Factors that Affect how well Police Officers do their Jobs: A Case Study from the Royal Malaysian Police's Johor Contingent Headquarters

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Abstract: This study investigates the determinants of job performance, specifically focusing on work stress, social support, and emotional intelligence. Data were acquired from 326 police officers in Johor. The results indicate a significant correlation between work stress, social support, emotional intelligence, and police job performance. Furthermore, the regression analysis demonstrates that emotional intelligence emerged as the most influential predictor of job performance. The implication of this study highlights the significance of emotional intelligence in improving job performance among police personnel in Selangor. The report continues by emphasizing the need for future research to provide a more thorough investigation into forecasting job performance, specifically within the setting of Malaysia.

Keyword: Work Stress, Social Support, Emotional Intelligence, Job Performance

I. Introduction

To boost the momentum in attaining maximum work performance, the Royal Malaysian Police (PDRM) has produced numerous strategic plans such as the Police Strategic Plan (PSPDRM) 2015-2020 and the Police Integrity Plan 2016-2020. This is due to the fact that police officers' job performance has a substantial influence on their job and communities. An individual's performance in carrying out their obligations determines an organization's excellence (Arujunan et al., 2021). The police force is a crucial institution for ensuring security and prosperity. Police work is sophisticated, complicated, and dangerous. The police operate in a high-pressure setting, and putting their lives in danger is part of the job (Nasurdin et al., 2018).

Aside from job stress, social support is regarded vital since it encompasses a broad context, where workplace support may alter behaviour, ideas, and feelings in performing their duties. Social support is a process of contact that aims to increase self-esteem, a sense of belonging, coping skills, and genuine efficiency in acquiring physical or psychological resources (Bjaalid et al., 2018). As a result, effective social support in the office is critical to job performance, particularly in high-pressure professions such as police work.

Emotional intelligence is also a necessary skill for police officers. Individuals who can regulate their emotions are better able to deal with the demands of their surroundings and the pressures of their jobs (Riaz et al., 2018). This shows that emotional intelligence may impact an individual's conduct in a variety of ways. Individuals with strong emotional intelligence will be more focused and driven in their profession (Johar, 2019).

1.1 Problem Statement

There is a scarcity of empirical research that integrate the three components impacting job performance, particularly work stress, social support, and emotional intelligence, particularly among police officers in Malaysia. Furthermore, recent research that addressed both supervisors' and coworkers' support at the same time is scarce (Nisar & Rasheed, 2020; Paolline & Gau, 2020).

Workplace stress management that is effective can have a beneficial influence on organisational excellence (Perez-Floriano & Gonzalez,2019). While the organization's social support might motivate the officers to enhance their professional performance. Furthermore, the consistency of emotional intelligence can have an impact on the psychology, sentiments, and conduct of police officers (Johar et al., 2020). As a result, this study investigates the interaction of both factors impacting work performance among police officers. This study also looks at assistance from supervisors and coworkers at the same time. This study can explain in detail the role of work stress, social support, and emotional intelligence in predicting job performance among Malaysian police officers.

Apart from that, previous researchers (Johar, 2019; Paolline & Gau, 2020) did not refer to any theory in their previous studies. Thus, this study aims at referring to the Social Exchange Theory (SET) to identify the relationship between independent variables and job performance as dependent variable.

1.2 Research Objectives

The objectives of the study are to:

H1: To identify the relationship between work stress and job performance.

H2: To identify the relationship between social support and job performance.

H3: To identify the relationship between emotional intelligence and job performance.

