

## **THE INFLUENCE OF SOCIAL STRESSORS ON JOB PERFORMANCE WITH THE ROLE OF STRAIN AS MEDIATOR IN BTN BOGOR**

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### **Abstract**

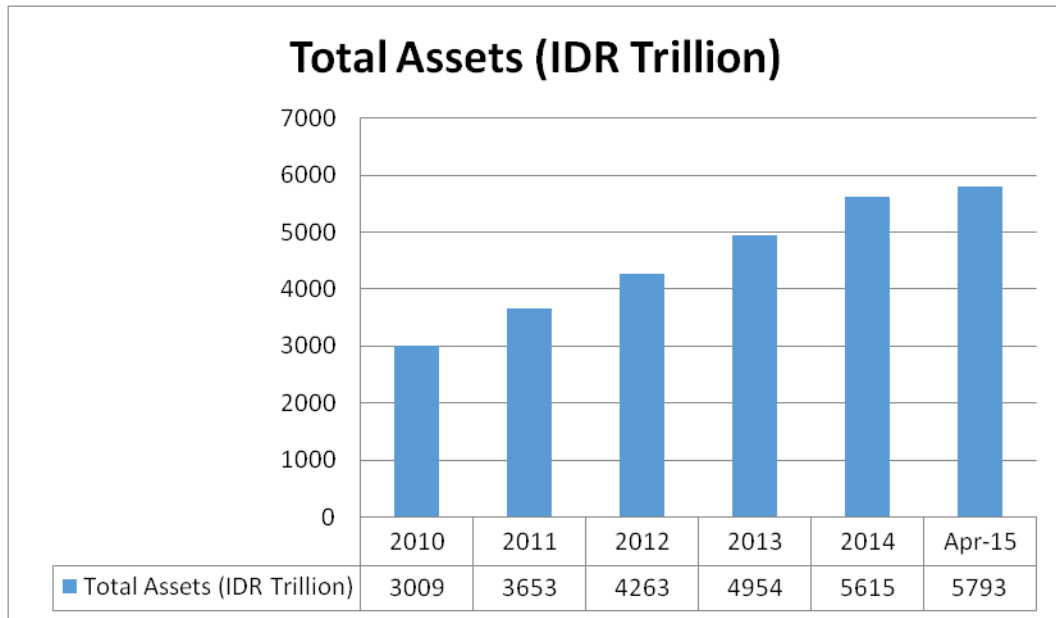
The focus of this study is to examine the factors that influence job performance of BTN Bogor employees by analyzing several variables namely, interpersonal conflict, organizational politics, and also the potential mediating role of strain between stressors and job performance. This study is using quantitative descriptive analysis. The results showed that interpersonal conflict has significant influence on strain and job performance. However, there was no evidence supporting that organizational politics has significant influence on job performance, and strain as the mediator of stressors and job performance.

***Keyword:** Social stressors, interpersonal conflict, organizational politics, strain, occupational stress, job performance.*

### **1. Introduction**

The banking industry in Indonesia continued to show considerable growth, with compounded annual growth rate (CAGR) of 16.9%, and is likely to continue its growth. The factors driving the growth are underpenetrated banking market, large consumer base and the rise of middle income population (EY, 2015). This growth is certainly having an impact on the increasing need for human resources career in the banking industry. Just like an organization generally, the banking company also has the objectives to be achieved, and to achieve that goal the banking industry requires competent and qualified resources.

**Table 1:** Indonesian Banks Total Assets



Source: EY (2015)

Table 1.1 shows that the total assets of the Indonesian Banks have increased. As per April 2015, there was an increase by 3.17% from 2014 in total assets. Overall, in the last five years the total assets of the Indonesian Banks has increased almost double.

Moreover, the Indonesian banking sector has enjoyed a steady growth for the past five years. Steady loan growth of approximately 20% has contributed to the growth of bank’s total assets. Average net interest margin (NIM) has decreased slightly due to tight competition; however, it still remains one of the highest in the region (EY, 2015).

The issue of human resources turned into something quite important in today's competitive business. Human resources are important asset for the company, and become a critical success factor for the implementation of an effective organization(Lilianto, 2007). Although supported by infrastructure and redundant power sources, if an organization is not supported optimally by the human resources, then the company's operations will not be resolved properly. Griffin (2003) also explains that human resources are valuable tools for increasing the productivity of a company. This indicates that human resources is the key principal, it will determine the successful implementation of the company's activities. The

demands of the company to acquire, to develop, and to retain qualified human resources are increasingly urgent in accordance with the dynamics of an ever-changing environment.

Other issues raised in the year 2012 based on the results of research suggested by the Global Workforce Study, that the majority of workers experience stress on the job. In line with the results of research conducted by Talent Management and Reward, that more than half of workers reported to work more than normal working hours within the last 3 years. And not a few workers (43%) of the workers surveyed have a higher expectation for the quality of life they will receive for the next 3 years.

Based on global issues above, the human resources challenges of the future is the increasing level of concern about the future of their workers, so they prefer not to take the risk (risk averse) and thought safe. The Global Workforce Study (GWS) states that workers constantly expose their concerns about accountability related companies, and to prepare more for themselves for the future, future career, and more importantly, is the reward for the performance-related issues that they have done. In addition, it is important to always maintain physical and mental health of employees so that the productivity of the work can be optimized. By being able to maintain physical and mental health of employees, it is expected that productivity of work can be improved so that a good performance can be achieved (Siu, et al, 2013).

