

# Linkage between Job Stress, Organizational Commitment, and Job Performance among Thai Police

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## Abstract

The current study examined the relationship between job stress, organizational commitment (OC), job satisfaction and job performance (JP). The objective of this study is to investigate the role of job stress in JP of police in Thailand. The population of this study is the police department of Thailand. Employees working on various positions in police department are considered as the respondents. Primary data is used to examine the relationship between variables which was collected by using a questionnaire. 7-point Likert scale was used to collect data from Thai police department. Results are obtained by using Structural Equation Modeling (SEM). It is found that; job stress has negative influence on JP. Job stress discourages the OC which further lead to the decrease in JP. Furthermore, job stress also decreases the job satisfaction which also has negative influence on job satisfaction.

**Keywords:** Job stress, organizational commitment, job satisfaction, job performance, Thai police department.

## I. INTRODUCTION

Police department is one of the most influential departments among various other departments because it has major importance to carry out smooth operations in any specific area by controlling the crime as well as other illegal activities (Kantor, Kitchens, & Pawlowski, 2021). Similar with other countries, the police department cannot be neglected in Thailand because the significance of this department in Thailand is most important. To ensure the peace in the society or in any specific area, the contribution of this department cannot be neglected. However, to perform all the activities smoothly, the performance of this department is most important. A significant level of performance achievement (Bharadwaj & Jamal, 2020; Rezaee, Khoshsima, Zare-Bahtash, & Sarani, 2018) by the police

department is important to perform various activities in the society to stop various illegal activities. But the lower performance of this department may have to the negative consequences for whole society.

In this direction, the current study considered the job performance (JP) in police department (Alzaabi & Ghani, 2021) of Thailand. By considering the important role of performance of this institution, the current study considered to investigate the JP along with various other factors. The JP is considered in the study as it is observed that the JP in this department is not sustainable. Satisfactory level of JP achievement by the employees of this department is most important but the performance of employees working in Thai police is not satisfactory. As number of evidences are available with shows that this

department is unable to control all the illegal activities. Several illegal activities are prevailing in various parts of Thailand which requires to control with the help of police department. In this way, the current study investigated the role of stress in JP of police department. This study tries to investigate that why the JP of police department in Thailand is low.

Consequently, the current study considered various factors which has influence on JP of police employees. By considering the literature, it is observed that job stress has central role in JP (Nisar, Rasheed, & Qiang, 2018; Viegas & Henriques, 2021). In this way, by considering the literature this study observed that stress is one of the factors in police department which has influence on JP. Similar with the stress, OC is also linked with the level of stress having influence on JP. Additionally, the role of job satisfaction is also considered in relation to the job satisfaction. Therefore, the current study attempted to observe the role of job stress in JP through organizational commitment (OC) and jobs satisfaction.

Thus, by considering the issues in JP, the present study considered to inspect the role of job stress in police department of Thailand. The objective of the study is to observe the role of job stress in JP of police department in Thailand. The current study considered police department because jobs stress is highlighted in relation to the JP among various other industries but the role of job stress in JP among the employees of this department in Thailand is not highlighted by the literature. There is a

significant gap to examine this relationship among the employees working in police department of Thailand. By considering the literature, this study addressed the relationship between job stress, OC, jobs satisfaction and JP in the police departments of Thailand.

**2. Hypotheses Development**

JP can be explained as to how various individuals achieve in their job duties in terms of anticipated quantity (Asbari, RudyPramono, DylmoonHidayat, VirzaUtamaAlamsyah, & MiyvFayzhall, 2020) as well as quality of different jobs tasks and it has been explained as the complete projected value from employees' behaviours performed over the development of a set period of time. JP is most important among the organizations (Pourteimour, Yaghmaei, & Babamohamadi, 2021) and it always remain on the priority for the management (Cesário, Rodrigues, Castanheira, & Sabino, 2022). There are number of factors which have influence on JP. The current study selected most important factor in relation to the police department of Thailand. This study proposed the effect of job stress on JP in policies department. Job stress is described as the damaging physical as well as emotional responses that happen when the requirements of the job do not tie the competences, resources, or requirements of the worker. Along with job stress the current study also considered OC and job satisfaction as mediating variables. Finally, the relationship between job stress, OC, job satisfaction and JP are highlighted in Figure 1.



