

# Does the Job Stress Always Lead to a Negative Stress? Understanding the Effect of Job Stress on Organizational Commitment among General Operations Forces

Rasman Usman<sup>1</sup>, Arsiah Bahron<sup>1</sup>, Sylvia Nabila Azwa Ambad<sup>2</sup>

<sup>1</sup>Faculty of Business, Economics, and Accounting, Universiti Malaysia Sabah, 88997, Kota

Kinabalu, Sabah, Malaysia, <sup>2</sup>Faculty of Business and Management, Universiti Teknologi

MARA, Cawangan Sabah, 88997, Kota Kinabalu, Sabah, Malaysia, <sup>2</sup>Arshad Ayub Graduate

Business School, Universiti Teknologi MARA, 40000 Shah Alam, Selangor, Malaysia

Corresponding Author Email: [nabila1793@uitm.edu.my](mailto:nabila1793@uitm.edu.my)

To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v12-i1/14940>

DOI:10.6007/IJAREMS/v12-i1/14940

Published Online: 05 January 2023

## Abstract

Stress at work has been perceived as a negative influence and a psychological hazard for both employees and employers and should be avoided. However, numerous studies have demonstrated that job stress can positively impact workplace performance and foster professional growth. This study aims to investigate the impact of job stress on organizational commitment among members of the General Operations Force or *Polis Gerakan Am* (PGA) in Tawau, Sabah, Malaysia. The General Operations Force is a Malaysian public law enforcement organization expected to *carry out duties with demands, responsibilities, and objectives beyond their abilities*. The tasks and burdens will cause personnel to experience stress at work. The researcher used the Occupational Stress Index (OSI) developed by Cooper et al (1988) to evaluate the level of job stress among 216 personnel. This study uses SPSS software for the descriptive and simple linear regression model analysis to assess the data findings. This study found that police officer at the General Operations Force Tawau, Sabah, Malaysia, experience moderate levels of job stress. Furthermore, the study reveals that responsibility for people is a significant factor influencing job stress among PGA members. The simple linear regression model analysis demonstrates a strong positive relationship between job stress and organizational commitment. The study concludes that moderate job stress can generate positive work stress (eustress) and positively affect organizational commitment.

**Keywords:** Job Stress, Stress Factor, Eustress, Distress, Organization Commitment

## Introduction

The General Operations Force, or *Pasukan Gerakan AM* (PGA), is a Malaysian law enforcement unit under the Royal Malaysian Police (PDRM). Their establishment in 1948, during the British Malaya administration, was to protect Malaya from communist attacks. At

the beginning of the establishment of the PGA, this unit was called the "Jungle Squad" and then renamed "Jungle Company" before it was standardized and upgraded in 1953 with a new title Forest Police Force. After Malaysia achieved independence in 1963, the PGA's role shifted to providing members for jungle defenses, providing members for every operation against communist terrorists along the Malaysia-Thailand border, and carrying out specific operations. The Forest Police Force unit was modernized and restructured anew, and the name of the Forest Police Force was changed to General Operations Force (PGA) on 20 October 1997. Today, PGA membership in Malaysia consists of 20 battalions organized into 5 Brigades.

In this 21<sup>st</sup> century, PGA faces a fast-paced, dynamic, and challenging environment that affects its personnel performance and organizational commitment. Their primary role is to form an elite team that performs the responsibilities of a paramilitary, namely, to control and prevent all types of threats that threaten the order and security of society and the country, such as subversive activities, terrorism, or insurgence threats from within and outside the country. However, they are also responsible for public security and anti-trafficking monitoring. The emergence role in PGA, which can change at any time, required them to be available to carry out any responsibilities with considerable skills and knowledge. Furthermore, the ever-changing demands in the PGA organization can exacerbate stress, particularly for personnel who routinely work under pressure. Pressure has a good effect on performance, but when it gets extreme, it can lead to stress, which has adverse outcomes. Job stress impairs a person's focus while at work, resulting in decreased productivity and increased errors, but it can also contribute to the rise in workplace accidents, a high level of absenteeism, and more significant conflict with co-workers and superiors (Vijayan, 2017; Brunner et al., 2019; Nappo, 2020).

People endure challenges in their daily lives that frequently jeopardize their ability to perform. Whenever an individual is in a stressful situation, they often become more irritable, resulting in negative emotions for everybody involved. Yet, stress not only causes adverse effects on one's life but also acts as a drive for more proactive and active behaviors. Stress is often perceived negatively; nonetheless, stress that causes positive behaviors is known as eustress, whereas excessive stress that cannot be controlled and has adverse outcomes is known as distress (Faizan & Haque, 2019). However, some individuals may experience more good emotions through unpleasant situations and emotions since individuals with strong mental resilience can increase mental resiliency in the face of emotional turmoil. The Operations Force in Tawau, Sabah, is one of the PGA units in charge of security in the Sabah region that face challenging and complex responsibilities. Like other PGA units, their primary role included serving as one of the country's main bastions in patrolling the country's land and maritime border between Malaysia-Indonesia (Tawau division) and Malaysia-Philippines (Semporna division), which required them to carry out tasks for a month in rotation and being apart from family. Aside from that, members of the General Operations Force Tawau who are not involved in border patrol must complete in-service training and perform administrative duties. In addition, they also collaborate with agencies such as ESSCOM (Eastern Sabah Security Command) for road checks in hotspot areas such as RCP (Road Check Point - Kalabakan Tawau) to prevent cross-border criminals who wish to commit kidnappings, illegal immigration, or the smuggling of controlled and illicit goods such as weapons or drugs. Therefore, this demonstrates the tremendous work-related Stress on PGA Tawau members.

The unexpected responsibilities of PGA and the dynamic nature of their workplace environment resulted in the development of psychological problems among them. Individuals under pressure at work often cannot control their feelings, which results in a delinquent attitude (Balk et al., 2013). It is crucial to recognize that national defence and security achievement depends on every single member of the Malaysian law enforcement unit. If the team performs a particular societal role, it has already accomplished its mission and goal. But if they have a negative attitude, it affects the reputation of their unit or organization and the development of a peaceful nation. Moreover, PDRM also lost many personnel due to suicide and physical and mental health issues due to job stress (BBC Portal, 2021; Shuhada, 2021; Rosalwani, 2021; Rosalwani, 2021; Nurul, 2022). Therefore, according to the crucial need for stress management among PGA personnel, this article is to answer a research question on the impact of job stress on organizational commitment among members of the General Operations Force in Tawau Sabah, Malaysia.

