

Work Stress and Job Performance: The Case Study Among Malaysian Polytechnics Academic Staff

Faizah Sahbudin, Muhammad Nazri Abdul Halim
Politeknik METrO Johor Bahru

Abstract- This study aims to investigate the impact of work stress on job performance of academic staff only in six polytechnics in the Malaysian northern region. Samples were collected randomly from staffs that are volunteer to fill up the questionnaire. Unit of analysis is the polytechnics academic staff in the northern region who are involve in teaching and learning process to polytechnics student. A final sample of 276 respondent's data is used. The result shows that all work stress contains of work load, time pressure, recognition, insufficient facilities and student misbehaviour can give an impact on job performance.

Index Terms -Work Stress, Job Performance

1 INTRODUCTION

The changes resulted by globalization has rapidly prompted technical and vocational education as one of the main agenda for Malaysia's development through the nation's aim towards Vision 2020. In order to achieve a developed nation status, there are a lot of things that need to be taken note. First of all, to increase manpower in the area of technical and vocational education and secondly, to increase the number of technical and vocational education institutions (Hala Tuju Transformasi Politeknik, Kementerian Pengajian Tinggi, 2009).

2 BACKGROUND OF THE STUDY

After standing for over forty years as an institution of technical education and vocational training in this country, polytechnics are continuously developing in response to mainstream education. Some new policies have been launched under the leadership of the Prime Ministry today. Thus, inevitably polytechnics also had development programmes to meet the aspiration of the country with the launch of the Polytechnic Transformation Agenda on February 25, 2010. As a result, polytechnics are classified into three categories, Premier Polytechnics, Conventional Polytechnics and Metro Polytechnics.

The development certainly gives rise to some major implications in the polytechnics education system especially for their lecturers or academic staff. The transformation of polytechnics has three main goals for the institution. The Department of Polytechnic Education (JPP) is planning to make the institution as the first choice for excellent and average SPM holders through outstanding polytechnic lecturers. The human capital development requires a systematic and long-term planning. Regarding the situation, the Department of Polytechnic Education (JPP) has outlined some plans of action and a timeline for achieving the plan targets. Among the plans are the developments of 50 curriculums in new programmes that are consistent to the National Key Economic Areas (NKEA) requirements and an implementation of the 18 Advanced Diploma Programmes and twinning programmes in the coming year[1].

As a leader in Technical Education and Vocational Training (TVET), polytechnic is responsible for producing quality technology that abides by the National Education Philosophy generally and the National Higher Education Action Plan (PSPTN) particularly. This goal will also fulfil the needs of industries that require highly competent graduates in all aspects including soft skills and entrepreneurship skills. The outcome-based education (OBE) in Curriculum, Instruction, and Assessment (CIA), increase in staff competence, empowerment of English Language among staff, ratings under polyrate, quality policy department, recognition, collaboration, and internalization are some of major transformation agenda. Several mechanisms have been introduced in enhancing the teaching and learning method, such as Online Distance Learning (ODL) and the use of CIDOS. The recognition requirement of the Malaysian Qualification Agency (MQA) based on the Malaysian Qualification Framework (MQF) is

- Author name is currently work at Politeknik METrO Johor Bahru, Malaysia in Commerce Department. E-mail: infaizah@yahoo.com
- Co-Author name is currently work at Politeknik METrO Johor Bahru, Malaysia in Commerce Department and pursuing PhD (Organizational Behavior) in Science University of Malaysia (USM), E-mail: nazrifaz@yahoo.com

another challenge for the polytechnics. All these activities are recorded and monitored under the Key Performance Indicator (KPI) by the ministry. These phenomena will eventually increase the workload among staff. Through the transformation plan, the role of polytechnics will change into becoming the platform in providing the human development based on technology and industry [1].

2.1 Problem Statement

The journey of this study emerge when the new ideas of polytechnic transformation has brought a lot of workload and have to be borne by all the academic staff at polytechnics. In conjunction to the polytechnic's vision is to be the main generator of innovative human skills through excellent education and practice to fulfil the requirement of for the transformational global workforce. So in fulfilling the polytechnic's mission and vision, academic staffs of polytechnics are sometime burdened with much workload that is not only restricted to official duties but also for additional tasks. This phenomenon will cause a sense of work concern, unhappiness or discontent on their work eventually stress among staff [1], [2], [3].

