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Research paper



Study on Employee Pressure and its relationship with Employee Attitude at Workplace

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Abstract

The objectives of this study are to identify the relationship between employee pressure and employee attitude. Technically, pressure is one of the problems faces by an employee in the workplace. This can give a bad impact on an employee's that can affect their attitude against performance in the organization. Job characteristics and transformational leadership behavior are the constructs represent employee pressure. This study used questionnaires and distributed them to 118 respondents among administration staff of government agency. Result from multiple regression analysis showed that both job characteristics and transformational leadership behavior significantly influences employee attitude. Therefore, employees who feel that they are better job characteristics and transformational leadership behavior by their organization tend to perform better. It can be concluded that employee pressure does have a relationship with employee attitude.

Keywords: *Employee Pressure; Job Characteristic; Transformational Leadership Behavior, Employee Attitude*.

1. Introduction

Throughout the 20th century, our views of life have drastically changed. The adaptation of things through the generation's perspective is different from one generation with others. For an example, how these generations handle their pressure is different. Gen X is kept on silent to avoid more argument happen with others while, Gen Y are more speak out their dissatisfaction in the workplace to stand for their rights even when they are wrong. They are braver might because they have more knowledge about their rights (1). To ensure the existence of harmony in the workplace, they must respect each other's. Everyone plays important roles to know the barrier in exposing themselves. However, due to technology in new globalization, where the employee risks the work pressure and give them generous impact on their performance. Employee satisfaction is very important because they are the one who hard work runs the business to increase the organization productivity. Thus, keeping employees satisfied should be a major priority for every employer. An employee will have pressure when they need to do something they dislike for an example transfer to new branch or company, workload, work out from their credibility and ability, working environment, work culture. While this is a well-known fact in management practices, economic downturns like the current trends seems to cause employers to ignore it. Therefore, an employer needs to prepare and manage the unexpected events well, to sustain the employee attitude along with performance in workplace.

1.1 Problem Statement

Generally, pressure is one of the problems faces by an employee in the workplace. This can give a bad impact to an employee's individually that can affect their attitude against performance in the organization. It seems clear that one quarter to one half of all workers are feeling some level of dysfunction due to stress, which is undoubtedly having a negative impact on their productivity and the probability that they will stay with their employers (2). The major self-perceived dimension which is personality traits, job characteristics and transformational leadership behaviors lead to pressure in workplace that affect the attitude outcomes (3). Besides, pressure on employee can impact on organization performance, also the company image. Additionally, workplace aggression and violence will expose an employee individually and the organization negative consequences (4). There are evidences on pressure that affect employee attitudes from prior study. Additionally, individual's high pressure or general feeling of work stress will impact on negative mood at home, will increase marital tension, and decrease marital satisfaction in that individual (5).

2. Literature Review

The prominent feature is a simultaneous expansion of the main forms of time constraints in the accomplishment of work, whether of the industrial nature which is automatic paces, short time, strict production standards or merchant nature which is pressure of clients or the public, waiting lines, just-in-time (6). This results in an accumulation of different forms of time constraints in a given work situation. Besides 'Sheltering from the job'', which implies being shifted from work under pressure to a job without pressure, is not uncommon but only solves a minority of situations.
Personality has been considered play as an important factor in the personality related studies specifically for predicting the job performance. It is a behavior, which differentiates between one people from another (7) and provides acumen whether a person will

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do some specific job, in comparison to others (8). Moreover, the traits, relevant to personality, are to be stable and steady throughout the work life in a personality behavior model. Hence, this established the fact that employee's personality traits and organizational productivity have positive links and it also clarifies that if the employees' personal traits match the organizational culture, the organizational productivity will be increased.

In the past two decades, there have been significant re- search gains in understanding dispositional and cultural influences on job satisfaction as well, which is not yet well understood by practitioners (9). In addition, practitioners when addressing job satisfaction often overlook one of the most important areas of the work situation to influence job satisfaction the work itself. Several innovative studies have shown the influences of a person's disposition on job satisfaction.

