



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIPS BETWEEN EMPLOYEE'S JOB PERFORMANCE
AND ORGANIZATIONAL COMMITMENT IN ROYAL MILITARY
ARMY FORCES USING OCCUPATIONAL STRESS AS A MEDIATOR**

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ORGANIZATIONAL COMMITMENT IN ROYAL MILITARY ARMY FORCES USING
OCCUPATIONAL STRESS AS A MEDIATOR**

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This project is submitted
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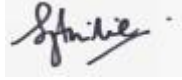
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ABSTRACT

THE RELATIONSHIP BETWEEN EMPLOYEE'S JOB PERFORMANCE AND ORGANIZATIONAL COMMITMENT IN ROYAL MILITARY ARMY FORCES USING OCCUPATIONAL STRESS AS A MEDIATOR

ROSE SYAHIDAH BT MOHAMAD JAWAHIR

This study aimed the relationship between employee's job performance and organizational commitment using occupational stress as a mediator in Royal Military Army Forces. This study is undertaken to determine if the occupational stress can impact the employee's job performance and organizational commitment of army in Kota Samarahan. However, this research also identifies how the army forces can overcome the stress and increase their performance. This research has been done at Kem Muara Tuang, Kota Samarahan, Kuching. This research also uses the quantitative method with 50 sample size. This finding of the research show that there is moderate and strong relationship between occupational stress and employee's job performance and organizational commitment among the army in the Kem Muara Tuang.

ABSTRAK

MENKKAJI HUBUNGAN ANTARA PRESTASI PEKERJA DAN KOMITMENT ORGANISASI DALAM KALANGAN ANGGOTA TENTERA MENGGUNAKAN TEKANAN KERJA SEBAGAI PENGANTARA

ROSE SYAHIDAH BT MOHAMAD JAWAHIR

Kajian ini dijalankan untuk mengenalpasti prestasi pekerja dan komitmen organisasi dengan menggunakan tekanan kerja sebagai pengantara dalam kalangan anggota angkatan tentera darat. Kajian ini dijalankan untuk mendalami jika tekanan kerja mampu memberi kesan terhadap prestasi pekerja dan komitmen organisasi dalam kalangan askar di Kota Samarahan. Selain itu, kajian ini juga dibuat untuk mengenalpasti bagaimana anggota tentera mampu untuk menangani tekanan kerja dan mampu meningkatkan prestasi kerja. Kajian ini telah dijalankan di Kem Muara Tuang, Kota Samarahan, Sarawak. Kajian ini menggunakan kaedah kuantitatif dengan saiz sampel sebanyak 50 orang. Dapatan kajian ini menunjukkan terdapat perhubungan tekanan kerja terhadap prestasi pekerja dan komitmen organisasi dalam kalangan tentera di Kem Muara Tuang

CHAPTER 1

INTRODUCTION

1.1 Background of Study

According to Glossary of Human Resources Management and Employee Benefit Terms (2019), occupational stress time period are regularly used in the professional business industry. Occupational stress refers to the ongoing or progressing stress that most worker will experience due to the tasks, environments, situation, or other pressures in their job place. Occupational stress is a recognition of health risk for a vary of psychological, behavioural, and clinical problem and sickness (J. C. Henderson, 2016). Based on the research, workplace can be a factor of stress to the employee and will affect employee's performance and also the organizational commitment. According to the American Psychological Association (APA) Report (2014), a developing wide variety of army personnel and their households are telling emotional troubles resulting from operation stress. In the military, job performance is depending on the soldier's skill to go beyond what is needed, required, and expected in their work during their working hours. On the other side, the soldier must go beyond the call of duty(Singh, Ong, & Liaw, 2018). Among all the soldiers, 30 percent met the standards for a mental disease but less than half (23-40%) of these with mental health worries required assist. Employee performance is very important to the organizational development and productivity (Inuwa, 2016). Organizational commitment refers to an emotional country which has a strong influence on the probability that employee will stay with an employer (Booth & CJ, 2015). Loyalty and commitment are among the two main traits of a soldier in ensuring courage and determination that are showcased in extreme working conditions. Organizational commitment

is a vital organizational difficulty because high levels of commitment led to various favorable organizational outcomes (Robbins, 2005; Parvin, Kabir & Nurul, 2011; mm Folorunso, Adewale & Abodunde, 2014). An employee's commitment to the corporation is influenced by the employer's support, supervisors' support, or job satisfaction. The employer's full involvement in giving the employee support has proven its relationship with diminished employee performance.