There are several variables that can affect the level of employee performance. One of them is the level of stress that is owned by an employee. According to Shahid (2011) stress is the most common element and is often found in each type of job. Not only can be found in every kind of job, but stress is also often found in every person's life. Stress according to Shahid (2011) is a major problem in an organization and often have an impact on individual performance. If a person is stressed, then they will not be able to perform tasks optimally in doing activities for an organization. According Rubina et al (2008) stress experienced by workers can contribute to the damage of the employee's performance. Likewise, with Basher and Ismail (2008) in their study revealed that one of the effects of stress an employee will affect the individual's performance.

There are several reasons for the high levels of stress experienced by employees of the bank, such as, a bank clerk spent more time at the office and for work-related activities than

spending time for their family, the lack of support from superiors (managers), too much workload and deadlines of working time, the kind of work that are full of risks, and even the lack of a good relationship between the customer and the employee (Kiyani et al, 2011). Various reasons above can have impact(s) on the high level of stress to those who works at the bank. Therefore, this stress will also affect the performance of a bank employee. Masterson (1980) unravel some of the impact of the stress experienced by employees of the bank, such as excessive workload, a shortage of workers, change jobs, long working hours (overtime), shift work (turns), lack of supervision, lack of training, working conditions that is no longer convenient, too heavy to bear the burden and responsibility, and a poor relationship with partner / colleague. Stress on the job will be like a snowball, whereby if an employee experiencing prolonged stress and was not resolved soon, the impact is not only on the declining performance of the employees but also the working environment is getting worse, indicated by the tensions in the internal environment of the organization.

Bank Tabungan Negara, Persero or widely known by the name of BTN is one of the state-owned bank that is very concerned in empowering employees and improving soft skills and hard skills of employees. Throughout 2014, liability BTN focus in organizing employee training and development programs which are enhancing the skills of credit has been given to 2,726 employees and sales skills is given to 1,302 employees. The results of employee training and development are pretty impactful, in 2014 there has been an increase in the number of outstanding loans from Rp 100.47 trillion in 2013 and grew to Rp 115.92 trillion in 2014 (BTN Annual Report, 2014). Employee development program is certainly expected to improve employee performance and can support the achievement of targets employees.

To avoid burnout in the job, and minimize the level of stress faced by employees, throughout 2014, the Company also did a lot of improvements, especially in the field of HR. Some strategies such as by making the arrangement on a career path for employees, namely by job mutation, rotation, and promotions on all employees at all levels of positions. This step is also conducted by the company in order to get the right people for the right positions (the right man in the right place) (BTN Annual Report, 2014).

Therefore based on the background above, this study aims to explore the influence of interpersonal conflict and organizational politics to strain and performance of employees at

Bank BTN KC Bogor. Therefore, the title of this research is "The Influence of Social Stressors on Job Performance with the Role of Strain as mediator in BTN Bogor".

## **2. Literature Review**

### **2.1 Interpersonal Conflict**

Conflicts can occur in any environment where the people are, whether it is within the family, organization, or the work environment. Some journals such as Tjosvold (1991), Wall & Callister (1995), and Thomas (1976) in Barki and Hartwick (2002) stated that the conflict can occur between races, ethnic, religion, politics, marital status, personality, gender, role, value and therefore, on. The same journal found differences in units and levels in the surrounding environment can also lead to conflict as between individuals, between groups, between organizations, even between countries. Barki & Hartwick (2002) states that the conflict could affect the running of the organization and the results achieved.

Interpersonal conflicts may occur because of the disagreement between individuals. interpersonal conflict at work is also often occur because of differences in terms of thoughts, ideas, and expectations of the achievement. Barki & Hartwick (2002) defines interpersonal conflict as a disagreement, negative emotion, or interference. Disagreement means any matters relating to inter-individual covering presence of goal difference (Dahrendorf, 1958). This condition often occurs especially in the work environment. While negative emotions is a condition in which the group members have interpersonal conflicts are characterized by the presence of anger, frustration and other negative feelings (Pelled, Eishenhardt & Xin, 1999). Some attributes that characterize from negative emotions include tension, frustration, anger, friction, hostility and therefore, forth (Barki & Hartwick, 2002). Employees often outlet their negative emotions by being ill-mannered to other colleagues at work.

In this research, Interpersonal conflict refers to conflicts that occur between different individual groups organizations or other social units; hence, the terms interpersonal, linter-group, inter-organizational, and international conflict (Thomas, 1992). Thomas (1992) defines Interpersonal conflict as the process that begins when one party perceives that the other has negatively affected, or is about to negatively affect, something that he or she concerns about. Interpersonal conflict is considered something disrupting their job, and

something 'unforeseen.' Therefore, when there is a conflict at work, workers would be more displeased with their jobs than their colleagues (Liu, Spector, & Shi, 2007).

