

THE FACTORS INFLUENCING JOB PERFORMANCE WITH MODERATING EFFECTS OF ORGANIZATIONAL SUPPORT

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Abstract

This study aims to investigate the impact of work stress on job performance of academic staff in six polytechnics in the northern region. Samples were collected randomly from staffs that are volunteer to fill up the questionnaire. The unit of analysis in this study is the individual, polytechnics academic staff who are involve in teaching and learning process to the polytechnics student. A final sample of 322 respondents from 2017 staffs complete data is used. The result shows that all work stress can give an impact on job performance. An organizational supports also influence job performance.

Keywords : Job Performance, Organizational Support

1.0 Introduction

After standing for over forty years as an institution of technical education and vocational training in this country, polytechnics are continuously developing in response to mainstream education. Some new policies have been launched under the leadership of the Prime Ministry today. In the 10th Malaysia Plan, there were many Transformation Programmes discussed such as The Government Transformation Programme, The Economic Transformation Programme and The New Economic Model which coordinates to the Our Honourable Prime Minister's slogan of "People First, Performance Now". The Ministry of Higher Education has stated the policy in the National Higher Education Action Plan (PSPTN) and is currently in its second phase. (*Hala Tuju Transformasi Politeknik Kementerian Pengajian Tinggi, 2009*). Thus, inevitably polytechnics also had development programmes to meet the aspiration of the country with the launch of the Polytechnic Transformation Agenda on February 25, 2010.

1.1 Background of The Study

Polytechnics are classified into three categories, Premier Polytechnics, Conventional Polytechnics and Metro Polytechnics. The development certainly gives rise to some major implications in the polytechnics education system especially for their lecturers or academic staff. The transformation of polytechnics has three main goals for the institution. Firstly, to make it as a top choice for at least 50 percent of *Sijil Pelajaran Malaysia* (SPM) holders, secondly, to increase up to 85 percent of polytechnic's graduates as leaders in Technical Education and Vocational Training (TVET) and to promote the polytechnics graduates in becoming comparable and competitive with universities. The Department of Polytechnic Education (JPP) is planning to make the institution as the first choice for excellent and average SPM holders through outstanding polytechnic lecturers. Regarding the situation, JPP has outlined some plans of action and a timeline for achieving the plan targets. Among the plans are the developments of 50 curriculums in new programmes that are consistent to the National Key Economic Areas (NKEA) requirements and an implementation of the 18 Advanced Diploma Programmes and twinning programmes in the coming year. As a leader in TVET, polytechnic responsible for producing quality technology that abides by the National Education Philosophy generally and the PSPTN particularly. This goal will also fulfil the needs of industries that require highly competent graduates in all aspects including soft skills and entrepreneurship skills. Therefore, it is important for the polytechnics to have a healthy culture starting with the vision, mission and a clear objective, an efficient administration team, a nice climate, good interaction between employees, students and surrounding communities. The outcome-based education (OBE) in

Curriculum, Instruction and Assessment (CIA), increase staff competence, empowerment of English Language among staff, ratings under polyrate, quality policy department, recognition, collaboration and internalization are some of major transformation agenda. Several mechanisms have been introduced in enhancing the teaching and learning method such as Online Distance Learning (ODL) and the use of CIDOS. Accreditation programs of the Malaysian Qualification Agency (MQA) based on the Malaysian Qualification Framework (MQF) is another challenge for the polytechnics. (*Hala Tuju Transformasi Politeknik Kementerian Pengajian Tinggi, 2009*).

1.2 Problem Statement

The problem emerge when the new ideas of polytechnic transformation has brought a lot of workload and have to be borne by all the academic staff at polytechnics. In conjunction to the polytechnic's vision is to be the main generator of innovative human skills through excellent education and practice to fulfil the requirement of for the transformational global workforce. To fulfilling the polytechnic's mission and vision, academic staffs of polytechnics are sometime burdened with much workload that is not only restricted to official duties but also for additional tasks. (*Hala Tuju Transformasi Politeknik, Kementerian Pengajian Tinggi, 2009; Kwaku, 2012; Lee, O. F., Tan, J. a., & Javalgi, R. 2010*). This phenomenon will cause a sense of work concern, unhappy or discontent on their work eventually stress among staff. So in fulfilling the polytechnic's mission and vision, academic staff of polytechnics are sometime burdened with much workload that are not only restricted to official duties but also for additional tasks, which will eventually lead to work stress. (*Arbabisarjou, Azizollah, Ajdari, Zaman, Omeidi, khaled, Jalalinejad Razieh, 2013; Hala Tuju Transformasi Politeknik, Kementerian Pengajian Tinggi, 2009; Kwaku, 2012; Lee, O. F., Tan, J. a., & Javalgi, R. 2010*).