## **Literature View**

### ***HANS SELYE'S (1976) STRESS CONCEPT***

Hans Selye was one of the scientists who extensively researched the topic of stress during the past two decades. He introduced two stress-related concepts: Eustress and Distress. The word eustress is a mix of *Eu* words derived from Greek that indicate "positive or good" and stress, which has a sense of pressure. According to Hans Selye, eustress is a positive or good pressure that makes a person more proactive and capable of performing many constructive actions. Eustress is a motivational pressure that motivates a person to take action to attain the good or advantages at the end of the force (Selye, 1975).

In science, eustress can enhance central nervous system vigilance and lead the body to respond with a high level of awareness while the human body operates in a conscious state (Ogwueleka & Ikediashi, 2021). In life, eustress behaviors are adopted as the capacity to leave one's comfort zone and attempt something new (Jahngir et al., 2018). In other words, individuals have a strong desire to alter themselves in the face of hurdles and challenges that improve their quality of life. In employment, eustress refers to impediments that impede a person's capacity to do jobs or tasks. Researchers believe that a healthy rise in stress or eustress in the workplace will stimulate and promote positive reactions among employees and foster a healthy work environment (Almazrouei, 2017; Brule & Morgan, 2018; Faiz et al., 2021).

The concept of distress is opposed to the idea of eustress. As previously established, the image of eustress impacted a person to be more proactive. Different types of distresses, where people are more likely to feel unable to settle or deal with something (Shakespeare-Finch & Daley, 2017). Scholars frequently discuss the definition of distress since this form of stress has numerous negative consequences for individuals and their environments. Negative stress is often the cause of a drop in worker quality of work and innumerable complexities of health problems in the workplace. As a result, the issue of employee unhappiness not only harms employees, but the company also loses the time and money spent on training new personnel.

### ***Job Stress Causes and Effects***

Job stress is a highly individual response that differs from general stress since it concerns an individual's organization and job. Job stress is a widespread complaint among employees globally. Many case studies done in the banking industry, education, uniformed units (police,

military, firefighters), medical professionals, and retail reveal that the significant or high tendency to get stressed is due to the amount of time spent at work (Charbonneau & Wood, 2018), excessive workload (Melin et al., 2014), lack career advancement (Peltzer et al., 2009), lack of social support (Ross, Altmaier & Russell, 1989), poor leadership (Abbasi, 2018), and inconsistent or vague performance requirements (Wu, 2011). Job stress should be discovered at an early stage, according to Javed et al (2014), because the majority of employees resign or go to another business due to job stress and negative work experiences. Ramlawati et al (2021) claim that job stress usually reduces an individual's work performance and increases employee turnover. Kusuma (2018) claims that job stress not only reduces a person's concentration while working but increase the frequency of mistakes at the workplace and lead to an increase in the higher rate of workplace accidents, a high level of absenteeism, and increased conflict with colleagues and superiors. When a person is in a stressful position, they frequently grow more irritated, which causes bad feelings for all parties.

Studies conducted by Nwaogu & Chan (2021) have shown the effects of daily job stress on an employed emotional state, cognitive processes, and coping techniques. Nwaogu & Chan's (2021) study proves that job stress impacts employees' interactions with family members. Over time, these events can affect the quality of employed relationships at home. There is evidence that dynamics exist beyond a simple and direct transfer of stress from work to home since specific marital 'cross-over' effects appear to represent adjustments of the employed partner under pressure, such as a spouse's enhanced provision of social support and involvement with children. Furthermore, chronic stress from the workplace sometimes leads people to confront challenges in their daily lives that occasionally put their life functions at risk. Many studies have found that job stress can be a trigger or aggravating factor for various diseases and pathological disorders in employees. Such as high blood pressure and cholesterol (Pollard, 2001), that link to heart disease, diabetes (Wolff, 2018), asthma (Eng et al., 2011), headaches (Chen et al., 2015), dizziness and shaking (Skaalvik & Skaalvik, 2015), muscle tension (Melin & Lundberg, 1997), sleep problems (Kalimo et al., 2000), digestive issues (Huerta-Franco et al., 2013) and mental health issues (Travers & Cooper, 2018).

### ***Organizational Commitment***

Pandey and Khare (2012) define organizational commitment as a mutually beneficial relationship between the company and its employee. As described by Allen and Meyer (2000), organizational commitment is a state of mind that keeps employees from leaving their employers. In other words, employees who have an emotional investment in their company are less likely to leave. Again, Allen and Meyer (2002) define organizational commitment as an individual's level of commitment to their organization based on the employee's attitude. Swailes (2002) illustrates organizational commitment as a strong sense of belonging, identity, and involvement demonstrating an employee's dedication to their organization. According to Markos and Sridevi (2010), an employee's commitment to an organization is shown by their enthusiasm for the company's mission and willingness to put in extra effort to achieve its goals. Employees who feel committed to their organization identify with its mission and value being part of the team.

Hollenbeck (2005) defined organizational commitment as a strong belief in and acceptance of the organization's goals and values, a willingness to exert effort on behalf of the organization, and a desire to remain a member. Hollenbeck claims that commitment could be seen as a sense of identification with one's employer, which includes a willingness to work for the organization and a plan to stay there for a long time. Gbadamosi (2010) determined

that an individual's acceptance of the organization's aims and their willingness to devote more significant effort on behalf of the company are proportional to their attitude toward the organization. Gbadamosi defines organizational commitment as the degree to which employees accept the organization's goals and values and are keen to remain employed. However, Ozcelik (2013) expresses employee organizational commitment as the inclination to support the organization's objectives. He believed that when employees are confident that they will obtain professional development and progress as the business grows, their commitment to that organization increases.

There are several theories on organizational commitment. Earlier research on organizational commitment took an attitude-based approach that collapsed the concepts of identification, participation, and loyalty into a single dimension. According to Porter et al (1974), organizational commitment is defined as a connection to the organization characterized by an intention to remain, identification with its values and aims, and a readiness to devote extra effort on its behalf. Individuals evaluate the amount to which their values and ambitions align with the organization as part of their organizational commitment. Thus, it is regarded as the link between the employee and the organization. Another theory on organization commitment is the Becker side-bet theory.

