



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN JOB STRESS AND JOB
PERFORMANCE AMONG LOCAL MUNICIPAL ORGANIZATION
EMPLOYEES**

Yvonne Tiffany Mortima Yorke

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YVONNE TIFFANY MORTIMA YORKE (86118)

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(Dr Hana binti Hamidi)

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ABSTRACT

This study examines the relationship between job stress and job performance among local municipal organization employees, with a specific focus on three key stressors, role ambiguity, underutilization of skills, and work overload. In addition, the study explores whether job performance differs significantly between male and female employees. A quantitative methodology was employed, utilizing a questionnaire distributed to 260 municipal employees. Due to the non-normal distribution of data, the analysis was conducted using Spearman Correlation and the Mann—Whitney U test.

The findings revealed that all three job stress factors exhibited a significant negative relationship with job performance, with work overload demonstrating the strongest correlation, followed by role ambiguity and underutilization of skills. Furthermore, no statistically significant difference was found in job performance between male and female employees, indicating performance consistency across gender.

The results underscore the importance for municipal organizations to address these job stress factors by ensuring role clarity, optimizing utilization of employee skills, and implementing effective workload management strategies. The study also supports the applicability of the Job Demands-Resources (JD-R) model in the public sector context, confirming that high job demands coupled with insufficient resources negatively affect employee performance. While the study is limited by its focus on a single organizational setting and reliance on self-reported data, it contributes valuable insights for both theoretical development and practical human resource management within local government institutions.

Keywords: Job Performance, Job Stress, Role Ambiguity, Underutilization of Skills, Work Overload, Gender Differences, JD-R Model, Municipal Organization.

ABSTRAK

Kajian ini meneliti hubungan antara tekanan kerja dan prestasi kerja dalam kalangan kakitangan organisasi majlis perbandaran tempatan, dengan memberi tumpuan khusus kepada tiga faktor utama tekanan kerja iaitu kekaburan peranan, kurang penggunaan kemahiran, dan beban kerja berlebihan. Selain itu, kajian ini turut meneroka sama ada terdapat perbezaan yang signifikan dalam prestasi kerja antara pekerja lelaki dan wanita. Kaedah kajian kuantitatif telah digunakan dengan pengedaran borang soal selidik kepada 260 orang kakitangan majlis perbandaran. Spearman Correlation dan Mann—Whitney U test telah digunakan untuk menjalankan analisis, disebabkan data yang tidak normal.

Dapatan kajian menunjukkan bahawa ketiga-tiga faktor tekanan kerja mempunyai hubungan negatif yang signifikan dengan prestasi kerja, di mana beban kerja berlebihan menunjukkan korelasi negatif yang paling kuat, diikuti oleh kekaburan peranan dan kurang penggunaan kemahiran. Selain itu, tiada perbezaan yang signifikan secara statistik ditemui antara prestasi kerja lelaki dan wanita, yang menunjukkan tahap prestasi yang konsisten diantara jantina.

Hasil kajian ini menekankan kepentingan bagi organisasi majlis perbandaran untuk menangani faktor tekanan kerja dengan memastikan peranan kerja yang jelas, penggunaan kemahiran pekerja yang optimum, dan pelaksanaan strategi pengurusan beban kerja yang berkesan. Kajian ini turut menyokong Job Demands-Resources Model (JD-R) dalam konteks sektor awam, dengan mengesahkan bahawa tuntutan kerja yang tinggi tanpa sumber yang mencukupi boleh menjejaskan prestasi pekerja. Walaupun kajian ini terhad kepada satu organisasi sahaja dan bergantung kepada data yang dilaporkan sendiri, ia tetap memberikan sumbangan yang bermakna kepada pembangunan teori dan amalan pengurusan sumber manusia dalam institusi kerajaan tempatan.

Kata kunci: *Prestasi Kerja, Tekanan Kerja, Kekaburan Peranan, Kurang Penggunaan Kemahiran, Beban Kerja Berlebihan, Perbezaan Jantina, Model JD-R, Organisasi Majlis Perbandaran.*

TABLE OF CONTENT

ACKNOWLEDGEMENT	i
ABSTRACT.....	ii
<i>ABSTRAK</i>	iii
TABLE OF CONTENT	1
LIST OF TABLES	4
LIST OF FIGURES	5
CHAPTER 1: INTRODUCTION	6
1.1 RESEARCH BACKGROUND.....	6
1.2 PROBLEM STATEMENT	8
1.3 RESEARCH OBJECTIVE.....	10
1.3.1 GENERAL OBJECTIVE.....	10
1.3.2 SPECIFIC OBJECTIVE	10
1.4 RESEARCH HYPOTHESIS	11
1.5 CONCEPTUAL FRAMEWORK	11
1.6 DEFINITION OF TERMS.....	12
1.6.1 JOB PERFORMANCE	12
1.6.2 JOB STRESS	12
1.6.3 ROLE AMBIGUITY.....	12
1.6.4 UNDERUTILIZATION OF SKILLS	12
1.6.5 WORK OVERLOAD.....	13
1.6.6 GENDER.....	13
1.7 SIGNIFICANCE OF RESEARCH	13
1.8 LIMITATIONS OF RESEARCH	14
1.9 SUMMARY	14
CHAPTER 2: LITERATURE REVIEW	16
2.0 INTRODUCTION.....	16
2.1 DISCUSSION OF ISSUES RELATED TO THE TOPIC	16
2.1.1 JOB PERFORMANCE	16
2.1.2 JOB STRESS	18
2.1.3 ROLE AMBIGUITY.....	20
2.1.4 UNDERUTILIZATION OF SKILLS	22

2.1.5 WORK OVERLOAD.....	23
2.1.6 GENDER.....	25
2.2 DISCUSSION OF MODEL/THEORY	27
2.3 DISCUSSION OF PAST SIMILAR FINDINGS	28
2.3.1 ROLE AMBIGUITY AND JOB PERFORMANCE	28
2.3.2 UNDERUTILIZATION OF SKILLS AND JOB PERFORMANCE.....	29
2.3.3 WORK OVERLOAD AND JOB PERFORMANCE	30
2.3.4 GENDER AND JOB PERFORMANCE	31
2.4 RESEARCH GAP	32
2.5 SUMMARY	33
CHAPTER 3: METHODOLOGY	34
3.0 INTRODUCTION.....	34
3.1 RESEARCH DESIGN	34
3.2 RESEARCH INSTRUMENT	35
3.2.1 RELIABILITY AND VALIDITY OF MEASUREMENT INSTRUMENT.....	36
3.2.2 PILOT TEST.....	36
3.3 POPULATION AND SAMPLING.....	38
3.4 DATA COLLECTION PROCEDURE.....	39
3.5 DATA ANALYSIS PROCEDURE	39
3.6 ETHICAL CONSIDERATIONS	40
3.7 SUMMARY	41
CHAPTER 4: RESULTS.....	42
4.0 INTRODUCTION.....	42
4.1 DATA SCREENING	42
4.1.1 MISSING DATA	43
4.1.2 NORMALITY TEST	44
4.1.3 OUTLIER DETECTION	45
4.2 DESCRIPTIVE ANALYSIS.....	48
4.2.1 DESCRIPTIVE STATISTIC FOR DEMOGRAPHIC DATA.....	48
4.2.2 DESCRIPTIVE STATISTIC OF VARIABLES.....	50
4.4 MANN—WHITNEY U TEST.....	67
4.5 SUMMARY OF FINDINGS	69
CHAPTER 5: CONCLUSION, DISCUSSION AND RECOMMENDATION.....	71
5.0 INTRODUCTION.....	71
5.1 RESEARCH SUMMARY	71

5.2 DISCUSSIONS OF KEY FINDINGS	73
5.2.1 THE RELATIONSHIP BETWEEN ROLE AMBIGUITY AND JOB PERFORMANCE	73
5.2.2 THE RELATIONSHIP BETWEEN UNDERUTILIZATION OF SKILLS AND JOB PERFORMANCE	74
5.2.3 THE RELATIONSHIP BETWEEN WORK OVERLOAD AND JOB PERFORMANCE	75
5.2.4 THE GENDER DIFFERENCES IN JOB PERFORMANCE	76
5.3 PRACTICAL IMPLICATIONS OF THE STUDY	77
5.3.1 IMPLICATIONS FOR THE MUNICIPAL ORGANIZATIONS	77
5.3.2 IMPLICATIONS FOR THE THEORETICAL MODEL (JD-R)	77
5.3.3 IMPLICATIONS FOR THE HR PRACTITIONERS	78
5.4 LIMITATION OF THE STUDY	79
5.5 RECOMMENDATIONS	80
5.5.1 RECOMMENDATIONS FOR FUTURE RESEARCH	80
5.5.2 RECOMMENDATIONS FOR HR PRACTITIONERS	81
5.6 CONCLUSION	82
APPENDIX.....	83
APPENDIX 1: CONSENT LETTER.....	83
APPENDIX 2: QUESTIONNAIRE.....	84
REFERENCES	90

LIST OF TABLES

Table 1: Reliability Thresholds for Cronbach’s Alpha.....	37
Table 2: Reliability of Measurement Scales (Pilot Study).....	37
Table 3: The Normality Result of All Variables.....	44
Table 4: Summary of Descriptive Statistic for Demographic Data.....	48
Table 5: Descriptive Statistic for All Variables.....	50
Table 6: Descriptive Statistic for Role Ambiguity.....	51
Table 7: Descriptive Statistic for Underutilization of Skills.....	55
Table 8: Descriptive Statistic for Work Overload.....	58
Table 9: Descriptive Statistic for Job Performance.....	62
Table 10: Spearman Correlation of Variables.....	66
Table 11: Mann—Whitney U Test Results for Job Performance by Gender.....	68
Table 12: Test Statistic for Mann—Whitney U Test Results.....	68

LIST OF FIGURES

Figure 1: Conceptual Framework adapted from Jalagat (2017).....	11
Figure 2: The JD-R model, published by Demerouti and Nachreiner (2019), own illustration.....	27
Figure 3: Boxplot of Role Ambiguity Scores.....	46
Figure 4: Boxplot of Underutilization of Skills Scores.....	46
Figure 5: Boxplot of Work Overload Scores.....	47
Figure 6: Boxplot of Job Performance Scores.....	47

CHAPTER 1: INTRODUCTION

This chapter provides an overview of the research by introducing the background, statement of the problem, objectives, hypotheses, conceptual framework, significance and the limitations of the study. It set the stage for understanding the relationship between job stress and job performance among local municipal organizations employees. This research aims to address these gaps.

1.1 RESEARCH BACKGROUND

Job performance is defined as efficiency and effectiveness in fulfilling workplace roles, which is crucial for organizational success (Krijgsheld et al., 2022). It encompasses multiple dimensions, including task performance, which involves core job responsibilities, and contextual performance, which includes behaviors that support the broader organizational environment, such as teamwork and adaptability (Campbell & Wiernik, 2015). High job performance is linked to increased organizational productivity, employee satisfaction, and improved morale, making it a key focus for management across industries (Tri et al., 2021). However, job performance issues have become widespread due to increasing organizational pressures, with factors such as technological advancements, organizational culture, leadership, and job stress identified as significant determinants (Mohamed et al., 2023). Among these, job stress stands out for its direct impact on employees' ability to concentrate, manage their duties, and maintain productivity, with high levels of stress often leading to burnout, reduced motivation, and cognitive overload (Crescenzo, 2016). Focusing on job stress is justified as it profoundly affects both individuals and organizational outcomes, including team dynamics and overall efficiency (Eresia-Eke et al., 2023). In high-pressure environments like municipal organizations, where employees handle multiple responsibilities, addressing job stress is critical for enhancing performance outcomes.

The relationship between job stress and job performance is a critical concern for organizations across various sectors, including local municipalities. Municipal employees play a key role in delivering essential community services, making their performance important to government and public satisfaction (Bester, 2024). Municipal employees face challenges such as managing public expectations, navigating bureaucracies, and working with limited resources, contributing to elevated stress level (Asplund et al., 2022). In municipal organizations, employee performance directly affects service quality, organizational goals, and public trust.

Globally, job stress affects workers across sector, with stress linked to long hours, high workload, and poor work-life balance (Aruldoss, 2021). The International Labour Organization (2021) reports that 60% of workers worldwide experience stress, contributing to burnout and absenteeism. Job stress is particularly high in sectors like healthcare, education, public administration, and municipal organizations, where employees face high demands and limited resources (Mikkelsen et al., 2024). The retail, transportation, and manufacturing industries also experiencing stress related to demanding customer interactions, safety concerns, and tight production deadlines (Uday, 2023).

Job stress and its impact on job performance is a widespread issue across various sectors, including municipal organizations, healthcare, education, and corporate settings. Municipal organizations have been criticized for inefficiencies, including delayed services and high employee turnover, often linked to stress-related performance issues (Asplund et al., 2022). Addressing job stress is essential for improving municipal employee productivity, service delivery, and community trust. Understanding this relationship can guide tailored interventions to reduce stress and enhance job performance, contributing to overall effectiveness of organizations across all sectors.

Additionally, gender may also influence job performance in municipal settings. Job performance between male and female employees may vary due to their leadership styles, workplace expectations, and societal norms (Kuteesa et al., 2024). While gender differences in job stress are acknowledged in previous research, this study focuses mainly on comparing differences job performance between male and female employees. Hence, this study will not examine gender as a factor influencing job stress.

1.2 PROBLEM STATEMENT

Job performance is a critical determinant of organizational success, particularly in local municipal organizations that deliver essential public services (Schoeman & Chakwizira, 2023). It involves multiple dimensions, including task performance which include completing core job responsibilities efficiently, and contextual performance, such as collaboration and adaptability, which contribute to the organizational environment (Setiadi et al., 2024). High job performance is essential for maintaining public trust, ensuring service efficiency, and achieving organizational goals. However, various job stressors can negatively impact employees' ability to perform optimally (Siwarak, 2022). For example, role ambiguity creates confusion about job expectations, resulting in inefficiencies and decreased productivity, while underutilization of skills happens when employees are unable to apply their full capabilities in their roles, leads to reduced morale and engagement, and finally, work overload is when employees receive excessive work demands, causing physical and mental strain that diminishes their job performance (Momoh et al., 2024).

Job stress is a significant issue across various sectors, affecting job performance and organizational outcomes. In the healthcare sector, long working hours, emotional strain, and high patient care demands contribute to stress, leading to burnout, errors in patient care, and reduced service quality (Krijgsheld et al., 2022). Similarly, in the education sector, teachers face stress from heavy workloads, emotional demands, and insufficient support, resulting in

burnout that negatively impacting teaching performance and student outcomes (Sharipova & Yegenissova, 2024). In the corporate sector, stressors such as performance targets, job insecurity, and unclear role expectations lead to burnout and disengagement, reducing productivity and increasing turnover rates (Demerouti, 2024). The manufacturing industry faces stress related to safety concerns, tight production deadlines, and physical demands, contributing to lower job performance and safety incidents (Uday, 2023). Retail workers deal with stress from demanding customer interactions and sales quotas, which contribute to emotional exhaustion and lower job satisfaction (Dewi & Parahyanti, 2022). Finally, in the transportation sector, tight schedules and the need for constant vigilance create stress, reducing safety and attention to detail, which can lead to accidents and delays (Rudin-Brown et al., 2023). These issues across diverse sectors highlight the widespread impact of job stress on performance and underscore the importance of addressing stressors to improve employee well-being and organizational efficiency.

While previous studies have explored the relationship between job stress and job performance in various sectors, many have focused on broader industries or specific occupational groups, leaving a gap in understanding these dynamics within municipal organizations. For instance, research by Wajoedi (2023) highlights the negative effects of role ambiguity and work overload on employee performance in public organizations, but there is limited research that quantifies these relationships in the municipal context. This research is important because municipal employees provide critical public services, and addressing job stress can enhance service quality and efficiency.

Gender differences can also play a role in shaping job performance, particularly through workplace expectations and role-related demands. For example, women often face challenges related to work-life balance and may encounter biases when pursuing leadership positions (Khan & Nandan, 2024). On the contrary, men may experience pressure related to career

advancement and societal expectations to serve as the primary financial provider, breadwinner for their families (Lyubarova et al., 2023), which can also influence their performance at work. Although there is a general perception of equality in the workplace, gender-based differences, in performance outcomes and recognition continue to persist, especially withing municipal organizations. However, this study does not investigate gender as a stress-related factor, but rather focuses on comparing job performance between male and female employees.

This study seeks to address these gaps by conducting a quantitative analysis of the relationship between job stress and job performance among employees in a local municipal organization. Using validated survey tools and appropriate statistical methods, the study examines how job stressors, role ambiguity, underutilization of skills, and work overload, will affect job performance. Besides, the study explores differences in performance based on gender, aiming to provide valuable insights for improving organizational practices, employee well-being, and overall productivity in the public sector.

