THE RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP, CONFLICT IN THE WORK TEAM, PERSONALITY AND JOB STRESS

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ABSTRACT

The main objective of this study is to examine the influence of transactional leadership, conflict in the work team and personality on job stress. In order to measure that, transactional leadership, conflict in the work team and personality were used.

Data were gathered through questionnaire survey of employee at PT Semen Baturaja head office (n=130). Correlation and regression result analysis were used to examine the relationship between independent variables which are transactional leadership, conflict in the work team and personality and dependent variable which is job stress. The result indicated that all the independent variables which are transactional leadership, conflict in the work team and personality were positively correlated to job stress. The regression result revealed that 43.6% of job stress has been significantly explained by transactional leadership, conflict in the work team and personality. Moreover, the result showed that the most influencing factor that causing job stress was conflict in the work team. The findings were discussed and recommendations for future research and practitioners were also addressed.

ABSTRAK

Objektif utama kajian ini adalah untuk menguji kepimpinan transaksi, konflik dalam pasukan kerja dan personaliti pada tekanan kerja. Untuk mengukur itu, kepimpinan transaksi, konflik dalam pasukan kerja dan personaliti telah digunakan.

Data dikumpul melalui soal selidik di kalangan pekerja di pejabat pusat PT Semen Baturaja (n = 130). Analisa korelasi dan regresi digunakan bagi menguji hubungan di antara pembolehubah bebas iaitu kepimpinan transaksi, konflik dalam pasukan kerja dan personaliti dan pembolehubah bersandar iaitu tekanan kerja. Keputusan kajian mendapati semua pembolehubah bebas iaitu kepimpinan transaksi, konflik dalam pasukan kerja dan personaliti mempunyai hubungan positif dengan tekanan kerja. Keputusan regresi pula menunjukkan bahawa 43.6% daripada tekanan kerja secara signifikan diterangkan oleh kepimpinan transaksi, konflik dalam pasukan kerja dan personaliti. Hasil keputusan juga menunjukkan bahawa faktor yang paling mempengaruhi yang menyebabkan tekanan kerja adalah konflik dalam pasukan kerja. Keputusan kajian dibincangkan dan cadangan untuk kajian di masa depan juga diutarakan.

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CHAPTER 1

INTRODUCTION

1.0   Introduction

This chapter discusses the introduction of this thesis. All information regarding the background of the study, problem statement, research questions, research objectives, significance of the study, scope of the research, definition of key terms, and organization of the thesis are explained in detail.

Today, people are forced to deal with various deadlines and hassles. As the result life becomes more complicated and more people are becoming stressed. Stress has become a commonplace in or everyday life. In fact, it has become the way of life and the workplace is one of the biggest contributors when stress arises.

Organization nowadays tends to force the employees to meet the objectives to gain the profit of its company. That demand is one of the sources of emerging stress especially in the workplace. Carr, Kelley, Keaton and Albrecht (2011) stated that workplace is one of the greatest causes of stress. More workloads have to be done, more pressure arises. Work plays a central role in the lives of many people, and thus the impact of occupational stress (Bradley & Sutherland, 1994). The employees who sustain stress continue to increase annually. Stress level at the workplace today is greater than what was experienced by the past generation (Minter, 1999). Employees have many duties and obligations that must be resolved. In carrying outtheir duties, employees often face some problems that can cause stress and result in work under pressure. The pressure from workplace comes in many forms such as the tight schedule, role ambiguity (Gilboa & Shirom, Fried, Cooper, 2008), task

conflict (Les Tien, 2011), job insecurity (Soylu, 2007), cross culture, diversity, and any other problems such dual roles as employee and household member (as a father or mother) to take care of children and other family, stress can seriously become harmful to the employee if he or she cannot handle it properly.

Stress will become more serious problem if it affects employees' life. If employees experienced stress, then no satisfaction in work because employees cannot work effectively. It will affect company's target which means can affect the company's profit.

1.1   Background of the Study

Employees are required to work in accordance with desire target because of the intense market competition in many industries. If that situation occurs more frequently, the employees will get the pressure and burden. The pressure especially that comes from work will make the employee getting stress and stress will cause some problems such as the arising of disease.

There are several triggers of stress before employee comes and reach to the office. For example, in some countries, the complexity of pressure is getting increase because of the traffic jam. The employee has to get up early in the morning to avoid the traffic jam. This kind of activity can cause stress because the environment that has been posed can be as trigger for employee to be angry and upset with the situation. Then, from bad situation that has been perceived, the employee brings that problem into the workplace. Based on Fairbrother and Warn (2002), a number of aspects of working life have been linked to stress. Stress can bring the bad effect for work and health. Bad performance can be happened for the employees such as too much absenteeism, low in productivity and low level of commitment. These kinds of

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act can injure the organization. Organization hired the employee because they want to achieve the target. In today's era, many organizations demand a high level of quality, service and overall business success (Swee, Anza, Noor Hassim, 2007). Employees have to face increasing number of tasks or work-related things. Sometimes, the company presses the employee to do many jobs that is not their fill to be accomplished.Thus, the employee must be lack of job satisfaction. Stress makes employee stay away from reward, intrinsic and extrinsic. Excessive amounts of stress can lead to a decreased performance (Stevenson & Harper, 2006).

From the previous studies revealed that high-strain and passive jobs carry many work-stress consequences such as a risk of psychological strain and physical illness. Basically, people's perspective of stress is depending on themselves. Daft (2003) revealed that People who do not take care of themselves physically and emotionally are more susceptible to stress. Based on Hussin (2008), there are three different consequences to understanding the effect of stress and how it overloads the coping resources well as dealing with the demand placed by circumstance, they are: physical consequences, physiological consequences, and occupational consequences. The examples of physical consequences are headache, blood pressure, low self-esteem, irritability, disappointment, a sense of vomiting, being worried, speed heart beating, and mostly, people did get fatigue. Girdano (1993) stated that prolonged over activation of an organ system can eventually fatigue that system and cause temporary or permanent pathological change. These kinds of example can interfere when the employee is on duty doing their task or job. Physiological consequences are closely related with relationship, the productivity in the workplace even the ability to function normally. The emotional of stressed people can scatter and unable focus to the job they do. These consequences includes phobia, depression, panic attack,

anxiety, and compulsion. Stress also leads to various occupational consequences. This consequence is related with the behaviour at the job. Examples of occupational consequences are productivity, absenteeism, neglect the responsibility, increase the consumption of alcohol, drug and smoke, and the mostsevereare theturnover. Those consequences cause many problems and could result in dismissal of the employee because of unproductivity.

In most organizations, especially in industrial companies, whereby there are a lot of constraints that is caused by the complexity of task that employees do, the employee a faced with a lot stress. Increased complexity in organizational work environments has given rise to higher levels of job-related stress experienced (Sosik & Godshalk, 2000). Industrial company is a type of company that set targets of productivity that must be met by the employees, individual and the organization as a whole. In order to do so, the employees are required to move quickly in their task. Working in a hurry in order to meet the target set by the organization, makes the employees feel anxiety, whether they can meet the requirement of task or not. In many cases, the employees have to work overtime. Even though overtime means there is additional salary, but, the time to spend with family, time to rest or the time for leisure can be lost because of doing the task that must be achieved. Due to lost the private time, many employees perceived that they have to work under pressure. As a result, most employees suffer aching muscles, loss of appetite, lack of sleep and a complete sense of exhaustion and nausea. Some tried to ignore these problems, but eventually they became so short-tempered and irritable.

Some previous studies assessed stress in level of field such in hospital, boutique, or educational level. In this study, the concern is about measuring the level of stress in cement company. As cement company is the industrial company with

productivity target is set as a priority, therefore the experience of stress was noted among some of the employees. In order to achieve the target market, sometimes employees becomes stressed and could be harmful if the employee cannot cope with it.

Several studies researched about the stress level among employees in various companies, but not many researches study about stress in cement company. This is quite necessary to carry out this research in this area, especially to examine the level of stress or occupational stress to determine the factors of it.

1.2   Background of the Company

P.T. Semen Baturaja Persero as one of industrial company which engaged in the production of cement. The employees at this company have a high level of stress because like in any other industrial companies, the employees are required to meet the expected target of production. Furthermore, in meeting the target, these employees, workers from subordinates to superiors, are also expected to work effectively and efficiently.

PT Semen Baturaja is the quite large cement company in Indonesia especially in the Southern of Sumatera. This company was established at November 14, 1974. They produce portland cement type I and Portland cement composite. PT Semen Baturaja has three main head offices located in Southern of Sumatera; Palembang, Baturaja Bandar Lampung (Panjang). With the mass production of cement (more than 550.000 tons per year), the leaders or superiors burden high expectation to their employees, it gives the strain to them which raises the potential of occurring stress.

By doing the study about stress in PT Semen Baturaja, then the stress in the workplace especially in cement company expected to be diminished with regard in

some aspects such as the leader who assigns the best direction to the employee and how to lessen the conflict intragroup to make the team works efficiently.

1.3 Problem Statement

There is increasing concern of stress especially in the development countries. Stress is the most problem arises in the modern societies. Spielberger (1979) stated coping with stress and anxiety is an everyday requirement for normal growth and development. In the recent years, the great deals of study or research into the stress has been carried out (Cooper & Marshall, 1978). Based on US National Institute for Occupational Safety and Health, stress as one of the top ten work-related diseases (Sadri & Marcoulide, 1994). Many studies stated that stress related to absenteeism, low performance, accidents and errors, or even drug abuse (Williams *et al.,2001*). Many stresses have been found in the workplace (Lessard and Baldwin, 1999). Work-related stress is increasingly becoming a major concern both for individuals and organizations because it affects job performance and well-being. And it results in conflict between roles and needs of the individual employee and the organization, personal or ergonomic factors in their workplace (First European Survey, 1991/1992). The studies about occupational stress have emphasized the need for recognition of the effects of stress and the damage of effects can inflict organizational and employees (Gillingham, 1998).

Many previous studies took sample in such educational institute (e.g. teachers) or bank employees but not many studies mentioned about cement company as workplace that causes stress. At the cement company, there is physical discomfort, such as the sound of noisy engine or poor ventilation at the office which support to

the high level of stress the affect to decline of physic and mental condition of the employees.

How the way leader in leading his employees is contributing on increasing the stress at workplace. Nyberg, Bernin and Theorell (2005) discussed about leadership and its impact on various aspect of work-related health. And this problem has gradually been more focused. Based on Shein (1992), it is the managers who primarily influence the subordinates of generating outcomes. For employee, leader affected task outcomes because if the leader can accomplish the duty as the real leader who teaches the employee or leader who provides the good example, the employee's performance is also good.

Employee's personality itself influences the arising of stress. Several studies have found the fact that there is a relationship between stress and personality (Brief, Rude & Rabinowitz, 1983). It is the proof that stress at the workplace has bad impacts if employee's point of view about job demand is bad and employee thinks he is not able to cope everything. All the bad perception will affect their performance. But, if employee saw different point of view (which is to be the positive one), so stress will not sneaking their mind.

Conflict within a group quite happens because there is frequent interaction among team members. Basically, a conflict tends to increase with the level of task interdependence. Janssen et al (1999) stated that the higher the level of task interdependence, the greater the risk of conflict, because there is a greater chance that each side will disrupt or interfere with the other side's goal.

Several studies have investigated that conflict is associated with several outcomes, one of the outcomes is tension or stress. When outgoing conflict increases,

stress will happen, thus employee cannot do the tasks efficiently that imply low in job performance.

1.4   Research Questions

Based on the research background and previous literature review, this study seeks to establish the following research questions:

1. Is there a relationship between organizational leadership (transactional leadership) and job stress that encountered by employees in PT Semen Baturaja?

2. Is there a relationship between conflict in work team and job stress that encountered by employees in PT Semen Baturaja?

3. Is there relationship between personality of the employee and job stress that encountered by employee in PT Semen Baturaja?

