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**JOB CHARACTERISTIC AND WORK FAMILY CONFLICT EFFECTS ON EMPLOYEE OCCUPATIONAL STRESS AT TVRI NORTH SULAWESI***PENGARUH KARAKTERISTIK KERJA DAN KONFLIK KELUARGA-KERJA TERHADAP STRESS KERJA KARYAWAN PADA TVRI SULAWESI UTARA*

By:

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**Abstract:** Over the past few decades, almost three billion employees globally are faced with a serious problem in every company called “stress” which affects employee’s performance and it has become an essential part of every field work. This study aims to determine Job Characteristic and Work Family Conflict Effects on Employee Occupational Stress. The number of sample is 55 respondents. The research was conducted in TVRI Sulut in Tikala Ares Hill of Manado City. Data analysis using multiple linear regression analysis, t test and F test. The results showed that, based on the results of hypothesis testing in particular the model of the research found that the research model consisting of : job characteristic, and work family conflict has a positive and significant influence on employee occupational stress. Job characteristic become the most highest impact variable on employee occupational stress in this research. Work family conflict become the second highest impact variable on employee occupational stress in this research. Suggestions of this research: management in TVRI North Sulawesi should make this research finding become human resource strategy of the corporation. The management must focused the strategy to manage employee occupational stress by pay attention to job characteristic and work family conflict.

**Keywords:** *job characteristic, work family conflict, employee occupational stress*

**Abstrak:** Selama beberapa dekade terakhir, hampir tiga miliar karyawan di seluruh dunia dihadapkan pada masalah serius di setiap perusahaan tempat mereka bekerja yang disebut "stress" yang mempengaruhi kinerja karyawan dan hal itu masih menjadi bagian yang penting dari setiap lapangan pekerjaan. Penelitian ini bertujuan untuk mengetahui pengaruh Karakteristik Kerja dan Konflik Kerja Keluarga pada Stres Kerja Karyawan. Penelitian ini dilakukan di TVRI Sulawesi Utara di Puncak Tikala Ares Kota Manado. Jumlah sampel dalam penelitian ini sebanyak 55 responden. Analisis data ini menggunakan metode kuantitatif dengan analisis regresi linier berganda, uji t dan uji F. Hasil penelitian menunjukkan bahwa, berdasarkan dari hasil pengujian hipotesis secara khusus menemukan bahwa model penelitian yang terdiri dari: karakteristik pekerjaan, dan konflik konflik kerja-keluarga memiliki pengaruh positif dan signifikan terhadap stres kerja karyawan. Karakteristik kerja menjadi variabel yang memiliki dampak paling tinggi terhadap stres kerja karyawan dalam penelitian ini. Konflik keluarga kerja menjadi variabel yang memiliki dampak tertinggi kedua pada stres kerja karyawan dalam penelitian ini. Yang menjadi saran dari penelitian ini: manajemen di TVRI Sulawesi Utara harus menjadikan penelitian ini sebagai strategi dalam pengembangan sumber daya manusia di perusahaan. Manajemen harus memusatkan strategi ini untuk mengelola stres kerja karyawan dengan memperhatikan karakteristik pekerjaan dan konflik kerja-keluarga.

**Kata Kunci:** *karakteristik pekerjaan, konflik keluarga kerja, stres kerja karyawan*

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## INTRODUCTION

### Research Background

Over the past few decades, almost three billion employees globally are faced with a serious problem in every company called "stress" which affects employee's performance and it has become an essential part of every field work. Moreover, levels of stress among employees are increasing because of the growing competition. In addition, stress can have a positive influence on employees only with a certain amount at which an employee can handle, however, mostly it exceeds the tolerable limits and has a negative effect on employees.

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress will appear automatically. Occupational stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations. Occupational stress is a chronic disease caused by conditions in the workplace that negatively affect an individual's performance and overall well-being of his body and mind. Job stress is negatively related to performance. In other words, higher the stress, lower the performance.

According to Great Britain Labour Force Surveys (LFS) 2016 from Health and Safety Executive UK (2017), shows: First stress is more prevalent in public service industries, such as education; health and social care; and public administration and defence. Second, by occupation, jobs that are common across public service industries (such as healthcare workers; teaching professionals; business, media and public service professionals) show higher levels of stress as compared to all jobs. Third the total number of working days lost due to this condition in 2015/16 was 11.7 million days. This equated to an average of 23.9 days lost per case. Working days lost per worker showed a generally downward trend up to around 2009/10; since then the rate has been broadly flat. Fourth, in 2015/16 stress accounted for 37% of all work related ill health cases and 45% of all working days lost due to ill health.