Figure 1. *The relationship between job stress, organizational commitment, jobs satisfaction and job performance*

Job stress is one of the majors' contributors to the performance of the employees in any organization. Job stress generally negative factor which has negative effect on employees in relation to the performance. Because a stressful mind cannot perform job activities accurately which can lead to the decrease in overall performance. Job stress causes to develop a psychological effect on human mind which causes to decrease the performance. Job stress is one of the factors which can also lead to the poor health. A continuous stress can lead to a serious disease which can affect the overall human body. Ultimately it has a potential to decline the overall performance of human in any activity (Hayajneh et al., 2021; Wu et al., 2021). High level of job stress among the employees causes to generate demotivation and a demotivated employees could not perform better in relation to the other employees. Similarly, this is the most crucial factor which is linked with various other elements such as workload as well as nature of the work in any department on the employees causes to increase the level of stress. Furthermore, nature of activity given to the employee may also influence negatively and causes to generate stress which ultimately decrease the performance of the employee. As highlighted in previous studies that stress causes to discourage the overall employee performance (Istanti, Negoro, & GS, 2021). In this way, it is proposed that in the police department of Thailand, stress has negative role in JP.

Hypothesis 1. Job stress has negative effect on JP.

OC denotes to the level of appointment as well as devotion employees have to their individual jobs along with the organization. It defines the diverse reasons professionals remain with a company rather than seek different opportunities elsewhere. OC is an influential factor among organizations which has important role to perform various activities in the organization. To promote higher performance, a significant level of OC is always required for the employees (Zamin & Hussin, 2021). However, the decrease in OC among the employees working in any organization causes to the decrease in overall

performance. Similarly, according to the current study, job stress is one of the factors which can affect employee's OC. The influence of job stress on OC led to the JP of the employee. Literature highlighted that job stress may lead to the decrease in OC (Dewi & Piartrini, 2021; Li, Zhang, Li, & Lu, 2021) because stress is one of the negative factors which can decrease the level of commitment among the employees. Stressful employees cannot be committed with the organizational activity. In this way, the negative influence of job stress on OC can discourage employee performance. The level of stress among the employees disturbs the routine activities in the organization. The disturbance in routine activities can disturb the overall JP. Therefore, the study highlighted that OC has positive effect JP (AlMazrouei & Zacca, 2021), however, negative role of job stress in relation to the OC decrease the JP. It can be further described as job stress have negative influence on OC which further causes to decrease in overall JP.

Hypothesis 2. OC has positive effect on JP.

Hypothesis 3. Job stress has negative effect on OC.

Job satisfaction is a degree of workers' contentedness with their job. It is an important factor among the organizations and management of the organizations always focus to promote job satisfaction among the employees because a satisfied employee performs better as compared to the dissatisfied employee. The overall performance of an employee is depending upon the level of satisfaction. Generally, the satisfaction is based on several factors such as salary of the employee, rewards of the employee as well as duties of the employees. Previous studies proved that job satisfaction has positive role to promote JP (Lai & Chen, 2012; Yang, Chen, Lee, & Liu, 2021). However, any change in job satisfaction effect on JP. In the current study, it is observed that job stress has influence on Job satisfaction. In line with the literature review the job satisfaction is negatively influenced by job stress which led to the JP. Therefore, it is observed that job stress causes to decrease job

satisfaction which further causes to decrease in JP of the employees. Generally, job satisfaction has positive effect on JP, however, due to the negative effect of job stress on job satisfaction the effect may change. Therefore, it is clear that job satisfaction is playing the role of indirect variable between job stress and JP. Similar with the job satisfaction, OC is also playing the role of mediating variable between job stress and JP. All the direct as well as mediating effects are proposed in below hypotheses.

Hypothesis 4. Job satisfaction has positive effect on JP.

Hypothesis 5. Job stress has negative effect on job satisfaction.

Hypothesis 6. OC mediates the relationship between job stress and JP.

Hypothesis 7. Job satisfaction mediates the relationship between job stress and JP.

### 3. Research Method

The current study considered JP as a dependent variable. Furthermore, job stress is considered as independent variable and the effect of job stress is considered in relation to the JP. This relationship is quite in line with the quantitative research study. As JP is highlighted by number of previous studies and most of the studies considered quantitative research. Job stress is also considered in number of earlier studies and most of the studies preferred to select quantitative research. Therefore, the literature supported the quantitative method to examine the effect of jobs stress on JP. Consequently, this study also selected primary data to examine this relationship with the help of quantitative

approach by using a cross sectional research design.