Becker (1960) proposes that commitments are formed when a person, through a side bet, connects superfluous interests with a steady line of activity. This theory asserts that individuals are devoted to the organization as long as they maintain their positions, regardless of their difficult conditions. However, if other perks are provided, they will be willing to leave the organization. Meyer and Allen (1984) interpret organizational commitment as an individual's desire to remain focused and attached to his work. They have developed the organizational commitment theory, which includes a three-component model: affective, continuance, and normative. Meyer and Allen (1991) define the first component, affective commitment, as the degree to which employees feel emotionally invested in their organization. The second component, continuance commitment, is the extent to which an employee believes quitting the company would be expensive. The last component in organizational commitment, namely normative commitment, is the employees' obligation-based commitment to their company.

### ***The Effect of Job Stress on Police Organizational Commitment***

It is essential to keep a robust economy in a rapidly developing globe. A recent systematic review concluded that becoming a police officer is a challenging and stressful endeavor due to the characteristics of modern society. Uncertainty and danger due to the ever-present threat of criminal threat, a lack of human and material resources, challenges in teaming and supervision, criticism from citizens and the community, and a lack of understanding from family and friends all contribute to these features of police work (Li et al., 2018; El Sayed et al., 2019).

Researchers have found that job stress on police personnel adversely affects personnel wellbeing, productivity, and relationships with the public, organization, and families (Singh, 2017; Ragesh et al., 2017; Tsai et al., 2018). Researchers also have highlighted the risks of the stresses of police work to mental health, physical exhaustion, compassion fatigue, and even moral anguish associated with dealing with unpleasant societal situations like crime and death (Papazoglou & Chopko, 2017; Singh et al., 2019). Chronic stress in the workplace is terrible for both police personnel and organization, and studies show that stress levels among police personnel have risen consistently over the past decade.

On an individual level, it's linked to adverse mental health outcomes (depression or anxiety) (Maria et al., 2018), work-family conflict (Lambert et al., 2017), maladaptive coping strategies and work stress (Singh, 2017), burnout (Valieiev et al., 2019). For example, some Malaysian police officers who suffer from depression and mental anxiety tend to commit suicide by hanging (Sharkawi, 2021) and shooting themselves (Mstar, 2015; Nur Alina, 2021) during the years 2021 and 2022. Furthermore, job stress also encourages police personnel to use excessive force in interpersonal interactions, which is detrimental to organizational performance (Purba & Demou, 2019) and employee morale (Baek et al., 2021). Therefore, monitoring employees' stress and fatigue levels is essential to ensure a healthy workplace. Hence, the following hypothesis was proposed,

H1: Job stress has organizational commitment.

### Research Framework

Figure 1 illustrates the research framework that includes independent and dependent variables, with job stress being the independent variable and organizational commitment being the dependent variable.

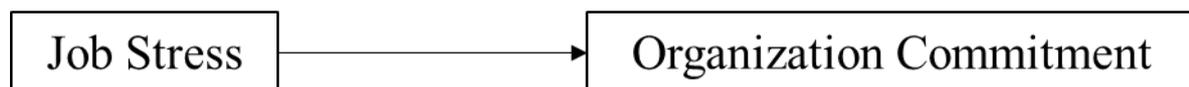


Figure 1: Research framework

### Methodology

This study used a cross-sectional study with a quantitative methodology approach. Through this method, researchers can collect information from a preset population sample at a specific time (Klassen et al., 2012). Researchers determined the sample through simple random sampling. Based on Krejcie and Morgan's (1970) table, 225 respondents were recommended for the sample size. The survey questions consist of three sections: Section A (respondent demographics), Section B (occupational stress index (OSI)), and Section C (organization commitment). Section A includes questions on respondents' backgrounds such as gender, age, position, job duties, length of service, education level, and marital status. For sections B and C, researchers chose to use Cooper et al (1988) Occupational Stress Index (OSI) and Allen and Meyer's (1990) organization commitment scale questionnaire.

The OSI consists of 46 items, and Allen and Meyer's organization commitment scale questionnaire consists of 24 items, and both scored using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). However, eighteen questions in OSI and three questions in Allen and Meyer's organization commitment scale questionnaire were revised scoring keys, ranging from 1 (strongly agree) to 5 (strongly disagree) (strongly disagree). All questions have been translated from English to Malay to make it easier for respondents to respond. The researcher used SPSS software for data analysis in this study. First, the reliability test showed that the Cronbach Alpha value for work stress was 0.854, while organization commitment was 0.963. Both Cronbach Alpha values of more than 0.7 indicate an acceptable reliability level (Ursachi et al., 2015). Second, the outlier test revealed nine outliers in the dataset. As a result, nine respondents were excluded from this survey, the remaining 216. eliminate bias because you want the results of your A/B test to be representative of the entire population rather than the sample itself. Descriptive statistics such as frequency, percentage,

mean, and standard deviation were used to measure work stress and organizational commitment variables. The mean score interpretation chart obtained from Moidunny (2009) was used to interpret the mean score for each variable (refer to Table 1). Finally, the researcher used the linear regression coefficient to determine the effect of work stress on organizational commitment.

Table 1  
*Mean interpretation*

Mean score	Mean interpretation
1.00-1.80	Very low
1.81-2.60	Low
2.61-3.40	Medium
3.41-4.20	High
4.21-5.00	Very high

Source: Moidunny (2009)

## Results

### *Demographic characteristics of respondents*

Descriptive analysis is used to present the primary demographic data of respondents. Table 2 shows that 100% of respondents in this study were male. The same table shows that 25.9% of the respondents were in the age group 26 years old to 33 years old. Most respondents (82.4%) had completed high school (SPM). Around 60.6% of respondents were married, with 88.5% staying with their family and only 11.5% being long-distance married. While 31.5% of respondents were single, only three were divorced.

Table 1  
*Demographic characteristics of respondents*

		Frequency ( <i>f</i> )	Per cent (%)
Gender	Male	216	100
	Female	-	-
Age	18 years old-25 years old	49	22.7
	26 years old -33 years old	56	25.9
	34 years old -41 years old	51	23.6
	42 years old -49 years old	42	19.4
	50 years old and above	18	8.3
Education background	SPM	178	82.4
	STPM/Diploma//Matriculation	21	9.7
	Bachelor degree	17	7.9
	Master	-	-
	PHD	-	-
Marital status	Single	66	31.5
	Married	147	60.6
	Divorced	3	7.9
	Widower	-	-
Relationship status with family (for those who are married)	Stayed together with family	131	88.5
	Long distance marriage (LDM)	17	11.5

*Distribution of positions of members of the PGA*

This section will discuss the frequency distribution and percentage distribution of personnel positions of the respondents. In this study, 44% of the personnel of the respondents with the rank of Constable participated in this survey, followed by 27.3% with the level of Corporal, 12% with the status of Lance Corporal, 9.7% with the rank of Sergeant, 6.5% with the rank of Inspector, and one person (0.5%) with the level of Inspector.