Transformational leadership theory is following the trait theories, behavioral theories and contingency theories, began to develop in 1980s, and are one of the most popular and advanced leadership theories. In the research on transformational leadership, research on the relationship between transformational leadership and employee's work attitude is a hot research topic in the field of management science at present, previous relative researches on transformational leadership and employee's work attitudes mostly set leadership behavior as independent variable, the job satisfaction and organizational commitment of following general and other psychological variables as dependent variable, to verify the relationship between them. When the transformational leadership affects employee's working attitude through the self-efficacy, it is largely through the goal setting, there is a close relationship between transformational leadership and goal setting and self-efficacy, the interaction between them will make the employee's work attitude change (10-11).

3. Methodology/Materials

The data from this study was collected by using questionnaire. There are 180 employees in selected government agency, thus, 118 sample size are suitable to represent the data from for the respective population size (12).

4. Results and Findings

Table 1 shows the description of demographic profile. Most of the respondent were female with 69.5% (82) and the balance of 30.5% (36) respondents were male. The highest percentage were from the group age of 31 years old to 40 years old, which represented 50% with a total of 59 respondents followed by the group age of 21 years old to 30 years with 24.6%. In term of education level, the majority of respondents were from Diploma, 49.2% and only 0.8% of respondent completed PMR/PT3 and lower level. Generally, more than half of respondents have at least 6 years of experience. Two groups share the same percentage with 30.5% that is employee who have least 5 years of experience and between 6-15 years of experience.

Table1: Description of Demographic Profile

Variables		n = 118	Percent (%)
Gender	Male	36	30.5
	Female	82	69.5
Age	<20 years	2	1.7
	21-30 years	29	24.6
	31-40 years	59	50.0
	41-50 years	23	19.5
	51> years	5	4.2
Education	PMR / PT3 and lower	1	0.8
	SPM	17	14.4
	Diploma	58	49.2
	Bachelor's Degree	39	33.1
	Master's Degree and above	3	2.5
Working experience	5 years and below	36	30.5
	6-10 years	29	24.6
	11-15 years	36	30.5
	16-20 years	13	11.0
	21 years and above	4	3.4

The Cronbach's alpha test were applied for this study. Personality traits at 0.68 with 20 items; job characteristics at 0.72, with 7 items and transformational leadership behavior with 15 items at 0.73. Employee attitude with 10 items at 0.82. It indicates that all constructs for Cronbach's alpha are good and valid as the values are more than 0.6.

Hypotheses were test using multiple regression analysis using SPSS on all variables: personality traits, job characteristics and transformational leadership behavior and employee attitude. The hypotheses tested are listed as follows:

H1: Personality traits positively influence employee attitude

H2: Job characteristics positively influence employee attitude

H3: Transformational leadership behavior positively influence employee attitude.

Table 2: Employee Pressure and Employee Attitude.

Variables	β	t	Sig.
Personality Traits	0.052	0.617	0.538
Job Characteristics	0.280	3.290	0.001
Transformational Leadership Behavior	0.328	3.740	0.000

R^2 value = (R Square) 0.260

Table 2 showed the result of multiple regression analysis between employee pressure and employee attitude. As the R^2 value = 0.260, it indicates that all 26% of independent variables can be explained by dependent variables. The output shows that there is no significance influence between personality traits and employee attitude. Thus, H1 was rejected because of $p > 0.05$.

However, job characteristics and transformational leadership behavior were significant at $p<0.05$ with the value of 0.001 and 0.000 respectively. The higher job characteristics and transformational leadership behavior in organization, the higher job attitude at the workplace. Additionally, it will lead to the high performance in the workplace.

This study supported by previous research by Kuo et al. (3). However, only personality traits were differed from their study. These results provide the evidence to support the hypotheses tested in this study. Table 3 presents the summary of the hypotheses.

Table 3: Summary of hypotheses testing

Hypotheses	Result
Personality traits positively influence employee attitude	Rejected
Job characteristics positively influence employee attitude	Accepted
Transformational leadership behavior positively influences employee attitude	Accepted

5. Conclusion

This study confirmed that, employee pressure at workplace was not different from other study in other countries. This research finding was significant with the previous studies. Thus, public sector agency should pay special attention to the needs of employees at job characteristics and transformational leadership behavior as they are expected to perform better with a good attitude. There are two major limitations worth noting in this study, which are relating to the sample size and the industry involved. Since this study is confined to public sector agency that focus in Johor area, generalizability of the findings may be rather limited. Therefore, future research may need to focus on government agency in other states, regions in order to gain more comprehensive perspective and stronger representativeness of the study in the local context.

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