Employees often outlet their negative emotions by being rude to others at work. Other research explains that a person with higher emotion quotient (EQ) are more confident, have more positive viewpoint and mostly project an optimistic image. Regulation of emotions, which has a role as a fundamental of EQ, should lower the possibility of interpersonal conflict to happen. In addition, individual with high level of EQ are better to coping threat to their optimistic attitude and confidence when facing undesirable situations.

## **2.2 Organizational Politics**

Kacmar and Baron (1999) define organizational politics as any activity that "Involves actions by individuals which are directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization".

Political organization by Kreitner and Kinicki (2001) is an action that is intentionally done to influence a person in an organization and aims to protect themselves from desire of individuals or groups. While Chen and Fang (2008) describes the definition of organizational politics are all sorts of efforts to acquire and use the influence that occurs in setting the goals of an organization. Robbins (2003) defined organizational politics as an activity that was not requested as part of the one's formal role in the organization, but that influence, or attempt to influence, and the process of distribution of profits and losses within the organization.

Robbins (2003) explains some of the factors that influence presence of politics in organizations of which are individual factors that include high self-monitoring, location monitoring interval, resourceful, the investment organization, attention to alternative work, and their chances of success. While the organizational factors include, associated with sourcing, promotional benefits, low confidence, ambiguity rules, the performance evaluation system is not clear, high working pressure, and senior managers factor.

Gray and Ariss (1985, p. 707) proposed that organizational politics consists of intentional actions of influence undertaken by individuals or groups to improve or defend their self-interest when contradictory courses of action are likely to happen. Research on organizational politics has argued that politics is an important component in the workplace

that needs further inquiry and examination. As defined by Pfeffer (1981, p. 7), organizational politics are actions undertaken to obtain, improve, and use power to attain preferred consequences in conditions having dissensus on options. All these explanations evidently refer to the presence of impact processes on the organizational macro or micro level.

### **2.3 Felt Stress**

The concept of work stress was first developed over 20 years ago by experts. "Stress is what we feel when we have to respond to a demand on our energy. Stress is a natural part of life, and occurs whenever there are significant changes in our lives, whether it is positive or negative. It is generally believed that some stress is okay (sometimes referred to as "challenge" or "positive" stress) but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur (Canadian Centre for Occupational Health and Safety, 2000).

Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands (Blaug, et al, 2010).

Stress in the workplace occurs because of some factors, such as employees increasingly face conditions of overwork, job insecurity, low levels of job satisfaction, and lack of autonomy (Bickford, 2005). Stress also happen because of some pressure in jobs. The pressure in jobs is a measure of the balance between the psychological demands of the work and limitations in decision-making. Psychological demands that is defined by Wilkins and Beaudet (1998) include excessive workloads, time constraints in employment and demand conflict. While the control or decision-making power refers to the freedom to determine how to display the performance of the work and the possibility to learn something new or to show a different job (Turcotte and Schellenberg, 2005). Blaug, et al (2010) state that workload is the most pervasive factor linked to work-related stress. Factors other than workloads include cuts in staff, change, long hours, bullying, shift work, and sex or racial harassment.

Some literatures indicate that workplace stress has been shown to have a detrimental effect in the health and well-being of employees, as well as a negative impact on workplace productivity and profits (Bickford, 2005). Blaug, et al, (2010) also state that stress in the

workplace can effect to employee's low performance. However, it is important for employees to learn to recognize the signs that indicate they are feeling stressed out, and employers need to be aware of the effects that stress has on their employees' health as well as on company profits (Bickford, 2005).

#### **2.4 Job Performance**

Performance is derived from the English word, namely performance, result of, or work achievement. However, according to Wibowo (2013), the word performance has a broader meaning that is not just limited to the work, but also how these processes work in progress. According to Armstrong and Baron (1998) performance is a result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contribute to the economy. Nawawi (2006) states that performance are (a) something that is achieved, (b) visible achievements, and (c) working ability. Still based on the same source, according to Nawawi performance will be high if a targeted work can be completed in a timely manner or do not exceed the allotted time, and vice versa, performance is low if it is carried beyond the allotted time or not at all resolved. Hasibuan (2006) explains that the performance is the result of work achieved in executing the tasks assigned to individuals based on skills, experience, sincerity, and time.

Based on several expert opinions above, it can be concluded that the definition of performance is the result of the following work processes that work in accordance with the organization's strategic objectives of companies therefore, as to create satisfaction for customers, and provide economic contribution to the company. While the management of performance management is about creating a relationship and ensure effective communication. Performance management focuses on what is required by the organization, managers, and workers to succeed. Performance management is about how performance is managed to achieve success (Wibowo, 2013).

Performance is generally regarded as the measure of how a person's doing his/her job. Performance is the foundation for productivity and contributes to the achievement of organizational goals. Of course the criteria of the added value is used in many companies to evaluate the benefits of a job. The performance of each worker must have added value to an



organization on the use of the resources that have been used. To achieve higher performance, every individual in the company must be able to (a) creates capacity to perform, (b) shows the willingness to perform and (c) creates the opportunity to perform. All of these three factors are very important, because failure of one factor alone can lead to hinder performance, and the reducing the performance standards (Husnawati, 2006).