4. What are the main stressors as perceived by the employees of Semen Baturaja?

1.5   Research Objectives

The main research objective of this study is to determine the causes of job stress in the workplace. The specific research objectives that this study intends to achieve are as follow below:

1. To determine the relationship between leadership style (transactional leadership) and job stress in PT Semen Baturaja

2. To determine the relationship between conflict in work team and job stress among the employees in PT Semen Baturaja.

3. To determine the relationship between personality of the employee and job stress in PT Semen Baturaja.

4. To identify the main factor that caused job stress of the employees of PT Semen Baturaja.

1.6   Significant of the Study

This study is expected to promote better understanding of job stress. Besides, this study is deemed significant to researchers and practitioners for specific reasons. First for researchers, it can assist in formulating future effective job stress model. Second for practitioners, it is hoped to create awareness and understanding among people who in top management and policy maker of company about problem of stress in the workplace among employees. This understanding can also be used for the formulation of a stress management programs in such companies that would benefit the employees, as well as, the organizations they are attached to. Hopefully, this would not only result in better quality of working life, but also saves huge amount of losses due to job stress.

1.7   Scope of the Research

This research focuses on PT. Semen Baturaja (Persero). The data for the study obtain from employees who working in Head Office of PT. Semen Baturaja (Persero) in Palembang. Hence this research investigates the causes of job stress toward job stress level. Therefore, the measures such as organizational leadership, conflict in work team, personality, and job stress level evaluated among employee in Head Office of PT. Semen Baturaja (Persero) in Palembang.

1.8 Definition of Key Terms

1.8.1 Stress

Dudrin (1994) defined stress as a mental and physical condition that result from perceived threat or demand that cannot be dealt readily. Stress also can be defined as a physiological and psychological reaction that occurs when people perceived as imbalance the level of demand placed upon them, and their capability to meet the demands. Han Selye (1974) defined stress as the nonspecific response of the body to any demand made upon it. McShane and Von Glinow (2003) further viewed stress as the adaptive response to a situation that is perceived as challenging or threatening to person well-being.

For the purpose of this study, stress can be broadly conceptualized as any condition which has adverse consequences for the employee well-being.

1.8.2 Job Stress

Job stress or stress in workplace is operationally defined as the stress experienced or encountered by the employees in their working environment.

1.8.3 Stressors (causes of stress or sources of stress)

Any event or situation that puts a demand on a person is called stressor (Carr, Kelley, Keaton, & Albrecht, 2011). Stressors are real or perceived challenges to an organisms' ability to meet its real or perceived needs (Greenberg, Carr, & Summers, 2002).

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1.8.4 Strain

Strain is based on a relatively simplistic theory that views stress as occurring when work characteristics contribute to poor psychological or physical health (Beehr, 1995).

1.8.5 Leadership Style

According to Ehrhart (2004), Leadership styles refer to the way leaders behave towards or treat the individuals they are leading. It is also referring to the pattern of leaders' behaviour that display during work with and through others.

1.8.6 Transactional Leadership

Transactional leadership happens when a person takes the initiative in making contact with others for the purpose of an exchange of valued things (Burns, 1978). It means, based on Kuhnert and Lewis (1987) stated that Transactional Leadership is an exchange between followers and leaders desired outcomes by fulfilling the leader's interest and follower's expectations.

1.8.7 Conflict

Thomas (1992) has said the definition of conflict is a process that begins when one party has a perception that the other party has negatively affected or will negatively affect, something that are concerns or interests of the first party.

1.8.9   Personality

Personality is referred to the complex characteristic that distinguishers an individual or a totality of an individual behavioral and emotional characteristic. Personality is defined as the combination of stable physical and mental characteristics that gives the individual his or her uniqueness (Afolabi & Omole, 2011)

1.8.10 Type A Personality

Type A personality described as a person that often to accept the target into challenging and demanding jobs but in the sense of time urgency. This type of personality will involve in such chronic disease because they insanely struggle to achieve the target more but in less time.

1.8.11 Type B Personality

Contrary of Type A, Type B is the person who never suffers from a sense of time urgency with its accompanying impatience and the person with Type B can relax without feel guilt in any task they did.

1.9   Organization of the Thesis

The thesis comprises five chapters. The first chapter presents the introduction, background of the study, problem statement, research questions, research objectives,

significance of the study, and scope of the research, definition of key terms, organization of the thesis and end with the conclusion.

The second chapter details out the literature review that focuses on the key topic areas and indicates what the state of knowledge is with respect to the research objectives and research questions stated in chapter one. The theory, concept, and model of job stress are presented in this chapter. Based on the literature review, afterwards this chapter discusses the theoretical framework and hypotheses developed for this study.

The third chapter discusses the research methodology that includes research design, variables measurements, population and sample, data collection procedure, instrument development, and result of pilot test. Statistical analysis methods used in this study are explained at the end of this chapter.

The fourth chapter reports the analysis of the empirical study and findings. Topics to be covered include profile of the respondents, goodness of measures, descriptive statistical analysis, and the results of hypotheses testing are presented. At the end of this chapter, a summary of the result is presented.

The fifth chapter covers the discussion and conclusion. That includes some important topics such as introduction, discussion, implication to the research and practical managerial decision, limitation, suggestion for future research, and lastly completed with the conclusion.

1.10   Conclusion

This chapter gives general overview of the whole research. In this chapter, the reasons why this study is conducted and the problem which studied in this research are stated clearly. The main aim of this research is to study about job stress and its

causes in the workplace. Employees in PT Semen Baturaja are chosen as the sample in this study to gather the data.

2.0   Introduction

This chapter continues the discussion on the previous chapter which focuses on the background of the study. Further, reviewing the literature on the general overview of job stress and its causes which consisting of several discussion areas that include definition, theory, concept, and model of job stress and each cause (stressor). This chapter also presents the research framework and hypotheses development based on the literature reviews.

2.1   Stress

2.1.1   Overview of Stress

Based on Thompson (2007), stress was dubbed as the 20th century disease and is quickly becoming the disease of the 21st century as well. Stress is a condition when the person got high strain for such a long term that can burden in back with getting some illnesses. Stress may influence the person's life to be the negative one. Based on Stress Management poll in 2009, there are six sources of causing stress. They are job, finances, relationship, children, school, and fear of disaster. Stress is defined as an environmental factor causing a potential injurious change to a biological system with major impact on many evolutionary processes irrespective of the density of organism (Parsons, 1993). Based on Selye (1975), stress can be defined as the nonspecific response of the body to any demand placed upon it to adapt, whether that

demand produces pleasure or pain. Stress happens when someone cannot cope with the pressure in such many form and it triggers the physiological response.

Stress is defined as negative discrepancy between an individual's perceived state and desired state, provided that the presence of this discrepancy is considered important by the individual (Edwards, 1988). Based on Carr, Kelley, Keaton, and Albrecht (2011), Stress typically occurs when a person is confronted with a threat that he or she does not feel to have the resources or coping skills to deal with. It can be more harmful thus unmanageable. Soylu (2007) said that the definition of stress as a system of forces located neither in the person nor in the environment, but in the relationship between the two that tends to strain or deform the person temporarily or permanently. Stress is sign of pressure from the study environment, subsequently converted into strain within a person (Kumar, Dhaneesh, & Balan, 2013). Baron (1998) explained stress is a many-faceted process that occurs in reaction to events or situations in our environment, which is termed as stressor. Stress comes from many factors. Stress can be caused by environmental, organizational, and individual variables (Mattenson & Ivancevich, 1999). Stress happens when there is no enough time but many things to catch up faster. When the level of stress becomes high for such long time period, deleterious effect will follow. Stress can affect someone's health. Some researchers such as Hinkle and Wolff stated that stress referred to biological science term such as Harold G. Wolff. Wolff (1943) said that stress is the result of interaction with noxious stimuli or circumstances (environment). Hinkle (1973) added that stress as dynamic state that involves adaptation to demand. Stress is force of acting that can cause the discomfort or strain. Stress happens when there are external forces that exert pressure on an individual. When a person is stressed,

the brain release powerful hormones called glucocorticoids which raise the blood pressure and tense the muscle (Hussin, 2008).

Based on Steinert (2011), the consequences of stress can be further broken down into three types:

a) Physical consequences

b) Physiological consequences

c) Occupational consequences

In physical consequences, it is impact on the person's body. In the early research, it is said that stress was directed at physical consequences because stress can create changes in metabolism. In the Physical consequences, once under prolonged stress will make the immune system weakened and it will result the illnesses. Based on Hussin (2008), as the immune system weakens, increased susceptibility to cancer tends to become more prominent as well as weakening of the muscles and glands. Heart disease and stroke is the common outcomes of stress (Robbins & Judge, 2011). Beside those, increasing blood pressure, headache, and induce heart attack are another outcomes of stress.

A physiological consequence is related to emotional difficulties and behavioural problems. Too much demand in work, the ability to relax and enjoy life is affected. Hussin (2008) have stated that the symptom of the employee who got this effect is insomnia, alcoholism, aggression, and depression.

The last is about occupational or behavioural consequences. Behavioral symptom includes changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, and sleep disorders (Robbins & Judge, 2011). Thus, Hussin (2008) added that

behavioural consequences always directly related to both psychological and physiological consequences and in turn create major financial losses both for individual and organization.

Stress is a key issue facing many organizations yet, despite the increasing awareness of how it impacts on business (Shuttleworth, 2004). Stress involves real or perceived changes within an organism in the environment that activate an organism's attempts to cope by means of evolutionarily ancient neural and endocrine mechanisms (Greenberg, Carr, &Summers, 2002).

2.2   Job Stress

2.2.1   Overview of Job Stress and Occupational Stress.

Job stress may indeed lead to poor health (Robbins & Judge, 2011). Stress can damage to your health condition, relationship and productivity. Stress in the workplace has become a well documented problem among workers today. Recent surveys have indicated that 40% of U.S. workers experience stress in their workplace.American Institute of Stress stated that about 80 percent of work-related injuries and 40 percent of turnover is caused by stress. The high level of job stress is costly the company, but also it has the potential to be one of significant cost to the individual in terms of physical and psychological. George (2011), emphasized that there are many reasons suggested as to why employees experience workplace stress. Then, he added, the current nature of workplaces is that constant stress is intensified as organizations go through major changes in order to remain competitive in the market. Job stress can affect the individual physical, mental and behavioural aspect of life. Employee reacts as gloomy, nuisance, anxious just like

confused individual. After that, the employee shows less interest in work, absenteeism will be done simultaneously and lastly, turn over from job. Job stress makes the employee cannot do the tasks well and effectively and it ends with dissatisfaction. More satisfied the employee with the job, more effort he or she does. Based on what Gray-Toft & Anderson (1985) explained, job stress impairs the work tasks and that it will reduce job satisfaction, found to be an indirect cause of absenteeism.

As we all know, the organization life demands for change and adaptation. Many researchers have mentioned there is relationship between job and stress. As working some jobs, employees have to do some tasks as demands. Seyle (1974) stated that such demands constitute occupational stress. These demands will be perceived positively as challenge or hindrance by individual, depending on their differences and the capacity to cope (Numerof, 1987). Boudreau (2000) stated that there are two work stressors that exist in the workplace: challenge and hindrance stressors. Lepine, Podsakoff and Lepine (2005) explained that challenge and hindrance stressors may come to be associated with cognitions identified in expectancy theory. They also added that challenge stressors should be associated with high motivation because people are likely to believe that there is a positive relationship between effort expended on coping with these demands and the likelihood of meeting the demands, and also likely to believe that if these demands are met, valued outcomes will occur. Challenge stressor will enhance job performance and satisfaction. Steinert (2011) explained the challenge arises when considering how the process unfolds, from the first encounter with a stressor, to the individual response and ultimate outcomes. Early evidence also shows that challenge stressors produce less strain than hindrance stressors. Contrary of challenge one,

hindrance stressor is keeping you from reaching the goals such as red tape, office, politics, and confusion over the task or responsibility. Hindrance stressors should be associated with low motivation because people are not likely to believe that there is a relationship between effort expended on coping with these demands and the likelihood of meeting them (Lepine, Podsakoff, & Lepine 2005).

Based on French, Cobb, Caplan, Van Harrison, and Pinneau (1976), the occupational stress refers to any characteristic of the job environment which poses a threat to the individual, either excessive demands or insufficient supplies to meet his needs. Ross and Altmaier (1994) added that occupational stress is the interaction of work conditions with characteristics of the worker, such as the demand of work that exceed the ability of the worker to cope. A balance between demands and resources helps individual to function comfortably and stress occurs when there is a sign of unsuitability between the two. Levi (1979) explained that occupational stress arises where discrepancies exist between occupational demands and opportunities in the one hand and the worker's capacities, needs the explanation on the other. Occupational stress could result from work design, job qualifications, job performance and organizational structure (Rogers, et al.,1987). Work overload could also contribute to stress (Rogers, et al., 1987, Pflanz & Ogle, 2006).