1.3 Research Question

To resolve this real world problems, this study would attempt to achieve six main questions as follows:

- i. What is the significance of work load to academic staff towards Job Performance?
- ii. What is the significance of time pressure to academic staff towards Job Performance?
- iii. What is the significance of recognition to academic staff towards Job Performance?
- iv. What is the significance of insufficient facilities to academic staff towards Job Performance?
- v. What is the significance of student misbehaviour to academic staff towards Job Performance?
- vi. What is the significance of organisation support to academic staff towards Job Performance?

1.4 Research Objective

Therefore, this research is trying to accomplish twelve research objectives as follows:

- i. To determine the significance of work load to academic staff towards Job Performance.
- ii. To ascertain the significance of time pressure to academic staff towards Job Performance.
- iii. To show the significance of recognition to academic staff towards Job Performance.
- iv. To explain the significance of insufficient facilities to academic staff towards Job Performance.
- v. To see the significance of student misbehaviour to academic staff towards Job Performance.
- vi. To ascertain the significance of organisation support to academic staff towards Job Performance.

1.5 Significance of the study

- i. **Polytechnics Staff**
This study is expected to be a guide for the academic staff of polytechnics and all academicians generally in carrying their responsibility.
- ii. **Top managers**
Top management of polytechnics like directors, deputy directors, heads of department and heads of unit can keep referring to this case as an issue of concern in order to reduce or put aside the factor contributing to work stress.

iii. **JPP and Ministry of Education Malaysia**

In pursuing the ideals of the mission and vision of polytechnics, this party should take into account the academic staff's welfare in term of their emotions and social life because they are the major issues in contributing interest to the stakeholder.

iv. **Future researcher**

For the future researchers who have the same interest to this issue may use the findings here in order to get more understanding on the topic related and improve the unfavourable situations.

v. **Theoretical Contribution**

Finding of this study is significant to researcher and managers from the theoretical perspective as this study confirms empirically what are factors that influencing job performance with moderating effect of organizational support.

2.0 Literature Review**2.1 Literature gap**

Researcher trying to fill a gap when the new ideas of polytechnic transformation has brought a lot of workload and have borne by all academic staff, not only to fulfil the polytechnic's agenda, sometimes burdened with much workload that is not restricted to official duties.

2.2 Theories Underpinning the Study

Two theories that researcher perceived related to work stress towards job performance as underpinning of the study namely the Person-Environment Fit Model followed by the Effort-Reward Imbalance (ERI) Model. This theory was chosen because of the environment is one of the vital points in determining individual's stress.

2.3 Work Stress

A huge and multi field's literature points a lot of key factors such as work environment, management support, work load in determining the stressful the work can be and its effect on to family conflicts is also a predecessor which creates stress in employees of an organization. (Saad, S., Shah, H., Jaffari, A. R., Aziz, J., Ejaz, W., Ul-haq, I., & Raza, S. N., 2011).

2.4 Workload

Workload define as a situation and condition where factor of related job interact with the employees and will act as a changer of his or her physiological and or psychological condition where the worker is forced to do something from abnormal functioning. (Arbabisarjou 2013; Kwaku 2012; Tyler and Cushway (1995).

2.5 Recognition Factor

Recognition defined as appreciation, approval, and genuine acknowledgement from the superior to the subordinates in term of formal basis, best employee in every month or in an unofficial way, such as when they are given the power to handle a team's behaviour. (Ndjaboue, 2014).

2.6 Time pressure

Gardner (2012) stated that pressure based on performance are different from external pressure such as crisis pressure and time pressure. The team that is facing pressure on performance would tend to perform well despite trying to keep up with a deadline.

2.7 Insufficient Facilities

Kwaku (2012), occupational stress is caused by lack of resources and equipment, working schedules such as duration of working hours and the climate of the organizational which is considered to be causing stress for the employees.

2.8 Student Misbehaviour

Mcgowen (2007) the factors of physical surroundings that affect behaviour are known as ambient environmental situation. O'Neill (2000) said it is affected by temperature, ventilation, colour, lighting, and the level of noise.