If the performance of employees continues to decrease, then of course, it can have an impact on some of the good things on the employee itself, as well as impact on the operational activities of the company. The negative impact from the declining performance of employees is the decreasing of desire for employees to achieve achievement of work, lack of timeliness in completion of work even to the appearance of some unfavourable behaviours such as does not obeying the rules set by the company (Reza, 2010).

The importance of performance assessment is not only for the organization or company, but also can benefit the employees themselves. The importance of performance assessment is not only for the organization or company, but also can benefit the employees themselves.

### **3. Research Methodology**

#### **3.1 Types and Data Collection Method**

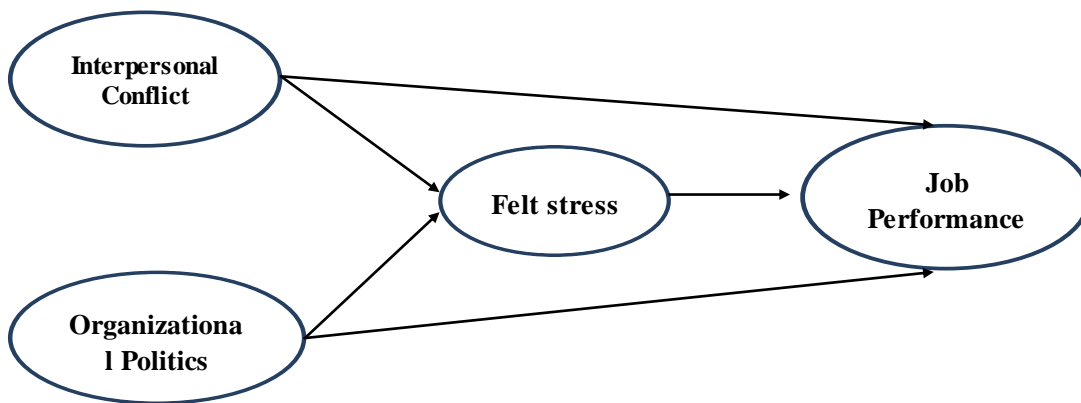
Researchers conducted this research using primary data. Primary data is data obtained directly through various methods, such as questionnaires, surveys, interviews and others. In this research, primary data obtained by researchers drawn from questionnaires distributed to the research sample using the technique of closed ended question. The questionnaire is a set of questions used to elicit information from respondents (Malhotra, 2010). The questionnaire used in this study using a close-ended question, shaped Likert scale, the scale of assessments requires respondents to indicate the level of agreement or disagreement with any kind of statement about the object of the stimulus (Malhotra, 2010).

Beforehand, Researchers did pre-testing to five colleagues who have the characteristics and profile in accordance with the target sample of respondents to identify and eliminate potential problems in the questionnaire. Identification that is performed includes content of the questions, wording, sequence, level of difficulty of questions and instructions.

After getting feedback from potential respondents and researcher to change the questionnaire to then do a pilot test.

### 3.2 Research Framework

This research uses a model based from the previous study, which already mentioned in chapter 2, by Siu, Lu, and Spector (2013). Researcher uses journal from Siu, Lu, and Spector (2013) as the main reference. Therefore, the conceptual model of this research is will be researching the influence of social stressors on job performance with mediating role of felt stress in BTN Bogor. Model from this research can be depicted as follows:



**Figure 1:** Research Framework

Source: Siu, Lu, & Spector (2013), modified.

### 3.3 Operationalization of Research Variable

The following section will display the table operationalization of the research. Researchers credit the source items used and there are no change in the scale used. This study uses a five-level Likert scale as the original research:

**Table 2:** Operational Variable

<b>Variable</b>	<b>Measurement</b>	<b>Author(s)</b>	<b>Scale</b>
Interpersonal Conflict	How often I get into arguments with others at work.	Spector and Jex (1998)	5 point Semantic differential
	How of other people yell at me at work.		
	How often are people rude to me at work.		
	How often do other people do nasty things to me at work.		
Organizational Politics	The system has been planned and implemented autocratically on the bias of single mind decision making rather that participative style that includes teamwork and sharing.	Andrews, Witt & Kacmar (2003)	5 point Likert scale
	There has always been an influential group of staff in this organization that no one ever crosses.		
	Management put their self-interest into the allocation of resources and uses my company's resources for their own purposes.		
	Some groups in this organization attempt to build themselves up by tearing others down.		
	Since I have worked in this organization, I have never seen the pay and promotion policies applied politically. (R)		

**Table 3:** Operational Variable (continued)

Variable	Measurement	Author(s)	Scale
Organizational Politics  (continued)	Management monopolizes the ideas, practices, activities and success of the staff performance in some instances.	Andrews, Witt & Kacmar (2003)	5 point Likert scale
Strain (Felt Stress)	A feeling that you carry job problems home with you	Parasuraman (1982)	5 point Semantic differential
	A feeling that your job makes you upset		
	A feeling that your job makes you frustrated		
	A feeling that you are under strain on the job		
	A feeling that your job makes you tense		
	A feeling that the amount of work you have to do interferes with how well it gets done		
	A feeling that your job places you under a great deal of stress		
	A feeling that your job makes you jumpy and nervous		
	A feeling that your job puts you under a lot of pressure		
Job Performance	Achieves the objectives of the job		
	Meets criteria for performance		
	Demonstrate expertise in all job-related tasks		
	Fulfills all the requirements of the job		
	Could manage more responsibility than typically assigned		
	Appears suitable for a higher level role		