2.2.2 Theory and Model of Job Stress

Cooper (1978) created a model that identified the potential sources of stress; Environmental, Organizational, and Individual.

Potential Sources | Consequences

Environmental factors
-Economic uncertainty
-Political uncertainty
-Technological uncertainty

Organizational factors
-Task demands
-Role demands
-Interpersonal demands
-Organizational structure
-Organizational leadership
-Organization's life stage

Individual factors
-Family problems
-Economic problems
-Personality

Experienced stress

Physiological symptoms
-Headaches
-High blood pressure
-Heart disease

Phychological symptoms
-Anxiety
-Depression
-Decrease in job satisfaction

Behavioral symptoms
-Productivity
-Absenteeism
-Turnover

Figure 2.1 **Potential source of stress by Cooper (1978)**

➢ **Environmental Factors**: At the environmental factors, economic, political and technological uncertainties are the reasons of occurring the stress. Changes in the business cycle create economic uncertainties. When people's economy is not in good condition, stress will increase because they always anxious about their security. They afraid of cannot fulfill their welfare. Technological uncertainty means the new technology attached in one company, and then the old employees cannot accomplish the task because of their obsolete skill. Technological innovation treats some of employees so it will risk their performance and cause the stress afterward.

➢ **Organizational Factors**: There are some factors at organizational level; tasks demands, role demands, interpersonal demands, organizational structure, organizational leadership, and organizational life stage. Task

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demand is related to person's job. They include the design of the individual's job (autonomy, task variety, degree of automation), working conditions and the physical work layout. For example, operators work at assembly line. Role demand is related to pressure. The pressure placed on a person as a function of the particular role the person plays in the organization. Interpersonal demand is related to pressure created by other employees. Lack of social support from colleagues and poor interpersonal relationships may cause considerable stress, especially among employees with a high social need. Organizational structure defines the differentiation in the organization, the degree of rules and regulation and where the decision is made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential sources of stress. Organizational leadership related to managerial style of the organization's senior executives. Some chief executive officers create a culture characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the short-run. It will impose excessively tight controls and routinely fire employees who don't measure up. And the last is organizational life stage that related to stage of life cycle that impacted both internal and external environmental circumstance factor

➤ **Individual factors**: National surveys consistently show people hold family and personal relationships dear. Marital difficulties, the braking of a close relationship, and discipline troubles with children create stresses employees often can't leave at the front door when they arrive at work. The economic

problems of overextended financial resources create stress and siphon attention away from work. The last is personality factor related to stress. Most of the researcher stated that stress symptoms before beginning a job accounted for most the variance in stress symptoms reported nine months later. The researcher concluded that some people may have an inherent tendency to accentuate negative aspects of the world. If this is true, then the significant individual factors that influences stress is a person's basic disposition. So, the root of stress symptoms is originally from person's personality.

| Sources of stress at work | Individual Characteristics | Symptoms of occupational ill health | Disease |

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┌──────────────────────┐   ┌─────────────────┐   ┌──────────────────┐
│ Intrinsic to job     │   │ The individual  │   │ Individual       │
│ Poor physical working│   │                 │   │ symptoms         │
│   conditions         │   │ Level of anxiety│   │                  │   ┌──────────────┐
│ Work overload        │   │ Level of        │   │ Diastolic blood  │   │ Coronary     │
│ Time pressures       │   │   neuroticism   │   │   pressure       │   │ heart disease│
│ Responsibility for   │   │ Tolerance for   │   │ Cholesterol      │   └──────────────┘
│   lives              │   │   ambiguity     │   │   level          │
├──────────────────────┤   │ Type A          │   │ Heart rate       │
│ Role in organization │   │ behavavioral    │   │ Smoking          │
│ Role ambiguity       │   └─────────────────┘   │ Depressive       │
│   /conflict image of │                         │   mood           │   ┌──────────────┐
│   occupational role  │                         │ Escapist         │   │ Mental ill-  │
│ Boundary conflicts   │                         │   drinking       │   │ health       │
├──────────────────────┤                         │ Job              │   └──────────────┘
│ Career development   │                         │   dissatisfaction│
│ Overpromotion        │                         │ Reduction        │
│ Underpromotion       │                         │   aspiration     │
│ Lack of job security │                         └──────────────────┘
│ Thwarted ambition,etc│
├──────────────────────┤   ┌─────────────────┐   ┌──────────────────┐
│ Relationship at work │   │ Home-work       │   │ Organisational   │
│ Poor relations with  │   │ interface sources│  │ symptoms         │
│   boss, subordinates │   │ of stress       │   │                  │
│   or colleagues      │   │                 │   │ High             │   ┌──────────────┐
│ Difficulties in      │   │ Family problems │   │   absenteeism    │   │ Prolonged    │
│   delegating         │   │ Dual-career     │   │ High labor       │   │ Strikes      │
│   responsibilities,  │   │   marriages     │   │   turnover       │   │ Frequent     │
│   etc.               │   │ Life crisis     │   │ Industrial       │   │ accidents    │
├──────────────────────┤   └─────────────────┘   │   relations      │   │ Poor         │
│ Organisational       │                         │   difficulties   │   │ performances │
│ Structure            │                         │ Poor quality     │   └──────────────┘
│ And Climate          │                         │   control        │
│ Little or no         │                         └──────────────────┘
│   participation      │
│   in decision-making │
│ Restrictions on      │
│   behavior           │
│   (budgets, etc.)    │
│ Office politics      │
│ Lack of effective    │
│   consultations, etc.│
└──────────────────────┘
```

Figure 2.2 **Potential source and consequences of the stress (Robbins, 2001)**

Robbins (2001) has introduced the model of potential source and the consequences of the stress. This model is defined that stress has three main potential sources which involved environment, organizational and individual. As stated above, the environmental factors involved economic uncertainty, political uncertainty and technological uncertainty. Basically, for some of old employees who cannot catch up with technology, stress will approach them. The surveys said that one of the stress roots that contributed in the organizational factors is organizational leadership that

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will be discussed after this point. The last is individual factors such as personality. Next point will also be discussed about this problem.

2.3 Causes of Job Stress

2.3.1 Leadership Style (Transactional Leadership)

Leadership style is about to motivate, exchanging the ideas, paying the employee attention, giving supportive climate, two ways communication and promotion or paying the reward. Organizational leadership represents the managerial style of the organization'sseniorexecutives. Leadership is an important contributor to organizational success (Smith & Cooper, 1994). Some chief executive officers create a culture characterizedby tension, fear and anxiety. They establish unrealistic pressures to perform inthe short-run. It will impose excessively tight controls and routinely fireemployees who don't measure up.There are some famous leadership styles. But, this study will only discuss about transactional leadership with the relation with stress.

To achieve the company objectives, leader needs adopt some leadership styles which satisfy the employees and as well as the company culture. The effective leadership is not only affect the employee but also affect the company. Actually, some leaders use their authority that would affect the employees' attitudes and behaviour. Effective leadership should affect the organizational effectiveness and will lead the organization towards success (Jam, Akhtar, Haq, Rehman, & Hijazi, 2010). Beside affect the health of employees; leaders can affect the employees' performance in the workplace. It means, employees that affect their health, cannot concentrate with the workload, thus it becomes the low in productivity. The

leadership and leader behaviour plays an important role while achieving organizational goals (Jam, Akhtar, Haq, Rehman, &Hijazi, 2010). There is small body of empirical research that has shown a link between leadership style and measures of employee well-being and employee health (Nielsen, Randall, Yarker,& Brenner, 2008). Leaders sometimes give the pressure to the employees associated with their managerial role, so that pressure gives the positive relation with employee's poor health. A link between leadership and well-being may be explained by examining how leadership behaviour affects followers' perceptions of their work characteristics

Leaders should represent the combination both authority and support that may lead to meet the organizational goals. What is leader? Actually leader is a person who set the targets and encourages or motivates the employees to achieve the organizational goals. Leaders played a significant role in monitoring the amount of control individuals or employees. (Offerman & Hellman, 1996). The leader should have some characteristics such as directive, delegating, consulting, persuasive and conductive. How the person lead the employees depends upon the leader's personal attributes, employee's personal attribute and the organizational factor itself. In the way that leader influences the employee to achieve the target may create tension, work, burden, and feel dissatisfaction in the workplace. Based on Jam, Akhtar, Haq, Rehman, and Hijazi (2010), the leadership style may lead the workers towards job stress. They also added that there is very close relation between effective leadership style and job stress, performance and satisfaction. Actually, there are a number of job stressors in the leadership role (Cooper & Marshall, 1978) and leader himself or herself can be a central source of stress among the employees. Introducing and managing new technology is also potential stressors for people in leadership roles

(Smith & Cooper, 1994). For example, there is new software that organization needs to speed up for the important processes, but the employees cannot catch up with the new software, in the end, they feel frustrated and lack of concentration in their job. If employees cannot meet what leader expect, it may raise the problem between leader and employee.

Based on Smith and Cooper (1994), at an analytic level, stress and leadership can be decomposed into five major facets:

1. Stress and leader emergence

2. Sources of stress in the leadership

3. Leader stress and leader effectiveness

4. Follower stress and leadership

5. Leadership and stress in follower

Leadership can increase the stress if it is tyrannically and too much control-oriented. Leader instructs his or her employees by saying "work more quickly", "work accurately", "hurry up, we don't have much time" will generate detectable physiological symptoms of stress such as increase level of systolic and diastolic blood pressure (Misumi 1985; McCormick & Powell, 1988).