II. Literature Review

Performance as the quality and quantity of work, which is the result of accomplishment efforts by individuals or groups (Nasurdin et al., 2018). Job performance is also considered as the behavior involved while working (Tremblay & Simard, 2018). Various factors that affect job performance include individual and environmental (Zakarani & Mohd Noor, 2021) ability and motivation (Romosiau et al., 2019). Individual factors include effort, ability and role or task perception. Environmental factors include the physical conditions, equipment, time, supervisors and others. The ability factor consists of the ability (IQ) and the ability of knowledge and skills while motivating factor is the individual's attitude in facing work related situations. Concerning performance in the context of organizations, Arujunan et al. (2021) asserted that performance is an important factor in the management of employees. It has always been a key element in an organization's excellence. Model Campbell (1993) made a clear distinction among the components of performance, determining the performance and predictors of performance. Component performance is the performance dimensions which form a part of the overall work performance. 'Performance determinants' refer to the differences between individuals which are declarative knowledge (DK), procedural knowledge and skills (SMEs), and motivation (MOT).

Declarative knowledge (DK) comprehends the extent of labour by understanding the factual area, principles, aims, and self-knowledge (Sugiharto et al., 2018). While procedural knowledge and skills (SMEs) encompassed self-management, psychomotor, cognitive, physical, and interpersonal abilities. Motivation (MOT) is the result of the interaction of three behavioural options: the decision to perform, the amount and persistence of effort (Sugiharto et al., 2018). Furthermore, job performance theory highlights that every worker operating as part of a team may boost the performance of the company when compared to functioning as individuals (Queirós et al., 2020). Excellent skills and credentials lead to improved working performance (Nisar & Rasheed, 2020). This indicates that for best performance, building collaboration and upgrading employees' abilities and credentials should be promoted.

Numerous factors, as previously identified by experts, contribute to higher employee stress. Factors such as position ambiguity, a lack of job-related information (Rahim 1996), overburdened work expectations and burdens, and an insecure work environment all contribute to increased pressure and stress (Mourtgos et al., 2020). Furthermore, difficulties in the organisation and operations are among the biggest sources of occupational stress between police officers (Nisar et al., 2002). The work environment is a significant contributor to the stress experienced by employees (Riaz et al., 2018). The source of job stress is an aspect that contributes to a person's reaction to stress. Stress can even have a positive and negative effect on a person based on the levels of pressure (Viegas & Henriques, 2021).

According to the data from Arujunan et al. (2021), there is a link among job stress and job performance. This study discovered that high levels of occupational stress had an impact on police work effectiveness. Researchers have proposed three significant components of stress in the setting of the police, including role ambiguity, role conflict, and job control in the organisation. Other research, on the other hand, have shown no link between work stress and job performance. The findings are intriguing because, despite high levels of job stress, employees continue to perform well. According to the Job Stress Model created by Cooper et al. (1987), stress occurs when psychological and physical pressures surpass an individual's ability to maintain, manage emotions, thoughts, and a good interaction with the environment. According to Arujunan et al. (2021) a negative work environment effects high workload and role ambiguity leading to work pressure. Job stress is caused by three categories of issues. Within the organisation, there are technical issues, relationship issues, and communication issues (Li et al., 2019).

Choi (2018) studied social support at work in terms of supervisor and coworker support. Support from a boss or supervisor has a different impact on employees than support from coworkers (Mei Ling et al., 2018). Furthermore, effective control over persons in the workplace is impacted more by the boss or supervisor than by coworkers. Individuals with social support are better able to deal with work strain (Chen et al., 2020). Furthermore, positive social support might result in excellent health (Javadian & Hosseini, 2020). This was backed up by experts who said that social support might make workers feel less alone at work and reduce stress (Chen et al., 2020). Employees were more excited as a result of the social support since it promotes and drives effort.

Emotional social support is a key determinant of job performance (Wang & Lei, 2020). This implies that social support does have a positive correlation with job performances, where good performance is influenced by strong social support. In other phrases, the social support gained by the worker is able to impact their work performance. However, empirical data relating social support to work success is relatively scarce (Javadian & Hosseini, 2020).

In contrast, there are also emotional intelligence characterises the abilities, skills, and ability to notice and identify, assess, regulate and handle the emotions of oneself and other individuals and groups. Emotional intelligence is regarded as an important component of modern life (Riaz et al., 2018). Individuals with high emotional intelligence can expand their creativity and

improve their job performance (Johar et al., 2020). Simple workers with stable emotional intelligence may execute a decent job without the need to establish a fortress among workers.

