STRESS FACTOR AND JOB PERFORMANCE AMONG OFFSHORE WORKER IN MALAYSIA'S OIL & GAS INDUSTRY

By

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Project Paper Submitted in Partial Fulfilment of the Requirements
For the Degree of Master of Business Administration
University Tun Abdul Razak

June 2023

DECLARATION

I hereby declare that this project paper is the original study based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at University Tun Abdul Razak (UNIRAZAK) or other institution.

Signature :

Name : Azzyati Binti Mohd Afandi

Date : June 2023

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"In the name of Allah, the Most Gracious and Most Merciful"

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May Allah SWT bless all of us

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ABSTRACT

Abstract of the research project paper submitted to the Senate of University Tun Abdul Razak in partial fulfilment of the requirements for the Master Business Administration

STRESS FACTOR AND JOB PERFORMANCE AMONG OFFSHORE WORKER IN MALAYSIA'S OIL & GAS INDUSTRY

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For many individuals, working on an offshore platform is difficult. A typical offshore job requirement includes having to live and work at the same location, working lengthy shifts with long hours, and working in a distant setting. Stress at work is a significant issue in that setting and has an impact on the offshore worker performance and functionality in Malaysia Oil & Gas Industry. The goal of this study is to determine how self-efficacy, role ambiguity, job stress, and work overload relate to occupational stressors and job performance. A questionnaire given to the oil and gas offshore worker was utilised in the survey approach to gather the primary data. A total of 100 respondent and data questionnaire distributed were successfully collected using the approach of simple random sampling. Analyses that were undertaken included descriptive and inferential statistical analysis using SPSS version27. The findings of this study demonstrated a favourable correlation between job performance and occupational stressors, including work overload, job stress, role ambiguity, and self-efficacy. The findings of this study give policy makers information regarding workplace stress among oil and gas employees for the purpose of improving the oil and gas industry.

Keywords: Workload, Stress, Role Ambiguity and Self Efficacy, Job Performance, Oil & Gas Employee Performance.

CHAPTER 1

1.0 INTRODUCTION

1.1 Background of the Study

Stress in the oil and gas industries in Malaysia is one of the major concerns of the employees working in this sector. Working in this sector is associated with high-risk and pressure work. Moreover, the employees who are from our side of the country feel more challenges regarding the long and risky working hours that increase the stress levels of the employees. In the theoretical framework, the approach in this regard is to measure the relationship between the stress factor and performance offshore employees' impact with the oil and gas industry.

Occupational stress is described as an employee's reaction to job demands and pressures that are out of proportion to their knowledge and skill level and pose serious obstacles to their capacity to handle them at work. Occupational stress has been shown to play a substantial role in the development of atypical and dysfunctional behavior at work, which has a negative impact on both physical and mental health, Noor Azizah (2019). According to Lazarus et al. (1952), the efficacy of an employee's work performance in the organization determines whether occupational stress occurs. According to Parkes (1992), an employee's psychological resilience towards their degree of concentration and focus at work determines the likelihood of experiencing occupational stress

Malaysia is blessed with rich and high-quality oil and gas reservoirs with an average daily production of over 1.8 million barrels of oil equivalent and the proven reserves are estimated at over 5 billion barrels of oil equivalent contained in more than 400 fields in the mostly shallow waters offshore Peninsular Malaysia, Sabah and Sarawak since the 1960s, PETRONAS MPM (2017). About 42% of oil and 13% gas is produced in Sabah, while

Peninsular Malaysia produces 32% oil and 26% gas with remaining 26% oil and 61% gas is produced from Sarawak; Noor Aziah (2019). The oil and gas industry contributes about 20% of Malaysia's annual GDP with financial contributions to government revenue in the form of taxes, dividends, and cash payments that comprises about 35% of total government revenue in 2019, Noor Aziah (2019). This large industry provides an enormous employment opportunity to Malaysians and foreigners with a total of more than 20,000 employees in the upstream sector alone who work on offshore oil and gas platforms. This manpower engagement is significant for a continuous, safe and successful operation on offshore platforms and hence why stress management and prevention are key to prevent offshore employees from health and safety risks that may interrupt offshore operations.

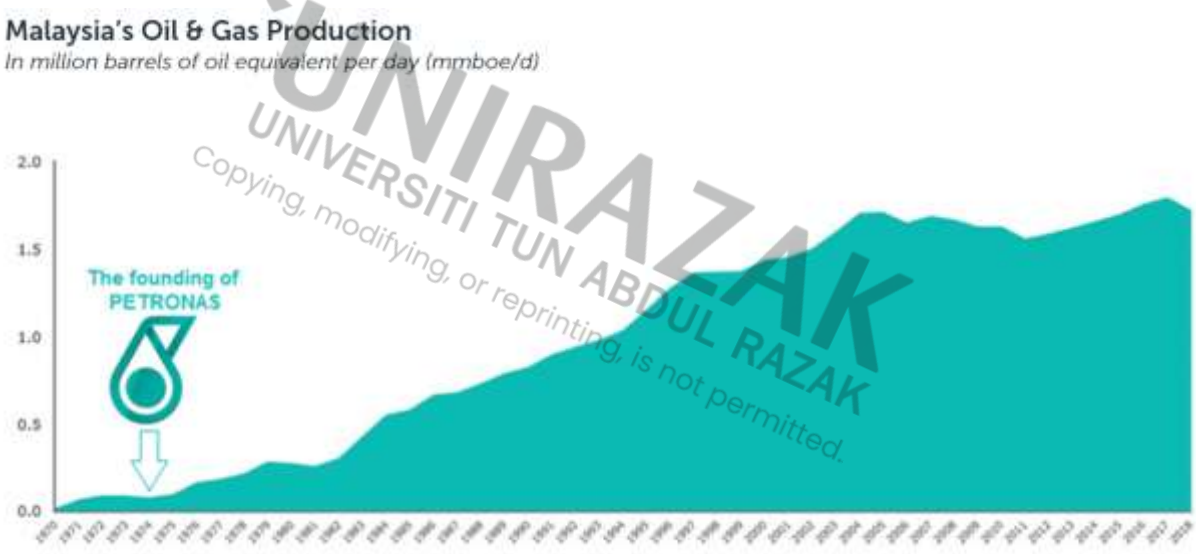

Figure 1 : Malaysia Oil & Gas Production (2019)

Offshore oil production is well recognized as a stressful occupation as described by Parkes (1992), Sutherland & Cooper (1989) and is also defined as the response from employee when dealing work demands and pressure that are not matched to their level of knowledge and abilities that bring strong challenges towards their ability for coping with it at their workplace. According to WHO (2013), stress can significantly cause an unusual and dysfunctional behaviour at work which subsequently contribute to poor physical and mental health. Numerous

stressors in the offshore work environment, which include an adverse physical environment, rough seas, the risks of travel by helicopter and ship, exposure to noise and accident hazards, arduous physical activities, a monotonous life within a limited space, isolation from the community and the family, and the special demands and constraints inherent in offshore work, all exert an adverse effect on the health and safety of these workers; Ulleberg et al (1997).

Based on the Michigan occupational stress model, two studies by Huang et al.(2002) indicated that United Kingdom offshore oil workers perceived occupational stress from eight sources: relationship at work and at home, site management problems, factors intrinsic to the job, the uncertainty element of the work environment, living in the off-shore environment, safety, interface between job and family and career prospects and reward Huang et.al. (2002).

From above explanation, it is evident that many research had been studied on occupational stress factors to offshore oil and gas employees and it is effects that can cause catastrophic paraphernalia to the employees and operations.

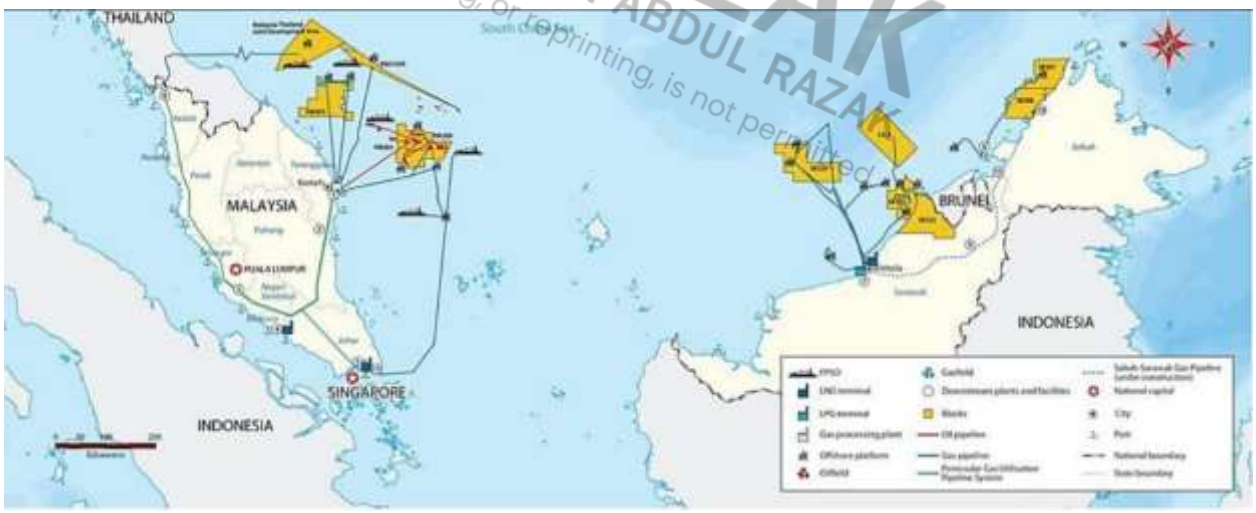

Figure 2 : Malaysia's Oil & Gas Production Blocks

The Malaysian oil industry is the second larger industry in South Asia and the third-largest NPG exporter in the year 2020. The country has a "2.7 billion barrels" oil reserve and "32.1 trillion cubic feet" natural gas reserves. In the field, PETRONAS is the biggest oil & gas

industry in Malaysia. Job opportunity is high in industry and customer demand is increasing in the international market. The industry is one of the research projects for the degradation of the Malaysian economy (Naji*et al.* 2022). It promotes the supply chain and resources in domestic entrepreneurship. The industry is earning foreign exchanges through global export. The fuel product of the industry is worth RM23.93 billion including 18.3% in the merchandise exports. However, after the covid crisis, the industry has been facing several challenges in employee engagement and product distribution. After the covid situation their revived product price was RM19.94billion. On the other the impact of the employee offshore in make challenging factors in their organization.

Hence, this is also considered crucial data that has helped in boosting self-awareness and also enhancing the current rate of business profitability for future success (Naji*et al.*2022). However, there are many interventions that have highly contributed towards the overall development of goods and services. The research conducted is not considered expensive and it has also helped in boosting the mass awareness rate. There are many instances where it has been seen that Normal employees have highly faced certain issues due to which they have also fallen apart from the current emerging trends.

Alongside, the challenging factor that is considered in the given situation has helped in focusing on the new interventions so that progressive growth can be attained (Abor*et al*. 2023). These challenges can be addressed by focusing on necessary interventions and designing an alternative solution. On the contrary, it can also be stated that these benefits have helped the potential Normal practices to attain a reduction in the overall labour cost and also associate it with the connectivity rate that has been very helpful in delivering quality services.

In Malaysia, there are above 3500 O&G industry is present in the international service and manufacturing process. In the industry is highly essential to increase the supply chain and

the distribution process (Alroomi& Mohamed, 2021). The work environment of an offshore platform is unique, as such; employees live and work in the same confined area surrounded by nothing but the uncertain ocean. Offshore oil and gas platform employees face constant uncertainty with issues such as safety of their workplace, hazardous tasks to undertake, production demands and constant technological changes. With the challenging work environment and the nature of work involved, often, offshore jobs may not be a preferred option to many people. Recruitment and retaining offshore employees, especially the skilled and experienced ones, can be a challenge to the industry. Hence many of the oil and gas companies go out of their way to make sure their employees' time spent onboard is a favourable one. One of the success key factors of each organization is always held by human factor which operates the organization from within (Elisabet Siahaan, 2017).

Stress is the adverse reaction of people which have excessive pressures or other types of demand placed on them. There is a clear distinction between pressure which can create a 'buzz' and be a motivating factor, and stress that can occur when this pressure becomes excessive. The offshore working environment has been described as dangerous, arduous, and isolated as the working environment is full of noise and activity. The workers which no matter whether they are the first-class degree engineers or school dropout cleaners live and work in the same restricted working area. The difference is just that one giving order and the other receiving it. But one thing in common: both works for a certain period of time without any breaks. Both are far away from their loved ones.

Consequently, the working environment in the offshore oil and gas industry contains many factors that are potential sources of stress. Given the nature of such work, it can be determined by logical deduction that those working offshore cannot operate at optimal capacity as they constantly experience stress caused by a myriad of factors. What is often done by the few caring and well-meaning supervisors aboard offshore platforms is to phone in counsellors as a

means of fatigue management. However, these supervisors should ratify an evidence-based approach and not just call a dial-a-0800 counsellor as it may not be appropriate for the mental wellness of the workers in the long-term. Now, it should be determined the appropriate way to handle stress among offshore personnel to ensure not only their physical welfare but also their mental prosperity. To resolve this arguably mammoth conundrum, it is important to investigate the circumstances and factors that contribute to the upheaval of the offshore workforce so that they may be able to broaden their horizons and ensure the continual progress of their sector.

The human component, which runs an organization from within, is always one of the essential success factors for any organization or business. Human factors are already well-known to be the centre and foundation of every organization, serving in every capacity necessary to carry out its functions (Osuagwu.C.A et al. 2013). Human component involvement is required in all aspects of managing, planning, organising, leading, and controlling. Therefore, improving the human component and monitoring employee stress levels will always result in an increase in organizational effectiveness. Stress, according to Robbins and Judge, is when a person or worker is given an opportunity, a demand, or a resource that is directly tied to their desires (2007). It's critical and unclear how things will turn out. They claim that because demands are restrictive, we are unable to act on our desires and accomplish our goals. Workplace stress, which appears as negative physical and emotional responses, is caused by an employee's ability to manage how well he or she satisfies those demands as opined by Robbin & Judge(2007).

High expectations placed on employees by their jobs and a lack of control over those demands are typically the causes of stress. Numerous factors, as well as a single occurrence, can contribute to workplace stress. The effect could be comparable for both employers and employees. A certain amount of stress is typically appropriate (referred to as "challenge" or "positive stress"), but if it spirals out of control, changes to the body and mind may result.

1.2 Problem Statement

Extreme work stress can make a person feel undervalued, which can lower performance. This is largely a result of underperforming personnel who lack enthusiasm in their jobs. Workplace stress has the ability to be both good and bad. Workplace stress can be advantageous if people are driven to work hard and perform well. They will be able to discover new things because of it. Possibilities boost job productivity. Conversely, when workplace stress increases the amount of pressure on employees to work but does not have a positive effect, it is viewed as counter-productive. In addition to increasing illness, workplace stress has been linked to high labour turnover, low morale, high absenteeism, low motivation, and a host of other negative effects.

The work environment of an offshore platform is unique, where the workers, regardless they are first class degree engineers or school dropout cleaners, live and work in the same restricted confined area surrounded by nothing but the uncertain ocean. They work for a certain period without any breaks in between until the hitch period is over, far away from their loved ones. Offshore oil and gas platform employees face constant uncertainty with issues such as safety of their workplace, hazardous tasks to undertake, production demands and constant technological changes. Given the nature of such work, it can be determined by logical judgement that those working offshore cannot operate at optimal capacity as they constantly experience stress caused by a myriad of factors, Norzamziah et al (2016).

With the challenging work environment and the nature of work involved, often, offshore jobs may not be a preferred option to many people. Recruitment and retaining offshore employees, especially the skilled and experienced ones, can be a challenge to the industry. Hence many of the oil and gas companies go out of their way to make sure their employees' have a safe and conducive environment. Work performance of offshore oil and gas platform employees are

crucial to the success of any oil and gas company. They are unquestionably the most vital capital, and they need to be constantly motivated to be retained.

Due to a lack of appropriate skills, service oil and gas company personnel frequently tend to be low on the job performance (Salleh & Ndubisi, 2006). This circumstance highlighted the need for further investigation because, in contrast, the total number of jobs held by SMEs in the service sector is 2.2 million, which is higher than the number of jobs held by the oil and gas sector, which is only 740,438 (SME Annual Report, 2007). It is possible that additional research on the work output of those employees in the oil and gas service would aid in elucidating the causes of the low level of labor productivity.

Prior studies on employee job performance had demonstrated that individual level factors like competency role ambiguity as opine by Timothy et al. (2007). Even though the majority of these earlier studies focused on the factors that affect job performance, there is very little data available to understand employee job performance in Malaysia. Companies continue to look for guidance on how to raise the number of motivated, adaptable workers who can succeed the organization. As a result, the challenge for the organizations is to become effective at low prices and without raising expenses. According to Albert Bandura (2003), the social cognitive model's tenets—having the necessary information and abilities and a strong self-belief in one's capacity to put them to use—are the foundation for an individual's success.

There are highlighting the significant problems which are the stress factors among the offshore worker in the oil and gas industry. Throughout the past ten years, workload concerns have affected every employee and are likely to have a negative impact. According to earlier research, employees who felt overburdened with work experienced mental exhaustion, excessive worry, depressive symptoms, anxiety, and occasionally became defensive towards others (Weisberg and Sagie, 1999). Another unfavourable effect of businesses has been observed as an

increase in employee workload. Workload may make it more difficult for employees to recognise dangers and may increase their perception of risk. Additionally, the interaction of these variables may result in reckless behaviours and accidents. Previous research Sutherland & Cooper (1996) have demonstrated that personnel at oil and gas corporations have a heavy burden. Based on metadata studies related to workload and employee performance, authors like Shah et al. (2011), concluded that workload could improve the performance or decrease the performance of employee. Interfere with the staff's capacity to avoid dangers and may increase perceived risk. A combination of these conditions may also result in reckless behaviour and accidents. When these elements combine, risky activity and accidents may result.

Although people can develop adaptive actions to deal with a particular scenario, their personality types may not be amenable to change over time. However, the individual can grow in self-efficacy. Employees inside the organization must adopt new behaviours in order for the intended changes to be realised in order for change to be successfully implemented. Because it can assist company leaders in turning their objectives into reality by educating them on the relevance of self-efficacy in strengthening leadership traits, it was important to perform this study in a business environment. Self-efficacy merits more investigation at the levels of motivation, internal resource utilisation, and identification where the relationship between leadership and personality type has received attention from practitioners and academics. Business executives can consciously enhance performance by addressing a variety of sources for increasing one's own efficacy. A corporate leader's responsibilities and position have evolved as a result of the organizational, flattening hierarchy and the increased need for qualified leaders. Since self-efficacy is something that employees can develop, the goal of this study was to determine how employees see their own efficacy inside their respective organizations.