Transactional leaderships one of leadership styles that much related to stress. Kuhnert and Lewis (1987) stated that Transactional Leadership is an exchange between followers and leaders desired outcomes by fulfilling the leader's interest and follower's expectations. Actually, transformational leadership seeks to motivate the employees by appealing to their own style of self-interest. Transactional leadership focuses on accomplishment of the task and employees relationship in exchange for the desirable reward. There are three form of transactional leadership: contingent reward, management by exception-active, and management by exception-passive

(Lyons & Scneider, 2009). Thus, Nyberg, Bernin and Theorel (2005) added another form of transactional leadership; laissez-faire leadership. So, the form of transactional leadership would be four.

1. Contingent reward. Based on Howell and Avolio (1993), contingent reward leadership is viewed as positive exchange whereby followers are rewarded or recognized for accomplishing agreed-upon objectives. Contingent reward influences behaviour. The leaders clarify the work that has to be accomplished. Most importantly, the leader uses the incentives to achieve result when meets the expectations.

2. Management by exception - active (MBEA). Hater and Bass (1988) explained that the leader of MBEA continuously monitoring the followers' performance to anticipate the mistake before it turns to be a problem and the leader takes corrective action when required. This form of this leadership uses corrective methods to ensure the work is completed and meet the standards.

3. Management by exception − passive. The leader usually uses the correction or even the punishment as a response to unacceptable performance or deviation from the accepted standards. They intervene by criticism and reproof reproach only after mistake is made and standard is not met (Howell & Avolio, 1993).

4. Laissez-faire. The leader of this leadership form is indifferent and has a hands-off approach toward the followers and their performance. All the needs are ignored and this leader does not respond to problems or does not monitor performance. Bass (1990) added that the leader abdicates responsibility and avoids making decisions.

2.3.2 Conflict in Work Team

Robbins and Judge (2011) stated about what the meaning of work team is. A work Team defined as a group whose individual efforts result in performance that is greater than the sum of the individual inputs. Guzzo and Shea (1992) explained teamwork have received attention from social and organizational psychologists over the last decades. In a team, there are many things they have to be accomplished and accept the challenges and one of the challenges is how to solve the intragroup conflict. Work in team sometimes arises several issues. One of those many issues is emerging the conflict. Basically, conflict is a process which takes place between two or more parties.One of the elements of the work interface is experiencing the conflict among the team members. Conflict is the process that begins when an individual or group feels negatively affected by another person or group (Wall and Callister, 1995). It will make the circumstance between the work team to become the worst and affect their health as symptom of stress. The bad conflict will bring many disadvantages especially for the organization itself. The employees will work under pressure because of bad relationship. The bad conflict will make the employee feel uncomfortable thus, the intention to leave happens. Work Conflict has an imperative effect on turnover intentions because marketing executives feel difficult & complex to handle both the situations efficiently (Noor & Maad, 2008). Hudson (1999) has explained that workplace, in general, is producing increasing levels of conflict and stress. Burke et.al (1980b) stated that there are relationship between work stressors and work conflict. Kahn,Wolfe, Quinin, Snoek, and Rosenthal (1964)also identified conflict as significant source of strain. So, there are some evidence stated variety of

work stressors have been associated with work conflict (Greenhaus & Beuteull, 1985).

Conflict can produce strain. Bartolome and Evans (1980) explained about strain-conflict relationship. They said that several stressful events at work produce fatigue, tension, worry or even frustration. There is tremendous evidence that stress arises from work (work stressors) can produce the symptoms of strain such as tension, anxiety, fatigue, depression, apathy, and irritability (Van Sell, Brief, & Schuler, 1981). And based on Pleck.et.al 1980, conflict which led to strain will evoke fatigue or irritability. Drach-Zahavy and Freund (2007) defined that most studied exploring team under stress have focused on the effects of stress on team processes or attitude, and have neglected team structures. Furthermore, they more explained that proponents of the restriction hypothesis argue that working under stress harms team attitude or interaction processes, resulting in the degraded team performance. Considerations of how task conflict relates to team effectiveness at different levels of relationship conflict, defined as tensions, annoyances, disagreements, and personal incompatibities over matters such as beliefs, values, habits, and personalities (De Dreu, 2008; Jehn, 1995, 1997).

Some of the researchers have distinguished conflict that happened in one circumstance (intragroup conflict) as the root of stress divided into three types. In the intragroup conflict, it may emerge the result that lead tension between team members due to real or perceived differences as De Dreu and Weingart (2003) have stated. Jehn (1995) gives the opinion about those three as the first type of conflict mentioned as task conflict, the second type mentioned as relationship conflict and the third type mentioned as process conflict.

1) Task conflict linked to the goal of clarifying the condition in which conflict may favourable or risk team functioning. This is related to disagreements in viewpoints and opinions about the team task (Jehn and Chatman, 2000). One of the examples is the disagreement of decision among the team members.

2) Relationship conflict as known as emotional conflict defined as tension, irritation and hostility among team members (Jehn, 1995). This conflict will lead to stress because this conflict incites the malignance if the bad relationship still remains.

3) Process conflict defined as the task that should be accomplished by the team, including the distribution of responsibilities and the delegation of tasks among their members (Jehn, 1995). Process conflict focuses on task strategy and delegation of duties. Furthermore, when member among the team disagree about who will responsible to do the task, it must be raise the conflict and put forth the debate. But, this conflict does not affect strain and sometimes can improve job performance.

2.3.3 Personality

Campbell (2010) defined the personality type classification covers many aspects of human behavior such as attitude, action and reaction, thinking, learning, feeling, and lifestyle. A person's behaviour with different type of personality reflects the way a person perceives the world. Robbins and Judge (2011) stated about personality as sum total of ways in which an individual reacts to and interacts with others. The personality type of an individual generates a great deal of impact on the performance

of various activities that humans can carry out (Campbell, 2010). Bolger and Schilling (1991) stated that individual's health and psychological well-being can be influenced by personality. It came from three different forms:

1. It explain on how an individual is more prone to stress compared to others

2. It influences individual to react negatively to a stressful situation

3. It can be detrimental to health and psychological balance through biological mechanism, which is not related to the surrounding situation.

The employee's personality will affect the arising of stress. In some literatures, found that there is relationship between levels of job stress with personality. Based on Contrada, Leventhal and O'Leary (1990), personality is an important determinant of health and psychological outcomes. Brief, Rude and Rabinowitz (1983) found that there is relationship between personality type and job stress. More and more studies are examining how personality affects the stress process experienced by workers and people in general (Ju-Miao Cheng, Cunningham, Mo Wang, & Junqi Shi, 2009). Various literatures have pointed out that there was a significant relationship between stress and type A and type B personality however it is the Type A, which thrives on stress (Raza, 2007). Job stress affect the individual has been related to personality type that the person himself has. Robbins (1993) stated that Type A personality who is three times more likely to suffer from coronary heart disease than the Type B personality.

Froggatt and Cotton (1987) defined Type A is tent to be more stress than Type B because of increasing the volume of workload. It will load A type when completing a fairly simple task. Based on Robbin and Judge (2011), Type A

personality is aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time while Friedman and Rosenman (1959); Bolger and Zuckerman (1995) linked Type A personality is related to high level of cholesterol serum and the risk of coronary heart disease. Whetten et.al. (1996) described type A individuals who are competitive, hard-driving, impatient, and rigid in their approach. Type A is under moderate to high levels of stress. They push themselves to more or less continuous time pressure and strained by the deadlines. There is an established link between the "Type A" behaviour pattern and both perceptions of stress and stress-related outcomes (Raza, 2007). Atkinson (1994) stated that Type A behaviour whereby the employee is tend to be hard-driven, ambitious and competitive. Type A individual has bad at impulse control and needs to be active in all aspects. Sometimes, when it comes to emotions, they will show the anger with outburst by displaying strong emotional reactions.

Robbins and Judge (2011) explained about Type A personality characteristics:

- Are always moving, walking, and eating

- Feel impatient with the rate at which most events take place

- Strive to think or do two or more things at once

- Cannot cope with leisure time

- Are obsessed with numbers, measuring their success in term of how many or how much of everything they acquire.

While Brief, Rude and Rabinowitz (1983) interpreted the characteristics of Type A personality as:

- Work long hours constantly under deadlines and conditions of overload

- Take work home on evenings and at weekends

- Sometime, cut the holidays to get back to work

- Feel frustrated in the work situation

- Irritable with work effort of the subordinates.

Contrary of Type A, Type B is open to criticism and they try to make others feel accepted and at ease and so they are more satisfied with their jobs (Afolabi & Omole, 2011). When they are angry, they use humour subtly to make their point, but they are angry about the issue not the person. They can be more accepting of emotions and tend to go with the mood at the moment. Type B is normally passive retrained and not overly ambitious (Feather & Volkmer, 1988). Type B person put themselves under unnecessary pressure and does not ambitious as Type A's. Obliviously, Type B may achieve the goals as much but they are more easy-going and relax of their work without feeling guilty. Type B person thinks positively so that's why they can handle stress in a more balanced way. Based on Friedman and Rosenman, (1974), Type B personality is described as follow:

- Team player

- Relaxed & forgiving

- Enjoy vacations & leisure

2.4 Research Framework and Development of Hypotheses

2.4.1 Research Framework

The researcher framework is basically based on the potential source and consequence of stress which introduced by Robbins (2001). The research framework developed is presented in Figure 2-1.