**Table 4:** Operational Variable (continued)

Variable	Measurement	Author(s)	Scale
Job Performance  (continued)	Is competent in all areas of the job, handles tasks with proficiency	Goodman and Svyantek (1999).	5 point
	Performs well in the overall job by carrying out tasks as expected		Likert scale
	Plans and organizes to achieves objectives of the job and meet deadlines		

## **4. Result and Discussion**

### **4.1 Analysis for Demography Respondent**

In this section, researcher will presents the analysis of the main data which include the respondent's profile and hypotheses testing using SEM. The collection of data through this questionnaire was conducted using hardcopy questionnaires. This research involved 152 respondents from BTN employee population. Number of respondents is 152 people which have been sufficient for a minimum of criteria for the use of SEM described in chapter 3 where this research requires a minimum of 140 respondents were based on the calculation of the number of questionnaire items multiplied by five. The following are profiles of the respondents in this research:

#### **4.1.1 Gender**

From the collected data, it can be sums up that 89 respondents are male and the rest (63) are female. From the following table, it can be seen that the comparison between male and female respondents is 59%: 41%. This shows that there is a composition that is not too different in terms of gender. Therefore it reduces the possibility of bias in the study because it will get results that are representative of each gender.

#### **4.1.2 Marriage Status**

From the collected data, it can be sums up that 95 respondents are married, 49 are still single, and 8 are divorced. From the following table, it can be seen that the majority of the respondents are married (63%) followed by single (32%), and divorced (9%).

#### **4.1.3 Age**

Researcher divides the age of the respondents into 5 parts of age range, which are, up to 20 years, 21-30 years, 31-40 years, 41-50 years and > 50 years. From the following table, it can be seen that more than half of the respondents of this study were in the age ranging from 21-30 years amounting to 91 people (60%), followed by the age range of 31-40 years as many as 34 people (22%) and 15 respondents have a lifespan of 41-50 years, and the rest are in the range of up to 20 years with the number 3 (2%).

#### **4.1.4 Education Level**

From the collected data, it can be stated that 16 respondents are attained high school, 95 respondents are having diploma degree, 38 respondents are having bachelor degree, and 3 respondents are having master degree, and there is no respondent having Doctorate degree. Following table is the summary of the education level of the respondents:

#### **4.1.5 Years of Service**

Researcher divides the years of service of the respondents into 5 parts, which are, 1 to 2 years, 3 to 5 years, 6 to 10 years, 11 to 15 years and more than 15 years. From the following table, it can be seen that most of the respondents has been work for 3 to 5 years (32%), followed by more than 15 years (24%), 1 to 2 years (20%), 6 to 10 years (17%), and the least is 11 to 15 years (6%).

#### **4.1.6 Position in the Organization**

From the collected data, it can be stated that the majority (119) of the respondents are staff/officer (78%), 25 respondents are lower level management (16%), 8 respondents are

middle level management (5%), and there is no from higher level management. Following table is the summary of the education level of the respondents:

## 4.2 Hybrid Model

### 4.2.1 Goodness of Fit of the Structural Model

In identifying a model therefore, that it can be said good and correct, hence researcher does some analysis regarding values that are contained in the model. In the first test of goodness of fit of the structural model, the RMSEA is still considered as marginal fit. Therefore, researcher conducted respecification towards the structural model in order to achieve the desirable RMSEA, therefore, that it will be considered as good fit. Researcher freeing error covariance in some items therefore, that the RMSEA is become 0.057 which considered as good fit. This respecification is aligned with Jöreskog & Sörbom (1996) which stated that in order to get a good fit model; researcher could free error covariance between items within a variable. The following table are the result after respecification was done.

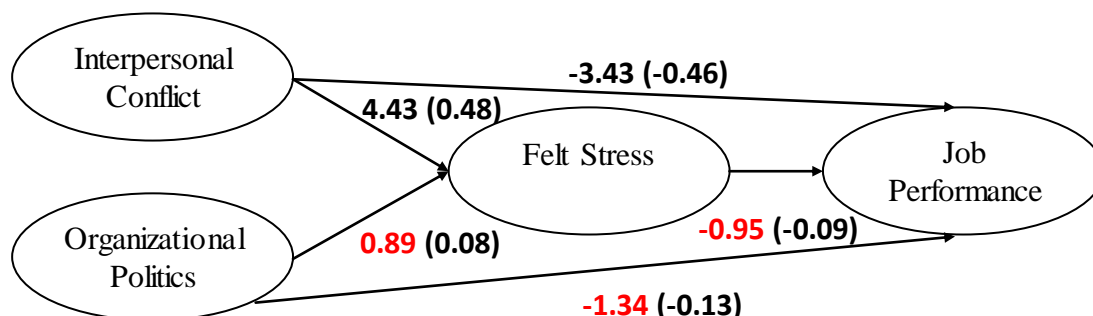
**Table 5:** Goodness of Fit of the Structural Model