According to Khan, Razi, Ali and Asghar (2013), dedicated employees gain their organization success in many ways. The success of an enterprise always relies upon the participation and overall job performance of its employees. Employee are the one who is responsible for re-accomplishing the vision and desires of the organization. The occupational stress give negative impact to the employee's work conditions and life (Jeanne Segal & Lawrence Robinson, 2019). According to the job web site CareerCast.com, military jobs ranked as the most stressful occupation in the United States for the year 2013. On September 2013, the Afghan National Army Officer Academy Coalition Force Mentor Course invited the firm from outside to give a talk on how flexibility stress can be proactively sustained and created in the military organization. Malaysia Armed Forces (MAF) have the same issues that is the high turnover of the key personnel and some jobs still critically understaffed (Mara, 2019). According to CareerCast, being listed in the military personnel is 2017's most stressful job in Malaysia ranking. This study investigates the occupational stress impact on the employee's job performance and organizational commitment. The finding about the organizational behavior is relates to the finding about the attitude, learning, perception, values at the person degree and it is vital to manage stress, conflicts and decision making at the group level and inter-group. In this challenging era, work stress often existing in an organization

either a big organization or small organization. Employee will always be facing many challenges in their workplace that can affect their job performance.

1.2 Problem Statement

This research aimed the relationship between the occupational stress on job performance and organizational commitment. The biggest issues that military face is lack of training and development. Lack of training and development can have countless ill-effects on the human concerned (Sharma, 2015). This lack can manipulate the work, function conflict, insufficient cognizance about profession, workload, and job pressure, and detached organizational attitude as the important occupational stressors in the Indian military (Sharma, 2016). National Institute for Occupational Safety and Health (1999) define workload, rare rest breaks, lengthy working hours, shift work, anxious and hobbies tasks that have little inherent meaning as necessary job prerequisites main to stress, the decrease of the level of guidance from the organization and the level of stress experienced by employees at work. According to the statistical records from the Department of Record and Pension (JRP) of the Ministry of Defense, there was once 289 army personnel killed occur in the line of responsibility from the year 2000 until 2010 with the average of 24 personnel killed annually. Besides, there are large number of injury cases due to the occupational stress that involve the army officer who can cause disabilities and early termination of service due to their unfit health. There are a lot of cases that reported happened at the workplace that can cause the stress. The main challenge that have been faced on the functioning of the military teams is how the teams can communicate and coordinate tasks under dynamic, high pressure and high demands environments(Singh et al., 2018). Army forces have to control their emotional because emotional stress can affect their job performance. There are many factors that can affect the job performance, employee interaction and job commitment.

Moreover, military regularly face tremendous challenges because they are tasked with presenting care under stressful, chaotic, harsh, and non-sterile conditions (Summaira Naz, 2015). This situation could expose the army to various kind of condition that they might not be able to predict what will happened. The dangerous situation can lead to stress in workplace among the army officer. In tenth Malaysia, the objectives of Mindef transformation is to strengthen the transformation of Mindef Public Service delivery System Expectation Mindef stakeholders and customer, increasing welfare of the people and creating excellent work culture. To achieve the tenth Malaysia plan the army officer need to handle their stress that can affect their job performance. Occupational stress will affect the employee attendance and will cause the objective of Mindef not achieve. In Law of Malaysia stated that

any employee who absent himself without any leave will be dependable to imprisonment for a time now not exceeding two years. The stresses can cause the absenteeism among the employee and will increase the problem, especially in their discipline.