Emotional intelligence promotes work effectiveness and enables collaboration within an organisation (Johar, 2019). As a result, an emotionally intelligent employee is more competitive than individuals who lack emotional intelligence, and they are better positioned to meet corporate goals. This is compatible with the Four Branch Capacity Model (Mayer, 1997), which highlights the individual's ability to differentiate between actions and feelings, explore emotions, and address interpersonal difficulties. Prior studies examined the relationship among both emotional intelligence and job performance. The findings indicate that emotional intelligence has an impact on performance in various work environments (Grubb et al, 2018). Previous study has shown that strong emotional intelligence can have an impact on performance and behaviour. In contrast, research has concluded that emotional intelligence has no relationship with work performance (Black et al., 2018).

2.1 Underpinning Theory: Social exchange theory

This study referring Social Exchange Theory (SET) to identify the relationship between independent variables and job performance as dependent variable. Social exchange theory refers to the notion of social exchange is an action that delivers a reward to persons (Blau, 1964). Social exchange theory argues the engagement of an individual between another individual is for gaining reward and avoiding punishment. Emotional intelligence notions, for example, emerge within SET as a set of talents that lead to accurate self-assessment of feelings, recognition of emotional indentations in others, and use of emotions to motivate and achieve in life (Saher et al, 2021). Emotional intelligence should be included in organisational behaviour models. SET argues that individuals supply advantages to others in the hopes of receiving benefits of equal value back from them, based on Gouldner's (1960) reciprocity idea (Blau, 1964; Huang et al., 2018). Social exchange interactions differ from commercial exchange connections in that incentives are provided and acquired through a single quota. Both participants in the relationship contribute and benefit from the relationship, with the type and timing of contributions left to the discretion of the provider rather than the recipient.

2.2 Research hypotheses

The research hypotheses tested in this study are as follows:

H1: There is a significant correlation between work stress and job performance.

H2: There is a significant correlation between social support and job performance.

H3: There is a significant correlation between emotional intelligence and job performance.

III. Methodology

Basically, this particular study is quantitative research and it was conducted as a correlational study in explaining the association between the dependent variable and the independent variables. The main research tool in this study is structured questionnaires. To collect data from a large number of people, the researchers decide to distribute a questionnaire. The cost of creating a questionnaire is low, and the time commitment is significantly less than that of an experimental investigation. The survey was carried out by developing a questionnaire in Google forms and sending it to the respondents online. Google Forms was chosen as the survey platform because questionnaires may be made mandatory, and respondents cannot submit the survey if mandatory questions are not addressed. The link to this form was distributed by email and WhatsApp in order to reach as many people as possible. The questionnaire was distributed online to 355 people, and 326 completed responses were obtained. The participants in this study were chosen using a method known as convenience sampling. This study focuses on the public servants from Johor Contingent Headquarters Royal Malaysian Police, which are located in Johor Bahru as the population of the study because have received complaints from public that are third highest compared to other departments or agencies (Public Complaint Bureau, 2019). Apart from that, this study was conducted in the state of Johor because the crime rate in this state is the second highest in Malaysia (Department of Statistic, 2021).

The Statistical Package for Social Science (SPSS) version 27.0 was used to collect and analyze questionnaires. The opinions of respondents are based on a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = highly agree. The questionnaire was the primary tool use to elicit quantitative responses from respondents by online distribution as a data collection approach. There are multiple items thought to be suitable as a questionnaire for each of the constructs researched. All of these questions are adapted from the previous studies, but are processed in accordance with the relevance of this study.

IV. Result and Findings

4.1 Reliability Analyses

The unwavering quality examination was directed by figuring the Cronbach's alpha for each of the measure involved. The dependability of a measure demonstrates the solidness and consistency of the instrument in estimating an idea and evaluates the decency of a measure (Sekaran, 2000). Sekaran (2000) proposed that the base adequate unwavering quality be set at .60.