<b>GoF Measure</b>	<b>Acceptable Level of Fit</b>	<b>Model Result</b>	<b>Remarks</b>
RMSEA	RMSEA < 0.05 is close fit RMSEA ≤ 0.08 is good fit 0.08 < RMSEA ≤ 0.10 is marginal fit	0.057	Good Fit
RMR	Standardized RMR ≤ 0.05	0.058	Marginal Fit
GFI	GFI ≥ 0.9 is good fit 0.8 ≤ GFI < 0.9 is marginal fit	0.82	Marginal Fit
ECVI	Value ECVI closer to ECVI saturated than independence model indicates the good fit.	4.34	Good fit
ECVI Saturated Model		5.38	

GoF Measure	Acceptable Level of Fit	Model Result	Remarks
ECVI Independence Model		38.49	
Chi-square	The smaller the better	461.85	The Smaller the better
AIC	Value AIC closer to AIC saturated than independence model indicates the good fit.	655.85	Good fit
AIC Saturated Model		812.00	
AIC Independence Model		5,811.34	
CAIC	Value CAIC closer to CAIC saturated than independence model indicates the good fit.	1,046.17	Good Fit

#### 4.2.2 Analysis of Causal Effect and Significance Test

The analysis of causal effect is attained from running the data from LISREL by analyze the critical ratio among latent variables in the research.



Chi-Square = 461.85, df=309, p-value=0.00000,

Figure 2: t-value & SLF of Structural Modelling



In this section, researcher will presents the results of significance test which is done after the structural model and its measurement achieved good fit criteria. T-value > 1.96 or < -1.96 indicates that the relation between variables is significant, while t-value <1.96 or >-1.96 indicates the relation between variables is not significant. The results of significance test is summarized in table 5.26

**Table 6:** Path Diagram and Significance Test's Results

Path	T-Value	Remarks
Interpersonal Conflict → Felt Stress	4.43	Significant
Organizational Politics → Felt Stress	0.89	Not Significant
Interpersonal Conflict → Job Performance	-3.43	Significant
Organizational Politics → Job Performance	-1.34	Not Significant
Felt → Job Performance	-0.95	Not Significant

Joreskog (1999) in Wijanto (2008) explains that R<sup>2</sup> on a structural equation does not have a clear interpretation and to interpret it in the regression equation of this model is taken from the reduced form equation. The equation is as follows:

$$C = 0.52A + 0.069B, \text{ Errorvar.} = 0.70, R^2 = 0.30$$

$$D = -0.39C - 0.46A - 0.16B, \text{ Errorvar.} = 0.78, R^2 = 0.22$$

Based on the above model equation, we can take two conclusions. First, the ability of interpersonal conflict and organizational politics in explaining job performance is 30%, while the remaining 70% is explained by other variables outside the research model. Second, the ability of interpersonal conflict and felt stress in explaining job performance is 22%, while the remaining 78% is explained by other variables outside the research model.

### **H1a: Interpersonal Conflict has a significant effect on Job Performance**

Based on the test result of H1a, it is found that t-value of the relationship is -3.43, and it can be concluded that there is a negative and significant effect for interpersonal conflict on job performance towards BTN Bogor employees. Hence, H1a is accepted. This means that if the level of interpersonal conflict among employees and between employees with the supervisor increases, it can decrease the job performance of BTN Bogor employees. In contrast, if the level of interpersonal conflict among employees and between employees with supervisors decreased, it can increase the job performance of BTN Bogor employees. This influence has been proven statistically significant. The value of a coefficient on the influence of interpersonal conflict on job performance is -0.52, which means that if interpersonal conflict within the companies increases by 1%, then the job performance of BTN Bogor employees will also decrease by 0.52%.

This test confirms that interpersonal conflict is negatively correlated with job performance (Spector & Jex, 1998). Edwards, Cockerton, & Guppy (2007) explained that interpersonal (as one of the social stressor) are expected to correlate with job performance. Jex et al. (2003) also found that when the intensity of conflicts between co-workers is high within organization, it is more likely for the organization to have underperformance employees.

### **H1b: Organizational Politics has a significant effect on Job Performance**

Based on the test result of H1b it is found that t-value of the relationship is -1.34, and it can be concluded that there is a negative yet insignificant effect for Organizational Politics on job performance towards BTN Bogor employees. Hence, H1b is rejected. This means that if the level of Organizational politics increases, it can decrease the job performance of BTN Bogor employees. In contrast, if the level of organizational politics of employees decreased, it can increase the job performance of BTN Bogor employees. This influence has been proven statistically insignificant. The value of a coefficient on the influence of Organizational Politics on job performance is -1.34, which means that if Organizational Politics within the companies increase by 1%, then the job performance of BTN Bogor employees will also decrease by 1.34%.

Vigoda (2000) explained organizational political principles had a pessimistic association with work feelings of employment fulfilment and job performance. Gull & Zaidi (2012) also stated in his research that there is weak relationship between general politics behaviour and job satisfaction. There is an insignificant negative relationship between general political behaviour and job satisfaction. This research also concluded that the perception of organizational politics is pessimistically related to the work pleasure level of the people.

