

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

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MASTER OF SCIENCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

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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 kepemimpinan transaksi, konflik dalam pasukan kerja dan personaliti pada tekanan kerja. Untuk mengukur itu, kepemimpinan 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 kepemimpinan transaksi, konflik dalam pasukan kerja dan personaliti dan pembolehubah bersandar iaitu tekanan kerja. Keputusan kajian mendapati semua pembolehubah bebas iaitu kepemimpinan 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 kepemimpinan 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 out their 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

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APPENDICES

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 <i>Strongly Disagree / Sangat Tidak Setuju</i>	2 <i>Disagree / Tidak Setuju</i>	3 <i>Neutral / Netral</i>	4 <i>Agree / Setuju</i>	5 <i>Strongly Agree / Sangat setuju</i>
--	--	-------------------------------------	-----------------------------------	---

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

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

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

7	<p>My colleagues are not friendly.</p> <p><i>Teman kerja (kolega) saya tidak bersahabat</i></p>	1	2	3	4	5
8	<p>My colleagues / subordinates behaviour are difficult to handle.</p> <p><i>Perilaku teman kerja (kolega) sulit untuk ditangani</i></p>	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 <i>Strongly Disagree / Sangat Tidak Setuju</i>	2 <i>Disagree / Tidak Setuju</i>	3 <i>Neutral / Netral</i>	4 <i>Agree / Setuju</i>	5 <i>Strongly Agree / Sangat setuju</i>
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No.	Questions / Pertanyaan	Answer / Jawaban				
1	Every job must be done very neatly. <i>Setiap pekerjaan harus diselesaikan dengan rapi.</i>	1	2	3	4	5
2	I must enjoy doing my work. <i>Saya merasa menikmati melakukan kerjasaya.</i>	1	2	3	4	5
3	My opinion is always correct. <i>Opini saya selalu benar.</i>	1	2	3	4	5
4	I'm very worry when my superior calls me to his office. <i>Saya sangat khawatir saat atasan memanggil saya ke tempat kerjanya</i>	1	2	3	4	5
5	I worry over things that happened, to the extent that disturb my sleep. <i>Saya khawatir tentang apa yang terjadi sampai mengganggu tidur saya.</i>	1	2	3	4	5
6	My job performance should be better than my colleagues. <i>Prestasi kerja saya harus lebih baik dari kolega saya.</i>	1	2	3	4	5
7	I often feel guilty when I got nothing to do at my office. <i>Saya sering merasa bersalah ketika tidak</i>	1	2	3	4	5

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

	performance <i>Saya terus-menerus meningkatkan posisi atau prestasi kerja saya .</i>					
18	I seek for others' opinion whenever I face the problem <i>Saya mencari pendapat orang lain ketika menghadapi masalah</i>	1	2	3	4	5
19	I'm ever willing to accept extra workload <i>Saya pernah bersedia menerima beban kerja tambahan</i>	1	2	3	4	5
20	I love to compete <i>Saya suka bersaing</i>	1	2	3	4	5
21	I'm ever willing to listen to someone <i>Saya pernah bersedia untuk mendengarkan seseorang</i>	1	2	3	4	5
22	I don't like to be late for appointments <i>Saya tidak suka terlambat dalam perjanjian</i>	1	2	3	4	5
23	I like to do things very fast <i>Saya suka melakukan sesuatu dengan sangat cepat</i>	1	2	3	4	5
24	I have many hobbies <i>Saya punya banyak hobi (kegemaran)</i>	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 <i>Strongly Disagree / Sangat Tidak Setuju</i>	2 <i>Disagree / Tidak Setuju</i>	3 <i>Neutral / Netral</i>	4 <i>Agree / Setuju</i>	5 <i>Strongly Agree / Sangat setuju</i>
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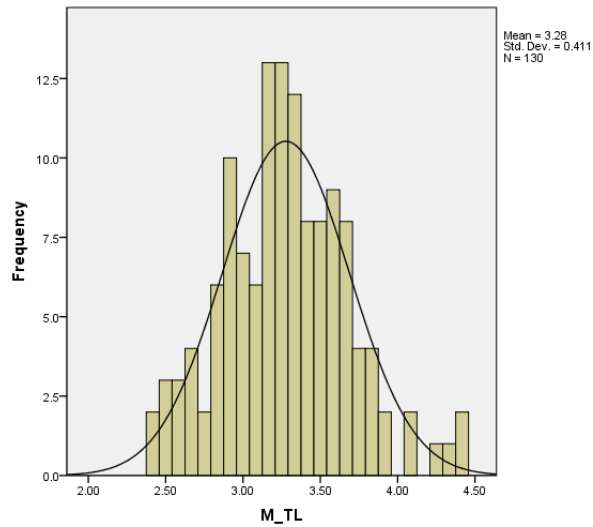
No.	Questions / Pertanyaan	Answer / Jawaban				
1	Feeling that the work is never done. <i>Merasa bahwa pekerjaan tidak pernah selesai.</i>	1	2	3	4	5
2	Taking work home to finish <i>Membawa pekerjaan kerumah untuk diselesaikan</i>	1	2	3	4	5
3	Feeling that my job responsibility for too many people/things are increasing <i>Merasa bahwa tanggung jawab kerja saya terhadap orang/sesuatu semakin bertambah</i>	1	2	3	4	5
4	Inadequate help to do work/ <i>Tidak ada pertolongan yang cukup dalam menyelesaikan pekerjaan.</i>	1	2	3	4	5
5	Feeling exhausted after work <i>Merasa kelelahan setelah bekerja</i>	1	2	3	4	5
6	Unrealistic deadline <i>Tempo masa tugas yang tidak realistik</i>	1	2	3	4	5
7	Can't catch up with changes <i>Tidak bias mengejar ketertinggalan terhadap suatu perubahan</i>	1	2	3	4	5
8	Not clear about the duties <i>Merasa tidak faham (tidak jelas) dengan suatu tugas</i>	1	2	3	4	5

