

A STUDY ON JOB STRESS AFFECTING THE JOB  
PERFORMANCE OF THE RETAIL PHARMACY  
EMPLOYEES IN MALAYSIA

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## LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
COVID-19	Coronavirus Disease 2019
DV	Dependent Variable
IV	Independent Variable
JA	Job Ambiguity
JD-R	Job Demands-Resources
JP	Job Performance
SPSS	Statistical Package for Social Science
WE	Work Environment
WLB	Work-life Balance
WO	Work Overload

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## **CHAPTER 1: RESEARCH OVERVIEW**

### **1.0 Introduction**

An outline of the research background and the problem statement will be proposed in this study. Furthermore, it discussed in depth into general objectives and following details into specific objectives. Additionally, the study comprised questions, hypotheses, and significance of the research, layout of the chapters and summary are clearly stated. All these will relate to the job stress affecting the job performance of the retail pharmacy employees in Malaysia.

### **1.1 Research Background**

Job performance refers to the outcomes and accomplishments that a person achieves at work compared to predetermined goals. According to Liu et al. (2023), employee performance has a significant impact on the company's long-term development plans and results, especially in the face of major crises and challenges. Besides, Anitha (2014) stated that job performance is intimately related to organizational performance and success, because employees are one of the organization's most essential resources, and exceptional talents can help company obtain a competitive edge. For instance, employees with high level of job performance can help an organization achieve its goals faster and increase its productivity and efficiency. However, low levels of work performance will lead to loss of employee motivation, low team morale, and decreased customer satisfaction.

Retail pharmacy (also known as community pharmacy) is an establishment that provides needed medications and health care services directly to patients (Hamidi et al., 2021). It plays a central role in the delivery of health services. For instance, it provides various services such as drug review, acute illness treatment, and drug supply, which can lead to better patient care and medical results (Hamidi et al., 2021). At the same time, pharmacies also offer a range of products and services including hygiene, cosmetics, and groceries (Jacobs et al., 2011). According to Mugo et al. (2022), the pharmacy is the initial or only point of interaction with the healthcare system. Apart from medical institutions, it is the only retail store that can address the medical demands of the crowd. Thus, pharmacies become the most frequented by the public since they are the most accessible primary care providers (Cadogan & Hughes, 2020). As community pharmacies become more prevalent, the performance of pharmacy employees, especially pharmacists, become increasingly important since it directly relates to patient safety. For example, medication errors made by pharmacists may diminish treatment efficacy or cause serious harm to patients (Shao et al., 2020). Therefore, it is important for pharmacy employees to have a good performance. However, unexpected changes had a significant influence on their job performance (Weir et al., 2022).

In late December 2019, Wuhan, China, has reported the first cases of new coronavirus infection. Due to rapid and widespread spread of the virus, the World Health Organization (WHO) proclaimed a global pandemic on March 11, 2020 (“Who director-general's opening remarks at the media briefing on COVID-19 - 11 March 2020”, 2020). In order to curb the virus's further spread, governments around the world have implemented a variety of public health strategies to respond, including closing schools and non-essential businesses, enforcing social seclusion, and imposing other restrictions (Aruru et al., 2021). However, the rapid spread of the virus has led to a substantial increase in demand for medical supplies and services. This places an enormous burden on the global healthcare system. For example, many hospitals and clinics are overcrowded during the pandemic. Thus, pharmacies serve as the only point of care available to the public greatly mitigates

the impact of COVID-19 on other healthcare providers (Baldonado-Mosteiro et al., 2022).

According to the National Pharmacy Association (NPA), 55% of the people have visited a pharmacy during the COVID-19 pandemic (“Public see pharmacies as key to the future of healthcare in wake of pandemic”, 2020). Besides, Atif et al. (2021) stated that retail pharmacies are operating 24 hours across the country during the pandemic to address a number of the public's difficulties in accessing basic healthcare and medicines. Thus, pharmacy teams are considered essential frontline healthcare workers, especially during the pandemic. However, the ongoing infection risk, dramatic increase in workload, resource shortage and overcrowded pharmacy management all put the pharmacy employees under extreme pressure. Furthermore, pharmacy employees face the same high risk of infection as other front-line medical employees due to their frequent contact with numerous patients, (Jovičić-Bata et al., 2021). All of these ongoing work challenges put pharmacy employees under unprecedented pressure and thus impacting their performance.

Job stress refers to the pressure faced in the work environment. This occurs when the demands on the individual in the workplace exceed the individual's ability to cope with the stress (Parker & DeCotiis, 1983). According to the International Labour Organization (1986), stress is recognized around the world as a major barrier to personal, physical and organizational health. Besides, Zare et al. (2021) stated that stressors are defined as valid and aggravating factors of human error. Thus, high levels of job stress can lead to poor job performance. According to studies during the pandemic, a staggering 76% of pharmacy employees have experienced burnout, which the World Health Organization defines as long-term work without successfully managing stress (Bookwalter, 2021). In addition, Okuyan et al. (2021) stated that most frontline healthcare workers exposed to COVID-19 suffered mental health problems such as insomnia, anxiety, and depression, which affect their job performance. Therefore, pharmacies need to identify factors that affect employee performance so that they can better develop

appropriate strategies to make employees perform better. According to Liu et al. (2023), employees with good job performance are important to organizations during a pandemic as it can help companies recover from bad situations during difficult times.

## 1.2 Problem Statement

The latest National Health Morbidity Survey investigated that healthcare workers are among the high-risk demographic that experience mental health disorders because they experience great strain in their workplace. Mental disorders such as stress are essential indicators of mental health. Doubtlessly, stress has always been existing in the workplace, and it is particularly concerning in healthcare workers because it can highly impact job performance such as increase negative patient outcomes. As well as the COVID-19 pandemic has indirectly increased the stress on healthcare workers, especially the healthcare professionals such as doctors, nurses and pharmacist. To date, literature studying the association of stress in the retail pharmacy is relatively scarce (Soo & Thyagarajan, 2021).

In recent years, nearly 3 billion employees have experienced extreme job stress at their workplace, and it is impacting their job performance as a whole on daily basis. A measurement by World Health Organization stated healthcare industry in Malaysia still suffered from a lack of manpower and has exacerbated the situation by compelling healthcare workers to work extended hours with elevated stress levels and reduced flexibility. Eventually, it has a significant impact on their job performance. Job performance of the employee refers to a work behaviour that responds to unresolved work-life conflicts, situations, or workplace circumstances (Dousin, Collins & Kler, 2019). For instances, a study by Daniel (2020) stated that stress can lead to a drop in performance. Employee suffered with stress at workplace may try to withdraw themselves and lead to high turnover, low productivity,

absenteeism from work, and a range of other employee's issues like alcoholism, drug addiction and hypertension. Another similar study by Saleem, Malik and Qureshi (2021) stated that employee suffering in stress may experience depression and unable to concentrate their job. Thus, it is crucial to identify solutions that will help employees manage their stress at work and perform well on the job to benefit the company.

Moreover, there are mixed results in the relationship between work-life balance and job performance. A study conducted by Susanto et al. (2022) stated that there was a significant and positive relationship between work-life balance and job performance. However, there was also a significant and negative relationship between work-life balance and job performance. This mixed result highlights the complexity of the relationship between work-life balance and job performance and implies that it may be influenced by a variety of factors, such as individual differences in job demands, personal priorities, and coping strategies. Thus, future research may need to examine the specific conditions under which work-life balance is beneficial or detrimental to job performance to better understand this relationship.

However, current research on job stress affecting the job performance of the retail pharmacy employees in Malaysia is still limited. For example, Azizallah and Zaman (2013) has conducted a study on the relationship between job stress and performance among the hospital's nurses. Research was conducted in 2018 by Hafeez by examining the impact of job stress on performance of employees in social security hospital. As a consequence, most of the research is mainly focused on job stress among the Hospital instead of retail pharmacy. The purpose of this study allows us to apprehend in depth about the stress affecting the job performance of the retail pharmacy employees in Malaysia. Besides, the main target population of this study will be the retail pharmacy employees in Johor, Perak, Penang, Kuala Lumpur and Selangor. These areas were probably chosen because there are geographically diverse and have a large number of retail pharmacy employees, which can give a comprehensive view of the target demographic. In conclusion, the



purpose of this research was to investigate whether job ambiguity, work overload, work environment and work-life balance affects job performance of retail pharmacy employees. The outcome of study will contribute to raising awareness among retail pharmacy employees and employer so they can manage job stress.

## **1.3 Research Objectives**

### **1.3.1 General Objective**

To examine the factors of job stress affecting the job performance of retail pharmacy employees in Malaysia.

### **1.3.2 Specific Objectives**

- i. To examine the significant impact of job ambiguity on the job performance of the retail pharmacy employees in Malaysia.
- ii. To examine the significant impact of work overload on the job performance of the retail pharmacy employees in Malaysia.
- iii. To examine the significant impact of work environment on the job performance of the retail pharmacy employees in Malaysia.
- iv. To examine the significant impact of work-life balance on the job performance of the retail pharmacy employees in Malaysia.

## **1.4 Research Questions**

### **1.4.1 General Research Question**

What are the factors of job stress affecting the job performance of the retail pharmacy employees in Malaysia?

### **1.4.2 Specific Research Questions**

- i. Is there a significant impact of job ambiguity on the job performance of the retail pharmacy employees in Malaysia?
- ii. Is there a significant impact of work overload on the job performance of the retail pharmacy employees in Malaysia?
- iii. Is there a significant impact of work environment on the job performance of the retail pharmacy employees in Malaysia?
- iv. Is there a significant impact of work-life balance on the job performance of the retail pharmacy employees in Malaysia?

## 1.5 Hypotheses of the Study

Based on the research questions, four hypotheses for the dependent and independent variables have been generated to support the research objectives:

### **Hypothesis 1:**

H<sub>0</sub>: Job ambiguity does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

H<sub>1</sub>: Job ambiguity has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

### **Hypothesis 2:**

H<sub>0</sub>: Work overload does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

H<sub>1</sub>: Work overload has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

### **Hypothesis 3:**

H<sub>0</sub>: Work environment does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

H<sub>1</sub>: Work environment has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

**Hypothesis 4:**

H<sub>0</sub>: Work-life balance does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

H<sub>1</sub>: Work-life balance has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

## **1.6 Significance of Study**

The objective of this study is to resolve the job stress affecting the job performance of the retail pharmacy employees in Malaysia. This research may help the retail pharmacy employers better understand the factors that contribute to employees' job stress and develop appropriate ways to manage employee job stress. According to the research results, the employees' job stress will influence their job performance in an organization.

Furthermore, the major factors that affect job stress are job ambiguity, work overload, work environment, and work-life balance. These factors are critical for employers as if the job stress levels are not reduced, this will affect the job performance of employees in the organization. Nevertheless, stress has both positive and negative effects on employees. For instance, it will motivate the employees in the early stages with a positive effect. However, if it remains constant over time, it may lead to negative effects on the employees, such as increased annoyance, tension and attitude. Thus, the job performance of the employees will decline. Evidently, the profitability of the organization will also fall if the employee performance has decreased (Ehsan & Ali, 2019).

Consequently, the management of the organization may take necessary ways to lower the job stress level and improve the employee performance. Feedback is a

way to acknowledge the stress or problems faced by their employees. To make an illustration, the company may obtain a response from the employees through surveys or google forms to have a greater understanding of the job stress faced by the employees and therefore the management can take some actions to reduce the job stress.

Moreover, by completing this study will not only allow the pharmacy industry to clarify images about the factors that affect the job stress of employees, but also for other industries such as education, marketing, and so on. For instance, the employees of other industries might be facing the same problem as the retail pharmacy like job ambiguity, work overload, work environment, and work-life balance. To illustrate, the teachers or lecturers might have huge workload and facing unbalance between work and life. Not only that, some of the marketing sales employees may also having job ambiguity as they are not clear with their job scope, they do not have a clear image about their goals. Hence, this study can benefit them some ideas on how to design effective strategy to reduce the job stress of their employee. As a result, the management of the organization will take necessary actions in order to reduce and control the level of job stress.

## **1.7 Chapter Layout**

There will be five chapters included in this study. In chapter 1, we provide a general overview on the job stress affecting the job performance of the retail pharmacy employees in Malaysia. Besides, this chapter also declares the statement of problem, objective, question, hypothesis, investigation significance, layout of the chapters and ending.

In chapter 2, we are going to examine the important and relevant variables by reviewing various sources which are the journals and articles. Besides, the

development of the theoretical frameworks and hypotheses will be tested and investigated in this sector.

In chapter 3, research design will be created by main and minor sources to proceed with the data collection methods. In addition, design of the sampling is distributed within five sections such as object of the population, frame, location, element, methods and size of the sampling. Not only that, instruments of the study, constructs measurement, processing and analysis of the data also will be carry out to support the relevant research questions.

In chapter 4, a linkage is provided by the research result to the major topic of the front chapter. Also, measurement of scale, descriptive and inferential analysis, are involved in this chapter.

In chapter 5, the argument and ending that contribute an outline of the investigation and indications of the job stress affecting the job performance of the retail pharmacy employees in Malaysia. Plus, restrictions and suggestions of the study are for the future investigation, also final ending of the research are included.

## **1.8 Conclusion**

In general, this chapter serves the purpose of guiding readers from general subject areas to specific research areas. Research background and problem statement are stated out thereby the readers may have a fundamental concept and be more understandable about the research topic. In addition, this research comprises further review of relevant journals as well as articles. Therefore, literature review regarding dependent and independent variables will be explained explicitly in the following chapter.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

The literature review for this research is the primary focus in this chapter. The information published by other researchers will be reviewed and summarized. This chapter deals with the overview of job stress, underlying theories, literature review on variables, proposed theoretical or conceptual framework and hypotheses development. Moreover, the dependent variable of this research is job performance influenced by the factors of job stress of the retail pharmacy employees in Malaysia. Moreover, this research's independent variables are job ambiguity, work overload, work environment, and work-life balance.

### **2.1 An Overview of Job Stress**

Stress is common in everyday life. Job stress is described as a nasty or unpleasant psychological and emotional scenario experienced by an individual when the responsibilities of his or her job are out of balance with his capacity to deal with the circumstances. When stress is present in moderation, it can stimulate an individual and improve his or her productivity. In other words, job stress like eustress can be an important issue for employees to achieve organizational goals (Sharma et al., 2021). This is because eustress represents good pressure that supports the individual's efforts to prove themselves in the organization. Hence, within a certain range of stress, job stress can be used to increase energy, increase motivation, share perspective, and enhance performance in the workplace.