### **H2a: Interpersonal Conflict has a significant effect on Felt Stress**

Based on the test result of H2a, it is found that t-value of the relationship is 4.43, and it can be concluded that there is a positive and significant effect for interpersonal conflict on stress towards BTN Bogor employees. Hence H2a is accepted. This means that if the level of interpersonal conflict among employees and between employees with the supervisor increases, it can increase the stress on BTN Bogor employees. In contrast, if the level of interpersonal conflict among employees and between employees with supervisors decreased, it can decrease the stress on employees BTN KC Bogor. This influence has been proven statistically significant. The value of a coefficient on the influence of interpersonal conflict on stress is 0.49, which means that if interpersonal conflict increases by 1%, then the stress of BTN Bogor employees will also increase by 0.49%.

This test confirms that interpersonal conflict is negatively correlated with stress. Bruk-Lee & Spector (2006) in the study of assessing social stressor between supervisors and co-workers found that interpersonal conflict has proven that it was positively correlated with stress at the working environment, Therefore might disrupt the employees to work well. Other studies also confirmed that when the employees feel that there will be a probability or actual loss of resources, those who experienced interpersonal conflict will likely to perceive felt stress (strain) (Hobfoll, 2001).

### **H2b: Organizational Politics has a significant effect on Felt Stress**

Based on the test result of H2b, it is found that t-value of the relationship is 0.89, and it can be concluded that there is a positive yet insignificant effect for organizational politics on stress towards BTN Bogor employees. Hence, H2b is rejected. This means that if the level

of organizational politics among employees and between employees with the supervisor increases, it can increase the stress on BTN Bogor employees. In contrast, if the level of organizational politics among employees and between employees with supervisors decreased, it can decrease the stress of BTN Bogor employees. This influence has been proven statistically insignificant. The value of a coefficient on the influence of organizational politics on stress is 0.07, which means that if organizational politics within the companies increase by 1%, then the stress of BTN Bogor employees will also increase by 0.07%.

Some researchers have pointed towards that political affairs had little influence on work pleasure, nonattendance, and employees' job nervousness showing considerable control over their atmosphere (Ferris et al, 1996; Witt, Andrews & Kacmar, 2000 in Gull & Zaidi, 2012). Gull & Zaidi (2002) also stated that perception of individuals about other's self interested behaviour like manipulation of organizational politics is pessimistically related to the work performance level of the people.

### **H3: Felt Stress has a significant effect on Job Performance**

Based on the test result of H3, it is found that t-value of the relationship is -0.95, hence it can be concluded that there is a negative yet insignificant effect for stress on job performance towards BTN Bogor employees. Hence, H3 is rejected. This means that if the level of stress of employees increases, it can decrease the job performance of BTN Bogor employees. In contrast, if the level of stress of employees decreased, it can increase the job performance of BTN Bogor employees. This influence has been proven statistically insignificant.

The value of a coefficient on the influence of stress on job performance is -0.10, which means that if stress within the companies increase by 1%, then the job performance of BTN Bogor employees will also decrease by 0.1%.

Job stress is determined by the interactions between psychological demands and decision latitude. Park (2007) explains there are four types of work environment: high stress jobs, active jobs, low stress (relaxed jobs), and passive jobs. Each category of these work environments related to job stress can have different effects on workers and their organizations. Karasek (1998) explains that the effects of job stress to workers performance

and their organizations are highly according to psychological demands. For instance, when job control is high and psychological demands are also high, learning and growth are the predicted behavioural outcomes. Much of the energy aroused by job challenges can be translated into direct action – effective problem solving – with little residual stress. The growth and learning are stimuli are conducive to high productivity. On the other hand, low demand and low control lead to a very un motivating job setting, which results in gradual loss of previously acquired skills.

#### **H4a: Felt Stress significantly moderates the relationship between Interpersonal Conflict and Job Performance**

Based on the test result of H4a, it is found that t-value of the relationship is -0.97, and it can be concluded that there is a negative yet insignificant effect for interpersonal conflict on job performance through stress towards BTN Bogor employees. This influence has been proven statistically insignificant. Hence H4a is rejected.

The effect of interpersonal conflict on employee is likely to be mediated by several factors, Ilies, et al (2010) found in his study that receiving social support on the job buffers the negative consequences of conflict. Perceived support reflects important interpersonal process and relationships (McCaskill & Lakey, 2000). Employees would seek social support when they experience interpersonal conflict at work. Employees also may seek social support in response to positive experiences at work (Ilies, et al, 2010).

#### **H4b: Felt Stress significantly moderates the relationship between Organizational Politics and Job Performance**

Based on the test result of H4b, it is found that t-value of the relationship is -0.63, hence it can be concluded that there is a negative yet insignificant effect for organizational politics on job performance through stress towards BTN Bogor employees. This influence has been proven statistically insignificant. Hence, H4b is rejected.

The intersection between organizational politics and emotion is viewed by the research conducted by (Meisler & Gadot, 2013). This research showed that elements of

emotion can shape perceptions of politics, and that the manner in which employees understand and regulate felt emotions affects their interpretation of the political arena.

This means that stress does not necessarily moderate the relationship between organizational politics and job performance, it very much depends on the Emotional Intelligence (EQ) for each individual (workers). Miller et al. (2008) argues that previous study shows the difference between organizational politics in public and private sector.

