

The Impact of Occupational Stress Factors to Job Stress in Housekeeping Department of Hotel ABC

Anthony Lilianto Lie

International Business Management Program, Petra Christian University
Jl. Siwalankerto 121-131, Surabaya
E-mail: thony.lie@gmail.com

ABSTRACT

The increase of tourist coming to Indonesia makes many hotels in the industry compete to attract the customer. However, the consumers become more sharp and selective to choose the hotel where they want to stay. Easily accessed information and review about hotel makes the management of the hotel wants to give the best impression to consumer. The heavy demand from management and customers as well as the increase number of work will increase the stress level of the employees. The management cannot ignore the stress level of the employees. Managing the stress level of the employees will help Hotel ABC to keep performance of the employees at utmost level.

This research was conducted in Housekeeping department of Hotel ABC by distributing questionnaires to 58 employees. The sampling method used was simple random sampling. The data were analyzed using Multiple Linear Regression Analysis. The results show that work relationship, work overload, job security, and job characteristics do not pass validity and reliability test. The rest of independent variables passed the validity and reliability test, but do not have significant impact towards job stress simultaneously or individually.

Keyword: Human Resource, Job Stress

ABSTRAK

Bertambahnya jumlah turis yang berkunjung ke Indonesia membuat banyak hotel bersaing untuk menarik pengunjung. Akan tetapi, pengguna jasa hotel semakin jeli dan selektif dalam memilih hotel untuk menginap. Informasi dan ulasan yang mudah diakses mengenai hotel membuat manajemen hotel ingin memberi kesan yang baik terhadap konsumen. Tuntutan yang berat dari manajemen dan konsumen serta meningkatnya jumlah pekerjaan akan membuat tingkat stress dari pegawai bertambah. Manajemen hotel tidak bisa bersikap acuh tak acuh terhadap tingkat stress pegawai. Dengan mengatasi tingkat stress dari para pegawai, Hotel ABC dapat menjaga performa dari para pegawai pada tingkat maksimal.

Penelitian ini dilakukan di departemen Housekeeping Hotel ABC dengan menyebarkan kuesioner kepada 58 karyawan. Metode sampling yang digunakan adalah simple random sampling. Data yang ada dianalisa menggunakan Multiple Linear Regressions Analysis. Hasil dari penelitian menunjukkan bahwa hubungan kerja, kelebihan beban kerja, sekuritas kerja, dan karakteristik kerja tidak memenuhi tes validitas dan reliabilitas. Hasil untuk variabel independen yang lain memenuhi tes validitas dan reliabilitas, namun tidak mempunyai hasil yang signifikan terhadap stres secara terpisah maupun bersama.

Kata kunci: Sumber Daya Manusia, Stres Kerja

INTRODUCTION

Consumer demand is ever-changing in the hotel industry (Acharya & Medepalli, 2012). With the invention of internet, consumers become more sharp and selective regarding the hotel where they will stay and the comfort. Information regarding specific hotel is also easily gathered by potential consumer. Travel-focused blogs featuring the consumers' experience and social media websites provide a forum to share travel stories and photos will give information needed for the potential consumer. There are many websites that appearing here and there which review hotels and restaurants such as TripAdvisor, Yelp and Google Places. The number of international tourists that visited Indonesia by December 2013 were amounted to more than 860,000 people and it showed increase by 12.22% compared to December 2012 (Badan Pusat Statistik, 2014). One thing that hotel industry needs to take note is that the increase of the international tourists are mostly not for vacation, but for Meeting, Incentives, Convention and Exhibition (MICE). MICE gives contribution to the increase of 3.39% of international tourists in Bali due to international events and 5.61% in Jakarta due to concerts which are held in the year 2012 (Ministry of Tourism and Creative Economy, 2012).

The problem with the growing number of tourist is whether the employees of the hotel able to keep up with the increase in the occupancy rate. If the employees' capabilities are not enough to keep up with the change, they will feel their workload increased and cannot maintain good performance for the consumer. The management wants their employees to be able to give constant performance and improving their employees at the same time. Rauch (2013) mentioned "Service today consists of four levels: basic, expected, desired and WOW." Desired service level is aiming to meet the satisfaction level of the consumer. Meanwhile, WOW service level is aiming to create a sense of surprise or unexpected service in a good way to the consumer.

