RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ROLE PRESSURE AT TELEKOM MALAYSIA NETWORK CENTER (NOC) OPERATIONS, CYBERJAYA

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.

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of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ROLE PRESSURE AT TELEKOM MALAYSIA NETWORK CENTER (NOC) OPERATIONS, CYBERJAYA

By

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The main purpose of this study was to examine the relationship between leadership style and role stress. The study also wanted to identify an important relationship between leadership style and role stress. The sample for this study consisted of 92 employees at the Cyberjaya Operations Network Centre of Telekom Malaysia. Data was collected through questionnaires. Use quantitative methods to analyze the data. Data in this study were analyzed using SPSS software version 24. To analyze the collected data, several analyses have been performed, such as analysis frequency, reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation), regression analysis, and T-test. Pearson correlation analysis shows that transactional leadership styles are positively correlated with role stress, while transformational leadership styles are not vice versa. The results showed that transactional leadership style played a role in influencing employee role stress in Cyberjaya, Malaysia Telecom Operations Network Centre (TM), Selangor.

Keywords: transactional leadership style, transformational leadership style, role pressure

Chapter 1: Introduction

1.1 Background of the Study

Leadership is a social influence in which leaders strive towards participation subordinates to achieve organizational goals (Mohammed, Yusuf, Sanni, Ifeyinwa, Bature & Kazeen, 2014); the process by which one gives the effect of social influence on group members (Muzaare G, 2016); process affect the activities of an individual or a group of individuals as an effort towards goal achievement in a particular situation (Mohiuddin, 2017) and the concept of relationship involves both influencing and influenced agents (Dosumu & Olusanya, 2011). Leadership has an impact on employees 'attitudes toward their work and organizational success depending on the leadership style practiced by leaders (Saleem, 2015). A good or effective leader inspires, encourages, and directs activities to help achieve group goals or organization. On the other hand, ineffective leaders do not contribute to organizational progress and reduce the achievement of organizational goals (Saleem, 2015). For an organization to succeed, employees are required to work consistently in harmony to achieve its goals because leadership exhibits style or behavior by a manager or supervisor when dealing with subordinates. Because leadership is the determinant of employee action towards the achievement of goals organization (Tahir, Shazia & Niazi, 2014). The presence of emotional tension and conflict in an organization is one dimension organizational environment (Tahir et al., 2014). Leaders can help to release tension, misunderstandings and deal with behavioral disorders (Fisher, 2000). Leaders respond to problems, resolve crises, punish followers as well as reward, encourage, supporting followers (Tahir et al., 2014). The individual's ability to adapt and respond against the demands inherent in pursuing a career in the work environment which is more challenging, uncertain, and constantly changing to be important (Maree, 2013; Tolentino et al., 2014; Zacher, 2014). Employees in the service industry for example call center employees (Grandey, Dickter, & Sin, 2004) are exposed to difficult customers and the service industry may be a source of stress for service provision (Sarah & Christian, 2015). Call centers are emerging as hubs for customers to access various companies and be a major source of customer knowledge and a source of empowering advantage customer -oriented competition (Ruyter, Wetzels and Feinberg, 2001). According to Ruyter et al., (2001) also, what is interesting about call center management is the scope of how call center managers have evaluated call center standards measured. According to him again, measurement metrics are usually emphasized importance of

short response time (answering phone calls quickly), waiting time (does not allow customers to wait in line for too long) and employee productivity (how many calls can be closed in a period certain). In general, it is the opposite of maximizing service to customer needs by maximizing customer satisfaction. Working in a call center is considered a high routine with shortcomings a range of skills designed for jobs, low salaries and status, levels high monitoring and low chances of progress (Harry, 2014). Center The call is mostly considered a flat organization in which development vocational is rare (Choi, Cheong, & Feinberg, 2012). The discovery of that related to service industries such as call centers creating a role challenging, repetitive and stressful work results in absenteeism and rates high turnover (Mellor, Moore & Siong, 2014). Research identifies several sources of work stress such as psychological as well as work related sources with long working hours, workload, time pressure, role ambiguity etc. have affected work stress in terms of performance outcomes and productivity (Lin Weipeng, 2015).

The support services industry is a very service industry competitiveness and growing customer demand create pressure on industry stakeholders to drive employees to comply with metrics customer measurement, meeting the targets of the Service Level Agreement Agreement, SLA) as well as relating to and exceeding customer expectations (Mayuri, Meghendra, Harshal & Sachin, 2016). Workers working in industry support services face unique stress -related challenges and became the focus of research (Ruyter, Martin & Richard, 2001). Call center employees experience role stress as a result of that demand opposites from organizations, supervisors and customers (Ruyter et al., 2001). When an individual is involved in multiple roles, the negative effects are not expected to happen. This effect exists because individuals behave differently upwards roles that determine the performance of key roles and the roles of other individuals in the perspective of role stress (Lenaghan & Sengupta, 2007). Some studies found that role stress included role ambiguity and conflict role found as a source of job dissatisfaction (Koustelios, Theodorakis & Goulimari, 2004).

1.2 Problem Statement

Call center employees to work in a unique environment because of managing customer interactions, are generally expected to achieve strict targets, and are subject to a high level of supervision and control. Claims management work such as efficient targeting, high levels of control, and

supervision electronics can cause role stress (Dean & Rainnie, 2004). Wegge, Dick, Fisher, West, and Dawson (2006) describe three types of challenges faced by call center employees who cause role stress namely:-

a) Organizations working in shifts and work-related issues computers as well as high noise levels.

b) There are several demands of paying attention to the job itself such as having to listen simultaneously and talk to customers, enter data into a computer and/or read from a computer screen.

c) Working in a call center is associated with various forms of work emotions displaying feelings towards customers has an impact on quality service transactions.

Wegge, Van Dick, Fisher, West, and Dawson (2006) state that the center calls are characterized as work conditions that can cause role stress. Schalk and Rijckevorsel (2007) identify several features, processes, and methods in the call centers studied and identified determine the nature of the work is as follows:-

a) The call center must be in line with customer demand and energy existing work. It emphasizes the needs of the call center to ensure the way they manage capabilities must complement business strategy.

b) Telephones and work control technology; employees are only limited in controlling power.

c) There is a strong emphasis on uniformity in the way we work; by that is, customer files need to be updated by standard and per employee should be able to handle customer inquiries.

d) There is a high degree of process automation.

e) All activities such as telephone operations, training, and work meetings are necessary planned i.e. scheduling. It is to ensure that activity does not affect the core of the business.

f) Working in a call center requires special relevant laws human resource management such as remuneration policy, working hours, nature the actual appointment and management contract will be unique.

According to Baerga (2008), conflict occurs in an organization because roles have an existing potential for conflict or stress. Suri and Rizvi (2008) stated that the fundamental reason that puts pressure on employees at the center calls can be detected from non-stop calls, the obligation to interact with customers, and troubleshooting calls within a specified period. In addition, call center employees have to deal with unusual situations and are not expected where strict rules and laws are emphasized against a scripted approach that lacks qualifications and discretionary conduct

required to provide customer satisfaction. Hardcore focus on technology leads to role stress (Ruyter et al., 2001). Grondlund (2007) argues that multiple roles can give rise to conflict roles and employees have limited time and energy. So the more roles are filled, the smaller the chance of fulfilling each's wishes role. Ruyter et al., (2001) also noted that there is a conflict between maximizing performance and maximizing customer service ie demand conflicts by performance-related expectations and customer needs can result in role stress on employees. Working in a call center has different pressures including the degree of work control or autonomy low, limited task range as well as job demands and uncertainties high (Shepell · fgi Research Group, 2008).

Expectations of the organization, supervisor, or leaders emphasize operational efficiency can be at odds with demand customers who want problem-solving as well as their satisfaction (Ruyter et al., 2001). In many cases, supervisors focus on technology to speed up the process of interaction with customers, not realizing that an element important to the performance of call center employees is the level of satisfaction they meet customer wishes. Furthermore, the call center is a monitoring setting performance electronically and this suggests that it is a major factor in work stress (Aiello & Kolb, 1995; Silverman & Smith, 1995). Pressure changes in roles in call centers reflect differences in job satisfaction and organizational commitments such as high levels of role stress leading to lower job satisfaction and commitment. This leads to job performance unsatisfying and increased job turnover (Ruyter et al., 2001). Role conflict and role ambiguity can be abnormal functions for organizations when producing negative assumptions or actions that are destructive (Mahfuz, 2011). It can also hinder the execution of that work threaten the individual's perception in completing a given task (Madera, Dawson, & Neal, 2013). Both components of work stress are impactful to job satisfaction (Yun, Takeuchi, & Liu, 2007). The role of organizational management is one of the aspects that influence work stress among employees (Alexandros, Matilyn & Cary, 2003). Employees in the organization can cope with work stress through the stress of the role assigned by management (Ying, 2015). Therefore, this study focuses on whether the leadership style of a leader in a call center organization can reduce employee role stress.