Nevertheless, excessive stress or distress might be dangerous and bring disadvantages to the individual. According to the research of Ehsan and Ali (2019), everyone has their own job stress, and it affects them differently depending on the workplace. Othman, Abas and Ishak (2017) stated that there are three different types of stress that affect employee performance, namely emotional stress, behavioural stress, and physical stress. Emotional stress can cause an individual to develop a negative attitude towards his or her job, and then behavioural stress can lead to a lack of participation, support, and consideration for others. Consequently, job stress will give rise to abnormal negative states of employees at work, such as lack of energy, headache, and inability to perform their duties effectively.

## **2.2 Underlying Theories**

### **2.2.1 Job Demands-Resources Theory**

The Job Demands- resources theory (JD-R) was introduced by Arnold Bakker and Evangelia Demerouti in the year 2006. The JD-R theory illustrates how an employee job's performance will be affected by the environment and well-being. The heart of the JD-R theory is that even though employees employ in different departments, like service, marketing, human resource, or supply chain, their job characteristics will be categorized to job demand and job resources. The theory argues that traits such as stress and the likelihood of burnout increase when employment resources are low and job demand is high. The right factors which include involvement and performance levels are improved when the job resources are sufficiently available, and the requirements of job are high. Job demands and resources can be used to anticipate stress and motivation. For example, if an individual has more autonomy in his or her work, this may assist him or her to tackle



a high workload. Thereby, job autonomy mitigates the negative impacts of a heavy workload.

Moreover, the JD-R theory included two self-reinforcing paths which are positive and negative self-reinforcing paths. Positive self-reinforcing path which can also call a gain spiral comprises job crafting. When individuals proactively alter their job demands and resources referred as crafting their jobs. A good illustration is a junior scholar might expand work resources by requesting periodic comments from her mentor. The positive self-reinforcing path is restarted as a result of the improved job resources, which drive motivation even further. Coins have two sides. Yet not all the self-reinforcing paths are positive. The negative self-reinforcing path which is also defined as self-undermining is determined as an individual behaviour that act to create obstacles that may undermine the job performance. A good illustration is when an accountant experiences burnout, he or she will be more likely to make mistakes. As the quality of his work deteriorates, his manager simultaneously requires him or her to consider and come out with a plan to enhance his job. This extra responsibility adds to his workload and triggers a new round of self-deprecation. In short, the higher demand the work, the lower the job performance (Tummers & Bakkers, 2021).

### **2.2.2 Conflict Theory**

In the words of Khateeb (2021), conflict theory refers to when accomplishment in one area of life leads to sacrificing on the other hand. Everyone has their specifications and needs in their work and life, and these two areas are not compatible at all. Conflicts between work and life are described as a kind of role conflict that causes role stress from career and family are reciprocal discord in some ways. This means the individuals cannot focus on two roles at the same time as participation becomes more

difficult in a role due to participating in other roles. As an illustration, a limited time and energy is available to the individual that is divided between different roles.

There are three types of conflict, such as time-based, stress-based and behaviour-based conflict. Time-based conflicts occur when individuals feel that they without sufficient time to effectively fulfil the needs of job and family roles. Long-time working, irregular shifts and inflexible working hours were revealed as causes of work-life conflict. As a result, this can lead to feelings of guilt, frustration, and exhaustion. Stress-based conflicts occur when the mental and emotional demands of work spill over into an individual's personal life, causing them to experience anxiety and stress outside of work hours. Behaviour-based conflicts occur when an individual's work requires them to behave in a way that is not consistent with their personal values or family expectations that leads to a sense of tension and dissonance. Hence, might not be beneficial to family character and shifting between the two roles can be a cause of conflict. Doubtlessly, there are some effects of work-life conflict which are poor health, frustration and high blood pressure, coronary heart disease, physical problems related to men, apprehension, and testiness.

### **2.2.3 Social Learning Theory**

The Social learning theory proposed by Albert Bandura mainly focuses on adapting, observing, imitating, and modelling one's behaviour in social contexts. Generally, people tend to adopt behaviour that is least likely to be criticized in our particular setting rather than adopt the most logically sound worldviews. Abert Bandura stated that people's behaviour is generally gained from their surroundings through the method of observational learning. There are four characteristics in this theory which are observation,

assessment, imitation and identification. Firstly, observation is interpreted as the process of observing others' behaviour and the behaviour is mirrored based on the result of the consequences. Besides, assessment is the process of considering whether the people we observed is fitted our personality or if their reactions are desirable. After observing and assessing the relevant behaviour, people are required to imitate the behaviour to achieve the desired preferred result. Lastly, people need to identify whether they are satisfied with their achievements and make improvements for better consequences (McLeod, 2023). It is a critical factor that social learning theory can impact job performance in the workplace. An office-going employee's day would not have been complete without socializing and interacting with co-workers. By observing employers and colleagues, people are able to grasp business skills. Therefore, if there is job ambiguity, it can be difficult for employees to apprehend what actions and performance are expected of them. Moreover, if job expectations and goals are ambiguous, employees might not have a clear example to learn from. Therefore, employees will fail to learn from the experiences of others in the workplace.

## **2.3 Review of Variables**

### **2.3.1 Dependent Variable**

#### **2.3.1.1 Job Performance**

Job performance is described as a person's ability to accomplish tasks through the resources available at organization (Jamal, 2007).

It is a significant concept in human resource management and organizational psychology (Johari et al., 2017). According to Borman and Motowidlo (1993), job performance can be categorized as situational performance and task performance. Situational performance is defined as performance that has no direct bearing on the primary activity but contributes to shaping the organizational, social, and psychological environment. Besides, task performance has a direct relationship with technical core tasks. It required employees to acquire and demonstrate core technical skills. According to Kiker and Motowidlo (1999), both types contribute to organizational efficiency.

Job performance is related to how well an individual performs in their job responsibilities. It is important to an organization as it will directly affect the organization's financial and non-financial outcomes (Jagannathan, 2014). At the same time, it is critical to the overall success of the company. For instance, organization can accomplish its objectives more quickly and acquire a competitive edge when it has high-performing workers. However, employees with poor job performance may prevent the organization from taking advantage of business opportunities or lead to conflict within the organization (Sineriz, 2019). Besides, job performance can aid organizations make personnel decision, such as promotions or job transfers. Thus, job performance is important as it may affect the organization's effectiveness.

During the pandemic, healthcare institutions are facing numerous difficulties and challenges, including limited resources and employees. Therefore, organizations need better employee performance to deal with those concerns more effectively (Krijgsheld et al., 2022). However, job performance is affected by different aspects, including work environment (Chandrasekar, 2011),

organizational culture (Paais, 2018), social support (AbuAlRub, 2004), role ambiguity (Tubre & Collins, 2000), work engagement (Yao et al., 2022), job satisfaction (Judge et al., 2001) and other factors. Therefore, it is important for the organization to identify the factors that will have an impact on the employee's performance as this can help the company to better develop appropriate strategies.

## **2.3.2 Independent Variables**

### **2.3.2.1 Job Ambiguity**

Job ambiguity refers to an individual not being clear about his or her job responsibilities (Palomino & Frezatti, 2016). According to research by Khuong and Yen (2016), job ambiguity occurs when employees lack knowledge about their job's responsibilities, how to satisfy those criteria, and the procedure for determining if the job was effectively done. Then, job ambiguity has a detrimental effect on confidence, despondency, depression and stress. From another point of view, job ambiguity occurs when a person is given insufficient information to complete a task. It is also frequently perceived as a situation when conflict arises in the workplace due to a lack of employee understanding of expectations (June & Mahmood, 2011).

In a study by Hoboubi et al. (2017), higher levels of job ambiguity would result in lower levels of productivity among individuals. For instance, employees who lack a precise and direct grasp of their responsibilities in the organization will be afraid to act or take

responsibility. After that, it can raise employee absenteeism and diminish employee productivity and performance. Moreover, Murali et al. (2017) stated that employees with a high degree of role ambiguity are less efficient in their performance. This is because job ambiguity is one of the causes of job stress, which affects job performance and leads to conflict within the organization. Therefore, each role should have a clear description and instructions from the management team in the organization as well as solve job ambiguity problems and make employees become outstanding in their job performance (Zolkapli et al., 2022).

#### **2.3.2.2 Work Overload**

Work overload can be explained as job demand exceed the abilities of an individual to take with them or exceed the time and resources available. In other words. Work overload occurs when an individual is unable to handle the job require. Additionally, an excessive amount of work can be characterized by the number of hours spent on it, the loss of personal time, and the frustration of being unable to complete assigned tasks within the allotted timeframe. Especially at the expense of other aspects of employees' lives, helping to create an overload. In addition to the long hours of work, there is the feeling of having too much to accomplish in a very short period also refers as work overload. On the other hand, workload can be considered as activities that an individual engages in at work that are professional in nature, whether directly or indirectly. Workload is a multi-dimensional construct with three major categories which are the amount of work, the amount of time an employee has to complete his or her work, and the employee's personal psychological experiences. This means that it varies for each employee when they

perceive a given workload as being "too high" or "too low." (Johari, Tan, & Zulkarnain, 2017).

According to Vijayan (2018) stated that work overload refers as one of the essential elements affecting the employee's productivity and efficiency. Nowadays, work overload led by job stress become common thing. Huge workloads can negatively affect performance and result in low morale and increased staff turnover in organizations. Therefore, the outcome of work overload in the terms of employee performance must be determined by everyone. Besides, job performance is a person's effectiveness at their job in accordance with their legal responsibilities, the amount of effort they put forth, and their level of success. In order to ensure that an organization have happy and healthy employees, stress management training in the organization is a must (Jain, 2021).

### **2.3.2.3 Work Environment**

As stated by Al-Omari and Okasheh (2017), anything that presences throughout an employee that could interfere with the performance of their duties is considered a work environment. A spacious work environment is where individuals can perform their work in an ideal, secure, healthy and comfortable mode. As claimed by Badrianto and Ekhsanhe (2020), the work environment is a location where the employees perform their daily tasks. A comfortable work environment offers a comfort zone that enables employees to perform better. Apart from that, the work environment can also influence the passion of employees. If the employees like the work environment they work in, they will be more comfortable working and will be able to use their working time more effectively. Hence,

higher productivity, employees' job performance automatically is higher.

According to Saidi et al. (2019), the work environment consists of two components: physical work environment and social working environment. The physical work environment that affects the job performance of the employees are lighting, temperature, noise, office layout and fresh air. All of these obstacles may lead to employees' health issues, and then lead to poor employee performance. Namely, a good room temperature plays a crucial character in the working environment as it helps in increasing productivity and reducing worker stress. In addition, the social working environment such as the colleague relationship has a strong positive effect on employee job performance. Consequently, the relationships with colleagues must be good when creating a work-friendly environment as this will motivate employees to perform tasks despite not being in the job characterization and feel pleasant in the company. Also, supervisor support is essential for employees to complete their tasks. It is someone who has the skills and experiences that will assist the employees to achieve better in their present role. Experienced and skilled supervisors support employees in fulfilling their job responsibilities and assist them in further developing effective roles.

#### **2.3.2.4 Work-life Balance**

The concept of work-life balance is wide. Different scholars have different definitions of work-life balance. Daipuria and Kakar (2013) asserted that work-life balance refers to finding work-life balance and being at ease with work and family commitments. According to



Delecta (2011), work-life balance does not refer to allocating time equally between work, family, and personal life, but varies from individual to individual. Some people tend to work for life, while some people are live to work. Therefore, work-life balance is determined by the individual's subjectiveness. According to Simmons (2012), work-life balance seeks to establish equilibrium in emotional, physical, and spiritual health. As a result, when there is no conflict between personal and professional life, work-life balance is achieved.

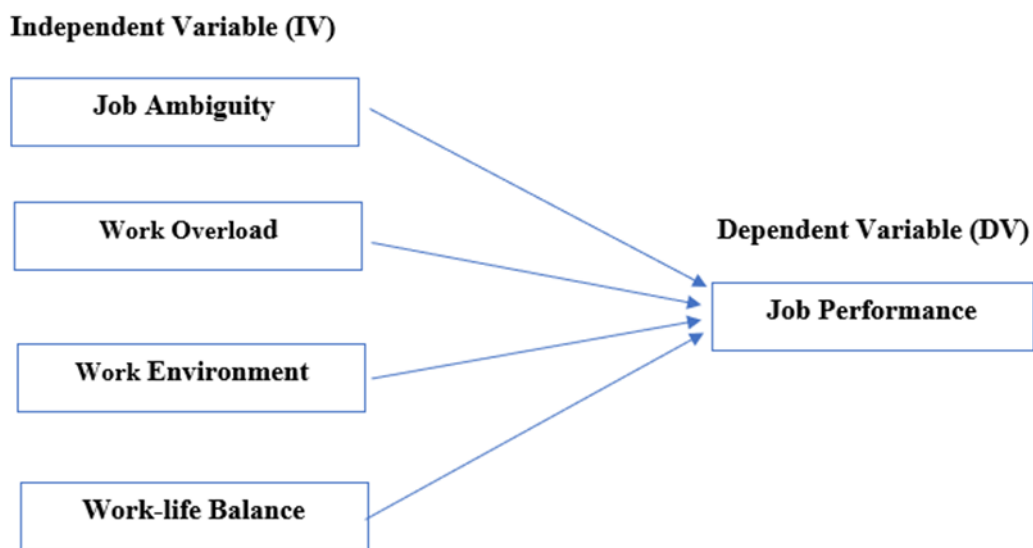
Achieving work-life balance can bring a number of benefits to an organization, including greater productivity, less turnover, and better job performance (Lamane-Harim et al., 2021). Moreover, work-life balance promotes employee retention because it may increase job satisfaction (Rodríguez-Sánchez et al., 2020). For instance, work-life balance can improve the mental health and reduce employee burnout in healthcare system, According to Kotera et al. (2021), healthy work-life balance can help to reduce occupational stress and burnout levels. When burnout levels decrease, job performance increases.