With high demand from the hotel management, there is a possibility that the employees will suffer job stress. "Job stress is the extent to which the employees feels a tension of anxiety caused by their job" (Bemana, Moradi, Mohsen, Taghavi & Ghayoor, 2013). However, as afore mentioned that in order to be able to response to the market, there is a need for constant performance from the employees and also improvement in order to be able to keep delighting guests. By putting importance on the constant performance and employee improvement, there will be burdens placed on the employees both physically and

emotionally. These burdens will later impacting to the employees' job stress level.

LITERATURE REVIEW

Cartwright and Cooper (2002) mentioned 8 factors that affect the job stress and developed the questionnaire for ASSET (An Organizational Stress Screening Tool). The factors are work-life balance, resources & communication, work relationship, work overload, job security, job characteristics, job control, and pay & benefits. Heathfield (2014) defined work-life balance as an idea where the company is supporting the needs and efforts of the employees to be able to divide their time and resources between work and personal life. Companies can help the employees to reach work-life balance by offering help such as flexible work hour, making family event and activities, and overtime payment policy. Resources are defined as natural source of wealth or revenue, usually money, properties or assets (Merriam Webster, 2014; Dictionary, 2014). In workplace, resources include technology or equipment which company provided to employees to help them do their job. Cooper and Cartwright (2002) described communication as the flow of information going received by the employees rather than the interaction from the employees to supervisor, co-worker, subordinate or customer. The employees need information about what is going on and updates on changes of policy in the company.

Work relationship is explained as interpersonal relation from the employee to customer, co-worker, subordinate or supervisor. Cooper (2013) mentioned the definition of the quantitative and qualitative. Quantitative means 'too much to do', while qualitative means task or assignment is 'too difficult'. The effect of work overload is not entirely will lower performance in work. Brown and Benson (2005) shows that high overload is positively related to higher performance ratings. Job security is defined as certainty that employees will have continuous employment from the company through contract, agreement or labor legislation (Business Dictionary, 2014). Cooper (2008) mentioned lack of job security is major contributor to stress level. Hackman and Oldham (1980) found 5 cores of job characteristics which are skill variety, task identity, task significance, autonomy, and feedback.

Job control for an employee means they have influence in determining the execution and planning in doing their job. Nazir (2010) explained that employees want to get 'profit' or extra payment from the company, in which the company provided the employees with benefits. Job stress

itself defined by Beer and Newman (1998) as a condition that occurs because the interaction between an individual and his/her job, where there is no compatibility in characteristics and unclear changes within the company. Continuous exposure to job stress will lead the employees to suffer burnout. Farshchi (2012) explained burnout as a condition that occurs because of prolonged job stress in workplace. The most common conditions suffered by employees due to burnout are easily irritated, lack of creativity and motivation at workplace, fatigue or headache.

Based on the theories about job stress from Cooper and Rothmann (2002), as well as supporting relevant researches, the writer has constructed following hypothesis:

H₁ = There is a relationship between 8 job stressors to job stress simultaneously.

H₂ = There is a relationship between 8 job stressors to job stress individually.

RESEARCH METHOD

The research method which will be used in this paper is explanatory study. In this paper, the writer wants to test the theory of job stress. There are eight independent variables and one dependent variable in this research. The independent variables are work-life balance, resource and communication, work relationship, overload, job security, job characteristics, job control, and pay and benefits. The dependent variable is job stress. The type of data which will be used is the nominal scales, ratio scales and interval scales; and the data measurement used is the rating scales, to be exact Likert scale. There are three screening questions in the questionnaire which are gender, age group and marital status. Gender and marital status will use nominal scale while age group will use ordinal scale. In this research, the 5 level Likert scale will be used since the 5 level Likert scale is proven to be enough to gather necessary data. The use of 5 level Likert scale also common in the social studies. This research will use the simple random sampling. The population will be housekeeping department in Hotel ABC. The respondents will be the employees who already have contract with Hotel ABC. The questionnaire will be distributed by giving it to the admin in the housekeeping department. The admin will then distribute it to the employees randomly. Using the formula developed by Harris (1985), the sample size that is targeted in this research is 58 employees.