Previous studies stated that stress problem that occurs in the workplace also have an impact on individual and their social life. In addition to the impact of chronic conditions such as mental illness, stress in the workplace can cause an individual to be in depression, irritability and not sociable. Excessive stress conditions can cause problems lasting up to the house and involve other parties. It can disrupt their psychological and social relationships. All of this indicates that the stress at workplace not only gives impact in an organization, but it involves individual's personal problems as well. An uncontrolled and excessive stress in the workplace can leave a negative impact on workers, their families and the whole organization. Workload and job dissatisfaction will give effect to the institution. It will cause the staff to seek opportunities to work in other organizations. Instead of employees who feel comfortable with their workload will contribute positively to effort to work and organization. For some individuals, it will be more stressful to receive rumours of the impending layoff than knowing that they will be laid off. They can make plans for dealing with the situation in the latter case [2], [3].

2.2 Research Question

This study aims to achieve five main questions as follows:

1. Does work load influence academic staff towards job performance?
2. Does time pressure influence academic staff towards job performance?
3. Does recognition influence academic staff towards job performance?

4. Does insufficient facilities influence academic staff towards job performance?
5. Does student misbehaviour influence academic staff towards job performance?

2.3 Research Objective

Specifically, this study is trying to accomplish five research objectives as follows:

1. To examine the significance of work load to academic staff towards job performance.
2. To examine the significance of time pressure to academic staff towards job performance.
3. To examine the significance of recognition to academic staff towards job performance.
4. To examine the significance of insufficient facilities to academic staff towards job performance.
5. To examine the significance of student misbehaviour to academic staff towards job performance.

2.4 Significance of the study

This study can be discussed from two significant perspectives which are theoretical contribution and practical implications.

2.5 Theoretical Contribution

This study provides insights into scope of interest of work stress and job performance. The elaboration of the work stress in this study will identify towards job performance. Using the Person-Environment Fit Model and Effort-Reward Imbalance (ERI) Model as the underpinning theory, this study attempts to develop a cohesive theoretical research framework that synthesizes work stress namely work load, time pressure, recognition, insufficient facilities and student misbehaviour towards job performance.

2.6 Practical Contribution

This study is anticipated to be useful to Department of Polytechnic Education (JPP) organization, Polytechnics Staff and also the Ministry of Education Malaysia as it reveals the impact of work stress on job performance in Polytechnics area. Hopefully, outcome of this study is expected to be a guide for the top manager and academic staff of polytechnics and all academicians generally in carrying their responsibility and concern in order to reduce or put aside the factor contributing to work stress. Ministry of Education Malaysia also is the main player in drafting the plans and actions to be taken to ensure Malaysia can be a developed country and be competitive to others. For the future researchers who have the same interest to this issue may use the findings here in order to get more understanding on the topic related and use this result to improve the unfavourable situations.

3 LITERATURE REVIEW

3.1 Theories Underpinning the Study

In this study, two theories that perceived related to the work stress towards job performance, namely The Person-Environment Fit Model and The Effort-Reward Imbalance (ERI) Model.

3.1.1 The Person-Environment Fit Model

The environment is one of the vital points in determining individual's stress. Each of individual does not have same perception on stress. Sometime stressor would be theirs work motivator and for other individuals it might be reacting in opposite ways [4], [5].

3.1.2 Effort-Reward Imbalance (ERI) Model

The money received by the employees as their salaries are not merely being as reinforce and incentive motivator in affecting their job performance instead of be underpinning by rewards [6].

3.2 Work Stress

A huge and multi field's literature points a lot of key factors such as work environment, management support, work load in determining the stressful the work can be and its effect on to family conflicts is also a predecessor which creates stress in employees of an organization. Job related stress can create a difference between demands on families and the ability of families to provide material security for them. [2], [7].

3.3 Workload

Work stress would arise when people feel that they are unable to meet the job requirements and indirectly it would threaten their sense of human prosperous. Work stress is a situation and condition where factor of related job interact with the employees and will act as a changer of his or her physiological and or psychological condition where the worker is forced to do something from abnormal functioning[2], [7].

3.4 Recognition Factor

Recognition is defined as appreciation, approval, and genuine acknowledgement from the superior to the subordinates. The recognition can be in term of a formal basis, for example, the best employee in every month, or in an unofficial way, such as when they are given the power to handle a team's behaviour[8]. Appreciation is the basis for human need. The worker's responses to appreciation are as an expression that their work has been done well.