2.9 Job Performance

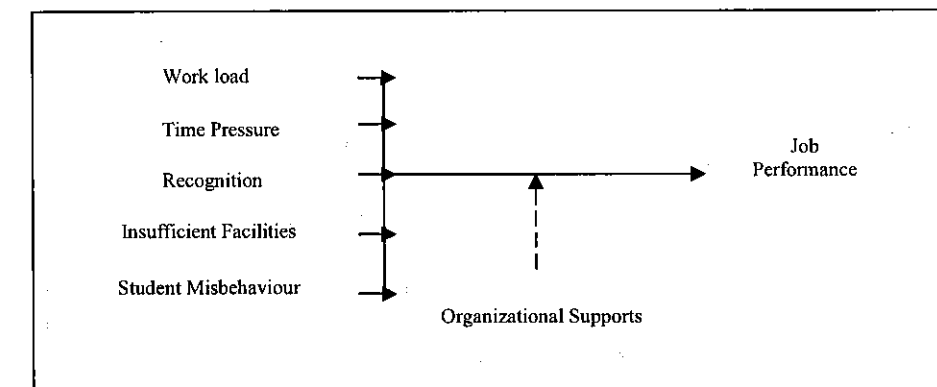
Qureshi and Ramay (2006), a good performance of an employee from the organization leads to a good organizational performance thus ultimately making the organization more successful and effective, as well as inversely.

2.10 Organizational Supports

Recent research has suggested that the perception of a supportive organizational culture can be important for understanding employee work attitudes and performance. (Allen, 2001; Allen and Russell, 1999 ; Thompson 1999).

2.11 Theoretical framework

Based on the theoretical argument from previous literature that are emphasizing the study variables on work stress, moderated by organizational supports, the impact on job performance can be shown in figure 2.1 as below.



H1: There is significance different between workload and job performance of polytechnic's academic staff.

H2: There is significance different between time pressure and job performance of polytechnic's academic staff.

H3: There is significance different between recognition and job performance of polytechnic's academic staff.

H4: There is significance different between insufficient facilities and job performance of polytechnic's academic staff.

H5: There is significance different between student misbehaviour and job performance of polytechnic's academic staff.

H6: Organizational supports will moderate the relationship between the five work stressors and job performance.

3.0 Methodology**3.1 Population**

The population includes academic staf at six polytechnics namely Ungku Omar Polytechnic, Ipoh PUO), Seberang Perai Polytechnics, (PSP), Balik Pulau Polytechnics, (PBU), Tuanku Sultanah Bahiyah Polytechnic, (PTSB), Sultan Abdul Halim Muadzam Shah Polytechnics, (POLIMAS) and Tuanku Syed Sirajudin Polytechnic, Perlis (PTSS).

3.2 Units of Analysis

The unit of analysis in this study is the individual, northern polytechnics academic staff. (*Employees who are involve in teaching and learning process to the polytechnics student*).

3.3 Sample, Determination and Sampling Technique

Based on Krejcie and Morgan's (1970) table for determining sample size for a given population of 2017, a sample size of 322 would be needed to represent a cross-section of the population. The simple random sampling method was used to select participants for the study.

Table 3.1 Sample size drawn from four polytechnics academic staff

No	Type of Customers	Population	Sample
1.	Ungku Omar Polytechnic, Ipoh, Perak (PUO)	566	322
2.	Seberang Perai Polytechnics, Permatang Pauh, Penang (PSP)	340	
3.	Balik Pulau Polytechnics, Penang (PBU)	24	
4.	Tuanku Sultanah Bahiyah Polytechnic, Kulim, Kedah (PTSB)	339	
5.	Sultan Abdul Halim Muadzam Shah Polytechnics, Jitra, Kedah (POLIMAS)	448	
6.	Tuanku Syed Sirajudin Polytechnic, Arau, Perlis (PTSS)	300	
	Total	2017	

3.4

Research Instruments, Questionnaire Development and Data Analysis

The questionnaires were divided into three sections. Open and closed-ended questionnaires were designed for the respondents. Section A asked on the background information or demographic factors, then section B measured five independent variables of this study, dependent variable measured on jobs performance with organizational supports as the moderator. The instrument of each variable was developed based on the work established variables from previous studies. Items are measured using the five-point Likert scales with 1 representing "strongly disagree" to 5 representing "strongly agree". The Statistical Package for Social Sciences (SPSS) version 22 was used to analyse the data collected.

3.5 Factor Analysis

In this study, principal component analysis will be used because it is psychometrically sound and simpler mathematically and it avoids some of the potential problems with 'factor indeterminacy' associated with factor analysis.