1.3 RESEARCH OBJECTIVE

1.3.1 GENERAL OBJECTIVE

To identify the relationship between job stress and job performance among local municipal organization employees.

1.3.2 SPECIFIC OBJECTIVE

1. To identify the relationship between role ambiguity and job performance among local municipal organization employees.
2. To identify the relationship between underutilization of skills and job performance among local municipal organization employees.
3. To identify the relationship between work overload and job performance among local municipal organization employees.

4. To compare job performance between male and female local municipal organization employees.

1.4 RESEARCH HYPOTHESIS

H1: There is a significant relationship between role ambiguity and job performance among local municipal organization employees.

H2: There is a significant relationship between underutilization of skills and job performance among local municipal organization employees.

H3: There is a significant relationship between work overload and job performance among local municipal organization employees.

H4: There is a significant difference in job performance between male and female local municipal organization employees.

1.5 CONCEPTUAL FRAMEWORK

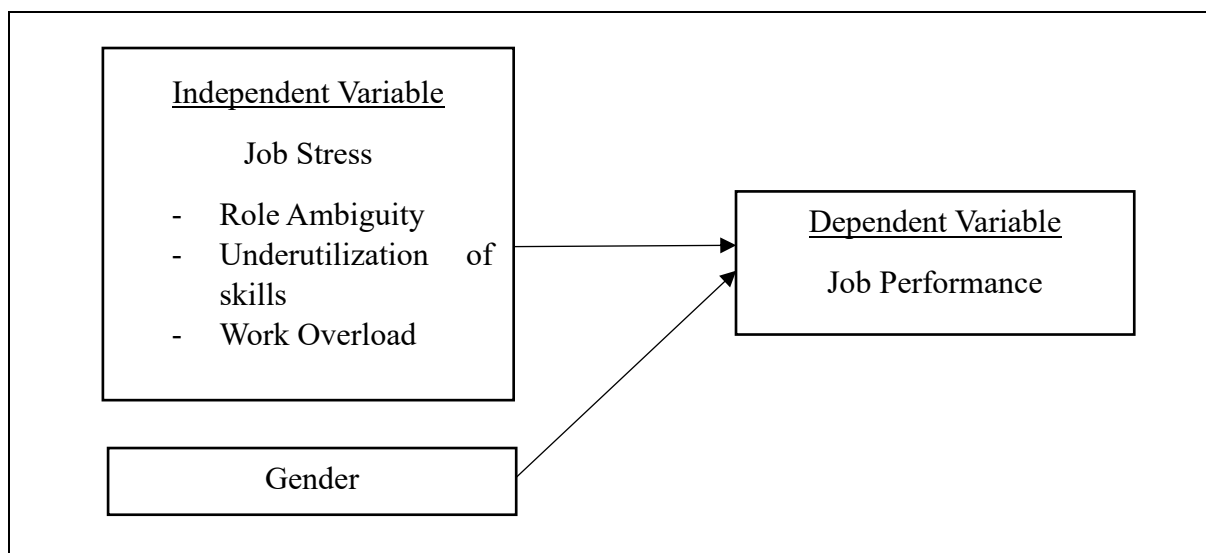


Figure 1

Conceptual Framework adapted from jalagat (2017).

1.6 DEFINITION OF TERMS

1.6.1 JOB PERFORMANCE

Conceptual Definition: Job performance refers to how well an employee carries out their duties and responsibilities, helping the organization achieve its goals (Saidin, et al., 2024).

Operational Definition: In the context of this study, job performance will be defined as the extent to how well municipal employees meet work expectations, including completing tasks on time, maintaining work quality, and performing their roles effectively and efficiently.

1.6.2 JOB STRESS

Conceptual Definition: Job stress is the mental and physical pressure employees feel when job demands are greater than their ability to manage them (Rathi & Kumar, 2022).

Operational Definition: In this study, job stress will be defined to how employees feel about their ability to handle work pressures. This includes feeling overwhelmed, emotionally drained, and struggling to meet job expectations.

1.6.3 ROLE AMBIGUITY

Conceptual Definition: Role ambiguity refers to when employees are unclear about their job responsibilities, expectations, or standards, which causes confusion (Zurnizam et al., 2024).

Operational Definition: Role ambiguity will be defined in this study to the extent to which employees feel unsure about their roles or tasks in the municipal organization, which may lead to confusion and affect their job performance.

1.6.4 UNDERUTILIZATION OF SKILLS

Conceptual Definition: Underutilization of skills happens when employees cannot fully use their knowledge, experience, or talents in their job, which can reduce motivation (Jalagat, 2017).

Operational Definition: Underutilization of skills in this study will be defined the employees' feelings that their abilities are not fully used in their jobs, leading to frustration and a lack of engagement.

1.6.5 WORK OVERLOAD

Conceptual Definition: Work overload is when employees are given too many tasks, making it hard to finish everything with the time and resources available (Momoh et al., 2024).

Operational Definition: Work overload will be defined in this study as the employees' views that they have too much work and not enough time or support to complete it which increases stress and affects performance.

1.6.6 GENDER

Conceptual Definition: Gender refers to the roles and traits that society assigns to men and women (Hammack & Manago, 2024).

Operational Definition: In this study, gender refers to either male or female, and is used to compare job performance between male and female employees in the municipal organization.

1.7 SIGNIFICANCE OF RESEARCH

Understanding the relationship between job stress and job performance in local municipal organizations is essential for improving productivity and service delivery, especially in the public sector where efficiency impacts public welfare. This study addresses key stressors like role ambiguity, underutilization of skills, and work overload, which are often overlooked in municipal organizations. By examining these stressors, the research fills gaps in the literature and provides insights into the unique challenges faced by municipal employees, particularly in resource-constrained settings. It also explores gender differences in job performance, offering valuable data for developing gender-sensitive HR policies. From an HRD perspective, the findings will help shape more effective training programs, support systems, and strategies to mitigate stress, improve well-being, and enhance performance. Using a quantitative approach

with validated surveys, the study provides objective data to inform HRD practices, ultimately guiding municipal organizations in creating strategies that promote employee development, job satisfaction, and organizational effectiveness.

1.8 LIMITATIONS OF RESEARCH

Despite its significance, the research has some limitations. First, the study focuses only on local municipal organization employees, which may limit the generalizability of the findings to other sectors or industries. The stressors and organizational dynamics within municipal organizations may differ from those in other work settings. Second, reliance on self-reported data through surveys may introduce social desirability bias or inaccuracies in respondents' self-assessments of stress and job performance. While validated instruments will be used, self-reports may not fully capture the complexity of the relationship between stress and performance. Lastly, the cross-sectional nature of the study provides a snapshot at one point in time, making it difficult to draw conclusions about causality or the long-term effects of job stress on performance. Longitudinal studies could offer more insights into how job stress impacts performance over time.

1.9 SUMMARY

This research explores the relationship between job stress and job performance among employees in local municipal organizations, focusing on stressors such as role ambiguity, underutilization of skills, and work overload. A quantitative approach using validated surveys will be employed to gather data, which will inform the development of strategies to improve employee well-being and performance. The significance of the study lies in its potential to enhance municipal service delivery and governance by identifying key stressors and exploring gender-sensitive solutions. However, the research has limitations, such as focusing on municipal employees only, relying on self-reported data, and being cross-sectional in nature.

Although there are limitations, the findings will contribute useful knowledge for boosting employee productivity and improving overall organizational efficiency.

CHAPTER 2: LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews past studies on how job stress affects job performance among employees in local municipal organization. It focuses on important topics such as job performance and types of job stress, including role ambiguity, underutilization of skills, and work overload. The chapter will also look at whether there are differences in job performance between male and female employees.

2.1 DISCUSSION OF ISSUES RELATED TO THE TOPIC

2.1.1 JOB PERFORMANCE

Job performance refers to how effectively an employee completes their tasks, meets objectives, and contributes to organizational goals. It is commonly divided into two components which is, task performance that involves the execution of core job responsibilities, and contextual performance that includes positive behaviours like teamwork and initiative that enhance the workplace environment (Ramos-Villagrasa et al., 2019). Job performance is influenced by individual abilities, motivation, and organizational factors. In municipal organizations, where service delivery is critical, understanding job performance is essential to optimize workforce productivity and achieving organizational success (Sharma, 2019). Job performance is evaluated differently depending on the criteria and context. Some organizations prioritize task performance, focusing on how effectively employees fulfil their core responsibilities (Setiadi et al., 2024) while some emphasize contextual performance, including adaptability and teamwork (Oktabella et al., 2024). In Malaysia's public sector, a combination of task outcomes and behaviours that contribute to the organization's social and cultural climate is used to assess job performance (Andriani, 2024).

Challenges to job performance vary globally. In Western contexts, technological advancements and performance management systems have helped improve job performance.

However, issues like job dissatisfaction and stress persist (Kumari, 2023). In contrast, non-Western settings, such as Malaysian municipalities, face challenges like limited resources, heavy workloads, and unclear performance standards (Schoeman & Chakwizira, 2023). These differences highlight the importance of tailoring performance management strategies to regional and organizational contexts. The culture in an organization also plays a key role in job performance outcomes.

The issues employees often face differ based on their job roles, authority levels, and workplace culture. For instance, frontline workers may deal with more pressure than those in administrative positions. (Petersen, 2020). In municipal organizations, employees usually handle many tasks at once, which can affect how well they perform (Wibowo et al., 2024). Several things can influence job performance, including personal qualities, support from the organization, and how the job is structured. Motivation is especially important in improving performance in the public sector (Tri et al., 2021). Other organizational factors like leadership style, work environment, and training also play a role in employee performance (Sharma, 2019). In Malaysian municipal settings, having clear job roles, enough resources, and support from supervisors are key to good performance (Suriana et al., 2021)

Job stress is another major factor that affects performance, especially in demanding environments like municipal organizations. Stress can affect decision-making and thinking, which lowers overall job performance. If stress continues for too long, it can lead to burnout, low productivity, and more sick days (Sharma & Mathew, 2024). In Malaysia, heavy workloads and unclear expectations are common causes of stress, which then reduce job satisfaction and performance (Mansor et al., 2023). To ensure employees perform well, organizations must take steps to manage and reduce stress effectively.

Furthermore, gender may also influence job performance. Research suggests that societal expectations and leadership representation can shape how male and female employees perform and are evaluated in the workplace. For instance, traditional gender norms often associate men with leadership, while women are expected to have empathy traits and supportiveness, which may affect how their performance is rewarded (Lin, 2025). Gender-based comparison of job performance will be explored whilst this study focuses solely on the relationship between job stress and job performance in municipalities.

2.1.2 JOB STRESS

Job stress is a growing concern in modern organizations, impacting employee well-being and performance. It arises from an imbalance between job demands and available resources, experienced differently by individuals. Defined as the response to work demands exceeding an individual's coping capacity (Bakker & de Vries, 2021), it is influenced by factors like heavy workloads, unclear expectations, and organizational pressures. Job stress is linked to symptoms such as burnout, anxiety, and fatigue, varying in severity depending on the work nature, individual coping strategies, and the organizational environment (Demerouti, 2024). In municipal organizations, understanding and addressing job stress is crucial for improving employee productivity and well-being (Wibowo, 2024). Stress can be acute or chronic. Acute stress arises from short-term pressures like deadlines, while chronic stress develops over time due to ongoing pressures, such as high workload and role conflict (Impellizzeri et al., 2021). Stress results from a mismatch between job demands and available resources or support (Gonzalez-Mulé et al., 2021). It can be viewed from environmental, individual, and organizational perspectives. Environmental stress comes from external demands, individual stress relates to personal traits like coping mechanisms, and organizational stress is linked to work design, leadership, and culture. This highlights the need for a multi-faceted approach, combining individual strategies and organizational interventions.

Job stress can come from many different sources. Around the world, factors like high work demands, long hours, and unclear job expectations are major causes of stress (Sharma & Mathew, 2024). In Malaysia, stress is often made worse by changes in the organizational structure and lack of resources (Arham et al., 2018). In municipal organizations, employees are expected to deliver services effectively despite limited resources, which creates more pressure (Bester, 2024). Stress levels increase even further when employees face unclear tasks, too much work, or poor communication and support at work.

This study focuses on three main stress factors, role ambiguity, underutilization of skills, and work overload. Role ambiguity happens when employees are unsure about what is expected of them, leading to confusion and stress (Wahjoedi, 2023). Underutilization of skills occurs when employees feel they are not using their full potential, which can lead to boredom, frustration, and disengagement (Rafferty, 2020). Work overload refers to having more than one can handle, often causing mental and physical exhaustion (Impellizzeri et al., 2021). These issues are common in municipalities where public service demands are high.

Dealing with job stress is a global issue, but how employees experience stress often depends on local culture, economic conditions, and workplace practices (Hasin et al., 2024). For example, in Western countries, stress is often linked to fast-paced work, long hours, and high expectations (Kuručev et al., 2024). In Malaysia, stress may also come from strict hierarchies, unclear job roles, and weak support systems (Wahab et al., 2023). These differences show the importance of considering local context when addressing job stress.

Job stress affects both individuals and organizations. It can lead to more sick days, employee turnover, and burnout. It also affects health, causing problems like heart disease, stomach issues, and a weaker immune system (Yusriani et al., 2024). In Malaysia, job stress has been linked to lower job satisfaction and reduced productivity in both public and private

sectors (Ghazali & Amin, 2022) Within municipal organizations, stress affects the quality of public services, causing delays, inefficiency, and citizen dissatisfaction (Sahin & Homberg, 2024). For employees, stress can result in burnout, decreased morale, and disengagement from work, reducing cognitive function, concentration, and decision-making abilities (Jamil et al., 2023). This ultimately leads to poor work quality, underperformance, and lower job satisfaction, while in municipal settings, stress can hinder service delivery, collaboration, and overall organizational effectiveness (Baser & Tan, 2023).

2.1.3 ROLE AMBIGUITY

Role ambiguity occurs when employees are uncertain about their job responsibilities, expectations, and performance criteria, leading to confusion, frustration, and stress (Wahjoedi, 2023). This lack of clarity makes it difficult for employees to understand their tasks, prioritize them, and meet performance standards, resulting in cognitive and emotional stress that can lead to burnout and decreased job satisfaction (Sahin & Homberg, 2024). First identified in the 1970s, role ambiguity was recognized as a major stressor affecting well-being and productivity (Kahn et al., 1964). Today, role ambiguity is caused not just by poor communication but also by organizational changes such as restructuring, changes in job roles, and the introduction of new technologies that make job responsibilities less clear (Ahmad et al., 2023).

Role ambiguity is a major cause of job stress. According to the Job Demands-Resources (JD-R) model, stress happens when job demands, like unclear expectations or heavy workloads, are greater than the resources employees have, such as time, support, or skills. When employees are unsure of what is expected, they may have to make decision without clear direction, which increases pressure, anxiety, and workload (Awotinde, 2021). This kind of stress can lead to mental health issues like anxiety and depression, along with physical symptoms such as fatigue and headaches (Monalisa et al., 2024). It can also cause negative feelings like confusion and frustration and worsen stress caused by conflict with others or fear of losing one's job (Butt,

2023). In municipal settings, where employees often handle many overlapping duties, unclear roles can lead to poor coordination, higher stress, and inefficiency.

Role ambiguity also negatively affects job performance, when employees are unsure about their roles, they may struggle to focus on tasks that support the organization's goals, leading to lower performance (Wahjoedi, 2023). It can interfere with decision-making, task management, and overall productivity (Sharman & Mathew, 2024). In municipal work, this makes it harder to deliver quality public services (Schoeman & Chakwizira, 2023). It also lowers job satisfaction, which reduces motivation and engagement (Andari, 2023). In high-pressure environments, unclear roles can result in poor performance that affects public trust in government services.

Around the world, role ambiguity is common, with about 60% of employees reporting it, especially in fast-changing sectors (ILO, 2021). Industries like healthcare, education, and public service often face unclear roles due to complex job duties, limited resources, and shifting priorities (Krijgsheld et al., 2022). The COVID-19 pandemic made this worse, especially with remote work and a lack of clear direction (Wahab et al., 2023). In Malaysia, role ambiguity is widespread in both public and private sectors, especially in government jobs where unclear job descriptions and bureaucratic systems are common (Ahmad et al., 2023). In local councils, workers often have to manage several tasks without proper training, leading to confusion and low performance (Momoh et al., 2024). Overlapping job functions and unclear roles also increase errors and delays, especially in jobs that deal directly with the public, which can damage trust in local government (Jalagat, 2017).

