

## **Effects of Job Stress, Leadership on Motivation and Members of Parliament of the Regional House of Representatives Performance**

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**ABSTRACT :** *The purpose of this study was to examine the effect of the job stress, leadership on motivation and members of parliament performance using by cross section of 177 members of parliament. Analysis moment of structural proved that the work stress has a negative and does not significant effect on work motivation, the good of the leadership resulted in higher work motivation, work conflict, workload, working time, and the characteristics of the task do not lead to an increase in performance and leadership immediate effect positive and significant impact on performance as well as high motivation tends to improve the members of parliament high performance.*

**KEYWORDS** - *job stress, work motivation, leadership, performance*

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### **I. INTRODUCTION**

Paradigm improving the quality of human resources has become a great attention by the government, as stated in the Guidelines of State Policy 2004-2009. This was triggered by the multidimensional crisis faced by the Indonesian nation. It requires an effort stimulate the quality of human resources. The implementation of regional autonomy in Indonesia, stated in Law No. 32 Year 2004 on Regional Government and Law No. 33 of 2004 on Financial Balance between Central and Local Government, as a concrete form of the delegation of authority to local governments to carry out various improvements, improvements and feed back to the various coaching in increasing the professionalism of officials.

Understanding this issue, the Regional Representatives Council (DPRD) in South Sulawesi province has made various improvements. Improvement and rethinking of the mechanisms of an organization's human resources which involves the presence of employees and staff in order to continuously improve the quality of human resources that are reliable, independent and professional in carrying out various activities of local governments in the implementation of regional autonomy. Based on the observations, although improvements have been done through a series of activities and policies by Parliament in the province of South Sulawesi, but there is a tendency that the Member of Parliament in South Sulawesi has not shown optimal performance. This is due to various factors, among others; work conflict, workload, job characteristics, location and conditions of employment, the function of leadership, motivation, and others. Routine tasks of the board members can be successful if implemented based on the values of professionalism. It shows that there is a link between improving the quality of personnel resources in line with the implementation of the basic tasks on each organization in the local government. Based on these facts, it is necessary to make improvements to the performance of legislators in South Sulawesi, for that, it is necessary to analyze the factors that influence it as a basis for consideration in determining the policy of increasing the performance of legislators in South Sulawesi.

Individual performance is influenced by three factors, namely; (1) consisting of individual factors; abilities and skills, backgrounds and demographics. (2) the psychological factor comprising; perception, attitude, personality, learning and motivation. (3) organizational factors which consists of; resources, leadership, rewards, structure, and job design (Simamora, 2005). Performance is a function of ability, motivation, and opportunity (Robbins, 2003: 230). In connection with the duties and functions of members of Parliament, the psychological factor consists of stress and motivation, while factor from organization is the leadership. Empirical evidence shows that job stress has negative influence on employee performance (Suroso & Siahaan, 2006). Furthermore, the leadership has positive influence on the performance of the individual (Syamsuddin, 2011a; Syamsuddin, 2011b, Andiyanto & Ismi, 2011; Reza, 2010; Natsir, 2012). Other variables that affect individual performance found in some other studies, that the motivation has a significant effect on the performance of the individual (K Ali Al Khalifa, 2002; Mc. Clelland, 1976; Mehta *et al.*, 2003; Syamsuddin, 2011a).

## **II. REVIEW OF LITERATURE AND HYPOTESIS TESTING**

### **2.1. JOB STRESS AND WORK MOTIVATION**

Stress as a response in adapting influenced by individual differences and psychological processes. It is a consequence of environmental action. Circumstances which is too much demanding psychologically and physically (Luthans, 2002). In the area of job stress, Kahn & Byosiere (1992) concluded that organizational research has not been adequately concerned with organizational and interpersonal factors that might serve as moderators, buffers, or even as antidotes to stress and that there is very little empirical evidence to suggest moderating factors may or may not exist. However, Montgomery *et al.* (1996) see severe job stress as dysfunctional and decreasing commitment and productivity. Williams *et al.* (2001) stressed that short-term outcomes of job stress have both physiological and behavioral effects leading to poor job performance.

