093
Laman Web : www.moe.gov.my

Ruj. Tuan :
Ruj.Kami : PPDSB.PPN 100-2/2/26 Jld. 3 (12)
Tarikh : 11 September 2020

MUHAMMAD HAIKAL BIN SHAFIEE,
C3-LG-02 Andari Townvilla,
Selayang Heights,
68100 Batu Caves,
Selangor Darul Ehsan.

Tuan,

KEBENARAN MENJALANKAN KAJIAN: THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISTACTION, JOB PERFORMANCE AND TURNOVER INTENTION

Surat tuan bertarikh 08 September 2020 berkaitan perkara di atas adalah dirujuki.

2. Sukacita dimaklumkan bahawa Pejabat Pendidikan Daerah Sabak Bernam ambil maklum dan tiada halangan untuk tuan menjalankan kajian tersebut di Pejabat Pendidikan Daerah Sabak Bernam dengan mematuhi syarat-syarat yang terkandung dalam surat-surat berikut :

2.1. Surat dari Jabatan Pendidikan Selangor
Rujukan : JPNS.PPN 600-1/1/2 Jld. 9 (38) bertarikh 26 Ogos 2020

2.2. Surat dari Kementerian Pendidikan Malaysia
Rujukan : KPM.600-3/2/3-eras(7873) bertarikh 12 Ogos 2020

05-45068 ptbupsi

4. Sebarang pertanyaan berkaitan perkara di atas, sila berhubung terus dengan Puan Siti Fairus Bt Mat Noor Unit Perhubungan dan Pendaftaran di talian 03-32162541.

Sekian, Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

(OMAR BIN HAMSA)
Timbalan Pegawai Pendidikan Daerah,
Sektor Pengurusan Sekolah,
b/p Pegawai Pendidikan Daerah,
Pejabat Pendidikan Daerah Sabak Bernam,
Selangor Darul Ehsan.

s.k 1. Pegawai Pendidikan Daerah
2. Fail

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05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi

PEJABAT PENDIDIKAN DAERAH SEPANG
No. 42 & 44, Jalan Mawar 1B, Taman Mawar,
Bandar Baru Salak Tinggi,
43900 SEPANG,
SELANGOR DARUL EHSAN
MALAYSIA

Tel : 603-87069450
Faks : 603-87069448
Laman Web : http://jpnselangor.moe.gov.my/PPD/ppdsepang
E-mel : ppdsepang@gmail.com

Ruj.Kami: PPDS.PAW100-2/1/19 Jld (05)
Tarikh : 21 September 2020

MUHAMMAD HAIKAL BIN SHAFIEE
C3-LG 02 ANDARI TOWNVILLA,
SELAYANG HEIGHTS,
68100 BATU CAVES,
SELANGOR

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN : THE ROLE OF GENDER ON THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, JOB PERFORMANCE AND TURNOVER INTENTION

Perkara di atas dengan hormatnya perkara di atas dirujuk.

2. Sukacitanya dimaklumkan bahawa permohonan tuan untuk menjalankan kajian seperti tersebut di atas telah diluluskan dengan bersyarat :

"KELULUSAN INI BERGANTUNG KEPADA PERTIMBANGAN PENGARAH JABATAN PENDIDIKAN NEGERI SELANGOR."

3. Pihak tuan diingatkan agar mendapat persetujuan daripada Pengetua/Guru Besar supaya beliau dapat kerjasama dan seterusnya memastikan bahawa penyelidikan dijalankan hanya bertujuan seperti yang dipohon. Kajian/Penyelidikan yang dijalankan juga tidak mengganggu perjalanan sekolah serta tiada sebarang unsur paksaan.

4. **Surat kelulusan ini sah digunakan bermula dari 13 Ogos 2020 hingga 31 Disember 2020**

5. Tuan juga diminta menghantar senaskah hasil kajian ke Sektor Perancangan, Pejabat Pendidikan Daerah Sepang sebaik selesai penyelidikan/kajian.

Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

(**HJ MUTALIB BIN TOMRAN**)
Timbalan PPD Sektor Perancangan
b.p Pegawai Pendidikan Daerah
Pejabat Pendidikan Daerah Sepang

PPD Sepang Peneraju Transfomasi

05-45068 ptbupsi

05-4506832 pustaka.upsi.edu.my Perpustakaan Tuanku Bainun Kampus Sultan Abdul Jalil Shah PustakaTBainun ptbupsi