Preceding unwavering quality examinations, all contrarily worded items in the poll were first turned around and being coded. This was to guarantee that all the items in estimating a variable were parallel.

Table 1: Reliability Analyses

Variables	Number of items	Cronbach's alphas
Independent Variables		
Work stress	4	0.87
Social Support	7	0.96
Emotional Intelligent	8	0.98
Dependent Variable		
Job Performance	7	0.73

As stated in Table 1, the Cronbach's alphas for independent variables are in the range of .87 to .98. The figures have demonstrated that the measure possessed high internal consistency as well as stability. Meanwhile the Cronbach's alpha for dependent variable is .73.

Table 2: Results of Regression Analysis with Job Performance as the Dependent Variable

Independent Variables	Standardized Beta Values
Work Stress	.087*
Social Support	-.109*
Emotional Intelligent	-.257**
R^2	.293
Adjusted R^2	.086
R^2 Change	.076
F Change	8.618
Significance F Change	.000
Durbin-Watson	2.003

Notes: *** significance at the .01 level; ** significance at the .05 level; * significance at the .1 level

From table above, R^2 = .293 or 29.3%, indicates that 29.3% of the variance of the regression model has been explained by the independent variables with job performance as the dependent variable. The F change value is significant (F= 8.618, p = 0.00). The Durbin Watson value is 2.003 and falls within the acceptance range. Looking at the individual contribution of independent variables in explaining job performance as the dependent variable, work stress, social support and emotional intelligent are found to be significant predictors. It can be concluded that, there are significant relationships between work stress, social support and emotional intelligent and job performance as the dependent variable and the hypotheses are supported.

The results indicate a direct correlation between stress levels and job performance. This demonstrates that the efficacy of police operations can be enhanced even in high-pressure situations. Challenges and optimal pressure levels can enhance staff productivity and facilitate the attainment of desired goals (Ngui & Lay, 2020). Hence, this study elucidates that the work pressure encountered in the workplace does not lead to a decline in job performance, but rather serves as a catalyst for the police to enhance their work performance. The observed improvement in job performance among police personnel can be attributed to the beneficial impact of work stress on their ability to carry out work-related duties. This scenario demonstrates that job-related stress faced by police officers serves as a catalyst for them to strive for exceptional performance in their duties. The stress experienced by police officers in the workplace can enhance their motivation by influencing factors such as personal safety, time management, and job performance. Eustress refers to a type of pressure that elicits a positive response from an individual (Rajan et al., 2021).

The beneficial impact of the eustress experienced and confronted by the police influences their behavior. Despite facing work-related pressure, the police are adept at managing it, allowing them to excel in their duties. Ultimately, positive pressure enables the police to effectively manage, handle, and adjust to complex situations while carrying out their designated duties without any detrimental effects on their job performance.

These results align with the research conducted by Viegas and Henriques (2021) and indicate that job stress has no impact on the job performance of police officers. The work-related stress encountered by police officers actually enhances their competitiveness, motivation, and ability to provide exceptional services. According to Saher et al. (2021), an individual's success and failure are contingent upon their ability to comprehend and effectively assess and articulate emotions. Ultimately, the job effectiveness of police officers is contingent upon their ability to effectively manage workplace stressors.

The results additionally demonstrate a correlation between assistance provided by supervisors and co-workers and job effectiveness. This scenario demonstrates that when managers and colleagues provide their endorsement to team members, it directly stimulates them to enhance their productivity. The research has demonstrated that social work has the potential to enhance work performance Malinauskas and Malinauskiene (2020) Social support has a significant role in the police organization, particularly in challenging jobs like handling serious crimes.

The study's findings indicate that the stability of police performance is significantly influenced by the social support offered by supervisors and co-workers. These findings demonstrate that police personnel exhibit a superior degree of job performance. Supervisor support can assist individuals in mitigating the adverse impacts of work-related stress (Zakarani & Mohd Noor, 2021). Providing encouragement and support to the police enhances their motivation and enthusiasm to uphold and excel in their job. This scenario indicates that encouragement supplied by supervisors and co-workers has significant positive impact on job performance.