Ghozali (2011) explains to carry out validity test, the r-value of each variable's indicator will be compared with the r-table. The r-value generated from each variable must be greater than the r-value from the r-table with the degree of freedom (df) = n - 2 (n is number of sample). To measure the

reliability, the writer will use the Cronbach's Alpha test. If the value is larger than 0.6, data is considered reliable and can be used for further test. The statistical method which will be used by the writer is the multiple linear regression. Multiple linear regression is used to analyze the impact of the independent variables towards the dependent variable.

Multiple linear regression has four assumption which must be fulfilled by the researcher (Osborne & Water, 2002). When these assumptions are not met, the results of the statistical method may not be trustworthy. Ghozali (2011) suggests that the simplest way to examine residuals' normality is by examining histogram. Normal distribution will create a straight diagonal line, while the observed data will be represented by the plots. The data are said to pass normality test when the observed data are following the straight diagonal line. The data will also be tested for normality using Kolmogorov-Smirnov Test to further justify the distribution of data. The data is said to pass the normality test if the significance value shows a result above 0.05 (Priyanto, 2012).

This research will omit autocorrelation test since autocorrelation is usually used for a time series study or longitudinal study. This research is an explanatory study, where the data has no natural order, autocorrelation test will be omitted (Armstrong, 2001; Doane & Seward, 2011). Multicollinearity can be detected by using the correlation table between independent variables. A way to check is by using tolerance value and VIF (Variance Inflation Factor). The cutoff value usually used is when the tolerance value is below 0.10 or the VIF is above 10. The purpose of heteroscedasticity test is to check whether the variance inequality of residuals between one observation to another (Ghozali, 2011). A way to check heteroscedasticity is by using Breusch-Pagan Test and Koenker Test. The Koenker Test will be used since it is more appropriate for small sample size. The test will be conducted using syntax code developed by Granero (2002) through SPSS.

The purpose of F-Test is to determine whether independent variables included in the multiple linear regression model give significant influence to the model simultaneously (Ghozali, 2011). The criteria used in this research to see whether the independent variables have significant influence toward dependent variable simultaneously is the significance F (P-value). The hypothesis tested is as follows:

$$H_0: \beta_1 = \beta_2 = \beta_3 = \dots = \beta_k = 0$$

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \dots \neq \beta_k \neq 0$$

If the significance F (P-value) is lower than 5%, then it means the independent variables have

significant impact towards dependent variable simultaneously. The purpose of t-test is to determine whether the independent variables included in the multiple regression model individually give significant influence to dependent variable (Ghozali, 2011). The hypothesis tested for this test is as follow:

$$H_0: \beta_k = 0$$

$$H_1: \beta_k \neq 0$$

When P-value is lower than significance level of 0.05, it means that the independent variable has any impact towards the dependent variable.

RESULTS AND DISCUSSION

The reliability and validity tests show that only 4 independent variables' data that can be used which are: work-life balance, resources and communication, job control, and pay and benefits. Job stress as the dependent variables also passed the reliability and validity tests. The classic assumption tests also shows that the data spread are normal and have no multicollinearity. The data also shows homoscedasticity through the result of Koenker test of .1040 significance level.

Adjusted R^2 is used to describe how much variance in the dependent variable that can be explained by the independent variables. Adjusted R^2 shows that only 2.8% of the variance in dependent variable can be explained using the independent variables which are work-life balance, resource and communication, job control, and pay and benefits. F-Test is used to determine whether the independent variables included in multiple linear regression model have significant influence towards dependent variable simultaneously. F-Test shows that the value of significance is 0.240 which is greatly above the significance level of 0.05. This shows that the independent variables which are work-life balance, resources and communication, and pay and benefits does not simultaneously have significant impact to employees' job stress.