3.5 Time pressure

Pressure based on performance are different from external pressure such as crisis pressure and time pressure[9].The

team that is facing pressure on performance would tend to perform well despite trying to keep up with a deadline. Effective communication is very crucial in order to understand the distinction for predicting the team processes.

3.6 Insufficient Facilities

Occupational stress is caused by lack of resources and equipment, working schedules such as duration of working hours, and the climate of the organizational which is considered to be causing stress for the employees [7]. Occupational stress frequently reflects the high dissatisfaction among the employees, task mobility, the collapse of mental, dissatisfied of work performance and non-effective interpersonal relationships at work place.

3.7 Student Misbehaviour

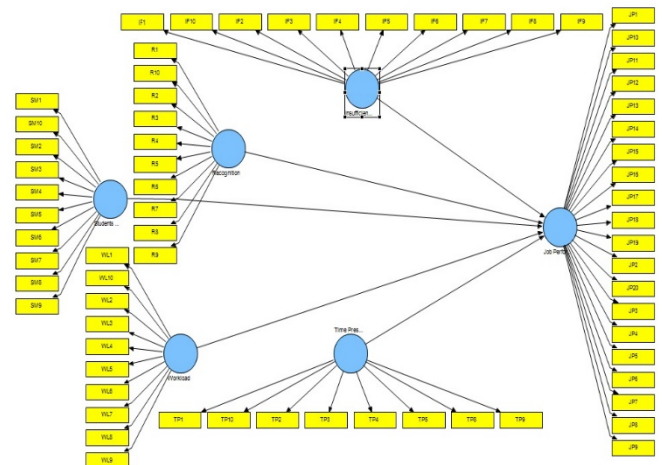
Factors of physical surroundings that affect behaviour are known as ambient environmental situation[10]. This affected by temperature, ventilation, colour, lighting, and the level of noise. [11].

3.8 Job Performance

Good performance of an employee from the organization leads to a good organizational performance thus ultimately making the organization more successful and effective, as well as inversely[2], [7],[12].

3.9 Theoretical Framework

Based on the theoretical argument from previous literature that are emphasizing the study variables on work stress, the impact on job performance can be shown in figure 1.1 as below.



performance.

H5: Student misbehaviour has a positive effect on job performance.

4 METHODOLOGY

4.1 Population

The population includes academic staff at six polytechnics in the northern region, are Ungku Omar Polytechnic, Ipoh (PUO), SeberangPerai Polytechnics, (PSP), BalikPulau Polytechnics, (PBU), TuankuSultanahBahiyah Polytechnic, (PTSB), Sultan Abdul Halim Muadzam Shah Polytechnics, (POLIMAS) and Tuanku Syed Sirajudin Polytechnic, Perlis (PTSS).

4.2 Units of Analysis

The unit of analysis in this study is the individual of polytechnics academic staff in Polytechnics northern region.

4.3 Sample, Sample Determination and Sampling Technique

According to G*Power software with analysis a medium effect size of 0.15, suggested that suitable samples size to be collected are 138 respondents. The simple random sampling method was used to select participants for the study. The researcher used simple random sampling to determine respondents from the each northern polytechnics. The sample is drawn randomly from a sampling frame and selected from the list of academic staff obtained from each Polytechnic. Finally, a sample size of 276 would be needed to represent a cross-section of the population.

Table 4.1 Sample size drawn from four polytechnics academic staff

No.	Type of Customers	Population	Sample
1.	Ungku Omar Polytechnic, Ipoh, Perak (PUO)	566	276
2.	SeberangPerai Polytechnics, PermatangPauh, Penang (PSP)	340	
3.	BalikPulau Polytechnics, Penang (PBU)	24	
4.	TuankuSultanahBahiyah Polytechnic, Kulim, Kedah (PTSB)	339	
5.	Sultan Abdul Halim Muadzam Shah Polytechnics, Jitra, Kedah (POLIMAS)	448	
6.	Tuanku Syed Sirajudin Polytechnic, Arau, Perlis	300	

(PTSS)

4.4 Research Instruments

Questionnaires were designed for the respondents were divided into two sections to capture the critical areas spelt out in the objectives study.