Cranwell-Ward (1998:285) describes the prevailing view of stress: It (stress) is widely viewed today as the physiological and psychological reaction which occurs when individuals meet a threat or challenge and the individuals' perception, whether consciously or subconsciously, is that it is beyond their immediate capacity. Stress coping skills can alter the perception of stress and stress responses. While programs to enhance coping skills can be helpful, Cartwright and Cooper (2002) emphasizes that "growing research evidence suggests that the most effective way in which organizations can reduce workplace stress is by eliminating or modifying the sources of stress inherent in the work environment". Our study is designed to help identify these sources.

Other views explaining stress as a dynamic condition in which individuals are exposed to opportunities, constraints and desires and the results obtained are very important but it cannot be ascertained (Robbins, 2003: 75). Work motivation is an aspect that can affect the ability and quality of work in an organization. Work stress is a common phenomenon experienced by everyone who engage in politics. Work stress has resulted from a fairly complex. Parliament is a representative body of the people from the area (provincial / district / city) in Indonesia, which serves as an element of the regional administration together with the local government. Therefore, members of Parliament as representatives of the people required to carry out its function which is the function of the legislative, budgetary and monitoring properly. Empirical evidence suggests that stress-related positively and significantly related to work motivation (Widiastuti, 2008). Work stress has a significant effect on intrinsic motivation and extrinsic motivation (Barney & Elias, 2010). Referring to the statements and the empirical evidence, then proposed the following hypothesis:

**H<sub>1</sub>** Job stress has a significant effect on the members of Parliament of The Regional House of Representatives (DPRD) South Sulawesi motivation

### **2.2. LEADERSHIP AND WORK MOTIVATION**

Leadership serves as a tool to guide, lead, build, provide motivation to work, driving the organization, establish communication networks, provide efficient supervision / monitoring, and bring followers to the target (Kartono, 2004: 93). Leadership is the humane factor that binds a group together and give motivation towards certain goals. In the process of leadership, motivation is something that is essential, because leading is motivating. A leader should work with subordinates, it is necessary for having the ability to motivate subordinates (Danim, 2004: 18). Leadership has a close connection with motivation, because the success of a leader in mobilizing others to achieve goals relies heavily on authority (Wahjosumidjo, 1994). Consultative leadership style tends to produce high motivation among employees. However, the implementation of directive leadership style, participative, and delegative also tend to produce high motivation (Azhar, 2009). Leadership and compensation are directly influencing the motivation (Syamsuddin, 2011a). Research analyzing leadership styles in the two styles of leadership, namely Empowering leadership and Authoritarian leadership give different results, that the Empowering Leadership has positive influence on intrinsic motivation while Authoritarian leadership negatively affect intrinsic motivation (Meng *et al.*, 2015). Referring to the statements and the empirical evidence, then proposed the following hypothesis:

**H<sub>2</sub>** Leadership has significant effect on the members of Parliament of The Regional House of Representatives (DPRD) South Sulawesi motivation

### **2.3. JOB STRESS AND INDIVIDUAL PERFORMANCE**

Job stress is an adaptive response, linked by individual psychological processes which is a consequence of any external action (Ivancevich & Matteson, 1980: 75). High or low employee stress is influenced by several factors, namely: (1) physical environment, (2) Individual pressure, (3) pressure group, the Unfavorable relationship with co-workers, and (4) Organizational pressure (Gibson *et al.*, 1996: 89). Empirical facts show the positive effect of work stress on employee performance (Sari *et al.*, 2012). Other research findings prove that the job stress has associated negatively and significantly with the performance of the employee (Suroso & Siahaan, 2006; Hidayati *et al.*, 2008). Referring to the statements and the empirical evidence, then proposed the following hypothesis:

- H<sub>3</sub>** Job stress have a significant effect on the members of Parliament of The Regional House of Representatives (DPRD) South Sulawesi performance

#### **2.4. LEADERSHIP AND INDIVIDUAL PERFORMANCE**

Leadership is one factor in improving employee performance, because basically leadership is the behavior of a leader in encouraging, affecting the morale of subordinates. In general, each leader always expects their subordinates to have the ability and willingness to carry out and complete the task in hand properly. Individual performance can only be achieved by matching leader to the situation or by changing the situation to fit in with leader, such capabilities and interactions among the leaders, subordinates and superiors (Robbins, 2003). The success of an organization both as a whole and of various groups is highly dependent on the quality of its leadership. In fact it can be said that the quality of leadership presented in an organization plays a very dominant role in the success of the organization in carrying out various activities, especially in the performance of subordinate (Siagian, 1995).