TVRI is government public service institutions focus on mass media broadcasting. TVRI is vulnerable to work stress problems among employees. This is because TVRI is an institution that focuses on broadcast media broadcasting television that has a very high level of work stress associated with the deadline television programs which is the main domain of this institution especially related to the dissemination of government programs as well as culture and art of the community and nation Indonesia.

### Research Objective

This research has several objectives, those are:

1. To analyze the influence of job characteristic, and work family conflict simultaneously on employee occupational stress in TVRI Sulawesi Utara.
2. To analyze the influence of job characteristic on employee occupational stress partially in TVRI Sulawesi Utara.
3. To analyze the influence of work family conflict on employee occupational stress partially in TVRI Sulawesi Utara.

## THEORETICAL FRAMEWORK

### Human Resources Management

Human resources management is primarily concerned with how people are managed within organizations, focusing on policies and system. Flippo (1980:1) stated that, Human resources management as planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved. In other word, human resources management is a process of hiring and developing employee to become more productive like company's objectives. The process itself included the process of recruitment and selection, compensation and benefits, and also the management of employees' safety and health in organizations. Effective HRM has been shown to enhance company performance by contributing to employee and customer satisfaction, innovation, productivity, and development of a favorable reputation in the firm's

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community (Noe et al 2012:5). Good relationship between the company and the employees are also supposed to be a task that makes the important role of human resources management required by the company. Today the employee tend to change their working place often, because they want to gain more respect and to feel more valued in the company they work.

### **Job Characteristics**

The job characteristics model (JCM) or job characteristics theory (JCT) (Hackman & Oldham, 1975; Hackman & Oldham, 1976; Oldham & Hackman, 1980; Oldham, Hackman, & Pearce, 1976) is perhaps the most studied theory within work design research to date.

### **Work Family Conflict (WFC)**

Previous studies reveal that work and family are not two separate domains and they are highly interdependent and have a dynamic relationship with one another. Work–family conflict occurs when the domains of work and home spillover into one another, causing conflict (Kossek, Pichler, Bodner, & Hammer, 2011). Work–family conflict is bidirectional, which means work issues can cause conflict at home or home issues can cause conflict at work. For example, having a supervisor yell at a person can cause the person to feel frustrated and angry, which could result in being irritable and withdrawn at home. It is unrealistic to expect work issues to remain at work and not affect home life. Likewise, home issues can follow a person to work and cause problems, and this dimension is referred to as family-based conflict (Brough & O’Driscoll, 2005). For instance, having a heated argument with a loved one can result in a person being distracted and even angry at work. It is also unrealistic to expect issues at home not to follow a person to work.

Work–family conflict also has three major dimensions, time-based conflict, strain-based, and behavior-based (Netemeyer, Boles, & McMurrian, 1996). Time-based conflict occurs when time demands from work and work scheduling interferes with home life (Brough & O’Driscoll, 2005). For example, conflict can occur when work requirements cause a person to miss an important event in the life of a child (Kurtz, 2011). Strain-based conflict occurs when the demands and tensions from work negatively impact the quality of life, causing strain and conflict at home (Netemeyer et al., 1996).

### **Occupational (Job) Stress**

From the Second World War, stress has become an interesting topic for researchers (Newton, Handy and Fineman, 1995). Almost the employees say that they are under high stress at work place. Hence, job stress is one of biggest problem in the global world. Stress is an unexpected reaction people have to treat their pressures. Stress can has a positive influence on employees only with a certain amount at which an employee can handle, however, mostly it exceeds the tolerable limits and has a negative effect on employees.

Family conflicts are also roots which create stress of employees (Anderson and Byerly, 2002). According to McCubbin & Figley (1983), job stress can make a difference between the ability of families to provide material security and demands on families.

### **Previous Research**

Jamadin et al. (2015) conduct a research about Work - Family Conflict and Stress in Evidence from Malaysia. Using quantitative method. The results indicate that the employees appear to have lower level of work – family conflict and lower level of job stress.

Lambert, Tolar, and Hogan (2007) conduct a research about The Impact Of Job Characteristics On Correctional Staff Job Stress. Using quantitative method. It was observed that gender, age, perceived dangerousness of the job, feedback, role stress, and job involvement had statistically significant effects on correctional staff job stress. Tenure, educational level, race, supervision, and job variety had non-significant effects.