Positions	Frequency ( <i>f</i> )	Percent (%)
Constable	95	44
Lance Corporal	26	12
Corporal	59	27.3
Sergeant	21	9.7
Sub-Inspector	1	0.5
Inspector	14	6.5

*The stress level of respondents and associated factors*

The study findings below demonstrate the respondent experiences a moderate level of work stress ( $M=2.92$ ,  $Sd=0.61$ ). The construct of responsibility for persons ( $M=3.96$ ,  $Sd=0.47$ ) was a significant factor influencing the level of work stress (refer to Table 2). In contrast, the construct of powerlessness ( $M=2.42$ ,  $Sd=0.71$ ) has the lowest mean score.

Table 2

*Constructs of OSI (Occupational Stress Indicator)*

Constructs of OSI	<i>M</i>	<i>Sd</i>	Interpretation
Role Overload	3.19	0.65	Medium
Role Ambiguity	2.85	0.74	Medium
Role Conflict	2.73	0.51	Medium
Unreasonable Group and Political Pressure	3.30	0.59	Medium
Responsibility for Persons	3.96	0.47	High
Under participation	2.81	0.56	Medium
Powerlessness	2.42	0.71	Low
Peer Group Relations	2.50	0.80	Low
Intrinsic Impoverishment	2.76	0.57	Medium
Low status	2.84	0.43	Medium
Strenuous Working Condition	2.71	0.72	Medium
Unprofitability	2.97	0.57	Medium
<b>Average</b>	<b>2.92</b>	<b>0.61</b>	<b>Medium</b>

Figure 2 below shows the frequency of respondents based on the stress level category. Out of 216 respondents, 156 respondents (72.9%) reported a moderate level of stress, 52 respondents (24.3%) reported a high level of stress, and six respondents (2.8%) reported a low level of stress.

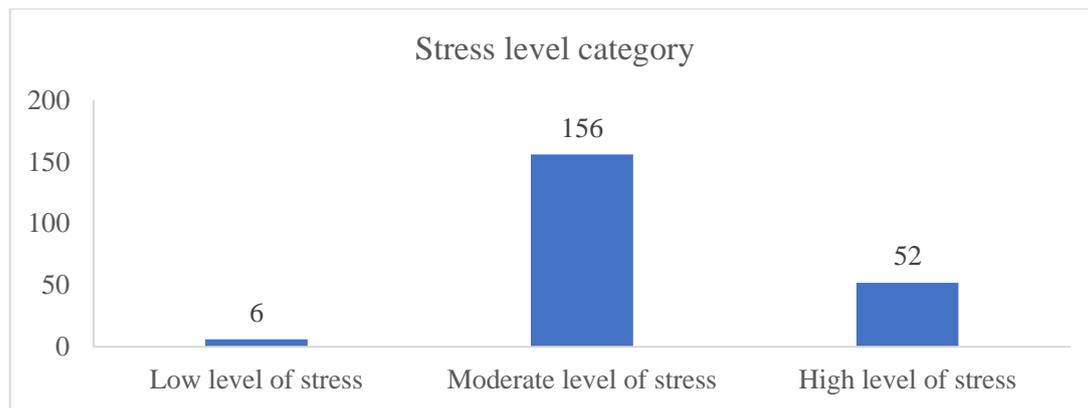


Figure 2: Stress level category

Under the responsibility for person constructs, respondents rate the statement of T0U29, "I bear great responsibility for the progress and prosperity of this organization" ( $M=4.14$ ,  $Sd=0.59$ ) as the main reason for their work stress (refer to Table 3). Meanwhile, a small number of members of the respondents agreed with the statement of T0U5, "Responsibility to ensure the efficiency and productivity of employees is directed to me" ( $M=3.87$ ,  $S=0.42$ ) as their work stress factor.

Table 3

*Responsibility for person constructs*

No.	Statement	<i>M</i>	<i>Sd</i>	Interpretation
TU05	The responsibility for the efficiency and productivity of many employees is thrust upon me.	3.87	0.42	High
TU017	I am responsible for the future of several employees.	3.88	0.41	High
TU029	I bear significant responsibility for the progress and prosperity of this organization.	4.14	0.59	High
Average		3.96	0.47	High

Operations Force agreed with KET31's statement, "Our interests and opinions are duly considered in making appointments for an important post" ( $M=2.81$ ,  $Sd=0.47$ ) with an average mean score. Meanwhile, a small number of the respondents agreed with KET7's statement, "My decisions and instructions concerning the distribution of assignments among employees are properly followed" ( $M=2.17$ ,  $Sd=0.78$ ) with a low mean score (refer to Table 4).

Table 4

*Powernessless constructs*

No.	Statement	M	Sd	Interpretation
KET7	My decisions and instructions concerning the distribution of assignments among employees are adequately followed. (R)	2.17	0.78	Low
KET19	My suggestions regarding the training programs for employees are given due significance. (R)	2.28	0.87	Low
KET31	Our interests and opinions are duly considered in making appointments for an important post. (R)	2.81	0.47	Medium
Average		2.42	0.71	Low

Table 5 shows the linear regression model predicting the effect of work stress on organizational commitment. The model showed that 69.1% of the variance in organization commitment was explained by the work stress in the regression model (refer to Table 5). Table 5 also shows that the correlation coefficient (R) value was 0.832, suggesting that the relationship between work stress and organizational commitment was vital.