Previous research showed that leadership has significant positive effect on employee performance (Regina, 2010; Andiyanto & Ismi, 2011). The Confederation leadership has a more dominant influence compared to the leadership of the initiation to the performance of subordinates (Syamsuddin, 2006). Influence of leader behavior towards subordinates' performance can be explained by the laws of behavior. That human are passive while the environment is active. Leadership behavior will positively affect the behavior of subordinates through a good leader and a negative impact on the behavior of subordinates through a bad leader (Yukl, 2005). Referring to the statements and the empirical evidence, then proposed the following hypothesis:

- H<sub>4</sub>** Leadership has a significant effect on the members of Parliament of The Regional House of Representatives (DPRD) South Sulawesi performance

#### **2.5. WORK MOTIVATION AND INDIVIDUAL PERFORMANCE**

Motivation is the process of providing a positive working motif on subordinates so that they are willing to work with sincerity in order to achieve the goal (Siagian, 1995: 7). Motivation is powering stimulus or excitement of working on employees, to work with all of their resources (Hasibuan, 2003: 184). Factors affecting performance is the capability and motivation (Mangkunegara, 2005: 67). High motivation results in a high performance individual (Andiyanto & Ismi, 2011). There is a significant relationship between motivation with employee performance (Regina, 2010). Motivation has a positive relationship to performance. "Motivation is something that raises the spirit or boost employment. Strength of work motivation of employees determine high or low of someone' performance (As'ad, 2004: 45). The relationship between work motivation and performance are motivation defined as behavior that is aimed at the target. Motivation related to the level of work done by someone in pursuit of a goal. Motivation is closely related to employee satisfaction and performance (Chung, Kae H., & Leon C. Megginson, 1981). Referring to the statements and the empirical evidence, then proposed the following hypothesis:

- H<sub>5</sub>** Work motivation has a significant effect on the members of Parliament of The Regional House of Representatives (DPRD) South Sulawesi performance

### **III. DATA COLLECTION**

This research is a quantitative research using a "cross sectional survey". Data obtained from the legislature (provincial, district and city). It was drawn one which is considered to represent each electoral district. The population in this study was 325 Members of Parliament of The Regional House of Representatives (DPRD). The sample size was determined by using the table of Robert V Krejcie and Daryle W, Morgan with a 95% of confidence level, so the sample size was 177 Legislatures.

### **IV. RESULTS AND ANALYSIS**

#### **4.1. Validity and Reliability Test on Instruments**

Validity test results of the instruments showed that work stress variables to-six job stress indicator variable has a value of Pearson Correlation (r) in the range of 0.523 to 0.724, so it can be explained that the job stress indicator variable has a value of Pearson Correlation (r)  $\geq 0.30$  with a Cronbach's Alpha  $0.669 > 0.60$ . Exogenous other variables are variables of Leadership that characterized through seven indicator variable test results of Pearson Correlation (r) which is in the range of 0.625 to 0.695 with Cronbach's Alpha  $0.777 > 0.60$ . Mediation providers in this study is the motivation variable described by the seven indicators of variables, the results of testing Pearson Correlation (r) for this variable is in the range of 0.487 to 0.644  $> 0.30$  with Cronbach's Alpha  $0.624 > 0.60$ , so the item valid question is reliable. The last individual performance variables were measured with five indicators measuring the value of the Pearson Correlation (r) to be in the range of 0.501 to 0.588  $> 0.30$  and Cronbach's Alpha  $0.669 > 0.60$  so the items valid question is reliable.