Table 1. Model Summary of Multiple Regression Analysis

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.306 ^a	.094	.028	.51646

There are 2 hypotheses developed in earlier chapter. The first hypothesis is whether the 8 job stressors give impact significantly to job stress simultaneously. After validity and reliability testing, the writer can only use 4 independent variables to be tested towards dependent variable. The excluded

independent variables are job characteristics, job security, work overload, and work relationship. Carmines and Zeller (1979) mentioned 4 errors that might cause the data to be invalid and unreliable. The 4 errors are measurement error, sampling error, random error, and data analysis error. The measurement error and random error are more likely to be the cause of the data invalid and unreliable. The random error is likely to happen because the inability to cover all events happening in regards to the respective independent variables with the instrument of the research. Measurement error might be the additional factor in making the data invalid and unreliable. The result of F-test shows that the 4 independent variables do not have impact significantly towards job stress simultaneously. This result is contrasted with the research result from Jackson and Rothmann (2006). In their research, using the same ASSET questionnaire developed by Cooper and Cartwright (2002), it showed that all the variables showed consistency except for resource and communication, job security, and job characteristics. On the other hand, work overload and job characteristics are the main cause of the stress experienced by their sample. The second hypothesis is whether each 8 job stressors give impact significantly to job stress. However, in this research, writer will not conduct the t-test of the independent variables since the result from F-test already showing that all of the independent variables do not have significant impact towards job stress.

There are 2 deductions that writer think might differ the results between this research and previous ones. The first reason is because the industry where the study conducted was different. The industries studied in previous research are in education and health, while this research is conducted in hotel industry. The second difference is the country where the study was conducted. Ketcham (2014) mentioned each country has different stress level and numerous factors played part in it. Those factors are economics, employment, pollution, medical services, risk level, and living condition.

CONCLUSION

The result shows that 4 of the independent variables which are work relationship, work overload, job security, and job characteristics are unable to be processed due to validity and reliability problem. On the other hand, 4 other variables which are work-life balance, resources and communication, job control, and pay and benefits passed the validity and reliability test. All 4 variables also passed the classical assumption test and continued to Multiple Linear Regression method with the SPSS application. The result

shows that all of the independent variables do not have significant impact towards the dependent variable. The research was able to determine that neither of the independent variables have significant impact towards dependent variable simultaneously. Then, the result of this research was unable to determine which variable give the most impact towards the job stress.

There are several limitations of this research that the writer encounters First is lack of supervision in gathering data. The lack of supervision and direct instruction to the respondent during the process made some of the data become invalid and unreliable. Second is limited coverage of research. This research was focused only on one department which is Housekeeping department. The result of this research can only represent the condition of the department and cannot give a better representation of the condition in the company as a whole. Third is limited number of measurement item for independent variables. The indicators used for each variable are only 3 items which might make the result become unsatisfying. The problem with limited item of measurement makes the choice and input from the respondents become limited thus making the most of the validity and reliability test of several independent variables are not up to standard.

Considering the limitation of this research, writer believes the research can be improved to yield better and accurate result. First is to increase the number of indicators for independent variables. Future research can give more indicators in the instrument of research in order to gain more accuracy in measuring the data. A greater number of indicators will be able to help the data distribution and avoid any bias result from the respondents. Second is to expand the coverage of research. This research is limited to the Housekeeping department in Hotel ABC. Future research can cover more departments in the industry such as Food and Beverage or Front Office department. Third is to give direct instruction to the respondents. To avoid confusion from the respondents in answering the questionnaire, it is recommended for the researcher to give instruction and explanation of each indicator to the respondents. Fourth is to add new variable to the research. Future research can include new variable to give better analysis. The recommended variable to be added is Job Satisfaction. Job Satisfaction is often used in the past research as a complement to the Job Stress to find the condition of the employees within the company. Adding this variable will be beneficial for the researcher and company as it will give more accuracy in explaining the employees' mental health.