During the pandemic, the original work-life balance in many industries was disrupted by the sudden changes. The same goes for healthcare industry. In areas of the healthcare system that require face-to-face contact with patients, work-life imbalances happen more frequently. Under the initial condition, it is not uncommon for pharmacy employees to work long hours. According to Seston and Hassell (2014), some retail pharmacies in the UK operate over 100 hectares per week. Thus, pharmacy employees initially face greater difficulty than those in other professions in establishing a healthy work-life balance. However, the pandemic has made it more challenging for pharmacy employees to try to balance their job and

personal life. In order to guarantee the ongoing medicine supply and treatment during the epidemic, many pharmacies have extended their working hours and services (Sum & Ow, 2021). Pharmacy employees had to put in more hours due to the epidemic's increasing demand and limited time and resources (Aljuffali et al., 2022). According to Hsu et al. (2019), working hours had an impact on work-life balance. Thus, when working hours are increased, work-life balance declines.

## 2.4 Proposed Theoretical/Conceptual Framework

Figure 2.1: Proposed Conceptual Framework



Source: Developed for Research

The diagram above shows the conceptual framework for this study. The diagram illustrates the connections between the independent variables (IV) and dependent variable (DV). The research objective is to examine how job performance is influenced by the various factors of job stress. In this study,

there are four independent variables, which are job ambiguity, work overload, work environment and work-life balance, while the dependent variable is job performance. The four independent factors act as a catalyst for the outcome of dependent variable.

Job ambiguity in the role theory defined as the lack of definition in an employee's role duties (Zolkapli et al., 2022). Besides, job ambiguity can lead to confusion and misunderstanding, ultimately reduce the productivity and quality of service in retail pharmacy operations. Without clear guidelines and expectations, employees may make mistakes in medication dispensing. This problem becomes considerably worse as it led to the negative outcomes such as legal liabilities for the retail pharmacy. This relationship can be supported by the social learning theory, which stated that people tend to initiate or observe other people's behaviour. In the workplace, there is no doubt that employees need to communicate with each other to complete their tasks. By observing others, employees can learn some business skills. However, if there is job ambiguity in the workplace, employees might not have a clear example for them to learn (Mcleoad, 2023). For example, when the pharmacists hired a new pharmacist. When the pharmacists start working, he is not sure what they supposed to do. He asks the manager; the manager is also uncertain and unable to provide a clear example for him. Therefore, the employee fails to understand what actions and performance are expected of them.

According to Vandenberghe and Tang (2022) stated that work overload not only harms the employee and also threaten to the organization that might indirectly undermine job performance. When employees are consistently required to manage multiple tasks simultaneously, they may experience both physical and mental exhaustion. This can ultimately reduce the employee's quality of work and even increase the likelihood of mistakes in medication dispensing and customer service. This kind of relationship able to be supported by the JD-R theory which stated that stress and burnout occurred

when the resources are less while the job demand will increase (Tummers & Bakkers, 2021).

One of the critical factors to achieve expected employee performance is employee satisfaction. Apart from ensuring that the employee has the ability to complete their tasks, the company should provide a proper and comfortable environment so that the employee able to better perform their jobs. In fact, the work environment able to impact the physical and emotional well-being of employee. Thus, they are more likely to be engaged in their work. In addition, work-life balance is considered as one of the most important issues that company's management should overcome in organizations, to ensure that the employees have adequate time to fulfil their family and work engagements (Abdirahman et al., 2020). Generally, retail pharmacy employees often work irregular hours during weekend and holidays, which can impact their personal lives and relationships. Thus, those employees who achieve work-life balance can lead to an increase in their productivity and job performance. Employees are more likely to be focused and productive during work hours when they are well-rested, motivated, and involved in their personal life. This may result in more effective and efficient retail pharmacy operations, and beneficial to the company as a whole. The relationship between job performance and work-life balance can be supported by conflict theory. For example, time-based theory indicates that individuals need sufficient time to effectively fulfil the needs of the job. If pharmacist working for a longer time can lead to frustration and eventually lead to poor job performance (Khateeb, 2021).

## **2.5 Hypotheses Development**

### **2.5.1 Relationship between Job Ambiguity and Job Performance**

The findings of Zolkapli et al. (2022) showed that job ambiguity has a significant and positive relationship with job performance in a water supply services company at Muar, Johor, Malaysia. This is because job ambiguity is the most powerful predictor of employee performance which with the highest beta in the study. In a study by, higher levels of job ambiguity would result in lower levels of productivity among individuals. However, Murali et al. (2017) observed that there is a significant and negative relationship between job ambiguity and job performance in their study. When employees' role requirements are not acknowledged, ambiguous, or handled properly, they will emerge with high levels of tension and stress. Therefore, it leads to the blurring of roles will affect the job performance, which increases work stress and decrease job satisfaction (Khuong, & Yen, 2016; Hoboubi et al., 2017; Murali et al. 2017). In a consequence, the employees of retail pharmacy should observe and ask their superior if they have any doubt on their job scopes which mentioned in the Social Learning Theory.

$H_0$ : Job ambiguity does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$ : Job ambiguity has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

### **2.5.2 Relationship between Work Overload and Job Performance**

Based on the study on Shao et al. (2019) stated that there is positive and significant relationship between work overload and job performance. An increase in workload positively correlated with creativity, which will also affect the job performance in a positive way. Assuming work overload is seen as an extra-role behaviour when employee's performance is over expected, employees is more likely to put more effort to increase their job performance. Hafeez (2018) study on the employees in social security hospital illustrates that work overload would affect employee performance. This finding indicated that employees in hospitals experience job stress during heavy workloads as they deal with patient demands, heavy tasks, and overtime. This might negatively affect the job performance as well as affect the service delivery to the patients. As mentioned in Job Demands-Resources Theory, high job demands might negatively affect the job performance of employees as well as affect the services which delivery to the patients.

$H_0$  : Work overload does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$  : Work overload has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

### **2.5.3 Relationship between Work Environment and Job Performance**

According to Badrianto and Ekhsan (2020), there was a significant and positive relationship between work environment and job performance. Work environment will influence the passion of employees. Not only that, but other researchers also have stated that the work environment has a positive relationship with job performance (Al-Omari, & Okasheh, 2017;

Saidi et al., 2019). For instance, an employee feels comfortable at work if he or she likes the work environment in which he or she works and will do their activities to make efficient use of working time. The company should offer the employees a comfortable work environment with complete resources therefore the employees may be more focused on their tasks and be more generative. In particular, Job Demands-Resources Theory mentioned that high job resources may increase the job performance of employees.

$H_0$ : Work environment does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$ : Work environment has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

#### **2.5.4 Relationship between Work-life Balance and Job Performance**

According to Thevanes and Mangaleswaran (2018), and Susanto et al. (2022), there was a significant and positive relationship between work-life balance and job performance. Employees who successfully fulfil family roles and commitments generally exhibited better job performance. This is because when employees are satisfied with their home life, they are better able to concentrate and put their full enthusiasm into their work (French et al. 2020). This not only improves employee performance, but also better increases their job satisfaction. However, there was also a significant negative relationship between work-life balance and job performance (Kim et al., 2015). One of the main points of work-life balance is flexible working, such as working from home. In this situation, it is difficult for employees to maintain clear boundaries between work and home, as they are easily

distracted by family matters (Anakpo et al., 2023). At the same time, it can also lead to lack of communication between employees resulting in lost opportunities. As mentioned in Conflict Theory, achievement in one area of life leads to sacrificing on the other hand. Namely, high accomplishment of individual in work may sacrifice their personal time for family or friends.

$H_0$ : Work-life balance does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$ : Work-life balance has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

## **2.6 Conclusion**

In general, the literature review, theoretical framework and also hypothesis development had discussed in this chapter. This research consists of four independent variables and one dependent variable. However, an overview of the study methodology will be discussed in detail which depicted how the research is implemented as regards the research design and sampling, collection techniques and data analysis tool, scale measurement, data processing and analysis.



## **CHAPTER 3 : RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter discusses the research methodology that is used in the study. Research methodology refers to the techniques or procedures that are used to collect and analyse data that is relevant to the research. The methodology will be separate into several areas such as study design, methods of data collection, sampling design, research instrument, construct instrument, data processing and analysis.

### **3.1 Research Design**

Research design refers to a comprehensive data gathering plan. According to Akhtar (2016), the research design serves as the "glue" that ties all the components of a research project together. Dulock (1993) explains that the research design is a blueprint for conducting empirical study. It aims to test a specific research hypothesis or answer a specific research question. According to Mayoux (2006), quantitative research is usually collected from questionnaires and uses numbers and graphs to confirm theories and conjectures. This research used a quantitative method and aimed to test hypotheses and quantify the data in the questionnaire. Qualitative research method was not chosen in this research because this research did not involve any interviews, observations or conversations. Besides, this study was designed through causal research. The aim of causal research is to find out the extent and nature of the relationship between independent and dependent variables.

## **3.2 Sampling Design**

### **3.2.1 Target Population**

Target population is considered as one of the significant steps in sampling design. A study unable to complete without the assistance of target population. Target population refers to a group of people that respond towards the survey questions. Therefore, our research's target population is the retail pharmacy employee of Guardian and Watsons based on the Johor, Perak, Penang, Kuala Lumpur, and Selangor. Besides, we would like to target on the retail pharmacy full-time and part-time employees of Guardian and Watsons were because we found that Guardian and Watsons have expanded large numbers of store in Malaysia. An evidence is proved by Ganesan (2021) stated that there are 465 Guardian stores was operated in Malays and hires more than 5,000 employees. On the other hand, Watsons had grown up to 600 stores in Malaysia and the latest store located at Pavilion Bukit Jalil, Kuala Lumpur which has reflecting Watsons' commitment to being the leading health and beauty retailer in the country and in Asia (Watsons celebrates milestone with its 600th store, 2021). Moreover, Watsons hires more than 5,000 employees (Watsons, n.d.).

### **3.2.2 Sampling Frame and Sampling Location**

Sampling frame refers to the selection of a representative sample from the list from units. The sampling frame may consist of various types of listings, such as a list of phone numbers will be sampled, or a map from which areas will be sampled or a list of home address for a door-to door survey

(Mooney& Garber, 2019). Sampling location is a targeted place for the questionnaire survey to be distributed. In this study, the target population is the retail pharmacy employee of Guardian and Watson from Johor, Perak, Penang, Kuala Lumpur, and Selangor. Hence, there is no sampling frame for this research because the questionnaire was distributed personally to the respondents. As a result, the non-probability sampling method is adopted in this research study. The sampling location was allocated in the few provinces of Malaysia which are Johor, Perak, Penang, Kuala Lumpur and Selangor. According to Rahman and Idris (2020) stated that a study in Selangor revealed that the about 300 million citizens suffer from depression. Therefore, we choose Selangor as our sampling location. The targeted location such as Johor, Perak, Penang, Kuala Lumpur, and Selangor are a more advanced states compared with other states. Therefore, it is possible that retail pharmacy owners tend to expand their stores in Kuala Lumpur due to its status as the main city in Malaysia. In addition, due to its size and importance as Malaysia's economic centre those states might attract more customers to retail pharmacies.

### **3.2.3 Sampling Element**

Every unit such as person, organization, group, corporation and so on has an equal chance of being chosen to be included in the research study sample. This is only feasible if we can locate and get in touch with every member of a target audience, which is sometimes unrealistic or prohibitively expensive. In this research study, the survey participants who completed the questionnaire are regarded as the sampling elements. The relevant respondents are the retail pharmacy employee of Guardian and Watson from Johor, Perak, Penang, Kuala Lumpur, and Selangor.

### **3.2.4 Sampling Technique**

Sampling methods consist of two categories which are probability sampling and non-probability sampling. Probability sampling is mainly focus on random selection, enabling researchers to make reasonable statistical inferences about the whole population. Nevertheless, non-probability sampling involves non-random selection based on practicality or other considerations, which makes data collection more straightforward and feasible for researchers. Convenience sampling method is selected to conduct the test in this research study. The reason is convenience sampling method is known as a non-probability sampling technique and researcher able to collect data through a conveniently available pool of respondent (Combes, 2022). Since the research study required a large population of target audience, convenience sampling method is a best method to reach the respondents.

Since the research study required a large population of target audience, convenience sampling method is a best method to reach the respondents. This is because convenience sampling method is considered as quick and cost effective that can collect a large sample size in a short period of time without extensive resource and specialized equipment (David, n.d.). However, this has resulted in sampling bias such as unclear representative result, easy to provide false data, challenging to replicate the results of convenience samples. It is crucial to overcome the sampling bias to get more details finding. For instance, it is recommended to clearly specify the target population and the sampling frame to ensure that the sampling frame is as representative as possible of the target population by matching the sampling frame with the target population to the greatest extent feasible. In addition, the survey needs to be as short and accessible as possible as well as follow up on non-respondents (Bhandari, 2022).

### 3.2.5 Sampling Size

In a research study, sample size pertains to the number of people who are individuals who are included in the study to accurately reflect the population. The number of people is normally categorised into subgroups based on variables like age, gender, and race. Besides, the greater the sample size, the better for the estimation (Kabir,2016). Due to confidential issues, Watson and Guardian management unable to provide us a specific number of total employees. Thus, based on Watsons (n.d.) stated that Watsons hires more than 5,000 employees in Malaysia. Besides, Guardian has expanded their business in Malaysia by operating up to 465 Guardian stores in 2021 and hires more than 5,000 employees (Ganesan, 2021). In this research, the population of Guardian and Watson employees is approximately 10,000. Therefore, assuming that 95% level of confidence, a margin of error of 5% and a population proportion of 50% were used in this research to calculate the sample size.

The following equation represents the sample size for this research:

$$\text{Sample size} = \frac{X^2 NP x (1-p)}{d^2(N-1)+ X^2 P (1-P)}$$

Where,

N= Population Size

p = Population Proportion

$X^2$  = Table Value of Chi-square for 1 Degree of Freedom at 0.05%,  
Confidence Level (3.84)

d = Degree of Accuracy Expressed as a Proportion (0.05)

$$\begin{aligned}\text{Sample size} &= \frac{3.84 (10,000)(0.5)(1-0.5)}{0.05^2 (10,000-1)+3.84(0.5)(1-0.5)} \\ &= \frac{9,600}{25.9575} \\ &= 369.84 \\ &\cong 370\end{aligned}$$

As a result, in the sample size of this research study is indicated as 370 individuals.

### **3.3 Data Collection Methods**

The data collection method is a procedure for getting data. It can influence the cost and success of a research project. According to Kothari (2004), one of the collection methods is primary data.