Quantitative research approach is employed by using a survey questionnaire. The survey questionnaire is developed through different previous studies and the questionnaire of variables including job stress, OC, job satisfaction and JP is adopted from previous studies. Job stresses considered by considering the level of stress on the employees of police department due to various job activities as well as workload. Furthermore, OC is considered by considering the level of commitment among the employees to serve their organization. While measuring OC, the current study also considered the intention of the employees to stay with the current organization. Furthermore, the current study measured the job satisfaction in relation to the loyalty of the employees with their organization including the satisfaction in salary as well as rewards. This study measured JP with the help of successful activities of the police department.

After the development of the questionnaire, it was sent to various experts in the current field to check the content validity. Furthermore, the face validity is also confirmed by sending to various experts. After considering the face validity and content validity, this study distributed the 500 questionnaires among the employees working in police department of Thailand. Questionnaires were distributed with the help of self-visit in various policy departments and total 205 questionnaires were returned. Furthermore, this study carried out data screening in which missing value and outlier is considered. This study also considered normality of the data which is shown in Table 1.

Table 1. *Data Statistics*

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
JS1	1	0	3.147	3	1	7	1.407	-0.501	1.076
JS2	2	0	2.974	3	1	7	2.039	-1.044	0.513
JS3	3	0	3.358	3	1	7	1.542	-0.077	1.355
JS4	4	0	3.367	3	1	7	2.01	-0.441	0.328
JS5	5	0	2.966	3	1	7	1.657	-2.061	0.082
JS6	6	0	3.404	3	1	7	1.756	-0.487	1.363
OC1	7	0	3.239	3	1	7	1.76	-0.3	0.602

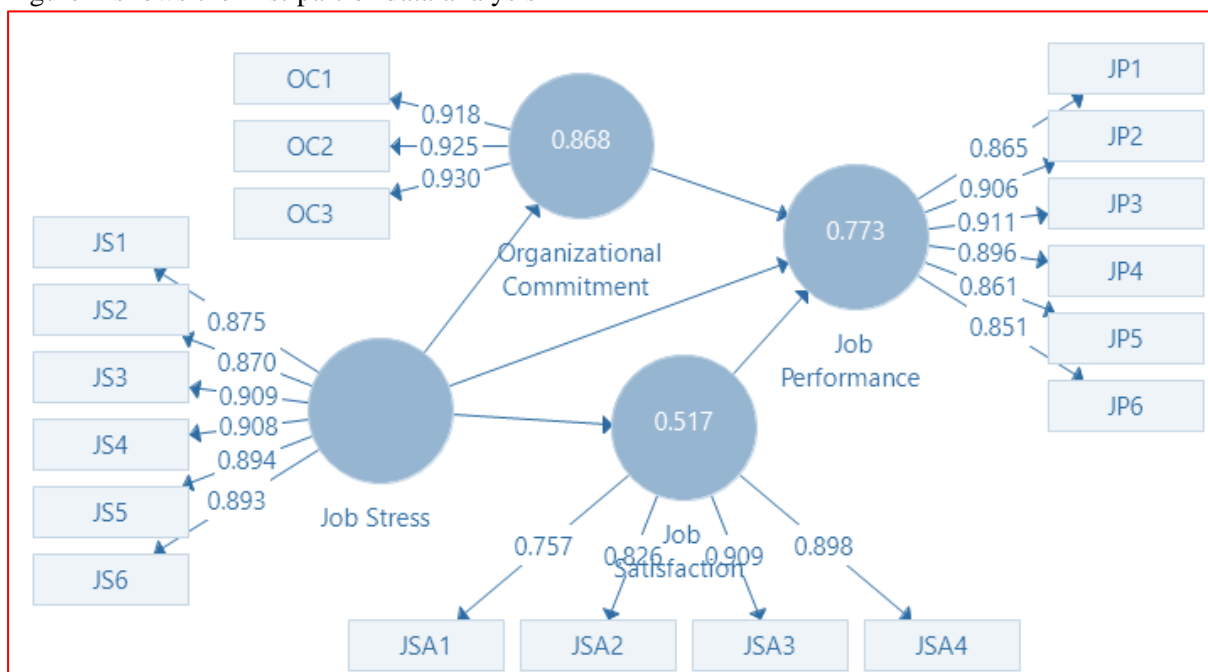
OC2	8	0	2.067	3	1	7	2.031	-1.04	1.334
OC3	9	0	3.257	3	1	7	1.737	-0.217	0.555
JSA1	10	0	3.44	3	1	7	1.758	-0.545	0.332
JSA2	11	0	2.991	3	1	7	1.424	0.653	0.906
JSA3	12	0	3.028	3	1	7	1.378	1.443	1.038
JSA4	13	0	3.119	3	1	7	1.366	1.073	0.919
JP1	14	0	2.917	3	1	7	1.22	0.343	0.529
JP2	15	0	2.844	3	1	7	1.272	0.379	0.596
JP3	16	0	2.991	3	1	7	1.371	0.063	0.558
JP4	17	0	2.963	3	1	7	1.196	0.893	0.725
JP5	18	0	2.853	3	1	7	1.305	0.013	0.452
JP6	19	0	3.028	3	1	7	1.384	0.57	0.728