4.5 Data Analysis

The Statistical Package for Social Sciences (SPSS) version 22 was used to analyse the data collected.

4.6 Questionnaire Development

Section A asked on the background information or demographic factors, then section B measured five independent variables of this study, dependent variable measured on jobs performance. The instrument of each variable was developed based on the work established variables from previous studies. Items are measured using the five-point Likert scales with 1 representing "strongly disagree" to 5 representing "strongly agree".

4.7 Factor Analysis

Principal component analysis (PCA) will be used because it is psychometrically sound and simpler mathematically and it avoids some of the potential problems with 'factor indeterminacy' associated with factor analysis [13].

4.7.1 Reliability Analysis

The lower limit of 0.70 for Cronbach's alpha as suggested by [14] and 0.30 for item-total correlation as suggested [15] was applied. Construct validity was established by carrying out factor analysis by Varimax rotation for both instruments. A minimum factor loading of 0.50 was applied for the loading to be considered significant [14].

4.7.2 Validity Analysis

By using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Barlett's test of Sphericity. KMO predicted that the data are likely to be factors well based on correlation and partial correlation, used to identify which variables to drop from the factor analysis because of their lack of multicollinearity, measure varies between 0 and 1, and values closer to 1 is better. Principal component analysis requires that the Kaiser-Meyer-Olkin measure of sampling adequacy to be greater than 0.50 for total set of variables as well as opposing to each individual variable [14].

4.7.3 Regression Analysis

The purpose of multiple regressions is to predict a single variable (response variable) from one or more independent

variables (*Predictor variables*). It formulates the model by considering all the predictor variables to have equal weight. Regression analysis will be used to test the relationship between work stress and job performance [13].

4.7.4 ANOVA (Answering the First Objective)

The statistical significance of the result is found using ANOVA for F-test to confirm which hypothesis is to be used. A significant P-value less than 0.05 indicate that there is relationship between independent variables (*predictor variable*) and dependent variable (*response variable*)[13].

4.7.5 Correlation Analysis (Answering the second objective)

Correlation analysis is used to answer the second research objective, to analyse the relationship between work stress of academic staff and Job Performance. Correlation analysis is used to describe the strength and direction of the linear relationship between two variables. Pearson product moment coefficient is used in this study. Pearson correlation coefficients (r) can take on values ranging from +1.00 to -1.00. On the other hand, a correlation of 0 indicates no relationship between the two variables. The sign in front of the number indicates whether there is a positive correlation as one variable increase, so too does the other or a negative correlation as one variable increase, the other decrease [13].

4.8 Data Collection for Pilot Study

Pilot study was conducted, with $t = 20$ respondents to answer any not clarified question. Cronbach's alpha value 0.50 or higher is considered acceptable. If the value falls below 0.5, one or more of the items must be deleted and return the test to get the higher alpha value. Based on Cronbach's alpha result, no items have to delete[13].

Table 4.2: Reliability Analysis on Pilot Survey

Constructs	Cronbach's Alpha > 0.5	Comment
Work Load	0.671	All meet
Time Pressure	0.602	All meet
Recognition	0.817	All meet
Insufficient Facilities	0.763	All meet
Students Misbehaviour	0.619	All meet
Job Performance	0.831	All meet

5 DATA ANALYSIS AND EMPIRICAL RESULT

Respondents demographic are discussed followed by factor analysis for reliability analysis and validity analysis, regression method to test the data and answer the objective question [13].

5.1 Overview of data collected

Hardcopy of questionnaires were sent out directly through meet the respondents and leave the questionnaire for two week and came back to the institution to collect the instrument. Over a period of 3 month, a total of 600 questionnaires were distributed and it returned back by 276.

5.2 Demographic Characteristic

Majority of the respondent ages between 34 – 44 years old and represent 45.7 percent followed by young lecturers aged between 25 – 34 years old represented by 39.9 percent. Most of them are female, Malay and 57.7 percent receive degree education followed by 45.3 percent master's level. Most of them are at DH44 grades with 53.6 percent where the monthly incomes are between RM4001 – RM6000 with working experience with polytechnics are 10 – 15 years. 44.2 percent of them are staffs from Commerce department compare to engineering staffs of 33.3 percent who are stay at workshop and laboratory for information technology, graphic and visual communication's staff.