Previous studies have looked at the connection between emotional dissonance and a number of other particular signs of unproductive work behaviours that are unique to those

displayed by workers in the customer service industry. For this purpose, the Frankfurt Emotion Work Scale's emotional dissonance subscale was translated into Romanian and utilised, together with other psychological tools for assessing self-efficacy, on 147 employees of an oil and gas company there. According to the findings, self-efficacy, emotional dissonance, and self-monitoring are important predictors of employees' unproductive behaviours at work. A moderating role for the self-efficacy variable was also found in the association between emotional dissonance and unproductive behaviour. In conclusion, a high level of emotional dissonance may have a variety of detrimental repercussions on both the psychological well-being of individuals and the organization in which they work. Burcas and Certu (2014).

Another problem is the supply chain and diversification because of the covid (Mokhtar *et al.* 2020). Additionally, their financial management is difficult in this situation. they faced in the research are skills management and the development of the organization's culture. There are identified technology challenges regarding the employee report working. The focus here has been also laid upon the core aspects based on the overall employee performance and the continual growth that has been attained while progressing and building a new strategy in the operational offshore of oil & gas industry.

Anxiety and depression, which are 2 of the effects of stressors are very popular disease compared to AIDS and HIV in the year of 2019. Lots of suicide and self-harmed occurred throughout the year with rate of double to triple fold compared to few decades ago . However, in Malaysia, the Patron of the Malaysia Psychiatric Association (MPA) stated that according to National Health and Morbidity Survey, 29% of Malaysia in year 2017 had depression and anxiety disorder, according to The Star Online, 2018. Furthermore, in Malaysia, at least 5 people commit suicide daily referring to Wong (2019). As for work stress or job stress according to Workplace Stress Continues to Mount by Korn Ferry, stated that 76% of the respondent admit

that work stress affects the personal life, 66% experienced sleep disturbance and 16% quite their job due to overloaded work stress, Lipman (2019).

Malaysia depends heavily on oil and gas revenue as it brings about one third of the nation's revenue and manages a vast number of employees in the upstream oil and gas industry. Working offshore induces several stressors that may impact their performance that is directly related to the output of production. Hence, understanding the significant stressors to Malaysian offshore employees is crucial to make sure the underpinning factors can be identified and eliminated or at least mitigated to allow uninterrupted operations output. This study aims to identify the relationship of Job Stressors toward the offshore worker Job performance in Malaysia's Oil & Gas Industry

1.3 Research Question

Based on the objective of the studies, the research questions are formulated specifically as follow:

RQ1**:** What is the relationship between stress and job performance of offshore worker in Malaysia's Oil & Gas Industry?

RQ2**:** What is the relationship between workload and job performance of offshore worker in Malaysia's Oil & Gas Industry?

RQ3**:** What is the relationship between role ambiguity and job performance of offshore worker in Malaysia's Oil & Gas Industry?

RQ4**:** What is the relationship between self-efficacy and job performance of offshore worker in Malaysia's Oil & Gas Industry?

RQ5: What is the effect of Job stress and stress factors among offshore worker's job performance in Malaysia Oil& Gas Industry?

1.4 Research Objective

The study aim to the significant stressors to Malaysian offshore employees is crucial to make sure the underpinning factors can be identified and eliminated or at least mitigated to allow uninterrupted operations output. The objective of the study will be :-

RO1**:** To identify the relationship between stress and job performance of offshore worker in Malaysia's Oil & Gas Industry

RO2**:** To determine the relationship between workload and job performance of offshore worker in Malaysia's Oil & Gas Industry

RO3**:** To determine the relationship between self-ambiguity and job performance of offshore worker in Malaysia's Oil & Gas Industry

RO4**:** To determine the relationship between self-efficacy and job performance of offshore worker in Malaysia's Oil & Gas Industry

RO5: To determine the effect of Job stress and factors among offshore worker's job performance in Malaysia Oil& Gas Industry

1.5 Significance of the Study

The purpose of this study is to better understand how workplace stressor impact the stress level and job performance affected the Malaysia's oil & gas industry. The investigation's

conclusions have ramifications for both theory and practise. The aspects of workplace stress that affect employee performance will be emphasised throughout this study. There are numerous stress-related elements that have varying effects on each person and over time have an impact on how well employees perform. Employers could easily solve the issue and improve employee performance if they could recognise the different types of stress. The results of this study may help to reduce workplace stress and enhance workforce management.

In addition, from this research is to determine the relationship between stress to offshore employees in Malaysia with significant factors that contributes to the cause and effected Job performance. The research is expected to add further value to the existing research on the knowledge of stressors identification and outcome of this study will help determine the connections between them. To date, few studies have examined the mental health of offshore oil workers. A study by Sutherland and Cooper (1996) reported that approximately 19% of offshore workers had obsessionally and phobic anxiety. Sutherland and Cooper (1996) also revealed that offshore workers reported higher rates of anxiety than the general population, and that perceived stress from safety problems at work was a strong predictor of anxiety among offshore workers. De Dreu *et al*. (2005) analysed 2,126 medical evacuations from four major oil and/or gas producers operating in the UK sectors of the North Sea from 1976 to 1984 and found that 1.98% of the evacuations were carried out primarily due to mental disorders. A comparative study by Parkes (1998) on mental health among operators working on offshore and onshore platforms showed that rates of anxiety were significantly higher among offshore workers as compared with onshore workers.

Hence, this paper will be significant to the organization and employees to understand the stressors that are affecting the Malaysian offshore oil and gas workers and prevention and elimination techniques to the stressors can be identified and applied. The examination of this research demonstrates the researcher's creativity in helping the business learn more about the job

performance of the personnel. The studies only focus on the offshore workers from the oil and gas companies situated in Peninsular Malaysia and platform sea. due to the deadline for completing the research.

This study will help the highest levels of management determine whether work overload, stress, role ambiguity, and self-efficacy have a clear relationship with job performance among the employees in the respected company. It will also suggest identifying the factors that are most closely related to job performance in the company so that each group's highest management leaders can determine the best solution for maintaining the job performance of the 14 employees. The results of this study may also be used by stakeholders to decide on a project more persuasively for the future.

1.6 Research Outline

The research is contracted into 5 chapters there been demonstrated below.

In Chapter 1, is the introduction is representing the background of the study on the Job stress factors among offshore worker in Malaysia's Oil & Gas industry. The research problem statement includes in this section. In addition, there is mention of the significant research question and the objective of this research study. The significance of the study been described as well in this section.

In Chapter 2, Literature Review: provides a theoretical concept and theoretical framework for this research. Preceding literature is reviewed to gain understanding of previous studies, there are review prior empirical research as well. The researcher proposed conceptual framework in this chapter. The Hypothesis development been provided in this chapter.

In Chapter 3, this chapter discussed about the methodology of the research which is include of Research Design, Population sample and sampling method, Data Collection Procedure and Questionnaire Design

In Chapter 4, this chapter describe about the Data Analysis and Result and it is comprised data presentation and analysis of data. In this chapter all result statistical analysis using SPSS will be explained and elaborate accordingly

In Chapter 5, will be conclusion and recommendation of the research, which is a discussion of research finding, Implication and limitation of the research, Recommendation for future research and conclusion will be discussed in this chapter.

CHAPTER 2

LITERATURE REVIEW

Introduction

Chapter 2 is a summary of literature review on the relevant theories which has been contributed to the current theoretical framework. There are many different factors of workplace stress that influencing employee performance. An overview of stress, the workplace, and employee performance is the focus of the first section of this chapter. Different workplace stress factors that affect workers performance has been investigated. Literature has reported on the definition and importance of each factor, as well as on the relationship between independent and dependent factors. Finding of other researchers on the similar studies also has been discussed in this chapter. The chapter ends with the proposed conceptual framework and the hypothesis development.

2.1 Theoretical Foundation

According to Lazarus & Folkman (1984), stress is a "mental or physical phenomena created by one's cognitive assessment of the stimulus and is a product of one's engagement with the environment" that affects how well workers perform. Working as an oil and gas offshore platform employee is well recognized as a stressful occupation as opined by Mette et al. (2018), where adverse physical environment, rough seas, the risks of travel by helicopter and ship, exposure to noise and accident hazards, arduous physical activities, a monotonous life within a limited space, isolation from the community and the family and the special demands and constraints inherent in offshore work, all exert an adverse effect on the health and safety of these workers as opined by Southerland & Copper (1989) and Ulleberg & Rundmo(1997).

Offshore employees must deal with pressures that are both typical of on-shore jobs and unique to off-shore environments as opine by De Dreu et al.(2005) and Alekperov et al.(1988). The latter category includes the challenging ocean environment, sporadic separation from the family and community, living and working in small spaces, the dangers of flying in helicopters and ships, rough seas, a monotonous lifestyle and environment, and the unique requirements and limitations of offshore oil work De Dreu et al.(2005) and Alekperov et al.(1988)

Work-related stress among offshore workers has been shown to be associated with many adverse health outcomes. Cooper and Sutherland (1987) has reported a higher prevalence of anxiety among offshore workers, and that perceived stress from the 'relationship at work and home' was a strong predictor of mental health. Similar effects of stress on the mental health of offshore oil workers were also reported by Parkes (1992). Occupational stress has also been incriminated as a risk factor for increased blood pressure disorders of the digestive, respiratory and musculoskeletal systems Alekperov et al. (1998) and other health problems; Harma.M(1993).

Few research have looked at offshore oil workers' mental health to this point. Around 19% of offshore employees exhibited obsessionally and phobic anxiety, according to a study by Sutherland and Cooper (1989). According to Sutherland and Cooper (1989), anxiety was more common among offshore employees than it was in the general population, and perceived stress related to workplace safety issues was a significant predictor of anxiety in this group of employees. In their analysis of 2,126 medical evacuations from four significant oil and/or gas companies operating in the UK areas of the North Sea between 1976 and 1984, De Drue et al.(2005) concluded that 1.98% (42/ 2,126) of the evacuations were carried out predominantly due to mental problems. Anxiety rates were much greater among off-shore workers than among on-shore ones, according to comparison research by Parkes (1992) on the mental health of operators working on offshore and onshore platforms. In contrast, a comparable study by Gann

et al.(1990) found no distinction in the symptoms of anxiety and sadness between on-shore and off-shore employees.

Globally, it was reported that over 264 million people were estimated to suffer depression from workplace. The rate of cost for mental illness worldwide had reached up to US$2.5 trillion. In Malaysia itself, the cost for mental illness has the possibility to increase drastically from RM43.6 billion up to RM99.9 billion for the year of 2010 to 2030, according to Bernama (2017).

The extensive literature review and research studies are the basis and underpinning theory for this paper where the specific focus is fixated on the Malaysian offshore employee's occupational stressor relationship based on the previous studies done by other research.

Based on the justification above, it is evident that previous research on the experiences of occupational stress had been conducted according to individual based factors such as interpersonal relationship, personal attitudes, personal traits, locus control and others or organizational based factors such as job characteristics, job demands, organizational structure, organizational roles, and others Norzamziah et al. (2016). However, there is lack of research conducted by combining both the individual and organizational factors in relation to occupation stress. Therefore, current study specifically looks on stress factor relationship with job performance among the offshore worker in Malaysia.

2.1.1 Person-Environment Fit Theory

The theory involves the environment of the work culture and business environment that create a concern for the employees. The theory highlights the challenges of the employees to

fulfil the demand of the organization. There are obstacles in the oil and gas industries in Malaysia in different forms (Vleugels *et al.* 2023). the principles of the theory interpret stress management and establish an effective framework for a healthy work environment.

The definition of a healthy workplace will be included the physical, social and psychological condition of the employees and the organization's need to consider the requirements of the employees. The theory describes the interconnection and similarities between the work environment and the employees. Hence, the innovative technology that has seen used in the current situation has helped them to attain adequate training so that better business operations can be designed. According to the current survey it is seen that there is a huge requirement to initiate new strategies so that the addressed challenges can be easily addressed. Along with that, it can also be denoted that these interventions can help in focusing on the core requirements that are based on quality services so that better interventions can be planned and designed (Wahab *et al.*2022).

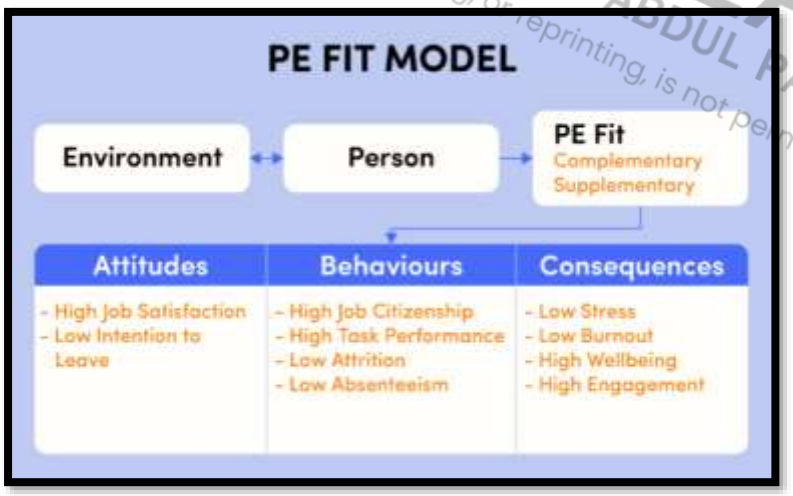

Figure 3 : Person-Environment Fit Theory

(Source: Guan *et al.* 2021)

Different factors like intelligence, capabilities, and intrapersonal skill, such as example section, interest job satisfaction, influence the requirements of the employees, respectively. The

environment of the organization's characteristics has a great impact on the performance and interaction between employees and the industries (Rauvola *et al.* 2020). The theory has different variations to interpret the different aspects of the environment and they denote and work with the integration of organizational factors, remuneration, design and ethics that the employees can interpret with stress regarding their job role in the organization. The sustained level of the factors of the organization and mismatch with the expectation the employees are often responsible to affect productivity, and work efficiency in the organization. The stress level of their employees remains (Guan *et al.* 2021). The limitation of the theory is the mismatch of some of the variations in the interpersonal relationship with the well-being factors of the industries.

2.1.2 Additional Stress Models

The JDC model regarding the stress of the employees offers insight into the workplace factors that interpret the stress of the employees. This theory impact on job control in the workplace and its impact on psychological factors in industries (Rocconi *et al.* 2020). The demand of the organization has the potential to impact the psychological aspect of the employees. here in the context, the offshore employees who are at their job in Malaysia have been suffering from mental stress. The high expectation of the oil and gas industries, and long working hours in an obstacle place, create extra pressure on them. The proposed diagram of the job level from the organization explored the demand control and the stress level.

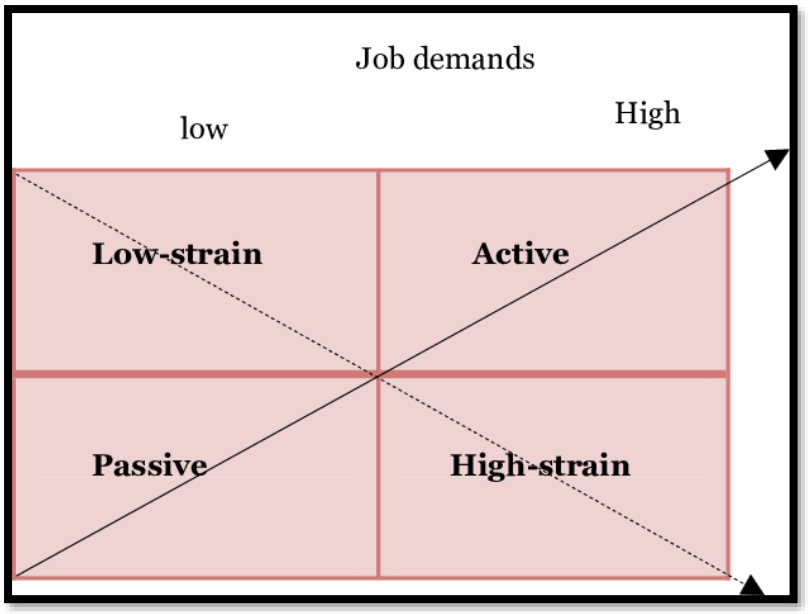

Figure 4 : JDC model

(Source: Pellegrini *et al.* 2021)

The job demand has four major components low strain jobs include fewer demanding roles or the employees have the choice to decide their own schedule, the schedule maintenance and performing the job role and they do not find the challenges to complete this (Shen *et al.* 2021). The drawback of the job is the employees get bored with the task. High strained job refers to a task that has a high demand the employees have less control over this. The work in the oil and gas industries is of teamwork, the strong strain job in the field takes time and the employees need to have better control over the job (Ehrhardt *et al.* 2020). The application of the theory in the oil and gas industries in Malaysia is to indicate the employees who are from outside of the counter, however, the theory can be applied in the other aspects of the industries to manage the relationship between the organization and the workers (Pellegrini *et al.* 2021). The increasing stress level of the employees in the field is in high demand in skill management; the high strain work to the employees creates higher pressure and less control over the work. As a result of it, the stress level of offshore workers increases. Hence, the focus has been also laid on the core

impact that has been laid upon the oil and gas industry and the overall employee performance. These aspects have helped in monitoring better business aspects and also focusing on the core interventions for a better and more progressive business plan. Hence, the innovative technology that has been used here has helped in focusing on the technological advancements so that better services can be designed for the employees.

2.2 Review of the Prior Empirical Research

2.2.1 Job Performance

According to Gehad Mohammed Ahmad Naji et,al. (2020) , they have identified that the stress factors, worker's safety culture and psychosocial hazard dimension have significant influence and impact on safety performance amongst workers who work in the petroleum industry in Malaysia According to Siti Haerani etal (2020) the higher the Person-Organizational Fit, the higher the employee satisfaction. Thus, employees will be happy to work in jobs that are following their competencies and organizational values that are commensurate with their benefits.

The effectiveness of human behavior that support Organizational goals is referred to as job performance. According to Korkaew Jankingthong and Suthinese Rurkhum (2012), job performance includes actions that support an organization's primary technical operations without directly contributing to the production of commodities or services. According to Motowudlo (2013), job performance refers to how well an employee behaves in achieving organizational goals. Researchers have acknowledged that how employees view their jobs has a significant impact on how well they perform. Additionally, this study aims to determine the elements that lead workers to link their job performance in the workplace to stress and work overload. The performance of the work must be focused on organizational objectives that are pertinent to the position. Thus, actions that involve exerting effort to achieve secondary goals are not considered

part of job performance. In the concept of ideal human resource management, justice is a principle that plays an essential role in creating positive performance, so that employee engagement can be fulfilled to build a better and optimal organization (Meiyani & Putra, 2019; Ramlawati & Putra, 2018)

The profitability of the organization is significantly influenced by job performance. In this demanding and competitive time in history, job performance is unquestionably crucial for every employee at the company or in any other workplace. Because it is linked to reduced productivity, profitability, and general impairment, inefficient work performance will result in disaster for the organization efficiency of the organization (Okoyo & Ezejiofor, 2013). In the real world of the workplace, a solid job performance will serve the workers' job security and ensure that they progressively pave the path for a new position inside the job. Performance is important for organizations because it influences employee success and for individuals because completing tasks can be a source of joy (Muchhal, 2014). A door will then be opened for everyone, notably the management group of people, to praise your exceptional performance, positive outlook, and expressive offerings, which is beneficial for career development and promotion.