Table 5

*The determination Coefficient of Work Stress on Organization Commitment*

Model summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.832	0.691	0.690		0.18705

The regression model also revealed that work stress experienced by respondents could significantly predict their level of organizational commitment [F (1, 212) = 475.007, p 0.001]. The coefficient of regression for work stress (b) was positive. It was suggested that as work stress increases, so does the level of organizational commitment, and vice versa; as work stress decreases, so does the level of organizational commitment. The findings also revealed the respondents experienced positive stress (eustress). Based on the results in Table 7, a basic regression model expressed in the form of equations can be determined as follows:

$$Y = a + bX$$

$$\text{Organization Commitment} = 0.133 + 0.937 * \text{Work stress}$$

Table 7

*Simple linear regression coefficient model analysis of work stress*

Predictors	Unstandardized Coefficients		Standardized Coefficients		Sig.	95% confidence interval B	
	B	Std. Error	Beta	t		Lower Bound	Upper Bound
(Constant)	0.133	0.140		0.950	0.343	-0.143	0.410
Work stress	0.937	0.043	0.832	21.795	<0.001	0.852	1.022

## Discussion

The primary purpose of this study is to measure the impact of work stress on organizational commitment among members of the General Operations Force. The results of this study show that the members of the General Operations Force experience a moderate level of work stress. In turn, this moderate level of work stress leads to higher organizational commitment. A similar outcome was also found in a previous study by Anuar et al (2019) with members of the 6<sup>th</sup> Battalion of the PGA, Muar, Johor. This study showed that the construct of responsibility for persons was the main factor contributing to the work stress among members of the General Operations Force Tawau. Under this construct, respondents experienced work stress as they felt responsible for their organization's success and prosperity.

The PGA personnel must be willing to embrace and assume all duties and responsibilities without always getting recognition or rewards for the department's and the organization's interests. Furthermore, workload imbalance and employee benefits are frequently critical difficulties in organizations, whether in the government or private sectors (Feeney & Stritch, 2019; Franken et al., 2020). It produces employee dissatisfaction because they believe the excessive workload and responsibility aren't worth their sacrifices (Dewi & Riana, 2019; Sadiq, 2022). Issues like this frequently arise when an organization or department, whether government or private, cannot meet the expectations of all personnel under its care due to the current situation and urgent or needy conditions.

The study's findings also suggest that the level of organizational commitment of the General Operations Force Tawau personnel is highly influenced by work stress. Worldwide studies have demonstrated that work stresses negatively affect organizational commitment in police organizations (Dharma & Supartha, 2019; Lambert et al., 2021; Kulachai et al., 2022). However, the finding of this study is against it. The results demonstrate that the General Operations Force Tawau personnel experiences good work stress (eustress). As the level of work stress among the General Operations Force Tawau increases, their level of organization commitment will also increase. It proves that PGA personnel duties can be strengthened even under pressure. The finding shows that work stress experienced by PGA personnel is a type of challenge for them. It might suggest that an appropriate stress level will encourage them to achieve the organizational goals and boost their productivity.

Healthy stress levels, such as eustress, require an ideal stimulus. In policing organizations, eustress can be caused by challenging job stimuli or work overload (Shabin & Priyamvadha, 2019). However, it can still be administered because it provides police personnel with pleasant stimulation. The work stress experienced by PGA personnel in this study gives them establishing a sense of accomplishment and fosters growth, development, mastery, and excellent performance. Moreover, becoming PGA personnel exposes them to challenges and risks while on duty. The element of danger gives PGA personnel a "high sensation" sense. These elements will motivate and drive the PGA personnel to overcome new obstacles and absorb every challenge and risk while on duty. Therefore, they will not be deterred by it.

## *Theoretical Implications*

This study points to new knowledge through its results' theoretical and practical implementations. Firstly, the study adds empirical evidence to support theoretically proposed principles of work stress effect on organizational commitment. It increases the theoretical understanding of the relationships between job stress and organizational commitment. First,

this study adds empirical evidence to support the theoretically proposed principles regarding the effect of job stress on organizational commitment. It improves the theoretical understanding of the relationship between job stress and organizational commitment. Generally, most studies show that job pressure exerts negative pressure on employee organizational commitment. This study contributes new knowledge, especially in policing, where positive stress (eustress) can result from problems at work. However, this study could not find more in-depth real reasons influencing positive job stress. Secondly, this study has implications for theories on job stress concepts. At the same time, there have been many studies on factors that cause job stress among policing organizations and how it negatively impacts their organizational commitment. However, this study provides empirical evidence against the typical findings.

### ***Practical Implications***

To retain the legitimacy and integrity of the PGA organization, the top management of the PGA, the Royal Malaysian Police (PDRM), and the Malaysian government must be more sensitive to the stressor experienced by PGA personnel and develop effective resolutions to this problem. Several recommendations are made to reduce work stress and increase organizational commitment among PGA personnel. First, adopting and reframing a balance and adequate compensation and benefits would inspire PGA personnel to be more motivated in their daily duties. Traditionally, compensation and benefits are awarded based on the employee's performance (Adibah, 2019). As highlighted earlier, PGA members must be willing to accept all tasks and responsibilities without always getting recognition or rewards. However, due to the current economic situation and the rising cost of living, salary increments and explicit *incentives* are usually important matters for top management to consider. As one of the most significant parts of any employee's remuneration, it is critical to have a balanced and adequate compensation and benefits package to boost employee productivity (Sawaneh & Kamara, 2019; Ndolo, 2020). Other recognition programs that can be provided to PGA personnel include non-monetary rewards. For example, by increasing the additional paid time off, department heads can make time in staff meetings to thank PGA personnel for outstanding efforts and experiential rewards like sports and family days. Non-monetary incentives intrinsically motivate employees (Qader, 2021; Langbein & Roberts, 2022). These rewards can satisfy the PGA personnel's professional aspirations and personal needs, thereby boosting their drive to work.

In addition, PGA and PDRM management must strengthen and improve their organizational stress management, including leadership skills, peer support, and corporate culture. It will allow PGA personnel to balance the individual and his work environment to achieve compelling motivation and organizational commitment. Furthermore, it is necessary to develop education on mental health training for PGA personnel during in-service training. During in-service training, PGA personnel are often involved in physical training and evaluating the implementation and standard procedures for border control and related operations activities. The establishment of stress management training programs will help PGA personnel deal with stress in their personal lives and others. These programs must involve identifying stress symptoms, their source and effect, and effective intervention strategies for any type of stress issue. Besides that, PGA management must also conduct a monthly stress assessment to identify personnel with stress-related disorders and recommend them to a counselling unit. Ultimately, stress management training

programs enable PGA management to identify stress issues that may develop into serious mental health problems among its personnel and provide appropriate support.