#### **4.2. Descriptive Variables**

Job stress variables reflected through work conflict, workload, working time and the characteristics of tasks, with a mean of respondents amounted, 3.27. Furthermore, the variables of leadership were measured with integrity, responsibility, optimism, like change, risk-taking, and the tenacious and dedicated with a mean of respondents amounted, 4.26. For work motivation variable is described through salaries, supervision, policy, labor relations, advancement opportunities, rewards and responsibilities with a mean of respondents at 4.08. Performance as a board member of endogenous variables measured by the quality of service, responsiveness, responsibility and accountability with a mean of respondents by 4.03.

#### **4.3. Results of testing on the feasibility of a structural model**

Testing the feasibility of a structural model aims to determine the suitability of the data with the results of observations are built and estimated by using the standardized regression weights. Built structural models and estimated consist of direct relationship and indirect relationships. Chi-square value is small and non-significant on  $\alpha = 0.05$  or 286.738; 0.727 probability value  $\geq 0.05$ ; CMIN / DF0,949  $\leq 2.00$ ; TLI, CFI = 1.020 and 1.000  $\geq 0.95$ ; and RMSEA 0.000  $\leq 0.80$  (Hair *et al.*, 2006). These results indicate that the goodness of fit has met the expected value, then the model can already be said to be good or the development of conceptual models and theoretical hypotheses can be said to be supported by empirical data.

#### **4.4. The effect of Job stress on Work Motivation**

The results showed that the value of the standardized regression weight estimate at -0.048 with a negative direction. Coefficients are negative, meaning that high job stress tend to demotivate the work of legislators (DPRD) of South Sulawesi province, then the value of the critical ratio (cr) = -0.527 < 2.00 ( $t_{\text{critical}}$ ) and a probability value of 0.598 >  $\alpha = 0, 05$  so that it can be stated that the stress of work has no significant and negative effect on work motivation of the legislators in the province of South Sulawesi ( $H_1 = \text{Rejected}$ ). Results of this study rejects the findings of previous research that there are significant, influence of job stress on work motivation (Widiastuti, 2008; Romli, 2011). The study suggests work stress has no significant and adversely effect on the motivation caused by external factors and internal factors of the individual.

#### **4.5. The effect of Leadership on Work Motivation**

The study's findings provide evidence that the value of the standardized regression weight estimate is equal to 0.884 with a positive direction. Positive sign of influence coefficient means good leadership tends to increase the motivation of legislators. Then it can be proven with the value of the critical ratio (cr) = 4.593 > 2.00 ( $t_{\text{critical}}$ ) and a probability value of 0.000 <  $\alpha = 0.05$ . Indicating that the better the leadership of board members, the higher work motivation legislators in South Sulawesi province in carrying out their work ( $H_2 = \text{Supported}$ ).

The results support the findings of previous researchers, that good leadership can improve employee motivation (Syamsuddin, 2011a; Azhar, 2009; Yukl, 2005). These results are in line with the statement of Armstrong (1999: 57) that motivation can come in two forms: (1) extrinsic motivation is what is done for others to motivate them and (2) intrinsic motivation is factors that exist in self which encourages a person to behave. Supporting the idea (Kartono, 2004: 93), the function of leadership is to guide, lead, build, provide, driving the organization, establishing a good communication networks, provide an efficient supervision / monitoring, and bring followers to target, in accordance with provision of time and planning.

#### **4.6. The effect of job stress on the member of Provincial Parliament performance**

Standardized regression weight estimate explain the effect of stress on performance of 0.060 with a positive direction. Higher work stress tend to improve the performance of legislators but not real. Then it can be proven with the value of the critical ratio (cr) = 0.802 > 2.00 ( $t_{\text{critical}}$ ) and a probability value of 0.422 >  $\alpha = 0.05$ . This indicates that changes in stress conditions of work consisting of work conflict, workload, work time, and task characteristics generally does not cause changes in the performance legislative members ( $H_3 = \text{Rejected}$ ). This study rejects some empirical results that stress significantly affect performance improvement (Romli, 2011; Rivolan, 2013). Excessive workloads will lead to physical and mental fatigue and emotional reactions such as headaches, digestive disorders, and irritable. While a less workload will lead to boredom and a sense of monotony (Manuaba, 2000).