To sum up, role ambiguity is a key factor that contributes to job stress and lower job performance in municipal organizations, both globally and in Malaysia. To reduce this impact, local governments should provide clear job descriptions, better-defined roles, and proper

training, understanding how role ambiguity affects stress and performance is essential for improving employee well-being and organizational in the public sector.

2.1.4 UNDERUTILIZATION OF SKILLS

Underutilization of skills happens when employees are unable to fully use their knowledge and abilities in their jobs, which can lead to feelings of frustration and dissatisfaction (Rafferty, 2020). This mismatch between what employees is capable of and what their jobs require often results in lower motivation, reduced job satisfaction, and a lack of personal achievement. It may appear through tasks that are too easy, limited chances for skill development, or few career growth opportunities (Daka et al., 2023). The issue is tied closely to the concept of job fit, where employee's qualifications and roles do not align well (Shaalán & Hamed, 2024). As technology and workplaces continue to evolve, the gap between employee skills and job demands is growing. Research shows this problem is common in high-skill fields like technology, healthcare, and education, where employees often hold advanced qualifications but are placed in roles that does not make full use of them (Daka et al., 2023). This issue can worsen in organizations with strict hierarchies and fixed roles, which limit employees' ability to use their full potential (Rafferty, 2020)

Underutilization of skills also adds to job stress. According to the Job Demands-Resources (JD-R) model, stress increases when employees feel they are not using their skills effectively. This can make them feel undervalued and unproductive, leading to burnout and disengagement (Yu & Koletvinova, 2024). They may even begin to doubt their abilities and feel disconnected from their work (Renger et al., 2020). In high-pressure jobs, such as municipal services, this problem is especially stressful because employees often feel their talents could be better used elsewhere (Casini et al., 2016).

Skill underutilization also affects job performance. When employees unable to use their strengths, they tend to feel bored or unmotivated, which results in lower productivity and

weaker performance (Westover, 2024). On the other hand, when given the chance to apply and grow their skills, employees are more engaged and perform better (Mohyi & Nurhasanah, 2022). In municipal organizations, this issue can reduce the quality of public services. For example, a government worker with specialized training might be assigned basic tasks, causing inefficiencies and delays (Sibiya & Vyas-Doorgapersad, 2023). When employees feel underused, they are less likely to go beyond their basic duties, which can hurt overall performance and citizen satisfaction (Daka et al., 2023).

Globally, skill underutilization is becoming more common due to fast technological change, automation, and global job market competition. The International Labour Organization (2021) reports that workers in many countries face skill mismatches, especially in knowledge-based industries. In Malaysia, this issue is widespread in the public sector, where limited job flexibility and few development opportunities prevent workers, especially in tech-related areas, from using their skills fully (Khin & Mustafar, 2024). Municipal employees often deal with job roles that do not match their qualifications, particularly in specialised departments like urban planning and public health, which leads to poor job satisfaction and inefficiency (Sibiya & Vyas-Doorgapersad, 2023).

In conclusion, underutilization of skills is a serious issue that affects job stress, performance, and overall effectiveness, both globally and in Malaysian municipal organizations. Employees who cannot use their abilities fully struggle with motivation and engagement. To solve this, organizations should provide better opportunities for employees to use and develop their skills, through flexible job design, training, and better job-task alignment, to improve both employee well-being and service delivery.

2.1.5 WORK OVERLOAD

Work overload occurs when employees are given too many tasks or responsibilities, exceeding their physical, mental, or time capacities (Impellizzeri et al., 2021). It can be

quantitative overload, with too many tasks, or qualitative overload, with tasks requiring more skill or effort than the employee can provide (Muhadi, 2023). This imbalance leads to stress, fatigue, and reduced productivity. Work overload has been widely studied in organizational psychology, initially within the Job Demands-Resources (JD-R) model, where it is seen as a key job demand that causes strain when resources are inadequate (Bakker & de Vries, 2021). Work overload has been studied not just for individual performance but also for organizational outcomes, including absenteeism, turnover intentions, and lower organizational commitment (Impellizzeri et al., 2021). Technological advancements and globalization have worsened work overload, as constant connectivity blurs the lines between work and personal life (Westover, 2024).

Work overload contributes significantly to job stress, especially when employees lack the resources or time to meet their responsibilities. According to the JD-R model, work overload can lead to stress and burnout if not supported by sufficient resources like support or autonomy (Macdonald, 2018). Chronic work overload can lead to burnout, including emotional exhaustions and a loss of personal achievement (Bakker & deVries, 2021). In high-stress fields like healthcare and education, heavy workloads raise stress levels and negatively affect employee well-being (Alabduljabbar et al., 2024). It is also linked to mental health issues such as anxiety and depression (Singh & Verma, 2019).

The link between work overload and job performance is not straightforward. At first, employees may push themselves harder to meet demands, which can temporarily improve performance. However, if the pressure continues, it can cause fatigue, loss of motivation, and mistakes (Kuručev et al., 2024). Over time, it drains mental energy and affects creativity and problem-solving abilities, which harms both individual and organizational performance (Bakker & de Vries, 2021). Long-term overload can also lead to more sick leave and staff turnover, reducing overall efficiency and service quality (Yusriani et al., 2024). In municipal

organizations, where employees manage important services like public health, waste collection, and city planning, too much workload can seriously impact performance. Overworked staff may struggle to complete their tasks properly or on time, leading to delays, lower service quality, and public dissatisfaction (Sahin & Homberg, 2024).

Work overload is a global problem that lowers career satisfaction and commitment, mainly because it causes frustration at work (Tariq et al., 2024). In Malaysia, this issue is especially serious in sectors like healthcare, education, and public service, where heavy workloads are caused by economic pressure and rigid systems (alabduljabbar et al., 2024). The situation got worse during the COVID-19 pandemic, as remote work made it harder for employees to balance job and personal responsibilities (Wahab et al., 2023). In municipal organizations, the problem is more severe due to the importance of public services. Employees often face stress, reduced performance, and lower service quality because of high workloads (Awashreh & AlGhunaimi, 2024). Local government staff also deal with limited resources and growing public demands, which can lead to burnout and inefficiency.

In short, work overload is a serious issue that affects job stress and performance across different sectors. While it may boost productivity in the short term, long-term overload usually leads to burnout, stress, and lower performance. To manage this, organizations need to take action by improving workload distribution, providing enough resources, and offering support systems. In the Malaysian municipal context, solving this issue is crucial to ensure high-quality services and maintain public trust.

2.1.6 GENDER

Gender refers to the socially and culturally defined roles, behaviours, and characteristics typically linked to being male or female. It shapes how people view themselves and engage with others, especially in the workplace (Rožman et al., 2021). It also plays a significant role affecting the job performance outcomes, essentially through societal

expectations, working opportunities, and organizational biases. Women often face barriers like lack of representation in leadership and undervaluation of their work, leading to biased performance evaluations (Schafer et al., 2024). Men, on the other hand, may experience pressure to excel in masculine roles, which can lead to burnout and reduced performance (Chatterjee, 2024).

Globally, gender inequality persists across various sectors. Women represent a smaller proportion of the workforce in leadership roles, earn lower wages than men, and face higher rates of workplace discrimination (International Labour Organization [ILO], 2022). In Malaysia, gender inequality still exists in the job market. Women are often underrepresented in leadership positions and face challenges due to cultural expectations that prioritize caregiving over career growth (Department of Statistics Malaysia, 2021). In municipal organizations, gender-related issues affect how public services are delivered. Women working in these roles often struggle with limited career advancement and balancing work with family responsibilities (Stephen et al., 2024).

Thus, gender is a complex issue that plays an important role in job performance. Although efforts have been made globally and nationally to reduce gender gaps, many challenges still exist, especially in local government settings. Promoting gender equality in the workplace is key to creating inclusive and effective organizations that can meet the needs of all members of the community.

2.2 DISCUSSION OF MODEL/THEORY

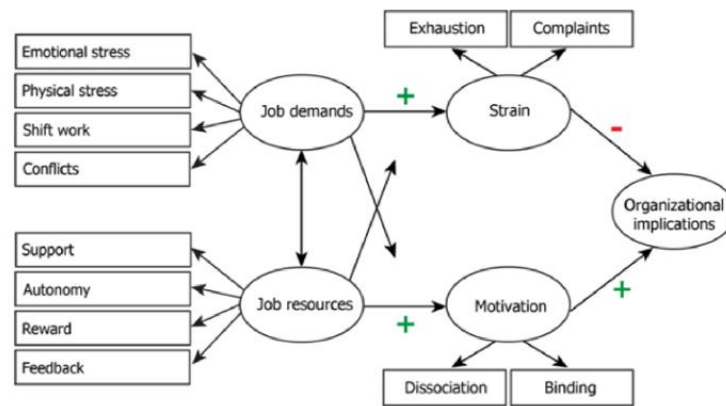


Figure 2

The JD-R model, published by Demerouti and Nachreiner (2019), own illustration.

The Job Demands-Resources (JD-R) model, developed by Demerouti et al. (2001), explains how workplace conditions affect employee performance and well-being. It groups work factors into job demands, like heavy workloads or unclear responsibilities, that require sustained effort and may lead to burnout, and job resources, such as autonomy, support, and training that help employees manage stress and stay engaged. When job demands exceed the available resources, employees often experience fatigue, stress, and reduced performance. However, sufficient resources can buffer those negative effects, promoting motivation and better results (Bakker & Demerouti, 2018; Scholze & Hecker, 2024).

In municipal settings, common stressors like role ambiguity and work overload worsen outcomes if left unaddressed, while supportive leadership and development opportunities improve employees' resilience and performance (Bakker et al., 2021). Gender also plays a role in how workers benefit from resources. Studies show that women often gain more from flexible arrangements and supportive managers, whereas men tend to respond more strongly to recognition and promotion opportunities (Mensah et al., 2024). This highlights the need to consider gender differences when designing workplace strategies. Overall, the JD-R model

offers practical guidance for improving employee well-being and performance by balancing job demands and tailoring resources to meet diverse needs.

2.3 DISCUSSION OF PAST SIMILAR FINDINGS

2.3.1 ROLE AMBIGUITY AND JOB PERFORMANCE

Role ambiguity refers to the uncertainty employees face when their job responsibilities are not clearly defined, which often leads to confusion and stress (Wahjoedi, 2023). This is particularly problematic in municipal organizations, where having well-defined roles is essential for efficient public service delivery. Job performance reflects how effectively an employee fulfils their duties, and studies show mixed findings on how role ambiguity influences it, some highlighting positive effects, others showing negative impacts, and a few noting no significant relationship.

In certain situations, role ambiguity can actually enhance performance. For example, June and Mahmood (2020) found that employees in service-sector SMEs often become more adaptable and take initiative when roles are less structured. On the other hand, research by Susanti and Fahmy (2020) reports that role ambiguity tends to increase stress and reduce both motivation and productivity. Meanwhile, Zhang et al. (2022) point out that the impact may depend on what aspect of performance is being measured, suggesting that role ambiguity does not always produce significant effects.

In the complex environment of municipal work, where employees juggle diverse and sometimes conflicting duties, the influence of role ambiguity is often intensified. It can lower morale, increase stress levels, and undermine job satisfaction, thereby affecting the quality of public service. Yet, when handled well, ambiguity can spark creativity and independence, especially when workers are empowered to make decisions. Ultimately, while role ambiguity may lead to varying outcomes depending on the context, reducing it is crucial for improving performance and employee well-being in municipal organizations

2.3.2 UNDERUTILIZATION OF SKILLS AND JOB PERFORMANCE

Underutilization of skills happens when employees are not able to fully use their knowledge and abilities, often due to limited training or a mismatch between their capabilities and job roles (Rafferty, 2020). In municipal organizations, rigid job structures and few opportunities for skill development tend to contribute to this issue (Sibiya & Vyas-Doorgapersad, 2023). Research on this topic presents varied outcomes, which some studies suggest it can lead to improved performance when employees are given room to grow, while others highlight negative consequences or no significant impact at all.

For instance, under certain conditions allowing employees more autonomy and chances for development can enhance motivation and performance (Juyumaya et al., 2024). Still, most studies point to negative outcomes, employees often report increased stress and lower job satisfaction when their skills are underused, which ultimately affects their performance (Jessurun et al., 2020). Jalagat (2017) found a strong link between skill underutilization and job stress ($r = 0.955$), reinforcing its negative effect. While older studies like Bashshur et al., (2011) noted no significant relationship, more recent research does not support this finding.

In municipal settings, this mismatch between employee potential and job demands may result in disengagement and reduced efficiency, a condition referred to as chronic relative underperformance (CRU) (Jessurun et al., 2020). Employees may feel bored or frustrated, which not only affects their personal output but can also lead to higher turnover rates as they seek more meaningful roles. Overall, underutilization of skills tends to hinder performance, but when employees are empowered with growth opportunities, the impacts can be more positive. For municipalities, improving job design and investing in skill development is key to boost engagement and maximizing employee contributions.

2.3.3 WORK OVERLOAD AND JOB PERFORMANCE

Work overload typically arises from heightened job demands, unrealistic expectations, and structural inefficiencies within an organization, particularly in municipal environments where access to resources is often constrained (Momoh et al., 2024). External pressures such as staffing shortages and budget reductions may further intensify these conditions. This discussion reviews studies that examine the connection between work overload and job performance, noting a range of effects that may be positive, negative, or statistically insignificant.

Some research suggests that, under specific circumstances, work overload can actually enhance performance. When faced with high demands, certain employees may become more driven to complete tasks and meet deadlines, which in turn leads to elevated levels of performance. A study found that as workload increases, employee performance also tends to improve (Yuli et al., 2023). Conversely, many studies show that work overload negatively impacts job performance. Research at PT PAL Indonesia by Indrawati (2024) found a significant negative impact of work overload on employee performance. Additionally, a study on nurses during the COVID-19 pandemic found that having too many tasks negatively impacted their job performance, which influenced by their level of engagement with their work (Zhang et al., 2022). However, there are no recent research indicates no significance relationship between work overload and performance

The implications of work overload are significant. In the short term, it increases stress and reduces efficiency. Over time, it can lead to burnout, job dissatisfaction, and turnover, impacting organizational performance (Momoh et al., 2024). In municipal organizations, the effects are especially critical as it may hinder public service delivery. Overall, while some research suggests work overload can boost performance in certain contexts, most studies indicate it leads to stress, burnout, and lower performance. Municipal organizations should

manage workloads carefully and provide adequate support to mitigate these negative effects. Future research could explore the factors that influence the impact of work overload on job performance, including organizational culture and managerial support.

2.3.4 GENDER AND JOB PERFORMANCE

Gender is widely acknowledged as an influential factor in job performance, prompting ongoing research into how gender-based differences appear across various workplace settings. These differences often arise from a blend of social expectations, organizational norms, and job-specific responsibilities. For instance, women are frequently recognized for excelling in tasks that involve emotional intelligence, effective communication, and multitasking (Abdullah et al., 2019). However, obstacles such as gender discrimination and conflicts between work and family responsibilities can hinder their job performance in certain sectors (Stephen et al., 2024). These performance variations are shaped by a combination of societal roles, workplace expectations, and individual characteristics, all contributing to the complexity of the performance outcomes (Mensah, 2021).

The literature on the relationship between gender and job performance offers varied findings, showing evidence of positive, negative, and non-significant impacts. Some research points to a positive link, with Fukuzaki and Iwata (2023) reporting that women demonstrated significantly higher job performance than men. This enhanced performance among women is attributed to factors such as increased engagement, supportive organizational environments, and equal levels of motivation across genders, revealing a nuanced interplay of influences on job effectiveness. Conversely, other studies emphasize the negative consequences of gender-based challenges. For examples, Keshari et al., (2024) found that women often face discrimination and inadequate support systems, which negatively affect both their job satisfaction and performance. Additionally, some research presents a neutral stance, suggesting that gender does not always plays a significant role. A study by Fida et al (2023) revealed that

despite some differences in personal and professional profiles, men and women were equally likely to be categorized as at-risk in high-stress environments, indicating similar stress experiences regardless of gender. Altogether, this body of research underscores the multifaceted nature of gender's influence on job performance. It highlights how workplace conditions, social dynamics, and personal attributes all contribute to the varied outcomes observed across different contexts.

Understanding the relationship between gender and job performance is crucial for organizations, especially in municipal settings. Recognizing gender-specific strengths and addressing barriers like discrimination and work-family conflict can improve performance for both men and women. By promoting equal opportunities and supportive work environments, organizations can enhance job performance across all gender groups.