Community mental health vendors often operate inside disturbing work environments and are at excessive danger for emotional fatigue, which can negatively influence job activities and purchaser achievement with offerings (Jilian Gonzales,2016). It is important that employees are satisfied with their work in order to maintain high level of competency, be fully dedicated and have high morale in their contribution which be able to improve their level of commitment on their association. Employee's commitment towards their job has a big implication on the organization performance. The harmful impacts linked with a lack of worker loyalty encompass absence and return (Bennett & Durkin, 2000; Mahdi, Mohd, & Almsafir, 2014). The mental health is important to make sure that employees will stay royal and give their full commitment to the organization.

Among these three kinds of commitment, it appears that affective commitment has the strongest bearing to the army military due to the essential role. Affective commitment affects in higher performance and extra meaningful contribution, accompanied by using normative commitment, and continuance commitment. However, it ought to also be argued that the consequences of organizational commitment on overall performing and morale have an impact in the military, where they may additionally make the distinction between existence and loss of life than they have in most civilian occupation. The current issues of Military Army Forces (MAF) is having to deal with new challenges, risks and threats including terrorism, cyberwarfare, and big power geopolitics (Ahmad, 2019). Stress can intrude with your productiveness and performance. Stress also have an impact on your physical and emotional health and influence your relationship and home life. The readiness of army was very important in meeting nature of threats, such as having fast interceptor craft for safeguarding the waters of Sabah (New Straits Times, 2019). This shows how important it was for an army forces to make sure their stress was under control. It is important for them to maintain their stress under control because they are responsible to secure the safety of public.

1.3 Objectives of Study

1.3.1 General Objective

To investigate the impact of occupational stress on employee's job performance and organizational commitment in Royal Military Army Forces.

1.3.2 Specific Objectives

- To investigate the relationship between affective commitment and employee's performance.
- To investigate the relationship between normative commitment and employee's job performance.
- To investigate the relationship between continuance commitment and employee's job performance.
- To investigate the relationship between mediating effect of occupational stress in the employee's job performance and organizational commitment.