1.3 Research Objectives

This study aims to achieve the following objectives:-
i. To study the relationship between transactional leadership style and stress role
ii. To study the relationship between transformational leadership styles and role stress

1.4 Research Questions

Based on the problem statement discussed, the following are the questions focused study:-

i. Is there a relationship between transactional leadership style and role stress?

ii. Is there a relationship between transformational leadership style and role stress?

1.5 Significance of the Study

This study contributes importance to theory, methodology, and practicality

understanding the stress of roles and leadership styles that help to:-

i. Sources of knowledge

This study can also be used as one of the references or views for further study in academia. There is a lack of research on style leadership and role stress among call centers in the sector of telecommunications and this study helped fill that gap.

ii. Telecommunications Industry

In terms of the telecommunications industry, this study focuses on the center calls and it helps to increase employee satisfaction and further increase their productivity in the telecommunications industry.

iii. Call center

This study helps call centers identify stress factors, handle employee stress as well as the impact of leadership style on the organization. Be found lack of studies on the role

stress and leadership styles at the center calls in previous studies. Thus, this study can help leaders to identify role and stress factors as well as assist improve employee performance, satisfaction and well -being.

iv. Leader

In every organization, employees are faced with conflict experiencing psychological stress that can lead to emotional problems and anxiety. Research has shown that conflicts occur will often have a negative impact on performance in the spectrum which is broad from the context of the work. So leaders can do something to avoid some kind of conflict that can be minimized.

1.6 The Organisation of the Study

This study is divided into five chapters mentioned below:-

Chapter 1: Introduction This chapter consists of the background of the study, research problems, research objectives, research questions, the importance of research on the relationship of leadership style and stress role.

Chapter 2: Review Highlights This chapter conducts highlights of past studies based on journals and articles related to role stress, transactional leadership style and leadership style transformational as well as the relationship between transactional leadership style and style transformational with role stress. This chapter explains the theoretical background and the research framework used in this study.

Chapter 3: Research Methodology In this chapter it describes the application of research methodology, study design, data collection methods, sampling design, measurement scales and methods data analysis.

Chapter 2:   Literature Review

2.1 Introduction

This chapter describes highlights of past research related to role stress, transactional leadership style, study framework and transformational leadership style. Main topic which will be explored throughout this chapter are the concepts and definitions of leadership style transactional, transformational leadership styles, role pressures as well as relationships in between leadership style and role stress is also explained.

2.2 Theoretical Foundation

2.2.1   Role Stress

The role of organizational management is one aspect that influences work stress among workers (Alexandros-Stamatios, Matilyn, & Cary, 2003). Pressure role is something about the role of the organization that creates a negative impact to employees such as job stress, job dissatisfaction, employee turnover, job fatigue, commitment and low organizational performance (Trayambak, Kumar & Jha, 2012). Referring to several studies conducted by Kahn et al. (1964) based on the Institute of Social Research (ISR) found conflict role and role ambiguity is a source of work stress. (Trayambak et al, 2012). Role stress is described as stress experienced by an employee or

individuals in the organization due to a role or work in the organization (Al - Sardia & Ahmad, 2014). Role stress involves the ambiguity experienced by employees in the organization may be due to job satisfaction and dizziness change (Zhang, Tsingan, & Zhang, 2013). Role stress occurs in jobs which involves a relationship with the customer directly either inface -to -face context or telephone service (Ruyter et al., 2001). Hang-Yue, Foley and Loi (2005) classify role stress into role conflict, role ambiguity, role burden and family-work conflict, but most commonly used are role conflict and role ambiguity (Bettencourt & Brown, 2003). Classical role theory has suggested that exposure to stress the role of increasing demand on an individual's cognitive and emotional resources because internal customers need to do better to evaluate and respond suitable for reducing stress levels (Kahn, et. al., 1964). Customers is one of the potential role transmitters in the organizational environment (Lankau, Carlson & Nielson, 2006). Tai (2012) showed that stress may affect certain areas of work. Nygaard and Dahlstrom (2002) also shows the implications of role stress on work outcomes. A study by Lankau, Carlson and Nielson (2006) on role stress are classified into two dimensions namely role conflict and role ambiguity which is of major importance to this study. Here are the dimensions for:-

i. Role Conflict

When two or more employees have different views regarding work those that make them conflict with demand and expectations will lead them to decide not to accordingly (Mahfuz, 2011). According to Rizzo, House, & Lirtzman 1970 states that role conflict occurs when individuals are subject to competition or conflicts of demands and expectations in the organization, or when principles the chain and unity of command has been violated. Individuals can get stuck in between supervisors or groups that have two needs functions (Jones, 2007). Role conflict is also a feeling in various directions andunable to find a way to make the role of a colleague satisfied (Onyemah, 2008). A common problem that arises in understanding role behavior is individuals are faced with multiple roles to adapt the roles them against the group that belongs to them, read the description work, get recommendations from managers and see what performed by colleagues (Mahfuz, 2011). When the individual is confronted with role expectations, it will experience role conflict (Robbins & Coulter, 2003). Role conflict issues include claims that opposite from work -related supervisors and pressured to associate with incompatible individuals (Ivanceivich, 2008). Conflict can be positive when it overcomes organizational inertia and leads to organizational development beyond a certain point as well as conflict can lead to organizational instability (Mahfuz, 2011). Whereas according to Luthans Fred (2006), role conflict is two roles or more bring stress and conflict with

others within completion at the same time. If an individual considers or expected to differ in roles from others, the individual tends to experiencing role conflict because it is difficult to meet one role without rejection of the other. Even the contradiction of his personality

it also creates role conflicts. Working in a call center requires uninterrupted interaction with customers. Every service industry, interaction requires employees

looks pleasant and competent to customers regardless current emotional state. These expectations and responsibilities create stress role as one of the stress factors in the workplace (Ruyter, et al., 2001). The level of role stress is higher when there is a lot of work repetitive or more involves work interacting with customers (Golpelwar, 2016). According to Naik and Srinivasan (2016), the parameters are describe role conflict is as follows:-

a) Job responsibilities are based on circumstances.

b) Insufficient resources to complete the task.

c) Work group conflict.

d) The rules and policies mentioned above.

e) Non -compliance of orders.

f) Conflicting job responsibilities.

g) The importance of the work that has been completed.

In a call center environment, there is a source of role conflict occurs when a manager encourages an employee to resolve a complaint customers but enforce a performance appraisal policy based on criteria such as the number of calls taken or made, the amount of revenue that

generated and the total caller waiting time (Tuten and Niedermeyer, 2004).

ii. Role Ambiguity

Kahn (1964) defines role ambiguity as a lack of information existing to carry out one's responsibilities effectively. Individuals experiencing role ambiguity have no information adequate in relation to what is entrusted to them and insufficient information related to the process to achieve such responsibilities. In addition, in situations of role ambiguity tasks and accomplishments related to job requirements no

fully understood (Sinha & Subramanian, 2012). According to Beauchamp, Bray, Eys and Carron (2003), role ambiguity is divided into role stress:-

a) Lack of clear identification of individual roles.

b) Lack of determination of responsibilities in line with roles.

c) Behavioral ambiguity related to individual roles.

d) Failure to disclose unfulfilled responsibilities; like where required by the role of the individual to the employee.