```
┌─────────────────┐
│ Organizational  │
│   Leadership    │─────┐
└─────────────────┘     │
┌─────────────────┐     │      ┌─────────────┐
│    Conflict     │─────────▶  │  Job Stress │
└─────────────────┘     │      └─────────────┘
┌─────────────────┐     │
│   Personality   │─────┘
└─────────────────┘
```
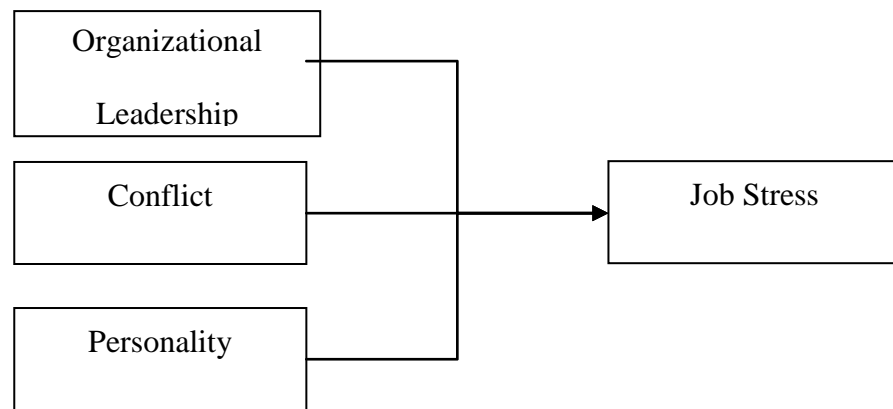
Figure 2.3 **Research Framework**

Job stress is a dependent variable in this research. The independent variables are organizational leadership, teamwork, and personality as causes of job stress which represent the causes of job stress. In the beginning, this research identify the stressor that caused stress in workplace, then more focus in analyze the relationship between each stressor toward job stress level.

2.4.2   Development of Hypotheses

The hypotheses developed and to be tested in analyzing the relationships among variables based on the research framework which discussed before. The hypothesis for this study is as follows:

H_1: There is significant relationship between organizational leadership and job stress.

H_2: There is significant relationship between teamwork and job stress.

H_3: There is significant relationship between personality and job stress.

2.5   Conclusion

This chapter had reviewed some literatures and previous studies about job stress and factors that contribute to stress in workplace among employees. This chapter also presented the research framework and hypotheses development.

CHAPTER 3

METHODOLOGY

3.0   Introduction

This chapter discusses the methodology of this research. This chapter explains on the research design, population and sampling, data collection, measurement and instrument development, data analysis and the pilot study.

3.1   Research Design

This research is an explanatory research which explains the phenomena in relationship between job stress and its causes, which consist of transactional leadership, conflict in work team, and personality among employee in PT Semen Baturaja. This study used quantitative research method as the research approach. Basically, the quantitative research design is used to enable the researcher to test the relationship between the research variables (Kreuger & Neuman, 2006) and based on Anderson, Sweeney and Williams (2000), quantitative research design can reliably determine if one idea or concept is better than the alternatives. Also, by using the quantitative research, it is able to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling a certain phenomena (Leedy & Ormrod, 2005).

In this study, the main objectives are to examine potential cause of job stress, specifically leadership style, conflict in work team and personality. Hence, quantitative research design is deemed suitable for this research as it allows the testing of relationship among variables suing statistical method. This research is

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conducted in the natural environment of the organization where the interference is minimal.

A questionnaire used as the instrument in this study. It helps in identifying the relationship among variables and supports the hypothesis testing. The best means to obtain the necessary data for hypotheses testing incorporated in the study via a structured questionnaire as it has the advantage of reaching more geographically dispersed sample, is low in cost, and is more convenient for the respondent (Zikmund, 1991). The objective of using a questionnaire in this study is to test and analyzed the hypotheses to allow empirical analysis of the research problems.

The unit of analysis in this study is at the individual level and primary data is collected through the distribution of questionnaires. In the questionnaire, the correspondents asked to answer about their perception related to stress, transactional leadership style, conflict in work team and personality. Moreover, to test all variables this study the data are collected cross-sectionally, which means data is collected at one point of time. A cross-sectional design is a simple, inexpensive, and allows data collection in a relatively short period of time.

3.2   Population and Sampling

The unit of analysis for this study is individual. All employees in Head Office of PT. Semen Baturaja (Persero) in Palembang are the population in this study. The total population in this study is about 470 employees. Zikmund (2003) suggested that it is not practical to collect data from the whole population because of the large number of it. Actually, sampling is needed to determine the sample size. Based on Gay and Diehl (1996), sampling is the process of selecting a number of units for a study in a way that the units represent the larger group from which they were selected. There

are three steps in sampling involved identifying the population, determining the required sample and select the sample (Gay & Diehl, 1996). As stated earlier, PT Semen Baturaja has about 470 employees in its Head Office in Palembang. Based on sample table by Krejcie and Morgan (1970), this study needs 140 sample sizes. This sample size is suitable by Roscoe's rule of thumb. Roscoe (1975) as indicated in Sekaran (2003) proposed that sample size larger than 30 and smaller than 500 are appropriate for most research.

This study used simple random sampling technique. The simple random sampling method is chosen because every element in the population has a known and equal chance of being selected as the sample. In short, the elements in population in PT Semen Baturaja are homogeny which can select randomly as the sample that representative the population. According to Sekaran (2003), simple random sampling has the lease bias and offered the most generalization. In order for this study to become more representative, it is important that the right method is chosen. A total of 470 employees were randomly selected using simple random sampling to represent the population of employees in Head Office of PT. Semen Baturaja in Palembang.

3.3 Data Collection

The questionnaires of this study were distributed to the employees in PT Semen Baturaja that participate in this research. The total population is about 470 employees and only 128 employees were picked up randomly as respondent to answer the question. They were considered as sample to the population of employee in Head Office PT Semen Baturaja in Palembang.

Data collection was carried out in March 17th and researcher personally went to head office of PT Semen Baturaja to distribute and collect the 130 questionnaires. Prior to the data collection, researcher made visit to this company to meet the person in charge to get permission to carry out the survey as well as good cooperation from the respondents. Discussion were made as to determine where and when the questionnaires to be distributed and collected. To ensure the high rate of return, the researcher tried to collect the questionnaires as soon as the respondents filled in the responses.

3.4 Measurement and Development of Instrument

A structured questionnaire is used as the main instrument in this study. Questionnaire method is chosen because it is an efficient data collection mechanism where the researcher knows exactly what is required and how to measure the variables of interest. Besides, this method of data collection offers some advantages such as quick response rate, cheap, easy to organize and well structured. The questionnaire is used to collect information on transactional leadership, conflict in work team, personality, job stress level, and socio-demographic of the sample.

Measurements of the variables in this study on the questionnaire developed based on previous study with some modification that suitable to the context and purpose of this study. According to Morgan and Hant (1994), the use of an existing questionnaire will save time and reduce the work needed in developing a new questionnaire and at the same time also carry some evidence of reliability and validity with it. There are a number of instruments developed in previous study that related to transactional leadership style, conflict in work team, personality, and job

stress level such as Bass and Avolio (1997), Noriah (1994), and Work of House, Mc Michael, Wells, Kaplan and Landermen (1979).

The questionnaire consisted of five sections which total 64 items of questions. The categorical variables are measured based on a five-point Likert-type scale. Likert-type scale is ranging from "strongly disagree", "disagree", "neutral" and "agree" to "strongly agree" for answering the question. Subjects are asked to express agreement or disagreement.

Section A of the questionnaire was composed of questions to identify the respondent's profile. From here, the study determines respondent's gender, age, level of education, how long have employee been working in the company and the division they are placed. Thus, it is counted as 5 items.

Section B of the questionnaire was composed of questions on the transactional leadership variable. It is to determine the leadership style in the company that causes the job stress of the employee. The questionnaire was adapted from Bass and Avoilo (1997), and a total 12 items are used.

Section C of the questionnaire was composed of questions on conflict in work team variable to determine the inter-relationship among employees and between employees and leader. The scale was adapted from Work of House, Mc Michael, Wells, Kaplan and Landermen (1979), whereby there are a total of 8 items are used in the scale.

Section D of the questionnaire was composed of questions on personality variable to determine individual personality of the employee in the company that cause the job stress (Type A and B). The questionnaire was adapted from Wong (1991), Bortner (1969) and also Friedman and Rosenman (1974), whereby there are a total of 24 items in this scale.

In the last section of questionnaire, Section 5 was composed of questions on job stress to identify the level of job stress that experienced by the employee. The questionnaire was adapted from Mc Lean (1979), whereby there are a total of 15 items in the scale.

3.5 Data Analysis

3.5.1 Goodness of Measures Testing

Reliability and validity analysis on measurement instruments in empirical research is very necessary for several reasons. Firstly, it raises the confidence that the empirical finding accurately reflects the proposed construct (Moore, 1998). Secondly, empirically validated scales can be used directly in other studies in the field or different populations and for longitudinal studies (Seyal, Rahman, & Hj Awg Mohammad, 2005).

3.5.1.1 Reliability Analysis

The reliability analysis was conducted to test the internal consistency of the measuring instruments. Reliability is concerned with whether the procedures of data collection and analysis will generate the same result on other occasions or will other observers make similar observation and arrive at the same conclusions from the raw data (Easterby-Smith, 2002 cited by Saunders 2007).

3.5.1.2 Validity Analysis

Validity is concerned about the accuracy of the data collected. Therefore a valid questionnaire will enable accurate data to be collected (Saunders, 2007). Validity is present in two forms namely internal validity and external validity which both concerned the relationship of findings with the true nature (accuracy) of those findings (Saunders, 2007).

3.5.2 Hypotheses Testing

This study conducted a questionnaire distribution to obtain quantitative data for statistical testing of the hypotheses. After completion of the questionnaire distribution, the obtained data analyzed using statistical tests. There are descriptive analysis, correlation analysis and simple regression analysis.

3.5.2.1 Descriptive Analysis

Descriptive statistics analysis aim to provide simple summaries about the sample and the measures. The profiles of sample were presented.

3.5.2.2 Correlation Analysis

The correlation analysis is used to identify the relationship and the strength of linear dependence between organizational leadership, conflict in work team, and personality as independent variables and job stress as the dependent variable.

Correlation analysis is a statistical method that used to measure the strength of linear dependence (correlation) between two variables (x and y), giving a value

between +1 and −1 inclusive. The magnitude of the coefficients show the strength of linear relationship exists between two variables while the sign (+) or (-) indicates the linear relationship is positive or negative correlation. The strength of the linear relationship exist measures with range $0 - 1$. In this study, interpretation based on McBurney (2011) is used. The measurement of the strength shows below.

Table 3.1

Interpretation of R by McBurney (2011)

R Value	Explanation
0.81 - 1	Strong Relationship
0.61 - 0.80	Moderately Strong Relationship
0.41 - 0.60	Moderate Relationship
0.21 - 0.40	Moderate Relationship but Weak
0 - 0.2	Weak Relationship

3.5.2.3 Multiple Regression Analysis

Regression analysis is a set of statistical procedures used to predict and explain the value of the dependent variable based on the value of one or more independent variables. Basically regression analysis aimed to find out how much the strength of the relationship that exists between two variables, if there is a significant relationship between that two variables that known through correlation test.

Multiple regressions used to determine the relationship between more than one independent variables and dependent variable, the direction relationship, the degree of the relationship, and strength of the relationship. In this study, the researcher used multiple regressions to regress three independent variables that

consist of transactional leadership, conflict in the work team, and personality as stressors and job stress level as a dependent variable.

3.6   Conclusion

This chapter considered the methodology of the research and the justification for the selected methodology. The methodology adopted was a quantitative research and this study included in explanatory research. Then it explained how the sample of population was selected by using simple random sampling technique and how the sample size was limited to a specific number and the reasoning behind it. Finally, it discussed how the hypotheses testing by using a few analysis.

