

Factors Affecting Job Stress Among Employees in Bin Chen Parts Private Limited Company

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ABSTRACT

There is a high level of stress faced by employees of Bin Chen Parts Private Limited Company. The research was conducted to examine the factors causing job stress in workplace. There are 36 respondents from Bin Chen Parts Private Limited Company collected in the present research by using quantitative measurements. Google form was selected to use in this research. The collected data from the research were adopted to verify the hypotheses of the research. The results show that there is a significant positive relationship between job demands and job stress. Conversely, the relationship between job resources and job stress is relatively negative. The results of the research will be finalized precisely and sent to Bin Chen Parts Private Limited Company to enhance the work-life in the company. The employers of the company are able to aware of the factors affecting job stress among employees in their company.

Keywords: Bin Chen Parts Private Limited Company, Google Form, Job Demand, Job Resource, Job Stress

INTRODUCTION

Background of the company

Bin Chen Parts Private Limited Company is a private limited company based in Penang, Malaysia. The company is located at Sultan Azlan Shah, 556 Kampung Batu Uban, 11700 Gelugor, Pulau Pinang. The founder of Bin Chen Parts Private Limited Company is Ng Kheng Huat, who was an automotive engineer before he started this business. The nature of their business is the trading of spare parts, as well as automotive air-conditioners. Bin Chen is a wholesaler and retailer for all kinds of parts, components, supplies tools, and accessories for the motor vehicle. The company was incorporated on 27 November 2013 and has been in the market for 7 years. There are approximately 150 workers in the company including the sales and marketing team, logistic team, and finance team. The target markets of Bin Chen Parts Private Limited Company are all automobile service centers in Malaysia while selling their products to other trading companies which are in the same industry. Although the company does not export their

products overseas, they import goods from suppliers outside Malaysia. They have over 40 suppliers which are mainly from Malaysia, Singapore, Indonesia, and China. Bin Chen is a leading company in the industry, while there are around 6 competitors in Penang. Due to the Movement Control Order (MCO) in Malaysia, Bin Chen's sales have dropped as all businesses were not allowed to operate. However, after the MCO, the company's sales immediately increased by around 30 percent as there are still many automobile centers which were unable to open after MCO. Hence, the automobile service centers require a lot of automobile parts from Bin Chen. This research aims to investigate the relationship between job demand and job resources on job stress. Job demands is expected to have a positive relationship with job stress while job resources have a negative relationship with job stress.

Reason to Choose the Research Idea and How the Research Idea Matches with The Company

The reason to choose this research idea is that the feedback from the company indicates that the main problem is job stress among employees. At the corporate level, reduced quality productivity, high level of absenteeism, and turnover rate are correlated with the financial implications of work-related stress (Stankevičiūtė & Savanevičienė, 2019), hence, Bin Chen must avoid this negative impact. Due to their sales decreasing during the MCO, employees of Bin Chen Parts Private Limited Company are feeling increased levels of job stress. For example, the sales and marketing team must find solutions to increase sales. Another example is that the finance team must reduce costs to ensure that company is able to survive. The logistics team must make sure that there is sufficient stock to meet demand. In addition, employees must follow the Standard Operating Procedures (SOP) stated and work under risk during the Conditional Movement Control Order (CMCO). They are afraid of being infected by Covid-19. At the same time, they must wear masks and keep their hands sanitized. All these increased demands of the job resulted in higher levels of stress among employees.

Problem's Statement

According to the owner of Bin Chen Parts Private Limited company, Ng Kheng Huat, the stress of employees is continually regressing. Besides, the firm had received absent letters or medical certificates regarding employees' health and illnesses after the Movement Control Order (MCO) due to the Covid-19 pandemic. This is due to there being an increase in job demand after the MCO as the company had just reopened and there are a lot of orders from the customers.