5.3 Descriptive Analysis and Data Cleaning

Cleaning data process of removing those data points which are either obviously disconnected with the effect or assumption which we are trying to isolate, due to some other factor which applies only to those particular data points or obviously erroneous for example some external error is reflected in that particular data point, either due to a mistake during data collection, reporting and others [13].

5.3.1 Factor Analysis

Table 4.1 below show the summary of Total Variance Explained Analysis for All Independent Variables Component. Findings shows that the Eigenvalue for Component 1 and Component 2 has acquired more than 1. Eigenvalue has a high relationship and will be used for further analysis compared with other components. Variance test results showed a value of 37.99% and 27.31% higher than the independent variable component to another.

Table 5.1 Summary of Component Loadings (Factor loadings)

Rotated Component Matrix (a)		
Variables	Component (Factor loadings)	
	1	2
Work Loud	-.189	.756
Time Pressure	-.639	.473
Recognition	.813	.062
Insufficient Facilities	.827	.062
Students Misbehaviour	.283	.771

Extraction Method: Principal Component Analysis.

*Rotation Method: Varimax with Kaiser Normalization.
A Rotation converged in 3 iterations.*

Table 5.1 indicates that for Insufficient Facilities variables had the highest correlation in Component (*Factor loadings*) 1 compared to the other variables with a value of 0.827. While for Component (*Factor loadings*) to 2, Students Misbehaviour variable have high values of 0.771 compared to the others. Table 5.2 below shows the percentage relationship of the variables with the highest correlation between variables to be measured using the communalities. Results found that Insufficient Facilities variable has the highest at 68.8% followed by variables of Students Misbehaviour variable of 67.4%.

Table 5.2 *Summary of Communalities Extraction of Variables*

Variables	Initial	Extraction
Work Load	1.000	.608
Time Pressure	1.000	.631
Recognition	1.000	.665
Insufficient Facilities	1.000	.688
Students Misbehaviour	1.000	.674

Extraction Method: Principal Component Analysis.

5.3.2 Reliability analysis

This study conduct reliability analysis onto the regrouped and finalised work stress and job performance variables after it fulfil the factor analysis. Table 5.3 show that all variables was accepted (Cronbach's Alpha > 0.5).

Table 5.3 *Summary of Reliability Analysis*

Variables	Total items	Cronbach's Alpha	Remarks
IV1 – Work Load	10	0.609	Accepted
IV2 – Time Pressure	10	0.750	Accepted
IV3 – Recognition	10	0.848	Accepted
IV4 – Insufficient Facilities	10	0.821	Accepted
IV5 – Students Misbehaviour	10	0.533	Accepted
DV – Job Performance	20	0.922	Accepted

5.4 Multicollinearity

Multicollinearity is used to describe the correlation of two (or more) predictor variables, to each other. If the predictor variables are correlated, the regression equation can be inaccurate and unstable (Sekaran and Bougie, 2010; Zikmund, 2003).

5.4.1 KMO and Bartlett's Test

Based on KMO and Bartlett's Test conducted for independent variable 1 to 5, there are no items were dropped. The finalized factors have KMO (0.795), (0.766), (0.875), (0.865) and (0.614), where individual KMO (>0.5) and Bartlett's Test of Sphericity (sig. 0.000) meet the requirement. It means that there is no multicollinearity existing[13].

Table 5.4 Summary of KMO and Bartlett's Test

No.	Variables	KMO and Bartlett's Test	Sig	Remarks
1.	Work load	.795	.000	Significant
2.	Time Pressure	.766	.000	Significant
3.	Recognition	.875	.000	Significant
4.	Insufficient Facilities	.865	.000	Significant
5.	Students Misbehaviour	.614	.000	Significant
6.	Job Performance	.921	.000	Significant

5.4.2 Variance Inflation Factor (VIF)

Table 5.5 below show the summary of VIF values of all variables.

Table 5.5: VIF of all Variables.

No.	Variables Relationship	VIF	Remarks
1.	Work Load and Job Performance	1.266	Acceptable
2.	Time Pressure and Job Performance	1.347	Acceptable
3.	Recognition and Job Performance	1.389	Acceptable
4.	Insufficient Facilities and Job Performance	1.383	Acceptable
5.	Students Misbehaviour and Job Performance	1.198	Acceptable

VIF is less than 3.3 that shows a excellent value (Diamantopoulos and Siguaw, 2006).