2.4 RESEARCH GAP

Although the existing literature has thoroughly explored the connection between job stress and job performance across various organizational environments, including municipal settings, which is important gaps persist. Most studies concentrate on factors such as role ambiguity, underutilization of skills, and work overload as key contributors to job stress. However, there remains a noticeable lack of quantitative research specifically analysing how these stressors influence the job performance of municipal employees, who work under distinct organizational conditions. Additionally, while gender is occasionally acknowledged as a demographic variable, the statistical impact of gender differences on job performance within municipal organizations continues to be insufficiently examined. This gap points to the need for a comprehensive, data-driven analysis that focuses on the Malaysian municipal context, where unique cultural and organizational characteristics may significantly diverge from those found in Western models.

2.5 SUMMARY

The existing literature explores the connection between job stress and job performance, consistently highlighting that stress tends to have a detrimental impact on productivity, employee satisfaction, and overall well-being. Prominent stressors identified are role ambiguity, underutilization of skills, and work overload, issues that are especially nature of public service. The Job Demands-Resources (JD-R) model illustrates how elevated job demands, when paired with insufficient resources, intensify stress and diminish performance. This framework reinforces the argument that job stress is closely tied to performance outcomes for municipal workers. Despite a wealth study in this area, there remain notable gaps, particularly within the context of Malaysian municipal organizations. Many studies lacks of quantitative approach to assessing the impact of these individual stressors on performance. Furthermore, although gender is often mentioned as demographic factor, its statistical role in shaping job performance outcomes within municipal settings has not been sufficiently explored. Addressing these research gaps is essential for enhancing employee well-being and boosting the effectiveness of municipal service delivery.

CHAPTER 3: METHODOLOGY

3.0 INTRODUCTION

This chapter outlines the research methodology used to explore the relationship between job stress and job performance among employees in a municipal organization. It explains the overall research design, the research instruments, and the reliability and validity of the instruments. It also describes the pilot test process, the population and sampling method, how the data was collected and analysed, as well as the ethical considerations to ensure this study conducted responsibly.

3.1 RESEARCH DESIGN

This study uses a quantitative approach to examine the relationship between job stress, specifically role ambiguity, underutilization of skills, and work overload, with job performance, while also comparing differences based on gender. A cross-sectional survey design will be used to collect data from municipal employees at a single point in time, offering a clear snapshot of how job stress and gender may influence performance. This method is suitable for collecting accurate, measurable, and repeatable data that aligns with the study's goals.

The main variables will be measured using a questionnaire adapted from established tools. Role ambiguity will be assessed using items from Rizzo et al. (1970), focusing on unclear job expectations. Underutilization of skills will follow the scale from Jalagat (2017), measuring whether employees feel their skills are being underused. Work overload will be measured using the Copenhagen Psychosocial Questionnaire (COPSOQ) by Llorens et al. (2019), which evaluates workload pressure and time demands. Job performance will be assessed using the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al. (2015), which looks at task performance, contextual performance, and counterproductive behaviour for a full view of how well employees perform. Demographic information, such as gender, age, education

level, and department, will also be collected, based on the Job Demands-Resource (JD-R) model, to give background for better analysis.

Data analysis will be carried out in SPSS, starting with data preparation to check for missing values and outliers. Gender will be coded as 1 for male and 2 for female. Reliability of the measurement scales will be tested using Cronbach's Alpha, where a score above 0.7 is considered acceptable. Descriptive statistics, where mean, standard deviation, and frequency will summarise the key data. Correlation analysis will be used to examine the relationship between the three job stress factors and job performance, while an independent sample t-test will compare job performance between male and female employees.

This structured approach will help explore how job stress affects performance and whether gender plays a role. By using established tools and strong analysis techniques, the study aims to provide meaningful and reliable conclusions.

3.2 RESEARCH INSTRUMENT

This study uses research instruments adapted from well-established scales to measure job stress, specifically role ambiguity, underutilization of skills, and work overload, with job performance, in line with its aim to explore how these factors relate among municipal employees. Role ambiguity is measured using a scale adapted from Rizzo et al. (1970), which focuses on how unclear job roles and responsibilities are perceived by employees. Underutilization of skills is assessed using items from Jalagat (2017), examining whether employees feel their skills and potential are being fully used in their current roles. Work overload is measured through the Copenhagen Psychosocial Questionnaire (COPSOQ) by Llorens et al. (2019), which looks at employees' perceptions of excessive workload and time pressure. Job performance is measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2015), covering task performance, contextual performance, and counterproductive work behaviour to give a balanced view of employee

effectiveness. Demographic data, such as gender, age, education level, and department, are also collected, based on the Job Demands-Resource (JD-R) model, to provide a clearer context for the relationship between job stress and performance. All survey items use a 5-point Likert scale to ensure consistency and ease of analysis. These instruments have been adapted to suit the municipal work environment, helping to ensure both relevance and reliability in understanding the dynamics of job stress and employee performance in the public sector.

3.2.1 RELIABILITY AND VALIDITY OF MEASUREMENT INSTRUMENT

The reliability and validity of the research instruments are important to ensure the data collected is accurate and consistent. Reliability was tested using Cronbach's alpha, where a score of 0.7 or higher is considered acceptable (Taber, 2018). The survey items were adapted from previously validated scales and adjusted to fit the municipal work setting, making them both reliable and relevant. Past studies also support the use of these tools to measure job stress and job performance.

To ensure validity, the study focused on content validity by adapting questions from trusted sources, such as Jalagat (2017), and adjusting them to suit the context of municipal employees. The questionnaire uses a 5-point Likert scale to maintain consistency, and collects demographic data such as gender, age, education level, and department for better understanding of the respondents.

Hence, the adapted instruments used in this study are reliable and valid, allowing for meaningful and consistent data collection on job stress and performance in the municipal sector.

3.2.2 PILOT TEST

A pilot test is a small trial run of the research instrument, used to detect and resolve any potential problems before the full study begins. In this research, the questionnaires will be tested with approximately 30 employees who are not part of the main sample. This allows for

focused feedback on the clarity, relevance, and ease of use of the survey. The pilot test helps identify any issues with question wording, response options, or overall structure, and also provides an early assessment of the instrument's reliability before moving on to large-scale data collection.

Table 1

Reliability Thresholds for Cronbach's Alpha

Alpha Value (α)	Interpretation
$\alpha \geq 0.90$	Excellent reliability
$0.80 \leq \alpha < 0.90$	Good reliability
$0.70 \leq \alpha < 0.80$	Acceptable reliability
$0.60 \leq \alpha < 0.70$	Questionable reliability
$0.50 \leq \alpha < 0.60$	Poor reliability
$\alpha < 0.50$	Unacceptable reliability

(Tavakol & Dennick, 2011)

Table 2

Reliability of Measurement Scales (Pilot Study)

Variables	Number of Items	Cronbach Alpha
Role Ambiguity	10	0.940
Underutilization of Skills	10	0.951
Work Overload	10	0.883

Job Performance	10	0.913
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A pilot study was carried out to check how reliable the survey items were. To do this, Cronbach's alpha was used to measure the internal consistency of each scale. The results showed that all four constructs had good to excellent reliability (Tavakol & Dennick, 2011). More specifically the role ambiguity scale had Cronbach's alpha of 0.940, showing excellent reliability. The underutilization of skills scale was also highly reliable, with an alpha of 0.951. The work overload scale scored 0.883, which is considered good, and the job performance scale had an alpha 0.913 also indicating excellent reliability. Overall, these results show that the items in each scale were consistent and effectively measured what they were meant to assess.

3.3 POPULATION AND SAMPLING

This study targets a population of 700 employees from a municipal organization, covering administrative, operational, and technical roles, to explore the link between job stress and job performance. A convenience sampling method will be used, selecting participants based on their availability and willingness to take part (Saunders et al., 2019). From this population, a sample of around 248 respondents will be selected, which is enough to achieve a 95% confidence level with a 5% margin of error. The sample size was determined using the Cochran formula (Cochran, 1977), which ensures the results are statistically reliable based on the chosen confidence level and margin of error.

$$n = \frac{N \times Z^2 \times p \times (1 - p)}{(E^2 \times (N - 1)) + (Z^2 \times p \times (1 - p))}$$

n = required sample size

N = total population size (700 employees)

Z = z-score (based on confidence level, for a 95% confidence level, $Z=1.96$)

P = estimated proportion of the population (0.5 for maximum variability)

E = margin of error (in this case, 5% or 0.05)

Participants will be chosen using a convenience sampling method, focusing on employees who are readily available or willing to take part in the study. While this approach allows for quick and practical data collection, it may reduce the overall representativeness of the sample.

3.4 DATA COLLECTION PROCEDURE

Data for this study will be collected using an online survey through Google Forms, chosen for its ease of use and ability to reach employees from different departments. Before starting the survey, approval from the organization will be obtained. The survey will begin with a short introduction that explains the purpose of the study, ensures participants that their responses will remain confidential and anonymous, and states that participation is voluntary. Participants must give their informed consent by checking a box before they can begin the survey.

The survey link will be shared through official channels, such as email, to make sure all employees can access it. To increase the response rate, reminder messages will be sent during not peak hours, like lunch breaks or after meetings, to encourage more thoughtful and complete responses. Once data collection is done, the responses will be safely stored and used to analyse the relationship between job stress and job performance.

3.5 DATA ANALYSIS PROCEDURE

This study will use SPSS to analyse the relationship between job stress factors, role ambiguity, underutilization of skills, and work overload, with job performance, including differences based on gender. The analysis will be done in several steps to ensure the results are valid and reliable. First, the data will be prepared by checking for missing values, outliers, and

coding the variables. For example, the gender will be coded as 1 for male and 2 for female to allow comparison with job performance. Any missing data will either be filled in or removed, and outliers will be identified using SPSS tools like descriptive statistics and boxplots. Basic descriptive statistics such as mean, standard deviation, and frequency will be calculated for each variable. To check the reliability of the survey items, Cronbach's Alpha will be used, where a value above 0.7 shows the items are consistent and reliable. Correlation analysis will be used to examine the relationships between job stress factors (role ambiguity, underutilization of skills, and work overload) and job performance. Correlation is an appropriate method for identifying the strength and direction of these relationships. For example, a study by Zhang et al. (2022) found a significant negative correlation between job stress and job satisfaction, indicating that higher stress levels were linked to lower satisfaction. Independent t-tests will be used to compare job performance between male and female employees. This statistical test is suitable for comparing two independent groups (male and female) to determine significant differences in the variable. To ensure robust analysis, assumptions of normality and homogeneity of variance (Levene's Test) will be checked before performing the t-tests.

The results will be analysed to assess the relationships between the variables and identify gender-based differences. Findings will be discussed in the context of study limitations and practical implications for managing job stress in municipal organizations.

3.6 ETHICAL CONSIDERATIONS

The study will follow ethical guidelines to protect participants' rights. Informed consent will be obtained, with participants clearly informed about the study's purpose, data usage, and voluntary participation. They will acknowledge consent before starting the survey. Confidentiality will be maintained, with no personally identifiable information collected. Participation is voluntary, and employees can withdraw at any time without consequences. Sensitive topics will be avoided. Data will be securely stored, accessible only to the researcher,

and deleted after the required duration. Ethical approval will be obtained before data collection to ensure compliance with ethical standards.

3.7 SUMMARY

In summary, this chapter provided a detailed description of the methodological approach for this study. The research employs a quantitative design using a cross-sectional survey method, which is cost-effective and appropriate for analysing the relationships between job stress factors which include role ambiguity, underutilization of skills, and work overload, and job performance. The research instruments, adapted from validated scales, were tailored to the local organizational context to ensure relevance and cultural alignment. Reliability of the instruments were emphasized, with Cronbach's alpha used to assess internal consistency. A pilot test was carried out to improve the survey and fix any issues before starting the main data collection. This study used convenience sampling, selecting around 248 respondents from a population of 700 employees, based on the calculation of Cochran's formula in sampling. While this method made data collection easier and more practical, it may affect how well the sample represents the full population. This chapter also described how data was collected using an online survey, along with the data analysis methods, which included descriptive statistics, correlation and independent t-tests to test the study's hypotheses. Ethical considerations were also addressed to protect participants' rights, privacy, and well-being. Overall, this chapter provides the foundation for collecting and analysing data to better understand the link between job stress and job performance.

CHAPTER 4: RESULTS

4.0 INTRODUCTION

This chapter presents the findings of the statistical analyses used to address the study's research objectives and test the proposed hypotheses. The main goal of this research is to examine the relationship between job stress, specifically role ambiguity, underutilization of skills, and work overload, with job performance, as well as to explore any gender differences in job performance among employees in a local municipal organization.

To ensure the results are accurate and reliable, the analysis began with a structured data screening process. This included checking for missing data, identifying outliers, and testing for normality. Normality was assessed using z-score based on skewness and kurtosis (Orcan, 2020), while outliers were detected using boxplots generated in SPSS, with a focus on job performance data. Outliers were identified based on values that fell beyond 1.5 times the interquartile range (Mazerei et al., 2025). Since the results showed that the job performance data was not normally distributed and contained outliers, non-parametric tests, specifically Spearman Correlation and the Mann—Whitney U Test, were used to ensure valid results (Yu & Hutson, 2024).

This chapter is divided into four main sections. It begins with data screening results, followed by descriptive statistics for both the respondents' demographics and key study variables. Next, it presents the results of the inferential statistical tests. Finally, the chapter ends with a summary of key findings, which will be discussed in more detail in Chapter 5.

4.1 DATA SCREENING

During the data collection process, a total of 260 responses were successfully gathered, which exceeded the initial target 248 and allowed for a broader and more reliable dataset for analysis. Before moving forward with the main analysis, a data screening process was carried

out to check for missing values, test for normality, and identify any outliers, ensuring the accuracy and trustworthiness of the results. To screen for missing data, the Frequencies procedure in SPSS was used, which is an approach commonly applied in survey research to check the completeness of responses (IBM, 2023). This method provided a clear overview of how many valid and missing responses were recorded for each variable. In addition, a boxplot analysis run in SPSS identified 12 extreme outliers in the job performance variable, which were further reviewed in the analysis. However, these cases were retained in the dataset, as the subsequent analyses employed non-parametric statistical tests, including Spearman Correlation and the Mann—Whitney U test (Yu & Hutson, 2024), which are robust to violations of normality and the presence of outliers. As a result, the Spearman Correlation will test the hypotheses that assume there is a significant relationship between job stress, which are role ambiguity, underutilization of skills, and work overload, and job performance, instead of the Pearson Correlation. Meanwhile, the Mann—Whitney U test is conducted to explore the hypotheses that assume there is a significant difference between male and female employees in job performance which was more appropriate than the Independent Sample t-Test. However, the Mann—Whitney U test does not require the assumption of homogeneity of variance resulting to Levene's Test was not conducted for data screening (Orcan, 2020). Therefore, by using these non-parametric tests concluded that all 260 responses were included in both the descriptive and inferential analyses.

4.1.1 MISSING DATA

The Frequencies procedure in SPSS was conducted to identify the missing data. This method revealed whether any variables had incomplete responses and confirmed that the dataset was sufficiently complete for analysis. A total of 260 responses were collected and carefully reviewed. The data showed no missing values across any of the variables, so there

was no need to remove or replace any responses. As such, all 260 responses were kept and included in the initial screening and analysis.

4.1.2 NORMALITY TEST

Normality was tested for all variables, job stress factors (role ambiguity, underutilization of skills, and work overload) and job performance, by examining their skewness and kurtosis z-scores. These z-scores were obtained by dividing the skewness and kurtosis values by their standard errors. A z-score greater than ± 1.96 indicates a significant departure from normal distribution (Orcan, 2020). The formulas below were used to calculate the z-scores for skewness and kurtosis:

$$z - \text{skewness} = \frac{\text{skewness}}{\text{standard error of skewness}}$$

$$z - \text{kurtosis} = \frac{\text{kurtosis}}{\text{standard error of kurtosis}}$$

Table 3

The Normality Result of All Variables

Variables	Role Ambiguity	Underutilization of Skills	Work Overload	Job Performance
N	260	260	260	260
Mean	2.32	2.36	2.44	4.15
Skewness	0.57	0.50	0.51	-1.49
Std. Error of Skewness	0.15	0.15	0.15	0.15
Z-Skewness	3.80	3.33	3.40	-9.93

Kurtosis	-0.57	-0.89	-0.84	4.60
Std. Error of Kurtosis	0.30	0.30	0.30	0.30
Z-Kurtosis	-1.90	-2.97	-2.80	15.33
Normality	Not normal	Not normal	Not normal	Not normal

As presented in Table 3, all variables showed z-skewness values that exceeded the ± 1.96 threshold, indicating significant departures from normality. Specifically, the z-skewness values for role ambiguity 3.80, underutilization of skills 3.33, work overload 3.40, and job performance is -9.93 which clearly demonstrate that the data are not normally distributed. In terms of z-kurtosis, underutilization of skills -2.97, work overload is -2.80, and job performance is 15.33, which also exceeded the ± 1.96 threshold, indicating significant deviation from normality in terms of peakiness. Although the z-kurtosis value for role ambiguity was -1.90, which was slightly below the cutoff and not statistically significant, it still suggests a mild deviation from normality.