Job Stress

Job stress is the hurtful physical and enthusiastic reactions that happen during the necessities of employees do not coordinate the abilities, assets, or requirements of the laborer (Sauter, et. al, 2014). Job stress is defined as a response to emotional sickness and interpersonal stress at the workplace (Prieto, et. al, 2008). Job stress in companies has become an important symptom to observe since the emergence of demands for work efficiency. It makes people nervous, feel chronic anxiety, and increase their tension in emotions, thought processes and physical conditions (Motoda & Kimbal, 2020). There are three key components of job stress, such as fatigue, cynicism and skilled inefficiency. According to Sauter, et. al (2014), job stress can prompt chronic frailty and even injury.

Job Demands

Job demands can be defined as the magnitude to which modifications are made in the workplace that entails any initiatives (Jones & Fletcher, 1996). Job demands may lead to negative outcomes on the off chance that they require extra exertion to accomplish work objectives (Peeters, et. al, 2005). However, it is argued that job demands can be classified into challenge demands and hindrance demands (Teoh & Kee, 2018; Teoh & Kee, 2019). Challenge demands are defined as job demands providing a chance for individual development while hindrance demands are defined as job demands that hinder or prevent one’s ability to attain treasured targets (Ahmad, et. al, 2020; Teoh & Kee, 2020).

Job Resources

Job resources included those aspects related to employment that might help in achieving the objectives of work (Demerouti, et. al, 2001). Schaufeli and Bakker (2004) pointed out that job resources may cushion the effect of job demand and have been under-examined. Besides, Hobfoll (2001) mentioned that job resources are the change among financial, social, individual, and ecological assets with outer requests deciding the reaction course to push and come about results.

Relationship between Job Demand and Job Stress

Job demands are usually relevant to affect job stress in employees (Fernandez-Lopez, et. al, 2006). As job demand increases, laborers' physiological and mental assets are progressively called upon. This will trigger negative job outcomes if adequate essential assets of people are not accessible (Demerouti, et al., 2001). Demerouti, et. al. (2001) suggested that job demand could cause work burnout. Job demand is not inherently negative, but this can be an indicator of stress when the demands require a high level of effort and concentration of employees (Schaufeli & Bakker, 2004).

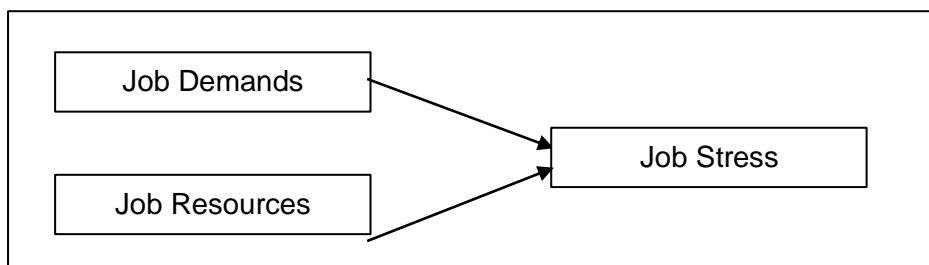
H1: Job demands have a positive relationship with job stress.

Relationship between Job Resources and Job Stress

Schaufeli and Bakker (2004) stated that human help experts demonstrated that job resources lead to commitment and extra-job execution. In any situation, the effect is detachment from jobs and reduced inspiration and transparency where companies do not offer or compensate workers with job tools. (Bakker, et. al, 2003). The factors which contribute to stress are including lack of communication and low level of comments on job performance (Collins & Killough, 1989).

H2: Job resources have a negative relationship with job stress.

Figure 1. Research Framework



RESEARCH METHOD

The main purpose of this research is to examine the factors causing job stress among employees in Bin Chen Parts Private Limited company. Job demands, job resources, and job stress are the variables of this research. The research objectives of this study are:

1. to examine the relationship between job demand and job stress
2. to examine the relationship between job resources and job stress

Guide to causal research (2020), causal research is conducted to determine the cause-and-effect relationship between job demand and job resources on job stress. The aim is to examine the most important factors that cause job stress among the Bin Chen Parts Private Limited company employees. There are 36 respondents from the company where the questionnaires are distributed to 100 employees. A quantitative and deductive research approach conducted to analyze the data because the behaviour related to job demand and job stress will be measured, and the results from a sample population will be generalized. Quantitative research is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. Hence, the deductive approach offers in explaining the possibility of a causal relationship among variables taken.