#### **3.3.1 Primary Data**

Primary data refers to the initial data that the researcher gathered without go through any processes (Kothari, 2004). It can be acquired in a variety of ways, including questionnaires, direct communication, natural observations, and other survey methods. In most cases, researchers will collect the primary data through questionnaires as questionnaires are simpler and more cost-

effective than other methods. In our research, we use the survey methods to conduct our research, rather than observation and conversations. This is due to the fact that we need to collect a certain amount of data from respondent. Thus, it is more effectiveness and efficiency to use the questionnaire as our data collection method. Our questionnaire survey which consists of 31 questions will be distributed to retail pharmacy employees in Johor, Perak, Penang, Kuala Lumpur, and Selangor.

### **3.4 Research Instrument**

#### **3.4.1 Questionnaire Survey**

In this research, the research instrument that used was a questionnaire. A questionnaire is one of the research tools that is composed of a list of questions that are then given out to the respondents to gather statistical data. The questionnaire was selected because it can quickly and efficiently gather data from respondents on a broad scale. In addition, the cost of the questionnaire is lower, and the results are easier to statistically process and analyse.

#### **3.4.2 Questionnaire Design**

The questionnaire consists of six sections from section A to section F. In the study, the questionnaire was designed with fixed-alternative questions. Compared with open-ended questions, fixed-alternative question designs

can be more convenient for respondents to answer and are relatively less burdensome because recommended answers are provided. The questionnaires of previous researchers are adopted, adapted, and reversed to make the respondents could understand the questionnaires more easily as well as collect good and positive results.

The questionnaire was divided into six sections:

Section A is the demographic profile of the respondents. There are 6 fixed-alternative questions, such as gender, age, race, location, education level, and employment contract. These closed-ended questions were used to introduce the background profiles of respondents working as retail pharmacy employees in Malaysia.

Section B is job ambiguity questionnaires. It was conducted with 5 items that are adapted from Selvaraju and Sundaram (2019). For instance, the questions were reversed in order to receive positive responses from respondents. The interval scale was used to assess employees' role anxiety at work.

In Section C, 5 items of the work overload questionnaires were conducted. 4 items are adapted and 1 item is adopted from Selvaraju and Sundaram (2019) to evaluate the work overload on job performance. Some minor changes were made to make the questionnaires simple.

The work environment questionnaires in Section D are classified into two categories, which are the physical work environment and the social work environment. 3 items for the physical work environment were adapted from Sari et al. (2021), while 2 items for the social work environment were adapted from Sari et al. (2021) and Selvaraju and Sundaram (2019). For



example, the questionnaires adapted from Sari et al. (2021) were made into a complete sentence, while the questionnaires adapted from Selvaraju and Sundaram (2019) were classified the lack of group cohesiveness as the social work environment in this research.

Section E is work-life balance questionnaires. It consisted of 5 items that are adapted the interval scale of Borgia et al. (2022) to evaluate the respondent's work-life balance with an explicit statement of variable.

For Section F, job performance questionnaires have 5 items which are adapted from Sari et al. (2021) by dividing into 3 questionnaires for measuring task performance and 2 questionnaires for measuring situational performance.

Table 3.1 Sources of Construct Measurement

Variables	No. of Items	Construct Measurement	Sources
<b><u>Section B: Job Ambiguity (JA)</u></b>			
<b>Job Ambiguity (JA)</b>	5	My role has been defined clearly by my supervisor.	Adapted from Selvaraju and Sundaram (2019)
		My roles are clear and specific.	
		There are explanations were given on my duties and it make me easy to perform my duties.	
		I have been informed on my working hours.	
		My supervisors taught me on how to carry out my duties according to the standard of work.	

<b><u>Section C: Work Overload (WO)</u></b>			
<b>Work Overload (WO)</b>	5	I always have to do extra job at workplace despite my specific job.	Adapted from Selvaraju and Sundaram (2019)
		I always stay back to complete my work.	
		My supervisor always assigns me with double job.	
		Sometimes, I do not go for my break as to finish up my overloads.	
		My workload is too heavy.	Adopted from Selvaraju and Sundaram (2019)

<b><u>Section D: Work Environment (WE)</u></b>			
<b>Work Environment (WE)</b>	5	<b><u>Physical Work Environment</u></b>	
		I have been given enough tools and support to complete my task.	Adapted from Sari et al. (2021)
		My workplace is quite pleasant and cosy.	
		There are pantry, restroom and toilets for workers.	
		<b><u>Social Work Environment</u></b>	
		The colleagues at the workplace are friendly and helpful.	Adapted from Sari et al. (2021) & Selvaraju and Sundaram (2019)
		My supervisor is helpful and always be supportive.	Adapted from Selvaraju and Sundaram (2019)

<b><u>Section E: Work-life Balance (WLB)</u></b>				
<b>Work-life Balance (WLB)</b>	5	I could manage my work-life balance.	Adapted from Borgia et al. (2022)	
		My working overload is not a barrier for my physical activities.		
		I often have time for my families and friends.		
		I often go for leisure activities during the weekends to release my stress.		
		I do not need to bring home my work to accomplish urgent task during weekends.		
<b><u>Section F: Job Performance (JP)</u></b>				
<b>Job Performance (JP)</b>	5	<b><u>Task Performance</u></b>		
		I always able to finish up my work on time without any difficulties.	Adapted from Sari et al. (2021)	
		My supervisor always provides me good trainings so that I could perform better.		
		I able to solve all problems at work after communicating with my supervisor.		
		<b><u>Situational Performance</u></b>		Adapted from Sari et al. (2021)
		I feel comfortable to interact with my customers.		
		I feel satisfied and I love my job.		

Source: Designed for the Research

### 3.4.3 Pilot Study

A pilot study is an initial, little investigation carried out by researchers to ascertain the most effective way to carry out a larger investigation. (In, 2017). Pilot studies can help to judge the feasibility of the project to reduce the risk of errors or problems. By using pilot studies, researchers can identify and address existing solutions as much as possible. If there are no issues in a pilot study, it can help obtain accurate results in a larger study.

Table 3.2 The Result of Pilot Study

<b>Variables</b>	<b>Dimensions</b>	<b>No of item</b>	<b>Cronbach's Alpha</b>	<b>Level of Reliability</b>
<b>Independent Variables</b>	Job ambiguity	5	0.782	Good
	Work overload	5	0.733	Good
	Work Environment	5	0.720	Good
	Work-life Balance	5	0.607	Moderate
<b>Dependent Variable</b>	Job Performance	5	0.770	Good

Source: Developed for Research

Our pilot study's results are reported in Table 3.2 above. To begin with, Cronbach's Alpha for the dependent variable was indeed 0.770. Job ambiguity has the highest Cronbach's Alpha value (0.782), then work overload (0.733), work environment (0.720) and work-life balance (0.607). According to the above results, the variables exhibit good and moderate reliability. Overall, the reliability results are good. Therefore, the questionnaire is effective and reliable.

## **3.5 Constructs Measurement**

### **3.5.1 Origin of Construct Measure**

There are 31 items in the questionnaire for this research based on the four independent variables that impact on the job performance of the retail pharmacy employees in Malaysia. The independent variables include job ambiguity, work overload, work environment and work-life balance.

In Section A, it contains questions about demographics. Nominal scale and ordinary scale are utilized in the demographics questionnaires to obtain some basic data about the respondents in order to analyse their data more effectively.

From Sections B to E, it consists of four factors of job stress, including job ambiguity, work overload, work environment and work-life balance. Respondents are required to select answer through the interval scale, known as five-point Likert scale. It includes five levels which are Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). These sections can help in determining the relationship between job performance of pharmacy employees and the other four independent variables.

Lastly, respondents will be questioned about their job performance while employed in Malaysian pharmacies in Section F. As with the five-point Likert scale taken in Sections B to E, the results of the dependent variable are also interpreted on a scale ranging from strongly disagree to strongly agree.

Table 3.3 Types of Scales Used in Questionnaire

<b>Section A</b>		<b>Number of Question</b>	<b>Type of Scales</b>
Q1	Gender	1	Nominal
Q2	Age	1	Ordinal
Q3	Race	1	Nominal
Q4	Location	1	Nominal
Q5	Education Level	1	Ordinal
Q6	Employment Contract	1	Nominal
<b>Section B-F</b>		<b>Number of Question</b>	<b>Type of Scales</b>
Part 1	Job Ambiguity (JA)	5	Interval
Part 2	Work Overload (WO)	5	Interval
Part 3	Work Environment (WE)	5	Interval
Part 4	Work-life Balance (WLB)	5	Interval
Part 5	Job Performance (JP)	5	Interval

Source: Developed for Research

## 3.5.2 Scale of Measurement

### 3.5.2.1 Nominal Scale

According to Dalati (2018), the simplest type of scale measurement is nominal scale as it does not have any quantitative value and it uses labels to identify or categorize objects. The nominal scale is one of the measurements that gathers information on a variable that can be divided into two or more categories. There are four questions in Section A that uses the nominal scales which are gender, race, location, and employment contract.

Figure 3.1: Nominal Scale

1. Gender

- Male
- Female

Source: Developed for Research

**3.5.2.2 Ordinal Scale**

The ordinal scale classifies and arranges objects in an ordered relationship based on their degree (Dalati, 2018). Not only that, but the ordinal scale is also a qualitative non-metric scale, but it is different from the nominal scale which has a definite order and rank (Mishra et al., 2018). For instance, in Section A, two questions are used ordinal scales to measure such as age, and education level.

Figure 3.2: Ordinal Scale

2. Age

- 18-30 years old
- 31-40 years old
- Above 40 years old

Source: Developed for Research

**3.5.2.3 Interval Scale**

The is interval scale considered as a Likert scale which shares the characteristics of both ordinal and nominal scale (Wu & Leung, 2017). Generally, the interval scale has five options which 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly disagree. Interval scales are applied in this study's Section B through Section F questions.

Figure 3.3: Interval Scale

NO.	Questions	SD	D	N	A	SA
1.	My role has been defined clearly by my supervisor.	1	2	3	4	5

Source: Developed for Research

## 3.6 Data Processing

Data processing described as part of data preparation. It is crucial for the researchers to perform a preliminary review of the questionnaire because data processing simplifies the nature of the data (Shukla, 2018). Therefore, before the data are analysed, there are a few processes involved data checking, editing, coding, and transcription.

### 3.6.1 Data Checking

Data checking indicates the accuracy of data verification. It is designed to identify and prevent errors in data (Mohapatra, 2018). Moreover, this



procedure can ensure the respondents filled out the questionnaire completely with no missing answers.

### 3.6.2 Data Editing

According to Mohapatra (2018), data editing defined as the process of recognize and correct the errors in data. When there are any problems such as typos and wrong answers, researchers are required to edit, correct, or remove them instantly from the result as well as enhance the questionnaire's accuracy and reduce its errors.

### 3.6.3 Data Coding

Data coding is the practice of allocating a code to each questionnaire response, and it assists the researchers can input key information directly and easily from the original questionnaire (Mohapatra, 2018).

Each response to the questionnaire's Section A question on the respondents' demographic profile, each response is coded as follows:

Table 3.4 Coding of Questions in Section A

Name	Label	Values
<b><u>Section A: Demographic Profile</u></b>		
Gender	Gender	1= Male 2= Female

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Age	Age	1= 18-30 years old 2= 31-40 years old 3= Above 40 years old
Race	Race	1= Chinese 2= Malay 3= Indian 4= Other
Location	Location	1= Johor 2= Kuala Lumpur / Selangor 3= Perak 4= Penang
Education	Education Level	1= SPM 2= Diploma 3= Degree 4= Master 5= PhD 6= Other
Employment Contract	Employment Contract	1= Full-time 2= Part-time

Source: Developed for Research

The response to each question is coded as follows for the questionnaire's independent and dependent variables in Section B to F:

Table 3.5 Coding of Questions in Section B to Section F

Name	Label	Values
<b><u>Section B: Job Ambiguity (JA)</u></b>		
JA1	My role has been defined clearly by my supervisor.	1= Strongly Disagree
JA2	My roles are clear and specific.	2= Disagree
JA 3	There are explanations were given on my duties and it make me easy to perform my duties.	3= Neutral 4= Agree 5= Strongly Agree
JA 4	I have been informed on my working hours.	

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JA5	My supervisors taught me on how to carry out my duties according to the standard of work.	
<b><u>Section C: Work Overload (WO)</u></b>		
WO1	I always have to do extra job at workplace despite my specific job.	1= Strongly Disagree
WO2	I always stay back to complete my work.	2= Disagree
WO3	My supervisor always assigns me with double job.	3= Neutral
WO4	Sometimes, I do not go for my break as to finish up my overloads.	4= Agree
WO5	My workload is too heavy.	5= Strongly Agree
<b><u>Section D: Work Environment (WE)</u></b>		
WE1	I have been given enough tools and support to complete my task.	1= Strongly Disagree
WE2	My workplace is quite pleasant and cosy.	2= Disagree
WE3	There are pantry, restroom and toilets for workers.	3= Neutral
WE4	The colleagues at the workplace are friendly and helpful.	4= Agree
WE5	My supervisor is helpful and always be supportive.	5= Strongly Agree
<b><u>Section E: Work-life Balance (WLB)</u></b>		
WLB1	I could manage my work-life balance.	1= Strongly Disagree
WLB2	My working overload is not a barrier for my physical activities.	2= Disagree
WLB3	I often have time for my families and friends.	3= Neutral
WLB4	I often go for leisure activities during the weekends to release my stress.	4= Agree
WLB5	I do not need to bring home my work to accomplish urgent task during weekends.	5= Strongly Agree
<b><u>Section F: Job Performance</u></b>		
JP1	I always able to finish up my work on time without any difficulties.	1= Strongly Disagree

JP2	My supervisor always provides me good trainings so that I could perform better.	2= Disagree 3= Neutral 4= Agree 5= Strongly Agree
JP3	I feel comfortable to interact with my customers.	
JP4	I feel satisfied and I love my job.	
JP5	I able to solve all problems at work after communicating with my supervisor.	

Source: Developed for Research

### 3.6.4 Data Transcribing

Data transcribing refers to data tabulation to transform and arrange data in a concise and logical order (Mohapatra, 2018). Then, the researchers need to pass the coded data from the questionnaire to the SPSS software for data analysis.