Increased levels of social support have the potential to enhance work performance (Queiros et al., 2020). Moreover, constructive assistance cultivates a feeling of accountability for the organization, leading to a higher level of performance. The supervisors and colleagues' positive support has fostered a sense of accountability among the personnel, resulting in their favorable response to the organization's requirements (Li et al., 2019). Hence, it is imperative to prioritize the aspect of social support provided by supervisors and co-workers in order to enhance the level of self-assurance among police personnel in carrying out their duties.

The assertions are additionally corroborated by social exchange theory (Blau, 1964), which elucidates the dynamic interaction between a supervisor, co-workers, and employees. The social exchange hypothesis, proposed by Blau in 1964, emphasizes that receiving favorable rewards from both supervisors and co-workers serves as a strong incentive for individuals to increase their level of commitment towards their work. The supervisor and colleagues' provision of social support significantly affects the stability of police performance. This implies that providing encouragement and assistance to police officers enhances their enthusiasm and motivation to perform effectively in their job.

The results also indicated a substantial correlation between emotional intelligence and job performance. The results align with prior research conducted by Humayon et al. (2020), Johar (2019) and Li et al. (2019). Emotional intelligence has a significant impact on the ability of police personnel to effectively carry out their professional responsibilities, particularly when it comes to activities that involve the general population. Put simply, police officers with elevated emotional intelligence can have a beneficial impact on their job performance.

The study's findings support the notion that there is a direct correlation between emotional intelligence and job performance, which aligns with Mayer's (1997) Ability the Four Branch Model. This approach prioritizes the individual's capacity to discern emotions, regulate and comprehend them, and resolve interpersonal conflicts. The results indicate that police officers who exhibit positive emotional regulation during their work are capable of enhancing and sustaining their performance. Within the study's framework, a significant degree of emotional intelligence necessitates a stable combination of physical and mental capabilities. This circumstance is in accordance with the requirements of the 4P idea presented to the police, which are Protective, Performance and Outcome Oriented, Proactive, and People Oriented. These principles can effectively uphold the performance of the police.

Individuals with a high level of emotional intelligence possess the ability to regulate their emotions, foster meaningful connections with others, and promote loyalty towards the organization (Johar et al., 2020). These factors enhance work productivity. Furthermore, the presence of emotion among police personnel when confronted with problems in the workplace results in enhanced work performance. Moreover, the utilization of emotional intelligence can effectively create a positive perception of the police force during interactions with the general population.

The emotional intelligence of police personnel significantly influenced the provision of high-quality services to the public. Individuals' emotional intelligence can enhance their creativity and increase their professional performance (Jani et al., 2021). Essentially, the presence of emotional intelligence among police officers enhances their ability to enhance their communication skills, particularly in the provision of services.

The findings indicate that both social support and emotional intelligence are significant predictors of job performance. However, emotional intelligence is the primary indicator of job performance for police officers, as seen in Table 2. It has a clear and direct impact on their job performance. Emotional intelligence facilitates communication, particularly in the context of enhancing job performance (Merida Lopez et al., 2021). To summarize, the research revealed that the police's effectiveness in serving the communities was enhanced by their strong emotional intelligent.

Police officers with high emotional intelligence are more adept at managing and addressing the demands encountered in the workplace. Police professionals with high emotional intelligence have strong emotional regulation and possess the ability to effectively assess, express, and control their emotions. Consequently, the performance of the police can be influenced by high emotional intelligence (Supramaniam & Singavello, 2021).

Emotional intelligence is a significant predictor of workers' work achievements in the organization (Cox et al., 2022). Enhanced job performance in the organization can be demonstrated by a high level of emotional intelligence. Furthermore, individuals with elevated emotional intelligence exhibit greater adaptability to emotions and engage in more constructive interactions with others, hence enhancing their overall job performance (Grub et al., 2018). Previous studies by Cox et al. (2022) and Jani et al. (2022) have found that social support and emotional intelligence are factors that can predict job performance.

