

# Leadership Style and Work Stress as Antecedents of Job Satisfaction

Bachruddin Saleh Luturlean, Romat Saragih  
 School of Communication and Business  
 Telkom University  
 Bandung, Indonesia  
 Bachruddin\_saleh@yahoo.com

Arif Partono Prasetio, Rizkya Putri Kartikasari  
 School of Economics and Business  
 Telkom University  
 Bandung, Indonesia

**Abstract**—The present study investigates the relationship between leadership style, work stress, and job satisfaction in Indonesia Police Force *Propam* Division. This research analysis the direct effect of leadership style on job satisfaction and its indirect effect through work stress. The study can provide empirical evidence regarding human resources management in Indonesia police force which rarely done due to approval constraint. The data were collected from all 150 individuals in Propam Division and obtained by using a questionnaire which consisted of 52 statements with five point Likert scale. Path analysis was used to analyze the data. From four type leadership in path-goal theory, participants considered directive leadership as the dominant style, while they perceive moderate level of stress and high level of job satisfaction. Surprisingly participants felt suited with the directive style. Leadership style had significant positive effect on job satisfaction and stress had significant negative effect on satisfaction. Meanwhile, leadership style had significant negative effect on work stress. It is important for the organization to implement appropriate leadership style and managing positive stress level in order to enhance employee's satisfaction.

**Keywords**—*path goal leadership; work stress; job satisfaction; path analysis*

## I. INTRODUCTION

Human resources play an important role in helping the organization to thrive in business environment. Businesses must be alert to the changing environment and adapt their workforce planning and development strategies to ensure alignment with future skill requirements [1]. Traditional human resources had played a supportive role but now they also played a strategic role like setting policies of how that gets done and how management deals with its people [2]. Organization starts to focus on their human assets because it is the main source for their competitive advantages. Organization must develop its employees so that they are able to take responsibility for their production, to solve dilemmas, to work in groups, and to obtain skills that transfer across professions [3]. In order to drive their performance, organization need to develop program which can enhance the satisfaction. Happy employee will make customers happy [4]. Managing employee satisfaction is quite difficult task for the organization. Various factors affect job satisfaction. One of them is the work stress. The meta-analysis research study argued that job satisfaction of

employees impacted by the level of stress they perceived [5-7]. Other important factor which affects satisfaction is the leadership style. Based on four meta-analysis studies we found the medium level effect of leadership style on job satisfaction. Chin, who conduct study in Taiwan and USA using 28 independent studies found the positive relation [8]. Meanwhile study using 318 participants also found the same pattern of relation [9]. This result supported by Sun et al. who found positive relationship when conducted meta-analytics studies [10]. Cogaltay et al. support the notion when announced the result of his study using 22 individual articles [11]. The challenges in police job always on the rise. 24 hours' crimes handling and public services become routines. Police work is considered a dangerous field and getting shot at is one of occupational hazard that could happen anytime [12]. The police welfare is known to be quite low compare to other jobs with less risk. The phenomenon is common either in Indonesia or in US [13,14]. The heavy and intense workload and family problems could worsen the life of a policeman. These factors could detain their satisfaction. The current study investigates the effect of leadership style and work stress on job satisfaction in police force in Indonesia. The contribution of the study is to give insight for the management to improve the leadership style and also to lessen the stress level experienced by the police in order to increase the job satisfaction. Improvement from those factors should help policeman to cope with their duties to serve and to protect community.

## II. LITERATURE REVIEW

### A. Leadership Style & Work Stress

Leader behaviors or better known as their style did relate to stress experienced by subordinate. The better relationships between leader and subordinate which intent to lower the level of stress were particularly considered less important by organizations. Whereas the role of leader and his behavior or style of leadership could reduce employee stresses. The following studies discussed such impact. Leaders have important role in creating healthy work environment, where subordinate can work with optimal capability.

Study in Malaysia revealed that leadership style practices and behavior that tend to suppress or authoritarian style will have a tendency to create a strain on subordinates [15]. Zhou et

al. using 203 samples from communication enterprise in China found that the subjective evaluation of supervisors' ethical leadership was negatively related to employees' perception of work stress and this relationship was completely mediated by leader-member exchange. Study from Turkey using 312 hospital employees as participants showed the negative relation between transformational leadership style and employee's stress [16]. But, the opposite leadership style, passive-avoidant, had significant positive relation with stress [17]. From the western perspectives, Harms et al. present the meta-analytic result from 25 different countries [18]. The result support two hypotheses from the study, transformational leadership was negative associated with both subordinate stress and overall subordinate burnout. While abusive supervision found to have positive relationships with higher reported levels of subordinate stress.