VIF is less than 10 that no collinearity is commonly accepted (Hair et al., 1995).

5.4.3 Test of Normality

From the results of Skewness and Kurtosis, z values can use for check whether the data are normally distributed.

Value should be somewhere in the span of -1.96 to +1.96. After done the Normality test in SPSS, our data are Skewness and Kurtosis for both male and females cases except Skewness of female. We can assume that our data are normally distributed in term of Skewness and Kurtosis. From the results also explained that show that both of sig. value (*p-value*) in Kolmogorov-Smirnov^a and Shapiro-Wilk are significant.

5.5 Multiple Regression Analysis

Multiple regression analysis was conducted onto each work stress independent variables (*work load, time pressure, recognition, insufficient facilities and student misbehaviour*) to the dependent variables (*Job performance*). In this study, function of Multiple Regression analysis is to answer the first of research objective as shown at table 5.6 below.

Table 5.6 Summary of variables relationship information

No.	Variables	Durbin-Watson	R Square	ANOVA Value	Standardized Beta	Sig.	Remarks
1.	Work load and Job Performance	2.052	.037	.001b	.192	.001*	3.7% variation in Job Performance can be explained by work load with sufficient confident in the variables correlation as the p-value is less than 0.05.
2.	Time pressure and Job Performance	2.059	.005	.001b	-.070	.001*	0.5% variation in Job Performance can be explained by time pressure with sufficient confident in the variables correlation as the p-value is less than 0.05.
3.	Recognition and Job Performance	2.011	.039	.001b	.199	.001*	3.9% variation in Job Performance can be explained by recognition with sufficient confident in the variables correlation as the p-value is less than 0.05.
4.	Insufficient Facilities and Job Performance	1.996	.016	.037b	.125	.037**	1.6% variation in Job Performance can be explained by insufficient facilities with sufficient confident in the variables correlation as the p-value is less than 0.01.

5.	Students Misbehaviour and Job Performance	2.016	.136	.000b	.369	.000*	13.6% variation in Job Performance can be explained by student misbehaviour with sufficient confident in the variables correlation as the p-value is less than 0.05.
----	---	-------	------	-------	------	-------	--

* Confident level at 0.05

** Confident level at 0.01

Table 5.6 summarized the independent variables have significant correlation strength with the dependent variable. As the results of multiple regression analysis, this study comes out with the multiple regression models that to be used is as follow;

$$JP = \alpha + \beta_1 WL + \beta_2 TP + \beta_3 RC + \beta_4 IF + \beta_5 SM + \epsilon$$

$$JP = \alpha + 0.192 WL + 0.202 TP + 0.199 RC + 0.125 IF + 0.369 SM + \epsilon$$

Where;

JP	=	Job Performance
WL	=	Work load
TP	=	Time pressure
RC	=	Recognition
IF	=	Insufficient Facilities
SM	=	Students Misbehaviour

5.6 Correlation Analysis

The strength of the relationship is measured using Pearson correlation coefficient (*r*). The correlation analysis task is to answer the second objective of this research. Finally, table 5.7 shown below the summary of the Hypotheses testing that all hypotheses tested are accepted.

Table 5.7 Summary of Correlation analysis

No.	Variables Relationship	Sig. (2-tailed)	Results
1.	Work load and Job Performance	.001	Significant
2.	Time Pressure and Job Performance	.001	Significant
3.	Recognition and Job Performance	.001	Significant
4.	Insufficient Facilities and Job Performance	.037	Significant
5.	Students Misbehaviour and Job Performance	.000	Significant

5.7 Summary of Results

Table 5.8: Summary of the Hypotheses testing

Hypotheses	Descriptions	Results
Hypotheses 1	Workload has a positive effect on job performance.	Supported
Hypotheses 2	Time Pressure has a positive effect on job performance.	Supported
Hypotheses 3	Recognition has a positive effect on job performance.	Supported
Hypotheses 4	Insufficient facilities has a positive effect on job performance.	Supported
Hypotheses 5	Student misbehavior has a positive effect on job performance.	Supported

* Confident level at 0.05

** Confident level at 0.01

6 DISCUSSION AND CONCLUSIONS

6.1 Recapitulation of the Study

By using 276 samples of academic staff in six polytechnics in the northern region, the objective of the study can be examined through multiple regression analysis and correlation analysis between independent variable of work stress and dependent variable of job performance. Out of five hypotheses evaluating the direct effects of independent variables of work stress on job performance as dependent variable, all five hypotheses for meaning, work stress have positive relationship with the job performance.