Lambert, et al., (2016) conduct a research about The Relationship Of Work-Family Conflict With Job Stress. Using quantitative method. Bivariate results revealed that an increase in any one of the dimensions of

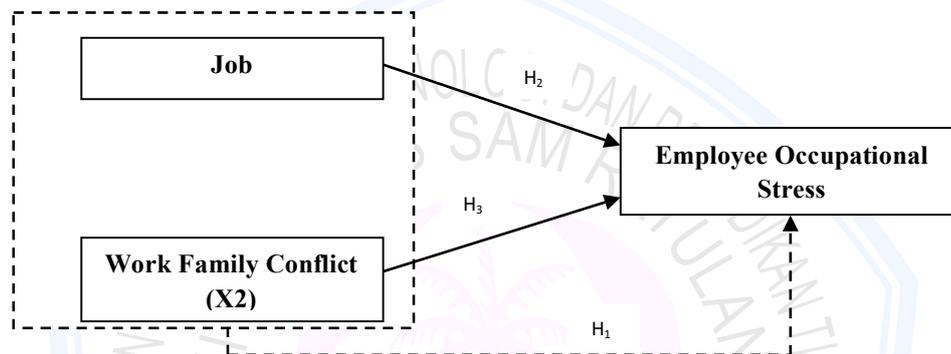
work–family conflict was associated with increases in stress from work. Multivariate analysis, however, revealed only three of the four dimensions of work–family conflict had a significant association with job stress.

### Research Hypothesis

Based on the problem that have been described above and supported by conceptual framework, the temporary answer of research problem are:

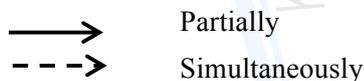
- H1 : There are significant influences of job characteristics, and work family conflict on employee occupational stress at TVRI North Sulawesi simultaneously.
- H2 : There is a significant influence of job characteristics on employee occupational stress at TVRI North Sulawesi partially.
- H3 : There is a significant influence of work family conflict on employee occupational stress at TVRI North Sulawesi partially.

### Conceptual Framework



**Figure 1. Conceptual Framework**

Source: Empirical Framework



## RESEARCH METHOD

### Type of Research

The type of this research is causal type with quantitative as the method of this research. According to Aliaga and Gunderson (2000), quantitative research is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics).

### Place and Time of Research

This research will be conducted at TVRI Sulawesi Utara with address Jl. Televisi Tikala Banjar Manado, North Sulawesi from Aug-Sept 2017

### Population and Sample

According to Sekaran and Bougie (2010:443), population is the entire group of people, events, or things which a researcher desire to research. The population of this research is all the employees in TVRI North Sulawesi, totaling 124 people. According to Sekaran and Bougie (2010:444), sample is the subset or subgroup of population. The sample used 55 people of respondents taken by Taro Yamane formula. The sampling technique used is convenience sampling.

### Data Collection Method

The source of data that used is primary data which is the information that obtained first-hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran and Bougie, 2009) in this study primary data is the data that collected from the questionnaire of respondent by direct survey, go to the field to spread the questionnaire.

### Measurement of Research Variables

This research variables will be measured using Likert scale as a widely used rating scale that requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus objects. Customer shopping behavior is obtained total scores obtained for respondent answer to the instrument with the following Likert scale indicator :

1. Strongly Disagrees.
2. Disagrees.
3. Netral.
4. Agrees.
5. Strongly Agrees.

### Data Analysis Method

#### Validity and Reliability

Validity testing is used to know whether the selected measurement tool that selected can measure what that supposed to be measured or not. The test is performed by using value of MSA (Measures of Sampling Adequacy). If the value of MSA is above 0.5, the data is considered as valid so it can be used for further tests and analyses. (Nasution and Usman, 2008, cited in The, 2011).

Reliability of a measure is an indicator of the stability and consistency in which the instrument measures the concept and helps to assess the “goodness” of a measure. The closer Cronbach’s Alpha is to 1, the higher the internal consistency reliability.

1. If the coefficient of alpha is less than 0.60 then the reliability is low
2. If the coefficient of alpha is between 0.60 and 0.70 then the reliability is reliable
3. If the coefficient of alpha is between 0.70 and 0.90 then the reliability is great
4. If the coefficient of alpha is above 0.90 than the reliability is perfect.