Altogether, these values confirm that the normality assumption is violated for all variables. Thus, non-parametric statistical test were considered appropriate and were used in all subsequent analyses.

4.1.3 OUTLIER DETECTION

Outlier detection was conducted to identify extreme values that could potentially distort the results of the analysis. Boxplot analysis was used to visually inspect the distribution of scores for each continuous variable, including role ambiguity, underutilization of skills, work overload, and job performance. This method is helpful for spotting values that fall outside the normal range, those beyond the top or bottom lines of the boxplot, which usually represent 1.5 times the interquartile range (IQR) (Mazarei et al., 2025)

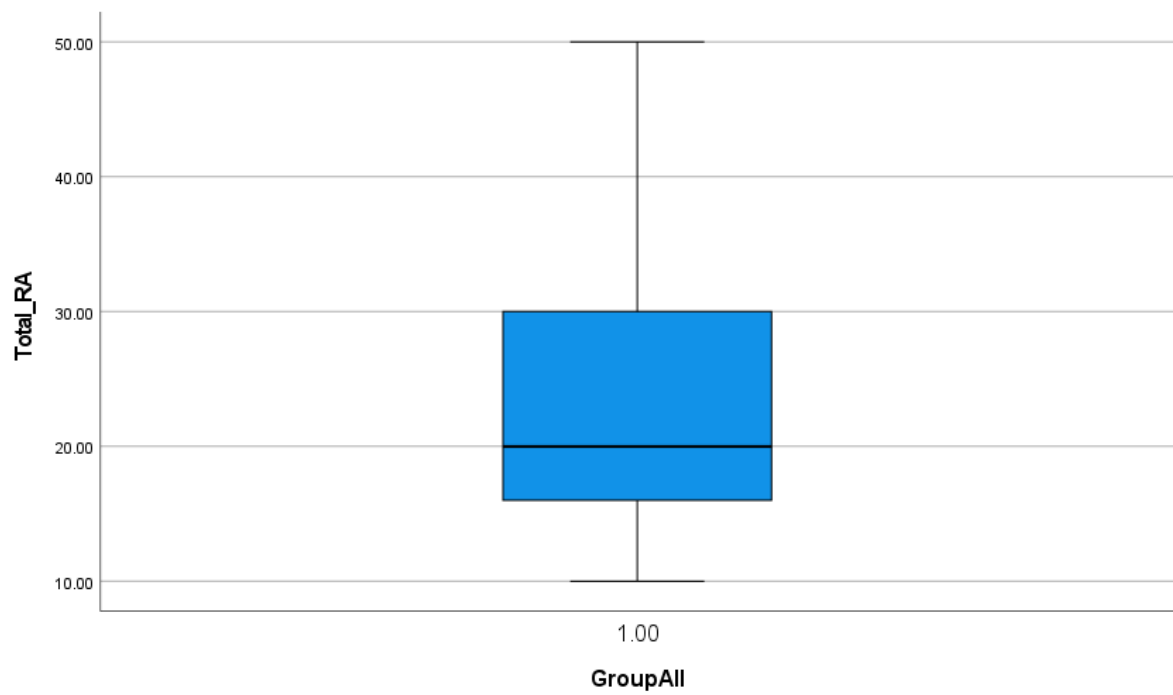


Figure 3

Boxplot of Role Ambiguity Scores

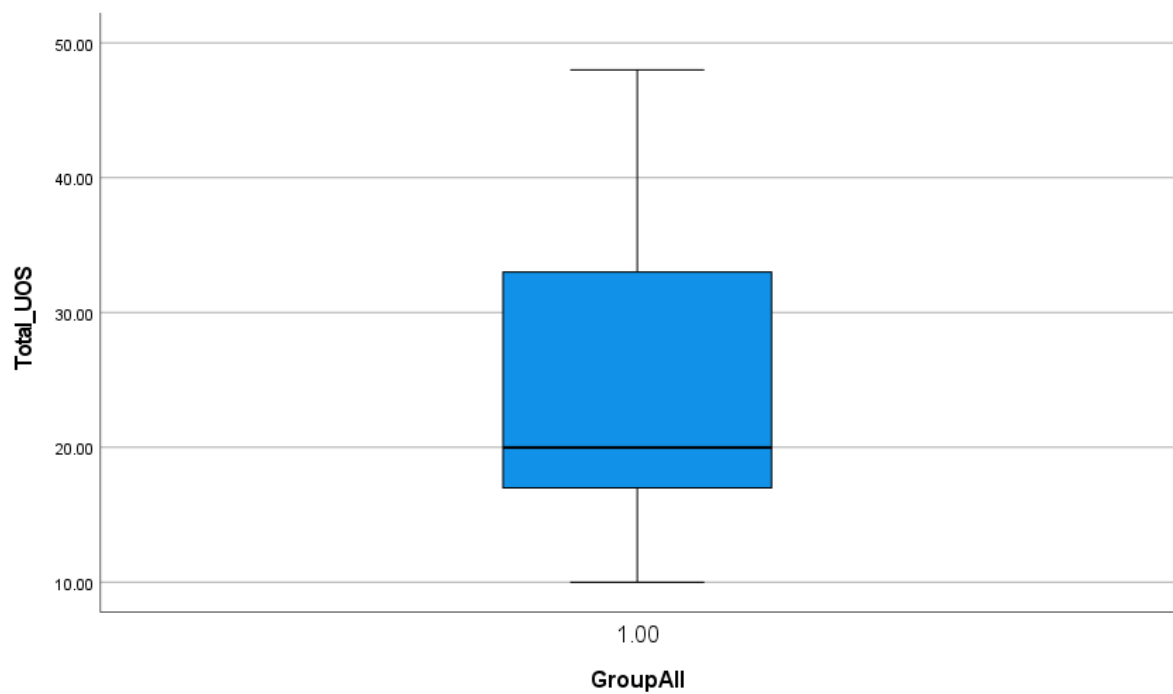


Figure 4

Boxplot of Underutilization of Skills Score

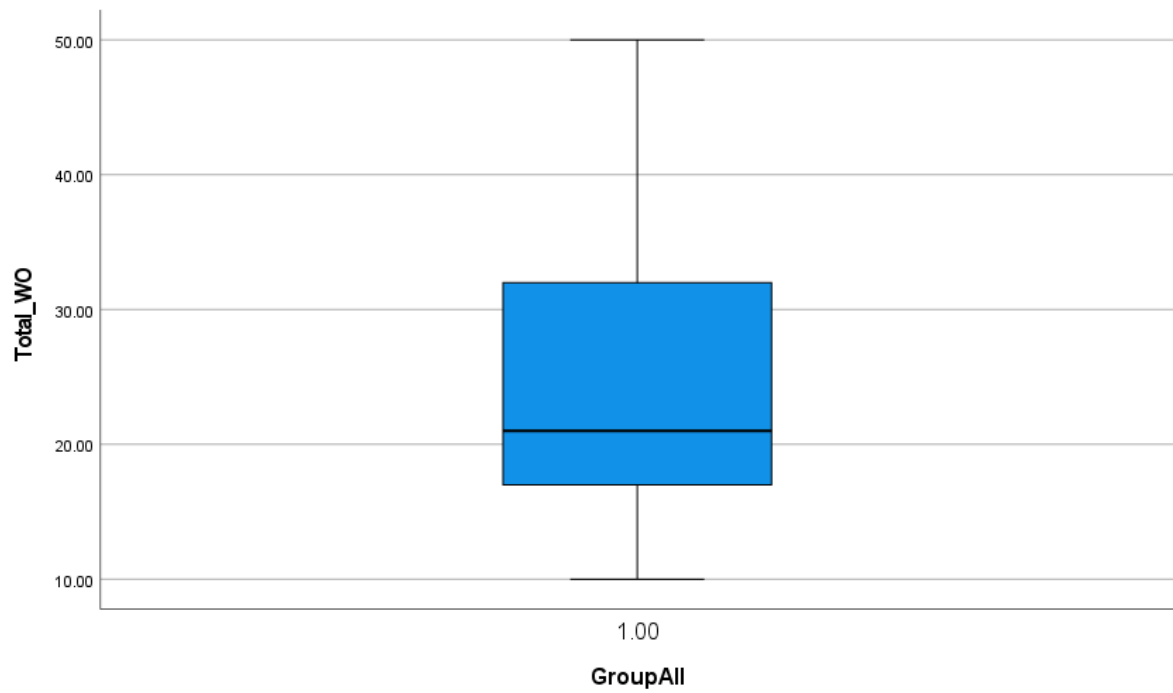


Figure 5

Boxplot of Work Overload Scores

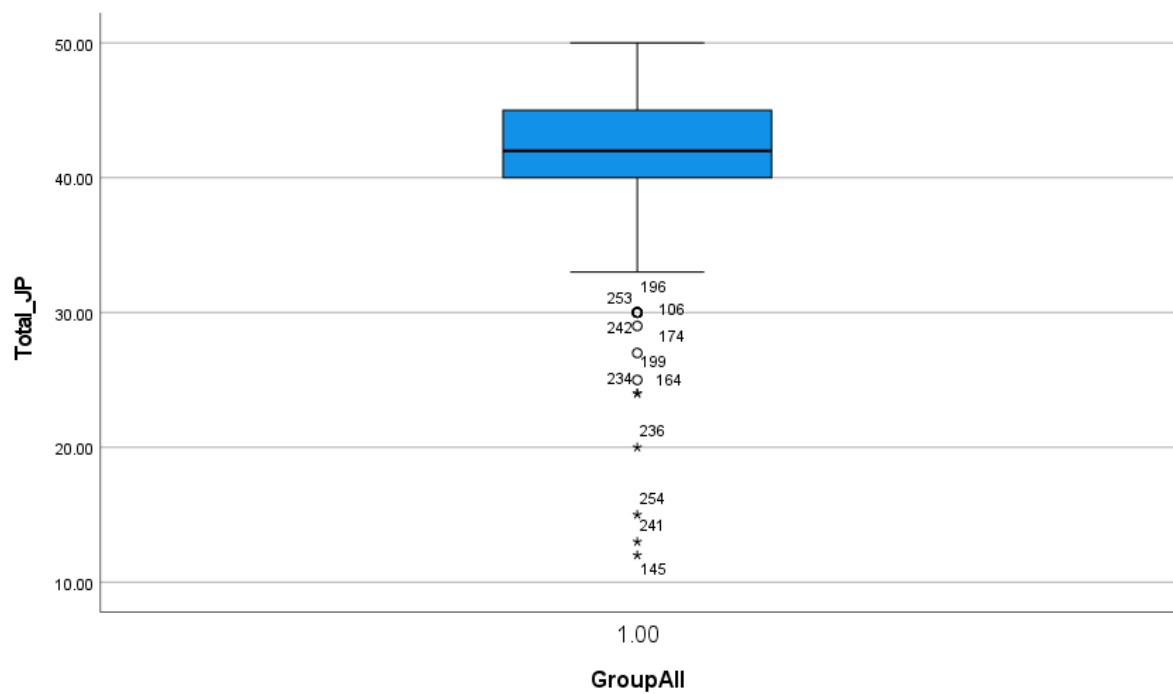


Figure 6

Boxplot of Job Performance Score

Although no outliers were found in most variables, the boxplot for the job performance variable showed several extreme outliers. As shown in figure 6, there were 12 outliers who were identified based on their position beyond the lower whiskers of the boxplot, which are set at 1.5 times the interquartile range (IQR) (Mazarei, 2025). However, these outliers were kept in the dataset because the study used non-parametric test, such as Spearman Correlation and Mann —Whitney U Test, which are less affected by outliers (Orcan, 2020). Therefore, all 260 responses were included in both the descriptive and inferential analyses to keep the sample complete and maintain the accuracy of the results.

4.2 DESCRIPTIVE ANALYSIS

4.2.1 DESCRIPTIVE STATISTIC FOR DEMOGRAPHIC DATA

Descriptive statistics were used to give an overview of the 260 respondents, including details about their gender, age, educational level, and the departments they work in.

Table 4

Summary of Descriptive Statistic for Demographic Data

Aspects		Frequencies	Percentage (%)
Gender	Male	138	53.1
	Female	122	46.9
Age	Up to 24 years	51	19.6
	25 – 34 years	74	28.5
	35 – 44 years	54	20.8
	45 – 54 years	44	16.9
	55 years and older	37	14.2

Educational Level	Secondary School (SPM)	42	16.2
	Pre-university (STPM)	44	16.9
	Matriculation	22	8.5
	Diploma	67	25.8
	Bachelor's Degree	74	28.5
	Master's Degree	11	4.2
Department	Administration	36	13.8
	Enforcement / Legislation	35	13.5
	Engineering	57	21.9
	Public Health and Licensing	52	20
	Rating and Valuation	38	14.6
	Treasury / Finance	42	16.2

Table 4 presents the frequency and percentage distribution for demographic data of respondents including gender, age, education level, and department. The sample comprised 260 respondents, with a slightly higher proportions of males 138 (53.1%) compared to females 122 (46.9%). This indicates a relatively balanced gender distribution, representing that the perspectives captured in this study reflect input from both genders evenly.

For the age of the respondents, the largest age group among respondents was 25-34 years, comprising 74 respondents (28.5%). This was followed by those aged 35-44 years 54 (20.8%) and up to 24 years 51 (19.6%). Respondents aged 45-54 years accounted for 44

respondents with 16.9%, while those aged 55 and older accounted for 37 respondents with 14.2%. Overall, the data indicates a predominantly young to middle-aged workforce, with nearly 69% of respondents aged 44 or younger.

For the education level, majority of the respondents held a bachelor's degree 74 (55.4%), followed by diploma holders 67 (21.5%). Followed by those with a pre-university (STPM) have the frequency with 44 (16.9%) while those with secondary school (SPM) 42 respondents with 16.2%. Next, the minority of the respondents were matriculation leavers with 22 (8.5%) and those that held a master's degree 11 (4.2%).

The descriptive statistic for department shows the highest proportion of respondents working in the Engineering department with 57 (21.9%) and the Public Health and Licensing department with 52 (20%). Next, followed by the Treasury/Finance department with 42 (16.2%) and Rating and Valuation with 38 (14.5%). Other departments included the Administration department with 36 (13.8%) and Enforcement/Legislation department with 35 (13.5%) with a difference of one respondent. This distribution reflects a broad representation across key operational areas, indicating that the sample captures diverse functional perspectives within the organization.

4.2.2 DESCRIPTIVE STATISTIC OF VARIABLES

Descriptive statistics were computed for the independent variables of job stress which are role ambiguity, underutilization of skills, and work overload, as well as dependent variable job performance. Table 5 presents the mean, standard deviation, minimum, and maximum scores for each variable based on responses from 260 respondents.

Table 5

Descriptive Statistic for Variables

	N	Minimum	Maximum	Mean	Standard Deviation
Role Ambiguity	260	1.00	5.00	2.32	0.916
Underutilization of Skills	260	1.00	4.80	2.36	0.930
Work Overload	260	1.00	5.00	2.44	0.995
Job Performance	260	1.20	5.00	4.15	0.620
Valid N (listwise)	260				

According to this table, role ambiguity shows the mean score is 2.32 while the standard deviation is 0.916, underutilization of skill shows the mean score 2.36 while the standard deviation is 0.930, and work overload shows the mean score 2.44 while the standard deviation is 0.995. This shows that the job stress was all below the midpoint of the 5-point Likert scale. In contrast, the mean score for job performance was relatively high 4.15. The standard deviations indicate moderate variability in responses, with job performance showing the least dispersion 0.620, suggesting more consistent self-assessment of performance across the sample.