3.5.1 Reliability analysis

Chien (2011) mentioned that reliability analysis was carried out for both instruments used. The lower limit of 0.70 for Cronbach's alpha as suggested by Hair (2010) and 0.30 for item-total correlation as suggested by Nunnally and Bernstein (1994) was applied.

3.5.2 Validity Analysis

KMO predicted that the data are likely to be factors well based on correlation and partial correlation. KMO is used to identify which variables to drop from the factor analysis because of their lack of multicollinearity. KMO measure varies between 0 and 1, and values closer to 1 is better. Principal component analysis requires that the Kaiser-Meyer-Olkin measure of sampling adequacy to be greater than 0.50 for total set of variables as well as opposing to each individual variable. This is in line with the recommendation by Hair (2005).

3.5.3 Regression Analysis

The purpose of multiple regressions is to predict a single variable (response variable) from one or more independent variables (*Predictor variables*). Multiple regressions are an extension of linear regression with two or more predictor variable. It formulates the model by considering all the predictor variables to have equal weight.

3.5.4 ANOVA (Answering the first objective)

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

3.5.5 Correlation Analysis (Answering the second objective)

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

3.6 Data collection for Pilot Study

A pilot study may uncover issues relating to the sample size (*variability*), non-response rate and more practical issues, such as cost of administering. Along the pilot study was conducted, researcher stayed accompany with these 20 respondents to answer any not clarified question. Refer to Hair, (2005), Cronbach's alpha value 0.50 or higher is considered acceptable. If the value falls below 0.5, one or more of the items must be deleted and return the test to get the higher alpha value. Based on Cronbach's alpha result, no items have to delete. (Table 4.6: Summary of SPSS analysis).

4.0 Data Analysis And Empirical Result

4.1 Overview of data collected

Over a period of 3 month, a total of 322 questionnaires were distributed and it returned back by 276 or 85.71%. As the total number of questionnaires received fall 14.29% within the targeted quantity based on the sample size calculation, we can therefore proceed to analyze the data. The respondent analyses are shown in Table 4.1.

Table 4.1: Respondent Analysis

No.	Type of Customers	Sample	Questionnaire Returned
1.	Ungku Omar Polytechnic, Ipoh, Perak (PUO)	90	86
2.	Seberang Perai Polytechnics, Permatang Pauh, Penang (PSP)	54	54
3.	Balik Pulau Polytechnics, Penang (PBU)	4	4
4.	Tuanku Sultanah Bahiyah Polytechnic, Kulim, Kedah (PTSB)	55	34
5.	Sultan Abdul Halim Muadzam Shah Polytechnics, Jitra, Kedah (POLIMAS)	71	52
6.	Tuanku Syed Sirajudin Polytechnic, Arau, Perlis (PTSS)	48	46
	Total	322	276

4.2 Demographic Characteristic

Majority of the respondent ages between 34 – 44 years old and represent 45.7 percent followed by young lecturers aged between 25 – 34 years old represented by 39.9 percent. Most of them are female,

Malay and 57.7 percent receive degree education followed by 45.3 percent master's level. Most of them are at DH44 grades with 53.6 percent where the monthly incomes are between RM4001 – RM6000 with working experience with polytechnics are 10 – 15 years.

4.3 Descriptive Analysis and Data Cleaning

4.3.1 Factor Analysis

Table 4.2 Summary of Total Variance Explained Analysis for All Independent Variables Component
Extraction Method: Principal Component Analysis.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.900	37.992	37.992	1.900	37.992	37.992	1.869	37.372	37.372
2	1.366	27.319	65.311	1.366	27.319	65.311	1.397	27.939	65.311
3	.687	13.748	79.059						
4	.557	11.145	90.204						
5	.490	9.796	100.000						

Findings shows that the Eigenvalue for Component 1 and Component 2 has acquired more than 1. Eigenvalue has a high relationship and will be used for further analysis compared with other components. Variance test results also showed a value of 37.99% and 27.31% higher than the independent variable component to another.

Table 4.3 Summary of Component Loadings (Factor loadings)
Rotated Component Matrix (a)

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

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 3 iterations.

Table 4.3 indicates that for Insufficient Facilities variables had the highest correlation in Component (Factor loadings) 1 compared to the other variables with a value of 0.827. While for Component (Factor loadings) to 2, Students Misbehavior variable have high values of 0.771 compared to the others. Thus, the researchers found that for both of these variables have the most positive relationship than other variables to determine job performance. Table 4.4 shows the percentage relationship of the variables with the highest correlation between variables to be measured using the communalities. Results found that Insufficient Facilities variable has the highest at 68.8%.