CHAPTER 4

FINDINGS AND DATA ANALYSIS

4.0   Introduction

This chapter discussed the findings and data analysis obtained from the returned questionnaires. The discussion starts with the background of the respondents, background of the companies, descriptive analysis of all variables and inference analysis. Inference analysis will the research questions and test of hypotheses developed in the earlier section.

4.1   Background of the Respondents

Table 4.1 described the background of the respondents selected in this study. Overall, 130 respondents involved. 53.1 percent of them were male and 46.9 percent were female. They were 20 to 30 years old (31.5%), 31 to 40 (28.5%), 41 to 50 (20.8%) and more than 50 years old (19.2%). Majority of them were bachelor degree graduates (46.9%) and were in the organization for more than 6 years (55.4%). They were from various divisions in the organization, such as machining (11.5%), marketing (15.4%), finance (15.4%), logistic (14.6%), human resource (10.0%), research and development (16.9%) and purchasing the general goods (16.2%).

Table 4.1:
Background of the Respondents

	Frequency	Percentage
Gender		
Male	69	53.1
Female	61	46.9
Age (years old)		
20-30	41	31.5
31-40	37	28.5
41-50	27	20.8
>50	25	19.2
Level of Education		
Diploma	19	14.6
Bachelor Degree	61	46.9
Postgraduate	50	38.5
Years of Service (years)		
<1	11	8.5
1-3	28	21.5
4-6	19	14.6
>6	72	55.4
Division		
Machining	15	11.5
Marketing	20	15.4
Finance	20	15.4
Logistic	19	14.6
Human Resource	13	10.0
Research and Development	22	16.9
Purchasing the general goods	21	16.2

Note: N=130

4.2 Data Preparation and Screening

This section discusses on the data screening procedures, which include the detection of missing data, detection of outliers, normality distribution and reliability. 130 questionnaires distributed and returned. All of them were used for further analysis making the response rate of 100 percent.

4.2.1 Detection of Missing Data

Hair, et al. (2006) described missing data as "*information not available for a case about whom other information is available*". Missing data for this study was reduced by checking for errors in all the variables at the point of time they were collected. For the surveys, any unanswered questions were referred back to the respondent. To ensure that all the data were cleaned, frequency distribution and missing value analysis for each variable were conducted. There was no missing data reported.

4.2.2 Detection of Outliers

Outliers defined by Hair et al (2010) as an observation with a "*unique combination of characteristics identifiable as distinctly differen*t" from the other observations. In addition, Tabachnick and Fidell (2001) and Field (2009) also recommended graphic methods of detecting outliers such as histograms and normal probability plots. For this study, outliers were also detected using mahalanobis Chi-square (D^2) method. From the analysis, no cases were found to have the characteristics of outliers and all of the cases were used for the analysis.

4.2.3 Normality Test

The normality of distribution of data was examined by the skewness and kurtosis values for each variable. Skewness values present the symmetry of the distribution score and a skew variable's mean will not be at the center of this distribution; while kurtosis confer information about the "*peakness*" of distribution which can be either

too peaked (with short and thick tail) or too flat (with long and thin tail) (Tabachnick & Fidell, 2001).

Normal distribution is considered when value of skewness and kurtosis is at zero (0). Positive skewness value will have a cluster of cases to the left at a low value and negative skewness will have the score cluster or pile at the right side with a long left tail (Tabachnick & Fidell, 2001). Kurtosis with values of below zero (0) will indicate a relative flat distribution known as "*playkurtic*" and the kurtosis values above zero (0) indicate a peak distribution or "*leptokurtic*". However, Hair et al. (2010) recommended the rejection of the normality assumptions at absolute values of ±-3.29 at *p<0.001* significant level, ± 2.58 at *p<0.01* significant level and ± 1.96 at *p<0.05* significant level.

To assess the normality of the variables, the above suggestions were applied and noticeably none of the variables fell outside the ±3.29 at *p<0.001* probability range level. Table 4.2 is a summary of the kurtosis and skewness for all the variables. The data shows the variables were normally distributed. Therefore, in conclusion, all the variables do not deviate the normality test requirement.

Table 4.2**:**
Normality Test of the Variables

	Skewness	Kurtosis
Organizational Leadership	.285	.245
Conflict in Work Team	-.295	.052
Personality of the Employee	-.041	-.505
Job Stress	-.179	.289

The other step in analyzing the data for this study is to examine the normality of the data by assessing the shape of distribution. A test was conducted to determine

variable are done through visual inspections. An informal approach to testing normality is to compare a histogram of the sample data to a normal probability curve. The empirical distribution of the data (the histogram) should be bell-shaped and resemble the normal distribution. Appendix B illustrates the histogram to examine the normality distribution for the variables. It was found that the data were within the normal curve distribution. Hence, it is suggest that all of the variables were normally distributed.

4.2.4 Reliability Analysis

To ensure the reliability of the scales, internal consistency confirmation of the scales was performed by checking the Cronbach's alpha coefficient. The cut-off point for measuring the reliability for this study is coefficient alpha of above 0.7 as recommended by Tabachnick and Fidell (2001) and Hair et al. (2010). Table 4 exhibits the Cronbach coefficient alpha of the variables. All the variables in this study have values more than 0.7.

Table 4.3:
Reliability Coefficient of the Variables

	N. of Item	Cronbach's Alpha
Organizational Leadership	12	0.732
Conflict in Work Team	8	0.797
Personality of the Employee	24	0.780
Job Stress	15	0.744

4.3 Descriptive Analysis

This section evaluates the level of agreement towards entire variables tested in this study. Respondents were asked to indicate their agreement towards the statements of the variables, using the five points Likert-scale. Means score for each variable were then computed to determine to level of their agreement. The levels are categorized into three groups as follows:

1.00 to 2.33 = Low

2.34 to 3.66 = Moderate

3.67 to 5.00 = High

Table 4.4:
Descriptive Analysis of Job Stress

	Mean
Feeling that the work is never done	3.39
Taking work home to finish	3.15
Feeling that my job responsibility for too many people/things are increasing	3.41
Inadequate help to do work	3.09
Feeling exhausted after work	2.96
Unrealistic deadline	3.27
Can't catch up with changes	4.40
Not clear about the duties	3.58
Have so much work to do	2.66
Easily gets depressed when failures	3.18
Feeling fearful and insecure in work	2.81
Frequently disagree with staffs from other unit/department	3.37
Don't have any confident when doing the difficult task	2.98
Superior always critics me	3.01
Salaries out of proportion with workload	3.92
Overall	*3.28*

It was found in Table 4.4 that the level of job stress experience by the employees were at the moderate level (mean=3.28). Most of the employees perceived that they cannot catch up with the changes (mean=4.40), salaries out of proportion with workload (mean=3.92) and not clear about the duty (mean=3.58). They also feel

that their job responsibility for too many people/things are increasing (mean=3.41) and feel that the work is never done (mean=3.39).

4.4   Correlation Analysis

This section will show the correlation analysis. Correlation analysis was carried out to examine the relationship between independent variables and dependent variable. Based on Hair *et al* (2007), the strength of the association is reviewed based on the scale suggested in order to quantitatively describe the relationship between independent variables and dependent variable. The correlation results can be viewed in Table 4.5

Table 4.5
Correlation Table

		M_St	M_TL	M_TW	M_Ps
Stress	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	130			
Transactional Leadership	Pearson Correlation	.321**	1		
	Sig. (2-tailed)	.000			
	N	130	130		
Conflict in Work Team	Pearson Correlation	.578**	.061	1	
	Sig. (2-tailed)	.000	.491		
	N	130	130	130	
Personality	Pearson Correlation	.307**	.192	.210*	1
	Sig. (2-tailed)	.000	.028	.017	
	N	130	130	130	130

**Correlation is significant at the 0.01 level (2-tailed)
*Correlation is significant at the 0.05 level (2-tailed).

The correlation between the study variables are summarized in Table 4.5. All the results show the significant relationship between three independent variables to the dependent variable. Based on the table, it was found that there is a positive relationship between transactional leadership and stress. The correlation value was 0.321 and was significant at the level of 0.01. The strength of correlation between

transactional leadership and job stress are moderate relationship but weak ($0.21 \le r \le 0.40$). Correlation between conflict in the work team was positively related to job stress with value was 0.578 and was significant at the level 0.01. The strength of the correlation between conflict in the work team and job stress are moderate relationship ($0.41 \le r \le 0.60$). The Pearson Correlation showed that there is positive relationship between personality and job stress. The value was 0.307 and was significant at level 0.01 with correlation strength was moderate but weak ($0.21 \le r \le 0.40$).

4.5   Regression Analysis

To examine the relationship between independent variables (transactional leadership, conflict in work team and personality) and dependent variable (job stress), multiple regressions were conducted. Results were shown in Table 4.8.

Table 4.6
Effect of Independent Variables on Job Stress

	B	**t**	**Sig.**
Transactional Leadership	.205	3.818	.000
Conflict in Work Team	.363	7.769	.000
Personality of the Employee	.124	2.082	.039
R^2	0.436		
F	32.410		
Sig.	0.000		

Specifically, H1 indicated that transactional leadership is significantly related to job stress**.** The result of multiple regression analysis showed that β=0.205, (*p*<0.001). Thus, H1 that is supported. Based on the Beta value, the relationship between transactional leadership and job stress is positive.

Next, H2 stated that conflict in work team is significantly related to job stress. The result of multiple regression analysis showed that $\beta=0.363$ ($p<0.001$). Thus, H2 is supported. Based on the Beta value, the relationship between conflict in work team and job stress is positive.

H3 stated that personality is significantly related to job stress. The result of multiple regression analysis showed that $\beta=0.124$, ($p<0.05$). Thus, H3 that personality is significantly related to job stress is supported. Based on the Beta value, the relationship between personality and job stress is positive.

Finally, the regression analysis also indicate and estimate the effect of independent variables on the dependent variable. As shown in Table 4.8, it was found that all the dependent variables explained 43.6 percent of the variance ($R^2=0.426$, F=32.410, p<0.01), indicating the strong influence on job stress. Conflict in work team (B=0.363, t=3.838, p<0.01) was found to give the highest impact on job stress, followed by organizational leadership (B=0.205, t=7.769, p<0.01) and personality of the employees (B=0.124, t=2.082, p<0.05).

4.6   Chapter Summary

This chapter has successfully answered all research questions and tested the hypotheses developed. This chapter found that the level of the job stress among employees in PT Semen Baturaja were at the moderate level. All of the variables studied showed a significant relationship with employees job stress, with conflict in team work contributed most to the job stress. Next chapter, Chapter 5 discussed this finding and gave the recommendation and concluded the findings.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1   Introduction

This chapter is the last of the study and aimed at the areas that include discussion of the findings, limitations of study, recommendation and conclusion. The discussions were based on the objective of the study presented in Chapter 1.

5.2   Recapitulation of Study Purposes

In general, this study examines the relationship between transactional leadership, conflict in work team and personality on job stress. This study used the questionnaire as the instrument that helped in identify the relationship among variables and support the hypotheses testing. The unit of analysis of this study is at the individual level and the primary data is collected through distribution of questionnaire. All employees in Head Office of PT. Semen Baturaja (Persero) in Palembang are the population in this study. The total population is about 470 employees and only 128 employees were picked up randomly as respondent to answer the question. Data collection was carried out in March and researcher personally went to head office of PT Semen Baturaja to distribute and collect the 130 questionnaires.

In order to answer the research objectives that include the hypotheses, descriptive analysis and multiple regressions analysis were performed by using Statistical Package for Social Science (SPSS 20). Descriptive analysis is used to determine the level of job stress experienced (encountered) by employee in PT Semen Baturaja (RQ1). The overall level of job stress in PT Semen Baturaja is at