### Multiple Regression

Regression analysis is a statistical process for estimating the relationships among variables. The formula of multiple regression analysis method that used in this research is as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_t$$

Desc:

$\alpha$	=	Intercept
$\beta_1$	=	$X_1$ regression coefficient
$\beta_2$	=	$X_2$ regression coefficient
$\varepsilon$	=	Standard of error
Y	=	Employee Job Stress
$X_1$	=	Job Characteristic
$X_2$	=	Work Family Conflict

**RESULT AND DISCUSSION****Realibility and Validity of the Research****Table 1. Validity and Reliability Test Results**

Variables	Indicators	Correlation (r)			Coefficients	
		R	Sig	Explanation	Alpha Cornbach	Explanation
Job Characteristic (X <sub>1</sub> )	X1.1	0.882	0.000	Valid	0.951	Reliable
	X1.2	0.952	0.000	Valid		
	X1.3	0.947	0.000	Valid		
	X1.4	0.864	0.000	Valid		
	X1.5	0.930	0.000	Valid		
Work Family Conflict (X <sub>2</sub> )	X2.1	0.728	0.000	Valid	0.858	Reliable
	X2.2	0.919	0.000	Valid		
	X2.3	0.864	0.000	Valid		
	X2.4	0.793	0.000	Valid		
	X2.5	0.753	0.000	Valid		
Employee Occupational Stress (Y)	Y1.1	0.925	0.000	Valid	0.973	Reliable
	Y1.2	0.961	0.000	Valid		
	Y1.3	0.972	0.000	Valid		
	Y1.4	0.943	0.000	Valid		
	Y1.5	0.952	0.000	Valid		

Source: Data Processed, 2017

Table 1 shows that the total value of the items of all the variables indicated reliable. It can be seen from Cronbach's alpha value of each variable both independent variables and the dependent variable has an average value of reliable is above 0.60. So it can be said to be all variables construct valid and reliable so that it can be accepted and used for further statistical analysis.

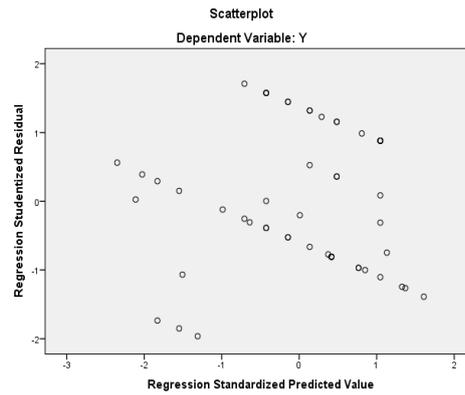
**Multicolinearity Test****Table 2. Multicolinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job Characteristic	,953	1,049
Work Family Conflict	,953	1,049

Source: Data Processed, 2017

Table 2 is known that VIF value for the variable X1 is 1.049, and the VIF value for the variable X2 is 1.049. All the VIF value smaller than 10. It can be concluded that no symptoms of multicollinearity between independent variables.

**Heteroscedasticity Test**

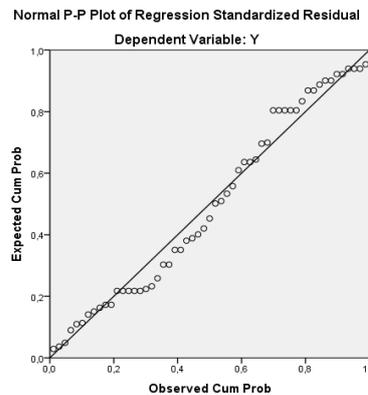


**Figure 2. Heteroscedasticity Test**

Source: Data Processed, 2017

Figure 2 can be seen all the data spread on top and in that the number 0 indicates the Y axis does not occur heteroscedasticity. This suggests that the multiple regression model meets the requirements for classical assumption test.

**Linearity Test**



**Figure 3. Linearity Test**

Source: Data Processed, 2017

From Figure 3 , shows that the graph Normal P-Plot of Regression Standardized Residual describe the distribution of data around a diagonal line and spread in the direction of the diagonal line graph, then the regression model used in this study meet the assumption of normality.

**Autocorrelation Test**

**Table 3. Autocorrelation Test**

**Model Summary<sup>b</sup>**

Model	Durbin-Watson
1	1.372

Source: Data Processed, 2017

From the results of statistical calculations that can be seen in Table 3 , the value of Durbin - Watson = 1.772 means that DW is in the range  $1.65 < DW < 2.35$  Then it can be concluded there is no autocorrelation .