Role ambiguity also includes non -specific expectations causing the work experience to be negative because the situation is not knowing what to do causes the individual to face stress in organizations (Madare, Dawson & Nael, 2013). Organization and individuals are effective factors in the emergence of role ambiguity. Organizational factors occur in the absence of full disclosure of the role individuals and do not know what to do. Structure and size organization are several organizational factors that affect employers in organizations (Murat, 2014). Other than that, the lack communication is one reason that affects ambiguity role. In particular, the lack of a role definition or a role description insufficiency leads to role ambiguity (Adıgüzel, 2012). Assign multiple tasks to employees and unclear job descriptions causing role ambiguity. Therefore. unclear scope of work causing role ambiguity resulting in a stressful situation in in organizations (Murat, 2014). In the context of call centers, Ruyter et al., 2001 stated that role ambiguity is apparent when employees are uncertain about expectations supervisor or when he or she does not know how performance is assessed. As additionally, Naik and Srinivasan (2016), describe the parameters against the ambiguity of the role is as follows:-

a) Clarity of authority.

b) Objective clarity.

c) Time management.

d) Clarity of responsibilities.

e) Clarity of expectations from management.

f) Clarity of communication.

g) Training provided.

At the call center, employees strive to reduce the amount of time that spent per call for customer satisfaction and turnover rates high in this industry makes it an ongoing challenge to retain trained employees (Tuten and Niedermeyer, 2004). Role stress as organizational stress is considered to reduce the employee's ability to perform by diverting effort from doing work and towards coping with stress (Tuten and Niedermeyer, 2004). Therefore, leaders play an important role in identifying and dealing with role stress and also need to investigate the effects experienced by employees (Trayambak et al, 2012). In addition, leaders can help reduce stress role by incorporating the following strategies (Brunel & Grima, 2010; Ruyter et al., 2001; Jones, Kantak, Futrell, & Johnston,

1996; Lazo, 2008; Low, Cravens, Grant, & Moncrief, 2001; Sharp & Shieff, 1992; Wilk & Moynihan, 2005):-

a) Recognize the importance of behavior as a leader

b) Invest personal time in employee appointment orientation and training new. Use time to clarify goals and expectations against new employees.

c) Identify employees experiencing role stress and emphasizing ways to overcome it or lead to resources which will help deal with it.

d) Implement policies that reduce role stress.

e) Work to increase job satisfaction

2.2.2 Leadership Style

Leadership is a process of social influence in which leaders strive to voluntary participation of subordinates in efforts to achieve organizational goals (Bunmi Omolayo, 2007). A leader can be defined as a delegate or influencing others to act in order to carry out certain objectives (Mullins, 2004). Leadership style can be defined as a style that is practiced and used by leaders to provide direction, guidance, motivation and implementation of the plan by group members (Abdulhafith, 2017). Leadership style is a pattern of behavior that characterizes a leader consistently. Style different leadership can affect the effectiveness of the organization (Nahavandi, 2002). Referring to Oladipo, Jamilah, Abdul Daud, Jefry and Salami (2013), success or the failure of organizations, races and other social units has largely been credited with the nature of their leadership style. Lok and Crawford (2004) stating leadership style can be a major determinant of success or failure organization. Moreover, a successful organization depends on its capabilities and the leader's ability to work with his followers by initiating actions to achieve the desired goals of the organization. Bass (1997) divides leadership styles into transformational leadership and transactional. Transformational leadership has influential characteristics individuals, spiritual encouragement and intellectual stimulation. They often bring individuals into consideration, setting visions and goals, creating open culture, trusting staff to achieve their goals and giving full incentives to potential employees. Meanwhile, leader transactional focuses on the basic and external demands of employees, the relationship between the leader and subordinates is based on contract.

2.2.3   Transformational Leadership Styles

A transformational leader is someone who stimulates and inspires or transform his followers to achieve extraordinary results (Robbins & Coulter, 2007). He pays attention to concerns and needs the individual development of his followers; changing the issue of follower awareness with help them in looking at previous problems by the way new; able to awaken, stimulate and inspire his followers increase efforts to achieve group goals. Leadership style transformational is leadership that creates positive change among his followers where they look after each other's interests and act in the interest of the group as a whole (Warrilow, 2012). Odumeru and Ifeanyi (2013) state transformational leadership enhance the motivation, enthusiasm and performance of followers through variety mechanism. This includes linking the follower's sense of identity to the project and the collective identity of the organization, being an example to the followers who give inspire them and make them more interested, give challenges followers to be more responsible for their work, understand the strengths and weaknesses of followers. Therefore, it allows leaders aligning followers with tasks that improve their performance. According to Garcia Morales, Jiménez-Barrionuevo, & GutiérrezGutiérrez (2012) defines transformational leadership as helping workers to achieve their goals and increase perceptions of mutual interest. Leader transformational through high communication expectations to motivate employees, encourage employees to be smart, knowledgeable and willing to learn to ensure they are innovative in problem solving and creating solution. García Morales et al., (2008) also stated that leadership Transformational emphasizes the values, emotions and interests of the leader who gives focus on encouraging employee innovation. In addition, Gumusluoglu and Ilsev (2009) describe that leadership style transformational provides valuable feedback to employees, encourages creative thinking through intrinsic values and helps in perform tasks. Furthermore Wang, Tsai & Tsai (2014) suggest that creativity in the work environment is a key feature as a leader because it encourages and encourages employees to challenge themselves in terms of performing something and that creativity is influenced by transformational leadership. The study of Moynihan, Pandey & Wright (2012) says that leadership Transformational is estimated to shape employee behavior through three processes psychology. The first process is that transformational leaders lead workers through increased awareness of the value and hail that is allowed to organization. The second process is transformational leaders direct workers be an ideal influence, act as a role model, be firm with confidence and feel proud of the organization. Third is the leader process transformational helps employees to overcome the challenges associated with

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organizational issues effectively and efficiently.

Meanwhile, Warrilow (2012) identified four components of leadership style transformational namely:-

i. Charisma or idealized influence.

The leader behaves in an admirable way, showcasing beliefs as well as attitudes that can lead to followers identify leaders have a clear set of values and act as a role model to his followers. Leaders invest most of the energy in the mission (Bass & Riggio, 2006). Leader act as a role model to fulfill tasks and work commitments by leading by example for related tasks i.e. active resolve issues encountered (Kensbock & Boehm, 2015).

ii. Inspirational motivation

Leaders give birth to compelling visions and inspire followers along with optimistic future goals and from a variety of tasks during. According to Anwar and Ahmad (2012), leaders help followers in understanding the importance of work and challenging them in motivating and inspiring. Inspirational motivation is the ability to

create and share visions in engaging and convincing ways. All this is based on the essential needs of the followers and in the language which are shared. In addition, inspiring leaders creating positive goal achievement and translating effort into the required results.

iii. Intellectual stimulation

Leaders face creativity challenges against expectations, stimuli and follower encouragement i.e. by providing a framework for his followers see how they relate i.e. leaders, organizations, between each other as well as goals and creatively overcome any obstacles at on a mission. By engaging in intellectual simulation of leader consider the way of thinking and doing things traditional as well as suggest new ways to approach that problem work -related (Kensbock & Boehm, 2015). Avolio, Zhu, Koh, dan Bhatia (2004) asserts, intellectual simulation is also associated with preparing followers to take on more responsibilities and helping to develop oneself towards self -leadership.

iv. Individualized Consideration

The leader serves the needs of each individual his followers act as mentor or coach and reward individual contributions to troops. Meet and improve the needs of each individual team for self-fulfillment and self-worth and this will inspire followers to subsequent achievements and developments. According to Kensbock and Boehm (2015), transformational leaders focus their attention to employees, advising, teaching and coaching. One important aspect, personal and individual attention is considering the worker as an individual and distinguish between them.

Leaders focus their attention to followers and specific needs to detect difficulties or crises immediately.