Performance will rise if the physical and psychosocial environment is favourable (Chandrasekar, 2011). The relationship between motivation and job performance is strengthened by one of the most well-known components of job performance. Motivation steers behaviour towards obtaining a particular objective. According to earlier studies (Chaudary and Sharma 2012), inspired employees tend to be more productive than unmotivated ones.so that the workers will get a second opportunity to increase their earning potential. Next, when employees accomplish their jobs to the best of their ability, it benefits not only them but also their coworkers, who find it simple to operate with them as a solid team. Additionally, this collaborative atmosphere might help to reduce workplace stress. Furthermore, pride that employees might get from their work is likely one of the finest justifications for good job performance.

Sinha (2001) asserts that an employee's performance is based on their own level of openness and willingness to do their duties. When they put their all into their work, they feel accomplished and satisfied with themselves, which encourages them professionally and keeps them interested in and focused on their career. Additionally, it helps workers understand the job's major responsibilities, expected scope, and required knowledge and abilities. Additionally, it makes it easier for employees and managers to communicate about work-related matters. The supervisor may be able to justify that employees have the tools they need to perform their tasks effectively.

All corporate organizations place a high priority on employee performance. One trait that sets leading organizations apart is their high-performance work systems. In many organizations, poor managerial practices have a negative impact on performance and prevent workers from producing to the best of their abilities. It is the production factor that moves the fastest. Employee performance is influenced by a variety of factors, including their intellectual and physical capabilities, training, experience, organizational culture, reward programs, opportunities for career advancement, their behavior around their coworkers, level of authority and responsibility, workload, and organizational structure.

2.2.2 Stress Factor among Gas and Oil Offshore Employees

The job stressors that affect offshore workers' ability to execute their jobs have been identified and categorised in this study of the Malaysian oil and gas industry. The stressor variables employed in this study have relationships with stressor models and earlier research.

In Malaysia, the workers in the oil and gas industry face various problems which are affecting their personal life as well. Working for long hours at the same places getting very stressful for them might harm the sector. In recent years Covid-19 had an impact on both physical and mental health all over the world. Therefore, the oil and gas offshore employees are getting

depressed by the situation as they spent the maximum time of their lives on oil rigs (Nazi *et al*. 2022). They could not return home of the pandemic, they had to come back to the shore hotels or other places. Moreover, they were isolated for a long period in oil rigs and had no contact with their families. They could not even go to their hometown because of the interstate lockdown in Malaysia (Kyaw & Geater, 2021). It was also a big reason for the employees of the oil and gas companies.

However, these factors have helped in stimulating the current results and also focusing on the technological advancements through which quality business ideas are being developed and designed. Hence, an innovative technology used her has helped in focusing on the training process so that high-end training process is being designed in the current segments. Therefore, the innovative technology used has also helped in fostering the current sae soft the business (Olugu*et al.*2022). Hence, with the help of active learning there are new cinematic experiences based on which a better business plan is being generated. In simple terms, it can also be demonstrated that the usage of AI technology has helped in fostering the overall growth of the business and also acknowledging the overall performance of the organization. Therefore, it is considered an effective channel through which progressive growth in the current situation can be designed and developed.

The pandemic was not only the reason for their stress; many studies showed that the pre-pandemic situation was also very stressful for the oil and gas workers. In records, it was evaluated that the appearance of the anxiety of offshore workers was 10.2% and 1.2% whereas the anxiety of onshore workers was 11.55% and 2.4% (Amaech *et al*. 2022). Onshore workers are more stressed than offshore workers. Offshore workers are having 14.7% anxiety where as onshore workers are having 17.7% anxiety.

The World Health Organization and International Labour Organization accentuate that employee relations, management, design, and workplace condition are the source of stress in the workplace. Work-related stress comes when a worker is confronted with work pressure and his expectation about that job is not as expected with their skills and capacity (Tugano, 2020). The workers are being challenged by their talents. Furthermore, the results come out as a poor workplace, they become more exhausted and emotionally broken, and working stress has come. According to Malaysia, Upstream Summary the gas and Oil Company responsible for gas and oil exploration same as crude oil and natural gas deposits in Malaysia, the engineers who work in the oil and gas industry are learned from there. Ten to fifteen years of practice make them perfect.

The survey regarding the stress factors across the oils and gas store offshore employees of Malaysia found that approximately 56.4 % of the employees are dealing with anxiety and stress due to sudden cut-off across the sector. More than that the coved 19 outbreak and the high demand along it the price rise across the sector have played a better role in cutting off the employees. On the other hand, the standard sofa measurement of anxiety levels and high amount of stress among employees has been found to be harming overall performance across the sector. Along with that, approximately 34.5% higher rate of anxiety has been reported across the sector and it has been effectively harming the service rate of the sector. This has harmed the performance standard and played a negative impact on the overall sector. This has contributed to lowering the service standard of the employees and has harmed the overall gas and petroleum sector.

They become emotionally, and mentally broken when the workplace being more stressful for the society across the sector (Haifa *et al*. 2022). In simple terms, it can also be stated that these aspects have helped in developing better background for the study so that effective results can be designed. Along with that, it can also be mentioned that these aspects have also helped in

boosting quality interventions so that advanced business and high-end technology are being used. In addition, it can also be demonstrated that this quality business plan can be designed is that the objective of the study can be easily attained.

The survey regarding the stress factors across the oils and gas store offshore employees of Malaysia found that approximately 56.4 % of the employees are dealing with anxiety and stress due to sudden cut-off across the sector. More than that the coved 19 outbreak and the high demand along it the price rise across the sector have played a better role in cutting off the employees. On the other hand, the standard sofa measurement of anxiety levels and high amount of stress among employees has been found to be harming overall performance across the sector. Along with that, approximately 34.5% higher rate of anxiety has been reported across the sector and it has been effectively harming the service rate of the sector. This has harmed the performance standard and played a negative impact on the overall sector. This has contributed to lowering the service standard of the employees and has harmed the overall gas and petroleum sector.

2.2.3 Work Stress

The workplace in the oil and gas industry is very difficult as well as highly risky for safety. Work stress is a kind of stress which generate at the workplace. This working stress for a long period leads to a psychological disorder (Yaqoob *et al*. 2021). However, it may cause not only a risk of injury but also may occur death.

Work stress comprises many factors, even conflicts between employees. External stress factors can be determined and can be solved but psychological factors are much more difficult to find out and describe. There are many diseases and disorders which are related to mental stress. The number of mental stresses of oil and gas employees is increasing day by day, however, external stress can be identified and eliminated or even extinguished partially or completely

(Zhang *et al*. 2021). Workers who are working in the oil and gas industries have more psychological risks such as psychological stress at the workplace.

Workplace hazard is a great influence on a worker's mental and physical health. However psychological hazard is a crucial part of a worker's and organization's safety. The main purpose of the study is to solve the problems of Malaysian gas and oil workers (Ajmal *et al*. 2021). To do this first thing to do is evaluate a framework based on psychological hazards, leadership, the company's environment, and organizational communication in Malaysia's upstream oil & gas industries (Gomes, 2020). In previous study's findings evaluated that psychological problems, leadership, and organizational communication in the gas and oil industry of Malaysia were negatively influenced.

Psychological problems are the main factors that raise job-related risk throughout job management. Employment stress is an emotional and psychological reaction that takes place when workers take their job requirements to exceed their capacity. In order to manage each company should have materials, money, supplies, and equipment to provide those who can utilize the products (Rametse *et al*. 2020). Human resource management played a very important role in the company and focus on the growing debate of management. Human resource management is one of the crucial and important aspects of industrial coordination and management.

Strategic Human Resources Management plays a significant role in the growth of the company. The establishment of an exhaustion management program at the site is important in managing fatigue in the company. There should be a hazard and effect management process, Job analysed Management. Management should increase staff welfare, and the workplace should be in favour of the employee such as reducing duty hours, changing shifts, break for meal and nap, psychological and physical training, social support.

This also includes reducing the duration of the duty hours, and night shift. These are the strategies how to manage the stress factor among the employees of the gas and oil Industry in Malaysia.Hence, it can also be stated that these interventions have helped in boosting the overall employee services so that quality interventions in the business can be developed. Talking about the core implication of the research it can also be stated that there is a huge research study through which the current performance of the business can be easily analysed and high-end performance in the current segment can be developed. The organization also requires a mention of the core communication practices due to which high-end connectivity in the current business segments can be developed and designed.

2.2.3 Work stress Impact on Job Performance

The pressure of work reflects in the different forms among the workers who are in the workplace of the different areas of oil and gas industries. Scientific research has found that the mental stress of workers can be found in different forms (Hong *et al.* 2021). The symptoms are associated with the day-to-day practice of excessive workload. The symptoms of the stress of the workers are social, psychological, and medical. Long-term suffering from mental stress affects the health of employees. the physical and mental illness due to the work pressure for the employees can be measured via extra effort by the company (Gärtner *et al.* 2019). The symptoms are included exhaustion, fear and panic of uncertainty, low employee satisfaction, increase in employee turnover, lower productivity, "Cardio-vascular disease", and musculoskeletal injuries. Hence, there is always an implication based on the current needs is rag rhea training and development process in the organization can be easily enhanced. Along with that, it can also be stated that there is a huge requirement to initiate necessary action so that progressive growth in the business can be developed. However, there are many interventions that have highly contributed towards the overall development of goods and services.

The symptoms are the combination of the employee's and the organization's perspectives. The wellness of the physical and mental health of the employees is important for the organization's quality and efficiency and is interconnected with the level of job satisfaction of the employees (Gärtner *et al.* 2019). However, the constant increase in stress levels is concerned with job satisfaction and the in most cases, unless the situation is not mitigated there is a higher possibility that the employees decide to leave the organization. The physical symptoms of the increased stress of the employee's petroleum industries can be from the long-time involvement with the equipment and martial in the workplace. Continuous exposure to harmful materials and risky environments creates challenges regarding physical illness.

The symptoms of the psychological factors, such as excessive pressure from the job, lack of support from the family and uncertainty of a job, and constant fluctuation of the prices of the oil and gases need to be understood by the organization (Alyahya & AboGazalah, 2021). These factors create an emotional system and affect the mental pressure on the employees. The employees feel anxious, overwhelmed, irritated, depressed, and have mood swings and other problems. the symptoms of the behavioural changes of the employees are to be considered as the effect of the stress level. The significant changes in the behaviour of the employees due to these factors are essential for the intense side effect of the challenges regarding work pressure of the employees to their job role in the organization (Frazier & Brown, 2022). The symptoms can be defined as difficulty concentrating, losing control over the job, approaches to taking risks, absenteeism, and a downgrade of performance and productivity. The employees can take frequent breaks and the conflict level in the workplace increases due to a lack of stress management in the workplace.

2.2.4 Workload

One of the most demanding and unpleasant responsibilities that employees nowadays must deal with is their workload. According to a study on the subject, some people are being exposed to an unacceptable degree of workload in a variety of vocations (Syed Saad Hussain Shah et al., 2011). The globalisation period is currently in effect. Managers are now more concerned with employee performance in organizations than they were earlier. They only look for and hire high-performing employees. To compete in the global market, businesses seek out and keep skilled individuals. Organizations avoid hiring inefficient workers. Organizations create systems to make the most use of their human resources. High-performance work teams are formed for this reason. To improve employee engagement and performance, HR practises are integrated into a comprehensive system (Creating High Performance Work Systems,). In order to accomplish the objectives of any size organization, high-performance work systems are made up of numerous interconnected components that work best together. Employee performance is ultimately impacted by employee stress levels, so a shift in workload presents an opportunity when it has the potential to be profitable. Workload is a chance for employees to learn and advance more quickly. Employees increase their work experience as they go along, broadening their exposure. Additionally, it is believed that employees who have plenty of work remain more active and motivated than those who don't remaining inactive and indolent,2011 publication by Shah, Jaffaru, Aziz, Ul-Haq, and Raza. The pressure from a heavy workload may actually boost productivity. Increased stress can also result from underutilizing human resources or from employees not realising their full potential. Those who are capable of doing the job love the workload,2017; Fan and Smith.

In order to compete in the global market, organizations work hard to choose and keep exceptional workers. Additionally, efforts are made to set up the workplaces so that employees can produce at their highest potential. But in reality, the main issue with this concern is that

employees' and organizations' interests do not align. Dobre (2013). While managers want to obtain maximum production from current workers by overloading them, employees wish to have less work with them. Similar to this, employees want to earn more with less effort, while managers attempt to pay their staff less to keep expenses down. Shah, Jaffaru, Aziz, Ul-Haq, and Raza (2011)

Workload is a term used to describe how demanding a job is. Employees experience mental stress as a result of it.There are numerous ways that symptoms or results manifest themselves at work. In addition to workload, a wide range of other factors affect how stressed out people are. The primary factor in stress creation is the types and nature of employment. It occurs if the assigned workload is insufficient or poses an undue stress on the personnel. Although a person or member of staff may be talented and effective at performing their duties, a workload that is excessive for their capacity to handle it could ultimately have detrimental effects, such as a decline in performance due to physical and mental exhaustion and the development of diseases like heart disease, high blood pressure, emotional problems, and others Cooper and Payne(1978).

2.2.5 Workload Impact Job Performance

This kind of oversimplified dichotomy made it easy to view workload and other factors as stressors. For instance, it is well known that more resources are needed to maintain performance as task volume increases. This fact alone, in accordance with past theories of stress, illustrates the similarity between the two ideas. Although this connection is far from universally accepted, many researchers nevertheless take characteristics like workload into account today. The primary issue that employees encounter is workload. Workload, stress at work, and personal issues affect every employee's performance and level of job satisfaction (Syed Saad, 2011).

According to study, workplace stress caused by things like workload and interpersonal relationships at work is inversely connected with how well an employee does their job (Azman Ismail et al., 2015). Concurrent task management typically leads to decreased performance on either the primary task or the secondary task. It should be emphasised that separating a primary task from a secondary task is rather arbitrary across research in the experimental literature. Simply put, multiple jobs divide available resources among themselves in the limited resources model, and under high workload or stress conditions, there typically aren't enough resources to accomplish both tasks at once.

Similarly, to what was shown in the lab, this impact of workload variability on job performance has also been studied in a real-world situation (Beehr et al. 2009). We evaluated a sample of door-to-door book sellers to find out how erratic they thought their work was. Throughout the time they were selling books, they also reported their performance on two dimensions: the quantity of in-home demos made and units (which is a monetary measure of performance). As seen by the substantial negative correlation between job variability and both demonstrations and units, job performance degrades as job variability rises.

This association between workload fluctuation and job performance denotes a problem that organizations may benefit from identifying and maybe addressing in an effort to avoid unfavourable effects.

2.2.6 Role Of Ambiguity

According to Srikanth and Jomon (2013), role ambiguity is the absence of precise, consistent knowledge about the behaviours necessary in a certain position. Role ambiguity, which is sometimes contrasted with role clarity, is thought to have significant effects on the productivity and success of teams in business and industry. It represents assurance regarding responsibilities, authority, time management, and interpersonal relationships; clarity or existence

of rules, regulations, and policies; and the capacity to foresee consequences as a result of behaviour. Three subtypes of task ambiguity, according to Kahn et al., can relate to (a) scope of responsibility (knowing precisely what is expected), (b) behavioural responsibilities (knowing what actions will result in the accomplishment of those expectations), and (c) hierarchy of responsibilities (knowing what the priorities are in terms of fulfilling or not fulfilling multiple expectations).

Role ambiguity has also been theorised to have multiple dimensions. While there is ongoing discussion over the many tools and techniques used to assess the consequences of role ambiguity, most of the research points to a negative correlation between work satisfaction and performance metrics and role ambiguity. Jomon and Srikanth (2013).

Role ambiguity occurs when responsibilities for a certain position are vague, imprecise, and poorly defined. It is because role expectations are unclear, rather than because there is a conflict in the role, performers diverge from them. (2013) Khattak, Ul-Ain, and Iqbal. A list of the general duties, functions, and responsibilities of a position might be included in a job description, for instance. It frequently includes information such as who the position reports to and requirements such the qualifications or abilities required of the employee in the role. If these are not adequately addressed or mentioned, role ambiguity will develop. The article is highly challenging to define, as is seen from its label. According to Kabiri, Hughes, and Scheber (2012), role ambiguity arises when individuals lack a clear understanding of their roles, expectations of them, and the requirements, processes, and methods required to carry out duties connected to their professions.

Goal or expectation ambiguity, process ambiguity, priority ambiguity, and behaviour ambiguity are the four elements of role ambiguity that Bill Ryan et al. (2009) established. In order to understand the changes, they underwent and the perceived discrepancy between rhetoric

and reality, Randall and Procter (2008) advised that public service personnel and employees of private sector managers draw on their prior experiences. Each group resolves ambiguity by interpreting the meaning to meet their expectations of the transformation; alternatively, in one instance, do not reconcile the transformation, which then becomes a source of conflict.

According to Brun et al. (2009), there are two sorts of ambiguity: resource ambiguity and subject ambiguity. Product, market, process, and organizational resources make up the topic ambiguity, whereas multiplicity, novelty, validity, and dependability are included in the resource ambiguity. According to Malik, Waheed, and Malik (2010), job stress happens when an individual lacks the knowledge, expertise, or resources required to perform the job, is not properly trained, lacks access to resources, or must balance competing demands on the job.

2.2.7 Role Ambiguity Impact on Job Performance

According to Zhao and Rashid (2010), role ambiguity is "the absence of satisfactory information which is required for persons to fulfil their role in a satisfactory manner." According to Potluri and Zeleke (2009), ambiguity may exist both within an organization and possibly even within an individual's own cultural experience. Similar to how different people inside the organization may encounter various ambiguity kinds at odd times.

Goal or expectation ambiguity, process ambiguity, priority ambiguity, and behaviour ambiguity are the four elements of the role ambiguity that Bedeian and Armenakis (1981) established. According to Yuliandi (2014), New Product Development (NPD) finds it very difficult to innovate without role ambiguity. In this situation, the organization must foster an innovative culture, be able to operate in an environment of ambiguity, and have managers who can accept and manage this.