Table 4.4 Summary of Communalities Extraction of Variables

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

Extraction Method: Principal Component Analysis.

4.3.2 Reliability analysis

The researcher conduct reliability analysis onto the regrouped and finalised work stress variable, organizational support variable and job performance variable after it fulfil the factor analysis. According to Hair (2005), all variables was accepted (Cronbach's Alpha > 0.5). (Table 4.6: Summary of SPSS analysis).

4.3.3 Multicollinearity

Multicollinearity is used to describe the correlation of two (or more) predictor variables, to each other.

4.3.3.1 KMO and Bartlett's Test

Based on KMO and Bartlett's Test conducted for independent variable 1 to 5, there are no items were dropped. The finalized factors have meet the requirement and no multicollinearity existing. (Table 4.6: Summary of SPSS analysis).

4.3.3.2 Variance Inflation Factor (VIF)

Based on VIF if less than 3.3 that shows a excellent value (Diamantopoulos and Sigauw, 2006) and also VIF if less than 10 that no collinearity is commonly accepted (Hair et al., 1995). (Table 4.6: Summary of SPSS analysis).

4.3.3.3 Test of Normality

From the results of Skewness and Kurtosis, z values can use for check whether the data are normally distributed in the span of -1.96 to +1.96. Assumed that, data are normally distributed. (Table 4.6.2: Summary of SPSS analysis).

4.4 Multiple Regression Analysis

In this study, function of Multiple Regression analysis is to answer the first of research objective as shown at Table 4.5 below.

Table 4.5 Summary of variables relationship information

No	Variables studied	Durbin-Watson	R Square	ANOVA p-Value	Standardized Beta	Sig	Remarks
1.	Work load and Job Performance	2.052	.037	.001b	.192	.001*	3.7% variation in Job Performance can be explained by work load with sufficient confident in the variables correlation as the p-value is less than 0.05.
2.	Time pressure and Job Performance	2.059	.005	.001b	-.070	.001*	0.5% variation in Job Performance can be explained by time pressure with sufficient confident in the variables correlation as the p-value is less than 0.05.

3.	Recognition and Job Performance	2.011	.039	.001b	.199	.001*	3.9% variation in Job Performance can be explained by recognition with sufficient confident in the variables correlation as the p-value is less than 0.05.
4.	Insufficient Facilities and Job Performance	1.996	.016	.037b	.125	.037**	1.6% variation in Job Performance can be explained by insufficient facilities with sufficient confident in the variables correlation as the p-value is less than 0.01.
5.	Students Misbehaviour and Job Performance	2.016	.136	.000b	.369	.000*	13.6% variation in Job Performance can be explained by student misbehaviour with sufficient confident in the variables correlation as the p-value is less than 0.05.
6.	Work load and Organization Support	1.914	0.002	.433b	-.047	.433**	0.2% variation in Organization Support can be explained by work load with sufficient confident in the variables correlation as the p-value is less than 0.01.
7.	Time Pressure and Organization Support	1.919	0.086	.000(b)	-.293	.000*	8.6 % variation in Organization Support can be explained by Time Pressure with sufficient confident in the variables correlation as the p-value is less than 0.05.
8.	Recognition and Organization Support	2.210	0.416	.000(b)	.645	.000*	4.16% variation in Organization Support can be explained by Recognition with sufficient confident in the variables correlation as the p-value is less than 0.05.
9.	Insufficient Facilities and Organization Support	1.979	0.247	.000(b)	.497	.000*	2.47% variation in Organization Support can be explained by Insufficient Facilities with sufficient confident in the variables correlation as the p-value is less than 0.05.
10.	Students Misbehaviour and Organization Support	1.935	0.022	.014(b)	.148	.014**	2.2 % variation in Organization Support can be explained by Students Misbehaviour with sufficient confident in the variables correlation as the p-value is less than 0.01.

Organization Support and Job Performance	1.904	0.155	.000	.394	.000*	15.5% variation in Job Performance can be explained by organization support with sufficient confident in the variables correlation as the p-value is less than 0.05.
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* Confident level at 0.05

** Confident level at 0.01

Table summarized explain that it found that the independent variables (work stress) to have significant medium to large correlation strength with the dependent variable (job performance). Work Load (r = 0.37, p < 0.01), Time Constrains (r=0.41, p < 0.01), Recognition (r=0.39, p < 0.01), Insufficient facilities (r=0.16, p < 0.05), Students Misbehaviour (r=0.136, p < 0.01) and Moderator; Organizational Supports (r=0.155, p < 0.01). As the results of multiple regression analysis, researcher comes out with the multiple regression models that to be used is as follow;

$$JP = \alpha + \beta_1 WL + \beta_2 TP + \beta_3 RC + \beta_4 IF + \beta_5 SM + \beta_6 OS + \epsilon$$

$$JP = \alpha + 0.192 WL + 0.202 TP + 0.199 RC + 0.125 IF + 0.369 SM + 0.394 OS + \epsilon$$

Where;

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

4.5 Correlation analysis

The correlation coefficients between each variable are summarized in table 4.6 below. The correlation analysis task is to answer the second objective of this research. Finally, table 4.7 shown below the summary of the Hypotheses testing that all hypotheses tested are accepted.

4.6 Summary of Results

Table 4.6 Summary of all SPSS analysis.

Variables	Data collection for Pilot Study	Cronbach's Alpha	KMO and Bartlett's Test	Variance Inflation Factor (VIF)	Test of Normality	Correlation analysis	Remarks
IV1 – Work Load	.671	.609	.795	1.266	-	.001	Significant / Acceptable
IV2 – Time Pressure	.602	.750	.766	1.347	-	.001	Significant / Acceptable
IV3 – Recognition	.817	.848	.875	1.389	-	.001	Significant / Acceptable
IV4 – Insufficient	.763	.821	.865	1.383	-	.037	Significant /

Facilities							Acceptable
IV5 – Students Misbehaviour	.619	.533	.614	1.198	-	.000	Significant / Acceptable
Mod – Organizational Supports	.804	.865	.885	1.847	-	.000	Significant / Acceptable
DV – Job Performance	.831	.922	.921	-	-	-	Significant / Acceptable
Skewness	-	-	-	-	2.49	-	Significant / Acceptable
Kurtosis	-	-	-	-	1.70	-	Significant / Acceptable

Table 4.7: Summary of the hypotheses testing

Hypotheses	Descriptions	Results
Hypotheses 1	There is significance different between workload and job performance of polytechnic's academic staff.	Accepted
Hypotheses 2	There is significance different between time pressure and job performance of polytechnic's academic staff.	Accepted
Hypotheses 3	There is no significance different between recognition and job performance of polytechnic's academic staff.	Accepted
Hypotheses 4	There is significance different between insufficient facilities and job performance of polytechnic's academic staff.	Accepted
Hypotheses 5	There is significance different between student misbehaviour and job performance of polytechnic's academic staff.	Accepted
Hypotheses 6	Organizational Support will moderate the relationship between five work stressors and job performance.	Accepted

* Confident level at 0.05

** Confident level at 0.01

5.0 DISCUSSION AND CONCLUSIONS

5.1 Recapitulation of the study

By using 276 samples of academic staff in six polytechnics in the Northern Region, the objective of the study can be examined through multiple regression analysis and correlation analysis between independent variable of work stress and dependent variable of job performance. Organizational support act as moderator is tested to determine relationship with the job performance. Out of five hypotheses evaluating the direct effects of independent variables of work stress on job performance as dependent variable. All hypotheses have positive relationship with the job performance. These five variables were then tested for moderator effect of job performance and it was significantly moderate the relationship.

5.2 Discussion of the Findings

5.2.1 Results discussion

For high performance workload on academic staff, the workload must be suitable according to their abilities and potential to cope with the work stress. Extensive high workload correlates to high job performance. It is the job of the leader or employer to create culture in the organization, where optimum workload productivity correlation exists. If an individual has low workload than his abilities, he is under utilization and his workload must be raised to an appropriate level as well the individual needs to be given proper training to excel himself/ herself. It will give satisfaction to the staffs and enhances productivity as well as the polytechnics will also gain optimum production. Conversely if workload is high, it is the responsibility of the head of department to reduce this workload level. Furthermore, sudden increase or decrease in workload would be leading to impaired performance. However, sudden increase in workload curve is more sensitive and it badly affects the performance of the academic staffs. Workload should be assessed according to the time frame in terms of new polytechnics priorities. It is more desirable if these academic staffs are involved in this evaluation process and workload is determined as per their demand and potential. However, polytechnics priorities and norms cannot be neglected while this process is being established. Polytechnics mission and vision should be considered as the important aspect. All academic staffs should be permitted to raise their workload issues with their course coordinator. If they fail to satisfy the staffs, they might be permitted to resolve this issue directly with head of department or polytechnic's directors. If it is requested by the academic staffs, review of the job purpose, duties, key performance indicators and performance measures should be carried out by a course coordinator or head of department from a different units, department or team as deemed appropriate and approved by their polytechnics directors respectively.