### 3.7 Data Analysis

Data analysis refers to the application of completely involving analytical and consistent perspectives to depict and present, compress and generalize, and appraise data. Data analysis transforms data into messages and comprehension while investigating the relationship between variables (Sharma, 2018). Data analysis was carried out in this study following data collection and processing. SPSS software was applied to gather and examine descriptive and inferential data in order to assess the dependability.

### **3.7.1 Descriptive Analysis**

Descriptive analysis considers as descriptive analytics or descriptive statistics which is the procedure of applying statistical methods to depict or recapitulate a set of data within a sample or population. It only draws insights from past data as this makes it easier to work with data, making it easier for analysts to take action. Descriptive analysis can be divided into four variety of variables, which are frequency measurement, center propensity, disbandment or discrepancy, and location. Computing descriptive statistics is a significant first stage when executing any study and ought to perform all the time before the comparisons of inferential statistical (Kaur et al., 2018). In this study, demographic details of the respondents were carried out in descriptive analysis.

### **3.7.2 Reliability Analysis**

As stated by Taherdoost (2016), reliability analysis involves the degree to which the computation of a phenomenon offers balance and compatible outcomes. Reliability also linked with repeatability. For instance, a weighing scale or analysis is dependable if duplicated calculation under a constant situation yields the same outcomes. A frequently used compute of internal conformity is the Cronbach's Alpha coefficient. It is the appropriate reliability measurement when using the interval scale. According to Nawi et al. (2020), Cronbach's Alpha coefficient ranges are from 0 to 1 and that values closer to 1 being more reliable ( $\alpha$ ) is declared as follows:

$\alpha = >0.90$ , that counted as excellent reliability

$\alpha = 0.80$  to  $0.89$ , that counted as very good reliability

$\alpha = 0.70$  to  $0.79$ , that counted as good reliability

$\alpha = 0.60$  to  $0.69$ , that counted as moderate reliability

$\alpha = <0.60$ , that counted as poor reliability

### **3.7.3 Inferential Analysis**

Inferential analysis is the use of making and computing the reliability of ending regarding a population in accordance with information gleaned from a population sample. Besides, inferential statistics can examine the differences between groups and the relationships between variables. As inferential analysis does not sample all the population, thus, the outcomes will always include some degree of unpredictability (Guetterman, 2019). In particular, inferential statistics involved Independent-sample T-test, One-way ANOVA, Chi-square test, Pearson correlation coefficient, and multiple regression analysis.

#### **3.7.3.1 Pearson Correlation Coefficient Analysis**

As stated by Schober et al., (2018), Pearson correlation coefficient is a way to calculate the stability and indication of the diverse connection that exists among two variables calculated on one or more interval scales. The correlation coefficient ( $r$ ) scopes from  $-1.0$  to  $+1.0$ . The relation between two variables is negatively correlated if the correlation coefficient is negative. Conversely, if the correlation coefficient is positive, the relation between the two

variables is positively correlated if the correlation coefficient is positive. When the correlation coefficient value is zero, the relation between the two variables is not correlated. The general guidelines for Correlation Coefficient size are stated as follows:

$r = \pm 0.90$  to  $\pm 1.00$ , which considered as very strong correlation

$r = \pm 0.70$  to  $\pm 0.89$ , which considered as strong correlation

$r = \pm 0.40$  to  $\pm 0.69$ , which considered as moderate correlation

$r = \pm 0.10$  to  $\pm 0.39$ , which considered as weak correlation

$r = \pm 0.00$  to  $\pm 0.10$ , which considered as negligible correlation

### 3.7.3.2 Multiple Regression Analysis

Multiple regression analysis refers to an analytical way which utilize to forecast the result of a variable in accordance with the values of two or more variables. This method empowers analysts to decide the changes in the model and the respective input of each independent variable to the total variance (Chayalakshmi et al., 2018). In this research, the independent variables are job ambiguity, work overload, work environment, and work-life balance. However, the dependent variable is job performance. The purpose of this analysis is to determine whether there is a significant relationship between the independent and dependent variables. In this research, the equation can be written as:

$$JP = \beta_0 + \beta_1 JA + \beta_2 WO + \beta_3 WE + \beta_4 WLB$$

Whereby:

JP = Job Performance

JA =Job Ambiguity

WO = Work Overload

WE = Work Environment

WLB = Work-life Balance

### **3.8 Conclusion**

The specifics of the research approach are covered in this chapter. It shows the design for research, sampling, methods of data collection, proposed data analysis tool, constructs measurement, data processing and analysis.



## **CHAPTER 4: DATA ANALYSIS**

### **4.0 Introduction**

All the results will be combined and analysed by using SPSS software (Version 29) in this chapter. The data was received from 370 respondents who worked at Watson and Guardian. The results will be presented in the demographic profile of the respondents, central tendencies measurement of constructs, reliability analysis, Pearson correlation coefficient analysis, and multiple regression analysis. This chapter investigated and described the relationship between independent and dependent variables in detail.

### **4.1 Descriptive Analysis**

#### **4.1.1 Respondent Demographic Profile**

The demographic profile of respondents involves all the 370 respondents' personal information obtained from the survey, such as gender, age, race, state, education level, and employment contract.

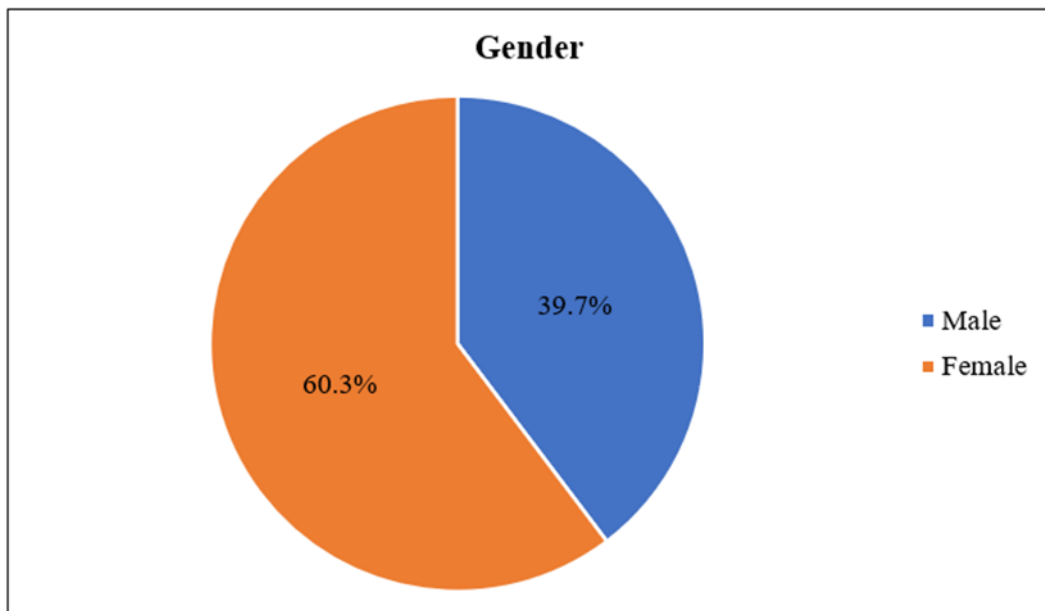
##### **4.1.1.1 Gender**

Table 4.1 Respondent's Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percent (%)</b>
<b>Male</b>	147	39.7	39.7
<b>Female</b>	223	60.3	100.0
<b>Total</b>	370	100.0	

Source: Developed for Research

Figure 4.1 Respondent's Gender



Source: Developed for Research

Based on Table 4.1 and Figure 4.1, 147 respondents (39.7%) from all 370 respondents are male, while 223 respondents (60.3%) are female. It indicates that there are more 76 female respondents than male respondents.

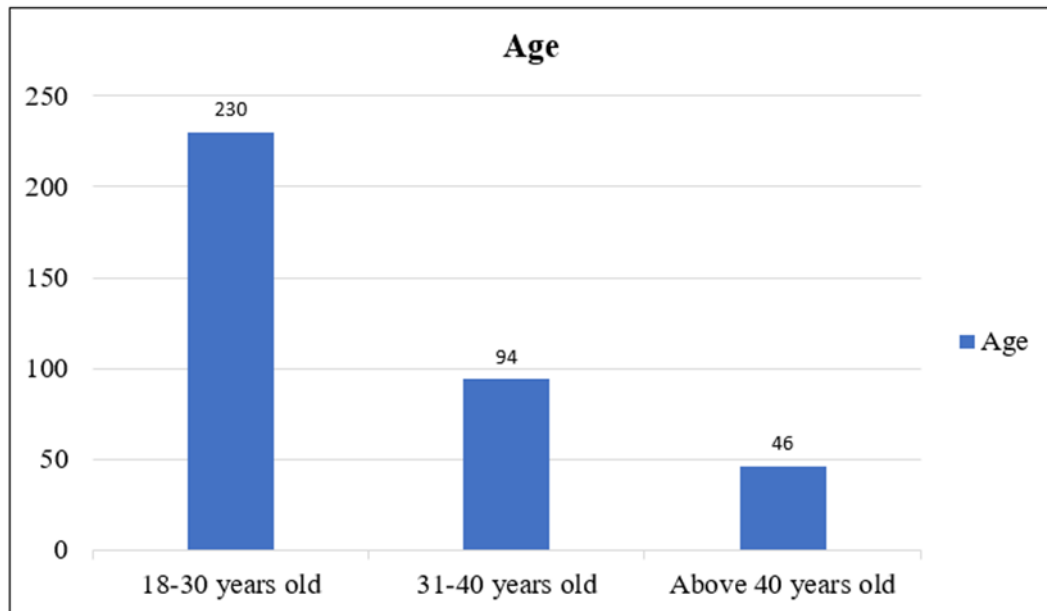
#### **4.1.1.2 Age**

Table 4.2 Respondent's Age

Age	Frequency	Percentage (%)	Cumulative Percent (%)
18-30 years old	230	62.2	62.2
31-40 years old	94	25.4	87.6
Above 40 years old	46	12.4	100.0
<b>Total</b>	<b>370</b>	<b>100.0</b>	

Source: Developed for Research

Figure 4.2 Respondent's Age



Source: Developed for Research

The respondents were categorized as 18 to 30 years old, 31 to 40 years old, and above 40 years old. In accordance with Table 4.2 and Figure 4.2, the majority of the respondents are 18 to 30 years old, which amounted to 230 respondents (62.2%) of the total of 370 respondents. 94 respondents (25.4%) are 31 to 40 years old, and 46 respondents (12.4%) are above 40 years old.

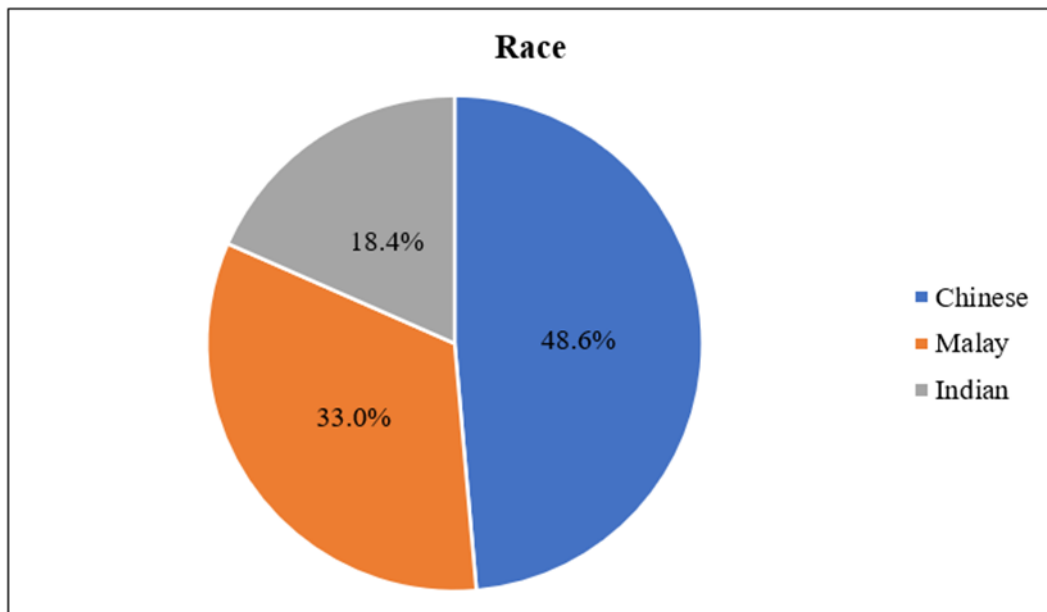
#### 4.1.1.3 Race

Table 4.3 Respondent's Race

Race	Frequency	Percentage (%)	Cumulative Percent (%)
Chinese	180	48.6	48.6
Malay	122	33.0	81.6
Indian	68	18.4	100.0
Total	370	100	

Source: Developed for Research

Figure 4.3 Respondent's Race



Source: Developed for Research

The races of the 370 respondents are presented in Table 4.3 and Figure 4.3. Most respondents are Chinese 180 out of 370 respondents (48.6%). This is followed by Malay 122 (33%) and Indian 68 (18.4%).