According to Sarmiento and Beale (2007), job performance is the consequence of two factors, including an employee's motivation to use his or her strengths and skills (natural or

acquired) in order to execute a better job. Additionally, according to Brun et al. (2009), there are two sorts of ambiguity: resource ambiguity and subject ambiguity. Product, market, process, and organizational resources make up the topic ambiguity, whereas multiplicity, novelty, validity, and dependability are included in the resource ambiguity.

Yousef (2000) asserts that role ambiguity has an impact on employee performance. This study found that role conflict and role ambiguity negatively impacted resourcefulness. Role ambiguity and conflict have a major impact on job performance and are mediated by job insecurity (Safaria et al., 2011). Yousef, 2000 studied that role stressors can affect job satisfaction without affecting job performance.

According to Lankau et al.'s (2006) study, reducing role ambiguity would result in higher levels of organizational commitment and work satisfaction. Previous research has added to the body of knowledge by highlighting the consequences of role conflict, role ambiguity, and role overload on occupational stress. Role conflict, role ambiguity, role overload, and occupational stress are all significantly and favourably associated, according to the study's findings.

Long hours at work, conflicting requests, and ambiguous tasks will so raise stress levels. In summary, the current study has contributed empirical data to the literature by showing how role ambiguity, role conflict, and role overload are related to occupational stress.

Role ambiguity was discovered to be adversely correlated with group cohesion in recent studies (Bosselut et al., 2010) that looked at the relationship between group cohesion in athletes with different views of role ambiguity. Similar findings were made by Bosselut et al. (2010) when they researched French rugby players. They discovered that the cohesiveness of tasks was stronger in the athletes who reported less role ambiguity about duties and behaviour. According to Bosselut et al. (2010), components of task coherence and group integration were connected to characteristics of role perceptions (i.e., clarity regarding the roles). Therefore, it can be said that

while evaluating role performance in an interdependent work context, perceptions of role ambiguity are a crucial factor to research.

2.2.8 Self Efficacy

According to Timothy et al. (2007), self-efficacy predicted performance for task but not job performance in jobs or tasks of low complexity but not those of medium or high complexity. Self-efficacy is necessary for the creation of task strategies, which are crucial for achieving challenging goals. Higher self-efficacy in a domain is related with positive results, ranging from increased job satisfaction and performance. Additionally, despite the paucity of available data, some findings imply that self-efficacy effects are transient (McNatt & Judge, 2004).

Judge, Jackson, Shaw, and Scott (2007) investigated whether self-efficacy becomes less predictive as the time between self-efficacy and subsequent performance increases (short interval if the two measurements were taken within a few hours of one another, medium interval if the time was between one and seven days, and long interval if the time was greater than seven days). Last but not least, given the significance of enactive mastery, or the impact of earlier exposure to the task that enables one to practise and receive feedback (Bandura, 1997).

Few studies have specifically examined the simultaneous influence of proximal and distal conditions on motivation and performance. Porath & Bateman (2006) found that ability, self-efficacy, and self-set objectives all independently contributed to exam performance in a sample of undergraduates while adjusting for goal orientation and locus of control. Chen, Gully, Whiteman, and Kilcullen (2008) found that goals, self-efficacy, and cognitive capacity each affected performance in two samples of students, however the outcomes differed depending on the sample and model evaluated. In order to ascertain if self-efficacy mediated the connection between cognitive aptitude and conscientiousness and job performance, Chen, Casper, and

Cortina (2001) evaluated a meta-analytic model. These authors discovered that the mediation was stronger for simple jobs than for complex ones, depending on the complexity of the job.

The Chen et al. (2001) study is most similar to the current study in terms of methodology. In terms of goal and scope, there are three significant variations. First, Chen et al. (2001) acknowledged that their study was constrained by its singular trait-focused approach. Conscientiousness is obviously not the only trait that is important for performance and is most certainly not the only attribute that influences self-efficacy. As a result, focusing on a single personality attribute will not provide a sufficient grasp of the complex relationship between self-efficacy and performance. The complete five-factor model of personality was applied in this study. Second, Chen et al. (2001) examined the moderating impact of job-task complexity, a significant contextual component. However, a wide range of moderators of self-efficacy effects have been proposed by self-efficacy research (Bandura, 1997). These contextual aspects must be taken into consideration in order to properly comprehend the connection between self-efficacy and performance and to honour social-cognitive theory. This study reflects a much wider analysis of contextual effects based on self-efficacy theory and research by taking into account 10 contextual moderators. Thirdly, and perhaps most significantly, this study had a very different goal than Chen et al. (2001) did. We sought to determine the specific relationship of self-efficacy with performance in the context of the distal variables that have been shown to be relevant to performance, rather than testing a path model that focuses on the extent to which self-efficacy mediates the effects of distal variables (a crucial empirical question, to be sure).

Judge, Jackson, Shaw, and Scott (2007) claim that they are unaware of any prior research that has examined the relationship between self-efficacy and performance using a comprehensive model that incorporates the full Big Five framework, GMA, and all theoretically pertinent variables. The relative impact of self-efficacy in the presence of this wide range of individual differences is also unclear, despite Bandura's (1997) strong position on the questionable effects

of distal traits on performance and on the relationship between traits and self-efficacy ("Efficacy beliefs are linked to domains of functioning rather than conforming to an undifferentiated trait"; Bandura, Caprara, & Barbaranelli, 2001, p. 126). As stated by Krasman (2010), the benefits of self-regulatory behaviours are difficult to realise when tasks are complicated, implying that distal factors should be comparatively more significant than self-regulation abilities in predicting success. Chen et al. (2001) and Stajkovic and Luthans (1998) also endorsed this theory.

2.2.9 Self-Efficacy impact on job performance

According to Zhao, Seibert, and Hills (2005), self-efficacy is a motivational concept that affects a person's choice of activities, level of achievement, perseverance, and performance in a variety of circumstances.

According to social cognitive theory, an individual's performance is influenced by personal self-efficacy as well as contingent rewards (a motivating component in the environment).

Self-efficacy can be seen of as a task-specific form of self-esteem or a type of self-confidence (Kanter, 2006). Three factors make up self-efficacy: magnitude, which refers to the degree of task difficulty a person believes she is capable of achieving; strength, which refers to the belief that magnitude is strong or weak; and generality, which refers to the extent to which the expectation is generalised across contexts.

By adding self-efficacy as a second factor affecting audit judgement performance, Takiah and Zuraidah's previous study from 2011 broadens the field of audit judgement research. The findings are consistent with the hypothesis that self-efficacy can influence audit judgement performance. The effectiveness of audit judgement is found to be strongly correlated with self-efficacy. The findings imply that a high self-efficacy auditor is more likely to demonstrate superior audit judgement than a low self-efficacy auditor.

An earlier study by Hsu et al. (2011) indicated that while optimism does not directly influence employees' innovative behaviour, it does play a moderating function. Employees with high levels of creative selfefficacy exhibit high levels of inventive behaviour at work. Employees who are more optimistic at work demonstrate more innovative behaviour when their creative self-efficacy is strong.

In their 2007 study, Daya and Allen examined how motivation and self-efficacy can help workers perform better in their jobs. It has been discovered that career motivation significantly mediates the relationship between career mentorship and effective performance, but career self-efficacy only moderates the relationship marginally.

The goal of Tai's (2006) study was to determine how training framing affected employees' motivation and sense of self-efficacy. The results show that employee self-efficacy and motivation were shown to be impacted by supervisor training, which in turn affected their reactivity, learning, and transfer motivation. In addition to longitudinal self-reports, the study's methodology included objective measurements. A group of employees (126) participating in a training course intended to introduce computer software operation and design provided pertinent information.

The participants were asked to complete a survey and respond to questions at several times throughout the training, including the beginning, middle, and end of the programme. Following the last training session, the participants' learning performances were assessed. The results analysis showed that the training framing significantly improved the employees' training motivation and training self-efficacy. An important weakness of this study is that it did not consider several contextual drivers, such as organizational climate and post-training accountability.

Understanding the impact of motivation, supervisor support, and self-efficacy on transfer intention was the goal of the Al-Eisa et al. (2009) study. According to the findings, self-efficacy and transfer intention are correlated with self-efficacy, which in turn is mediated by motivation to learn. Ballout (2009)'s study looked at how self-efficacy affects an employee's commitment to their work. According to the study, self-efficacy and career commitment were positively correlated with and had an impact on employee performance.

The effect of self-efficacy and collective efficacy on an employee's performance and career growth was revealed in the study by Kellet et al. (2009). According to the study's findings, an employee's task performance and career growth were directly impacted by group efficacy rather than solo efficacy.

In their 2009 study, Mayfield and Mayfield looked at the role that leadership language plays in boosting employee performance and self-efficacy. The findings of the study show a direct correlation between the suggested variables. The study demonstrates that using encouraging language by a leader can increase employee self-efficacy by 34%.

In their 2010 study, Liu et al. looked at the relationship between employee happiness, self-efficacy, and leadership. The findings show that the self-efficacy of the leader mediates the link between leadership and employee performance and satisfaction.

Niu (2010) looked at the relationship between 1025 foodservice industry employees' self-efficacy and dedication to their careers. Data from the survey have been used in an ANOVA to verify this connection. A chi-square test has revealed a positive association between self-efficacy and professional commitment. Higher self-efficacy among employees was associated with greater job commitment in this study.

The study by Leon-Perez et al., (2011) examines the connection between employee self-efficacy and capability to manage transactions and conflicts. The study's findings imply that having higher levels of motivation and self-efficacy improved one's capacity for handling negotiations and conflicts. In attempt to find a strategy to boost workers' productivity in Nigerian industrial settings, Olusola (2011) investigated the effects of self-efficacy, intrinsic motivation, and job satisfaction on the performance of industrial workers. The findings of the study's investigation suggested two things. The first discovered that industrial workers' job performance will be predicted by their level of self-efficacy, intrinsic motivation, and job happiness.

The second argument put up was that each of these factors will forecast how well employees would do on the job. Ghafoor et al. (2011) conducted research into the relationship between transformational leadership, employee learning capacity, and creative thinking. This study additionally looked at the mediating effects of self-efficacy on the relationship between these parameters. The association between these parameters was corroborated by data gathered from a sample of 176 employees and managers in the banking industry by Ghafoor et al. (2011). According to this study, there is no such mediation in the association between transformational leadership and employee creativity. Instead, self-efficacy significantly moderates the relationship between performance and employee creativity.

A study on the effects of self-efficacy of 226 employees from four different manufacturing companies was conducted in China (Pan et al., 2011). The results of this study showed that an employee's level of self-efficacy influences the supervisory mentoring relationship. Self-efficacy gained via personal learning moderates the effects of supervisory mentorship on job satisfaction and performance-related outcomes. As a result, there is a positive association between an employee's self-efficacy and its mediated impact on performance at work. However, it is discovered that there is a bad correlation between self-efficacy and the mediated influence on job satisfaction.

According to a study by Chaudhary et al. (2012), increases in work engagement have had a significant impact on performance at the organizational, individual, and team levels. Determine the effects of occupational self-efficacy and human resource development on job engagement among business executives working in various organizations across India is the main goal of the current study. The study also aims to explore the connections between job engagement and self-efficacy under the effect of HRD. 150 people were chosen as a sample for the current study from the business world's diverse sectors, including manufacturing in both the public and private sectors. Both direct face-to-face interaction and online surveys were used to gather information. The study found important connections between the various variables. The atmosphere around the human resource departments was discovered to influence occupational self-efficacy and work engagement, and all of the study's hypotheses were found to be correct.

Judeh (2012) examined whether a job's qualities had any impact on the productivity and self-efficacy of the employees. The authors' methodology involved a questionnaire-based study with 279 participants who worked for companies listed in the technology and communication sector on the Amman Stock Exchange. A statistics-based method called structural equation modelling was used to determine whether the data collected supported the researcher's proposed model.

The analysis of the results indicated that job characteristics did have an efffect on job performance and self efficacy; however there was no conclusive evidence that showed that self-efficacy had an influence on job performance.

2.2.10 Impact of the Employee's stress level on the Oil and gas industries

The impact of stress level of offshore employees has a negative impact on the performance of the organization. However, there is a controversy regarding the impact of stress levels on organizations Some researchers accepted the stress level as a positive way for the

organization and the employees however other researchers have found it as a negative influence on the workplace. The researchers who take it as a positive influence expressed that the stress level of the employees works as a motivator, it helps the employees to stay efficient in their job role, and on the other hand, it keeps them productive. Many researchers have supported it, they said the measurement of stress in the workplace is considered as stress management in the organization and it depends on the employees hoe individually take the stress and experience the job role respectively. It differs the impact of the stress level on the amount of stress level in the organization. It has been identified that the positive impact of stress in the workplace can be found from the perspective of the amount of stress

A small amount of stress level of the employees in the organization creates high productivity, and the employees in the organization retain positive attitudes to the job role. Moreover, the innovation strategy always leads to forcipressure and becomes a cause of stress for the employees. Under the circumstance of the small stress level, it has been seen that the employees respond positively. The integrated U model depicts the increase of the stress level in relation to the productivity in the organization.

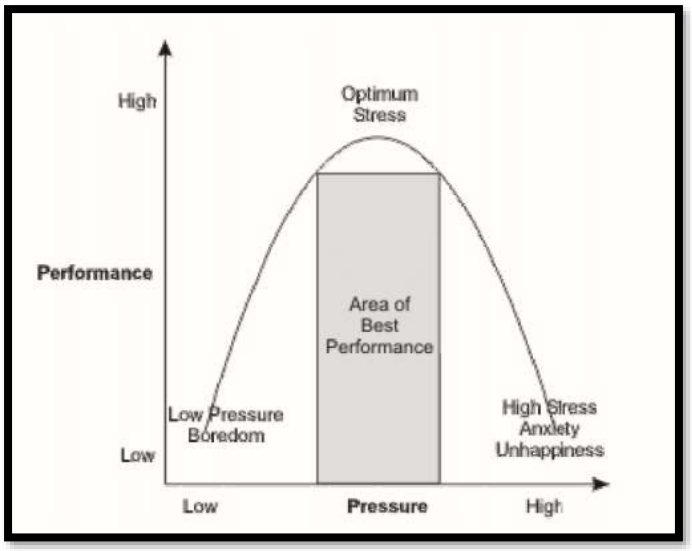

Figure 5: Job pressure and employees' performance

(Source: Malin, 2020)

On the other hand, the excessive stress level has multiple negative impacts on the organization. A large amount of work-related stress often leads to low productivity, high turnover, and a higher accident rate in the workplace, and the turnover rate in the organization also increases due to the factors, of physical disorder of the employees (Korneeva & Simonova, 2020). In this context offshore employees feel stress for a long period of time, moreover, they do not get support from supervisors and managers and apart from this need to work in dangerous health places. Excessive work-related stress can create a lower implementation of the skill of the workers. With the high demand of the job and with short deadlines the employees feel overwhelmed the lack of skill utilization decrease the quality of task they perform. In the study of the offshore worker time, they decide to leave the job.

The demand for oil and gas is rapidly increasing, in order to meet the demand, the Petroleum industry of Malaysia needs to have a number of workers and in this case, the high number of employees turn to create challenges in maintaining the business (Gardas *et al.* 2019). Apart from the lower productivity, the challenges of the organization can be understood as social problems and likely to have better management, unless occupational illnesses, accidents in the workplace, event there is a possibility to be subjected to legal enforcement by the employees. Some the countries like New Zealand have legal action by the government and according to it, the organization are penalised which has been reported by the employees to have unethical work pressure to the employees. The brand reputation and awareness get damaged due to legal enforcement and poor employee satisfaction.

2.3 Proposed Conceptual Framework

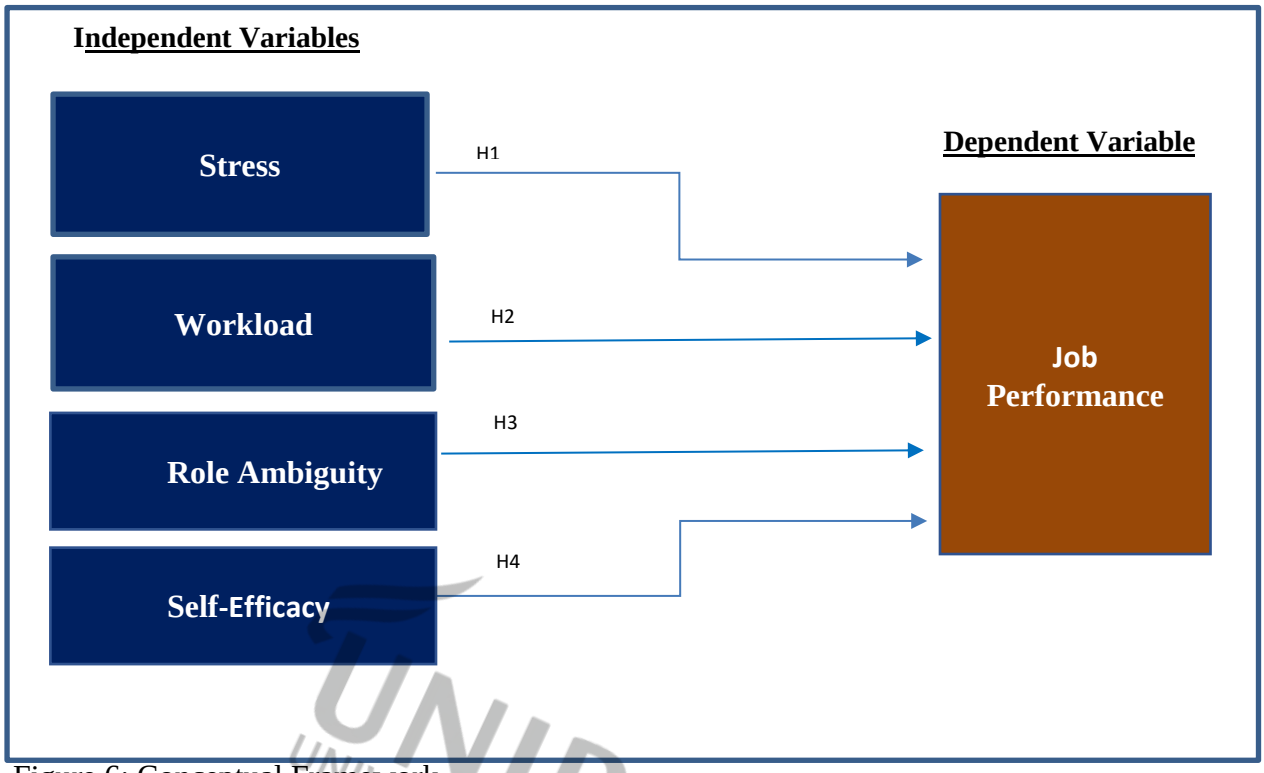

Figure 6: Conceptual Framework

(Source: Lucidchart, 2023)

This Figure 2.3.1 presents the Theoretical Conceptual Framework for the relationship between Independent Variable and dependent variables. The Dependent Variable for this study is Job Performance. While Stress, workload, Role Ambiguity is the Independent Variable. Through the empirical evidence and statistical analysis presented in this study, a direct relationship between these variables is established.