Role Ambiguity

Table 6

Descriptive Statistic for Role Ambiguity

Items	N	Minimum	Maximum	Mean	Standard Deviation
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1. I am unsure about my job responsibilities. / <i>Saya tidak pasti tentang tanggungjawab pekerjaan saya.</i>	260	1	5	2.11	1.027
2. I rarely know what is expected of me at work. / <i>Saya jarang tahu apa yang diharapkan daripada saya di tempat kerja.</i>	260	1	5	2.17	1.068
3. I do not get clear instructions on how to do my tasks. / <i>Saya tidak mendapat arahan yang jelas tentang cara melakukan tugas saya.</i>	260	1	5	2.30	1.203
4. I do not know how much decision-making power I have in my job. / <i>Saya tidak tahu sejauhmana saya boleh membuat keputusan dalam kerja saya.</i>	260	1	5	2.39	1.198
5. I receive inconsistent instructions from the people I work with. / <i>Saya menerima arahan yang tidak konsisten daripada orang yang saya bekerjasama.</i>	260	1	5	2.55	1.224

6. I often do not know who I should report to. / <i>Saya sering tidak tahu kepada siapa saya perlu laporkan diri.</i>	260	1	5	2.17	1.132
7. I am usually given tasks without clear and complete explanations. / <i>Saya biasanya diberi tugas tanpa penerangan yang jelas dan lengkap.</i>	260	1	5	2.43	1.226
8. I do not clearly understand how my performance is judged. / <i>Saya tidak faham dengan jelas bagaimana prestasi saya dinilai.</i>	260	1	5	2.31	1.165
9. I am unsure how to prioritize my task effectively. / <i>Saya tidak pasti bagaimana untuk mengutamakan tugas saya dengan berkesan.</i>	260	1	5	2.28	1.091
10. I am not provided with enough resources to complete my task. / <i>Saya tidak diberikan sumber yang mencukupi untuk menyelesaikan pekerjaan saya.</i>	260	1	5	2.52	1.250
Valid N (listwise)	260				

This table presents the item-level descriptive statistics for the role ambiguity construct, consisting of 10 statements evaluated using 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The minimum for each item is 1 and the maximum for each item is 5.

The item “I am unsure about my job responsibilities” mean is 2.11 and the standard deviation is 1.027, followed by the item “I rarely know what is expected of me at work” mean is 2.17 while the standard deviation is 1.068. Next the item “I do not get clear instructions on how to do my tasks” mean is 2.30 and standard deviation is 1.203, while the item “I do not know how much decision-making power I have in my job” mean is 2.39 and the standard deviation is 1.198. The item that mentioned “I receive inconsistent instructions from the people I work with” mean is 2.55 and standard deviation is 1.224 meanwhile, the item “I often do not know who I should report to” mean is 2.17 and standard deviation is 1.132.

Moreover, the mean for item “I am usually given tasks without clear and complete explanations” is 2.43 and standard deviation is 1.226, and the mean for item “I do not clearly understand how my performance is judged” is 2.31 and the standard deviation is 1.165. Finally, the item “I am unsure how to prioritizes my task effectively” mean is 2.28, as well as the standard of deviations is 1.091, followed by the item “I am not provided with enough resources to complete my task” mean is 2.52 and the standard of deviation is 1.250.

The highest mean is 2.55 from the item “I receive inconsistent instructions from the people I work with” and the mean 2.52 from item “I am not provided with enough resources to complete my task”. Additionally, the lowest mean is item “I am unsure about my job responsibilities” with mean 2.11. This result shows that most of the respondents sure about their job responsibilities, but most of them agree that not receive consistent instructions and not provided with enough resource makes their role ambiguous.

Underutilization of Skills

Table 7*Descriptive Statistic for Underutilization of Skills*

Items	N	Minimum	Maximum	Mean	Standard Deviation
1. My job does not offer me the opportunity to grow as a person. / <i>Pekerjaan saya tidak memberi peluang untuk berkembang sebagai seorang individu.</i>	260	1	5	2.35	1.164
2. I am not given opportunities to perform beyond expectations. / <i>Saya tidak diberi peluang untuk melakukan lebih daripada jangkaan.</i>	260	1	5	2.32	1.161
3. My job lacks challenges that help me improve. / <i>Kerja saya tidak memberikan cabaran yang membantu saya untuk bertambah baik.</i>	260	1	5	2.32	1.206
4. My job does not fully utilize my skills and abilities. / <i>Pekerjaan saya tidak menggunakan sepenuhnya kemahiran dan kebolehan saya.</i>	260	1	5	2.42	1.178

5. My talents and expertise are not valued or used at work. / <i>Bakat dan kepakaran saya tidak dihargai atau digunakan di tempat kerja.</i>	260	1	5	2.43	1.111
6. My tasks do not match well with my skill level. / <i>Tugas saya tidak bersesuaian dengan tahap kemahiran saya.</i>	260	1	5	2.32	1.173
7. I am not given opportunities to contribute to the fullest of my abilities. / <i>Saya tidak diberi peluang untuk menyumbang sepenuhnya mengikut kebolehan saya.</i>	260	1	5	2.45	1.209
8. My job does not help me develop new skills or grow professionally. / <i>Pekerjaan saya tidak membantu saya untuk mengembangkan kemahiran baru atau berkembang secara profesional.</i>	260	1	5	2.37	1.180
9. I feel dissatisfied when my skills are not used effectively. / <i>Saya berasa tidak puas hati apabila</i>	260	1	5	2.27	1.194

kemahiran saya tidak digunakan

dengan berkesan.

10. I feel demotivated as my job does not allow me to use my full potential. / <i>Saya rasa tidak bermotivasi kerana pekerjaan saya tidak membolehkan saya menggunakan potensi saya sepenuhnya.</i>	260	1	5	2.38	1.279
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Valid N (listwise)	260
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This table shows the items for the descriptive statistic for the underutilization of skills, which comprises of 10 items and was assessed using 5-point Likert scale from strongly disagree (1) until strongly agree (5). The minimum for each item is 1 and the maximum for each item is 5.

The item for “My job does not offer me the opportunity to grow as a person” mean is 2.35 and the standard deviation is 1.164, while the item “I am not given opportunities to perform beyond expectations” mean is 2.32 and standard deviation is 1.161. Next, the item for “My job lacks challenges that help me improve” mean is 2.32 and standard deviation is 1.206, meanwhile the item for “My job does not fully utilize my skills and abilities” mean is 2.42 and standard deviation is 1.178, followed by the item “My talents and expertise are not valued or used at work” mean is 2.43 and standard deviation is 1.111.

Furthermore, the item for “My task do not match well with my skill level” mean is 2.32 and standard deviation is 1.173, meanwhile the item for “I am not given opportunities to contribute to the fullest of my abilities” mean is 2.45 and standard deviation is 1.209. The mean with 2.37 and standard deviation 1.180 is the item “My job does not help me develop new skills or grow professionally”, followed by the mean with 2.27 and the standard deviation with 1.194, is the item “I feel dissatisfied when my skills are not used effectively”. Finally, the item that states “I feel demotivated as my job does not allow me to use my full potential” mean is 2.38 with standard deviation 1.279.

The item with the highest mean is “I am not given opportunities to contribute to the fullest of my abilities” which is scores 2.45. In contrast, the item with the lowest mean is “I feel dissatisfied when my skills are not used effectively” with mean score 2.27. This result demonstrates that fewer respondents agree with their skills not used effectively. However, most of them agree that they were not given opportunities to use their abilities to the fullest.

Work Overload

Table 8

Descriptive Statistic for Work Overload

Items	N	Minimum	Maximum	Mean	Standard Deviation
1. I am unable to manage my tasks within the time I have. / <i>Saya tidak dapat menguruskan tugas saya dalam masa yang ada.</i>	260	1	5	2.38	1.220

2. I struggle to stay focused and perform well when I have many tasks. / <i>Saya sukar mengekalkan tumpuan dan prestasi yang baik apabila mempunyai banyak tugas.</i>	260	1	5	2.53	1.262
3. I do not manage my workload efficiently, especially when working independently. / <i>Saya tidak menguruskan beban kerja saya dengan cekap, terutamanya apabila bekerja secara berdikari.</i>	260	1	5	2.43	1.179
4. I cannot handle my responsibilities effectively or manage my work well. / <i>Saya tidak dapat mengendalikan tanggungjawab saya dengan berkesan atau menguruskan kerja dengan baik.</i>	260	1	5	2.46	1.180
5. My work is disorganized, and tasks are not managed smoothly. / <i>Kerja saya tidak teratur dan tugasan tidak diuruskan dengan lancar.</i>	260	1	5	2.40	1.222

6. I rarely have enough time to complete all my work. / <i>Saya jarang mempunyai masa yang mencukupi untuk menyiapkan semua kerja saya.</i>	260	1	5	2.52	1.222
7. I do not work efficiently to complete my tasks on time. / <i>Saya tidak bekerja dengan cepak untuk menyiapkan tugas tepat pada masanya.</i>	260	1	5	2.34	1.160
8. I am not good at multitasking or handling several things at once. / <i>Saya tidak mahir dalam melakukan pelbagai tugas pada masa yang sama.</i>	260	1	5	2.48	1.296
9. I do not handle extra tasks well and often lose productivity. / <i>Saya tidak menangani tugas tambahan dengan baik dan sering hilang produktiviti.</i>	260	1	5	2.42	1.201
10. I do not manage my time well, especially when I need to work extra hours. / <i>Saya tidak menguruskan masa saya dengan</i>	260	1	5	2.43	1.252

*baik, terutamanya apabila perlu
bekerja lebih masa.*

Valid N (listwise)	260
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This table presents the item-level descriptive statistics for the work overload, consisting of 10 statements evaluated using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). It displays the minimum and maximum for each item is 1 and 5.

The item for “I am unable to manage my tasks within the time I have” mean is 2.38 and standard deviation is 1.220, while the item for “I struggle to stay focused and perform well when I have many tasks” mean is 2.53 and standard deviation is 1.262. Next, the mean scores 2.43 and standard deviation 1.179 for the item “I do not manage my workload efficiently, especially when working independently”, meanwhile the mean scores 2.46 and standard deviation 1.180 for the item “I cannot handle my responsibilities effectively or manage my work well, followed by the item “My work is disorganized, and tasks are not managed smoothly” mean is 2.40 and the standard deviation is 1.222.

Additionally, the item that states “I rarely have enough time to complete all my work” mean is 2.52 while the standard deviation is 1.222, followed by the item “I do not work efficiently to complete my tasks on time” with the mean 2.34 and standard deviation is 1.160. Finally, the mean with score 2.48 and standard deviation 1.296 is from the item “I am not good at multitasking or handling several things at once, meanwhile the mean with score 2.42 and standard deviation 1.201 is from the item “I do not handle extra tasks well and often lose productivity”, whilst the item “I do not manage my time well, especially when I need to work extra hours” scores mean 2.43 and standard deviation 1.252.

The item “I struggle to stay focused and perform well when I have many task” and “I rarely have enough time to complete all my work” scores the highest mean, 2.53 and 2.52 with the difference 0.01 with each other’s mean. Conversely, the item “I do not work efficiently to complete my tasks on time” scores the lowest mean, 2.34. This result states that most respondents agree that they struggle to focus and perform well when dealing with work overload and do not have enough time to finish their work, meanwhile fewer respondents agree that they do not complete their work on time efficiently.

Job Performance

Table 9

Descriptive Statistic for Job Performance

Items	N	Minimum	Maximum	Mean	Standard Deviation
1. I complete my work tasks on time. / <i>Saya menyiapkan tugas kerja saya tepat pada masanya.</i>	260	1	5	4.06	0.872
2. The quality of my work meets the required standards. / <i>Kualiti kerja saya memenuhi standard yang ditetapkan.</i>	260	1	5	4.15	0.800
3. I can perform my job duties efficiently. / <i>Saya boleh</i>	260	1	5	4.15	0.862

*melaksanakan tugas saya dengan
cekap.*

4. I can manage my workload effectively without missing deadlines. / <i>Saya boleh menguruskan beban kerja saya dengan berkesan tanpa terlepas tarikh akhir.</i>	260	1	5	4.11	0.898
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5. I consistently meet the expectations set for my role. / <i>Saya memenuhi jangkaan yang ditetapkan secara konsisten untuk peranan saya.</i>	260	1	5	4.08	0.829
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6. I am productive and make good use of my working hours. / <i>Saya produktif dan menggunakan waktu kerja saya dengan baik.</i>	260	1	5	4.16	0.893
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7. I can handle my responsibilities without frequent supervision. / <i>Saya boleh mengendalikan tanggungjawab saya tanpa pengawasan yang kerap.</i>	260	1	5	4.18	0.907
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8. I can adapt to challenges and find solutions when problems arise. / <i>Saya boleh menyesuaikan diri dengan cabaran dan mencari penyelesaian apabila masalah timbul.</i>	260	1	5	4.03	0.931
9. I contribute positively to my team and workplace. / <i>Saya menyumbang secara positif kepada pasukan dan tempat kerja saya.</i>	260	1	5	4.21	0.817
10. I continuously try to improve my work performance. / <i>Saya sentiasa cuba meningkatkan prestasi kerja saya.</i>	260	1	5	4.39	0.810
Valid N (listwise)	260				

This table shows 10 items used to measure job performance, with each of them being rated on a 5-point Likert scale, from strongly disagree (1) and strongly agree (5). The table states the minimum and maximum of each item is 1 and 5.

The item that states “I complete my work tasks on time” mean scores 4.06 with standard deviation scores 0.872, whilst the item “The quality of my work meets the required standards” mean scores 4.15 with standard deviation scores 0.8000. Next, the mean scores 4.15 and standard deviation scores 0.862 is from item “I can perform my job duties efficiently, meanwhile the mean scores 4.11 and standard deviation scores 0.898 is from the item “I can

manage my workload effectively without missing deadlines”, followed by the item “I consistently meet the expectations set for my role” mean is 4.08 and standard deviation is 0.829.

Subsequently, the item for “I am productive and make good use of my working hours” mean is 4.16 and standard deviation is 0.893, while the item for “I can handle my responsibilities without frequent supervision” mean is 4.18 and standard deviation is 0.907. Finally, the mean scores 4.03 and standard deviation scores 0.931 is from the item “I can adapt to challenges and find solutions when problems arise”, meanwhile the mean scores 4.21 and standard deviation scores 0.817 is from the item “I contribute positively to my team and workplace”, followed by the item that states “I continuously try to improve my work performance” mean scores 4.39 and standard deviation scores 0.810.

The highest mean score 4.39 from the item that states “I continuously try to improve my work overall”, which means that the respondent mostly agree with the statement. On the other hand, the lowest mean score 4.03 from the item that states “I can adapt to challenges and find solutions when problems arise”, which means that fewer respondents agree that they can adapt and find solutions whenever faced with challenges.

4.3 CORRELATION ANALYSIS

Correlation analysis is applied to examine for the hypotheses outlining to identify the significant relationship between job stress and job performance among local municipal organization employees. However, due to the presence of non-normality in the job performance scores, Spearman Correlation was deemed more appropriate than Pearson’s Correlation to test the hypotheses aimed at identifying the hypotheses (Yu & Hutson, 2024). Given the non-normal distribution of the job performance variable, the use of Spearman’s Correlation provided a robust and appropriate method for testing these relationships. Table 10 presents the Spearman

Correlation coefficients among role ambiguity, underutilization of skills, work overload, and job performance.

Table 10

Spearman Correlation of Variables

			Role Ambiguity	Underutilization of Skills	Work Overload	Job Performance
Spearman's rho	Role Ambiguity	Correlation Coefficient	1.00	0.851**	0.816**	-0.459**
		Sig. (2- tailed)	.	< 0.001	< 0.001	< 0.001
		N	260	260	260	260
	Underutilization of Skills	Correlation Coefficient	0.851**	1.00	0.806**	-0.437**
		Sig. (2- tailed)	< 0.001	.	< 0.001	< 0.001
		N	260	260	260	260
	Work Overload	Correlation Coefficient	0.816**	0.806**	1.00	-0.531**
		Sig. (2- tailed)	< 0.001	< 0.001	.	< 0.001
		N	260	260	260	260

Job	Correlation	-0.459**	-0.437**	-0.531**	1.00
Performance	Coefficient				
	Sig. (2-tailed)	< 0.001	< 0.001	< 0.001	.
	N	260	260	260	260

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

The results of Spearman Correlation analysis from table 10 revealed several significant relationships between job performance with role ambiguity, underutilization of skills, and work overload. The job stress—role ambiguity, underutilization of skills, and work overload—were positively correlated with each other, ranging from 0.806 to 0.851 ($p < 0.01$). In contrast, all three job stressors were significantly negatively correlated with job performance. Specifically, work overload showed the strongest negative correlation with job performance ($p = -0.531$, $p < 0.01$), followed by role ambiguity ($p = -0.459$, $p < 0.01$) and underutilization of skills ($p = -0.437$, $p < 0.01$). All the three hypotheses were accepted, as the variables demonstrated significant negative correlations with job performance. These findings suggest that higher levels of job stress are associated with lower levels of job performance.

4.4 MANN—WHITNEY U TEST

Man-Whitney U test was conducted to identify the hypothesis four, which to compare significant differences between gender in job performance. This non-parametric test was selected due to the presence of outliers in the job performance data, which violated the assumptions required for a parametric independent samples t-test. The Mann—Whitney U test does not assume normality or homogeneity of variance, making it more appropriate for this analysis (Orcan, 2020). As such, Levene's Test for equality of variances was not conducted. Before running the analysis, the gender variable was recoded in SPSS to allow for proper group

identification in the test procedure, as non-parametric test require grouping variables. Male respondents were assigned as value 1 and female respondents as value 2.

Table 11

Mann—Whitney U Test Results for Job Performance by Gender

	Gender	N	Mean Rank	Sum of Ranks
Job Performance	1 (Male)	138	137.85	19023.00
	2 (Female)	122	122.19	14907.00
	Total	260		

Table 12

Test Statistic for Mann—Whitney U Test Results

	Job Performance
Mann—Whitney U	7404.000
Wilcoxon W	14907.000
Z	-1.684
Asymp. Sig. (2-tailed)	0.092

a. Grouping Variable: Gender

The Mann—Whitney U test was conducted to determine whether there were significant differences in job performance between male and female employees. The results indicated that a total 138 male employees had a slightly higher mean rank (137.85) compared to a total of 122 female employees (122.19), suggesting a trend toward higher job performance among

males. However, this difference was not statistically significant, $U = 7404.000$, $Z = -1.684$, $p = 0.092$ (2-tailed). Thus, the hypothesis (H4) was rejected, indicating that there is no significant difference in job performance between male and female employees in this sample.

4.5 SUMMARY OF FINDINGS

Based on this chapter, the findings reveal that statistical tests are done to answer the research hypothesis. A total of 260 responses were collected, with no missing data detected through the SPSS Frequencies procedure. The normality assessment using z-scores for skewness and kurtosis indicated that all key variables, especially job performance, violated the assumption of normality, while boxplot analysis identified 12 extreme outliers in job performance. These outliers were retained, and non-parametric statistical tests were employed, specifically Spearman Correlation and the Mann—Whitney U test, which are robust to non-normality and the influence of outliers.

Descriptive analysis showed that job stress variables—role ambiguity, underutilization of skills, and work overload—were rated below the midpoint of the scale, suggesting moderate stress levels, while job performance was consistently rated high. Correlation results demonstrated strong significant negative correlations between each job stress, namely role ambiguity, underutilization of skills, and work overload, with job performance, indicating that greater job stress was linked to lower perceived performance. All three hypotheses (H1, H2, and H3) were accepted, as the variables show significant negative correlations with job performance.

Finally, the Mann—Whitney U test was used to compare job performance between male and female municipal employees. Although males showed a slightly higher mean rank in job performance, the test results revealed no statistically significant difference in job performance between male and female municipal employees in the sample, which conclude that hypothesis

(H4) was rejected. Thus, the findings confirm that job stress affects performance negatively, but gender does not have a major impact on how well employees perform.

CHAPTER 5: CONCLUSION, DISCUSSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter contains an in-depth discussion of the key findings presented in Chapter 4. It examines how each of the hypotheses, role ambiguity, underutilization of skills, work overload, and gender differences with job performance withing local municipal organization employees. The discussion also compares these findings with past studies, explores the theoretical and practical implications, and highlights limitations and recommendations for future research and human resource practices. This chapter concludes with a summary that contains overall study.

5.1 RESEARCH SUMMARY

The main objective of this study was to identify the relationship between job stress, which are role ambiguity, underutilization of skills, and work overload with job performance among local municipal organization employees. The study also explores the comparison of male and female municipal employees in job performance. The study focused on local municipal organization employees, where it is significant to explore these variables as they lack research on these municipal settings.

In Chapter 1, the study was introduced focusing on how job stress correlate job performance among employees in a local municipal organization. Job performance is important for public service delivery, but stress from role ambiguity, underutilization of skills, and work overload can reduce performance outcomes. The problem is that while job stress has been studied in other sectors, there is limited research on how it affects municipal workers. These employees often face public pressure and limited resources. This study also looks at differences in job performance between male and female employees but does not explore gender as a cause of stress. This study is guided by the Job Demands-Resources (JD-R) model. Key terms are clearly defined, and the chapter also explains why this study is important for improving HR

practices in public service. Limitations include a small focus area, self-reported data, and the fact that it only captures one point in time.

Chapter 2 reviewed past research about job stress (role ambiguity, underutilization of skills, and work overload) and job performance as well as gender comparison, especially in municipal organizations. Job performance includes how well employees do their main tasks and how they help the organization overall. In municipal organizations, good performance is important because it affects public services and trust. Some past studies found strong links between stress and performance, while others found weak or no links. Studies on gender differences in performance also had mixed results, some showed women perform better, while others showed no difference. This study uses Job Demands-Resources (JD-R) model, which says that high job demand with low support can cause stress and reduce performance. This model helps explain how job stress affects workers.

Chapter 3 outlined how this study was conducted using a quantitative research method with a survey to collect data from 248 employees of a local municipal organization from the 700-population based on Cochran's sampling method. The survey measured three job stress factors, which are role ambiguity, underutilization of skills, and work overload, with job performance, using 5-point Likert scale. The data will be analyzed using descriptive statistics, correlation to test the relationship between stress and performance, and the Independent Sample T-Test was initially to compare job performance between male and female employees. This study used convenience sampling and followed ethical procedures such as voluntary participation and confidentiality.

Chapter 4 presented the results of 260 respondents, which exceeded the initial sample. After checking the data, non-parametric tests were used because the data was not normally distributed, Spearman correlation instead of Pearson correlation as well as the Mann—Whitney

U test instead of Independent Sample T-Test was conducted. The descriptive analysis showed that job stress levels were moderate, while job performance was high. Spearman's correlation test found that all three—job stress, role ambiguity, underutilization of skills, and work overload, had a negative relationship with job performance, meaning the more stress employees felt, the lower their performance. Among the three, work overload had the strongest negative impact. The Mann—Whitney U test revealed that male employees had slightly higher performance than females, but the difference was not significant.

5.2 DISCUSSIONS OF KEY FINDINGS

5.2.1 THE RELATIONSHIP BETWEEN ROLE AMBIGUITY AND JOB PERFORMANCE

The first key finding concerns the relationship between role ambiguity and job performance. Descriptive statistics showed that the mean score for role ambiguity was 2.32, below the midpoint of the 5-point Likert scale, suggesting moderate levels of role ambiguity. According to the descriptive analysis of the role ambiguity items, most of the respondents agree with the statement “I receive inconsistent instructions from the people I work with” with the mean score 2.55. This means that most employees from the local municipal that response to this survey receive instructions for tasks from different people they work with or their superior, which cause them to feel confused and unable to whom they should report or ask for inquiries on their tasks. Besides, most of the respondents also agree with the statement “I am not provided with enough resources to complete my task” with mean scores 2.52, which means that the employees from the sample struggle to complete their task as they did not possess with enough resources. For example, they may struggle by not having enough information to complete their task, such as key in the data that only the manager or head department possessed. On the contrary, few of the respondents agree with the statement “I am unsure about my job responsibilities” with mean scores 2.11. This indicates that most of the employees are aware of their job responsibilities. However, they will get easily confused and unclear when they receive

inconsistent instructions from their superiors and lack necessary resources or information to complete their task. According to the Spearman correlation analysis, it shows a strong significant negative relationship ($r = -0.459$, $p < 0.01$), indicating that when role ambiguity increases, job performance will decrease.

This finding aligns with Wahjoedi (2023), who emphasized that unclear responsibilities increase stress and lower productivity in public organizations. Similarly, Sharma and Mathew (2024) noted that role ambiguity disrupts decision-making and concentration, which in turn reduces job performance. However, studies like Zhang et al. (2022) suggest that in creative or autonomous settings, slight ambiguity may allow for adaptability, though that this was not the case in municipalities that require structure and clarity. These comparisons reinforce the need for clear job roles to improve job performance especially in municipalities, the service-driven organization.

5.2.2 THE RELATIONSHIP BETWEEN UNDERUTILIZATION OF SKILLS AND JOB PERFORMANCE

The second finding relates to the relationship between underutilization of skills and job performance. According to the descriptive analysis, underutilization of skills mean score was 2.36, which was below the midpoint, implying moderate dissatisfaction regarding the use of personal capabilities at work. From the item-descriptive analysis, underutilization of skill highest mean score was 2.45 from the item that states “I am not given opportunities to contribute to the fullest of my abilities”, which means that most respondents agree and aware that they are not given opportunities to show their best, fully potential of their abilities to do their work. Conversely, the lowest mean score was 2.27 from the statement “I feel dissatisfied when my skills are not used effectively”, which means that few respondents felt dissatisfied on their skills not being effectively used. This result indicates that most employees’ municipals from the sample are aware that they lack opportunities to contribute their skills and abilities to

the organization. However, the employees were not necessarily feeling dissatisfied and frustrated although their skills are not being used effectively as they may have another priority, resulting having their skills underused in the organization is common for their job roles. Spearman's correlation yielded a significant negative result ($r = -0.437$, $p < 0.01$), confirming that when employees feel their skills are being wasted, their job performance declines.

This supports research by Rafferty (2020), who found skill underutilization often stems from rigid job structure that suppresses employee engagement and output. Jessurun et al. (2020) referred to this phenomenon as chronic relative underperformance, where employees experience ongoing frustration due to mismatched skillsets and work tasks. In the municipal context, especially employees often possess technical or academic qualifications that exceed their daily job requirements, leading to disengagement and diminished morale. These results highlight the importance of aligning tasks with employees' abilities to maintain high performance.

5.2.3 THE RELATIONSHIP BETWEEN WORK OVERLOAD AND JOB PERFORMANCE

The third finding will discuss the relationship between work overload and job performance. Among the three job stress factors, work overload recorded the highest mean performance. 2.44, signaling a slightly stronger perception of this issue. According to the item-descriptive analysis of work overload, the highest mean score has a difference of 0.01 with each other's mean score. The item that states "I struggle to stay focused and perform well when I have many task" with mean score 2.53, while the item that states "I rarely have enough time to complete all my work" with mean score 2.52. This implies that most of the respondents agree that they struggle to perform well and complete their work in time when they are assigned with a heavy workload. On the other hand, the lowest mean score 2.34 from the statement "I do not work efficiently to complete my tasks on time", which means that most respondents believe that they are completing their tasks within the expected timeframe efficiently. These results demonstrate

that while municipal employees think themselves as generally efficient, they also recognize that having too many tasks affects their focus and ability to perform well. Spearman's correlation results revealed the strongest negative relationship among the job stress factors ($r = -0.531$, $p < 0.01$), confirming that excessive workload is the most damaging to job performance in this context.

This aligns with the findings by Indrawati (2024) and Momoh et al. (2024), who demonstrated that employees under constant pressure perform less efficiently and are more likely to burn out. Additionally, Impellizzaeri et al. (2021) explained that prolonged overload leads to mental fatigue and decision-making errors. While Yuli et al. (2023) observed that short-term increases in workload may temporarily boost performance, this effect diminishes over time. These patterns suggest that balancing workload is essential for sustaining productivity in public service roles.

5.2.4 THE GENDER DIFFERENCES IN JOB PERFORMANCE

The final finding will discuss the gender differences in job performance. The Mann—Whitney U test showed that males had a slightly higher mean rank (137.85) compared to females (122.19), but this difference was not statistically significant ($U = 7404.000$, $p = 0.092$). Therefore, Hypothesis 4 was rejected. This suggests that gender does not play a major role in influencing job performance among municipal employees.

Similar results were found in Fida et al. (2023), who concluded that both men and women in high-stress jobs exhibit similar performance trends. However, other studies present mixed conclusions. Fukuzaki and Iwata (2023) found that female employees often show higher engagement and output, while Keshari et al. (2024) highlighted performance-related barriers such as bias and insufficient gender differences in your study could reflect ongoing efforts toward workplace equity within the municipal organizations.

5.3 PRACTICAL IMPLICATIONS OF THE STUDY

5.3.1 IMPLICATIONS FOR THE MUNICIPAL ORGANIZATIONS

The findings of this research carry important implications for municipal organizations. These results emphasize the need to address role ambiguity, underutilization of skills, and work overload to improve performance and service delivery. Many employees said they receive unclear instructions and lack resources to do their tasks, which affects their performance. To fix this, organizations should make sure job roles are clearly explained, and employees know who to report to and what is expected of them.

Furthermore, many employees feel their skills are not fully used, but they are not necessarily upset about it, possibly because they are used to this situation or focus more on job security. However, this is a sign that organizations should give staff more chances to use their abilities, through job rotation, training, or new responsibilities.

Work overload had the biggest negative impact. Although employees said they work efficiently, they also reported that too many tasks make it hard to focus and finish work on time. Municipal leaders should regularly check workloads and make sure tasks are fairly distributed. Managing stress from workload and unclear roles can help improve employee performance and public service quality.

5.3.2 IMPLICATIONS FOR THE THEORETICAL MODEL (JD-R)

This study also contributes to the JD-R theoretical model by validating excessive job demands such as ambiguity and overload, which are significantly associated with lower job performance when not balanced by sufficient job resources. The municipal employees in this study experienced confusion due to unclear instructions and pressure from workload demands, yet they lacked the necessary support or resources to cope effectively. These findings validate the core principle of the JD-R model, when demands are high and resources are low, job stress increases, leading to performance decline.

Importantly, the JD-R model is shown to be applicable within the context of public sector work, particularly in municipal organizations. While the model is often applied in corporate or private settings, this study highlights its usefulness in explaining performance outcomes in government service environments. This expands the theoretical value of the JD-R model and encourages its application in future research on public sector human resource issues.

5.3.3 IMPLICATIONS FOR THE HR PRACTITIONERS

For HR practitioners, this study offers practical guidance for improving workforce management in municipal organizations. The negative impact of role ambiguity on performance highlights the importance of ensuring that employees have clear and consistent job instructions. HR should work with managers to ensure that job roles and expectations are well communicated and understood across departments.

The issue of underutilization of skills suggests that many municipal workers can contribute more but lack the opportunity. HR practitioners should focus on better talent mapping and provide avenues for employees to apply their strengths, such as through training programs, job rotation, and involvement in special projects. This can improve motivation and reduce feelings of disengagement.

Work overload was found to be the most damaging stressor, underlining the need for workload monitoring and resource planning. HR departments should collaborate with unit heads to review task allocation and ensure that employees are not overwhelmed. In addition, although gender differences in performance were not statistically significant, HR should continue to promote gender-neutral policies and focus on fair performance evaluations based on merit rather than assumptions linked to gender.

Altogether, these insights can help HR practitioners develop more supportive, engaging, and high-performing work environments in the public sector, especially in municipalities.

5.4 LIMITATION OF THE STUDY

Several limitations should be acknowledged despite this study offering meaningful insights into the relationship between job stress and job performance in a municipal organization.

First, this study is sector-specific, focusing only on local municipal organizations, which may limit the generalizability of the findings to other industries. While this provides detailed understanding within that context, the results may not apply to other sectors such as private companies, non-governmental organizations, or even other municipalities with different structures and work cultures. Since job demands and available resources can vary greatly between sectors, the findings may be limited in terms of generalizability.

Second, this study relies on self-administered questionnaires to collect data, which relies on the respondents' perceptions and honesty. Although the survey items were adapted from validated instruments, there is still the possibility of self-reported bias. For example, employees may have underreported their stress levels or overestimated their job performance to appear more favorable. This can affect the accuracy of the results and may not fully represent their actual work experience.

Third, the research employs a cross-sectional design, capturing data at one point in time. This means the study cannot determine whether job stress leads to poor performance over time, or whether employees with lower performance experience more stress. The link found between job stress and job performance in this study is correlational, meaning it shows a

connection but not a cause-and-effect relationship. To better understand how these factors change over time, future research should use long-term or repeated studies.

Even with these limitations, this study still offers useful information about how stress factors, such as role ambiguity, underutilization of skills, and work overload, affect the job performance of municipal employees. These findings can help improve HR practices and management strategies in the public sector.

5.5 RECOMMENDATIONS

5.5.1 RECOMMENDATIONS FOR FUTURE RESEARCH

Future research is encouraged to use a longitudinal design to examine how job stress factors, like role ambiguity, underutilization of skills, and work overload, affect job performance overtime. This study used a cross-sectional method, which only captured data at one moment. A longitudinal approach would allow researchers to track changes, spot long-term effects, and understand how stress and performance develop throughout an employee's career in the municipal organization.

Furthermore, qualitative methods such as interviews or focus group discussions could be included in future research to gain a deeper understanding of employee experience. While this study provided useful quantitative results, qualitative insights could reveal how and why certain stressors affect employees differently and offer real examples of challenges faced in local government workplaces.

Researchers are also recommended to expand the scope by studying other sectors beyond municipal organizations, such as federal agencies, private firms, or hybrid public-private partnerships. This would allow for comparative analysis, helping researchers determine whether the same stressors exist in different work environments, or if certain factors are more prominent in specific sectors. Such comparative studies would strengthen the generalizability of the findings and enrich the literature on job stress and performance.

5.5.2 RECOMMENDATIONS FOR HR PRACTITIONERS

For HR practitioners working in municipal organizations, several steps can be taken based on the results of this study. First, to reduce role ambiguity, HR departments should ensure that employees receive clear job descriptions, consistent instructions, and proper role clarification, especially when reporting to multiple supervisors. As found in the study, many respondents were confused due to the inconsistent instructions or a lack of resources. Regular communication and clear task delegations can prevent this confusion.

To address the issue of underutilization of skills, HR should carry out regular performance reviews, assess employee abilities, and match people to roles that suit their strengths. When employees can't fully use their skills, they may lose interest in their work, even if they do not say so directly. Placing them in roles that fit their abilities can boost both motivation and performance.

HR practitioners should also check for signs of work overload by doing stress audits and reviewing how tasks are assigned. This helps spot teams or individuals who are overwhelmed. Providing the right support, like proper tools, better communication systems, or time management resources, can make it easier for employees to handle their work.

In addition, offering learning and development programs, such as training, workshops, or job rotations, can prevent boredom, increase engagement, and give employees a sense of progress in their careers. Although most municipal employees in this study did not report strong dissatisfaction, there is still a risk of disengagement if their potential continues to be overlooked. Taking these steps can help HR create a more positive and productive work environment, especially in municipal settings.

5.6 CONCLUSION

This chapter highlighted the main findings of the study, reflected on what they mean in practice, considered the study's limitations, and offered suggestions for future research and guidance for HR practitioners.

The findings revealed that role ambiguity, underutilization of skills, and work overload all reduce job performance. Among the three, work overload had the strongest negative effect, as employees who were given too many tasks performed less effectively. Many also felt confused due to their unclear instructions and believed their abilities were not being fully used, which impacted their performance. The study also found no major differences in performance between male and female employees, showing that both genders performed equally well in this municipal organization. These findings suggest that municipal organizations should give clear job roles, help employees use their skills more, and manage workloads better to improve both employee performance and public services.

This study also supports the Job Demands-Resource (JD-R) model, which explains that high job demands, and low support can lead to stress and lower performance. However, this study has some limitations. It focused on only one type of organization, used self-reported answers, and only collected data at one point in time. Future research could use interviews, study different sectors, or track changes over time to get deeper results.

In summary, this study helps to understand how job stress affects job performance in local government jobs. By managing stress better, municipal organizations can create a more positive and productive workplace for their employees.

APPENDIX

APPENDIX 1: CONSENT LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development

UNIMAS/NC-16.03/04-13/01 Jld.44 (04)

14 Mei 2025

Puan Monaliza binti Malihi
Penolong Pegawai Tadbir
Majlis Bandaraya Kuching Selatan
Jalan Padungan
93450 Kuching
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Yvonne Tiffany Mortima Yorke (86118) adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian : *"The Relationship Between Job Stress And Job Performance Among Local Municipal Organization Employees"*

Penyelia : Dr Hana binti Hamidi
No.Telefon Penyelia : 082-581 568 / 4509
E-mel Penyelia : hhana@unimas.my
No.Telefon Pelajar : 011-1262 5310
E-mel Pelajar : 86118@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k - Ketua Penolong Pendaftar, FSKPM
94300 Kota Samarahan, Sarawak, MALAYSIA
Tel + 60 82 581 578

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Community Driven University For a Sustainable World

APPENDIX 2: QUESTIONNAIRE

“The Relationship between Job Stress and Job Performance among Local Municipal Organization Employees” Survey

As part of my Final Year Project, I am collecting data for a study titled **“The relationship between Job Stress and Job Performance among Local Municipal Organization Employees”**. The purpose of this study is to examine the relationship between job stress and job performance among employees in a municipal organization.

*Sebagai sebahagian daripada Projek Tahun Akhir saya, saya sedang mengumpul data untuk kajian bertajuk **"Hubungan antara Tekanan Kerja dan Prestasi Kerja di kalangan Pekerja Organisasi Perbandaran Tempatan"**. Tujuan kajian ini adalah untuk mengkaji hubungan antara tekanan kerja dengan prestasi kerja dalam kalangan pekerja di sesebuah organisasi perbandaran.*

This questionnaire is divided into 5 sections:

Soal selidik ini dibahagikan kepada 5 bahagian:

- Section A: Demographic Data / *Bahagian A: Data Demografi*
- Section B: Role Ambiguity / *Bahagian B: Kekaburan Peranan*
- Section C: Underutilization of Skills / *Bahagian C: Kurang Penggunaan Kemahiran*
- Section D: Work Overload / *Bahagian D: Beban Kerja Berlebihan*
- Section E: Job Performance / *Bahagian E: Prestasi Kerja*

All responses will be **kept strictly confidential and anonymous**, ensuring that no personal information will be linked to your answers. Thank you for taking the time to participate in this research study. Your responses will assist giving valuable insights into workplace experiences and contribute to a better understanding of these factors. Please note that your participation is **completely voluntary**, and you may choose to **withdraw at any time**.

*Semua jawapan akan **dirahsiakan dan tanpa nama**, memastikan tiada maklumat peribadi akan dikaitkan dengan jawapan anda. Terima kasih kerana meluangkan masa untuk mengambil bahagian dalam kajian penyelidikan ini. Respons anda akan membantu memberikan maklumat berharga tentang pengalaman di tempat kerja dan menyumbang kepada pemahaman yang lebih baik tentang faktor ini. Sila ambil perhatian bahawa penyertaan anda adalah secara **sukarela sepenuhnya**, dan anda boleh memilih untuk **menarik diri pada bila-bila masa**.*

Before proceeding, please confirm your informed consent by ticking the checkbox below:

Sebelum meneruskan, sila sahkan persetujuan anda dengan menandakan kotak pilihan di bawah:

☐ I have read and understood the information above, and I voluntarily agree to participate in this survey. *Saya telah membaca dan memahami maklumat di atas, dan saya secara sukarela bersetuju untuk mengambil bahagian dalam tinjauan ini.*

Section A: Demographic Data / Bahagian A: Data Demografi

This section collects basic demographic information to help us understand the respondents and ensure accurate results. Please answer the following questions by ticking the box below.
Bahagian ini mengumpul maklumat demografi untuk membantu kami memahami responden dan memastikan keputusan yang tepat. Sila jawab soalan berikut dengan menanda kotak dibawah.

Gender / Jantina

- ☐ Male / Lelaki
☐ Female / Perempuan

Age / Umur

- ☐ Up to 24 years / Sehingga 24 tahun
☐ 25-34 years / 25-34 tahun
☐ 35-44 years / 35-44 tahun
☐ 45-54 years / 45-54 tahun
☐ 55 years and older / 55 tahun dan ke atas

Education Level / Tahap Pendidikan

- ☐ Secondary School (SPM) / Sekolah Menengah (SPM)
☐ Pre-university (STPM) / Pra-universiti (STPM)
☐ Matriculation / Matrikulasi
☐ Diploma / Diploma
☐ Bachelor's Degree / Ijazah Sarjana Muda
☐ Master's Degree / Ijazah Sarjana

Department / Jabatan

- ☐ Enforcement/Legislation / Penguatkuasa/Perundangan
☐ Treasury/Finance / Perbendaharaan/Kewangan
☐ Administration / Pentadbiran
☐ Rating and Valuation / Penilaian dan Percukaian
☐ Engineering / Kejuruteraan
☐ Public Health and Licensing / Kesihatan Awam dan Pelesenan

Section B: Role Ambiguity / Bahagian B: Kekaburan Peranan

This section focuses on your understanding in job stress' factor, **Role Ambiguity**. Please answer each question honestly based on your personal experience by ticking an option on the rating scale (**Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5**).

*Bahagian ini memberi tumpuan kepada pemahaman anda dalam faktor tekanan kerja, **Kekaburan Peranan**. Sila jawab setiap soalan dengan jujur berdasarkan pengalaman peribadi anda dengan menanda pilihan pada skala penilaian (**Sangat Tidak Setuju = 1, Tidak Setuju = 2, Neutral = 3, Setuju = 4, Sangat Setuju = 5**).*

Role Ambiguity / Kekaburan Peranan	1	2	3	4	5
1. I am unsure about my job responsibilities. / <i>Saya tidak pasti tentang tanggungjawab pekerjaan saya.</i>					
2. I rarely know what is expected of me at work. / <i>Saya jarang tahu apa yang diharapkan daripada saya di tempat kerja.</i>					
3. I do not get clear instructions on how to do my tasks. / <i>Saya tidak mendapat arahan yang jelas tentang cara melakukan tugas saya.</i>					
4. I do not know how much decision-making power I have in my job. / <i>Saya tidak tahu sejauhmana saya boleh membuat keputusan dalam kerja saya.</i>					
5. I receive inconsistent instructions from the people I work with. / <i>Saya menerima arahan yang tidak konsisten daripada orang yang saya bekerjasama.</i>					
6. I often do not know who I should report to. / <i>Saya sering tidak tahu kepada siapa saya perlu laporkan diri.</i>					
7. I am usually given tasks without clear and complete explanations. / <i>Saya biasanya diberi tugas tanpa penerangan yang jelas dan lengkap.</i>					
8. I do not clearly understand how my performance is judged. / <i>Saya tidak faham dengan jelas bagaimana prestasi saya dinilai.</i>					
9. I am unsure how to prioritize my tasks effectively. / <i>Saya tidak pasti bagaimana untuk mengutamakan tugas saya dengan berkesan.</i>					
10. I am not provided with enough resources to complete my tasks. / <i>Saya tidak diberikan sumber yang mencukupi untuk menyelesaikan tugas saya.</i>					

Section C: Underutilization of Skills / Bahagian C: Kurang Penggunaan Kemahiran

This section focuses on your understanding in job stress' factor, **Underutilization of Skills**. Please answer each question honestly based on your personal experience by ticking an option on the rating scale (**Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5**).

*Bahagian ini memberi tumpuan kepada pemahaman anda dalam faktor tekanan kerja, **Kurang Penggunaan Kemahiran**. Sila jawab setiap soalan dengan jujur berdasarkan pengalaman peribadi anda dengan menanda pilihan pada skala penilaian (**Sangat Tidak Setuju = 1, Tidak Setuju = 2, Neutral = 3, Setuju = 4, Sangat Setuju = 5**).*

Underutilization of Skills / Kurang Penggunaan Kemahiran	1	2	3	4	5
1. My job does not offer me the opportunity to grow as a person. / Pekerjaan saya tidak memberi peluang untuk berkembang sebagai seorang individu.					
2. I am not given opportunities to perform beyond expectations. / Saya diberi peluang untuk melakukan lebih daripada jangkaan.					
3. My job lacks challenges that help me improve. / Kerja saya tidak memberikan cabaran yang membantu saya untuk bertambah baik.					
4. My job does not fully utilize my skills and abilities. / Pekerjaan saya tidak menggunakan sepenuhnya kemahiran dan kebolehan saya.					
5. My talents and expertise are not valued and used at work. / Bakat dan kepakaran saya tidak dihargai atau digunakan di tempat kerja.					
6. My tasks do not match well with my skill level. / Tugas saya tidak bersesuaian dengan tahap kemahiran saya.					
7. I am not given opportunities to contribute to the fullest of my abilities. / Saya tidak diberi peluang untuk menyumbang sepenuhnya mengikut kebolehan saya.					
8. My job does not help me develop new skills and grow professionally. / Pekerjaan saya tidak membantu saya untuk mengembangkan kemahiran baru dan berkembang secara profesional.					
9. I feel dissatisfied when my skills are not used effectively. / Saya berasa tidak puas hati apabila kemahiran saya tidak digunakan dengan berkesan.					
10. I feel demotivated as my job does not allow me to use my full potential. / Saya rasa tidak bermotivasi kerana pekerjaan saya tidak membolehkan saya menggunakan potensi saya sepenuhnya.					

Section D: Work Overload / *Bahagian D: Beban Kerja Berlebihan*

This section focuses on your understanding of job stress' factor, **Work Overload**. Please answer each question honestly based on your personal experience by ticking an option on the rating scale (**Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5**).

*Bahagian ini memberi tumpuan kepada pemahaman anda dalam faktor tekanan kerja, **Beban Kerja Berlebihan**. Sila jawab setiap soalan dengan jujur berdasarkan pengalaman peribadi anda dengan menanda pilihan pada skala penilaian (**Sangat Tidak Setuju = 1, Tidak Setuju = 2, Neutral = 3, Setuju = 4, Sangat Setuju = 5**).*

Work Overload / <i>Beban Kerja Berlebihan</i>	1	2	3	4	5
1. I am unable to manage my tasks within the time I have. / <i>Saya tidak dapat menguruskan tugas saya dalam masa yang ada.</i>					
2. I struggle to stay focused and perform well when I have many tasks. / <i>Saya sukar mengekalkan tumpuan dan prestasi yang baik walaupun dengan banyak tugas.</i>					
3. I do not manage my workload efficiently, especially when working independently. / <i>Saya tidak menguruskan beban kerja saya dengan cekap, terutamanya apabila bekerja secara berdikari.</i>					
4. I cannot handle my responsibilities effectively or manage my work well. / <i>Saya tidak dapat mengendalikan tanggungjawab saya dengan berkesan atau menguruskan kerja dengan baik.</i>					
5. My work is disorganized, and tasks are not managed smoothly. / <i>Kerja saya tidak teratur dan tugas tidak diuruskan dengan lancar.</i>					
6. I rarely have enough time to complete all my work. / <i>Saya jarang mempunyai masa yang mencukupi untuk menyiapkan semua kerja saya.</i>					
7. I do not work efficiently to complete my tasks on time. / <i>Saya tidak bekerja dengan cekap untuk menyiapkan tugas tepat pada masanya.</i>					
8. I am not good at multitasking or handling several things at once. / <i>Saya tidak mahir dalam melakukan pelbagai tugas pada masa yang sama.</i>					
9. I do not handle extra tasks well and often productive. / <i>Saya menangani tugas tambahan dengan baik dan kekal produktif.</i>					
10. I do not manage my time well, especially when I need to work extra hours. / <i>Saya tidak menguruskan masa saya dengan baik, terutamanya apabila perlu bekerja lebih masa.</i>					

Section E: Job Performance / Bahagian E: Prestasi Kerja

This section focuses on understanding how employees perceive their job performance. Your responses will help us assess how various factors affect job performance. Please answer each question honestly based on your personal experience by ticking an option on the rating scale (**Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5**).

*Bahagian ini memfokuskan kepada pemahaman cara pekerja melihat prestasi kerja mereka. Respons anda akan membantu kami menilai cara pelbagai faktor mempengaruhi prestasi kerja. Sila jawab setiap soalan dengan jujur berdasarkan pengalaman peribadi anda dengan menanda pilihan pada skala penilaian (**Sangat Tidak Setuju = 1, Tidak Setuju = 2, Neutral = 3, Setuju = 4, Sangat Setuju = 5**).*

	1	2	3	4	5
1. I complete my work tasks on time. / <i>Saya menyiapkan tugas kerja saya tepat pada masanya.</i>					
2. The quality of my work meets the required standards. / <i>Kualiti kerja saya memenuhi standard yang ditetapkan.</i>					
3. I can perform my job duties efficiently. / <i>Saya boleh melaksanakan tugas saya dengan cekap.</i>					
4. I can manage my workload effectively without missing deadlines. / <i>Saya boleh menguruskan beban kerja saya dengan berkesan tanpa terlepas tarikh akhir.</i>					
5. I consistently meet the expectations set for my role. / <i>Saya memenuhi jangkaan yang ditetapkan secara konsisten untuk peranan saya.</i>					
6. I am productive and make good use of my working hours. / <i>Saya produktif dan menggunakan waktu kerja saya dengan baik.</i>					
7. I can handle my responsibilities without frequent supervision. / <i>Saya boleh mengendalikan tanggungjawab saya tanpa pengawasan yang kerap.</i>					
8. I can adapt to challenges and find solutions when problems arise. / <i>Saya boleh menyesuaikan diri dengan cabaran dan mencari penyelesaian apabila masalah timbul.</i>					
9. I contribute positively to my team and workplace. / <i>Saya menyumbang secara positif kepada pasukan dan tempat kerja saya.</i>					
10. I continuously try to improve my work performance. / <i>Saya sentiasa cuba meningkatkan prestasi kerja saya.</i>					

Questionnaire is over. Thank you for your time.

Soal selidik telah tamat. Terima kasih kerana telah meluangkan masa anda.

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