2.2.4 Transactional Leadership Styles

Transactional leaders communicate with followers to explainhow the task must be done and tell them that there is rewards for work well done (Avolio & Bass 2002). Leader transactional uses rewards and punishments to gain compliance from their followers. This leader is the intrinsic motivator that brings minimum compliance from followers. Transactional leaders tend to direction and action oriented. They are also willing to work in that system existing and negotiate to achieve organizational goals. Therefore, the leader transactional is described by Zaleznik (1977) as a managing individual his followers by setting goals, assigning tasks and performing task by punishing someone who does not show good performance as well rewarding those who have a good performance. Even leaders transactional facilitates his followers by recognizing the will of his followers (Wegner, 2004). According to Clinebell, Skudinee, Trijonytea and Reardon (2013), transactional leaders involves transactions between leaders and employees where introduces employees to positive behaviors are expected from leaders to entitle to reward based on employee compliance or job performance. This essentially has a relationship with the outcome. Therefore, leadership transactional can be described as sensitive to possible corrections divided into means of identification and future management errors or after the occurrence of several circumstances (Anwar & Ahmad, 2012). Based on Anwar and Ahmad (2012), transactional leadership can be described to the following two features:-

i. Contingent Reward

Followers receive rewards if they perform well. This term can be defined as a reward that depends on followers that allow leaders to analyze behavior in a way consistent. Leaders associate rewards with the needs of their followers need to achieve the desired goals and outcomes. Therefore, followers trust the rewards given by the leaders of the organization (Anwar & Ahmad, 2012).

ii. Management by Exceptions

According to Anwar and Ahmad (2012), management by exceptions describes as a reactive leader who responds if any wrong thing. Therefore, the reward for his followers is to take care and don't criticize followers if big problems don't happen. Management by exceptions can be done by the leader actively or passive. It will be active if action is taken before something happens and passive

if the action is to be taken after the problem is discovered. So it can be is defined as an active leader arranging to monitor and correcting deviations. While passive leaders wait for things occurs before taking corrective action.

2.3 The Relationship between Transactional Leadership and Role Stress

A study conducted by Lyons and Schneider (2009) showed that transactional leaders cause work stress because of their relationships based on a series of exchanges or deals implied between them with followers. While studies by Skakon, Nielsen, Borg and Guzman (2010) are relevant leadership shows that transactional leadership styles have positive relationship with work stress. Explanation of rules and beginnings of structure helps to explain conflict situations (Bass and Riggio, 1998; Rizzo, House & Lirtzman, 1970). Explain duties and role expectations for employees services should be given priority for different responsibilities for helps reduce the potential for conflict (House & Rizzo, 1972; Kahn et al., 1964; Miles & Perreault, 1980; Tubre & Collins, 2000; Yukl, 1997). It has been stated that employees experience conflict and conflict asking for instructions from leaders (Bass, 1990a). Preparation of solutions which has been successfully done before will also help reduce role conflict (Bass and Riggio, 1998; Kahn et al., 1964; Yukl, 1997). It is primary feedback through learned roles (Jackson and Schuler, 1985). By providing guidance and correction regarding organizational expectations, a transactional leader should help reduce conflict role over time (Kahn et al., 1964; Walker, Churchill & Ford, 1975).

2.4 The Relationship between Transformational Leadership and Role Stress

Service workers in roles as boundary-spanners are vulnerable to stress in the form of role stress (Kahn et al. 1964; Singh, 1998). Research on leadership style and work stress by Munir, Nielsen & Carneiro (2010) showed that transformational leaders reduce work stress among subordinates.

Transformational leadership allows employees to make informed decisions better related to the conflict of choice. First, transformational leaders try to provide employees with sufficient information to reducing feelings of conflict (Bass, 1985a; Bass & Riggio, 1998; House & Rizzo, 1972; Kahn et al., 1964; Katz & Kahn, 1966; Yukl, 1997). If a conflict situation occurs between the wishes of the customer and what is provided by the organization, the employees know that the action is intended to improve the service customers who will not be penalized. Employees are

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always told that customer service is paramount even at the expense of profit expenditure and organizational growth (Teal, 1991). Second, the vision of a service transformational leader emphasizes on workers (Schaubroeck, Lam & Cha, 2007). If a conflict occurs, employees know that the company will side with them. In fact, employees don't have to worry about being punished for leaving their duties as long as they perform service work customers. Therefore, any situation has the potential to be a conflict between what which customers need and company policies may be overcome by company instructions to solve customer problems; employees are authorized to make decisions aimed at improving the company's operations (Zeithaml & Bitner,2003).

Third, transformational leaders try to provide employees with something can be used to manage conflict situations (Bass & Riggio, 1998; Yukl, 1997). Fourth, working under a transformational leader, employees can developing new ways or can be a challenge to get the job done (Bass & Riggio, 1998; Yukl, 1999). If employees are encouraged to contribute ideas that can address potential conflict situations, this will helps to reduce the overall feeling of role conflict and if conflict does not occur, at least the employee knows that something can done about it in the future. Finally, individual consideration is the feedback given to employees allows them to better evaluate the actions taken and during this does not necessarily reduce role conflict, at least give employees a greater understanding of the possibilities of their actions (Kahn et al.,1964) and facilitates discussion of possible conflict situations in the future (Jackson & Schuler, 1985; House & Rizzo, 1972; Kahn et al., 1964; Walker et al., 1975). Managers are instructed not to come to employees like a ton of bricks to make the wrong decision; instead the manager need to explain to the employee why the decision was wrong, and what proper action should occur (Prokesch, 1995). This approach reduce feelings of role stress because they are no longer afraid of consequences for wrongdoing.

2.5 Social Exchange Theory (SET)

Social Exchange Theory (SET) is among the most conceptual paradigms influential for understanding workplace behavior (Cropanzano & Mitchell, 2005). Social Exchange Theory focuses on the concept of relationships exchanges based on personal and social interactions (Burgess & Huston, 1979; Style Leadership Behavior practice Chadwick-Jones, 1976; Heath, 1976). It is a useful paradigm for understand business and marketing (Bagozzi, 1975; Bettencourt, Lence, Stephen & Scott., 2005; Masterson, Kyle, Barry & Susan, 2000), especially behavior

service workers (Coyle-Shapiro & Kessler, 2002; Cropanzano & Mitchell, 2005; Wayne, Shore & Liden, 1997). According to Cropanzano and Mitchell (2005), in SET interactions are usually seen as interdependent and contingent to the actions of others. SET too emphasizes that interdependent transactions have the potential to yield a high -quality relationship, even if it is seen to occur only in circumstances certain. One of the basic principles of SET is that relationships change over time into mutual trust, loyalty and commitment (Cropanzano & Mitchell, 2005). To do so, each party must comply with the rules of the exchange certain. In terms of service delivery processes, social exchange chains as per below:-
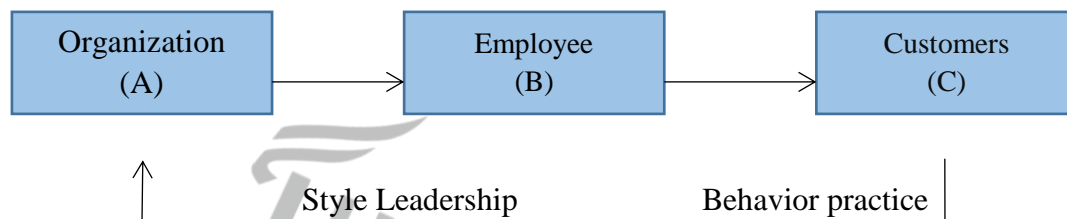
Figure 1. Services from organizations

This role is permanent, where an organization is constantly providing leadership to employees, employees will always implement the behavior and so on. Thus, Levi-Strauss's (1969) view of a general chain social exchange is practiced if there is a specific order for the exchange process. According to Cropanzano and Mitchell (2005) as well, it is generally one party have at least three postures to others as follows:-

a) Not dependent (results based entirely on own efforts)

b) Dependent (results based entirely on other efforts) and

c) Interdependence (results based on a combination of various efforts parties).

Therefore, the exchange requires a transaction of both directions i.e. something that given and something returned. For this reason it is interdependent involving mutual agreement and complementarity is considered a characteristic determine social exchange. Exchange equilibrium refers to value resources exchanged between individuals. When the exchange is done, both parties can benefit, one party can benefit more than the other the other or neither party can benefit. When

both the parties benefit, the exchange is seen as positive and both parties often seek to replicate the exchange in the future. At where one party benefits but the other does not, the exchange is seen as negative and while the beneficial party may seek to replicate the exchange and will not for individuals with an exchange view negative.

Finally, when there is no benefit, an exchange is unlikely to take place. Leaders need to set out to encourage employees to switch to each other resource allocation. Basically, organizations expect employees to perform certain behaviors to satisfy customers (Bettencourt, Gwinner & Meuter, 2001). For employees to engage in such behaviors, they need to have a responsibility to exchange (Bettencourt, Brown and MacKenzie, 2005). Therefore, organizations need to provide employees with something of equal value to the amount of resources for example time, behavior behaviors and efforts that make up their willingness to the organization. Value provision can be achieved by leaders who display that leadership accordingly (Yammarino & Bass, 1990).