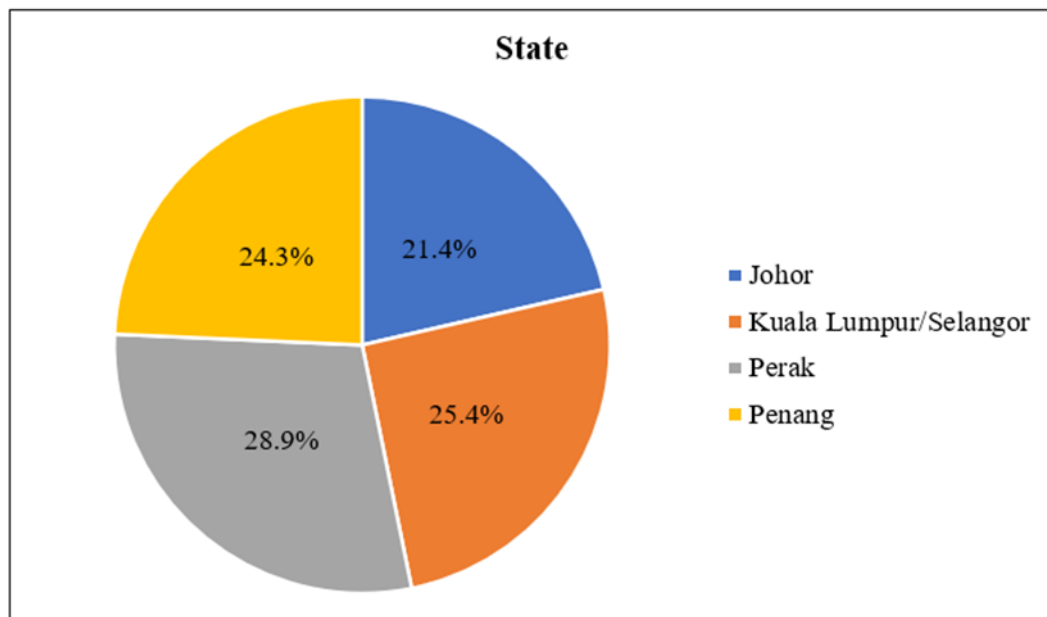
#### 4.1.1.4 State

Table 4.4 Respondent's State

State	Frequency	Percentage (%)	Cumulative Percent (%)
Johor	79	21.4	21.4
Kuala Lumpur/Selangor	94	25.4	46.8
Perak	107	28.9	75.7
Penang	90	24.3	100.0
<b>Total</b>	<b>370</b>	<b>100.0</b>	

Source: Developed for Research

Figure 4.4 Respondent's State



Source: Developed for Research

The 370 respondents are from different Malaysian states. According to Table 4.4 and Figure 4.4, 79 respondents (21.4%) are from Johor, 94 respondents (25.4%) are from Kuala Lumpur or Selangor, 107 respondents (28.9%) are from Perak, and 90 respondents (24.3%) are from Penang.

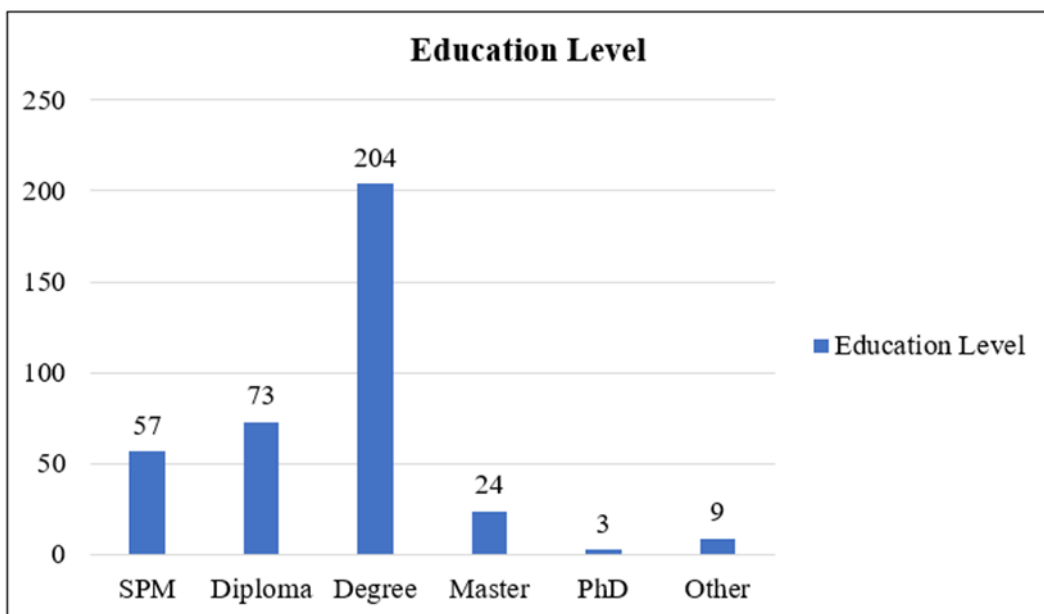
#### 4.1.1.5 Education Level

Table 4.5 Respondent's Education Level

Education Level	Frequency	Percentage (%)	Cumulative Percent (%)
SPM	57	15.4	15.4
Diploma	73	19.7	35.1
Degree	204	55.1	90.3
Master	24	6.5	96.8
PhD	3	0.8	97.6
Other	9	2.4	100.0
Total	370	100.0	

Source: Developed for Research

Figure 4.5 Respondent's Education Level



Source: Developed for Research

Based on Table 4.5 and Figure 4.5, 57 respondents (15.4%) have the highest education level in SPM, 73 respondents (19.7%) have the

highest education level in diploma, 204 respondents (55.1%) have the highest education level in degree, 24 respondents (6.5%) have the highest education level in Master, and only 3 respondents (0.8%) have the highest education level PhD. There are 9 respondents (2.4%) that have education level in Unified Examination Certificate (UEC) and Foundation.

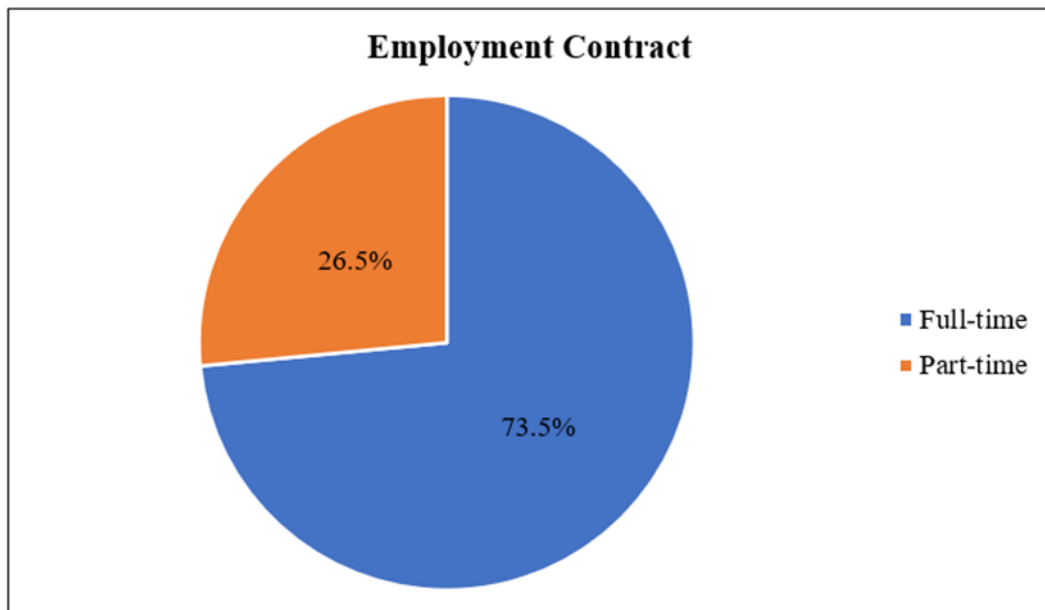
#### 4.1.1.6 Employment Contract

Table 4.6 Respondent's Employment Contract

<b>Employment Contract</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percent (%)</b>
<b>Full-time</b>	272	73.5	73.5
<b>Part-time</b>	98	26.5	100.0
<b>Total</b>	370	100.0	

Source: Developed for Research

Figure 4.6 Respondent's Employment Contract



Source: Developed for Research

According to Table 4.6 and Figure 4.6, 272 respondents (73.5%) are on full-time employment contracts and 98 respondents (26.5%) are on part-time employment contracts. This means that majority of the respondents are full-time retail pharmacy employees.

### 4.1.2 Central Tendencies Measurement of Constructs

Table 4.7 Central Tendencies Measurement of Constructs

Variables	Sample Size, N	Mean	Standard Deviation
Job Ambiguity Average (IV1)	370	2.1692	0.64855
Work Overload Average (IV2)	370	3.1405	0.84515
Work Environment Average (IV3)	370	3.8335	0.56488
Work-life Balance Average (IV4)	370	3.3005	0.70695
Job Performance Average (DV)	370	3.5681	0.65366

Source: Developed for Research

Table 4.7 shows the sample sizes, means, and standard deviations for the independent and dependent variables. The work environment (IV3) has ranked the highest mean of 3.8335. Then followed by job performance (3.5681), work-life balance (3.3005), work overload (3.1405), and job ambiguity with the lowest mean of 2.1692.

Moreover, the standard deviation for work overload is 0.84515, which is the greatest. Then continued by work-life balance (0.70695), job performance (0.65366), job ambiguity (0.64855), and work environment with the lowest standard deviation at 0.56488.



In short, this indicates that more respondents agreed with the work environment, whereas less of the respondents agreed with the job ambiguity in this research.

## 4.2 Scale Measurement

### 4.2.1 Reliability Analysis

370 sets of questionnaires are used to determine the items' reliability by using Cronbach's Alpha. The results for the independent and dependent variables are generated by using SPSS software (Version 29) and summarized in Table 4.8.

Table 4.8 Reliability Analysis

No.	Variables	Number of Items	Cronbach's Alpha Coefficient	Reliability Level
1	Job Ambiguity (IV)	5	0.859	Very Good
2	Work Overload (IV)	5	0.848	Very Good
3	Work Environment (IV)	5	0.790	Good
4	Work-life Balance (IV)	5	0.768	Good
5	Job Performance (DV)	5	0.806	Very Good

Source: Developed for Research

Table 4.8 shows that Cronbach's Alpha for job ambiguity and work overload are 0.859 and 0.848 which have very good reliability levels. Moreover, work environment and work-life balance have 0.79 and 0.768 of Cronbach's Alpha as well as a good reliability level. Job performance gets

a very good reliability level with Cronbach's Alpha of 0.806. Therefore, it indicates that all variables in the research are reliable, and the results are credible.

## **4.3 Inferential Analysis**

In this research, the level of confidence is 95 percent which is implied by an alpha value of 0.05.

### **4.3.1 Pearson Correlation Coefficient Analysis**

#### **4.3.1.1 Job Ambiguity with Job Performance of the Retail Pharmacy Employees in Malaysia**

##### **Hypothesis 1:**

$H_0$ : Job ambiguity does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$ : Job ambiguity has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

Table 4.9 Correlation between Job Ambiguity and Job Performance

		Job Performance
Job Ambiguity	Pearson Correlation	-0.466
	Significant (2-tailed)	<0.001
	N	370

Source: Developed for Research

According to Table 4.9, job ambiguity has a negative impact on job performance of the retail pharmacy employees in Malaysia as the negative value for correlation coefficient. The job ambiguity has a negative value of correlation coefficient at -0.466 with the job performance. It means that when job ambiguity is high, job performance is low.

Correlation coefficient value of job ambiguity and job performance -0.466 is fall under  $\pm 0.40$  to  $\pm 0.69$ . Thus, the relationship between job ambiguity and job performance is moderate and significant because of the p-value ( $<0.001$ ) is less than the alpha value (0.05).

#### **4.3.1.2 Work Overload with Job Performance of the Retail Pharmacy Employees in Malaysia**

##### **Hypothesis 2:**

$H_0$ : Work overload does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$ : Work overload has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

Table 4.10 Correlation between Work Overload and Job Performance

		Job Performance
Work Overload	Pearson Correlation	-0.221
	Significant (2-tailed)	<0.001
	N	370

Source: Developed for Research

According to Table 4.10, work overload has a negative impact on job performance of the retail pharmacy employees in Malaysia as the negative correlation coefficient value. The work overload has a negative value of correlation coefficient at -0.221 with the job performance. It indicated that when work overload is high, job performance is low.

Value of correlation coefficient (-0.221) falls between the coefficient range from  $\pm 0.10$  to  $\pm 0.39$ . Thus, work overload impact on job performance has weak and significant relationship as the p-value (<0.001) is less than the alpha value (0.05).

#### **4.3.1.3 Work Environment with Job Performance of the Retail Pharmacy Employees in Malaysia**

##### **Hypothesis 3:**

$H_0$ : Work environment does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$ : Work environment has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

Table 4.11 Correlation between Work Environment and Job Performance

		Job Performance
Work Environment	Pearson Correlation	0.600
	Significant (2-tailed)	<0.001
	N	370

Source: Developed for Research

According to Table 4.11, work environment has a positive impact on job performance of the retail pharmacy employees in Malaysia as the positive value of correlation coefficient. The work environment variable has a positive value of correlation coefficient at 0.6 with the job performance variable. So, when work environment is high, job performance is high.

The correlation coefficient value of work environment and job performance 0.6 is fall under the range of coefficient from  $\pm 0.40$  to  $\pm 0.69$ . Therefore, the relationship between work environment and job performance is moderate and significant since the p-value ( $<0.001$ ) is less than the alpha value (0.05).

#### **4.3.1.4 Work-life Balance with Job Performance of the Retail Pharmacy Employees in Malaysia**

##### **Hypothesis 4:**

$H_0$ : Work-life balance does not have a significant impact on the job performance of the retail pharmacy employees in Malaysia.

$H_1$  : Work-life balance has a significant impact on the job performance of the retail pharmacy employees in Malaysia.

**Table 4.12 Correlation between Work-life Balance and Job Performance**

		Job Performance
Work-life Balance	Pearson Correlation	0.406
	Significant (2-tailed)	<0.001
	N	370

Source: Developed for Research

According to Table 4.12, work-life balance has a positive impact on job performance of the retail pharmacy employees in Malaysia because of the positive value of correlation coefficient. The work-life balance has a positive value of correlation coefficient at 0.406 with the job performance. Therefore, when work-life balance is high, job performance is high.

Value of correlation coefficient for work-life balance and job performance 0.406 falls within  $\pm 0.40$  to  $\pm 0.69$ . Thus, work-life balance impact on job performance has moderate and significant relationship as the p-value ( $<0.001$ ) is less than the alpha value (0.05).

### **4.3.2 Multiple Regression Analysis**

#### **4.3.2.1 Model Summary**

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.668	0.447	0.440	0.48895

Source: Developed for Research

According to the data in Table 4.13, the dependent variable (job performance) and the independent variables (job ambiguity, work overload, work environment and work-life balance) have a positive and moderate association. For this study, the correlation coefficient (R-value) value is 0.668. Moreover, the R-squared value is 0.447. This demonstrated that 44.7% of the dependent variable (job performance) can be explained by the four independent variables. However, the remaining 55.3% (100% - 44.7%) was incapable to interpret by this study. In other words, there are other additional variables are important in explaining job performance that have not been considered in this study.