Study from other western cultures, Sweden, using 188 participants, Lornudd et al. argued that Vague Leader significantly had more negative perception regarding of work stressors and stress compared to the other (comprising the "Super" Leader, Middle-of-the-Roader, and Gardener profiles) [19]. Salem and Kattara in Ghana found the negative relation between transformational leadership with stress and positive relation between transactional leadership on stress [20]. Study in Egypt support the negative relations between transformational leadership and stress [21]. Different result came from Parvaiz et al. who found the positive relation between leader support and employee stress level [22].

### *B. Leadership Style & Job Satisfaction*

Effective leader and employee job satisfaction are two factors that have been regarded as important for the success of the organizational. Employees with higher job satisfaction are likely to contribute more effort and willingness to pursue organizational goals. The path-goal theory of leader effectiveness argued that the good leader positively influences employee behaviour which led to an increase in the satisfaction. Study in Oregon, USA and found that ethical leadership promotes positive employee attitudes and behaviors, specifically job satisfaction and organizational commitment [23]. Other study from India, using 218 employees of restaurant found positive relationships between employee perceived transformational leadership and employee perceived job satisfaction [24]. Study regarding leader personality traits and job satisfaction in Kenya found that leaders who portray extraversion; openness to new experiences; emotional stability; conscientiousness and agreeableness enhance employee job satisfaction [25]. In telecom industry in Pakistan with 200 middle and lower managers revealed a positive relation between path goal leadership and job satisfaction [26]. Participative and supportive leadership behavior also had positive relation with job satisfaction in Egypt [27]. This result aligns with study in central banking from Yang & Lim which argued that participative Leadership has a significant effect on job satisfaction [28]. Furthermore, research from educational institution in Kenya using 138 teachers also reported that principals' leadership style directly affects teachers' job satisfaction [29]. Meta-analysis conducted Turkey, in Taiwan & USA Chin and Sun et al. found the positive impact between

educational leadership, transformational leadership, and charismatic leadership with job satisfaction [8,10,11]. Several others individual studies in Pakistan & India, Other research support the idea that leader behavior or style impact the job satisfaction level of employees [24,30,31]. Lastly, study in Pakistan using 1020 participants, Awan et al. present the detail result that high directive leadership contributed negatively in job satisfaction with supervision and job in general [32]. But high directive leadership had inverse relationship with acceptance of the leader, in cases where subordinates need for achievement was high.

### *C. Work Stress & Job Satisfaction*

Stress can influence employee behavior at work. In fact, stress has been considered as important predictor of several organizational outcomes such as organizational commitment, turnover intentions, job satisfaction, and job performance. These outcomes significantly affect profitability, productivity, effectiveness, and efficiency of organizations. Previous studies linked work stress with lower job satisfaction or performance. Unfortunately, in current business environment one cannot avoid stress. Intense competition demands more effort to get better result. Organizations need to manage the level of stress which can positively affect the employee morale. Individual study from Pakistan reveals negative impact of work stress on job satisfaction evidenced [33]. Studies in educational industry found occupational stress act as important determinant of job satisfaction [34,35]. Ismail et al. and Adebayo conducted study using police and military personnel found significant negative effect of work stress and job satisfaction [34,36]. More result regarding the relation of work stress and job satisfaction from various industry (municipality, financial service, small enterprise, IT & telecommunication, & healthcare) also support the significant negative direction [37-43]. The result from individual study corroborated by Zangaro & Soeken who conducted meta-analysis regarding the relation of stress and Job satisfaction and found strong negative correlation [7]. While most of previous literatures present significant negative effect, there were at least two studies which showed different results. Salam et al. from Saudi Arabia found the evidence that the higher stress on the contrary increase satisfaction level [44]. The benefit packages received by the employee might cause this unique finding. Meanwhile, Gyamfi argued that role ambiguity which cause work stress did not have significant effect on job satisfaction [45].

Build upon previous literatures, we determine hypothesizes for this study are;

H1: Leadership style will have significant negative relation with work stress.

H2: Leadership style will have significant positive relation with job satisfaction.

H3: work stress will have significant negative relation with job satisfaction.

H4: Leadership style & work stress will have significant effect on job satisfaction.

**III. METHODOLOGY**

**A. Participants**

Propam Division has 150 personnel in total. We include all the personnel in this survey thus we implement census sampling. They operate in all areas in West Java. Table 1 showed the detail according to the demographic factors.