The method of data collection for this research is an online questionnaire which is Google Form. Data has been collected through a structured questionnaire. The questionnaire consisted of a variety of questions which are consistent with the objective of the research. They were divided into four sections: job demand, job resources, job stress, and demographic. The section of job demand is related to quantitative demands, emotional demands, time pressure, and various duties that include eight questions. The section on job resources is related to possibilities for development, social support, and social relations with five questions. The section on job stress is related to off-duty physical and emotional feeling with five questions. Lastly, the section of demographic is related to gender and age.

The Google form is sent to employees with the employment agreement. They are required to fill in the questionnaire within 10 days. After that time, the results of the questionnaires are collected from the link of the Google form. The results are, all converted into numbers from words before being analyzed by using IBM SPSS statistics 2016.

RESULTS AND DISCUSSION

Respondent Profiles

Employees of Bin Chen Parts Private Limited company were the respondents of the current study. Thirty-six questionnaires were answered and deemed valid to be used out of 100 questionnaires. Thus, the response rate was 36%. Table 4.1 represents the information of the respondents.

Table 1. Profiles of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	21	58.3
	Female	15	41.7
Age	21-25	3	8.3
	26-30	6	16.7
	31-35	6	16.7
	36-40	6	16.7
	41-45	6	16.7
	46-50	3	8.3
	51-55	3	8.3
	56-60	3	8.3
Ethnic	Chinese	36	100.0
	Malay	0	0.0
	Indian	0	0.0
Marital Status	Single	12	33.3
	Married	23	63.9
	Divorced	1	2.8
	Widowed	0	0.0
	Separated	0	0.0
Employee Experience (Years)	1-5	7	19.4
	6-10	4	11.1
	11-15	9	25.0
	16-20	5	13.9
	21 and above	11	30.6
Present Position (Years)	1-5	9	25.0
	6-10	20	55.6
	11-15	1	2.8
	16-20	3	8.3
	21 and above	3	8.3
Current Institution (Years)	1-5	11	30.6
	6-10	25	69.4
	11-15	0	0.0
	16-20	0	0.0
	21 and above	0	0.0
Education Level	STPM	13	36.1
	Diploma	13	36.1
	Bachelor's Degree	10	27.8
	Master's Degree	0	0.0
	Doctorate's Degree	0	0.0

Data Analysis

To evaluate the measurement and structural model, the partial least squares (PLS) modeling was utilized as the statistical tool by the utilization of the SmartPLS 3.2.8 version (Ringle, et. al, 2015). This is because this statistical tool does not need normality assumption and it is normal that the survey research is not normally distributed (Chin, et.al, 2003).

Measurement Model

As suggested by Anderson and Gerbing (1988), a two-step approach to the measurement model was tested in the first place by following the guidelines of Ramayah, et. al (2018) as well as Hair, et. al, (2019). The hypotheses developed were then tested by running the structural model.

For the measurement model, the loadings, average variance extracted (AVE) as well as composite reliability (CR) was evaluated. For the value of the loading, it should be ≥ 0.5 , the AVE must be ≥ 0.5 , while the CR should be ≥ 0.7 . As stated in Table 4.2, all the AVEs were more than 0.5 and all the CR were more than 0.7. The loadings were also acceptable with only one loading of job resources lower than 0.708 (Hair, et al., 2019).