#### 4.3.2.2 ANOVA

Table 4.14 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	70.403	4	17.601	73.622	<0.001
	Residual	87.261	365	0.239		
	Total	157.664	369			

a. Dependent Variable: Job performance average

b. Predictors: (Constant), Work life balance average, Job ambiguity average, Work overload average, Work environment average

Source: Developed for Research

According to the data in Table 4.14, the alpha value (0.05) is greater than the p-value (<0.001). This illustrated that the F-statistic value is significant at 73.622. As a result, the model for this study is a good descriptor of the relation between the dependent and predictor variables. The independent variables are significant in explaining the variance of job performance of the retail pharmacy employees in Malaysia. The data support the alternative hypothesis.

#### 4.3.2.3 Multiple Regression Analysis

Table 4.15 Coefficients

Model		Unstandardised B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig
1	(Constant)	1.595	0.299		5.339	<0.001
	Job ambiguity reverse average	-0.229	0.045	-0.227	-5.112	<0.001
	Work overload average	-0.012	0.033	-0.016	-0.368	0.713
	Work environment average	0.486	0.053	0.420	9.149	<0.001
	Work life balance average	0.196	0.041	0.212	4.782	<0.001

a. Dependent Variable: Job performance average

Source: Developed for Research

$$JP = \beta_0 + \beta_1 JA + \beta_2 WO + \beta_3 WE + \beta_4 WLB$$



Whereby:

JP = Job Performance

JA = Job Ambiguity

WO = Work Overload

WE = Work Environment

WLB = Work-life Balance

Based on the table above, the following equation is derived as below:

$$\text{Job Performance} = 1.595 - 0.229 (\text{Job Ambiguity}) - 0.012 (\text{Work Overload}) + 0.486 (\text{Work Environment}) + 0.196 (\text{Work-life Balance})$$

According to table 4.15, the result showed that job ambiguity, work environment and work-life balance are significant to job performance as the p-value was smaller than the alpha value (0.05). However, work overload does not have a not significant influence on job performance in this study since the p-value (0.713) was greater than alpha value (0.05). In this study, work environment is the predictor variable that had the highest contribution to the variation of the dependent variable (job performance), as the Beta value (under standardized coefficient) was 0.420. The following independent variables are job ambiguity and work-life balance, which were -0.227 and 0.212. The work overload variable contributed the lowest to the variation of job performance with a Beta value of -0.016.

## **4.4 Conclusion**

In conclusion, this chapter has analysed the research results by using different analytical methods. For example, the pie charts, bar charts, and tables have presented and summarized the results from SPSS software. The findings, implications, limitations, and recommendations will be further explained in the next chapter.

## **CHAPTER 5: DISCUSSION AND CONCLUSION**

### **5.0 Introduction**

This chapter, which serves as the research's last chapter, provides a few subtopics that help it reach a conclusion. The whole descriptive and inferential analysis covered in the previous chapter will be summarized in this section. The discussions of major findings will interpret every outcome that was tested in Chapter 4. This chapter will also discuss the study's implications. The study's limitations will be reviewed, along with the study's recommendations for additional investigation. Lastly, this chapter will also offer a research summary.

### **5.1 Summary of Statistical Analyses**

#### **5.1.1 Summary of Descriptive Analysis**

In this research, there are total 370 respondents which consist of 39.7% of male and 60.3% of female. The majority of the respondents are between 18 to 30 years old which is 230 respondents (62.2%) while the remaining 94 respondents (25.4%) are between 31 to 40 years old, and 46 respondents (12.4%) are above 40 years old. Among the respondents in this survey, 180 respondents are Chinese, 122 respondents are Malay, and 68 respondents are Indian. Furthermore, 107 respondents are from Perak which accounting for 28.9%, while 94 (25.4%) respondents are from Kuala Lumpur/Selangor,

90 (24.3%) respondents are from Penang, and 79 (21.4%) respondents are from Johor.

In this survey, 204 (55.1%) respondents are Degree holders, 73 (19.7%) respondents are Diploma holders, 57 (15.4%) respondents finished their SPM, 24 (6.5%) respondents are Master holders, 9 (2.4%) respondents finished their Foundation and UEC, and 3 (0.8%) respondents are PhD holders. Besides, 272 (73.5%) respondents are full-time employee, 98 (26.5%) respondents are part-time employee.

In this research, work environment variable has the highest mean value 3.8335 and its standard deviation is 0.56488. Then, job performance variable mean value is 3.5681 and standard deviation is 0.65366. Work-life balance variable has the mean value of 3.3005 and 0.70695 of standard deviation. Work overload variable has the mean value of 3.1405 and the standard deviation is 0.84515. Job ambiguity variable has the lowest mean value is 2.1692 and its standard deviation is 0.64855.

## **5.1.2 Summary of Inferential Analysis**

### **5.1.2.1 Summary of Pearson Correlation Coefficient Analysis**

In this research, the independent variables (job ambiguity, work environment and work-life balance) and dependent variable (job performance) are positively correlated. However, the independent variable (work overload) and dependent variable (job performance)

are negatively correlated. The relationship between work environment, work-life balance and job performance are moderate, with the correlation coefficient values of 0.6 and 0.406 respectively. Nonetheless, the relationship between work overload, job ambiguity and job performance are negative relationship, with the coefficient value of -0.221 and -0.466 respectively. Besides, the results show all independent variables are significantly correlated to the dependent variable since their p-value is less than alpha value 0.05.

#### **5.1.2.2 Summary of Multiple Regression Analysis**

Based on the multiple regression analysis, the result show that the R-value is 0.668. There is a positive and moderate correlation between the dependent variable (job performance) and the independent variables (job ambiguity, work overload, work environment and work-life balance). Besides, the R-squared value for this study is 0.447. It indicates that the independent variables of job ambiguity, work overload, work environment and work-life balance can explain 44.7% of the variance in job performance, while the remaining 55.3% of the variability is still uncounted for.

In addition, ANOVA analysis shows the p-value for this study is  $<0.001$  which is less than alpha value 0.05. The F-statistic is statistically significant, with a value 73.622. There is sufficient evidence to conclude that there is at least one of the independent variables is significantly influenced the job performance.

Moreover, by looking at the P-value of the variables, job ambiguity, work environment and work-life balance are significant on job

performance, while work overload is not significant to predict job performance for this study. This is because only the P-value of work overload is greater than alpha value 0.05, which is 0.713. In this research, work environment has the highest contribution to job performance because the Beta value (under standardized coefficient) is the largest (0.420). Next, job ambiguity variable contributes the second highest to the variation of job performance with the Beta value of second largest (-0.227). Followed by work-life balance, it contributes the third highest to the variation of job performance with the Beta value of third largest (0.212). Lastly, work overload variable contributes the lowest to the variation of the job performance with the smallest Beta value of (-0.016).

## **5.2 Discussions of Major Findings**

### **5.2.1 Job Ambiguity and Job Performance**

According to Pearson correlation coefficient analysis and multiple regression analysis, both results showed that job ambiguity has a significant impact on the job performance of retail pharmacy employees in Malaysia. According to Seston et al. (2009), commercial operations of community pharmacies lead to job ambiguity for employees. Lan et al. (2020) stated that job ambiguity has a significant impact on employee job performance and job satisfaction. Morken et al. (2008) asserted that job ambiguity has a detrimental influence on the self-efficacy of pharmacy employees and thus affects the job performance because employees are unable to provide ideal professional services. Alblihed & Alzghaibi (2022) stated that job ambiguity

leads to decreased job engagement, depression, and job dissatisfaction among employees in the medical industry, which leads to turnover intention. According to Mohammed et al. (2022), additional tasks imposed on pharmacies during the pandemic increase job ambiguity and lead to employee burnout. For example, pharmacy employees need to serve multiple roles during the pandemic, including remote pharmacy services, management of acute and chronic patients, and public education about COVID-19.

### **5.2.2 Work Overload and Job Performance**

According to findings of Pearson correlation coefficient analysis, work overload has a significant influence on the job performance of the retail pharmacy employees in Malaysia. McCann et al. (2009) stated that health care services have a high levels of work overload, which lead to low morale, poor communication, and a negative influence on patient care. According to Izdebski et al. (2023), high work intensity can lead to reduced health and well-being of employees and raise concerns about patient safety, as excessive workload may increase the risk of making certain errors. For example, Carvajal & Popovici (2018) asserted a direct association between work overload and medication dispensing errors. According to Mohammed et al. (2022), understaffing and a surge in patients during the pandemic put extreme pressure on pharmacy employees, resulting in reduced performance and productivity.

However, multiple regression analysis's findings showed that work overload does not have a significant influence on the job performance of the retail pharmacy employees in Malaysia. According to Halimi et al. (2023), healthcare professionals, including pharmacists, generally experience higher levels of stress than the general population. As a result, some

countries are proactively building the resilience of career healthcare professionals at an early stage so that they are better able to withstand current and future workplace stressors. Resilience is defined as the capacity and dynamic process of adapting to stress and adversity while maintaining normal physical and mental functioning (Halimi et al., 2023). It helps enhance employee motivation and career commitment while reducing burnout. As a result, this enables healthcare workers to maintain a positive attitude in the face of a sudden surge in workload during the pandemic and to deal with difficult work situations and environments in a constructive manner.

### **5.2.3 Work Environment and Job Performance**

According to Pearson correlation coefficient analysis and multiple regression analysis, the findings indicated that the work environment has a significant influence on job performance of the retail pharmacy employees in Malaysia. Lan et al. (2020) discussed that a positive organizational climate and a supportive work environment can motivate employees to perform better as well as reduce the employees' turnover intentions. According to James et al. (2013), a spacious, quiet, and well-organised dispensing environment allows pharmacists to focus on the dispensing process, thereby lowering the possibility of dispensing errors. Besides, Carvajal et al. (2018) stated that suitable remuneration, relationships with colleagues, and available opportunities for advancement have beneficial impact on job performance and satisfaction as they motivate pharmacy employees to cope with the pressures and obstacles given by patients, employers, and the market. According to research by Mohammed et al. (2022), supervisor support, co-worker companionship, and supportive workplaces bring great motivation to pharmacy employees to continue working during the pandemic.



### **5.2.4 Work-life Balance and Job Performance**

According to Pearson correlation coefficient analysis and multiple regression analysis, the findings indicated that work-life balance has a significant influence on job performance of the retail pharmacy employees in Malaysia. Hashmi et al. (2016) discussed that, in addition to having an important impact on individuals' health and well-being, work-life balance also cost-effective for healthcare institutions. Malik et al. (2019) stated that that work-life balance can help improve employee productivity, motivation as well as helps reduce errors. In contrast, an imbalance of work and family responsibilities will lead to increased employee absenteeism, increased turnover, lower organizational commitment and adversely affect the safety and quality of patient treatment (Hashmi et al., 2016). According to Ayar et al. (2022), the deterioration in work-life balance of health workers was directly and negatively affected during the epidemic because they were forced to separate from their families due to long working hours and fear of infecting their families. This results in a huge physical and mental burden on employees, leading to high burnout and turnover intentions.

## **5.3 Implications of Study**

### **5.3.1 Managerial Implications**

Based on the multiple regression results, we acquired the highest beta from the independent value, which is work environment. The beta value of WE

is 0.420 which indicates that it is the most significant independent variable compared with other independent variables. The result shows that when the work environment is better, the job performance will be increased. For instance, the physical work environment like a good room temperature in the shop may leads to positive job performance of the employees as it helps in increasing productivity. However, the social working environment such as a good relationship between the superior and colleagues also have positive impacts towards the employees' job performance.

Furthermore, job ambiguity variable is the second significant predictor variable with the beta value of (-0.227). The results show that when the job ambiguity is lower, the job performance of the employee will be better. As lower job ambiguity indicates that the employee is clearer about their roles and job scopes. To illustrate, the supervisor clearly and specifically defined the role of the employee in order to clear their inquiries. The supervisor also briefed and explained the duties and tasks of the employee. Therefore, these will increase the job performance of the employees.

Nonetheless, work-life balance is the third significant predictor variable with the beta value of (0.212). The result reveals that the growth of work-life balance, will also increase the employees' job performance. In particular, if the employees are able to manage their work-life balance by going out for leisure activities during the weekends with their families or friends. By doing so, this can release and reduce their job stress and so their job performance will be raised. Not only that, but the employees do also not need to take home their work to accomplish urgent task on weekends. Companies do this to allow employees to achieve a work-life balance.

Moreover, work overload variable gets the beta value of (-0.016), which indicates that it is the lowest significant independent variable that affects the employees' job performance in retail pharmacy industry. The result shows

that the increase of work overload will decrease the job performance of the employee. For instance, the employees of the pharmacy always have to do extra job at workplace within their job scope. Apart from that, their supervisor also does assign double job for them. Therefore, they often do not go for break as to finish up the overloads; or else they also stay back to complete the tasks given. As a consequence, they cannot focus on their specific job because they have many tasks to do, this may lead to job stress and their job performance will be influence and decreased.

This study was accomplished the goal of examine on job stress that affects the job performance of the retail pharmacy employees in Malaysia. This study is given more accurate and understanding towards the job stress faced by the employees and how it influences their job performance. Future researchers can be based on this study as their baseline information, because this research may provide them an overview information and methodology on job stress that affects the job performance of the retail pharmacy employees in Malaysia.

## **5.4 Limitations of Study**

There are several constraints in this study. The first limitation of this study is the used of convenience sampling method to target the study's respondents. There are several constraints in this study. The first limitation of this study is the use of a convenience sampling method to target the study's respondents. Bornstein et al, 2017 stated that the non-probability sampling method that does not utilize some form of random selection. A good illustration is the convenience sampling method is a common strategy used by numerous researchers to distribute surveys. A convenience sampling method is a method of selecting participants based on their availability or proximity to the research known as ad hoc sampling strategy. Even

though this method is cheap, efficient and easy to implement, yet the sample may not be readily generalizable. As the generalizability of convenience samples is uncertain, the estimates obtained from such samples are prone to bias. This is because the received responses do not accurately reflect the effects among the target respondents as the sample's inadequate representation of the target population.

Moreover, the objective of this study is to examine the significance of job ambiguity, work overload, work environment, and work-life balance on the job performance of retail pharmacy employees in Malaysia. There is a direct relationship between the independent variable and the dependent variable. We apply a theoretical framework in this study, and this led to overemphasis on causality. It's possible that the theoretical framework overemphasises causality while ignoring other sorts of interactions, like correlation or association, between variables. This may make it more difficult for the researcher to properly comprehend how the independent and dependent variables relate to one another. The direct relationship between the independent and dependent variables may not accurately capture the complexity of the relationship between the variables. While the data are being analysed, other variables may affect the relationship or need to be considered.