### ***Limitations and Associated Future Research***

This study has potential limitations. First, the study's knowledge and skill sets are limited. The Occupational Stress Indicator (OSI) is a collection of twelve significant aspects of job stress created by Cooper et al (1988). OSI is one of the most widely used measures of job stress in various occupations. However, conducting questionnaire surveys such as OSI only gives respondents limited information and access. This strategy may result in a lack of understanding of the topics and prompt respondents to provide answers that do not accurately reflect their genuine feelings. It could occur if responders do not understand the purpose of the questions. As a result, they tend to respond randomly, resulting in bias and inaccurate outcomes. To enhance the finding in the future, researchers need to consider using qualitative data such as interviews and open-ended surveys. Conducting an interview is more appropriate for sensitive issues since this method adequately investigates specific issues, and respondents can ask if they do not clear with the questions. On the other hand, open-ended surveys will allow respondents to provide unrestricted responses.

The second limitation of this study was time constraints. Members of the General Operations Force Tawau have diverse job responsibilities and work locations. Due to their duty restrictions, it is not easy to obtain a response from them. Therefore, this study could not identify the primary contributing factors to the association between all variables. Finally, this study only focuses on identifying the stressors of job stress without identifying coping strategies used by the General Operations Force Tawau to manage their work stress. Future research should identify the coping strategies the General Operations Force Tawau used to manage their work stress. This information can be used by PGA top management and PDRM to reformulate the effective mechanism to promote effective stress management techniques among personnel.

More research is needed to measure the experience of stress and the complete stress process. Furthermore, future research needs to consider non-job stressors such as personality traits, family and personal issues, financial issues, and other related stressors. These non-work and work stressors may have combined effects on an employee's physical and psychological health (Marchand et al., 2015; Sorensen et al., 2021). There is a need to apply all stress-related theories and frameworks into practice to formulate effective stress-coping mechanisms. Future research should also identify the coping mechanisms employed by the General Operations Force Tawau to handle work-related stress so that PGA management and PDRM can reformulate the effective tool to improve stress management techniques used by their personnel.

### **Conclusion**

In essence, the job stress of law enforcement like PGA is a complex equation with numerous contributing factors. This study's findings demonstrate that job stress does not necessarily result in negative stress like distress since some employees can convert distress stress to eustress and overcome job stress. The discovery also proves that eustress can be a motivating key to law enforcement to be focused on their needs and goals. Yet, this method will be effective in the short term of time. Inducing eustress at the workplace needs a consistent balance between stress and leisure among employees. The imbalance between stress and leisure might increase an employee's stress levels because the emphasis on law

enforcement is difficult to quantify and cannot be linked to a single factor. In addition, stress management is complex, as seen by the acknowledged ineffectiveness of stress management approaches. Managing stress in the twenty-first century was difficult, as various job and non-job stressors had a more significant negative influence on employee performance and organizational commitment than a positive influence. Therefore, this study recommends that PGA top management, PDRM, the Malaysian government, and researchers discover other potential job stresses in PGA and develop new coping mechanisms to promote a healthy work-life balance among PGA personnel.

## Reference

- Abbasi, S. G. (2018). Leadership styles: Moderating impact on job stress and health. *Journal of Human Resources Management Research*, 2018(322892), 1-11.
- Adibah, A. K., Adnan, H. A., Fadillah, I., & Norseha, S. (2019). The effect of compensation and benefits towards employee performance. In *ACHITS 2019: Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society*, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia. European Alliance for Innovation.
- Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. In *Problems and solutions in human assessment* (pp. 285-314). Springer, Boston, MA.
- Almazrouei, S. A. S. (2017). The Effect of Emotional Intelligence Dimensions on Enhancing Employees Eustress at work. *Information Management and Business Review*, 9(4), 18-27.
- Baek, H., Choi, N. Y., & Seepersad, R. (2021). The role of job stress and burnout on health-related problems in the Trinidad and Tobago police service. *Policing: An International Journal*.
- Balk, Y. A., Adriaanse, M. A., De Ridder, D. T., & Evers, C. (2013). Coping under pressure: Employing emotion regulation strategies to enhance performance under pressure. *Journal of Sport and Exercise Psychology*, 35(4), 408-418.
- BBC Portal. (2021). PDRM proaktif tangani isu kesihatan mental anggota polis. Retrieved from <https://www.bbcportal.my/2021/09/22/pdrm-proaktif-tangani-isu-kesihatan-mental-anggota-polis/>.
- Becker, H. (1960). Notes on the Concept of Commitment", *American Journal of Sociology*, Vol. 66.
- Brauchle, P. E., & Azam, M. S. (2004). The relationships between selected demographic variables and employee work ethic as perceived by the supervisors. *Journal of Industrial Teacher Education*, 41(1), 151-167.
- Brunner, B., Igc, I., Keller, A. C., & Wieser, S. (2019). Who gains the most from improving working conditions? Health-related absenteeism and presenteeism due to stress at work. *The European Journal of Health Economics*, 20(8), 1165-1180.
- Chen, M. C., Fang, S. H., & Fang, L. (2015). The effects of aromatherapy in relieving symptoms related to job stress among nurses. *International journal of nursing practice*, 21(1), 87-93.

- Clark, C., Pike, C., McManus, S., Harris, J., Bebbington, P., Brugha, T., & Stansfeld, S. (2012). The contribution of work and non-work stressors to common mental disorders in the 2007 Adult Psychiatric Morbidity Survey. *Psychological medicine*, 42(4), 829-842.
- Cooper, C. L., Sloan, S. J., & Williams, S. (1988). Occupational Stress Indicator. Windsor, England: NFER- Nelson.
- Dewi, R. S., & Riana, I. G. (2019). The effect of workload on role stress and burnout. *Journal of Multidisciplinary Academic*, 3(3), 1-5.
- Dharma, A. A. A. S., & Supartha, W. G. (2019). Effect of Work Stress on Work Satisfaction and Organizational Commitments of Employees. *International Journal of Business, Economics and Law*, 20(5).
- El Sayed, S. A., Sanford, S. M., & Kerley, K. R. (2019). Understanding workplace stress among federal law enforcement officers. *American journal of criminal justice*, 44(3), 409-429.
- Eng, A., Mannelje, A. T., Pearce, N., & Douwes, J. (2011). Work-related stress and asthma: results from a workforce survey in New Zealand. *Journal of asthma*, 48(8), 783-789.
- Faiz, S., Safdar, S., & Mubarak, N. (2021). Impact of thriving at work on eustress and distress: career growth as mediator. *European Journal of Training and Development*.
- Faizan, R., & Haque, A. U. (2019). Working efficiency of contrasting genders under eustress, distress, hyper-stress, and hypo-stress. *Prabandhan: Indian Journal of Management*, 12(11), 32-46.
- Feeney, M. K., & Stritch, J. M. (2019). Family-friendly policies, gender, and work-life balance in the public sector. *Review of Public Personnel Administration*, 39(3), 422-448.
- Franken, E., Plimmer, G., & Malinen, S. (2020). Paradoxical leadership in public sector organizations: Its role in fostering employee resilience. *Australian Journal of Public Administration*, 79(1), 93-110.
- Huerta-Franco, M. R., Vargas-Luna, M., Tienda, P., Delgadillo-Holtfort, I., Balleza-Ordaz, M., & Flores-Hernandez, C. (2013). Effects of occupational stress on the gastrointestinal tract. *World journal of gastrointestinal pathophysiology*, 4(4), 108.
- Jahngir, M. U., Imam, H. H., Ahmad, M. Q., Jahangir, M., Fraz, M. A., & Ghaffar, M. S. (2018). Pattern of Stress among Medical Students of Faisalabad Medical University, Faisalabad and Non-Medical Students of University of Agriculture, Faisalabad. *Epidemiology (Sunnyvale)*, 8(349), 2161-1165.
- Javed, M., Khan, M. A., Yasir, M., Aamir, S., & Ahmed, K. (2014). Effect of role conflict, work life balance and job stress on turnover intention: Evidence from Pakistan. *Journal of Basic and Applied Scientific Research*, 4(3), 125-133.
- Kalimo, R., Tenkanen, L., Harma, M., Poppius, E., & Heinsalmi, P. (2000). Job stress and sleep disorders: Findings from the Helsinki Heart Study. *Stress Medicine*, 16(2), 65-75.
- Klassen, A. C., Creswell, J., Plano Clark, V. L., Smith, K. C., & Meissner, H. I. (2012). Best practices in mixed methods for quality-of-life research. *Quality of life Research*, 21(3), 377-380.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Kulachai, W., Tedjakusuma, A., Homyamyen, P., & Prechaporn, P. (2022). Linkage between Job Stress, Organizational Commitment, and Job Performance among Thai Police. *Journal of Positive School Psychology*, 7671-7679.
- Kusuma, W. A. (2018). Work stress (Causes, Impacts and Solutions): A case study on the net. Yogyakarta Employees. *Russian Journal of Agricultural and Socio-Economic Sciences*, 76(4), 80-91.

- Lambert, E. G., Qureshi, H., Frank, J., Keena, L. D., & Hogan, N. L. (2017). The relationship of work-family conflict with job stress among Indian police officers: A research note. *Police Practice and Research, 18*(1), 37-48.
- Lambert, E. G., Qureshi, H., & Frank, J. (2021). The good life: Exploring the effects job stress, job involvement, job satisfaction, and organizational commitment on the life satisfaction of police officers. *International Journal of Police Science & Management, 23*(3), 279-292.
- Langbein, L., & Roberts, F. W. (2022). Monetary and non-monetary compensation in for-profit, nonprofit, and public organizations: comparison and competition. In E. C. Stazyk & R. S. Davis (Eds.), *Research Handbook on Motivation in Public Administration* (pp. 137-153). Edward Elgar Publishing.
- Li, J. C., Cheung, J. C., & Sun, I. Y. (2018). The impact of job and family factors on work stress and engagement among Hong Kong police officers. *Policing: An International Journal*.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management, 5*(12), 89.
- Melin, B., & Lundberg, U. (1997). A biopsychosocial approach to work-stress and musculoskeletal disorders. *Journal of Psychophysiology*.
- Marchand, A., Beaugregard, N., & Blanc, M. E. (2015). Work and non-work stressors, psychological distress and obesity: evidence from a 14-year study on Canadian workers. *BMJ open, 5*(3), e006285.
- Melin, M., Astvik, W., & Bernhard-Oettel, C. (2014). New work demands in higher education. A study of the relationship between excessive workload, coping strategies and subsequent health among academic staff. *Quality in higher education, 20*(3), 290-308.
- Meyer, J. P., & Allen N. J. (1984). Testing the "Side-Bet Theory" of organizational commitment: Some methodological consideration. *Journal of Applied Psychology, 69*(3): 372-378.
- Meyer, J. P., & Allen N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*:61-89.
- Sharkawi, M. L. (2021). Anggota polis ditemui mati tergantung atas pokok. *Kosmo*. Retrieved from <https://www.kosmo.com.my/2021/06/04/anggota-polis-ditemui-mati-tergantung-atas-pokok/>.
- Mstar, (2015). *6,500 Anggota Polis Baharu Setiap Tahun Untuk Atasi Jenayah*. Mstar. Retrieved from <https://www.mstar.com.my/lokal/semasa/2015/03/18/polis-baru>.
- Moidunny, K. (2009). The Effectiveness of the National Professional Qualification for Educational Leaders (NPQEL). Unpublished Doctoral Dissertation, Bangi: The National University of Malaysia.
- Nappo, N. (2020). Job stress and interpersonal relationships cross country evidence from the EU15: A correlation analysis. *BMC Public Health, 20*(1), 1-11.
- Ndolo, Y. M. (2020). *Effect of Compensation on Performance of Kenya Police Officers: A Case of Nairobi County* (Doctoral dissertation, United States International University-Africa).
- Nwaogu, J. M., & Chan, A. P. (2021). Work-related stress, psychophysiological strain, and recovery among on-site construction personnel. *Automation in Construction, 125*, 103629.
- Nurul, H. B. (2022). Retrieved from <https://www.bharian.com.my/berita/kes/2022/02/927997/inspektor-polis-maut-dipercayai-tertembak-diri-sendiri>.