2.4 Hypothesis Development

Hypothesis is an educated guess that a researcher makes based on information available (Muktesh, et al, 2013). The above discussion has depicted the hypothesis, that the work-related pressure of the offshore employees in the Malaysian Petroleum industries has an effective impact

the job performance among offshore workers. The hypothesis has been developing to support the research question as below

Hypothesis 1: There is significant relationship between stress and job performance among offshore worker in Malaysia's Oil and Gas Industry

Hypothesis 2: There is significant relationship between Workload and job performance among offshore worker in Malaysia's Oil and Gas Industry

Hypothesis 3: There is significant relationship between Role Ambiguity and job performance among offshore worker in Malaysia's Oil and Gas Industry

Hypothesis 4: There is significant relationship between Self-Efficacy and job performance among offshore worker in Malaysia's Oil and Gas Industry

Hypothesis 5: There is significant effect of stress and job stressor among employee's job performance in Malaysia's Oil and Gas Industry

2.5 Chapter Summary

The empirical review of the literature has discussed the forefront evidence regarding the challenges of offshore employees, working in the oil and gas industries of Malaysia and its impact on the industry. The theoretical foundation has depicted the relationship between the employee's stress level and the principles and environmental condition that creates the stress level of the employees. There are multiple factors that are responsible for store generation among the employees. The argument of the impact of the stress level of employees and decrease the employee of job performance. Due to the excessive pressure the employees felt a lot of challenges in the organization, apart from this working in dangerous areas the challenges of health safety and sickness is one of the prominent issues for them.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Research design mainly refers to the entire research strategy which the researcher mainly considers in this present research study regarding synchronized wide ranges of components in a very logical as well as congruous manner. There have different types of research design including explanatory, exploratory as well as descriptive design.

This is a descriptive **quantitative,** cross-sectional study using a questionnaire. It aimed to study examine stress factor among the offshore worker in Oil & Gas industry. This design includes both the dependent as well as independent variables and at the same time it also controls all the variables of this research study. As per mentioned by Hunter*et al.* (2019), the descriptive method is far better rather than other forms of research design for this and suit for this research. This design also allows us to go through both phenomena quantitative as well as quantitative data that adds value as it enables us to find all the rich elements regarding researchers' reach life experiences. They are usually cost-effective and easy to perform. They are useful in providing preliminary evidence for planning a broader study.

Along with that, it can also be stated that these aspects of the business have also ensured that better business plans are being designed so that the business can also improves their overall services and quality. In order to observe the working actions of the Normal employees, the Working Over employees are concentrating on bringing about continual adjustments. (GHANI, 2020). Hence, the organization management HRM are considered highly approachable to upgrade the procedure for controlling offshore worker from stress work at offshore. Apart from the above, it can also be stated that these aspects have helped in fostering a better growth plan

for the current situation. The organization has also established high-end changes through which better models and leaders.

Apart from this, it also helps the researcher to collect all the statistical interpretation of data, which is helpful to understand the stress factors, especially between the offshore employees in Malaysia. On the other hand, the researcher has also gone with the deductive approaches this is very much concerned with the very development of hypothetical knowledge about objective of this current study. As per opinion by Wardani & Kusuma, (2020), the deductive approach is very helpful to a better understanding of the main idea or concept. Another reason behind selecting this approach is that it helps to go to a profound conclusion. This research design and research approach is appropriate for this present study regarding gaining the proper knowledge about the stress factors and their impacts on the offshore in oil and gas industry.

3.2 Population, Sample, and Sampling Method

According to Sundram et al., (2016) , the term "target population" refers to the category of people the researcher is interested in studying. In this research, the size of population in the selected International Oil Company that is currently operating in Malaysia in South China Sea has about 3000 employees and service contractors. The sample population needed for this research according to Taro Yamane, (1967) is n=97 with +/- 10% precision level at 95% confidence level.

Random sampling method is applied to interpret the evolution of many populations to have better insight into the research (Mishra & Alok, 2022). The sampling techniques can effectively select the population getting more values in the interpretation.

Probability sampling will be used for this research since this study has a population frame and a simple random sampling will be chosen to conduct this study since any individual in the

population has an equal possibility of being selected for this research and has the most negligible bias.

The sample population will include the job scopes of offshore operation staff which consist of different position level including project manager, engineer, supervisor, and technician/ Support staff.

The population and sample have a vital induction of the research that supports the whole interpretation process getting more realistic information that satisfies the ultimate expectation of the research respectively. Determining the sampling method can effectively measure the whole interpretation process by receiving more reliable information. Besides, the population refers to the whole group of appropriate people for the research to get more relevant about the stress factors of the oil & gas industry respectively.

3.3 Data Collection Method

According to Taro Yamane's(1967) sample population theory, with more than 3000 employees and contractors, only 97 valid questionnaires will be required for the reasoning and data analysis. Same as opined by Nigell Lindemann (2021), only 33% of respondents to questionnaire-based data gathering methods really respond to the questionnaires. Hence, a set of 300 self-administered questionnaires through Google Form and has been blasted via social media apps, email, and the internet to allow for quick access for respondents, cost savings, minimal researcher interference, and the avoidance of biases. A total of 100 respondents was returned the response.

The respondents were advised that their participation in the survey would be completely voluntary and anonymous. Each participant was informed that their data will be treated confidentially and that their anonymity will be preserved for research purposes only. Before proceeding to the questionnaire, participants' consent was recorded by clicking "I agree" on the Google Form. In this way, anyone who has not given their consent was automatically excluded

from participating in the study. It took approximately 5-10 minutes to complete the questionnaire. The researcher monitored the responses from time to time.

The proper plan of the research can support the research paper to have all answers to the research questions respectively. The collection method has supported the research receiving valuable findings through designing the whole research following the survey methods. Moreover, the consideration of the proper methodological tool can support the whole interpretation process to adopt clear and relevant methods utilized in this research to get more relevant information that satisfies the ultimate purpose of the research. Similarly, the proper research design ensures the ultimate data collection and analysis data process to determine the systematic process to answer the research questions successfully.

Moreover, the survey process is more reliable considering the whole analysis getting statistical information through this selected data collection method (Ball, 2019). Based on the research objectives, there are considered quantitative research methods to get more statistical information by applying the key concepts in these concepts. It can search the genuine information considering the limited time to have better outcomes from the findings. The data has been collected from the respondents to achieve more relevant information about the key stress factors of the offshore employees to estimate the impact of the research respectively. All design questions cover overall variables of the research objectives that satisfy the whole perspectives of the research.

3.4 Operational and Measurement

A survey method is an essential approach to conducting research logically to support the whole interpretation and get more logical information. The key perspective of the survey method has ensured the ultimate process of the research (Fanian & Rafsanjani, 2019). It would be effective to have valuable logical and statistical information. this method used properly

structured questionnaires using all reliable dependent and independent variables to support the whole interpretation process respectively.

3.5 Variable and Measurement/Instrument

This section is divided into two main discussions, namely: (i) the development of the questionnaire as the instrument and the measurement used and (ii) the pilot test carried out on the proposed questionnaire. The variables and measurements are the key attributes of the research that support the bowler interpretation process to identify the variables which are related to the research objectives respectively.

The research instrument used in this study is the closed–ended questionnaire. The questionnaire is adapted from several of previous research. The questionnaire is divided by three parts which are Part A, Part B and Part C.

Part A : Demography measurement is a respondent background information. There are 5 questions in this part which are on age, gender, marital status, Job Title/ Job description, and Salary Income

Part B: Questions on Job Performance as the dependant variable (DV). There are six (6) question in this part were adapted from work related to stress management of the physiological and psychological system.

Part C: Questions on Job stressor as independent variable (IV) namely Stress, Workload, Role Ambiguity and Self-Efficacy.

All questionnaires used in this research were not simply constructed by the researcher, but they were adopted from establish instrument and used by many researchers before. The Questionnaire for this Job Performance was adopted and adapted from William and Anderson

(1991). Questionnaire on Stress was adopted and adapted from P. Vanishree (2004). Questionnaire on Role-Ambiguity adopted and adapted from John Rizzo et al. (1970). Questionnaire on Self-Efficacy was developed from are adopted and adapted from ML Riggs et al (1994) and Workload was adopted and adapted from Syed Saad Hussain et al. (2011)

The survey method emphasized to use of the Likert scale heating the relevant responses and maintaining an alignment of 1. Strongly disagree, 2. disagree, 3. Neutral, 4. agree, and 5. Strongly agree that supports the whole data collection process in a systematic manner. As a result, it can serve proper stress factors that impact the offshore worker of the oil & gas industry badly.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Table 1 : 5 Point Likert Scale

Thus, all of the variables have measured the relationship between Malaysian oil and gas industry companies and Job Stress among offshore workers. Moreover. all variables have measured the key values of the research that support getting more realistic information in this context respectively.

3.6 Reliability and Validity of the Data

Reliability mainly refers to the accuracy of all actual measuring instruments or procedures whereas validity is very much concerned with measuring success according to the researchers' sets out the measurement. Moreover, the researcher should be concerned about external as well as intern validity. As per suggestions by Sürücü & MASLAKÇI, (2020), the

scales of the validity as well as reliability, are the essential factors that enable and facilitate the research by yielding various beneficial results. Therefore, the reliability of research instrument will be test and analysis using the SPSS 27. The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the item measuring a concept hang together as a set Sekram (2003). It is mainly calculate a wide range of the basic usage of the measure scale of reliability and at the same time, it provides suitable information regarding the very relationship between the variables.

The validity of normality of all variables will be tested using SPSS 27 using normality test by determining skewness and kurtosis.

3.7 Statistical Data Analysis

The technique of data analysis is a crucial part to the research and the researcher should be able to identify the right modus operandi in order to get the desired results. It is the application of logic to comprehend a subject base on Lynn Westbrook-Qualitative Research Method (2020). The data analysis technique may include identifying a coherent pattern and summarizing the pertinent information revealed by the study. IBM Statistical Package for Social Science Version 27. (SPSS 27) will be used to run Reliability Analysis, Descriptive Analysis, Frequency Distribution Analysis, Correlation Analysis and Multiple Regression to analyze the data collected from the questionnaires. SPSS mainly provides data analysis regarding descriptive and at the same time bivariate statistics and predicts the numeral outcomes.

3.7.1 Reliability Analysis/ Factor Analysis

A reliability test will be carried out to determine the trustworthiness of the data for the analysis to determine whether the data obtained from the survey is reliable for the analysis. According to Ursachi, Horodnic, & Zait (2013), before the data is analyzed, the acceptable level of error needs to be identified. The error is known as Type 1 error [α], which is usually used as setting benchmark for acceptable limit of error. Cronbach's alpha test is used to determine if

multiple-question surveys using the Likert scale is accurate. According to Hair Jr., Black, Babin, & Anderson (2014), the range of Cronbach's alpha should be in between 0 to 1 with minimum acceptable limit of 0.7.

Cronbach' Alpha	Internal Consistency
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
≥ 0.9	Excellent

Table 2: Interpretation of Cronbach's Alpha

3.7.2 Description Statistics Analysis

Typically, in most research conducted on groups of people, both descriptive and inferential statistics will be used to analyze the results to draw conclusions According to Kosnin (2008), descriptive analysis is an analysis method of data that helps to explain, examine and summarize data in a quantitative and constructive way such that patterns might emerge that will satisfy every condition of the data that had been gathered [39].

Descriptive analysis will be used to obtain measures tendency and variability. In this method, descriptive analysis will use parameters such as mode, mean, median and standard deviation. Descriptive statistics of sociodemographic data of the participants will be expressed as mean (M) and standard deviation (SD) of the data when they are normally distributed.

Level	Mean Score
Low	1.00 – 2.33
Moderate	2.34 – 3.67
High	3.68 – 5.00

Table 3: Mean Score Level for Descriptive Analysis

3.7.3 Inferential Statistics Analysis

Descriptive statistical analysis alone will not be sufficient to make conclusions beyond the data that had been analyzed regarding the hypotheses that is made for this research. They are simply a way to describe the gathered data based on the sample population. Inferential analysis involves extrapolating from a small (probability) sample to the whole population. With the help of inferential analysis, the results of a random (probability) sample are extrapolated back to the original population. For inferential statistic, compare means was used to analyse the relationship of the study variables to address the research objectives.

3.7.4 Confirmatory Factor Analysis (CFA)

This is a sort of statistical technique, which is mainly used regarding verifying all the structural factors regarding set out observable variables. On the other hand, it can be better said that CFA also allows going to test the very hypothesis of the research study and finds the relationship among the observed variables as well as the underlying latent constructs that exist. As per opined by Bastian *et al.* (2020), in order to develop as well as validate the measurement model CFA analysis adds value and facilitates a lot. Therefore, it can be better said that this analysis helps test how the measured variables of this research study represent the very numbers of the construct. This is a multivariate procedure, which is the statistical one that facilitates this current research study.

Talking about the CFA factor it can also be stated that it has held in allowing better business practices and has also helped in contributing better statistical aspects for progressive growth. On the contrary, it can also be demonstrated that these factors have helped in testing the overall hypothesis. Through this better structure of the business is being designed. In simple terms, it can also be denoted that these as aspects are considered highly effective in boosting the current research study and other variables as well. However, there are many interventions that have highly contributed towards the overall development of goods and services. Long with that, it is also considered highly progressive in altering the current business segments and also focuses on the current business segment that needs to be analysed for progressive growth. Hence this model has helped in facilitating the ads and other facilities for focusing on the validities and also measuring the current variables of the study.

3.7.5 Correlation Analysis

Correlation analysis will be included in this research as it is used to investigate and determine the relationship between the independent variable and dependent variable of this research. Person's correlation is used for studying and looking at the connection between two quantitative and continuous variables. According to Guildford (1973), the Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total positive correlation. It indicates that the two variables are linked to each other

R	Strength of Relationship
<0.20	Almost negligible
0.20 – 0.39	Low correlations, definite but small relationship
0.40 – 0.69	Moderate correlation with substantial relationship
0.70 – 0.89	High correlation; marked relationship
>0.90	Very high correlation; very dependable relationship

Table 4 : Correlation Table

3.7.6 Multiple Regression Analysis

Finally, multiple regression analysis will be conducted to study the significant level of relationship between contribution factors and the job performance well as the importance of each of the variables to the relationship.

3.8 Summary of Chapter 3

The research design of this study was discussed in this chapter 3. The study population and sampling method will be determined on the required number of respondents. Data collection method were also discussed in this chapter. Finally, Data Analysis is also covered which will be done through SPSS and covering Reliability/Factor Analysis, Descriptive Analysis and Multiple Regression Analysis

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter presents the results of data analysis based on research objective aligned in Chapter 4. The instrument used and data obtained were tested first before they were analysed. The data were analysed by using the SPSS version 27.0. Description analysis was used to analyse the 100 demographics of respondents, level of occupational stress, the main source of occupational stress and main coping strategy, where else the inferential analysis was used to test all hypotheses in this study.

4.2 Frequencies on Demographic Profile

In this study, 300 questionnaires were distributed to offshore worker in oil & gas sector within Malaysia sea. However only 100 questionnaire was returned representing the result on this research. The result of the analysis performed on data that had been collected and were analysed using SPSS version 27. The respondent background information consists of age, gender, income salary, marital status and job status/description. The demographic data of respondents been analysis with frequency is presented in Table 8 below.

Demographic Profile (n=100)

Demographic Variable	Categories	Frequency	Percentage %
Age	Age 21-30	36	36
	Age 31-40	33	33
	Age 41-50	23	23
	Age Above 51	8	8
Gender	Male	85	85
	Female	15	15
Income Salary Per Month	RM 5,000 - RM10,000	47	47
	RM 11,000.00 - RM20,000	33	33
	RM 21,000.00 - RM30,000	11	11
	More than RM 30,000	9	9
Marital Status	Married	35	35
	Unmarried	32	32
	Divorced/Widowed	33	33
Job Status	Technical Clerk	13	13
	Supervisor	28	28
	Engineer	44	44
	Manager	15	15

Table 5: Demographic Profile (n=100)

4.2.1 Age

Age

		Frequency	Percent	Valid Percent%	Cumulative Percent (%)
Valid	Age 21-30	36	36	36	33
	Age 31-40	33	33	33	47
	Age 41-50	23	23	23	74
	Age Above 51	8	8	8	100
	Total	100	100	100	

Table 6 : Demography Age

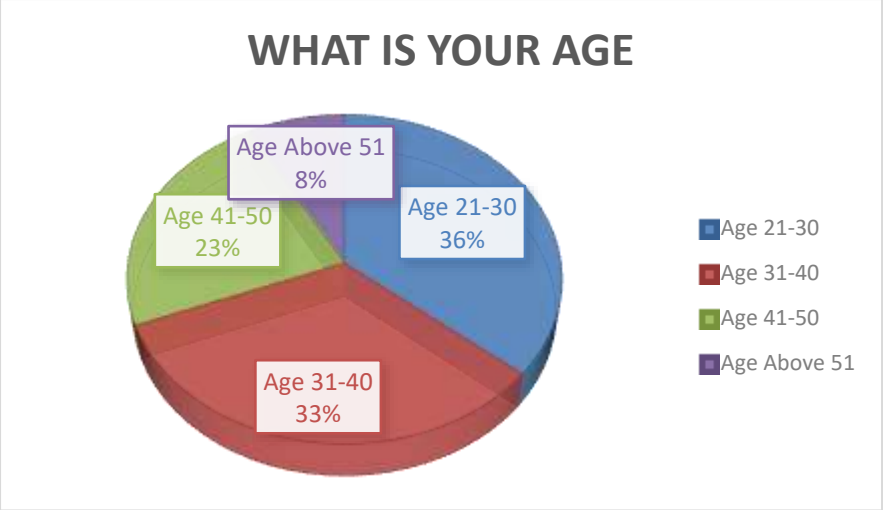

Figure 7: Age

This research mainly follows the "primary quantitative method" regarding all the gathered data. In the first table under the demographic analysis, the age of the participants mainly represents. Therefore, from this table, it has been founded that this table presents four types of age groups in the questionnaire survey. There have been found that 31 (31.0%) participants were from the age of 21-30 group. Respondent of Age 31-40 has 33% of participant. And Age 41-50 is 23 respondent equivalents to 23% participant, whereas the 14 (14.0%) participants belong to the age group of 51 and above. The participants from these four types of age groups facilitate this research work to add better outcomes as by going through this age group there gathered different perceptions on the mentioned topic of this research work which is considered as beneficial.