Thus, the leadership of the leader represents the value. Based on Noblet and Rodwell (2008), when viewed from perspective social exchanges, situations or circumstances that may lead to a reaction negative employees such as work stress are evoking feelings of no balance or injustice. SET insists that people are always looking balance in what is invested in the relationship (time, skills, effort) and what is received in return (appreciation, payment, recognition) for this input. Next people determine how fair rewards are after comparing inputs and outputs with colleagues. The balance between inputs and output in other comparisons, strengthening social bonds with each other other and improve relationships; however lack of reciprocity can leading to various negative effects such as psychological stress and reducing well -being.

SET is governed by the principle of reciprocity and roughly states that when something beneficial is given to someone, then this person will responsible for balancing that provision (Hoppner, Griffith & White, 2015). By fostering increased employee willingness and desire to implement it, transformational leadership should encourage employees to fulfill their role as part of the denagan social exchange system perform service -related conduct for the benefit of customers (Bass, 1997). The focus of a transactional leader is to agree rewards with employees, such as feedback and recognition in return for effort and achievement.

Reward -oriented transactional leaders produce clear expectations have been discussed and set to his followers. Just like transformational leadership by providing lines a clear performance guide as an input into a chained social exchange system, transactional leadership is expected to result in employees performing customer service -related behavior (Pillai, Chester & Eric, 1999).

Transformational leaders try to develop employees and as in return for this benefit, the employee should be happy to perform the behavior to try to respond to the positive input of the leader (Bass, 1997). Transactional leaders explain the exchange of resources with employees so that employees and leaders negotiate the exchange of resources in advance of the exchange taking place (Judge & Piccolo, 2004).

Employees should view these decisions as positive and necessary happy to implement behaviors in response to leader input. Employee should acknowledge the leader's lack of input and no sense of responsibility for responding may reduce their behavioral performance. In this study, the relationship between leadership style and role stress can seen in SET theory when a service has been described as a set attitudes and behaviors that influence the quality of interactions between organizations and its clients (Hogan, Hogan & Busch, 1984; Kelley, 1992; Lytle, Hom & Mokwa, 1998). It also looks multidimensional consisting of organizational support, customer focus and service under pressure (Dienhart, Gregoire, Downey & Knight, 1993). For example, employees are given a target of how many customers which is expected to be served daily. This will indicate the amount of time given to each customer, but some customers may require more time to be entertained than others.

Therefore, an employee may find themselves in conflict over whether to take over plenty of time to serve customers and provide more service well or either limit the time given to the customer to meet management demands. The potential for conflict may be high given that employees generally deal with customers, managers, colleagues and organizational management. Conflicts can arise as a result of pressure on time, resources or ability.

Thus, the level of role stress high will cause employees to see the organization as unfair as well does not support and in exchange it will reduce the identification and attachment to the organization (Ackfeldt & Malhotra, 2013). As part of of specialized chain systems of social exchange, organizations provide (or do not provide) their leadership to employees, anyone in exchange leadership (or non -leadership), implement (or not implement) behavioral services for the benefit of customers (Bettencourt et al., 2005; Holländer, 1990).

2.6 Empirical Research

Consistent with these ideas, empirical studies have found that employee behavior associated with team and organizational indicators of effectiveness, such as job performance, productivity, product

quality, and customer service evaluation. In conclusion, support from large organizations in daily tasks is the idea that behavior employees in the workplace is a positive thing (Organ et al., 2006).

2.7 Proposed Conceptual Framework

This study specifically analyzes the relationship between role stress as dependent variables with transformational leadership style and style transactional leadership as an independent variable. Study Framework described as below:-

Independent Variables   Dependent variable
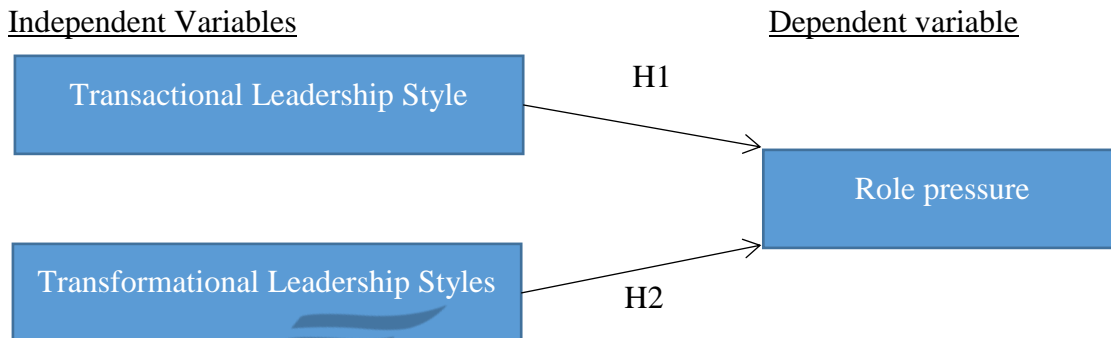
Figure 2. Study Framework

2.8 Hypothesis Development

Based on the framework of the study and the objectives of this study, the following are the hypotheses developed:-

H1: There is a significant relationship between transactional leadership style and role stress.

H2: There is a significant relationship between transformational leadership style and role stress.

2.9 Summary of Chapter 2

In this study, the relationship between leadership style and role stress can seen in SET theory when a service has been described as a set attitudes and behaviors that influence the quality of interactions between organizations and its clients (Hogan, Hogan & Busch, 1984; Kelley, 1992; Lytle, Hom & Mokwa, 1998). It also looks multidimensional consisting of organizational support, customer focus and service under pressure (Dienhart, Gregoire, Downey & Knight, 1993). For example, employees are given a target of how many customers which is expected to be served daily. This will indicate the amount of time given to each customer, but some customers may

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require more time to be entertained than others. Therefore, an employee may find themselves in conflict over whether to take over plenty of time to serve customers and provide more service well or either limit the time given to the customer to meet management demands. The potential for conflict may be high given that employees generally deal with customers, managers, colleagues and organizational management. Conflicts can arise as a result of pressure on time, resources or ability. Thus, the level of role stress high will cause employees to see the organization as unfair as well does not support and in exchange it will reduce the identification and attachment to the organization (Ackfeldt & Malhotra, 2013). As part of of specialized chain systems of social exchange, organizations provide (or not provide) their leadership to employees, anyone in exchange leadership (or non -leadership), implement (or not implement) behavioral services for the benefit of customers (Bettencourt et al., 2005; Holländer, 1990).

Chapter 3: Research Methodology

3.1 Introduction

This chapter describes how this study was conducted. It starts with, hypothesis development, study design, instrument formation, reliability testing, data collection and analytical techniques. Reliability and the validity of the instrument is also stated. In this chapter also describes how the data collected, how reliability is determined and analyzed.

3.2 Research Design

The study design should be directed towards solving the main problems of the study (Leedy & Ormrod, 2001). In the design of the study there are two basic approaches namely qualitative and quantitative approaches. A quantitative approach collects data in numerical form and it is used directly to represent the sampling characteristics. Next, the data was analyzed using statistical analysis that is inside number forms (Hair, Black, Babin & Anderson, 2010). In contrast, the qualitative approach uses qualitative data that represent descriptions things made directly without using numbers. The data was collected using unstructured interviews or observations through specific methods such as recordings of words, phrases and even pictures. Leedy and Ormrod (2001) states that qualitative methods are best to use when the researcher intends to conduct a study on

the relationship between the enablers variables measured by phenomena explain, predict and control.

Research qualitative is best to use when researchers study properties a phenomenon where it requires a point of view from the participants. This study uses quantitative methods. This approach is more appropriate because hypotheses can be tested to study the relationships between variables. This research is based on a cross-sectional study design in which data are collected in one time. This study examines the variables that influence stress role in the call center. The study also focuses on analyzing the relationship between role stress and leadership style.

3.3 Study Population and Sampling Procedures

The study population was 120 employees working in the Operations Network Center Telekom Malaysia Cyberjaya from various backgrounds of gender, age, status marriages, positions and divisions. Therefore, the unit of analysis for this study is from the individual category. Respondents for this study were selected using random sampling method to obtain generalized findings. Based on the total population and tables of Kriejcie and Morgan (1970) a total of 92 samples were randomly selected.