- Alina, N. H. (2021). *Anggota polis maut dipercayai tembak leher sendiri*. Utusan Malaysia. Retrieved from <https://www.utusan.com.my/terkini/2021/10/anggota-polis-maut-dipercayai-tembak-leher-sendiri/>.
- Qader, A. N. (2021). The effect of Non-Monetary Incentives & work environment on employee's job satisfaction. *Studies of Applied Economics*, 39(7).
- Ogwueleka, A. C., & Ikediashi, D. I. (2021). Exploring the effects of positive organizational behaviour (POB) models on occupational eustress amongst construction employees. *Journal of Construction Business and Management*, 5(1), 38-46.
- Ozcelik, H. (2013). An empirical analysis of surface acting in intra-organizational relationships. *Journal of Organizational Behavior*, 34(3), 291-309.
- Pandey, C., & Khare, R. (2012). Impact of job satisfaction and organizational commitment on employee loyalty. *International Journal of Social Science & Interdisciplinary Research*, 1(8), 26-41.
- Papazoglou, K., & Chopko, B. (2017). The role of moral suffering (moral distress and moral injury) in police compassion fatigue and PTSD: An unexplored topic. *Frontiers in psychology*, 8, 1999.
- Peltzer, K., Shisana, O., Zuma, K., Van Wyk, B., & Zungu-Dirwayi, N. (2009). Job stress, job satisfaction and stress-related illnesses among South African educators. *Stress and Health: Journal of the international society for the investigation of stress*, 25(3), 247-257.
- Persellin, J. S., Schmidt, J. J., Vandervelde, S. D., & Wilkins, M. S. (2019). Auditor perceptions of audit workloads, audit quality, and job satisfaction. *Accounting horizons*, 33(4), 95-117.
- Pollard, T. M. (2001). Changes in mental wellbeing, blood pressure and total cholesterol levels during workplace reorganization: the impact of uncertainty. *Work & stress*, 15(1), 14-28.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Purba, A., & Demou, E. (2019). The relationship between organizational stressors and mental wellbeing within police officers: a systematic review. *BMC public health*, 19(1), 1-21.
- Ragesh, G., Tharayil, H. M., Raj, M. T., Philip, M., & Hamza, A. (2017). Occupational stress among police personnel in India. *Open Journal of Psychiatry & Allied Sciences*, 8(2), 148-152.
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511-518.
- Reio Jr, T. G., & Sanders-Reio, J. (2006). Sensation seeking as an inhibitor of job performance. *Personality and Individual Differences*, 40(4), 631-642.
- Rosalwani, C. S. (2021). *Polis kemurungan perlu dapatkan bantuan*. Sinar Harian, Malaysia.
- Ross, R. R., Altmaier, E. M., & Russell, D. W. (1989). Job stress, social support, and burnout among counseling center staff. *Journal of counseling psychology*, 36(4), 464.
- Rozi, M. S. R. M. (2015). *The influence of job stress factors toward job performance among Royal Malaysian Police at Kuala Lumpur* (Doctoral dissertation, Universiti Utara Malaysia).

- Ursachi, G., Horodnic, I. A., & Zait, A. (2015). How reliable are measurement scales? External factors with indirect influence on reliability estimators. *Procedia Economics and Finance*, 20, 679-686.
- Sawaneh, I. A., & Kamara, F. K. (2019). An effective employee retention policies as a way to boost organizational performance. *Journal of Human Resource Management*, 7(2), 41-48.
- Sadiq, M. (2022). Policing in pandemic: Is perception of workload causing work–family conflict, job dissatisfaction and job stress?. *Journal of Public Affairs*, 22(2), e2486.
- Maria, S. A., Worfel, F., Wolter, C., Gusy, B., Rotter, M., Stark, S., & Renneberg, B. (2018). The role of job demands and job resources in the development of emotional exhaustion, depression, and anxiety among police officers. *Police Quarterly*, 21(1), 109-134.
- Selye, H. (1975). Stress and distress. *Comprehensive therapy*, 1(8), 9-13.
- Shabin, O. S., & Priyamvada, M. (2019). Struggle for existence: mental stress among Jammu and Kashmir special police officers. *The Indian Police Journal*, 66(3), 73-78.
- Shakespeare-Finch, J., & Daley, E. (2017). Workplace belongingness, distress, and resilience in emergency service workers. *Psychological Trauma: Theory, Research, Practice, and Policy*, 9(1), 32.
- Shuhada, A. K. (2021). *Anggota polis ditemui maut dalam kereta, dipercayai tembak diri sendiri*. Retrieved from <https://www.astroawani.com/berita-malaysia/anggota-polis-ditemui-maut-dalam-kereta-dipercayai-tembak-diri-sendiri-325854>.
- Singh, A. P. (2017). Coping with work stress in police employees. *Journal of police and criminal psychology*, 32(3), 225-235.
- Singh, S., Gupta, B., Sharma, D., & Mishra, P. C. (2019). A Study of stress, coping, social support, and mental health in police personnel of Uttar Pradesh. *Indian journal of occupational and environmental medicine*, 23(2), 73.
- Skaalvik, E. M., & Skaalvik, S. (2015). Job Satisfaction, Stress and Coping Strategies in the Teaching Profession-What Do Teachers Say? *International education studies*, 8(3), 181-192.
- Sorensen, J. B., Lasgaard, M., Willert, M. V., & Larsen, F. B. (2021). The relative importance of work-related and non-work-related stressors and perceived social support on global perceived stress in a cross-sectional population-based sample. *BMC public health*, 21(1), 1-14.
- Swales, S. (2002). Organizational commitment: a critique of the construct and measures. *International journal of management reviews*, 4(2), 155-178.
- Travers, C. J., & Cooper, C. L. (2018). Mental health, job satisfaction and occupational stress among UK teachers. In *Managerial, Occupational and Organizational Stress Research* (pp. 291-307). Routledge.
- Tsai, L. C. F., Nolasco, C. A. R., & Vaughn, M. S. (2018). Modeling job stress among police officers: Interplay of work environment, counseling support, and family discussion with co-workers. *Police Practice and Research*, 19(3), 253-269.
- Wolff, M. B., Gay, J. L., Wilson, M. G., DeJoy, D. M., & Vandenberg, R. J. (2018). Does organizational and coworker support moderate diabetes risk and job stress among employees? *American journal of health promotion*, 32(4), 959-962.
- Wu, Y. C. (2011). Job stress and job performance among employees in the Taiwanese finance sector: The role of emotional intelligence. *Social Behavior and Personality: an international journal*, 39(1), 21-31.

- Valieiev, R., Polyvaniuk, V., Antonenko, T., Rebkalo, M., Sobakar, A., & Oliinyk, V. (2019). The Effects of Gender, Tenure and Primary Workplace on Burnout of Ukrainian Police Officers. *Postmodern Openings/Deschideri Postmoderne*, 10(4).
- Vijayan, M. (2017). Impact of job stress on employees' job performance in aavin, coimbatore. *Journal of Organisation & Human Behaviour*, 6(3).