4.2.2 Gender

Gender

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent%
Valid	Male	85	85	84	85
	Female	15	15	15	100
	Total	100	100	100	

Table 7: Demography Gender

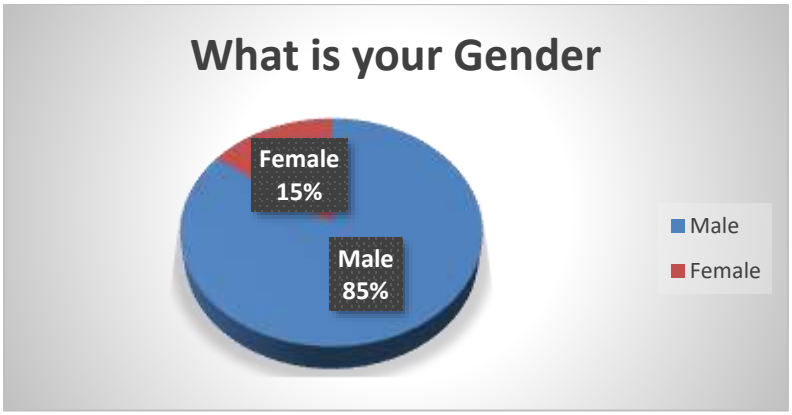

Figure 8 : Gender

The next demographic table mainly represents the gender of the respondents. It can mainly be observed that there have 85 respondent (85.0%) males in this present research work whereas the 15 respondents (15.0%) were female participants. Henceforth, more male has taken an effective part in this survey, which is as compared to the female counterpart of this research as this is due to Male are monopoly group work in Offshore. This helps in the gathering of the relevant data on the mentioned topic of this research study. The participant of male and female helps to collect appropriate data based on the provided topic of this research work.

4.2.3 Marital Status

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	35	35.0	35.0	35.0
	Unmarried	32	32.0	32.0	67.0
	Divorced/Widowed	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

Table 8: Demography Marital

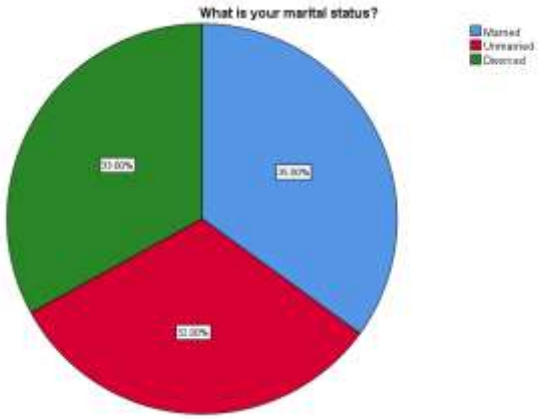

Figure 9: Martial status

Based on the above table, the materials stains of the respondents are mentioned so that it achieves more relevant information to support the whole interpretation process successfully. There are notified the frequency of married 35, unmarried 32, divorced 33, and 100. It estimates holdoff event kings of materials statuses related participants have different overviews that can hit the whole analysis process to satisfy the variables' alignment.

4.2.4 Income Level

What is your recent income level per monthly?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM 5,000 - RM10,000	47	47	47	47
	RM 11,000.00 - RM20,000	33	33	33	80
	RM 21,000.00 - RM30,000	11	11	11	91
	More than RM 30,000	9	9	9	100
	Total	100	100	100	

Table 9 Demography Income

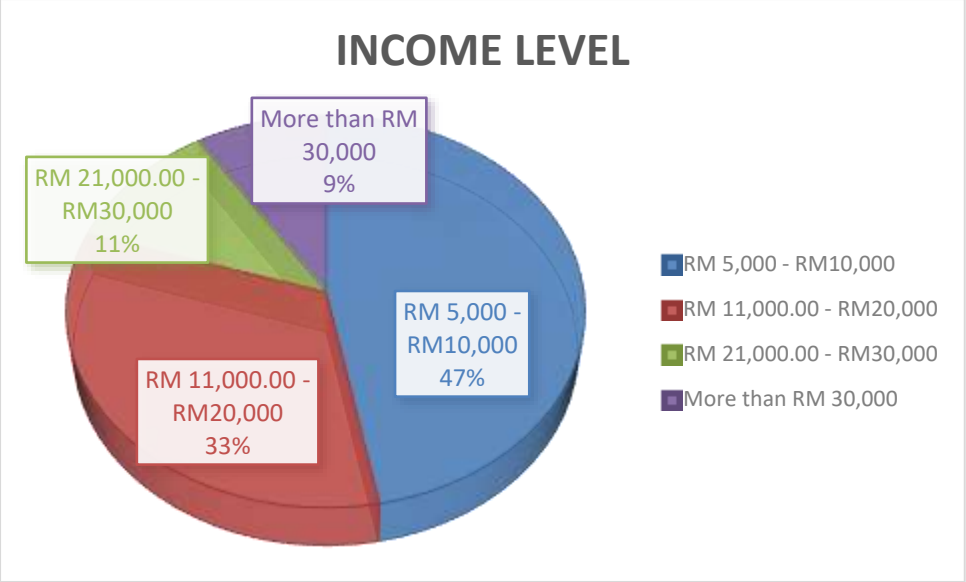

Figure 10 : Income level

Based on the above table, the estimate the respondent's income level to understand the economic credibility of the respondents. The frequency rates are 47 respondents came from of the income level of range of RM 5,000.00 to RM10,000 per month. 33 respondent got income within range of RM11,000.00 to RM 20,000 per month. While only 11 respondent/worker got income level range of RM21,000.00 to RM 30,000 and 9% of respondent equivalent to 9 respondent got salary income more than RM30,000 per month. It can support estimating the stress factors of the oil and gas industry respectively. It shown that the income salary could be one of factor on satisfaction among the offshore employees with significant of stress factor & job performance among the offshore worker in Oil & Gas Industry in Malaysia

4.2.5 Job Status/Description

What is your Job description?

		Frequency	Percent	Valid Percent%	Cumulative Percent%
Valid	Technician/Support	41	47	47	47
	Supervisor	22	33	33	80
	Engineer	29	11	11	91
	Manager	8	9	9	100
	Total	100	100	100	

Table 10: Demography Job Description

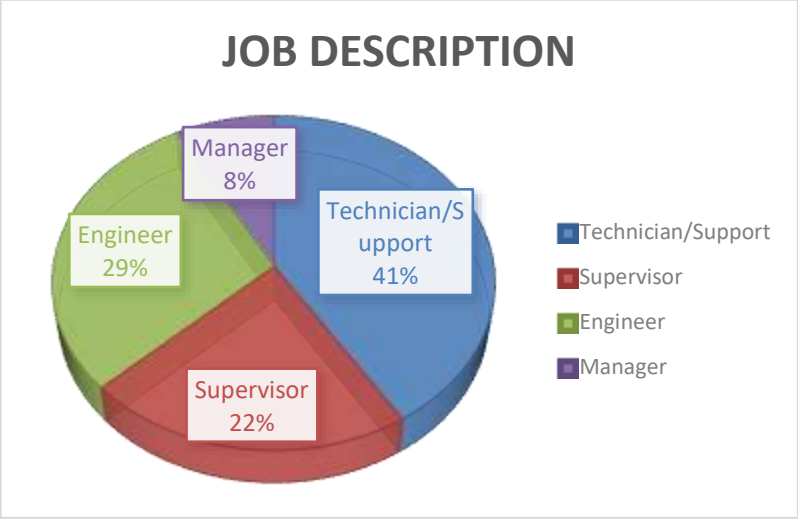

Figure 11: Job Description

Based on the above table, the offshore worker position or job description also been described in the demography respondent to understand the level work position of the respondents. The frequency rates are 41 respondent work in the group of Technician or support staff. There are 22 respondent work as supervisor and 29 respondent work as Engineer. Only 8 person of Manager was involved in this survey.

As summary the data demography or respondent background is total of 100 respondent which majority are male offshore worker represents 85% of total respondents. Most are the respondent are within age of 21 to 30 which represent 36% of them. The highest respondent is working as technician/ Support staff represent of 44% from total of respondent. About 35% respondent are married and working far away from spouse and children. Other 67% of respondent are all single (32%) or divorced/widowed (33%). As offshore workers working in high-risk environment, the range of salary of respondent started with RM5,000.00 and about 47% of total respondent (100person) are in the group of receiving income range of RM5,000.00 to RM10,000.00 per month.

4.3 Reliability/Factor Analysis

Cronbach's alpha reliability factor might have contributed to the retention of the strategic measure in terms of demonstrating the key perspective that the overall reliability analysis is found to be relevant in a further demonstration of the constructed items. The analysis is found to be successful in demonstrating the fact that the inclusion of the measure and the valued reflecting higher than 0.5 is found to be relevant and successful in addressing the key inclusive standard and measures relevant to the reflection of the validity constraint.

4.3.1 Reliability Test -Testing Research Instrument/ Questionnaire -

The result for reliability test of the pilot testing and for the main study show in table 12. It shows that the questionnaires are good and reliable to be use in this research. Refer to Sekran (2003), the reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as set.

In statistics, Cronbach's alpha, a measure of reliability, has a value between 0 and 1. On the other hand, the coefficient has no lower bound. The closer the scale's components are internally consistent, the closer Cronbach's alpha coefficient is to 1.0. George and Mallery (2003), for example, who are frequently cited, offer the following guidelines. More than 0.9 Cronbach's Alpha is regarded as excellent, more than 0.8 is considered good, more than 0.7 is acceptable, and more than 0.6 is regarded as doubtful. The higher the Cronbach's Alpha value, the better, but anything below 0.5 is deemed unacceptable.

For this research the reliability of data is represented by Cronbach's Alpha as table 5 indicate that the overall reliability of the study at acceptable Cronbach's Alpha of 0.882 and more than 0.7 for each variable as tabulated in Table 5. Thus, the survey used are considerably consistent.

Reliability Test

Variable	Number of items	Cronbach's Alpha
Overall Variables	42	0.882

Table 11 : Reliability Test for Overall Variables

Table 6 below resulted Reliability test for each of variables. Initially, the alpha value for pilot study is 0.912 (excellent) from the job performance variable. The second higher is carries by Job Self Efficacy with 0.891 (very good). Job stress variable shows the third highest Cronbach's alpha with 0.875 (very good). Job work overload comes in fourth highest Cronbach's alpha with 0.841 (very good) while role ambiguity shows the lowest Cronbach's alpha with 0.722 (good). Next the actual pilot test was carried out (current score). The pilot test was carried out before the actual studied was conducted. The pilot test was conducted to determine the reliability of each of the items and variables. The Pilot test was conducted to the respondent offshore worker in Malaysia's Oil & Gas Industry

The result of the reliability test is as follows.

Reliability Test

		Cronbach's Alpha	
Variable	Number of items	Pilot Test Score	Current Score
Workload	10	0.841	0.852
Stress	10	0.875	0.872
Role Ambiguity	6	0.722	0.722
Self-Efficacy	10	0.891	0.887
Job Performance	6	0.912	0.905

Table 12: Reliability Test for Each of Variables

As a result, the research is successful in producing all reliable information about the research context. Besides, the research has satisfied properly to all variables to get more relevant

information (Watkins, 2021). The range of the alpha values is measured by the key alignment of the research to get more relations information on the variables to mitigate all raising issues in the oil and gas industry respectively. Moreover, the reliability test can measure the internal validity of the data by satisfying the research variables successfully.

4.3.2 Normality Test -Testing the Research Data

Before we go to further analysis statistical analysis, we need to do Normality Test. Normality test is performed by determining the skewness and kurtosis for all variables.

As in the table 13, all variables are normal distributed as the skewness and kurtosis values are within the rage of ± 1

Result of Skewness and Kurtosis for every variable

Variable	Range		Conclusion
	Skewness	Kurtosis	
Workload (IV)	-0.786	0.051	Normal Distribution
Stress (IV)	-0.310	-0.306	Normal Distribution
Role Ambiguity (IV)	0.264	0.431	Normal Distribution
Self-Efficacy (IV)	-0.265	0.575	Normal Distribution
Job Performance	-0.598	-0.911	Normal Distribution

Table 13 : Normality Test Result of Skewness and Kurtosis for each of variables

4.4 Descriptive Statistic Analysis

In general, descriptive statistical analysis is used to describe the basic features of data in this research. Descriptive analysis is provided the summaries about the sample and the measures. For this research, the descriptive analysis was undertaken to analyze the data collected are frequency, percent, mean and standard deviation.

4.5 Descriptive Statistic Analysis (Mean)

For inferential statistic, compare means was used to analyse the relationship of the study variables to address the research objective. Figures 2 to 7. Typically, descriptive statistics are derived from all of the survey's questions and serve as the study's raw data output. All variables were measured using a 5-point Likert scale, with 1 signifying a severe disagreement and 5 signifying a strong agreement or demographic characteristics. Descriptive statistics are essential to the researcher because they lay the groundwork for further analysis, enable the research reader to reproduce the study, and give a summary of the results. The most significant descriptive statistics are those that focus on the central tendency. One of the most popular methods for characterising the main trend in quantitative research is the use of the mean (M). The descriptive analysis, mean analysis, and standard deviation analysis were done to examine the results of the respondent response. Standard deviation is the amount by which data deviate from the mean, whereas mean is the average produced by dividing the sum of the data by the amount of data in the set. A measurement of how closely the data is clustered around the mean is the standard deviation. The average score will be contrasted with the findings of the mean and standard deviation analyses. Here is the mean score table:

Mean Core Table

Score	Level
1.00-2.33	Low
2.34-3.67	Moderate
3.68-5.00	High

Table 14 Mean Core Table

4.5 Descriptive Statistics Mean Demography

Table 15 showed summaries descriptive statistic (Mean and Standard Devation) about respondents' demographic characteristics, including gender, age, marital status, Job Description, and Income

Variables	Mean	Standard Deviation
Age	2.03	0.958
Gender	1.15	0.359
Marital Status	1.82	0.770
Job Description	2.04	1.014
Income	1.82	0.957

Table 15: Description Analysis of Demographic Profile

The standard deviation indicates the distance between individual responses to a question and the mean. The standard deviation provides information about the responses, such as whether they are clustered around the mean or are widely dispersed. As shown in Table 15, the demographic mean of respondents is approximately 1 to 3 and the standard deviation is approximately 0.3 to 1.

4.6 Descriptive Analysis Variable Mean and Standard Deviation

4.6.1 Job Performance (DV)

Descriptive Analysis of Dependent Variable on Job Performance		
	Mean	Std.Deviation
JP1. I do not have time and opportunities to prepare myself for the future challenge of my job	4.49	0.689
JP2.I am not able to satisfy the demands of the clients and the others, since these are conflicting with each other.	4.36	0.798
JP3.I do not have enough people to work with me in my job.	4.38	0.776
JP4.Several aspects of my role are vague and unclear	4.33	0.766
JP5.The work I do in the organization is not related to my interests.	4.41	0.683
JP6. I have not had right training for my job	4.33	0.766

Table 16: Descriptive Analysis on Variables Job Performance (JP)

Table 16 above showed that the Mean scores for the job performance are high represent dimension range from 4.33 to 4.49. The question "I do not have time and opportunities to prepare myself for the future challenges of my job." Had the highest of mean of 4.49 and the standard deviations s 0.689. The lowest mean and at the same score are question "I have not had right training for my job" and "several aspects of my role are vague and unclear" at the same par mean of 4.33 and standard deviation is 0.766. All the level of the mean score is high. This result demonstrates that all respondents are understand and agree with the question. Respondent feel that they don't have the future planning in their career

4.6.2 Stress (IV)

Descriptive Analysis of Dependent Variable on Stress		
	Mean	Std.Deviation
ST1. I feel guilty when relaxing	**3.27**	**1.127**
ST2. I unclear about the goal in life	4.28	0.817
ST3. I work harder than most of the people	4.20	0.841
ST4. I become angry easily	4.44	0.701
ST5. I am challenging situation trigger anxiety or panic	**4.51**	**0.628**
ST6. I often try to do two or three task simultaneously	4.06	1.062
ST7. I wake up feeling tired	4.12	1.028
ST8. I find it hard to relax or switch off	4.17	0.933
ST9. I impatient if people or situation hold you up	4.20	0.841
ST10. I have difficulties getting to sleep or staying asleep	4.33	0.766

Table 17: Descriptive Analysis on Independent Variable on Stress

Table 17 showed that the highest mean is the I am challenging situation trigger anxiety or panic" represent 4.51 with standard deviation of 0.628. "I feel guilty when relaxing" is the lowest mean for this variable represent mean of 3.27 and standard deviation is 1.127. Most of the mean score are high except 3.37 at moderate score. All the level of the mean score is high. This result demonstrates that all respondents are understand and agree with the question.

4.6.3 Workload (IV)

Descriptive Analysis of Dependent Variable on Workload		
	Mean	Std.Deviation
WL1. I find myself with insufficient time to do thing that really enjoy	4.55	0.592
WL2. I wish I had more support/assistance	**4.65**	**0.479**
WL3. I lack sufficient time to complete to my work effectively	4.57	0.537
WL4. I have difficulty falling asleep because you have too much on your mind	4.61	0.567
WL5. I think people expect too much from me	**4.28**	**0.987**
WL6. I feel overwhelmed	4.57	0.537
WL7. I found myself becoming forgetful or indecisive because you have so much in your mind	4.33	0.827
WL8. I consider myself to be in high-pressure situation	4.44	0.789
WL9. I feel I have much responsibility for one person	4.57	0.811
WL10. I feel exhausted at the end of the day	4.33	0.766

Table 18 Descriptive Analysis on Independent Variable on Workload

Table 18 above showed that all the level of the mean score is high. The highest mean is the "I wish I had more support/assistance" represent 4.67 with standard deviation of 0.479. "I think people expect too much from me" is the lowest mean for this variable represent mean of 4.28 and standard deviation is 0.987. All the level of the mean score is high. This result demonstrates that all respondents are understand and agree with the question.

4.6.4 Role Ambiguity

Descriptive Analysis of Dependent Variable on Role Ambiguity		
	Mean	Std.Deviation
RA1. I feel certain about how much authority I have	**3.08**	**1.079**
RA2. I Clear, planned goals and objectives for my job	3.57	1.029
RA3. I know that I have divided my time properly	3.77	0.908
RA4. I know what is my responsible are	4.67	0.607
RA5. I know exactly what is expected of me	**4.57**	**0.607**
RA6. I know explanation is clear of what has to be done	3.77	0.908

Table 19 Descriptive Analysis on Independent Variable on Role Ambiguity

Table 19 showed that the highest mean is 4.57 with standard deviation at 0.607 where respondent feel and agreed that “I know what is my responsible are”. whereas the lowest mean for this variable is 3.08 with 1.079 standard deviation represent of “I feel certain about how much authority I have” all the item most score is high only the mean of RA1 and RA2 is moderate.