Note: JS = Job Stress; OC = Organizational Commitment; JSA = Job Satisfaction; JP = Job Performance

#### 4. Data Analysis

Literature has recommended various statistical tools to analyze the primary data. However, this study used latest and most recommended data analysis tool. The tool used in this study is Partial Least Square (PLS) which is also known as Smart PLS (Joe F Hair Jr, Howard, & Nitzl, 2020; Joseph F Hair Jr et al., 2021). The version three of this statistical tool is used. Figure 2 shows the first part of data analysis in

which factor loadings is considered which must be higher than 0.7. Job stress is measured by using six items having factor loadings between 0.870 to 0.909. OC considered by using three scale items having factor loading between 0.918 to 0.930. Furthermore, job satisfaction is measured by using four items having factor loading between 0.757 to 0.909. Finally, JP is measured through six scale items with factor loadings between 0.851 to 0.851. All the factor loadings are given in Table 2.



Note: JS = Job Stress; OC = Organizational Commitment; JSA = Job Satisfaction; JP = Job Performance

Figure 3. Measurement Model

Table 2. Factor Loadings

Construct	Items	Loading	Alpha	CR	OC AVE
JP	JP1	0.865	0.943	0.955	0.778
	JP2	0.906			
	JP3	0.911			
	JP4	0.896			
	JP5	0.861			
	JP6	0.851			
Job Stress	JS1	0.875	0.948	0.959	0.795
	JS2	0.87			
	JS3	0.909			
	JS4	0.908			
	JS5	0.894			
	JS6	0.893			
Job Satisfaction	JSA1	0.757	0.87	0.912	0.723
	JSA2	0.826			
	JSA3	0.909			

JSA4	0.898
OC1	0.918
OC2	0.925
OC3	0.93

Note: JS = Job Stress; OC = Organizational Commitment; JSA = Job Satisfaction; JP = Job Performance

Along with the factor loadings, AVE Square Root is addressed to examined discriminant validity as shown in in Table 3. Additionally, another method, namely; cross-loadings are also examined to check the discriminant validity. Furthermore, composite reliability (CR) is given in Table 3 which is higher than 0.7. The average variance extracted (AVE) must be higher than 0.5 (Basco, Hair Jr, Ringle, & Sarstedt, 2021). All the values of CR and AVE are reported in Table 3.

Table 3. AVE Square Root

	JP	Job Satisfaction	Job Stress	OC
JP	0.882			
Job Satisfaction	0.778	0.85		
Job Stress	0.619	0.719	0.891	
OC	0.59	0.703	0.632	0.725

Table 4. Cross-Loadings

	JP	Job Satisfaction	Job Stress	OC
JP1	0.865	0.766	0.541	0.509
JP2	0.906	0.782	0.555	0.516
JP3	0.911	0.754	0.547	0.534
JP4	0.896	0.807	0.599	0.579
JP5	0.861	0.788	0.614	0.581
JP6	0.851	0.743	0.414	0.394
JS1	0.605	0.875	0.661	0.823
JS2	0.577	0.87	0.643	0.807
JS3	0.573	0.909	0.671	0.842
JS4	0.544	0.908	0.641	0.827
JS5	0.508	0.894	0.609	0.828
JS6	0.502	0.893	0.618	0.855
JSA1	0.605	0.757	0.828	0.757
JSA2	0.791	0.626	0.853	0.445
JSA3	0.796	0.609	0.802	0.561
JSA4	0.79	0.798	0.838	0.504
OC1	0.538	0.636	0.732	0.918
OC2	0.528	0.631	0.701	0.925
OC3	0.569	0.683	0.749	0.93

Note: JS = Job Stress; OC = Organizational Commitment; JSA = Job Satisfaction; JP = Job Performance

Finally, in the second step of data analysis, this study addressed the relationship between job stress, OC, job satisfaction and JP. To examine this relationship, t-value and beta value is considered by the current study (Joseph F Hair Jr et al., 2021; Purwanto & Sudargini, 2021). The t-value must be higher than 1.96 to accept the hypothesis. Results are reported in Table 5. The effect of stress is considered in relation to the OC, job satisfaction and JP. Furthermore, the effect of OC and job satisfaction is examined in relation to the JP. Results shows that, stress has negative effect on JP. Stress also has negative effect on OC and job satisfaction. OC has negative effect on JP. Finally, job satisfaction has negative effect on JP. Table 6 shows the indirect effect of OC and job satisfaction. First indirect effect of OC is considered between job stress and JP. Second indirect effect of job satisfaction is considered

between job stress and JP. It is proved that; job satisfaction is a mediating variable between job

stress and JP. However, OC is not a mediating variable between job stress and JP.