**TABLE I. DEMOGRAPHIC ASPECTS**

Demographics	Classification	No of Respondent	Percentage
Sex	Male	90	60%
	Pemale	60	40%
Age	< 20 years	12	8%
	20-25 years	22	15%
	25-30 years	17	11%
	>30-35 years	18	12%
	>35-40 years	44	29%
	>40-45 years	14	9%
	>45-50 years	10	7%
Marital Status	Married	104	69%
	Single	38	25%
	Divorce	8	5%
Length of Service	<1 years	11	7%
	1-3 years	20	13%
	>3-5 years	16	11%
	>5-10 years	14	9%
	>10 years	89	59%
Education	High School	62	41%
	Diploma	23	15%
	Undergraduate	56	37%
	Post Graduate	9	6%
Have Children	Yes	109	73%
	No	41	27%
Salary	>3.000.000-6.000.000	126	84%
	>6.000.000-9.000.000	24	16%
	>9.000.000	0	0%

**B. Data Analysis**

We use path analysis to measure the contribution of leadership style and work stress on job satisfaction. Path analysis shows the direct and indirect effect from independent variables to dependent variable. Path analysis was performed using multiple regression models. Therefore, we have to meet the element of data normality and heteroscedasticity.

**C. Measurement**

To collect the data, we use questionnaire consists of 49 items. Path-goal leadership measured with 18 items develop from Famakin & Abisuga, 11 items for work stress develop from Enshassi et al, and 20 items for job satisfaction develop from Spector [46-48]. Each item has 5 choices of answers based on Likert's scale option from 1 - strongly disagree, 2 - disagree, 3- neither agree nor disagree, 4 - agree, and 5 - strongly agree. Cronbach's Alpha for internal consistency reliability for items representing leadership style was 0.853; for work stress was 0.915; and for job satisfaction was 0.913.

**IV. RESULTS AND DISCUSSION**

The correlations between variables presented in Table 2. Leadership style shows negative correlation with stress (-

0.374) and positive correlation with job satisfaction (0.434). Both classified as quite weak correlation (below 0.5). Meanwhile, stress and job satisfaction showed strong negative correlations (-0.745). These results supported hypothesis H1, H2, and H3.

**TABLE II. CORRELATIONS**

		JOBSAT	LDRSTYLE	STRESS
Pearson Correlation	JOBSAT	1.000	434	-.745
	LDRSTYLE	434	1.000	-.374
	STRESS	-.745	-.374	1.000

Correlations coefficients for both leadership style and work stress with job satisfaction is strong and in positive direction (0.764). R square showed that leadership style and work stress can explain 58.4% of employee's job satisfaction in Propam Division.

**TABLE III. MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764	.584	.578	.37550

To see if the relationship is significant we refer to Table 4 which reveals the significance value (Sig.) of 0.000. The value below 0.05 means simultaneously leadership style and work stress have significant effect on job satisfaction. Thus H4 is supported.

**TABLE IV. ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig	
1	Regression	29.043	2	14.521	102.986	.000
	Residual	20.728	147	.141		
	Total	49.771	149			

While simultaneously both independent variables affected job satisfaction, however, the direction was different. individual test result in Table 5 showed that leadership style had significant and positive effect on job satisfaction (0.181), while work stress had significant negative effect (-0.677). Based on this result we know that stress has bigger influence on job satisfaction compare to leadership style.

**TABLE V. COEFFICIENT**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
1 (Constant)	4.161	.280		14.836	.000
LDRSTYLE	.208	.066	.181	3.157	.002
STRESS	-.560	0.47	-.677	-11.805	.000

Figure 1 provides the path of direct and indirect effect between variables. Leadership style directly affect job satisfaction in the amount of 3.28% while work stress affecting job satisfaction 45.83%. There is a small indirect effect of leadership style on job satisfaction through work stress (4.58%). In police organization especially Propam Division,

leadership style only had small effect on job satisfaction. It also had weak correlations with stress. Our result was below 0.480 which is the value obtained from meta-analytics using 318 individual researches [9].

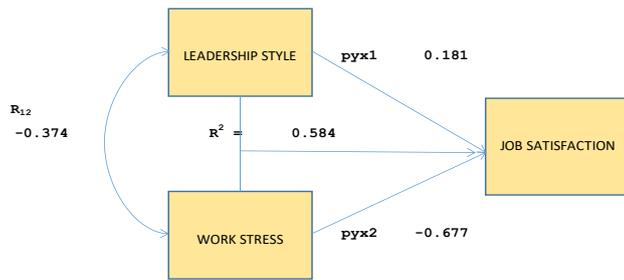


Fig. 1. Causal relation model.