3.4 Data Collection Method

There are two types of data used for the purpose of the study namely primary data and seconds. Primary data refers to information obtained in advance by researchers on the propensity of variables for the specific purpose of the study (Sekaran and Bougie, 2013). In this study, researchers obtained information first from individuals through the distribution of questionnaires at the Network Center Telekom Malaysia Operations, Cyberjaya. The advantages of using a questionnaire are the researcher can collect the entire response in a short period of time. In fact managing a large number of respondents is time management efficient as well as less expensive. While secondary data refers to information obtained from pre -existing sources (Sekaran and Bougie, 2013). The diversity of secondary data is from books, articles, journals and the internet. In this study, data were taken mainly from various publications such as journals, books as well website.

Before the questionnaire was distributed to the respondents for the actual study, a test pioneers have been run. Questionnaires were sent among employees at a private companies. This pilot test involved 20 employees in the company and provide positive feedback. Employees agree

that things contained in the questionnaire is appropriate and understandable. Here accompanied by the results of the pilot test:-

Variable	Cronbach's Alpha	Number of Items
Transactional Leadership	.846	8
Transformational Leadership	.878	12
Role Stress	.733	14

Table 1. Summary of Reliability Test Results for the Pilot Test

The results of the pilot test are shown in the table above. Reliability estimates between 0.6 is considered sufficient for the purpose of the study. Based on the results in above, it is considered reliable.

3.5 Operationalisation and Measurement

This study used a questionnaire to collect primary data. Questionnaire at adaptations from previous research. The questionnaire was divided into four sections namely Sections A, B, C and D. The scale used in the section A, B and C are five-point likert scales. It has five options i.e. very no agree, disagree, neutral, agree and strongly agree that represent a scale of one up to five. Details for each section are as follows:-

i. Parts A and B: Leadership Styles Part A represents a transactional leadership style that contains 8 questions while Section B represents transformational leadership styles

which contains 12 questions. Both of these parts are adapted from Multifactor Leadership Questionnaire (MLQ) by (Bass and Avolio, 1995). ii. Part C: Role Stress

Section C represents role stress containing 14 questions. Question for both of these parts in adaptations from Rizzo, House and Lirtzman (1970). iii. Part D: Demographics Section D contains questions related to background information responden. There are 8 questions in this section and the following questions are gender, age, length of service, status and category of employment, level education, marital status and race.

3.5.1 Independent Variables

Multiple regression analysis is a procedure for analyzing the relationship between dependent and independent variables. According to Pallant (2011) multiple regressions allows the prediction of

one dependent variable continuously to independent variables. It can be used to test the predictive power of a set of variables and to change the relative influence of each variable.

*Dependent Variable

There are two independent variables namely transactional leadership style and transformational leadership styles that have been used to determine its influence upward dependent variable role stress. Regression output details multiples are described accordingly in the following table:

Independent variable	Dependent variable (Role Stress) Standardized Coefficients Beta
Transactional Leadership Style	0.687
Transformational Leadership Styles	-0.137
R-Square	0.405
Adjust R Square	0.392
Sig. F Change	0.000
P<0.05**	-

Table 2. Regression Analysis

Based on Table 2. shows a regression analysis for role stress with leadership style. Referring to the table the value of R Square is .405 which 40.5% of role stress was significantly explained by leadership style. There was a significant positive relationship between leadership styles transactional and role stress with a standardized beta value of 0.687 at the level significant 0.000. While role stress has a significant relationship negative with transformational leadership style that is standardized beta value -0.137 at a significant 0.138.

3.6 Data Analysis Techniques

Statistical Package for the Social Sciences (SPSS) version 24 is a software that used to analyze the data in this study. Analysis of the instruments of this study depending on descriptive statistics i.e. maximum, minimum, deviation calculations standards required for multiple items and variable interval scales are not dependent and dependent variables (Sekaran & Bougie, 2013). Frequency analysis was also used primarily for the demographics being measured using a nominal scale. Frequency refers to the frequency of the number of subcategories of a particular phenomenon occurring (Sekaran & Bougie, 2013). Besides, this study also used reliability analysis to test the consistency and stability of the measured item. Reliability analysis was also used for indicates the strength of the measure or scale used whether it is consistent or

stable that requires some items to be deleted in order to produce better reliability as well as indicating whether the item is correlated positive or not.

Cronbach's Alpha values	with a degree of reliability
<0.6	Weak
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 up to <0.9	Better
> 0.9	Strong

Table 3. Cronbach's Alpha values with a degree of reliability

Accepted Cronbach Alpha values of 0.6 and above can only be used. Items with low Cronbach Alpha values and less than 0.59 will not be used for the analysis process as it is unreliable.

3.6.1   Descriptive Analysis Techniques

Descriptive analysis used mean and standard deviation for the variables dependent and independent are shown in Table 3. below:-

Variable	N	Minimum	Maximum	Meam	Std. Deviation
Transactional Leadership	92	2.38	4.75	3.3668	.50642
Transformational Leadership	92	2.00	5.00	3.3967	.70779
Role Stress	92	2.07	4.36	3.1623	.51715
N	92	-	-	-	-

Table 4. Descriptive Analysis

The table above shows about the overall summary of the descriptive statistics for all variables namely transactional and transformational leadership style as well role stress. Mean and standard deviation for transactional leadership style are 3.3668 and .50642 are followed by transformational leadership style which is 3.3967 and .70779. Next the role pressures are 3.1623 and .51715. This shows all three the variable has a high mean level.

3.7 Summary of Chapter 3

Leadership is considered a major issue in organizations and leadership practices effective was reported to have a positive relationship with improvement and improvement of organizational performance and effectiveness (Skogstad, 2007). Leader is an individual who inspires action and his vision positively affects and speed up the process of exchanging ideas and knowledge. Performance improvement work is critical to forging strong relationships between leaders and his

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followers. Therefore, this study was conducted to examine the relationship between leadership style and role stress. The results of the study show that there is a significant relationship between transactional leadership and stress role. While transformational leadership has no relationship significant with role stress.

Regression analysis was used to test the dependent variables and independent variables. It is also used to indicate whether hypothesis accepted or not. This study also relies on correlation analysis through a pearson correlation matrix used to indicate strength and the direction of the relationship of the dependent variable and the independent variable. By that is, the pearson correlation can support the direction of the relationship between the two variables that were hypothesized at the beginning of the study.

CHAPTER 4

FINDINGS OF THE STUDY

4.1 Introduction

This chapter describes the findings of the study that has been conducted in this study in accordance with the objectives stated in Chapter 1. SPSS software version 24 was used to perform statistical analysis. The hypotheses developed in Chapter 3 were tested and the strength of the relationship was also stated. Several statistical methods were used to analyze the data. The demographics of the respondents 'profiles are also described. This is followed by a description of the results of the analysis of dependent and independent variables using reliability analysis. Finally, hypothesis test results are also described using correlation tests.

4.2 Feedback Rate

In this study, 120 questionnaires were distributed, only 92 responses were received and could be used for analysis. Thus, the response rate was 76.7%.

Number of Questionnaires Distributed	Number of Questionnaires Received	Percentage (%)
120	92	76.7

Table 4.1 Feedback Rate

4.3 Frequency Analysis

The following is the distribution of respondents according to demographics:-

4.3.1 Gender

The gender of the respondents is shown in Table 4.2 and Figure 4.1. Overall, the majority of respondents are women, namely 58 people (37%) and 34 people (63%) from men.