Table 5. *Direct Effect Results*

	<b>Beta</b>	<b>(M)</b>	<b>SD</b>	<b>T Statistics</b>	<b>P Values</b>
Job Satisfaction -> JP	0.904	0.899	0.053	17.037	0
Job Stress -> JP	-0.093	-0.095	0.047	1.971	0.05
Job Stress -> Job Satisfaction	-0.719	-0.72	0.051	14.102	0
Job Stress -> OC	-0.932	-0.931	0.01	89.112	0
OC -> JP	0.132	0.129	0.025	5.253	0

Table 6. *Indirect Effect Results*

	<b>Beta</b>	<b>(M)</b>	<b>SD</b>	<b>T Statistics</b>	<b>P Values</b>
Job Stress -> Job Satisfaction -> JP	-0.65	-0.646	0.057	11.313	0
Job Stress -> OC -> JP	-0.123	-0.121	0.111	1.109	0.268

## 5. Conclusion

Findings of the current study reported valuable insights in relation to the JP of police department in Thailand. By testing the relationship with the help of seven hypotheses, the current study observed that job stress has most important contribution to JP. From total seven hypotheses, this study tested 5 direct hypotheses and 2 mediation hypotheses. However, the results of the hypotheses fulfil the objective of the study.

The direct relationship between job stress and JP is investigated with the help of hypothesis 1. This relationship indicated that job stress has negative effect on JP. Therefore, the increase in the level of stress among the police employees can decrease their performance in various activities, as in police department the employees always face the significant level of stress. Therefore, it has major role to decrease the performance among the employees. These results are also consistent with the previous studies because other studies also mentioned that job stress has negative role in the police department (Nisar et al., 2018; Viegas & Henriques, 2021). Furthermore, hypothesis 2 indicated the relationship between job stress and OC. It is observed that job stress has negative effect on OC. Moreover, it is found that job stress also has adverse effect on job satisfaction. Therefore, hypothesis 2 and hypothesis 3 proved that job stress also has

negative effect in police department through OC and job satisfaction. Increase in job stress can decrease the OC as well as job satisfaction which has negative influence on police employees. On the other hand, the effect of OC on job satisfaction is positive which is highlighted in hypothesis 4. The hypothesis 5 indicated that jobs satisfaction has positive effect on JP. It is also observed in previous studies that OC has significant relationship with JP. The previous studies also shows that job satisfaction has positive role to promote JP (Wright & Cropanzano, 2000). Therefore, as previous studies have similar results with the current study, consequently, results of this study are consistent with literature. Furthermore, the results of the current study also highlighted the mediating role of OC between job stress and JP. This mediation effect is highlighted in hypothesis 6. The hypothesis 7 indicated the mediation effect of job satisfaction between job stress and JP. The mediation effect of job satisfaction between job stress and JP is significant which indicates that job satisfaction transfers the negative effect of job stress on JP. However, the indirect effect of OC is not significant.

Finally results of the current study shows that job stress has negative effect on JP in police department of Thailand. The variable jobs stress negatively influence the JP directly as well as indirectly. Indirectly job stress influences negatively on JP with the help of job satisfaction. Because jobs stress discourages

the job satisfaction among the employees of police department which can further decrease the JP.

## 6. Implications

This study has number of theoretical as well as practical implications. They study has number of implications because previous studies ignored the police department of Thailand to investigate the effect of job stress on JP. The investigation of job stress as negative factor in police employees may have several implications in relation to the JP. It is most social factor in Thai police department which can effect negatively on overall JP of the employees. Therefore, the practitioners can promote JP among the police employees by decreasing the job stress. It is recommended to the management of police department to identify various factors which can increase the level of stress among the employees. The identification of the factors which can promote job stress can be discouraged to improve the JP. Similarly, the management of police department should promote organisation commitment and job satisfaction by identifying various important factors which can promote organisational commitment and job satisfaction.

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