Our study in police force Propam Division, apparently showing support for most of the previous research. The positive relation between leadership style and job satisfaction in accordance with the results from various countries [8,11,23-32]. Supportive leadership prove to have positive relation while directive/ authoritarian leadership have negative relation with job satisfaction. Furthermore, our study also corroborated the relation between leadership style and work stress. Authoritarian and passive leadership style will increase stress level while the supportive style will decrease stress level [15-17,19-22]. Regarding work stress and job satisfaction our study also supports the result of most previous literatures. Stress indeed will influence employee behavior at work and considered as important predictor of job satisfaction. The negative impact of stress on job satisfaction reported on many research [33-36, 38-43,49]. The meta- analysis from Zangaro & Soeken corroborated those findings [7]. While most of studies pointed negative direction, Salam et al. from Saudi Arabia in health care organization present the opposite direction. The higher stress level will increase satisfaction level [44]. This happens allegedly because of the benefit package received by the employees which compensate their stress. Other finding from Gyamfi even further, argued that role ambiguity which could cause work stress did not have significant effect on job satisfaction [49]. Despite various result we support the majority of the studies which show negative relationships.

This study confirms that stress acts as an important determinant of job satisfaction in the organizational. In the police force Propam Division, the directive leadership perceived to be suited with employees. Majority of participants perceive that their levels of work stress are medium to low while job satisfaction is quite high. In terms of correlation, the leadership style which fits with employee expectation can lower the stress level and enhance job satisfaction, while the level of stress may lead to lower job satisfaction. The contribution of the study in academic field is the confirmation of the role of leadership style and work stress on job satisfaction especially in the police force organization. Detail observation regarding small effect of leadership style on job satisfaction can be trace to the nature of work for the policeman. They understand that working as a policeman meant they have to obey the supervisor. And they knew that their work demand full personal commitment. But, the leader

could affect the stress level if they did not provide sufficient resources and guidance to subordinates. It is this stress that can greatly impact the satisfaction. It is important for the management to identify the cause of the stress in policeman. For this, further study should be thoroughly prepared. With respect to the methodology, survey using questionnaires developed based on the previous studies and in cross-sectional analysis can be improve by using longitudinal analysis to provide more accurate result. Managerial contribution of this study is that the finding can be used as guidance for management to enhance job satisfaction, overcome work stress and identify which leadership style that suit employee expectation. The leadership style in police line of work cannot be changed and policemen are all accepted such style (directive). But management can practice a slight portion of participative style to drive the police attachment to their duties. Regarding stress level, management should carefully identify what causes this negative response to the environment. The police work demand high commitment both from the employee and their family. Uncertain work hour, the danger they face, inadequate resources or support, dealt with various personalities, and in most countries received low salary could have negative impact. Police force management should study and address these causes and make improvement. They can implement psychological training for policeman and their spouse, provide support for the family when employee performs out of town assignment in a long time period, provide adequate tools and guidance to perform duties, enhance the knowledge and individual development opportunity by training or education might be helpful. Although directive style perceived to be fit with employee expectation, there is no harm if management also practice a little bit of supportive style. Employee participation and involvement in teamwork planning will help them to increase their self-confidence, help their individual development, and increase psychosocial well-being. If possible, management can promote work-life balance. Although a bit difficult in reality, at least the initiation of such program could show the positive contribution from management to the policemen to overcome the cause of stress. Finally, management could develop employee assistance program which provide moral and material support for policemen. Such suggestions from this study could help reduce the cause of stress and enhance job satisfaction.

## V. CONCLUSION

Policeman constantly live in uncertainty regarding their job and responsibility. They have a lot to sacrifice to serve the interest of others. Such heavy burden impacts the employees both physical and pshycological. If we want our employee perform better we should manage their satisfaction in their work. The role of leadership is quite important to achieve such satisfaction. In police force Propam Division, it was clear that work stress become more important factor which affects the satisfaction. For practical reason, the police force management needs to address both to enhance satisfaction. But first, they should focus on the work stress management and coping because it had higher impact. They have to provide support, efficacy, generate positive emotions, and conduct stressor appraisals. When policemen feel supported they would

perceive more satisfaction in doing their job. Then in the end, they will achieve better results.

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