moderate level. Furthermore, multiple regression analysis is used to answer RO2-RO4 as H1-H3 which is to examine the relationship between independent variables (transactional leadership, conflict in work team and personality) and dependent variable (job stress). Hypothesis 1 which looks into the relationship between transactional leadership and job stress was supported. Transactional leadership was significant predictor of job stress and the relationship was positive. Hypothesis 2 is determining the relationship between conflict in work team and job stress. This relationship is supported. It was found that conflict in the work team has significant and positive relationship with job stress. Hypothesis 3 looks into the relationship between personality and job stress. It was found that personality and job stress were significant predictors of job stress. This hypothesis was supported since personality was positively and significantly related to job stress. By looking result of multiple regression analysis, RO5 could be answered which is to identify the most common factors that caused job stress of the employee of PT Semen Baturaja. It was found that conflict in the work team has the highest impact on job stress.

5.3   Discussion

In this section, discussion for research findings will be summarized according to objectives and hypotheses of the study.

Throughout this study, the analysis found that job stress level in PT Semen Baturaja was at moderate level and mainly this is probably caused by the variables that were studied in this research, specifically transactional leadership, conflict in the work team and individual personality. Indeed, this finding supported previous findings.

5.3.1 Relationship between Transactional Leadership and Job Stress

The result indicates that there is positive significant relationship between transactional leadership and job stress. This means that the more transactional leadership style used by the managers, the higher the level of stress was found among the employees. Finding from this study is in a line with the study by Kuhnert and Lewis (1987) which indicated that exception management (passive), a form of transactional leadership style, is a factor that is affecting job stress most. Exception management (passive) uses correction or punishment as a response to unaccepted performance. As a consequence, employees becomes pressured which is likely to cause job stress (Howell & Avolio, 1993).

The employees in PT Semen Baturaja were found to experience stress because of the transactional leadership style of their leaders. In this company, managers used transactional style to make sure that employees achieve their productivity target. If the employees did something wrong or cannot reach their productivity targets, they will be punished or get a penalty. Furthermore, it can be known that there is no actual reciprocal relationship between leader and employee in that company. The managers only want to make sure that targets are achieved without considering the employee's well-being.

5.3.2 Relationship between Conflict in Work Team and Job Stress

The regression results found that conflict in work team also predicts job stress in PT Semen Baturaja. The finding from the data supported the finding by Amason and Schweiger (1997) which showed that group conflicts can cause tension and stress in

the workplace. The conflict leads the tension between team members due to perceived difference as De Dreu and Weingart (2003) have stated.

The conflict may occur when there is no good cooperation among team members in the company, the team members cannot get along and the team member's ideas or actions are in opposite. In addition, the lack of communication will create the unreliability that leads to conflict and at the end resulted stress.

5.3.3 Relationship between Personality and Job Stress

The finding also indicated that there is a positive significant relationship between personality and job stress. This study confirmed the result of previous study conducted by Brief, Rude and Rabinowitz (1983) that there is relationship between personality type and stress. The further examination by Ju-Miao Cheng, Cunningham, Mo Wang and Junqi Shi (2009) also stated that personality affects the stress process experienced by workers in general. According to Raza (2007), various literatures have pointed out that there was a significant relationship between stress and type A and type B personality however it is the Type A, which thrives on stress. Froggatt and Cotton (1987) ratified that Type A is tent to be more stress than Type B because of increasing the volume of workload because actually Type A individuals are so competitive, hard-driving, impatient, and rigid in their approach (Whetten et.al., 1996).

From the data existing data, it found that PT Semen Baturaja only has few employees who have the Type A personality (personality that tent to be more stress). Some employees in PT Semen Baturaja who experienced stress may have the impatient, competitive and hard-driving personality. Hence, they are most likely to experience stress due to their personality.

5.3.4 The main factor that caused job stress

The regression analysis result found that the conflict in the work team gives highest impact on job stress. The next factor that impact on job stress is transactional leadership, and then followed by personality of the employee in PT Semen Baturaja.

5.4 Limitation of Study

The limitations exist of this study have been noted. The limitations include the sample which only consists organization's employees from P.T Semen Baturaja and with the same nationality, Indonesia. National culture values may influence that individual interprets and reacts to organizational stress that related to transactional leadership, conflict in the work team and also personality. Moreover, the result of this study may not be applicable in any other organizations considering the different management system, culture, work environment, policies, and values.

All the data that submitted in this study had been translated into Indonesian questions that previously made in English. The questionnaires that have been translated were used to help the respondents to better understand. There may have the dissimilarity connotation compared to the original questions. The accuracy and the consistency of the data may be affected.

This study is limited only to stress as dependent variable. The result of this study showed it represents 43.6% the effect of independent variables on stress, which means the remain percentage considered in increasing the level of job stress such as economic, organization's culture or value (Tehrani, 2002), role ambiguity (Soylu, 2007), and job responsibility (Ida, et al., 2008).

5.5 Recommendation

There are some recommendations for the future research and practitioners which have been identified.

5.5.1   Recommendation for the Future Research

The data and the model that presented in this study lay of some foundation that can be developed for the future research on the effective management stimulation, and resolution of organizational stress especially that related to leadership (transactional), conflict in the work team and personality. The broader demographic profile sample is recommended in order to have better understanding of the topic discussed. It is also recommended as with most studies for the greater participant, the more samples participate, the more reliable the conclusion.

Moreover, as the study recorded a low response rate, it is suggested that future research should involve a personal interview with the sample because through interviews the study will lead to more understand in-depth the information regarding the issue or problem that faced, so that it can reduce the chance of method bias.

5.5.2   Recommendation for the Future Practitioners

As shown in this study, organizational stress has significance relationship or influence on transactional leadership. It is so important to understand to avoid some issue regarding employee's productivity. Stress can reduce the effectiveness of employee's task which in turn causes low in job performance. To avoid the employees' stress, the company needs to build the counseling in order to provide

some information regarding what should the employees do when stress comes and how to overcome. Stress also has the positive relationship between conflicts in the work team, the higher level of conflict in the team, the higher level of stress. Encouraging the open discussion is one of the examples of avoiding the issue. The leader or the person in charge on keeping the team should discuss with other members about the job task or responsibility to bear among them. If they cannot do what is charged, then the leader should do something in order to make the employee feels so energize to motivate the work, by giving the incentive, because reward will spur them to work harder. Stress arises because of the employee's perception. Perceived the discrimination is the bad example of common thing in the workplace. To preventing the discrimination, the company should implement the equality policy, provide the equal opportunities training and ensure the employee to aware of its policy.

5.6   Conclusion

The main purpose of this study was to determine if stress in the workplace influences the transactional leadership, conflict in the work team and employee's personality. This study has met five objectives as mentioned earlier at Chapter 1.The finding of this study identified stress related to leadership (transactional), conflict in the work team and personality. The positive correlation identified that higher of leadership style, higher stress perception. Same goes for conflict in work team and personality, higher in conflict happen in work team, higher the stress and higher in perception or point of view regarding the employee's personality, higher the stress in the workplace. The result stated that conflict in work team has the highest score which means conflict in the work team is the most significant related to stress. However,

this result can be used for employee in particular organization. This study will assist the future research to discuss about stress especially related to leadership, conflict in the work team, and personality as the causes in other organizations and sectors.

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Appendix A Questionnaire

UNIVERSITI UTARA MALAYSIA

Dear Respondent,

I am inviting you to participate in a research project which is being conducted as a partial fulfilment to the requirement for the degree of Master of Science (Management) in Universiti Utara Malaysia.

The purpose of this research is to determine the influence of transactional leadership, conflict in the work team, personality and job stress. Along with this letter is a short questionnaire that asks a variety of questions about transactional leadership, conflict in the work team, personality and job stress. The questionnaire is bilingual (English and Indonesian).

Your honesty and sincerity are required in answering the questions. There is no right or wrong answer. And all your responses will remain confidential and will be used for the research purposes only.

Your time and cooperation are highly appreciated. Thank you.

Sincerely,

Adelia Ayuningrum

(Master of Science candidate)

Section A

Please tick (√) the appropriate box provided and answer the question in the space available /

Silahkan centang (√) dan tulis jawaban yang sesuai di kotak dan ruang yang tersedia

1. **Gender /** *Jenis Kelamin*

    ☐ Male / *Laki-laki*   ☐ Female / *Perempuan*

2. **My Age /** *Umur*

    ☐ 20-30   ☐ 41-50

    ☐ 31-40   ☐ >50

3. **Level of Education /** *Tingkat Pendidikan*

    ☐ High School / SMA   ☐ Bachelor Degree/Sarjana

    ☐ Diploma / Diploma   ☐ Postgraduate/PascaSarjana

4. **How long have you been working in the company? (in year) /** *Sudah berapa lama Anda bekerja di perusahaan ini (dalam tahun)?*

    ☐ <1   ☐ 4-6

    ☐ 1-3   ☐ >6

5. **In which division are you currently working in the company? (please state) /** *Dalam Divisi apa Anda bekerja di perusahaan saat ini? (mohon sebutkan)*

    _____

Section B

Please tick (√) the box with the most appropriate answer to you /

Silahkan centang (√) kotak dengan jawaban yang paling sesuai untuk Anda

1	2	3	4	5
Strongly Disagree / **Sangat Tidak Setuju**	*Disagree /* **Tidak Setuju**	*Neutral /* **Netral**	*Agree /* **Setuju**	*Strongly Agree /* **Sangat setuju**

No.	*Questions* / **Pertanyaan**	*Answer* / **Jawaban**				
1	My immediate superior displays power and confidence. *Atasan saya menunjukkan kuasa dan kepercayaan diri*	1	2	3	4	5
2	My immediate superior goes beyond self-interest. *Atasan saya melampaui kepentingan diri sendiri*	1	2	3	4	5
3	My immediate superior talks to us about his/her most important values and beliefs. *Atasan saya berbicara tentang nilai dan kepercayaan yang paling penting*	1	2	3	4	5
4	My immediate superior clarifies the central purpose underlying our actions. *Atasan saya menjelaskan tujuan utama yang mendasari tindakan*	1	2	3	4	5
5	My immediate superior sets high standards *Atasan saya menetapkan standard yang tinggi*	1	2	3	4	5
6	My immediate superior focuses on mistakes *Atasan saya focus pada kesalahan*	1	2	3	4	5
7	My immediate superior keeps track of all complaints *Atasan saya melacak semua keluhan*	1	2	3	4	5

8	My immediate superior concentrates on failures. *Atasan saya berkonsentrasi pada kegagalan*	1	2	3	4	5
9	My immediate superior reacts to problems only if they are serious *Atasan saya bereaksi terhadap masalah jika masalah itu serius*	1	2	3	4	5
10	My immediate superior's philosophy is 'if it's 'ain't broke, don't fix it *Filosofi atasan saya adalah 'jika' 'jangan rusakkan' 'jangan benarkan'*	1	2	3	4	5
11	My immediate superior waits for things to go wrong before taking any action *Atasan saya menunggu untuk sesuatu yang salah (tidak beres) sebelum mengambil tindakan apapun*	1	2	3	4	5
12	My immediate superior waits for the problem becomes chronic before he/she interferes *Atasan saya menuggu masalah menjadi kronik (berat) sebelum ia ikut campur*	1	2	3	4	5

Section C

Please tick (√) the box with the most appropriate answer to you /

Silahkan centang (√) kotak dengan jawaban yang paling sesuai untuk Anda

1	2	3	4	5
Strongly Disagree / **Sangat Tidak Setuju**	*Disagree* / **Tidak Setuju**	*Neutral* / **Netral**	*Agree* / **Setuju**	*Strongly Agree* / **Sangat setuju**

No.	*Questions* / **Pertanyaan**	*Answer* / **Jawaban**				