4.6.5 Self- Efficacy

Descriptive Analysis of Dependent Variable on Self- Efficacy		
	Mean	Std.Deviation
SE1. I have confidence in my ability to do my job	4.15	0.386
SE2. I know here is some task required by my job that I cannot do well	**3.18**	**1.218**
SE3. I know when my performance I spoor , it is due to my lack of ability	4.47	0.703
SE4. I doubt my ability to do my job	3.68	1.262
SE5. I have all skills need to perform my job very well	3.96	1.014
SE5. I know most people in my line of work can do this job better I can	3.75	1.132
SE6. I am expert at my job	**4.57**	**0.607**
SE7. I know my future in this job is limited because of my lack of skill	3.57	1.130
SE8. I am proud of my job skills and abilities	4.15	0.386
SE9. I felt threatened when others watch me work	3.92	0.706

Table 20: Descriptive Analysis on independent variable of Self -Efficacy

Table 20 above show that the lowest mean for this part is 3.18 and standard deviation is 1.218 represent the question of “ I know here is some task required by my job that I cannot do well ”. The highest of mean for variable self-efficacy is 4.57 and standard deviation is 0.607 from question “I am expert at my job”

4.7 Inferential Statistic Analysis

All hypotheses were tested by using inferential statistics. For the first four hypotheses, they were tested by using Pearson Correction.

4.7.1 Use of Pearson Correlation

Correlation analyses are that analysis whether and how strongly pairs of variables are related/ significant. This studied are used Pearson correction analysis. Pearson correlation analysis is used for examining and analyze the relationship between occupational stressor and job performance. This studied and compared the result generalized Pearson Correlation scale to identify and interpreted the strength of correlation as table below table 21.

Pearson's Correlation scale Model by David (1996)

Coefficient Range	Strength Of Association
±0.91 to ±1.0	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but define relationship.
±0.01 to ±0.20	Slight, almost negligible

Table 21 : Pearson's Correlation Scale Model by David (1996)

And Below table 22 are the Pearson's Correlation Statistic Analysis resulted on each of variable in this research

Correlations						
		JP(DV)	ST(IV1)	WL(IV2)	RA(IV3)	SE(IV4)
JP	Pearson Correlation	1	.867**	.838**	.859**	.821**
	Sig. (2-tailed)		.000	.000	.000	
	N	100	100	100	100	
ST(IV1)	Pearson Correlation	.867**	1	.885**	.890**	
	Sig. (2-tailed)	.000		.000	.000	
	N	100	100	100	100	
WL(IV2)	Pearson Correlation	.838**	.885**	1	.879**	
	Sig. (2-tailed)	.000	.000		.000	
	N	100	100	100	100	
RA(IV3)	Pearson Correlation	.859**	.890**	.879**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	100	100	100	100	
SE(IV4)	Pearson Correlation	.821**	.879**	.890**	1	
	Sig. (2-tailed)	.000	.186	.289		
	N	100	100	100	100	

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

Table 22 Result finding Correlations analysis.

The correlation analysis is mainly performed in this present study's survey for evaluating whether there has an important linear relationship between all the variables. Moreover, this analysis also provides suggests the right direction as well as the strength regarding the association. Apart from this, it can also be better said that there have been found very strong as well as positive relationships. Therefore, the relation is represented by the "Pearson Correlation value" in the table. It is been analyse and shown that all the Independent Variables (IVs) have strong relationships with each other as these represent the value which is respectively, .867**(stress), .838**(workload),.859**(role ambiguity) and .821**(self-efficacy). Additionally, it can be well said that this analysis is significant among the variables as this helps in understanding the strong relationship among all the variables with one another.

4.7.2 Hypothesis Testing based on Correlation Result

1) Hypothesis 1 is stated in null and alternate as follow; -

   a. Ho1: Stress has no significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry
   b. Ha1: Stress has significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry

Correlation Between Stress and Job Performance

Correlations		Job Performance
Stress	Pearson Correlation	0.867
	Sign (2-tailed)	0.00

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

Table 23 Correlation between Stress and Job Performance

The result of analysis shows that there is a significant relationship between stress and job performance. The correlation value of r=0.867 and p<0.00 means that there is positive and high relationship between the two variables. Since the p-value is 0867, it is indicated that the

relationship between the two variable is very strong relationship. We may- infer that highest score on the job performance are associated with the higher score on stress (higher score indicates high level of job performance. As a conclusion, the Ho1 is rejected.

2) Hypothesis 2 is stated in null and alternate as follow; -

   a. Ho2: Workload has no significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry
   b. Ha2: Workload has significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry

Correlation between workload and Job Performance

Correlations		Job Performance
Workload	Pearson Correlation	0.838
	Sign (2-tailed)	0.00

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

Table 24 Correlation between Stress and Job Performance

The result of analysis shows that there is a significant relationship between workload and job performance. The correlation value of r=0.838 and p<0.00 means that there is positive and high relationship between the two variables. The result, Ho2 is rejected

3) Hypothesis 3 is stated in null and alternate as follow; -

   a. Ho3: Role Ambiguity has no significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry
   b. Ha3: Role Ambiguity has significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry

Correlation between Role Ambiguity and Job Performance

Correlations		Job Performance
Role Ambuguity	Pearson Correlation	0.859
	Sign (2-tailed)	0.00

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

Table 25 Correlation Between Role Ambiguity and Job Performance

The result of analysis shows that there is a significant relationship between Role Ambiguity and job performance. The correlation value of r=0.859 and p<0.00 means that there is positive and high relationship between the two variables. The result, Ho3 is rejected

4) Hypothesis 4 is stated in null and alternate as follow; -

   a. Ho4: Self-Efficacy has no significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry
   b. Ha4: Self-Efficacy has significant relationship with to job performance among offshore worker in Malaysia's Oil and Gas Industry

Correlation between Self-Efficacy and Job Performance

Correlations		Job Performance
Self-Efficacy	Pearson Correlation	0.821
	Sign (2-tailed)	0.00

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

Table 26 Correlation Between Self-Efficacy and Job Performance

The result of analysis shows that there is a significant relationship between self-efficacy and job performance. The correlation value of r=0.821 and p<0.00 means that there is positive and high relationship between the two variables. The result, Ho3 is rejected

4.7.3 Use of Multiple Regression Analysis

The regression analysis were significant at r^2 of 0.799 p<0.00, at F=0.8509 Regression analysis is used to determine the effect or a form of relationship between variables. Referring to table below, It could be concluded that the combination of Stress, Workload, role Ambiguity and Self-Efficacy has an influence.

Regression Analysis Results

R Square =0.789					
	Sum of Square	**df**	**Mean Square**	**F**	**Sig**
Regression	13.885	4	3.472	8.059	.00b
Residual	63.319	147	0.431		
	B	Std Error	Beta	t	sig
Stress	3.000	0.822	1.914	3.644	0.000
Workload	0.345	0.124	0.224	2.857	0.005
Role Ambiguity	-0.315	0.169	-0.152	-0.1861	0.0065
Self-Efficacy	2.979	0.755	2.062	3.945	0.000

Table 27 Regression Analysis Result

The result of regression of the Job stressor/Stress factor and the job performance can be seen in the above table. From this result, we can confirm that P-value < 0.05 and r square=.799

As such, there is an indication that the Job stressor have significant effect on the job performance. Which means that the job stressor account for 79.9% of the job performance. From the beta it indicates that self-efficacy has the highest effect on the job performance and the second highest is job stress. the third highest is workload, and the least effect is role ambiguity.

Through this analysis, the offshore worker is able to provide effective feedback and helps the organization management team to design new strategies for future outcomes. Along with

that, it can also be demonstrated that these aspects have helped in fostering high-end growth and also acknowledging the business ideas provided by them for future growth. Hence, it has also helped in estimating the overall performance so that the dissatisfaction level among the employees can be improved (Almutairi *et al.*2023). The employees that are Working Overeat are focusing on bringing constant changes so that they can easily monitor the working activities of the Normal employees.

However, there are many interventions that have highly contributed towards the overall development of goods and services. Whoever through this better earning environment for employees is being created? Moreover, it can also be demonstrated that these variables are considered highly beneficial in upgrading the current business practices and also acknowledging the key values through which realistic data can be attained in terms of soft context and high proximity.

4.8 Summary & Hypothesis of finding

The research results presented in this chapter are based on SPSS outcomes. Each of the five hypotheses is supported shown in Table 27 summary of Hypothesis finding.

	Hypothesis	Significance	Conclusion
Ha1	Stress has significant relationship with Job performance	substantiated	Support
Ha2	Workload has significant relationship with Job performance	substantiated	Support
Ha3	Role Ambiguity has significant relationship with Job performance	substantiated	Support
Ha4	Self-Efficacy has significant relationship with Job performance	substantiated	Support
Ha5	There is significant effect of job stressors with Job performance	substantiated	Support

Table 28 Summary of Hypothesis Finding

This chapter is entirely based on the primary quantitative data analysis and adheres to the perceptions of nearly 100 respondents' points of view from the survey questionnaires. Moreover, the help of SPSS techniques helps in addressing the analysis of the reliability factor, correlation as well as multiple regression analysis for addressing the objectives of this present research work. It can be better said that with the help of analysis of the respondent's demographic analysis provides better outcomes and facilitates this present research study. The hypothesis of this study has also been considered the significant one and has had an influence on the understanding of the stress factors of the offshore employees and their impacts on the oil & gas industry of Malaysia. This chapter mainly outlines the CFA analysis, also establishes the very reliability as well as validity measurement, and at the same time the survey analysis as well as the hypothesis testing.

Throughout this study it can be seen that the stress factors which affect the professional and the personal lives of the employees who are working in the oil and gas industry. In that scenario, the offshore employees get affected more as they have to spend a long time in this industry apart from home. This situation creates mental illness among offshore employees for they can be depressed regarding their professional lives on a large scale.

In order to work for the oil and gas sector in Malaysia, the organization supposed arrange training session for the employees to prepare them for organizational well-being. For this training session, technological advancement has been prioritised among the employees as well as the offshore employees in an effective path. The workplace where the employees work for the oil and gas sector is risky enough and this creates a level of stress among the offshore employees of this industry. This risk increases the chances of physical as well as mental disorders among the employees on a large scale. From this research, it can be known that the offshore employees of these industries can be attacked by cardiovascular diseases. In order to come out of the offshore

employees from this position regarding stress management has been implemented for them with special care (Della Valle *et al.* 2020). This support maintaining the effectiveness of the employees for the oil and gas industry in the Malaysian market and most importantly, through that the physical, as well as mental, and psychological well-being of the offshore employees, can be possible.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

5.2 Discussion on Research Finding

The research finding is based on their SPSS analysis of choices that varied their effect on the Malaysian industries. As per the analytic report there, Dependent variable (DV) is significant to the Independent Variables (IV) in the research. The chosen demographic factors are age group, gender, marital status, job description and income salary.

As per the statistical analyst there, demographic factors as per the age of 21 to 30 are a group of participated most positivity arrests on the matter, there in the group above 51 that are less response in the matter. In addition, as per the gender protective analysis the real participated gender male value is high rather the female value. As per the analysis of their reliability test their rest value is higher than the standard value, therefore, Independent Variable (IV) is in significant with the Dependant Variable (DV). The proposed questionnaire is related to the present discussion topic. There are other analytics tastes there have been performed here are Frequency Table, Descriptive analysis, Inferential, correlation Coefficient and Multiple Regression.

Stress factors are one of the major reasons for the decrease in the performance of the employees who work for the oil and gas sector in the Malaysian market. From the SPSS analysis it can be known that the stress can be increased due to the larger work pressure among the employees of this sector. In relation to this, it can be said that stress affects the mental as well as the psychological well-being of individual employees. Due to this, mental illness can be seen among the employees of the oil and gas industry. On the other hand, stress reduces the performance and capabilities of the employees who work from offshore areas in the Malaysian

market (Bist*et al.* 2022). In relation to this, it can be said that the organizational worm pressure sometimes created depression, anxiety, and monotonousness among the employees and for that, the mental state of the employees becomes disturbed. In this regard, it can be said that poor performance decreases the productivity of the organization of the oil and gas sector.

The satisfaction of the job is an integral part of the employees of the oil and gas sector on a large scale. The employees become dissatisfied due to the stress level among them. The dissatisfaction of the employees generates less productivity in the organization and the way of mitigation can be the management of stress. The SPSS management denotes the stress management supports the employees of this sector in order to decrease the level of depression, anxiety as well as monotonousness of the employees on a large scale. The management of the oil and gas organization identifies the issues which the employees face while working in the professional area and according to that, they provide the solution to the employees (Van den Bergh, 2021). From the SPSS analysis it can be said that the stress management is the strategy which helps to bring the well-being of the mental state of the employees and that can bring a positive impact to the job satisfaction among the employees.

The employees that are Woking Overreact are focusing on bringing constant changes so that they can easily monitor the working activities of the Normal employees (Mohd Ariff*et al*. 2022). These statistical tools are considered highly beneficial in upgrading the Normal practices of the research. Hence, it is also considered an effective approach in boosting the potentiality of the primary quantities' method for better statistical data. Hence, there are a few data that have helped in focusing on the Normal employees of all the sectors. Hence, the provided information is regarding the number of technological advancements that are being derived after focusing on the core interventions so that better business practices are being developed. hence, there are

numerous interventions that have highly attained focus towards the overall development of goods and services.

Job Stressors is an integral part of many offshore jobs. It has long been recognized as a factor in increasing risk for mental and physical health problems. In the cases of oil and gas industries, it will bring a lot of losses not only to the company but to the country as well.

5.3 Recapitulations of the Study Objective

5.3.1 Objective 1: To identify relationship between work stress and job performance.

According to the correlation analysis, stress and job performance are positively correlated, which implies that if the level of stress increases, so will the employees' ability to execute their jobs. There is a strong correlation between stress and job performance, as shown by the values of r = 0.867 and significance of P = 0.000 from the correlation study. That indicates that a rise in stress will increase pressure and lower employee work performance. Job stress has been a source of ongoing concern, according to the study by Deng, Guo, Yang performance is lacking. There is a dearth of empirical research on the effects of various types of job stress on productivity-related outcomes by job performance, according to the study by Deng, Guo, Yang, and Tian (2019). Job stress has been a source of ongoing concern.

5.3.2 Objective 2: To identify relationship between workload and job performance.

According to the correlation analysis, work overload and job performance have a positive association, which suggests that any changes in workload would also have an impact on employees' job performance. There is a strong correlation between workload and job performance, as shown by the values of r = 0.838 and significance of P = 0.000 in the correlation study. That indicates that an increase in workload will put strain on operation oil & gas and degrade job performance**.** A sensible workload is a win-win situation for the organization, according to the study's findings, which are comparable to those of Qureshi, Iftikhar, Hassan,

Khan, and Zaman (2013). The study also provides empirical proof that a person considers quitting their job when they feel overburdened.

5.3.3 Objective 3: To identify relationship between role ambiguity and job performance.

According to the results, there is a strong correlation between role ambiguity and job performance, with r = 0.859 significant at P = 0.00 showing this. Therefore, any rise in role ambiguity will result in major changes in how well employees perform on the job within the organizations. In other words, if any modifications are made to the role ambiguity, it will affect how well employees perform their jobs. Similar results from research conducted by Ahmad Uthman, Zulfiqar Ahmed, and Ishfaq Ahmed (2011) and Nilufar Ahsan et al. (2009) showed that role ambiguity is a factor in their studies. Conley and Woosely (2000) and Shikeiri and Hassan (2011) portrayed role ambiguity as not a factor in their studies of how employees do their jobs.

5.3.4 Objective 4: To identify relationship between self-efficacy and job performance.

According to the correlation study, self-efficacy and job performance are positively correlated. This implies that if self-efficacy among employees of a company changes, so will job performance. The high correlation between self-efficacy and job performance, as shown by the correlation analysis results of r = 0.821 and P = 0.000, provides evidence of this. That indicates that a rise in self-efficacy will put pressure on employees in the procurement departments of oil and gas companies and degrade their work output. The results are in line with a study by Donald & Siegal (2012) that found a substantial relationship between perceived self-efficacy and work performance. However, Tomas, Sersic, and Witte's (2019) research suggests that occupational self-efficacy can explain the non-significant indirect effects, suggesting that role harmony, leader support, and coworker collaboration may be less important for the formation of efficacy beliefs than job success.

5.3.5 Objective 5: To identify the effect of Job Stressors and Job Performance among worker offshore job performance.

The results of r2=79.9% and P=0.05 indicate that workplace stressors significantly affect work performance. 79.9% of job performance is affected by work-related pressures. The purpose of the current study is to better understand the relationship between workplace stress, need gaps, and employees' performance in the companies. First, it was noted that inherent poverty, role overload, and unjustified pressure indicated a moderate level of stressor and positively impacted Nasir and Miralam's performance (2019). The result in line with what Singh (2001) and Ziauddin et al. (2010) found. In this study, need deficiency and employee performance were compared. It was discovered that lower levels of need deficiency had a detrimental effect on employee performance. This research also looked at the connections between performance, need deficit, and job stress among management and non-managerial employees in businesses. Inherent underachievement, role overload, esteem need, and autonomy need have all been identified as performance predictors by multiple regression analysis.

5.4 Implication of the Research

This study has provided an insight on the current stress factor of the offshore workers in oil and gas industry in Malaysia. The study has also presented the factor of stress and how they deal with and effect the level of stress and job performance. With a proper occupational stress management style, the harmony of work environment can be maintained as well as operation productivity will be increased with a safety. The outcome of this results also indicates and determine the stress factor among offshore worker required high attention from the organization. This can be further explored and create better opportunities to overcome and barriers in handling and managing stress among offshore and operation worker in the oil and gas industry.

5.4.1 Theoretical Implication

In relation to this research the ***"person-environment fit theory"*** become applicable. This theory denotes the management of the environment of the oil and gas employees who work in offshore conditions on a large scale. This offshore environment largely impacts the individual employees of this sector. The challenges such as the stress of the employees of the oil and gas sector have been presented through the use of this theory (Vleugels e*t al*. 2023). In relation to this, it can be said that this support to analyse of the job dissatisfaction of the employees in the oil and gas sector.

On the other hand, the ***additional model of stress*** has been incorporated into this research. The utilisation of this theory depicts the demand for the job in the oil and gas sector. According to this model, the demand for the job suggests low training as well as activeness, high strain, and passiveness of the employees. These all factors wholly depict the level of stress among the employees of the oil and gas sector in the Malaysian market (Ellison & Caudill, 2020). Most importantly, this model is also known as the JDC model which gives impact on the psychological state of the employees who works in this industry.