5.3 Recommendations

Polytechnic has a working population which is most of them are youthful aged between 35 – 44 years old and therefore could be very competitive in the provision of quality tertiary education by adopting a well-designed, organized and managed works, enhances well-maintained as well as it promotes well-being of an individual. Since the job related work stress emerge from lack of support from coordinator course or head of department in tough times and workload conflict was high among academic staffs, the Polytechnic's administration should emphasize on this issue to overcome these issues. Lack of resources such as lack of staff and non-quality staff, the staff has to teach which is not related to their expertise and improper of equipment must be advocated by the heads of the department or Polytechnics Education Department for the benefit of the academic staff and the polytechnics reputation generally. Good job Performance is preventable by work stress because the individual faces signals of stress which affects their productivity. Therefore, increasing formal organizational communication between head of department with academic staffs reduces the work stress by reducing the role ambiguity. Open communication or straight confrontation has an advantage in resolving conflicts either problem between head of department and academic staffs. The increase of stress level was even due to the lack of effective communication and it may cause unsettled conflicts. Support and guidance from head of department and colleagues are a major factor in lessening stress. The head of department and Directors of every polytechnic should be able to recognize the valuable and impressive works and outstanding as well as appreciating the contributions of their staffs in challenging times to keep them motivated. It is important to promote a culture of supporting each other in the polytechnics as it will set the example and realizes the organization and others about the crucial of having the support of co-workers. A proper stress management should be incorporated into the job routine of the Polytechnic administration to improve the motivation of academic staff and intrapersonal relationships which means the existence of something within the individual. An individual needs to maintain good level of personal health. The obstacle and management of workplace stress requires organizational level interventions from top level management or director of polytechnics, because frequently the organizations that create the work stress. A culture of openness and understanding, apart from of criticism, is essential.

5.4 Suggestion for Future Practice

In order to improve staff's job performance and indirectly improve the education process, polytechnics must have adequate and proper facilities that provide an atmosphere and amenities for academic staff success. Although the study did not support a difference in justice perceptions between a course coordinator and head of department to ability of human resource source, other sources of informal support (*co-worker*) should be considered. Co-worker support, supervisor support and organizational support all have been found to positively correlate with one another. Future research may want to examine and compare the independent effects of supervisor and co-worker support to further assess distinction between informal supports on organizational justice perceptions and work-family benefits programs.

5.5 Implication of Findings

5.5.1 Theoretical Perspective

Findings show a positive and significant direct relationship of the work stress in the elements of work load, time pressure, recognition, insufficient facilities and student misbehaviour on employees' job performance provide empirical confirmation to the relationship as posited by The Person-Environment Fit Model and the Effort-Reward Imbalance (ERI) Model. Confirming this Person-Environment Fit Model and the Effort-Reward Imbalance (ERI) Model will provide future reference and confidence in using this theory as factors influencing employee's job performance.

5.5.2 Practical Perspective

The findings is significant to top management to recap what is the factors that would bring to work stress eventually would affects employees' job performance. Since work load, time pressure, recognition, insufficient facilities and student misbehaviour contributed to work stress and job performance, polytechnics academic staff should be able to assess these factors and give each other support in order to improve performance. The Ministry of Education Malaysia and top management parties should try to improve those factors, such as good communication and recognition for excellent work, which may reduce occupational stress and increase job performance among their employees.

5.6 Limitation of the study

Findings are limited to interpret from statistical data analysis and structured questions in the questionnaire as respondent were not given the opportunity to seek clarification and discussion with the surveyor. Secondly, limitation in this study is the measures used to study the variables are based on questionnaires developed in year 2004 (*for work load*) and 2005 (*for recognition*). Employee's views, perception, interpretation and expectation would have changed over this long period of time. Thirdly, limitation is the study was conducted on a small sample of organization restrict to the six polytechnics in the northern region only vice versa the total number of polytechnics is 33 around Malaysia.