**Multiple Regression Analysis****Table 4. Multiple Regression Test**

	Regression Coefficient (b)	Std. Error	Beta	t <sub>count</sub>	Sig.	Description
Constanta	8,000	3,959		2,021	,048	
X <sub>1</sub>	,290	,151	,246	2,224	,040	Significant
X <sub>2</sub>	,342	,143	,307	2,395	,020	Significant
R (Multiple R)	=		0.433			
R Square	=		0.187			
Adjusted R Square	=		0.156			
F <sub>count</sub>	=		5,999			
t <sub>table</sub>	=		2.002			
F Sig.	=		0.000			
α	=		0.05 (5%)			

Source: Data Processed, 2017

Based on Table 4 can be written in the form of regression equation Coefficients Standardized forms obtained by the following equation:

$$Y = 8.000 + 0.290X_1 + 0.342X_2$$

**Hypothesis Testing Simultaneously (F Test)****Table 5. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80,188	2	40,094	5,999	,005 <sup>b</sup>
	Residual	347,558	52	6,684		
	Total	427,745	54			

a. Dependent Variable: Y

b. Predictors: (Constant), X<sub>2</sub>, X<sub>1</sub>

Source: Data Processed, 2017

The test results for the overall regression model variables indicate the value of F count = 5.999 with 0.005 significance. By using the 0.05 limit (5 per cent). The results found that the significance value less than 0.05 (<5 per cent). With the direction of the positive coefficients, thus found that the hypothesis that the variable job characteristic, and work family conflict together have significant effect on employee job stress is accepted or proven. Thus H<sub>1</sub> is accepted.

**Partial Hypothesis Testing (t Test)****Table 6. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8,000	3,959		2,021	,048		
	X1	,290	,151	,246	2,224	,040	,953	1,049
	X2	,342	,143	,307	2,395	,020	,953	1,049

a. Dependent Variable: Y

Source: Data Processed, 2017

Based on Table 6:

1. Job characteristic variable,  $t$  count  $2.224 > t$  table  $2.002$ , thereby  $H_a$  accepted, and reject  $H_o$  who claim there is influence of job characteristic to employee job stress. Thus the second hypothesis which states there is the influence of job characteristic to employee job stress is accepted or proven. Thus  $H_2$  is accepted.
2. Work family conflict variable,  $t$  count  $2.395 > t$  table  $2.002$ , thereby  $H_a$  accepted, and reject  $H_o$  who claim there is influence of work family conflict to employee job stress. Thus the third hypothesis which states there is the influence of work family conflict to employee job stress is accepted or proven. Thus  $H_3$  is accepted.

**Discussion**

Based on the test that the  $t$  test statistics can be explained that the effect on job characteristic to employee job stress at TVRI North Sulawesi with a significant coefficient. This indicates that at employee, job characteristic impact on employee job stress particularly in the employee of TVRI North Sulawesi. Based on the questions in the questionnaire items, such as: skill variety, task identity, task significance, autonomy and feedback.

Based on the test that the  $t$  test statistics can be explained that the effect on work family conflict to employee job stress at TVRI North Sulawesi with a significant coefficient. This indicates that at employee, job characteristic impact on employee job stress particularly in the employee of TVRI North Sulawesi. Based on the questions in the questionnaire items, such as: flexible work hour, appropriate work overload, manage interpersonal conflict, acceptable extensive travel and supportive supervisor.

**CONCLUSION AND RECOMMENDATION****Conclusions**

Conclulsion of this research are:

1. Based on the results of hypothesis testing in particular the model of the research, it is found that the research model consisting of : job characteristic, and work family conflict have positive and significant influence on employee job stress. This model applies on empyoee at TVRI North Sulawesi.
2. Based on the results of hypothesis testing found that job characteristic has significant and positive impact on employee occupational stress. Work Family Conflict become the second highest impact variable on employee job stress in this research.

**Recommendations**

Recommendations of this research are:

1. Management in TVRI North Sulawesi should make this research finding become human resource strategy of the corporation. The management must focused the strategy to manage employee job stress by pay attention to job characteristic and work family conflict.

2. Other researchers are focusing on the research field of management science and the science of human resources management needs to pay attention to these findings by replicating the results of this research on the object of other research in other Internet-based companies.

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