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

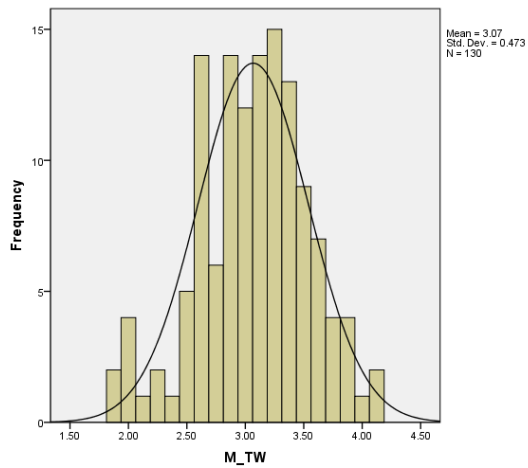
Appendix B Multivariate Normality

Histogram Charts:

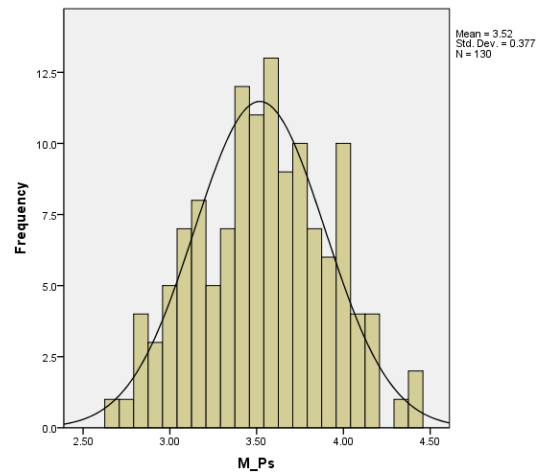
Independent Variable: Transactional Leadership



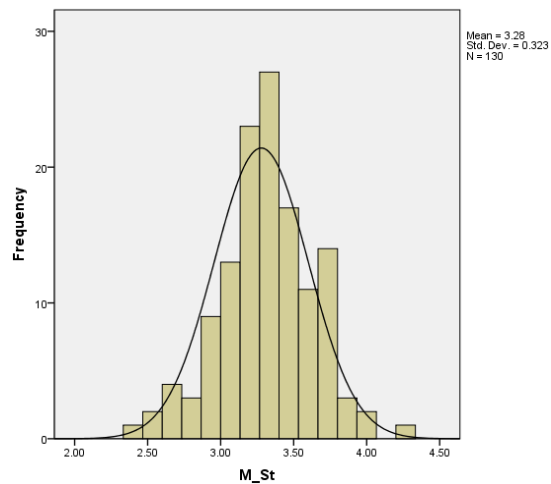
Independent Variable: Conflict in the Work Team



Independent Variable: Personality



Dependent Variable: Job Stress



Appendix C Reliability Analysis

Scale: Transactional Leadership

Case Processing Summary

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

Reliability Statistics

Cronbach's Alpha	N of Items
.732	12

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

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

Reliability Statistics

Cronbach's Alpha	N of Items
.797	8

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

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

Reliability Statistics

Cronbach's Alpha	N of Items
.780	24

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

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

Reliability Statistics

Cronbach's Alpha	N of Items
.744	15

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

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
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	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			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