After that, as mentioned by Henseler, et. al, (2015) which was then updated by Franke and Sarstedt (2019), we examined the discriminant validity by using the HTMT criterion. For the stricter criterion, the HTMT values are best to be ≤ 0.85 , while for the more lenient criterion, the values of HTMT have to be ≤ 0.90 . As stated in Table 4.3, all the HTMT values were lower than the stricter criterion of ≤ 0.85 . Henceforth, this research can conclude that the three constructs were non-identical. Thus, it can be concluded that both the measurement models are valid and reliable.

Table 2. Measurement Model

Constructs	Items	Loadings	AVE	CR
Job Demands	JD1	0.887	0.697	0.948
	JD2	0.898		
	JD3	0.867		
	JD4	0.823		
	JD5	0.837		
	JD6	0.832		
	JD7	0.719		
	JD8	0.801		
Job Resources	JR1	0.921	0.802	0.942
	JR2	0.913		
	JR3	0.884		
	JR4	0.863		
Job Stress	JS1	0.930	0.796	0.951
	JS2	0.913		
	JS3	0.905		
	JS4	0.927		
	JS5	0.777		

Note: We removed JR5 because of its low loadings.

Table 3. Discriminant Validity (HTMT)

	1	2	3
1. Job Demands			
2. Job Resources	0.630		
3. Job Stress	0.785	0.784	

Structural Model

As stated by Hair, et. al. (2019), the path coefficients, the standard errors, t-values, and p-values for the structural model were then disclosed by using a 5000-sample re-sample bootstrapping procedure (Ramayah, et. al, 2018). Moreover, it was concluded by Hahn and Ang (2017) that p-values were not a suitable criterion used for examining the hypotheses' significance, they also mentioned that it is suitable to utilize an integrating of criteria, such as p-values, effect size, and confidence intervals. The criterion that was used for testing the hypotheses created, were summarized in Table 4.4.

We first evaluated the two factors' effect on job stress; the R^2 was 0.638, which means that both factors described 63.8% of the job stress's variance. Job demands ($\beta = 0.510$, $p < 0.05$), and job resources ($\beta = -0.432$, $p < 0.05$) show that job demands, and job resources, were both significantly related to job stress. Thus, H1 and H2 were supported.

Table 4. Hypothesis Testing Direct Effects

Hypotheses	H1	H2
Relationship	JD → JS	JR → JS
Std. Beta	0.510	-0.432
Std. Error	0.129	0.123
t-values	3.877	3.551
p-values	0.000	0.000
BCI LL	0.234	-0.653
BCI UL	0.732	-0.177
f^2	0.527	0.263
VIF	1.559	1.559

Note: Confidence interval of 95% with a bootstrapping of 5,000 was utilized.

CONCLUSIONS

This research aims to assess the impact of job demands and job resources on job stress. H1 was supported because there is a significant positive relationship between job demands and job stress. The high-level job demands in Bin Chen Parts Private Limited Company can increase the job stress of employees, which is proved by the significant positive relationship between two of them. The stress level is high due to the increasing quantitative job demands (Mintz-Binder & Sanders, 2012). Thus, Bin Chen Parts Private Limited Company is suggested to assign reasonable job demand to employees based on their profile and position.

H2 was supported as there is a significant negative relationship between job resources and job stress. Lack of job resources in Bin Chen Parts Private Limited Company can contribute to the job stress of employees which is shown by the significant negative relationship between job resources and job stress. In the former case, important human necessities are satisfied by job resources, for instance, the self-reliance's demands (De Charms, 1968), fitness (White, 1959), and relatedness (Baumeister & Leary, 1995). Besides, investing in technology to automate some critical processors could also help to reduce the job stress among employees. Thus, the leader of Bin Chen Parts Private Limited company is suggested to listen to the employees' feedback on their task to reduce the job stress among employees.

Although the results of this research do have contributions to the existing literature, we cannot generalize this result as this research was only done in a company in Penang. In the coming future, the recommended research model should be utilized among different companies in Malaysia to give a larger sample size. In addition, we suggest that a longitudinal study should be done on the job stress among workers so that the common method variance that appeared as a result of the cross-sectional design can be directed.

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