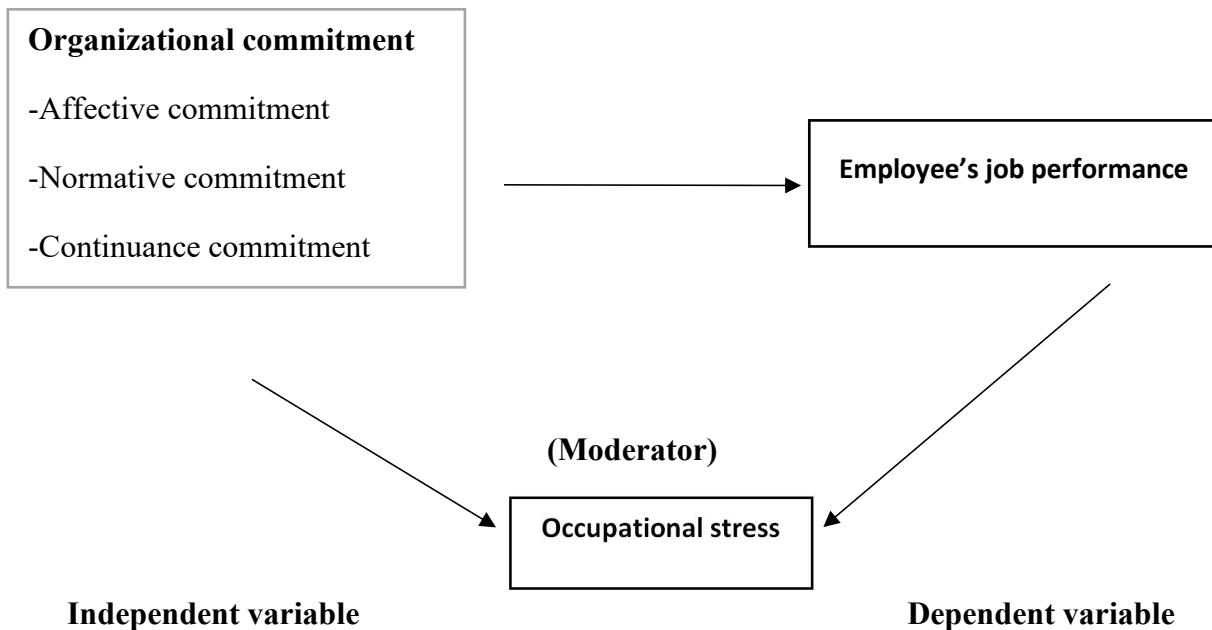
1.4 Research Questions

- RQ1: Is there any relationship between affective commitment and employee performance?
- RQ2: Is there any relationship between normative commitment and employee performance?
- RQ3: Is there any relationship between continuance commitment and employee performance?
- RQ4: Is there any relationship between employee's job performance and organizational commitment when using occupational stress as a mediator.

1.5 Research Hypotheses

- HO1: There is relationship between affective commitment and employee performance.
- HO2: There is relationship between normative commitment and employee performance.
- HO3: There is relationship between continuance commitment and employee performance.
- HO4: There is relationship between mediating effect of occupational stress on employee's job performance and organizational commitment.

1.6 Conceptual Framework



Sources : (Arménio, 2008; Aston, 2016; Azeem, 2010; Azizah, Daud, Holian, & Zhang, 2014; Brindley et al., 2019; Catalina, 2012; M. Dinc, 2017; M. S. Dinc, 2017; Eliyana et al., 2019; Gharib, Ahmad, & Ghouse, 2016; Hendri, 2019; Hong, 2011; Jafri & Lhamo, 2013; Johnson et al., 2007; Kaplan M, 2018; Khan & Ali, 2013; Manivasagam, 2019; Mete, Ünal, & Bilen, 2014; Musabah, Al, Mohamad, & Affairs, 2017; Mustafa et al., 2015; Park, Oh, & Boo, 2019; Pendidikan & Idris, 2016; Quick & Henderson, 2016; R.S.Kanchana, J.V.Divya, & Beegom, 2013 Salleh, Nair, & Harun, 2012; Sharma, 2015; Studies & Pertahanan, 2015; Ukpere, 2015; Velnampy, 2014; Vijayan, 2018)

1.7 Significant of Study

This research can be said to be significant because this study can provide to separate aspects. First, this study could help the upcoming scholars to do richer on military army issues and find more evidence that can help organization to be better. Besides, the findings from this research can contribute on having a better way in handling occupational stress at any organization that can help in encouraging employee performance and organizational commitment in every organization. Though sometimes overlooked, the family and friends that help a cherished one who is serving, display the braveness to stand by means of their soldier during their military life (J. Desrosiers, 2014). When the acute type of stressors is made clear and visible, everyone can be aware of it and take responsibility to avoid being over stress at their workplace. According to Ministry of Defence 2014, every third day a soldier is killing himself, at a charge higher than the toll taken with the aid of the militants.

Other than that, higher rank of the hierarchy will provide the ways to avoid the chronic stress of their employees. The findings from the research help them to be conscious of the occupational stress and help employee performance more increase amplify the understanding of Army companies personnel related to the significance employees' perceptions as an advantageous measurement tool to display improvement in Army organizations. Every employee will believe that the employee will take responsibility to avoid the stress issues. This study assists the managers to take the responsibilities to avoid the stress issues. In this case, this study will help the employers to become habitual to the stressor until they can accept those stressors as a way of their work life. Furthermore, this research is significant as it can act as a way of the employees increases their job performance and to ensure that the employee is not stress from workplace during their duties. This research is mainly based on the workplace stress issues on the employees. According to Good Therapy 2019, work-related stress is a significant problem, with an estimated 40% of people describing their job as very or extraordinarily stressful. In addition to mental health symptoms, work-related stress can reason physical health issues such as coronary heart attacks, hypertension, pain, and insomnia. It is an essential part to be taken care to have a way to adapt the stressor of workplace. Loneliness and interpersonal troubles limit one' capacity to rationalize and increase stress (Sagan, Akdeniz, & Deniz, 2015). This is important