5.4.2 Implication regarding stress factors and job performance among offshore worker

The employees of the oil and gas sector experienced large occupational stress in an effective path. In relation to this, it can be said that the stress among the employees in this sector is larger than in civil servants. Most importantly, the psychological state of the employees has been affected hugely as the stress of the employees gives an impact on the mental health of the employees. In relation to the employees on the oil and gas sector, it can be said that the work pressure is too high in this industry, and this creates an extra workload on the mind of the employees on a large scale (Zamani *et al.* 2021). The stress of the employees has been created

regarding the demand of the jobs; the demand of the job can be the satisfaction as well as the dissatisfaction of the employees.

Job Stress is one of the major reasons for the increasing stress among the employees who work in the oil and gas sector. In this regard, it can be said that the stress has been generated due to the lack of the control of the working on a large scale. The stress level among the employees makes trouble the maintenance of the relationship of the employees in the professional field. From the perspective of the physical hazard regarding the oil and gas employees can face danger with the collision of vehicles, explosions, fires and so on (Ehsan & Ali, 2019). Most importantly, mental illness affects the psychological state of the employees which generates monotonous, depression and so on among the employees. Work-life has been affected largely due to the stress of the employees and for that, the management of the organization initiates stress management so that the employees can manage this condition in an effective path.

Another implication of this study also exhibited the role of demographic characteristic with the conflict management style of respondents. There is not significance in relation of demographic characteristic with the stress level and job performance among the study respondents.

The implications of this study research are to provide better cultural performance in the organization moreover, the organization needs to mention the leadership quality and communication practices. This application is helpful for the organization to maintain better cultural practices for the employee. There is an implication of the need to analyze the current matter and develop their training of implication (Mohamad *et al.* 2022). The strategies of leadership management will help the company to maintain employee satisfaction. Moreover, their organizations need to develop better virtual reality development to maintain employee performance. Different country has their different “labor right laws” There the organization

particularly followed the specific country's laws (Ismail *et al.* 2020). Their different environmental law is included in their international making. Specific their high competition is also a challenging face to develop better practices in the international business market.

5.4.3 Implication to the Organizational in Oil & Gas Industry

It is often identified that the workers who are in the workplace of the oil and gas industries of Malaysia experience stress, moreover from the perspective of offshore employees, the level of stress is higher than that of other employees in the industries. As the offshore employees are from different environments and they are not familiar with this environment, therefore, they feel extra pressure due to the work environment (Feddeh & Darawad, 2020). There is an interesting point to be expressed, some of the researchers explore stress levels in the workplace to damage productivity and product quality, one the other way some of the researchers have expressed that stress level in the workplace is fruitful as they enhance business profitability (La *et al.* 2019). According to the inverted model, the stress level to some extent level helps the employees to keep them efficient and productive. Therefore, the petroleum industries need to have an effective stress management strategy. The motive of the stress management strategy of the create high efficiency in the organization, however, special care and management are required (Archibald & Thorpe, 2020). The organization can create extra stress to maintain efficiency, however, it is also recommended to consider the level of stress does not get too high that the employees feel overwhelmed.

Specifically, it can also be stated that these aspects can be considered highly challenging and have also helped in fostering high-end growth in the business and attained data. On the three hand, it can also be demonstrated that these aspects can help in focusing over the cultural difference based on which the cultural practice in the current study can be developed very easily. Along with that, it can also be added that there are necessary limitations of the research

as a walkthrough in which better data science and other aspects of data collection can be developed. There is a huge need to address the issue stat is being faced by the organization so that the organization can also anvil progressive growth.

The relation of work-related stress with the lead management in the organization is applicable and gives special attention to the employees in the organization. However, the cultural practices of the organization are applicable to the monitors engaging in the changes in the organization for risk management regarding the increased stress level of the employees (Rattray *et al.* 2021). A study proves the employees of the petroleum industries has successfully identified that the support and the positive approaches of the leaders and managers of the organization play an important role in mitigating the challenges regarding emotional exhaustion and the employees feel more satisfied with the same job role in the organization in the workplace (Carter *et al.* 2020). Effective practice and education awareness is needed to make practice in the workplace, the supervisor and the managers of the organization will make a cooperation with the employees and the behaviours and management cultural practices will be fruitful to manage the stress level of the employees.

The implementation of flexibility in the workplace will be effective to mitigate the challenges regarding health issues in the organization. The flexibility in the schedule of the location of the work, and time of work can avoid the issue regarding the work environment. The leaders of the organization of the oil and gas industries in Malaysia need to create a work environment where the rapidly rising challenges will be considered and the employees will get sufficient support from the supervisors and managers (Saxena *et al.* 2020). This support will create burnout and an excessive amount of mental satisfaction. Mental satisfaction will promote job satisfaction among employees. One of the major reasons behind accidents in the workplace takes place due to the increase in the stress level among employees. As per a report most of the

accidents in the workplace happen due to the stress of the employees, the lack of consciousness is happening related to the stress level of the organization.

5.5 Limitations of the Research

This research based on the stress among the offshore worker of the oil and gas sector in the Malaysian market has been totally conducted with the support of quantitative data. The primary data collection method has been utilised in order to collect and gather information for the completion of this research. Any of the secondary sources have not been incorporated in this study, and this is one of the basic limitations of this research (Mongeau*et al.* 2023). On the other hand, this research only highlights the Malaysian oil and gas sector and its related stress among offshore employees, there is no mention of the conduction of the employees in the global oil and gas industry. In relation to this, it can be said that this is another limitation of this study. The other limitation of this research denotes the shortage of time for the completion of this study.

A limitation of this study is the selection of the sample and the design of the questionnaire. It should be noted that in this study, although the sample was selected using the simple random sampling method, no specific target group in term of workers services in their job was intended for the respondents to be included in the survey. In this sense, survey research on such a topic should include employees in a specific group with specific year of services

5.4 Recommendation

5.4.1 Recommendation Based on Finding.

Stress Management

All employees should receive stress management training so they may understand more about stress, its impacts, and coping mechanisms. In order to organise the training, Company should work with the National Institute of Occupational Safety and Health (NIOSH).

The participants should be made aware that what is highly stressful to one person may not be so to another, and that what is one man's meat is another man's poison. More importantly, what is distressing to one person may be extremely alluring to another. Regardless of the causes of workplace stress, employees should be taught coping skills since coping mechanisms can lessen the effects of occupational stress on work-related fatigue and physical and mental health. It's possible that other people don't like one's favoured coping mechanisms. One should not undervalue their coping mechanisms as long as they can improvise in difficult situations and improve their psychological well-being.

Remote employee performance management

In order to improve client happiness, the industry must improve the quality of its services. In order to improve the band's reputation internationally, customer service is crucial. While retaining recent organizational changes, this model's application discusses the organization's core values. The organization's leader must actively engage in the new adjustments while upholding the organization's broad mission. The effective head of the organization's change management team at Petronas uses the same philosophy and methods when implementing climate change. Recognize the needs of the employee and offer insightful data on the problems that their change management plans demand. The company must review employee comments to put helpful advice into practice (Amin *et al.* 2020). The potential for the future relates to staff

development and communication services. Foreign employees have cultural differences and the language barrier there reduces their employee satisfaction. In addition, technical development is required for their better supply chain and other employee performance tracking (Al Mansoori *et al*. 2020)..

Technological implication

Technological innovation in the Malaysian industry is important to maintain the organization's performance. The overseas working employees need to constantly monitor the offshore employees in the other country. Overseas employee has faced different complications with salary and cultural barriers. Therefore, innovative technology will get to reduce employee complications. The significant technological advancements that are crucial for organizational success, include the implications of augmented reality for customer service that will boost market value (Christyne Surindai, 2020). Through automation that can lessen technological obstacles, the organization can promote the business.

Talking about the technological advancements it can also be stated that this is considered highly beneficial in developing high-end innovation in the country. The country is already equipped with new technological advancements that have helped in fostering better growth opportunities for the company (Badom, 2022). The employees that are Woking Overeat are focusing on bringing constant changes so that they can easily monitor the working activities of the Normal employees. Along with that, it can also be denoted that these aspects have helped in developing high-end goals and also focusing on the Normal employees so that better growth opportunities can be designed. Hence, oversea employees have seen the technological advancements that have highly contributed towards the compilations for better business growth (Gbemre, 2022). The organization need to adapt to an effective communication strategy so that AI support can be developed.

Effective organizational strategies are implied by AI support. This will demonstrate that offering customer support around the clock improves interaction with the client. The other trade elements are those that will advance technology capabilities like "Big Data & Analytics," which will help an organization foster a culture of firm data analysis in a methodical way. "3D Modelling & Visualization" is a new sector of the petroleum business, hence solutions to lower change management barriers are necessary (LEE, 2019). The newest technologies are "Manufacturing Execution Systems," "Augmented & Virtual Reality," and "Blockchain" which will be helpful in the organization.

Cultural stability

Foreign employment has several problems in the cultural differences. Additionally, to improve the employee's performance it's important to reduce the language barrier. The proper training process to make a hybrid culture to maintain the productivity of the organization. The recession will help employees in the oil and gas business escape the many difficulties they have been encountering in terms of accidents or gas exploration.is essential for the organization to increase other maintenance of the efficiency of the employee (Olugu *et al.* 2022). The international organization needs to the nation their salary structure and their employee additional benefits. Therefore to reduce these cultural barriers their essential implications required are the strategies of leadership, communication practice and there and stable logistic rules for every organization.

The following actions should be taken to assist staff members in reducing stress at work, in light of the study's findings and conclusion:

1. To investigate the reasons behind the unhappiness of employees in the workplace, management must perform an analysis of the organizational mood and atmosphere by

evaluating the reasons why the employees believe the organization doesn't care about its employees and what they can do to alter it.

2. Supervisors must determine whether their subordinates can fulfil deadlines and what level of knowledge and skills they possess. They must come to terms on a performance contract to provide workers with job maturity and control.

3. Employers who feel that their tasks are contradictory should be invited by managers to discuss their responsibilities.

4. Employers who feel underutilized should be placed by managers using an employee talent audit.

5. To raise performance levels, an employee assistance programs must be implemented for early problem detection and intervention.

6. Organizations can use a few additional stress-reduction techniques, such as monthly counselling sessions, time management and behavioral training, staff wellness initiatives, and workshops like "Art of Living," among other things.

5.4.2 Recommendation For Future Research

The purpose of this thesis is to investigate the elements that contribute to workplace stress and its connection to job performance for offshore workers in Malaysia's oil and gas sector. Since there were so many factors identified, published, and reviewed in the literature, the study's objective was obviously met. Due to a lack of time and resources, this research was only conducted on offshore platforms in Peninsular Malaysia. Further research across industries and states in Malaysia is essential to have a more comprehensive picture of the causes causing workplace stress. Replicating this study in more Malaysian states and industries would shed light on the general causes of workplace stress and its effects on workers' productivity.

Future studies should be done to determine the connection between occupational stressors and job performance for offshore oil and gas workers. The research should also cover

moderating strategies. It is also advised that the research's purview be widened to include workers at the other operating site field organization, both onshore and offshore.

In order to capture the development and/or unintentional relationships between occupational stress and job performance among workers in the oil and gas sector, future study should also be thought of as longitudinal research.

Future research should also conducted to identify the technology and digital environment relationship with occupational stress among the worker as intro for new era work environment.

5.5 Conclusion

The aim of this research was to investigate the relationship between workload, stress, role ambiguity and self-efficacy towards job performance among offshore workers in Malaysia's oil & gas Industry. According to the study's findings, performance was negatively impacted by the issues that upset workers. The purpose of the study is to determine the connection between workplace stressors and job performance among oil and gas employees. The management will use the information acquired to comprehend issues related to occupational stressors among the workforces. The results demonstrate that stress and role ambiguity are the primary stressors and correlate most strongly with employee work performance.

The study's objective was accomplished, as evidenced by the enormous number of components that were identified, recorded, and measured as well as by the literature review. This supported the notion that stress affected workers' performance negatively. This research established that stress had a negative impact on performance due to the numerous stressors that the employees had to deal with.

The personnel had to deal with a variety of stressors, and the investigation showed that stress had a negative impact on performance. The fact that the majority of workers considered

quitting their jobs and believed that the company didn't care about them was a sign of a great deal of dissatisfaction that surely decreased performance.

Workers who are under stress appear to be less intuitive in their work, less engaged, and more likely to report daily health issues including depression, headaches, and muscular discomfort, which leads to more chronic diseases, whether they work offshore or onshore. They are also more prone to have mood fluctuations, be easily irritated, and struggle to keep up with their everyday tasks at work which will decrease the job performance.

The O&G industry in Malaysia and its offshore employees are the focus of the research study to analyze the statistical report of their research, the primary quantitative method is used in research analysis by Quaigrain *et al*. (2020). There are a number of effects that their offshore employee has on the sector. There is information given regarding their research's background, which is connected to the study issue and their research goals. Additionally, the significance of this research as well as the present issues the gas and oil industry is facing are mentioned.

Their study is significant because it highlights the O&G sector in Malaysia and the effects of employing people from other countries. It is challenging to discuss employee performance electronically (Naji *et al.* 2021). To determine their true problem with reading the employee offshore, a major quantitative data analysis is performed in the research. Therefore, other organizations must advance technology innovation in order to boost employee connectivity. It will provide better transportation and employee service. Through virtual platforms, advance technology will aid in the employee training process.

The study that may serve as a guide, particularly for businesses looking to reduce workplace stress among oil and gas employees. It is hoped that this would help the management of the oil and gas firm to develop the system, policies, or processes to monitor the amount of

stress and work performance between employees and the company so that the stressors and job performance are more positive, effective, and appropriate in organization.

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Appendices

Appendix A: Questionnaire

Dear Respondent,

My name Azzyati Binti Mohd Afandi, a final year of Master Business Administration student. Currently I am doing a research project as part of the fulfilment in completing my MBA degree. The research project entitled, "**Stress Factor & Job Performance Among offshore Worker In Malaysia's Oil & Gas Industry**".

This survey is to examine the stress factor among workers and impact toward Oil & Gas Industry in Malaysia. As such I would appreciate your kind participation in this short 5–10-minute survey to help in my research results.

Rest Assured that each piece of data won't be tagged to anyone, as the final result will be analysed in totality. Your data confidentiality is at my utmost priority, of which all information will be solely for academic purposes.

Thank you very much.

Part A: Demographic questions

1. Age:

What is your age?

1= Age 21- 30

2= Age 31-40

3= Age 41-50

4= Age Above 51

2. Gender:

What is your gender?

1=Male, 2= Female

3. Marital Status: What is your marital status?

1=Married, 2= Unmarried, 3= Divorced/widowed

4. What is your Job Description

1= Technician/Support Staff

2= Supervisor

3= Engineer

4= Manager

4. Income Level

What is your recent income level?

1=RM 5.000- RM10,000.00

2=RM 11,000.00- RM20,000,

3=RM 21,000.00 - RM30,000,

4=More than RM 30,000

Demographic				
Age	1	2	3	4
Gender	1	2		
Marital status	1	2	3	
Job Description	1	2	3	4
Income Level	1	2	3	4

Part B

Dependent variable: Job Performance

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1) JP1. I do not have time and opportunities to prepare myself for the future challenges of my job.	1	2	3	4	5
2) JP2.I am not able to satisfy the demands of the clients and the others, since these are conflicting with each other.	1	2	3	4	5
3) JP3.I do not have enough people to work with me in my job.	1	2	3	4	5
4) JP4. several aspect of my role are vague and unclear	1	2	3	4	5
5) JP5.The work I do in the organization is not related to my interests.	1	2	3	4	5
6) JP6. I have not had right training for my job	1	2	3	4	5

Part C: Independent Variable

Independent variable 1: Work Stress

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1) ST1. I feel guilty when relaxing	1	2	3	4	5
2) ST2. I unclear about the goal in life?	1	2	3	4	5
3) ST3. I work harder than most people	1	2	3	4	5
4) ST4. I become angry easily	1	2	3	4	5
5) ST5. I oam challenging situation trigger anxiety or panic	1	2	3	4	5
6) ST6. I often try to do two or three taks stimultaniously?	1	2	3	4	5
7) ST7.I wake up feeling tired	1	2	3	4	5
8) ST8. I aind it hard to relax or switch off?	1	2	3	4	5
9) ST9. I impatient if people or situation holds you up	1	2	3	4	5
10) ST10. I hve diffuculti getting to slepp or staying asleep	1	2	3	4	5

Independent variable 2: Workload

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1) WL1. I I find yourself with insuffcient time to do thing your really enjoy	1	2	3	4	5
2) WL2. I wish you had more suppport/assistance	1	2	3	4	5
3) WL3. I lack sufficient time to complete your work efectively	1	2	3	4	5
4) WL4. I have difficulty falling asleep because you have too much on your mind?	1	2	3	4	5
5) WL5. I think people simple expect too much from you ?	1	2	3	4	5
6) WL6. I feel overwelmed?	1	2	3	4	5
7) WL7. I found yourself becoming forgetfull or indecisive because you have so much on your mind	1	2	3	4	5
8) WL8. I consider myself to be in high - pressure situation?	1	2	3	4	5
9) WL9. I feel I have much responsibility for one person?	1	2	3	4	5
10) WL10. I feel exhausted at the end of the day?	1	2	3	4	5

Independent variable 3: Role Ambiguity

Questions	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
RA1 I feel certain about how much authority I have	1	2	3	4	5
RA2 Clear , planned goals and objectives for my job	1	2	3	4	5
RA3. I know that I have divided my time properly	1	2	3	4	5
RA4 I know what my responsible are	1	2	3	4	5
RA5 I know exactly what is expected of me	1	2	3	4	5
RA6 Explanation is clear of what has done has to be done	1	2	3	4	5

Independent variable 4: Self-Efficacy

Questions	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1) SE1. have confidence in my ability to do my job	1	2	3	4	5
2) SE2. here is some task required by my job that I cannot do well	1	2	3	4	5
3) SE3. When my performance is poor, it is due to my lack of ability	1	2	3	4	5
4) SE4. I doubt my ability to do my job	1	2	3	4	5
5) SE5. I have all the skills need to perform my job very well?	1	2	3	4	5
6) SE6. Most people in my line of work can do this job better I can	1	2	3	4	5
7) SE7 I am expert at my job	1	2	3	4	5
8) SE8. My future in this job is limited because of my lack of skill	1	2	3	4	5
9) SE9.I am proud of my job skills and abilities	1	2	3	4	5
10) SE10 I feel threatened when others watch me work	1	2	3	4	5

Appendix B: Approval Page

APPROVAL PAGE

TITLE PROJECT PAPER: **STRESS FACTOR AND JOB PERFORMANCE AMONG OFFSHORE WORKER IN MALAYSIA'S OIL & GAS INDUSTRY**

NAME OF AUTHOR : AZZYATI BINTI MOHD AFANDI

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

APPROVED BY

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Professor Dr. Roland Xavier Siri
Supervisor
Date:

ENDORSED BY

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Professor Dr. Benjamin Chan Yin Fah
Dean,
Graduate School Of Business

Date: