

**ANALYZING PERCEIVED LEADERSHIP STYLE IN RELATION WITH PERCEIVED WORK STRESS IN PT PLN (PERSERO) UNIT INDUK PEMBANGUNAN SULAWESI BAGIAN UTARA****ANALISIS PERSEPSI GAYA KEPEMIMPINAN DALAM HUBUNGANNYA DENGAN PERSEPSI STRESS KERJA DI PT PLN (PERSERO) UNIT INDUK PEMBANGUNAN SULAWESI BAGIAN UTARA**

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**Abstract:** A good leadership is important in every company in achieving the company's goals. A good leadership also will affect the work performance of employees, if the leadership style applied by the leader is not in the right way, the employee will experience stress at work. This study aimed to determine what type of leadership style should be embraced to decrease the negative effects of stress on employees. Research uses a quantitative approach. The sample are 60 employees of PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara and using Multiple Linear Regression Analysis. The results shows that Transformational, Transactional, and Laissez-faire leadership style simultaneously influence Work Stress. The findings also revealed that the Transformational Leadership style and Laissez-faire Leadership Style have negative relationship but does not significant influence Work Stress. While, Transactional Leadership Style has positive relationship and significant influence Work Stress. As for the recommendation, the leader should maintain and improve more on transformational leadership style by giving more motivation, inspiring and give more attention to the employees since it can brings good effect and can decrease on employees' stress level.

**Keywords:** *transformational leadership, transactional leadership, laissez-faire, work stress*

**Abstrak:** Kepemimpinan yang baik penting dalam mencapai tujuan perusahaan. Kepemimpinan yang baik juga akan mempengaruhi kinerja karyawan. Jika gaya kepemimpinan yang diterapkan oleh pemimpin dengan cara yang tidak benar akan mengakibatkan stress ditempat kerja. Penelitian ini bertujuan untuk menentukan jenis gaya kepemimpinan yang harus dianut untuk mengurangi efek negatif stres pada karyawan. Penelitian menggunakan pendekatan kuantitatif. Sampel adalah 60 karyawan PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara dan menggunakan Analisis Regresi Linier Berganda. Hasil penelitian menunjukkan bahwa gaya kepemimpinan Transformasional, Transaksional, dan Laissez-faire secara simultan mempengaruhi Stres Kerja. Temuan ini juga mengungkapkan bahwa gaya Kepemimpinan Transformasional dan Gaya Kepemimpinan Laissez-faire memiliki hubungan negatif tetapi tidak berpengaruh signifikan terhadap Stres Kerja. Sedangkan Gaya Kepemimpinan Transaksional memiliki hubungan positif dan pengaruh yang signifikan terhadap Stres Kerja. Adapun rekomendasi yaitu pemimpin harus mempertahankan dan meningkatkan gaya kepemimpinan transformasional, karena dengan memberikan lebih banyak motivasi, menginspirasi dan memberikan lebih banyak perhatian kepada karyawan dapat membawa efek yang baik dan dapat mengurangi tingkat stres karyawan.

**Keywords:** *kepemimpinan transformational, kepemimpinan transaksional, laissez-faire, stress kerja*

## INTRODUCTION

The employees in a company plays an important role in every organization of activities which in this case is influenced by the leader. A good leadership is important in every company for achieving the goals. A good leadership also will affect the work performance of employees. Research indicates that stress has become one of the most serious health issues then causing companies experience big lost. The present of stress of work, companies are also forced to spend more time, energy, and money for their employees' welfare. Based on previous research the estimated cost because of the stress itself, the companies had to spend around 5 billion pounds per year in all industries and other companies spend around 35 dollars because of stress. While, in other industries the estimated cost because of stress are between 200 and 300 billion dollars per year (Roberto, 2006). More than 50 million people are affected by job-related stress which cost industries around £9.6 billion each year.

The International Labor Organization (ILO) in 2015 stated that 160 workers experienced work-related stress. Based on World Health Organization (WHO) in 2008, around 450 million people in the world experienced stress. Indonesia itself recorded around 10% of Indonesia's total population that experienced stress. Moreover, the insurance claims' cost for stress-related industrial accidents is higher than non-stress-related industrial accidents. These means the management have to pay more attention to employee stress in organizations. Data from *Badan Penelitian dan Pengembangan Kesehatan* in 2013 indicates that the prevalence of Indonesian's total population age 15 years old above who experienced stress was 6.0% and increase in 2018 become 9.8%.

Survey from Employee Assistance Program (2017) found that the second causes of work stress in workplace is people issues including the relation with co-workers. Stress can be felt by every employee, therefore the high and low levels of stress on employees should be considered. The level of stress that experienced by employee can be differ with other employees, because stress is like a level of perception that the individual experience by themselves. Many demand in the workplace require employees to work as much as possible, responsibility, work under pressure, as well as changes or job uncertainty. Stress is also inseparable from leaders. As a leader has to be responsible for the success of the work performed by the employees. A leader should have a good communication skill and good relation with employees in order to accomplish the organizational goal. Leadership is a very important in managerial because the management process will run well and employees will be passionate in doing their duties. Every manager has different characteristics and styles in leading the subordinates. A good leadership style is not only focus on work productivity, but also should pay attention to the feelings and well-being of its employees. A leadership style that does not pay attention to employees will lead to negative reactions for employees.

PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara is one of State-Owned companies in Manado engaged in the electricity sector and responsible for maintaining and distributing the electricity in part of North Sulawesi starting from providing power plants, and transmitting to managing the company's administration. As a company with large production capacity, the role of employees as an important factor in the production process as well as administrative management must be more concerned. Employees' abilities and competencies are important for achieving company goals. Regardless of employee capabilities and competencies, the right leadership style that applied and perceived by the employees in the company also can influence the employees' performance and productivity and also can affect the level of stress in the workplace.

### Research Objective

This research has several objectives are to analyze the effect of transformational, transactional and laissez-faire leadership style on work stress:

1. To know the influence of transformational, transactional and laissez-faire leadership style on work stress
2. To determine what type of leadership style should be embraced to decrease the negative effects of stress on employees in PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara

## THEORETICAL REVIEW

### Human Resources Management

Human Resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns Dessler (2013:4).

## **Organizational Behavior**

Organizational Behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior within the organizations for the purpose of applying such knowledge toward improving an organization's effectiveness. Organizational Behavior is the study of human behavior at work in organizations (DeCenzo, Robbin and Verhulst, 2013).

## **Leadership Style**

Leadership style defined as a style adopted by the leader giving true direction, implement their plans, and motivate their staff members to achieve the goals of organization. The role of leaders in today's organizations has changed and the success of any organization relies on the leadership style practiced by the leaders (Strom, Sears, and Kelly, 2014).

## **Work Stress**

National Institute for Occupational Safety and Health (NIOSH, 2008:1) gives the definition of work stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

## **Transformational Leadership**

Trace and Hinkin (1994:19) defined transformational leadership as the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission and objectives.

## **Transactional Leadership**

Bass (1990:14) explained that transactional leaders pursue a cost-benefit, economic exchange to meet subordinates' current material and psychic needs in return for contracted services. Leaders' promise of rewards and benefits to followers influence the followers to perform tasks and achieve predetermined goals.

## **Laissez-faire Leadership**

Chaudry and Javed (2012:78) defined laissez-faire is the behavioral style of leaders who generally let the group complete freedom, provide necessary materials, participate only to answer questions, and avoided to giving feedback.

## **Previous Research**

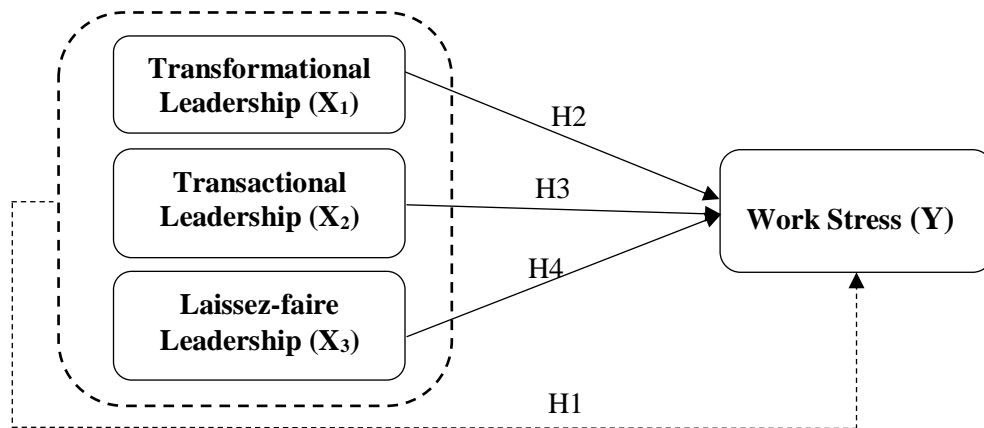
Baysaka and Yener (2015) in investigate whether and to what extent relationship existed between perceived stress and perceived leadership style on hospital employees in Turkey, found that transformational and stress leadership has a negative relationship and passive avoidant leadership has a positive relationship with stress. Thus, hospital employees who perceived their leaders as a transformational leader might have less stress and other who perceived their leader as passive avoidant leaders might be have more stress.

Baah and Ampofo (2015) in examining the influence of transformational and transactional leadership on job stress among of employees in Ghana's banking industry, also found that transformational leadership has a negative and significant influence on work stress. This suggests that leadership behaviors that inspires confidence in subordinates, emphasize a collective sense of mission, supportive. While, transactional leadership has a positive and significant influence wok stress. The positive relationship between transactional leadership and work stress could be that some employees, do not have defined and clarified tasks at work perhaps as a result of lack of structure and orderliness in manpower planning and work allocation. For example, on a particular day an employee may work as a teller and the next day at the back office.

Hussain et al (2017) in assess the impact of leadership styles for reducing work related stress among nurses, also found that transformational leadership decreases the work related stress and increase the job satisfaction among employees also can changes the moral values, beliefs, attitudes towards work increases the self confidence in the employees. Conversely, transactional leadership increasing the work related stress and decrease the job satisfaction among employees.



**Conceptual Framework**



**Figure 1. Conceptual Framework**

Source: Data Processed, 2019

**RESEARCH METHOD**

**Research Approach**

This research is a quantitative approach. According to Babbie (2010:54), quantitative method emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, a surveys, or by manipulating pre-existing statistical data using computational techniques. This research is classified into causal associative research. Sugiono (2008) stated causal associative research used to define the cause and effect or to define the relationship between independent variables (X) and dependent variables (Y).

**Population, Sample Size and Sampling Technique**

The population of this research is the employees in PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara which are 60 employees. According to Arikunto (2012:104), stated that if the population is less than 100 people, then the total sample is taken as a whole, but if the population is more than 100 people, it can take 10-15% or 20-25% of the total population. Considering in this study the population is less than 100, then the total population is taken as a whole as sample. Saturated sampling method is applied for data collection.

**Data Collection**

In this research, the source of data is primary data. Primary data has been obtained by spreading questioners to the respondents. In this research, the source of data is primary data. Primary data is obtained by distributing questioners to the respondents.

**Operational Definition of Research Variables**

**Table 1. Variable Definition**

Variable	Definition	Indicator
Transformational Leadership (X <sub>1</sub> )	Type of leader who have clear goals, high motivation and inspire their subordinates by build a good relations with them to achieve organizational goals.	<ul style="list-style-type: none"> <li>- Idealized Influence (Attributes)</li> <li>- Idealized Influence (Behavior)</li> <li>- Inspirational Motivation</li> <li>- Intellectual Stimulation</li> <li>- Individualized Consideration</li> </ul>
Transactional Leadership (X <sub>2</sub> )	Transactional Leadership, the type of leader who conducts transactions related with work to gain personal benefits and also related with reward and punishment in the workplace.	<ul style="list-style-type: none"> <li>- Contingent Reward</li> <li>- Management by Exception Active</li> <li>- Management by Exception Passive</li> </ul>

Laissez-Faire (X <sub>3</sub> )	Laissez-faire, the characteristic of leader taking no-action in facing the issues in workplace.	<ul style="list-style-type: none"> <li>- Avoid making decisions</li> <li>- Freedom for Subordinates</li> <li>- No clear goals</li> </ul>
Work Stress (Y)	Work Stress, the situation when an individual face things that remains unsolved.	<ul style="list-style-type: none"> <li>- Less ability to control/handle a problem</li> <li>- Unexpected situation outside the control</li> <li>- Harmful physical response</li> <li>- Harmful emotional response.</li> </ul>

Source: Author's Note, 2019

### Validity and Reliability

Validity means how far the accuracy of measuring instrument n performing its function. The validity test is used to measure the validity of a questionnaire (Ghozali, 2009:90). Reliability refers to an understanding that the instruments used in research to obtain information used can be trusted as a means of collecting data and are able to reveal information that is actually happened in the reality (Sitinjak and Sugiarto, 2006).

### Multiple Linear Regression Analysis

According to Arikunto (2012: 339), multiple regression analysis is an analysis of the relationship between one dependent variable with two or more independent variables. If there are more than one independent variable to estimate the value of Y, the first level equation of the equation is called the surface regression.

Multiple linear regression equation as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Description:

Y	= Dependent Variable (Work Stress)
$\alpha$	= Constant
$\beta_1, \beta_2,$ and $\beta_3,$	= the regression coefficient of each variable
X <sub>1</sub>	= Transformational Leadership
X <sub>2</sub>	= Transactional Leadership
X <sub>3</sub>	= Laissez-faire Leadership
$\varepsilon$	= Error

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability

The validity test of transformational leadership (X<sub>1</sub>), transactional leadership (X<sub>2</sub>), laissez-faire (X<sub>3</sub>), and work stress (Y) are greater than  $r_{table}$  0,254 which means all the indicators are valid. The variable is reliable because the value of Cronbach's Alpha is 0.467 bigger than 0.254.

### Result of Multiple Linear Regression Analysis

**Table 2. Multiple Linear Regression Output**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.922	3.645		4.916	.000
Transformational leadership style	-.017	.128	-.019	-.129	.898
Transactional leadership style	.766	.289	.350	2.654	.010

Laissez-faire leadership style	-.573	.214	-.337	-2.670	.060
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a. Dependent Variable: work stress

Source: Data Processed, 2019)

The equation as follow:

$$Y = 17.992 + (-0.017 X_1) + 0.766 X_2 + (-0.573 X_3) + e$$

The interpretation of the equation is:

- Constant value of 17.922 means that the value Y is constant, assuming all independent variables equal to zero, then Work Stress (Y) as dependent variable will be 17.922.
- (-0.017) is the slope of Transformational leadership ( $X_1$ ) meaning if there is one unit increasing in  $X_1$ , while other variables are constant then Y is predicted to decrease by -0.017.
- 0.766 is the slope of transactional leadership ( $X_2$ ) means that if there is one unit increasing in  $X_2$ , while other variable is constant then Y is predicted to increase by 0.766.
- (-0.573) is the slope of laissez-faire leadership ( $X_3$ ) means that if there is one unit increasing in  $X_3$ , while other is constant the Y is predicted to decrease by -0.573.

### Testing the Goodness of Fit: Coefficient of Multiple Correlations (R), Coefficient of Determination (R<sup>2</sup>)

Table 3. Result of R and R<sup>2</sup>

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 <sup>a</sup>	.425	.395	2.724

a. Predictors: (Constant), laissez-faire, transactional, transformational

(Source: Data Processes, 2019)

The value of R is 0.625 indicating a strong positive relationship between independent and dependent variable. The value of R<sup>2</sup> is 0.425 or 42.5%. It means that Transformational, Transactional and Laissez-faire are able to influence Work Stress as much as 42.5% while the rest 57.5% are other factors not included in this research.

### Multicollinearity

Table 4. Multicollinearity Statistics

#### Coefficients<sup>a</sup>

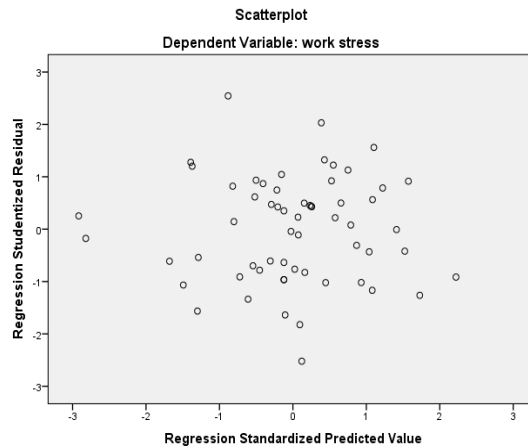
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	17.922	3.645		4.916	.000		
	Transformational leadership style	-.017	.128	-.019	-.129	.898	.587	1.704
	Transactional leadership style	.766	.289	.350	2.654	.010	.708	1.413
	Laissez-faire	-.573	.214	-.337	-2.670	.060	.770	1.299

a. Dependent Variable: work stress

Source: Processed Data (2019)

Based on the results in table 2. The VIF value of Transformational Leadership Style ( $X_1$ ) is 1.704, Transactional Leadership Style ( $X_2$ ) is 1.413 and Laissez-faire ( $X_3$ ) is 1.299 meaning that the VIF value of each independent variable is less than 10. Therefore, in this research is free from multicollinearity.

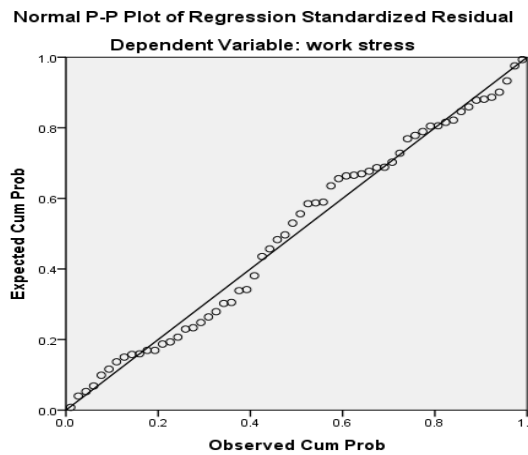
**Heteroscedasticity**



**Figure 2**  
**Heteroscedasticity test**  
(Source: Data Processed, 2019)

Figure 2 shows that the dots are spreading above and below zero point. This proves that there is no heteroscedasticity in this regression.

**Normality**



**Figure 3**  
**Normality Test**  
(Source: Data Processed, 2019)

Figure 1 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, this data are normally distributed.

**Hypothesis Testing**

**F-test**

**Table 5. Simultaneous Test (F-test Output)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	239.543	3	79.848	8.478	.000 <sup>b</sup>
	Residual	527.440	56	9.419		
	Total	766.983	59			

a. Dependent Variable: work stress



b. Predictors: (Constant), Laissez-faire leadership style , Transactional leadership style, Transformatinal leadership style

(Source: Data Processed, 2019)

Table 5 shows the value is 8.478. The degree of freedom 1 (numerator) is 3 and degree of freedom 2 (denominator) is 57 with level of significance ( $\alpha = 0.05$ ) and the level of confidence is 95% then  $F_{table}$  is 2.79. The result is  $F_{count} (8.478) > F_{table} (2.79)$ . Therefore,  $H_0$  is rejected and  $H_1$  is accepted and it means that independent variables simultaneously influence the dependent variable significantly.

#### t-test

**Table 6. Partial Test (t-test Output)**

Variable	$t_{count}$	$t_{table}$	Description
Transformational Leadership Style ( $X_1$ )	-0.129	1.672	Rejected
Transactional Leadership Style ( $X_2$ )	2.654	1.672	Accepted
Laissez-faire ( $X_3$ )	-2.670	1.672	Rejected

(Source: Data Processed, 2019)

The interpretations are:

- 1) Variable  $X_1$  (Transformational leadership)  $t_{count}$  value -0.129, thus  $t_{count} -0.129 < t_{table(0,05)} = 1.672$  which is statistically, the  $X_1$  variable (transformational leadership) partially influence the variable Y (work stress) or  $H_0$  is accepted and  $H_1$  is rejected.
- 2) Variable  $X_2$  (Transactional leadership)  $t_{count}$  value 2.654, thus  $t_{count} = 2.654 > t_{table (0,05)} = 1.672$  which is statistically, the variable  $X_2$  (Work stress) partially influence the variable Y (competitive advantage) or  $H_0$  is rejected and  $H_1$  is accepted.
- 3) Variable  $X_3$  (Laissez-faire)  $t_{count}$  value -2.670, thus  $t_{count} = -2.670 < t_{table (0,05)} = 1.672$  which is statistically, the variable  $X_3$  (Laissez-faire) partially influence the variable Y (Work stress) or  $H_0$  is accepted and  $H_1$  is rejected.

#### Discussion

The independent variable is transformational leadership, transactional leadership and laissez-faire that affect work stress as dependent variable. Transformational has negative but does not influence work stress. it is because with or without the instructions on how to complete a job from a managers, motivation from their leaders also regardless the leader will or not listen to the subordinate difficulties it is not influence the level of work stress on employees. Also laissez-faire has negative but does not influence work stress. Because regardless the leader is give the subordinate freedom or not, and even though the leader is avoiding and does not have a clear goals does not influence the work stress experienced by employees. While transactional leadership has positive and significant on work stress. It is because the employees are still relatively young and productive, so they are trying to do the best in their work to meet the standard set by the manager to get recognition in the form of rewards such as promotions. It can stimulate the employees to work hard to get the reward and sometimes this makes the employees feel stress in the workplace. While employees receive their rewards, leaders benefit from the completion of tasks. Also presumably because supervisors solely intervene if standards are not met or if errors are detected. Thus, only negative feedback will be provided to followers, yielding dissatisfaction and other aspects of work stress.

## CONCLUSION AND RECOMMENDATION

#### Conclusion

The conclusions of this research can be seen as follows:

1. The transformational leadership style, Transactional leadership Style and Laissez-faire simultaneously influence work stress in PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara as the dependent variable.
2. Transformational leadership style has a negative relationship but not significantly influence work stress in PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara as dependent variable partially. It means the higher the employee's perception of transformational leadership style of their manager, the lower the perceived work stress experienced by the employees.



3. Transactional leadership style has a positive relationship and significantly influence work stress in PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara as dependent variable partially. It means that the higher the employee's perception of transactional leadership style of their manager, the higher the perceived work stress experienced by the employees.
4. Laissez leadership style as has a negative relationship but not significantly influence work stress in PT PLN (Persero) Unit Induk Pembangunan Sulawesi Bagian Utara as dependent variable partially. It means that the higher the employee's perception of laissez-faire leadership style of their manager, the lower the perceived work stress experienced by the employees.

### Recommendation

In the light of the literature review and research results it is advised to managers to improve more on transformational leadership style since it can brings good effect on employees' stress level. In this way managers who are responsible of the integrity of the organizations may help to prevent undesired outcomes stemming from stress, furthermore they may help to boost the employees' morale and organization's performance. The employees who perceive their leaders as transformational leaders might have less stress. The managers suggested to go beyond self-interest for the good of the group. By this way, the subordinates will perceive their manager concerned more about the welfare of the group. It should be added by the managers' words, and acts such as listen subordinates' problem in the workplace and give solution. This way can make the subordinates feel cared by the manager so it will reduce the work stress perceive by employees.

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