1	Thinking that you will not be able to meet the conflicting demand of various people you work with *Berfikir bahwa anda tidak akan bisa memenuhi permintaan yang bertentangan dari orang yang bekerja dengan anda.*	1	2	3	4	5
2	Not knowing what that people you work with expect of you *Tidak mengetahui orang yang bekerja dengan anda menharapkan anda.*	1	2	3	4	5
3	Having to deal with or satisfy too many people *Harus berurusan atau memenuhi terlalu banyak orang*	1	2	3	4	5
4	Management display favouritism. *Manajemen memamerkan sikap pilih kasih*	1	2	3	4	5
5	My Supervisor doesn't give feedback on my work. *Atasan tidak memberi umpan balik kepada saya*	1	2	3	4	5
6	There is a lack of cooperation within the team member. *Kurang kerja sama dalam anggota tim*	1	2	3	4	5

7	My colleagues are not friendly. Teman kerja (kolega) saya tidak bersahabat	1	2	3	4	5
8	My colleagues / subordinates behaviour are difficult to handle. Perilaku teman kerja (kolega) sulit untuk ditangani	1	2	3	4	5

Section D

Please tick (√) the box with the most appropriate answer to you /

Silahkan centang (√) kotak dengan jawaban yang paling sesuai untuk Anda

1	2	3	4	5
Strongly Disagree / **Sangat Tidak Setuju**	*Disagree* / **Tidak Setuju**	*Neutral* / **Netral**	*Agree* / **Setuju**	*Strongly Agree* / **Sangat setuju**

No.	*Questions* / **Pertanyaan**	*Answer* / **Jawaban**				
1	Every job must be done very neatly. *Setiap pekerjaan harus diselesaikan dengan rapi.*	1	2	3	4	5
2	I must enjoy doing my work. *Saya merasa menikmati melakukan kerjasaya.*	1	2	3	4	5
3	My opinion is always correct. *Opini saya selalu benar.*	1	2	3	4	5
4	I'm very worry when my superior calls me to his office. *Saya sangat khawatir saat atasan memanggil saya ke tempat kerjanya*	1	2	3	4	5
5	I worry over things that happened, to the extent that disturb my sleep. *Saya khawatir tentang apa yang terjadi sampai mengganggu tidur saya.*	1	2	3	4	5
6	My job performance should be better than my colleagues. *Prestasi kerja saya harus lebih baik dari kolega saya.*	1	2	3	4	5
7	I often feel guilty when I got nothing to do at my office. *Saya sering merasa bersalah ketika tidak*	1	2	3	4	5

	melakukan sesuatu di kantor					
8	I must finish my work, though I have to go back home late. *Saya harus menyelesaikan kerja, meskipun saya harus pulang telat*	1	2	3	4	5
9	My weekends are with my family *Akhir pekan saya dihabiskan bersama keluarga*	1	2	3	4	5
10	I'm aware of what is happening around me *Saya menyadari apa yang sekarang tengah terjadi di sekeliling saya*	1	2	3	4	5
11	I'm impatient when waiting for someone *Saya tidak sabar saat menunggu seseorang*	1	2	3	4	5
12	I plan my work so that I have enough time to complete *Saya merencanakan kerja sehingga memiliki waktu untuk menyelesaikan*	1	2	3	4	5
13	I'm satisfied with the present situation *Saya puas dengan situasi terkini*	1	2	3	4	5
14	I'm impatient whenever I have to wait for my colleagues to finish their work? *Saya tidak sabar saat harus menunggu kolega saya dalam menyelesaikan tugasnya*	1	2	3	4	5
15	I try to complete as much work as possible in a short period of time *Saya mencoba menyelesaikan pekerjaan sebanyak mungkin dalam periode waktu yang pendek*	1	2	3	4	5
16	I perform many tasks at one time *Saya melakukan banyak tugas-tugas dalam satu waktu*	1	2	3	4	5
17	I'm constantly improving my position or work	1	2	3	4	5

	performance *Saya terus-menerus meningkatkan posisi atau prestasi kerja saya .*					
18	I seek for others' opinion whenever I face the problem *Saya mencari pendapat orang lain ketika menghadapi masalah*	1	2	3	4	5
19	I'm ever willing to accept extra workload *Saya pernah bersedia menerima beban kerja tambahan*	1	2	3	4	5
20	I love to compete *Saya suka bersaing*	1	2	3	4	5
21	I'm ever willing to listen to someone *Saya pernah bersedia untuk mendegarkan seseorang*	1	2	3	4	5
22	I don't like to be late for appointments *Saya tidak suka terlambat dalam perjanjian*	1	2	3	4	5
23	I like to do things very fast *Saya suka melakukan sesuatu dengan sangat cepat*	1	2	3	4	5
24	I have many hobbies *Saya punya banyak hobi (kegemaran)*	1	2	3	4	5

Section E

Please tick (√) the box with the most appropriate answer to you /

Silahkan centang (√) kotak dengan jawaban yang paling sesuai untuk Anda

1	2	3	4	5
Strongly Disagree / **Sangat Tidak Setuju**	*Disagree* / **Tidak Setuju**	*Neutral* / **Netral**	*Agree* / **Setuju**	*Strongly Agree* / **Sangat setuju**

No.	*Questions* / **Pertanyaan**	*Answer* / **Jawaban**				
1	Feeling that the work is never done. *Merasa bahwa pekerjaan tidak pernah selesai.*	1	2	3	4	5
2	Taking work home to finish *Membawa pekerjaan kerumah untuk diselesaikan*	1	2	3	4	5
3	Feeling that my job responsibility for too many people/things are increasing *Merasa bahwa tanggung jawab kerja saya terhadap orang/sesuatu semakin bertambah*	1	2	3	4	5
4	Inadequate help to do work/ *Tidak ada pertolongan yang cukup dalam menyelesaikan pekerjaan.*	1	2	3	4	5
5	Feeling exhausted after work *Merasa kelelahan setelah bekerja*	1	2	3	4	5
6	Unrealistic deadline *Tempo masa tugasan yang tidak realistik*	1	2	3	4	5
7	Can't catch up with changes *Tidak bias mengejar ketertinggalan terhadap suatu perubahan*	1	2	3	4	5
8	Not clear about the duties *Merasa tidak faham (tidak jelas) dengan suatu tugas*	1	2	3	4	5

9	Have so much work to do *Mempunyai banyak pekerjaan untuk dikerjakan.*	1	2	3	4	5
10	Easily gets depressed when failure *Mudah depresi jika menemui kegagalan*	1	2	3	4	5
11	Feeling fearful and insecure in work *Merasa takut dan tidak aman dalam bekerja*	1	2	3	4	5
12	Frequently disagree with staffs from other unit/department *Sering merasa tidak setuju (tidak cocok) dengan beberapa staf dari unit atau departemen lain*	1	2	3	4	5
13	Don't have any confident when doing the difficult task *Tidak mempunyai kepercayaan diri saat melakukan tugas yang sulit*	1	2	3	4	5
14	Supervisor always critic me *Atasan selalu mengkritik saya*	1	2	3	4	5
15	Salaries out of proportion with workload *Gaji tidak sebanding dengan pekerjaan*	1	2	3	4	5

Appendix B Multivariate Normality

Histogram Charts:

Independent Variable: Transactional Leadership

Mean = 3.28
Std. Dev. = 0.411
N = 130
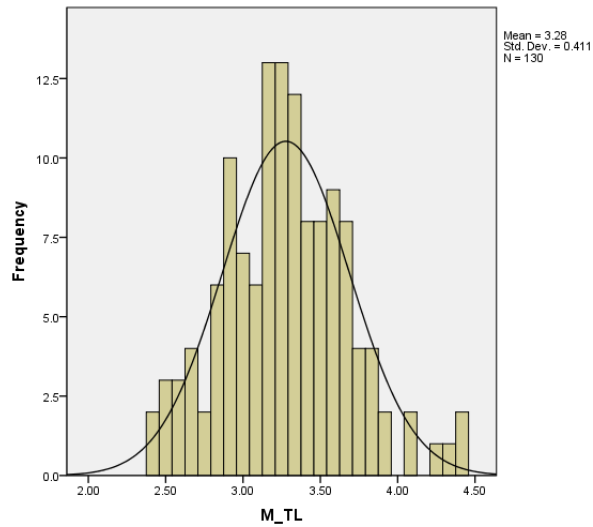
Independent Variable: Conflict in the Work Team

Mean = 3.07
Std. Dev. = 0.473
N = 130
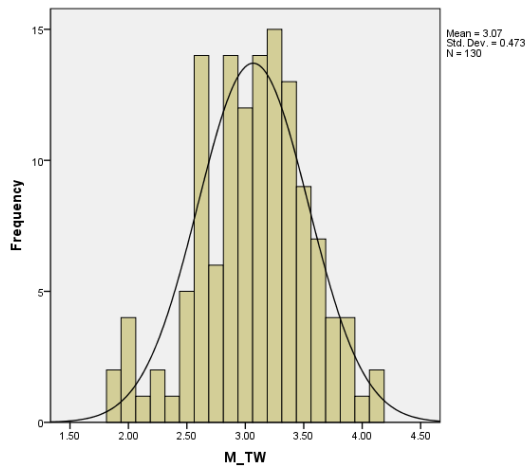
Independent Variable: Personality

Mean = 3.52
Std. Dev. = 0.377
N = 130

Dependent Variable: Job Stress

Mean = 3.28
Std. Dev. = 0.323
N = 130
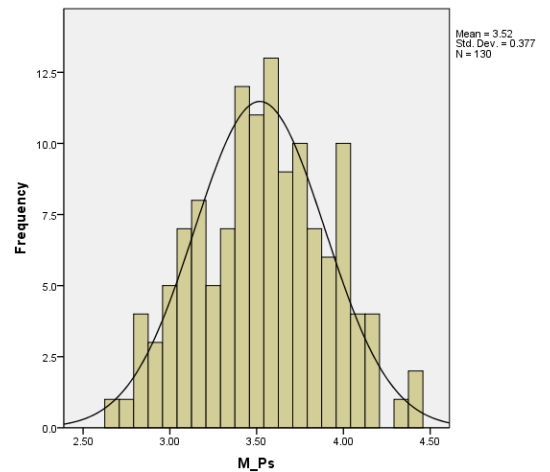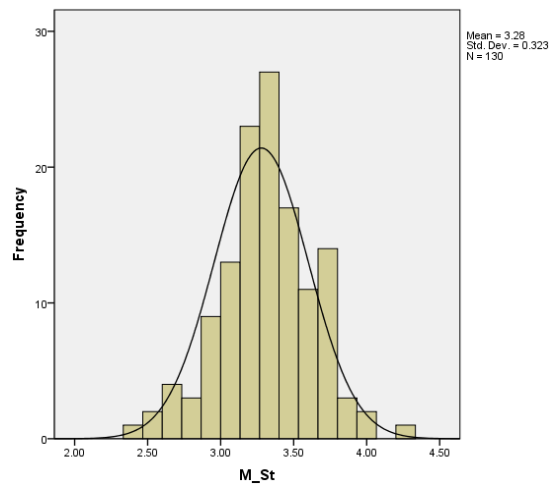
Appendix C Reliability Analysis

Scale: Transactional Leadership

Case Processing Summary

		N	%
Cases	Valid	130	100.0
	Excluded[a]	0	.0
	Total	130	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.732	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My immediate superior displays power and confidence	35.65	21.732	.374	.591
My immediate superior goes beyond self-interest	35.90	23.548	.249	.617
My immediate superior talks to us about his/her most important values and belief	35.64	22.682	.330	.602
My immediate superior clarifies the central purpose underlying our ations	35.78	23.012	.301	.607
My immediate superior sets high standards	35.65	20.523	.562	.551
My immediate superior focuses on mistkes	36.11	22.298	.419	.585
My immediate superior keeps track of all complaints	35.88	22.682	.358	.597
My immediate superior concentrates on failures	36.06	23.190	.341	.601
My immediate superior reacts to problems only if they are serious	34.56	25.271	.145	.632
My immediate superior's phliosophy is "if it's" , "ain't broke" , "don't fix"	36.10	25.533	.073	.646
My immediate superior waits for things to go wrong before taking my action	36.40	24.971	.111	.642
My immediate superior waits for the problem becomes chronic before he/she interferes	35.78	25.803	.042	.651

Scale: Conflict in the Work Team

Case Processing Summary

		N	%
Cases	Valid	130	100.0
	Excluded^a	0	.0
	Total	130	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.797	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Thinking that you will not be able to meet the conflicting demand of various people you work with	21.45	12.327	.068	.716
Not knowing what that people you work with expect of you	21.58	12.820	.015	.741
Having a deal with or satisfy too many people	21.27	10.710	.217	.737
Management displays favoritism	21.36	11.643	.217	.741
My superior doesn't give feedback on my work	21.31	12.075	.171	.763
There is a lack of cooperation within the team member	21.38	11.510	.262	.722
My colleagues are not friendly	21.56	12.016	.228	.741
My colleagues / subordinates behaviour are difficult to handle	21.86	12.120	.216	.747

Scale: Personality

Case Processing Summary

		N	%
Cases	Valid	130	100.0
	Excluded[a]	0	.0
	Total	130	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.780	24

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Every job must be done very neatly	80.04	75.929	.423	.768
I must enjoy doing my work	80.86	75.159	.284	.775
My opinion is always correct	81.78	77.182	.201	.779
I'm very worry when my superior alls me to his office	80.96	79.944	.045	.788
I worry over things that happened, to the extent that disturb my sleep	82.01	78.101	.180	.780
My job performance should be better than any colleagues	80.09	75.511	.383	.769
I often feel guilty when i got nothing to do at my office	81.78	73.586	.454	.764
I must finish my work, though I have to go back home late	80.98	72.689	.499	.762
My weekends are with my family	79.68	79.814	.167	.779
I'm aware of what is happening around me	81.38	72.624	.450	.764
I'm impatient when waiting for someone	81.72	74.422	.368	.769
I plan my work so that I have enough time to complete	81.14	74.089	.430	.766
I'm satisfied with the present situation	81.33	77.138	.269	.775
I'm impatient whenever I have to wait for my colleagues to finish their work?	81.74	77.962	.182	.780

I try to complete as much work as possible in a short period of time	80.08	77.033	.296	.774
I perform many tasks at one time	80.35	77.223	.277	.774
I'm constantly improving my position or work performance	79.88	76.884	.403	.770
I seek for other's opinion whenever i face the problem	81.15	75.227	.246	.778
I am ever willing to accept extra workload	80.82	75.666	.291	.774
I love to compete	80.58	70.494	.605	.754
I'm ever willing to listen to someone	81.22	75.132	.327	.772
I don't like to be late for appointments	80.67	72.208	.540	.759
I like to do things very fast	80.87	73.727	.424	.766
I have many hobbies	81.00	79.736	.027	.793

Scale: Job Stress

Case Processing Summary

		N	%
Cases	Valid	130	100.0
	Excluded[a]	0	.0
	Total	130	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.744	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Feeling that the work is never done	45.67	24.456	.012	.766
Taking work home to finish	45.92	23.489	.143	.728
Feeling that my job responsibility for too many people/things are increasing	45.65	23.050	.179	.718
Inadequate help to do work	46.15	23.573	.078	.749
Feeling exhausted after work	46.02	22.178	.212	.707
Unrealistic deadline	45.79	22.460	.136	.733
Can't catch up with changes	44.66	24.040	.193	.720
Not clear about the duties	45.48	24.469	.023	.761
Have so much work to do	46.40	24.893	.001	.746
Easily gets depressed when failures	45.88	22.397	.260	.797
Feeling fearful and insecure in work	46.25	22.997	.259	.702
Frequently disagree with staffs from other unit/department	45.69	23.005	.258	.702
Don't have any confident when doing the difficult task	46.08	22.800	.280	.796
Superior always critics me	46.05	24.129	.142	.729
Salaries out of proportion with workload	45.15	23.769	.174	.721

Appendix D Descriptive Statistic

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Feeling that the work is never done	130	1	5	3.39	1.138	-.339	.212	-.526	.422
Taking work home to finish	130	1	5	3.15	1.005	-.159	.212	-.423	.422
Feeling that my job responsibility for too many people/things are increasing	130	1	5	3.41	1.032	-.414	.212	-.116	.422
Inadequate help to do work	130	1	5	3.09	1.191	-.153	.212	-.814	.422
Feeling exhausted after work	130	1	5	2.96	1.171	.223	.212	-.778	.422
Unrealistic deadline	130	1	5	3.27	1.316	-.283	.212	-1.072	.422
Can't catch up with changes	130	3	5	4.40	.711	-.757	.212	-.675	.422
Not clear about the duties	130	1	5	3.58	1.085	-.312	.212	-.780	.422
Have so much work to do	130	1	5	2.66	.993	.387	.212	-.176	.422
Easily gets depressed when failures	130	1	5	3.18	1.007	.052	.212	-.631	.422
Feeling fearful and insecure in work	130	2	5	2.81	.864	.678	.212	-.587	.422
Frequently disagree with staffs from other unit/department	130	1	5	3.37	.864	-.356	.212	-.214	.422
Don't have any confident when doing the difficult task	130	1	5	2.98	.871	.030	.212	-.339	.422
Superior always critics me	130	1	5	3.01	.802	.261	.212	-.276	.422
Salaries out of proportion with workload	130	1	5	3.92	.836	-.487	.212	.576	.422
Valid N (listwise)	130								

Appendix E Correlation Analysis

Correlations

		M_St	M_TL	M_TW	M_Ps
M_St	Pearson Correlation	1	.321**	.578**	.307**
	Sig. (2-tailed)		.000	.000	.000
	N	130	130	130	130
M_TL	Pearson Correlation	.321**	1	.061	.192*
	Sig. (2-tailed)	.000		.491	.028
	N	130	130	130	130
M_TW	Pearson Correlation	.578**	.061	1	.210*
	Sig. (2-tailed)	.000	.491		.017
	N	130	130	130	130
M_Ps	Pearson Correlation	.307**	.192*	.210*	1
	Sig. (2-tailed)	.000	.028	.017	
	N	130	130	130	130

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

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix F Multiple Regression Analysis

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	M_Ps, M_TL, M_TW	.	Enter

a. All requested variables entered.
b. Dependent Variable: M_St

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.660[a]	.436	.422	.24555	2.064

a. Predictors: (Constant), M_Ps, M_TL, M_TW
b. Dependent Variable: M_St

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.862	3	1.954	32.410	.000[a]
	Residual	7.597	126	.060		
	Total	13.459	129			

a. Predictors: (Constant), M_Ps, M_TL, M_TW
b. Dependent Variable: M_St

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.055	.263		4.007	.000		
	M_TL	.205	.054	.260	3.818	.000	.963	1.039
	M_TW	.363	.047	.532	7.769	.000	.956	1.047
	M_Ps	.124	.060	.145	2.082	.039	.924	1.083

a. Dependent Variable: M_St

Histogram
Dependent Variable: M_St

Mean = 5.75E-1
Std. Dev. = 0.98
N = 130

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: M_St