	Category	Frequency	Percent (%)
Gender	Male	34	37.0
	Female	58	63.0

Table 4.2 Gender
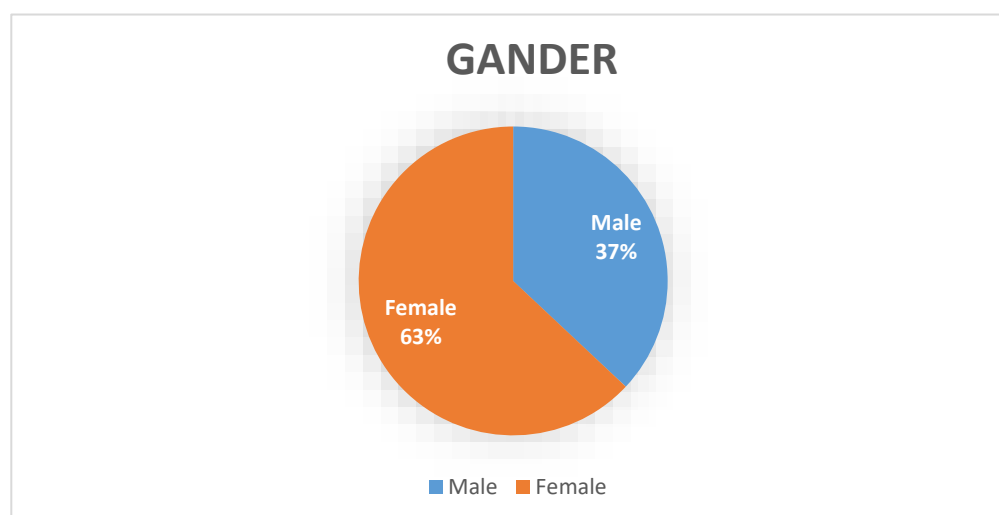
Figure 4.1 Gender

4.3.2 Age

The age categories of the respondents are shown in Table 4.3 and Figure 4.2. The majority of respondents were in the age range of 31 to 35 years with 46.7%. While the second highest range is between 26 to 30 years which is 20%. Next the age range of 20 to 25 years represents 18%. Finally the age is between 36 to 40 years and the lowest is 12%.

	Category	Frequency	Percent (%)
Age	20 - 25	18	19.6
	26 -30	20	21.7
	31 – 35	43	43
	36 - 40	11	11

Table 4.3 Age

Age

Age
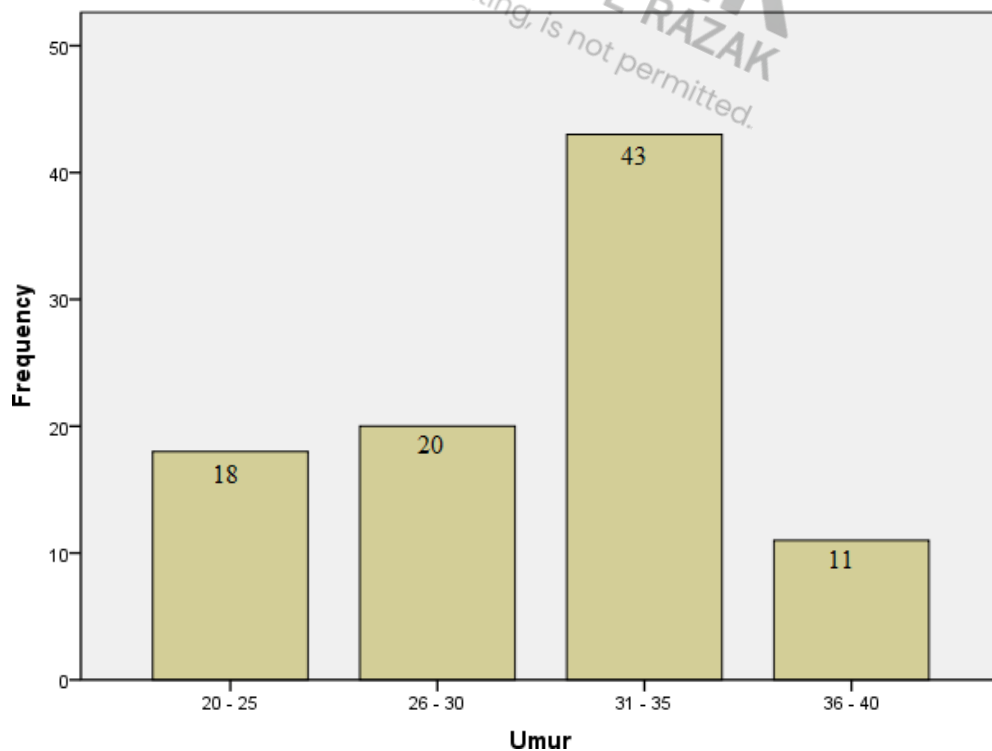
Figure 4.1 Age

4.3.3 Marital Status

With respect to the marital status of the respondents are shown in Table 4.4 and Figure 4.3. There are three categories namely single, married and divorced. Most of the respondents are married, which is 59 people or 64.1%. While 30 people in the single category which is 32.6%. For the divorced category is 3 respondents or 3.3%.

	Category	Frequency	Percent (%)
Status	Single	30	32.6
Marriage	Married	59	64.1
	Divorced	3	3.3

Table 4.4 Marriage status

Status Marriage

Figure 4.3 Marital Status

4.3.4 Nation

In Table 4.5 and Figure 4.4 nation shows that 87 people out of the total respondents are from the Malay race which is 94.6%. While India as many as 3 people which is 3.32% and then Chinese as many as 2 people and 2.2%. The majority of respondents invol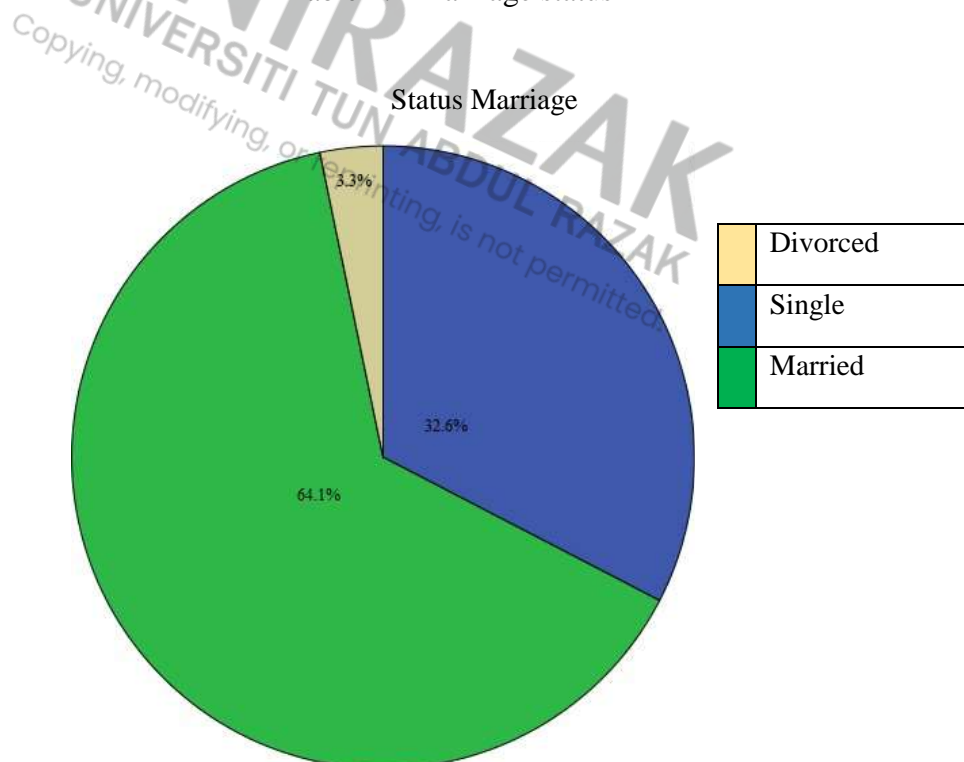ved are from the Malay race as it is well known that the employment participation rate is more monopolized by the Malay race.

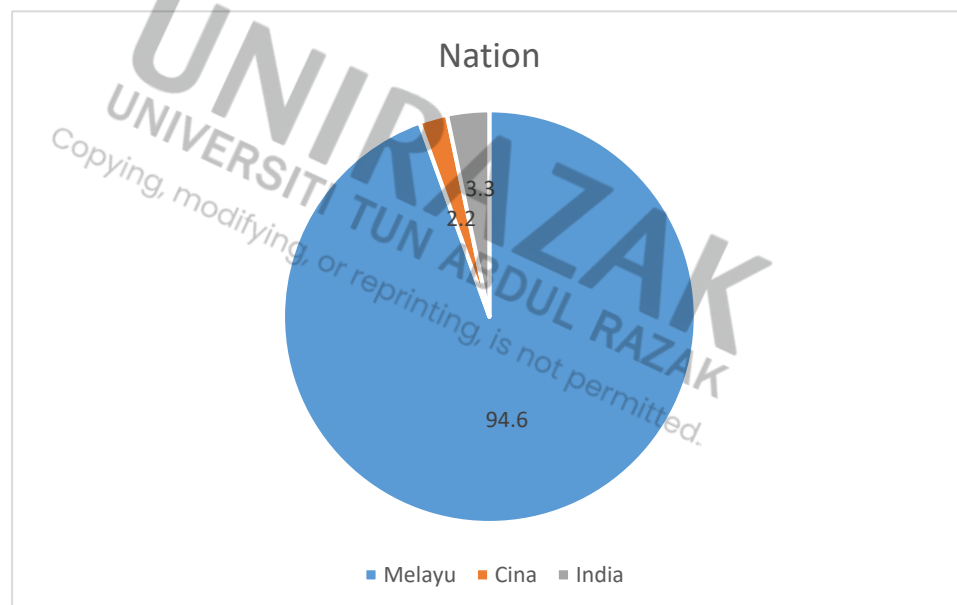|	Category	Frequency	Percent (%)
Nation	Melayu	87	94.6
	Cina	2	2.2
	India	3	3.3

Table 4.5 Nation

Figure 4.4 Nation

4.3.5 Period of service

The length of service is represented by Table 4.6 and Figure 4.5. A total of 50 people stated that they had worked for 1-5 years (54.3%). While 40 people have worked for 6-10 years (43.5%). There are only 2 people who served for 16-20 years (2.2%).