The highest SLF for variable interpersonal conflict are item A3 (0.73) and A4 (0.60). Item A3 stated about how often people being rude to the employee at work. Item A4 stated about how often people do nasty things to the employees at work. The workers feel that when people start being rude to each other and do nasty things such as, defamatory and gossiping about them, it will be triggering the conflict between related parties.

The highest SLF for variable organizational politics are item B2 (0.81) and B3 (0.79). Item B2 stated about whether there has always been an influential group of staff within BTN Bogor that no one ever crosses. Item B3 stated about whether management put their self-interest into the allocation of resources and uses the company's resources for their own purposes. Employees feel that some group which usually consist of those who have works for the company for more than 3 years dominates the organization, and they feel the management occasionally uses company's perks/resources for their own interest.

The highest SLF for variable strain are item C8 (0.89) and C9 (0.88). Item C8 stated about whether there the job makes the employee feels jumpy and nervous. Item C9 stated about whether the job put employees under a lot of pressure. Workers felt stress when they start feeling nervous about their job (the supervisor will give abundant of new tasks or did not feel the results does not fulfil his/her expectations) and also when the pressure is high such as, when supervisors gave complicated tasks yet only gave them several days to completes it.

The highest SLF for variable job performance are item D4 (0.72) and D3 (0.71). Item D4 stated about whether the employee fulfils all the requirements of the job. Item D3 stated about whether the employees demonstrate expertise in all job-related tasks. Employees will always try to always meet the requirement; otherwise there might be unfavourable consequences that come from the management.

Interpersonal conflict that occurred in Bogor BTN employees can cause stress for employees. But strain has no effect on the performance of employees. The highest attribute in explaining interpersonal conflict is be rude to fellow co-workers in the workplace, followed by the unpleasant treatment, said in a harsh tone in the workplace, and involved arguments with others. Therefore, management of BTN Bogor should be minimizing their interpersonal conflict among employees. The impact of interpersonal conflict is their distress faced by employees of BTN Bogor. This feeling is certainly involved in jobs that are being carried.

The highest attribute in explaining the strain is the feeling that the work being done to make a person feel anxious and nervous. Followed by the feeling that the job of placing someone under a lot of pressure, a feeling that the work of making a person is in high stress, a feeling that the job makes a person tense, feeling that much work to be done very disturbing though how well the work is done, the feeling that someone is under pressure at work, feeling that the job makes a person frustrated, and angry, and the feeling that someone has clinched bring work problems home.

Interpersonal conflict is also significantly affect job performance where its influence is negative. That is, if there is interpersonal conflict between employees or between employees and supervisors in the workplace, it can degrade the performance and productivity of a person. This is certainly very undesirable. Conflicts can occur not only between employees with other employees, but also the discomfort between employees and employers can also lead to disruption of work productivity. Therefore, management of BTN Bogor should create a culture of a comfortable and safe working environment for its employees. Some of the strategies that can be done to minimize the occurrence of interpersonal conflict is by imposing good norms / work ethics and organizational ethics. It can be done through dissemination to all stakeholders of the organization, and implement in the form of rules of the organization. In addition, management could also implement reward and punishment.

## **5. Conclusion**

Based on the analysis and discussion of the research, hence there are number of conclusions that can be drawn to address the problem of this research as described in the first chapter of this study. The conclusions that are given from this research include:

- a. Interpersonal conflict has negative and significant effect towards job performance of BTN Bogor employees. This means that if the level of interpersonal conflict among employees and between employees with the supervisor increases, it can decrease the job performance of BTN Bogor employees. In contrast, if the level of interpersonal conflict among employees and between employees with supervisors decreased, it can increase the job performance of BTN Bogor employees.
- b. Organizational Politics has negative yet insignificant effect towards job performance of BTN Bogor employees. This means that if the level of Organizational Politics among employees and between employees with the supervisor increases, it can decrease the job performance of BTN Bogor employees. In contrast, if the level of Organizational Politics among employees and between employees with supervisors decreased, it can increase the job performance of BTN Bogor employees. However, the effect is statistically insignificant.
- c. Interpersonal conflict has positive and significant effect towards strain of BTN Bogor employees. This means that if the level of interpersonal conflict among employees and between employees with the supervisor increases, it can increase the strain on BTN Bogor employees. In contrast, if the level of interpersonal conflict among employees and between employees with supervisors decreased, it can decrease the strain of BTN Bogor employees.
- d. Organizational politics has positive yet insignificant effect towards strain of BTN Bogor employees. This means that if the level of organizational politics among employees and between employees with the supervisor increases, it can increase the strain on BTN Bogor employees. In contrast, if the level of organizational politics among employees and between employees with supervisors decreased, it can decrease the strain of BTN Bogor employees. However, the effect is statistically insignificant.
- e. Strain has negative yet insignificant effect towards job performance of BTN Bogor employees. This means that if the level of strain of employees increases, it can decrease the job performance of BTN Bogor employees. In contrast, if the



level of strain of employees decreased, it can increase the job performance of BTN Bogor employees. However, the effect is statistically insignificant.

- f. Strain insignificantly moderates the relationship between Interpersonal Conflict and Job Performance.
- g. Strain insignificantly moderates the relationship between Organizational Politics and Job Performance.

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