REFERENCES

- Acharya, S. & Medepalli, A. (2012). Emerging trends in hospitality. Retrieved March 5, 2014, from <http://www.jda.com/realresultsmagazine/view-article.cfm?did=3111>
- Armstrong, J. S. (2001). *Principles of Forecasting: A Handbook for Researcher and Practitioners* (p. 792). New York: Kluwer Academic Publisher.
- Bemana, S., Moradi, H., Mohsen, G., Taghavi, S. M., Ghayoor, A. M. (2013). The relationship among job stress and job satisfaction in municipality personnel in Iran. Retrieved August 1, 2014, from [http://www.idosi.org/wasj/wasj22\(2\)13/13.pdf](http://www.idosi.org/wasj/wasj22(2)13/13.pdf)
- Brown, M., & Benson, J. (2005). *Managing to overload? Work overload and performance appraisal processes*. *Group & Organization Management*, 30(1), 99-124
- Carmines, E. G. & Zeller, R. A. (1979). *Reliability and Validity Assesment*. Beverly Hills, CA: Sage
- Cartwright, S. & Cooper, C. L. (2002). *ASSET: An Organisational Stress Screening Tool — The Management Guide*. Manchester, UK: RCL Ltd.
- Community Business. (n.d.). Work-life Balance. Retrieved August 31, 2014, from <http://www.communitybusiness.org/WLB/2013/faq.htm>
- Cooper, C. L. (2008). How to Cope with Stress: Learn how to cope with stress. Retrieved December 13, 2014, from http://www.londonbusinessforum.com/event/show_to_cope_with_stress
- Cooper, C. L. (2013). *From Stress to Wellbeing Volume 1*. London: Palgrave Macmillan
- Cooper, D.R. & Schindler, P.S. (2011). *Business research methods (10th ed.)*. New York: McGraw Hill.
- Doane, D. P. & Seward L. E. (2011) *Applied Statistics in Business and Economics (3rd ed.)* (p. 605). New York: McGraw Hill.
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 19 Edisi 5*. Semarang: Badan Penerbit Universitas Diponegoro
- Granero, M. G. (2002). Breusch-Pagan & Koenker test macro. Retrieved November 19, 2014 from <http://www.spsstools.net/Syntax/Regression/RepeatedMeasure/Breusch-PaganAndKoenkerTest.txt>
- Hackman J. R. & Oldham G. R. (1980). Job Characteristics Model. Retrieved August 31,

- 2014, from <https://new.edu/resources/job-characteristics-model>
- Hart, P. M. & Cooper C. L. (2001). Occupational stress: Toward a more integrated framework. Retrieved February 28, 2014, from <http://www.insightsrc.com.au/portal/resources/4ee81ac98c30d.pdf>
- Heathfield, S. M. (n.d.). Employers assist employee work-life balance with flexible policies. Retrieved September 20, 2014, from <http://humanresources.about.com/od/glossaryw/g/balance.htm>
- Hotel banyak disasar karena MICE. (2012, December 17). Retrieved January 28, 2014, from <http://swa.co.id/business-research/hotel-banyak-disasar-karena-mice>
- Industri MICE Indonesia hanya terpusat di Jakarta dan Bali. (2013, May 21). Retrieved January 28, 2014, from <http://www.ultimoparadiso.com/industri-mice-indonesia-hanya-terpusat-di-jakarta-dan-bali.html>
- Jackson, L. & Rothmann, S. (2006). *South African Journal of Education*. Retrieved August 8, 2014, from <http://www.ianrothmann.com/pub/13.pdf>
- Ketcham, S. (2014). Countries with Lowest Stress Level. Retrieved December 1, 2014, from http://stress.lovetoknow.com/Countries_with_Lowest_Stress_Levels
- Mauno, S., Kinnunen, U., & Ruokolainen, M. 2007. Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70, 149-171
- McLeod, S. (2008). Likert Scale. Retrieved December 12, 2014, from <http://www.simplypsychology.org/likert-scale.html>
- Nazir, N. (2010). Compensation and benefits: Definition and importance. Retrieved September 15, 2014 from http://www.hr.com/en/app/blog/2010/02/compensation-and-benefits-definition-and-importanc_g5kiosxm.html
- Osborne, J. W. & Waters, E. (2002). Four assumptions of multiple regression that researchers should always test. *Practical Assesment, Research & Evaluation*, 8(2). Retrieved September 15, 2014, from <http://pareonline.net/getvn.asp?n=2&v=8>
- Priyanto, D. (2012). *Cara kilat belajar SPSS 20*. Jakarta: Andi Publisher
- Rauch, R. (2013). Lodging Forecast 2014. Retrieved January 31, 2014, from <http://www.hospitalitynet.org/news/4063349.html>
- Rauch, R. (2013). Top 10 Hospitality Industry Trends in 2014. Retrieved January 31, 2014, from <http://www.hospitalitynet.org/news/4063217.html>
- Tate, U., Whatley, A., & Clugston, M. (1997). Sources and outcomes of job tension: A three-nation study. *International Journal of Management*, 14(3), 350-358.