1. Work load to Job performance ($\beta = 0.192, p < 0.01$)
2. Time pressure to Job performance ($\beta = -0.70, p < 0.01$)
3. Recognition factor to Job performance ($\beta = 0.199, p < 0.01$)
4. Insufficient facilities to Job performance ($\beta = 0.125, p < 0.037$)
5. Student Misbehaviour to Job performance ($\beta = 0.369, p < 0.000$)

6.2 Discussion, Findings and Implication

For high performance workload on academic staff, the workload must be suitable according to their abilities and potential to cope with the work stress. Extensive high workload correlates to high job performance. It is the job of the leader or employer to create culture in the organization, where optimum workload productivity correlation exists. It will give satisfaction to the staffs and enhances productivity as well as the polytechnics will also gain optimum production. Conversely if workload is high, it is the responsibility of the head of department to reduce this workload level. Furthermore, sudden increase or

decrease in workload would be leading to impaired performance. However, sudden increase in workload curve is more sensitive and it badly affects the performance of the academic staffs. Workload should be assessed according to the time frame in terms of new polytechnics priorities. It is more desirable if these academic staffs are involved in this evaluation process and workload is determined as per their demand and potential. However, polytechnics priorities and norms cannot be neglected while this process is being established.

6.2.1 Theoretical Perspective

The study significant direct relationship of the work stress (Work Load, Time Pressure, Recognition, Insufficient Facilities and Student Misbehaviour) on job performance provide empirical confirmation to the relationship as posited by The Person-Environment Fit Model and the Effort-Reward Imbalance (ERI) Model. Confirming this Person-Environment Fit Model and the Effort-Reward Imbalance (ERI) Model will provide future reference and confidence in using this theory as factors influencing employee's job performance.

6.2.2 Practical Perspective

This study is significant to top management to recap what is the factors that would bring to work stress eventually would affects employees' job performance. Since independent variables contributed to work stress and job performance, polytechnics academic staff should be able to assess these factors and give each other support in order to improve performance. The Ministry of Education Malaysia should try to improve those factors, such as good communication and recognition for excellent work, which may reduce occupational stress and increase job performance among their employees. Course coordinator should also advocate for better working conditions which would improve staff satisfaction with their jobs such as better approval, fringe benefits, provision of adequate resources, hiring more new employees to reduce on the work overload or better promotion policies. Head of department and top management should be trained in management in order for them to be able to address the above issues.

6.3 Limitation of the Study

This study was conducted as a quantitative study. Findings are limited to interpret from statistical data analysis and structured questions in the questionnaire as respondent were not given the opportunity to seek clarification and discussion with the surveyor. This study was conducted on a small sample of organization restrict to the six polytechnics in the northern region only vice versa the total number of polytechnics is 37 around Malaysia.

7 CONCLUSION

This study suggest that top level management can improve their staff's performance by lenient the conditions for staffs facing the pressures of performance. Previous literatures revealed that those individuals or employees at the position of accountable for the way they made a vital decision, not merely for their decision, they also held relevant expertise more extensively. Therefore, team leaders or supervisor should be concerned of their employees to make their own decisions as long as it would not against organisation's mission, vision and interest. Findings found that workload has significant impact on the staff's performance. From good performance, it based on employees abilities and their potential to cope and resist with the stress. If an employee's encounter with high workload or too low workload, it would correlate to low performance. So it is being the top level management to bring the work culture in their organisation, where optimum workload will result good productivity correlation. If employees involve with too low workload and not compatible with his or her abilities, they would be under job utilization and therefore his workload must be hiked up to an appropriate level. An organisation will increase the production if employees are satisfied with their job. Besides, if workload is too high, it is the leader's duty to reduce their work levels.

Furthermore, the fluctuation in workload level will lead to weak and worse performance. Vice versa, an unexpected rose in workload will be more harmful and provide bad effect to the employee's job performance. Employees should be given some authorization to discuss and settle their workload problems with their supervisors or Executive Managers. If they are unable to satisfy the employee's need, they might be permitted and allowed to consult this issue directly with their respective head of department. If it is asked by the employees, proper assessment of the job description, employees' responsibilities, key performance indicators and performance indication should be handled by a manager or supervisor from a different units, department or team as deemed appropriate and supported by the head of department.