#### **4.7. The effect of leadership on the member of Provincial Parliament performance**

Standardized regression weight estimate explain the influence of leadership on the performance of 0.531 with a positive direction. Meaning a good leadership tends to improve the performance of legislative members. Then it can be proven with the value of the critical ratio (cr) = 2.282 > 2.00 ( $t_{\text{critical}}$ ) and a probability value of 0.022 >  $\alpha = 0.05$ . The results showed that leadership has significant and direct positive effect on the performance of legislators in the province of South Sulawesi ( $H_4 = \text{Supported}$ ).

These findings support the statement that the success or failure is determined by the behavior of the leader. This behavior will appear on the way of giving orders, decisions, assign tasks, communicate, encouraging subordinates, provide guidance, discipline, chairing meetings, etc. This can mean that a person who has leadership would potentially carry out the task in hand (Yulk, 2005: 53). Supports research that proves that the leadership has a positive and significant effect on the performance of the individual (Suranta, 2002; Natsir, 2003; Cahyono & Suharto, 2005; Masrukhin & Waridin 2006)

#### **4.8. The effect of work motivation on the member of Provincial Parliament performance**

These results indicate that the motivation positively and significantly affect the performance of legislators in the province of South Sulawesi, evidenced by regression Standardized weight estimate of 0.505 with a positive direction. Meaning that the high motivation tends to improve the performance of legislators . Then it can be proven with the value of the critical ratio ( $cr$ ) =  $2.251 > 2.00$  ( $t_{critical}$ ) and a probability value of  $0.000 > \alpha = 0.05$  ( $H_5 = Supported$ ).

The findings of this study support previous research that motivation has significant effect on performance (Ali Khalifa, 2002; Budi Cahyono & Suharto, 2005). Then support the performance theory proposed by Robbins (1996) that performance is a function of ability, motivation, and opportunity. These results also support the notion that the factors of knowledge, skills, motivation, skills and length of service affects the performance of individuals. Providing motivation to employees can be done in various ways, namely the existence of positive motivation as gifts, bonuses, awards and promotions and negative motivations, such as giving warnings / penalties for employees who make mistakes, sanctions against employees who violate the rules and sanctions to be fired if proven to make a fatal mistake (Handoko, 2003). Based on these facts can be stated that the performance is the result of the work / actions. The act took place because of the motivation.

## **V. DISCUSSION, PRACTICE IMPLICATION AND RESEARCH LIMITATION**

The performance of legislators in the province of South Sulawesi is still potential for improvement. In addition, there are indicators of stress that believed can decrease motivation and performance. Leadership and motivation of members of parliament still has the potential to be improved. Performance improvement legislators can be done by increasing the leadership and motivation of members of Parliament, Considering that the source of motivation broadly divided into two, namely the motivation of the person (intrinsic motivation) and motivation that comes from outside the person (extrinsic motivation), then the increase motivation can be done by increasing the intrinsic motivation and extrinsic motivation boost. Improving the motivation can be done by making cooperation among legislators. This can be done by way of mutual respect, mutual understanding, exchanging the opportunity for advanced positions in a good way. To improve leadership is done by selecting candidates who have integrity, responsible, optimistic / visionary, competent, tenacious and unyielding, courageous, dedicated and committed.

As for job stress that lead to greater motivation and performance are indicators of workload and working time. While that may decrease motivation and performance is a work conflict and the characteristics of the task. Indicators that can weaken the motivation and performance of the most high is the risk of work. For that, there are 3 ways: (1) Expand the religious speech of religious leaders about the importance of holding fast to the mandate of the people (2) Perform a watchful eye on the potential abuse of authority (3) seek the security escort security officer legislative chairman. In addition, during a rally or demonstration, it is necessary to increase security for the safety of members of the legislature. This study has limitations on data only from the perception of legislative members. researchers are advised to use the community to analyze the performance of legislative members . In analyzing the perception (knowing the attitudes and behavior) should be performed longitudinal research.

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