Nevertheless, this study demonstrated that work-related stress does not serve as an indicator of job effectiveness within the police force. This case demonstrates that the occupational stress encountered by the police force did not have an impact on their job performance. This scenario demonstrates that working stress can have positive effects. Not all employees who experience work stress inevitably encounter performance issues. Consequently, the occupational stress experienced by police officers has had a beneficial impact on their motivation and performance (Chong et al., 2020).

V. Managerial Implications

The Royal Malaysian Police (PDRM) will gain valuable insights from this study regarding the significance of improving job performance by fostering emotional intelligence among police personnel. In order to achieve success, organizations must effectively attract and retain individuals that possess a high level of emotional intelligence (Choi, 2018). Furthermore, this study has demonstrated that the presence of constructive work-related stress among police personnel might enhance their job performance. The present investigation exclusively focused on law enforcement professionals in the state of Selangor. Hence, in order to enhance the generalizability of the findings, it is recommended that future studies incorporate a greater representation of police personnel from Malaysia. This study utilized a self-reported questionnaire, which might be enhanced by incorporating more objective measurements to attain more dependable data. Furthermore, it is imperative to conduct a longitudinal study to investigate the causal relationship between work performance and police personnel. Ultimately, this study solely focused on investigating the extent of social support within the workplace, specifically pertaining to the assistance provided by supervisors and co-workers. Hence, it is recommended that future studies consider the inclusion of familial support as a crucial factor in enhancing professional success. Informal support inside an organization, which is conducive to family-friendly practices, has a greater impact on employee behavior and attitudes towards their employment compared to formal support (Chen at al., 2020).

VI. Conclusion

This study provides valuable insights into the determinants of job performance among police officers, specifically highlighting the roles of work stress, social support, and emotional intelligence. The findings underscore the critical impact of emotional intelligence as the most influential predictor of job performance, emphasizing the necessity of emotional intelligence training and development for police personnel. Furthermore, the results demonstrate the importance of reducing work stress and fostering social support to enhance overall job performance.

Future Implications

The implications of this study extend beyond the immediate context of police work. By prioritizing emotional intelligence development, law enforcement agencies can improve the well-being and performance of their officers, ultimately contributing to better public service delivery. Training programs focusing on stress management, emotional regulation, and interpersonal skills should be incorporated into police training curriculums. Additionally, initiatives to strengthen social support systems within police departments, such as peer counseling and mentoring programs, could further enhance job performance.

Given the study's findings, organizations can benefit from adopting emotional intelligence assessments during recruitment and promotion processes. Moreover, addressing work stress through policy reforms, such as optimizing work hours, ensuring adequate staffing, and offering mental health resources, could provide long-term benefits to the workforce.

Further Study Areas

Future research should explore additional factors influencing job performance to build a more comprehensive model. Relevant areas include:

1. **Cultural Influences on Emotional Intelligence**

Investigate how cultural differences within Malaysia's diverse workforce may shape the relationship between emotional intelligence and job performance.

2. **Role of Leadership and Organizational Climate**

Examine how leadership styles and organizational culture mediate or moderate the relationship between emotional intelligence and job performance.

3. **Longitudinal Analysis**

Conduct longitudinal studies to assess how changes in work stress, social support, and emotional intelligence over time impact job performance.

4. **Cross-Sectoral Comparison**

Compare the determinants of job performance in different sectors, such as healthcare, education, and private organizations, to identify universal and sector-specific factors.

5. **Intervention Studies**

Evaluate the effectiveness of targeted interventions, such as emotional intelligence training programs or stress management workshops, in enhancing job performance.

By addressing these areas, future studies can provide a deeper understanding of job performance dynamics and offer actionable strategies to enhance workforce productivity in Malaysia and beyond.

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