The major requirement and standard operating procedure may be explained by the organizations in order to smoothen the organizations. An audit of the staff's skills and training is required to take over the required tasks and prompt actions may also be executed at this stage. The analysis result of this study will enables the identification of areas that are exceeding expected workload, or other factors that are over the border on effective time and work efficiency. A strategy should be formulated to facilitate the employees with their line management to settle the raising issues regarding to workload management. The action plan may be inclusive of job assignments, providing training to the employees, revising duty statement and alteration of workload. Monitoring the performances once the change of the workload periodically as for instance,

monthly, quarterly, semi-annually and yearly basis, is required to judge and evaluate the performance and workload correlation. It is known that interests of organizations and employees never seem to be at the same direction. Employees' desire to utilize themselves at the full potential but unfortunately it is not for the benefits of the organization. Actually, they want to earn more to earn for their services. There must be some rewards for this hard work. The reward could be in the form of salary hike, incentives, promotions, enhancement in authority, job enlargement and so on. For the employees' satisfaction, they should be confident that they should be accepting whatever it is worthwhile with their services. Underutilization of employees' potential and reward below their performance both causes to increase the turnover ratio of the employees.

REFERENCES

- [1] HalaTujuTransformasiPoliteknik, KementerianPengajian Tinggi, (2009).
- [2] Arbabisarjou, Azizollah, Ajdari, Zaman, Omeidi, khaled, JalalinejadRazieh (2013) The Relationship Between Job Stress AndPerformance Among The Hospitals Nurses, Health Promotion Research Center, Zahedan University of Medical Sciences, Zahedan, Iran, World of Sciences Journal; 2013[02] ISSN 2307-3071
- [3] HusniMohdRadzi, LilieZaharaRamly, FarhanizaGhazali, SaporaSipon, Khatijah Othman (2014).Religious And Spiritual Coping Used by Student in Dealing with Stress and Anxiety, International Journal of Asian Social Science.
- [4] Arbor, A. (1987). Person-Environment Fit Theory and Organizations :Commensurate Dimensions, Time Perspectives, and Mechanisms, 267, 248-267.
- [5] Edwards,J.R, Cooper,C.,L. (1990). The Person-Environment Fit Approachto Stress: Recurring Problems and Some Suggested Solutions. Journal of Organizational Behaviour, Vol 11, 293-307(1990)
- [6] Siegrist, J., Li, J., & Montano, D. (2014). Psychometric Properties of the Effort- Reward Imbalance Questionnaire.
- [7] Kwaku, E. (2012). Occupational Stress and Its Effects on Job
- [8] Performance: A Case of Koforidua Polytechnic, Institute of Distance Learning, KNUST.
- [9] Ndjaboué, R., Brisson, C., Vézina, M., Blanchette, C., & Bourbonnais, R. (2014). Effort reward imbalance and medically certified absence for mental health problems: a prospective study of white-collar workers. Occupational and

Environmental Medicine, 71(1), 40–7. Doi:
10.1136/oemed-2013-101375

- [10] Gardner, H. K. (2012). Performance Pressure as a Double-edged Sword: Enhancing Team Motivation but Undermining the Use of Team Knowledge. *Administrative Science Quarterly*, 57(1), 1–46. Doi: 10.1177/0001839212446454
- [11] Robert Scott McGowen (2007) the Impact of School Facilities on Student Achievement, Attendance, Behaviour, Completion Rate and Teacher Turnover Rate in Selected Texas High Schools, Texas A&M University.
- [12] O'Neill, D., & Oates, A. (2001). The impact of school facilities on student achievement, behavior, attendance, and teacher turnover rate in Central Texas middle schools. *Educational Facility Planner*, 36 (3), 14-22.
- [13] Sekaran, U, Bougie, R. (2010). *Research Methods for Business, a Skill Building Approach*. John Wiley & Son, Ltd
- [14] Hair, J.F., Black, C. W., Babin, B.J., Anderson. R., E (2009). *Multivariate Data Analysis*. 7th Edition Pearson Education Limited
- [15] Nunnally, J.C. and Bernstein, I.H. (1994), *Psychometric theory*, McGraw -Hill, New York.

IJSER