5.7 Conclusion

From the findings resulted, workload has significant impact on the staff's performance. From good performance, it based on employees abilities and their potential to cope and resist with the stress. If an employee's encounter with high workload or too low workload, it would correlate to low performance. So it is being the top level management to bring the work culture in their organisation, where optimum workload will result good productivity correlation. If employees involve with too low workload and not compatible with his or her abilities, they would be under job utilization and therefore his workload must be hiked up to an appropriate level. An organisation will increase the production if employees are satisfied with their job. Besides, if workload is too high, it is the leader's duty to reduce their work levels. Furthermore, the fluctuation in workload level will lead to weak and worse performance. Employees should be given some authorization to discuss and settle their workload problems with their supervisors or Executive Managers. If they are unable to satisfy the employee's need, they might be permitted and allowed to consult this issue directly with their respective head of department. If it is asked by the employees, proper assessment of the job

description, employees' responsibilities, key performance indicators and performance indication should be handled by a manager or supervisor from a different units, department or team as deemed appropriate and supported by the head of department. The major requirement and standard operating procedure may be explained by the organizations in order to smoothen the organizations. An audit of the staff's skills and training is required to take over the required tasks and prompt actions may also be executed at this stage. The analysis result of this research will enables the identification of areas that are exceeding expected workload, or other factors that are over the border on effective time and work efficiency. A strategy should be formulated to facilitate the employees with their line management to settle the raising issues regarding to workload management. The action plan may be inclusive of job assignments, providing training to the employees, revising duty statement and alteration of workload. Monitoring the performances once the change of the workload periodically as for instance, monthly, quarterly, semi-annually and yearly basis, is required to judge and evaluate the performance and workload correlation. It is known that interests of organizations and employees never seem to be at the same direction. Employees' desire to utilize themselves at the full potential but unfortunately it is not for the benefits of the organization. Actually, they want to earn more to earn for their services. If their extra efforts are not acknowledged by the organizations they will demotivate from this behaviour and it will increase the stress level. There must be some rewards for this hard work. The reward could be in the form of salary hike, incentives, promotions, enhancement in authority, job enlargement and so on. For the employees' satisfaction, they should be confident that they should be accepting whatever it is worthwhile with their services. Under utilization of employees' potential and reward below their performance both causes to increase the turnover ratio of the employees. In many developing countries, employees dislike their job scope, eventually attempting to avoid working, shirking their responsibilities and show little ambition. So, in such society or environment which is seeking help of employees regarding the distribution of work, it could be destructive for the organization. Work distribution behaviour at public and private sector organizations differs as well. In public sector organizations, generally employees will exploit their little work and seek extra returns or rewards in exchange of their services. They are hardly overloaded but they could be exposing themselves under the stress of certain workload. Normally the employees will be remaining under utilization and with the constraint of time, their abilities tend to decline. However, in private sector organizations, behaviour of managers regarding work distribution is entirely different. This is where, employers or managers will be forcing for an extra workload from their employees and this will be leading the employees to have workload which is full of stress. It is assumed that in corporate sector, most employees who are bugged into high workload, this will be creating an environment which the productivity levels, faces huge drop.

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PURSUING PROFESSIONAL EXAMINATION: DIPLOMA ACCOUNTANCY STUDENTS' PERCEPTION

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Abstract

In order to equip graduates with adequate knowledge, skills and competencies needed to be future accountants, students are encouraged to take professional qualification to raise their competency to be on the same level with accountants worldwide. Unfortunately, the number of competence certified public accountant in Malaysia is still lacking. This study explores the Politeknik Sultan Haji Ahmad Shah (POLISAS) Diploma of Accountancy students' perceptions on professional examination and the factors that influence their decisions to take the exam. The results indicate that about 95% of the respondents intend to pursue professional qualification. Findings also reveals that the job salary, opportunities for advancement and job prestige shows a positive level of motivating factors in accounting students' decision to pursue professional examination. The results of the study appear to suggest that favourable information about the profession may attract the potential students to take the challenge in pursuing professional examination.

Keywords: Professional Examination, Salary, Opportunity, Prestige

1.0 Introduction

The accounting profession today requires a new type of professional accountant with diverse knowledge, skills and competencies. Malaysian Institute of Accountants (MIA), a statutory body established to regulate and develop the accountancy profession in Malaysia requires all of its members to maintain as well-qualified individuals. Therefore, accounting graduates are encouraged to take professional qualification to raise their competency as to be on the same level with accountants worldwide. Among professional program available in Malaysia is Association of Chartered Certified Accountant (ACCA), Chartered Institute of Management Accountant (CIMA), Malaysian Institute of Chartered Certified Public Accountant (MICPA) and Certified Practicing Accountant of Australia (CPA Australia).

Malaysia Institute of Accountant (MIA) Annual Report 2012 reveals that the number of competence certified public accountant in Malaysia are still lacking. It is claimed that Malaysia needs 60,000 accountants by the year 2020, however, currently only half of this is met (Harian Metro, 2014). Although universities are producing thousands of accounting graduates every year, not everyone will continue to become professional accountants. There has also been some concern