Furthermore, the research study is unable to deliver to the targeted respondents' companies. We distributed the survey via email and physically distributed the survey to retail pharmacy employees. During the physical distribution of the survey, we have a short interaction with the retail pharmacy employee. Some of the respondents revealed that they were experiencing high levels of stress at work, which was negatively affecting their job performance. However, they were hesitant to take any action and just remain silent about their situation. As a result, this may cause their employers to be unaware of the stress and its impact on the employees' job performance, leading to poor overall job performance for the company.

## 5.5 Recommendations for Future Research

There are several recommendations for future researchers to make improvements. The use of the convenience sampling method leads to a bias in terms of generalizability as the samples are unclear. The researchers are recommended to use strict inclusion criteria to ensure the individual that takes part in their convenience sample are as representative of the target demographic as feasible. Furthermore, when distributing the survey, it is recommended to add a short interview session as part of the convenience sampling method as it can be useful to improve the generalizability of the convenience samples is unclear. By conducting a short interview, researchers can collect additional information about the participants and their characteristics. During the interview, researchers can ask questions about, factors of stress, work experience or other relevant factors to have a better understanding of the sample and how it may differ from the population of interest.

Besides, to overcome the limitations of overemphasis on causality in the theoretical framework, it is recommended to add on moderator variable in the conceptual framework. A moderator variable is a factor that modifies the relationship between the independent and dependent variables by influencing its intensity or direction. Researchers can investigate how the link between the independent variables and dependent variable is affected by the moderator variable by including it in the conceptual framework. For example, a moderator variable such as organizational support may be added to the conceptual framework. The study could examine how organizational support affects the relationship between job ambiguity, work overload, work environment, work-life balance, and job performance among retail pharmacy employees in Malaysia. The conceptual framework can be improved by including a moderator variable, which can offer more subtle insights into the variables that affect job performance and help to better comprehend the intricacy of the interaction between the variables.

In addition, it is recommended to partner with targeted population companies. Thus, the companies themselves can be the important stakeholder in the research study. By involving the companies in the research process, researchers can obtain the company's support in distributing the survey to their employees and thus improve the chances of obtaining a representative sample. Moreover, partnering with the companies can also help to highlight the potential benefits of the research to the company. For example, the research study is focused on whether job ambiguity, work overload, work environment and work-life balance affect the job performance of retail pharmacy employees in Malaysia. The company may be interested in participating in this study because it can provide insight to improve the employee's job performance. As a result, the researchers can increase their chances of getting the company's support in distributing the survey to their employees.

## **5.6 Conclusion**

In this chapter, we provide an overview of the statistical analyses and main discoveries. Additionally, the implications and constraints of the study are outlined in this chapter. We have also provided several recommendations to the future researcher in order to improve the study limitations.

The purpose of the study was to investigate the job ambiguity, work overload, work environment and work-life balance affects job performance of retail pharmacy employees. This study was conducted to identify how the stress impact on job performance. The result from this research showed that job ambiguity, work environment and work-life balance had a significant impact on job performance of retail pharmacy employees. However, work overload came out the lowest significant factors that impact on job performance of retail pharmacy employees.

Consequently, the organization must apprehend the needs of employees, which adopt effective strategies and different types of incentives, relaxation, motivation and encouragement to relieve employee's stress and improve job performance. Employee are defined as the valuable assets of an organization because they effectively contribute towards the successful functioning of the organization. On the other hand, job performance is one of the elements in achieving organizational goals. Therefore, the stress suffered by workers can eventually cause a business to go under. Thus, the retails pharmacy organization should focus more on the work environment in order to improve the employee's job performance in the retail pharmacy Malaysia.

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## APPENDICES

### APPENDIX A : Letter of Permission to Conduct Survey



**UNIVERSITI TUNKU ABDUL RAHMAN** DU012(A)

Wholly owned by UTAR Education Foundation (20201010864/578227-M)

Faculty of Business and Finance  
Jalan Universiti, Bandar Barat, 31900 Kampar, Perak  
Phone: 05-468-8888  
<https://fbf.utar.edu.my/>

2<sup>nd</sup> March 2023

To Whom it May Concern

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their Bachelor of Business Administration (Honours) program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
Chuah Xin Hul	20ABB03901
Nyiau Zhi Wen	20ABB03966
Wong Le Jie	19ABB02723
Wong Mei Zhen	19ABB01340

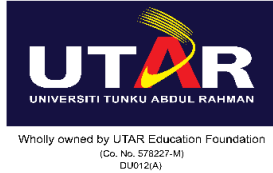
If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

.....  
Dr Siti Fazliah Binti Abdul Shukor  
Head of Department  
Faculty of Business and Finance  
Email: [stifazliah@utar.edu.my](mailto:stifazliah@utar.edu.my)

## APPENDIX B: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN  
FACULTY OF BUSINESS AND FINANCE  
UNDERGRADUATE FINAL YEAR PROJECT  
[FYP]

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### SURVEY QUESTIONNAIRE

#### TOPIC: A STUDY ON JOB STRESS AFFECTING THE JOB PERFORMANCE OF THE RETAIL PHARMACY EMPLOYEES IN MALAYSIA

Dear respondents,

We are the final year undergraduate students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR), Perak. We are conducting a research study on job stress affecting the job performance of the retail pharmacy employees in Malaysia.

There are **SIX (6)** sections in this questionnaire. Please answer all the questions in ALL sections. We would like to seek your favor to complete this questionnaire and it will take approximately 5 to 10 minutes of your time. All the information collected will be kept confidential and used for academic purpose only.

If you need further information or have any inquiries regarding this questionnaire, feel free to contact us. We are grateful and thank you in advance for your kind cooperation. Thank you.

Your sincerely,

Chuah Xin Hui ([xinhui2001@utar.my](mailto:xinhui2001@utar.my))

Nyiau Zhi Wen ([zhiwennyiau0224@utar.my](mailto:zhiwennyiau0224@utar.my))

Wong Le Jie ([ljjwong01@utar.my](mailto:ljjwong01@utar.my))

Wong Mei Zhen ([junewong@utar.my](mailto:junewong@utar.my))

### **PERSONAL DATA PROTECTION STATEMENT**

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

#### **Notice:**

1. The purposes for which your personal data may be used are inclusive but not limited to:-
  - For assessment of any application to UTAR
  - For processing any benefits and services
  - For communication purposes
  - For advertorial and news
  - For general administration and record purposes
  - For enhancing the value of education
  - For educational and related purposes consequential to UTAR
  - For the purpose of our corporate governance
  - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan
2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

#### **Consent:**

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at [ljwong01@lutar.my](mailto:ljwong01@lutar.my).

**Acknowledgment of Notice**

I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.

I disagree, my personal data will not be processed.

.....  
Name:  
Date:

**Section A: Demographic Profile**

In this section, we will briefly introduce your background profile. Please tick ( ✓ ) your answer and your answers will be kept secretly.

1. Gender

- Male
- Female

2. Age

- 18-30 years old
- 31-40 years old
- Above 40 years old

3. Race

- Chinese
- Malay
- Indian
- Other (Please specify):

4. Location

- Johor
- Kuala Lumpur / Selangor
- Perak
- Penang



5. Education Level

- SPM
- Diploma
- Degree
- Master
- PhD
- Other (Please specify):

6. Employment Contract

- Full-time
- Part-time

**Section B: Job Ambiguity**

Based on your working experience, please circle the most appropriate option that best indicated your agreement level about the following statements:

Level of Agreement				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NO.	Questions	SD	D	N	A	SA
1.	My role has been defined clearly by my supervisor.	1	2	3	4	5
2.	My roles are clear and specific.	1	2	3	4	5
3.	There are explanations were given on my duties and it make me easy to perform my duties.	1	2	3	4	5
4.	I have been informed on my working hours.	1	2	3	4	5
5.	My supervisors taught me on how to carry out my duties according to the standard of work.	1	2	3	4	5

**Section C: Work Overload**

NO.	Questions	SD	D	N	A	SA
1.	I always have to do extra job at workplace despite my specific job.	1	2	3	4	5
2.	I always stay back to complete my work.	1	2	3	4	5
3.	My supervisor always assigns me with double job.	1	2	3	4	5
4.	Sometimes, I do not go for my break as to finish up my overloads.	1	2	3	4	5
5.	My workload is too heavy.	1	2	3	4	5

**Section D: Work Environment**

NO.	Questions	SD	D	N	A	SA
1.	I have been given enough tools and support to complete my task.	1	2	3	4	5
2.	My workplace is quite pleasant and cosy.	1	2	3	4	5
3.	There are pantry, restroom and toilets for workers.	1	2	3	4	5
4.	The colleagues at the workplace are friendly and helpful.	1	2	3	4	5
5.	My supervisor is helpful and always be supportive.	1	2	3	4	5

**Section E: Work-life Balance**

NO.	Questions	SD	D	N	A	SA
1.	I could manage my work-life balance.	1	2	3	4	5
2.	My working overload is not a barrier for my physical activities.	1	2	3	4	5
3.	I often have time for my families and friends.	1	2	3	4	5
4.	I often go for leisure activities during the weekends to release my stress.	1	2	3	4	5
5.	I do not need to bring home my work to accomplish urgent task during weekends.	1	2	3	4	5

**Section F: Job Performance**

Based on your working experience, please circle the most appropriate option that best indicated your agreement level about the following statements:

<b>Level of Agreement</b>				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NO.	Questions	SD	D	N	A	SA
1.	I always able to finish up my work on time without any difficulties.	1	2	3	4	5
2.	My supervisor always provides me good trainings so that I could perform better.	1	2	3	4	5
3.	I feel comfortable to interact with my customers.	1	2	3	4	5
4.	I feel satisfied and I love my job.	1	2	3	4	5
5.	I able to solve all problems at work after communicating with my supervisor.	1	2	3	4	5

*Thank you for your participation.*

## **APPENDIX C: Reliability Test (Pilot Study)**

### **Job Ambiguity**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
.782	5

### **Work Overload**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
.733	5

### **Work Environment**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
.720	5

### **Work-life Balance**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
.607	5

### **Job Performance**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
.770	5

## APPENDIX D: SPSS Result Data

### Demographic Profile

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	147	39.7	39.7	39.7
	Female	223	60.3	60.3	100.0
	Total	370	100.0	100.0	

#### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 years old	230	62.2	62.2	62.2
	31-40 years old	94	25.4	25.4	87.6
	Above 40 years old	46	12.4	12.4	100.0
	Total	370	100.0	100.0	

#### Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	180	48.6	48.6	48.6
	Malay	122	33.0	33.0	81.6
	Indian	68	18.4	18.4	100.0
	Total	370	100.0	100.0	

#### State

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Johor	79	21.4	21.4	21.4
	Kuala Lumpur/Selangor	94	25.4	25.4	46.8
	Perak	107	28.9	28.9	75.7
	Penang	90	24.3	24.3	100.0
	Total	370	100.0	100.0	

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**Education Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	57	15.4	15.4	15.4
	Diploma	73	19.7	19.7	35.1
	Degree	204	55.1	55.1	90.3
	Master	24	6.5	6.5	96.8
	Phd	3	.8	.8	97.6
	Other	9	2.4	2.4	100.0
	Total	370	100.0	100.0	

**Employment Contract**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time Employee	272	73.5	73.5	73.5
	Part-time Employee	98	26.5	26.5	100.0
	Total	370	100.0	100.0	

**Central Tendencies Measurement of Constructs**

**Statistics**

		Job ambiguity reverse average	Work overload average	Work environment average	Work life balance average	Job performance average
N	Valid	370	370	370	370	370
	Missing	0	0	0	0	0
Mean		2.1692	3.1405	3.8335	3.3005	3.5681
Std. Deviation		.64855	.84515	.56488	.70695	.65366

**Scale Measurement**

**Reliability Test**

**Job Ambiguity**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.858	5

Work Overload

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.851	5

Work Environment

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.789	5

Work-life Balance

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.768	.773	5

Job Performance

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.806	.814	5



**Inferential Analysis**

**Pearson Correlation Coefficient Analysis**

**Job Ambiguity & Job Performance**

**Correlations**

		Job ambiguity reverse average	Job performance average
Job ambiguity reverse average	Pearson Correlation	1	-.466**
	Sig. (2-tailed)		<.001
	N	370	370
Job performance average	Pearson Correlation	-.466**	1
	Sig. (2-tailed)	<.001	
	N	370	370

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

**Work Overload & Job Performance**

**Correlations**

		Work overload average	Job performance average
Work overload average	Pearson Correlation	1	-.221**
	Sig. (2-tailed)		<.001
	N	370	370
Job performance average	Pearson Correlation	-.221**	1
	Sig. (2-tailed)	<.001	
	N	370	370

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

**Work Environment & Job Performance**

**Correlations**

		Work environment average	Job performance average
Work environment average	Pearson Correlation	1	.600**
	Sig. (2-tailed)		<.001
	N	370	370
Job performance average	Pearson Correlation	.600**	1
	Sig. (2-tailed)	<.001	
	N	370	370

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

Work-life Balance & Job Performance

**Correlations**

		Work life balance average	Job performance average
Work life balance average	Pearson Correlation	1	.406**
	Sig. (2-tailed)		<.001
	N	370	370
Job performance average	Pearson Correlation	.406**	1
	Sig. (2-tailed)	<.001	
	N	370	370

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

**Multiple Linear Regression Analysis**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 <sup>a</sup>	.447	.440	.48895

a. Predictors: (Constant), Work life balance average, Job ambiguity average, Work overload average, Work environment average

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.403	4	17.601	73.622	<.001 <sup>b</sup>
	Residual	87.261	365	.239		
	Total	157.664	369			

a. Dependent Variable: Job performance average

b. Predictors: (Constant), Work life balance average, Job ambiguity average, Work overload average, Work environment average

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.595	.299		5.339	<.001
	Job ambiguity reverse average	-.229	.045	-.227	-5.112	<.001
	Work overload average	-.012	.033	-.016	-.368	.713
	Work environment average	.486	.053	.420	9.149	<.001
	Work life balance average	.196	.041	.212	4.782	<.001

a. Dependent Variable: Job performance average