	Category Years	Frequency	Percent (%)
Period Services	1 – 5	54	58.7
	6 – 10	35	38.0
	11 – 25	1	1.1
	16 – 20	2	2.2

Table 4.6 Length of service
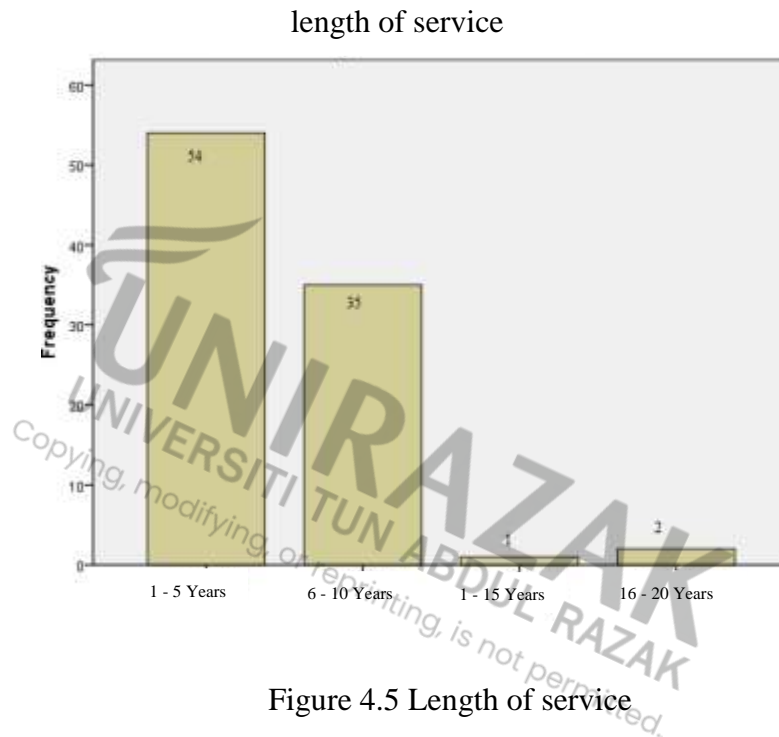
length of service

Figure 4.5 Length of service

4.3.6 Level of education

Most respondents have educational knowledge consisting of SPM, Diploma, Bachelor and Master. The highest level of education is Bachelor which represents 62% or 57 people. Followed by Diplomas by 31.5% or 29 people. Next is education at the Master's level which is 4.3% or 4 people. The level of education that represents the lowest frequency is SPM which is 2 people or 2.2%. This clearly shows that the level of Bachelor's education fulfills the job opportunities in the organization.

	Category Years	Frequency	Percent (%)

Level of education	SPM	2	2.2
	Diploma	30	32.6
	Degree	55	59.8
	Master	5	5.4

Table 4.7 Level of education
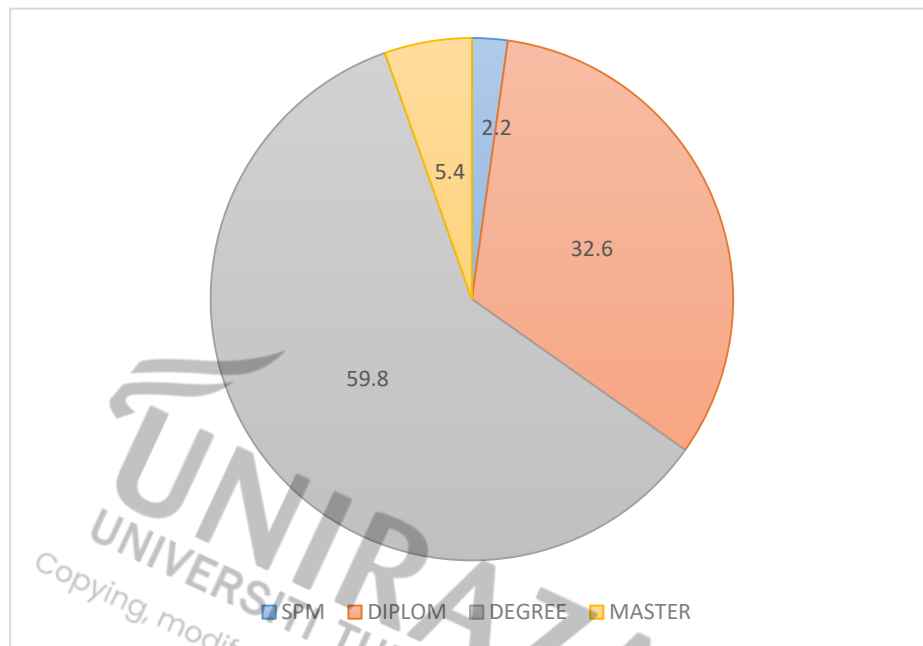
Figure 4.6 Level of education

4.3.7 Level of Appointment

The majority of respondents are from the executive level which is 69.6% which is equivalent to 64 people. A total of 21.7% which is 20 people among non -executives. Only 8.7% or 8 people are from the management.

	Category	Frequency	Percent (%)
Level of Appointment	non executive	18	19.6
	Executive	63	68.5
	Management	11	12.0

Table 4.8 Staffing Level

Figure 4.7 Staffing Level

4.4 Reliability Analysis

According to Sekaran and Bougie (2013) the reliability of the coefficient is better when the value is close to 1.0 and also exceeds 0.80. A value of 0.70 is also considered acceptable and if the reliability value is less than 0.60 it is considered weak (Sekaran & Bougie, 2013). The reliability values for each variable are shown in Table 4.9. This indicates that all the variables in this study produced values that were more than an indication of an acceptable value.

Variables	Reliability Results (Cronbach Alpha)
Transactional Leadership Style	.697
Transformational Leadership Styles	.934
Role Stress	.860

Table 4.9 Reliability Analysis

4.5 Descriptive Analysis

Descriptive analysis using mean and standard deviation for the dependent and independent variables is shown in Table 4.10 below:-

Variable	N	Minimum	Maxsimum	Meam	Std. Deviation
Transactional Leadership	92	2.38	4.75	3.3668	.50642
Transformational Leadership	92	2.00	5.00	3.3967	.70779
Role Stress	92	2.07	4.36	3.1623	.51715
N	92				

Table 4.10 Descriptive Analysis

The table above shows about the overall summary of the descriptive statistics for all variables namely transactional and transformational leadership style as well role stress. The mean and standard deviation for transactional leadership style is 3.3668 and .50642 followed by transformational leadership style which is 3.3967 and .70779. Next the role pressures are 3.1623 and .51715. This indicates that all three variables have a high level of mean.

4.6 Correlation Analysis

Correlation analysis is used to describe the strength as well as the linear direction of the relationship between the variables (Pallant, 2011). Correlation Analysis was used to determine if there was the existence of a relationship between two variables. Relationships between variables are either positive or negative correlation. The Pearson Correlation Coefficient, r can take a range of values from +1 to -1. Where a value of 1 represents a positive correlation, a value of 0 does not indicate a correlation between the variables and a value of -1 represents a negative correlation. The model scale describing the relationship between the independent variable and the dependent variable as proposed by Pupim, Iwaki & Takeshita, (2013) is as follows:-

i.0.70 and above– very strong relationship

ii. 0.50 to 0.69 - strong relationship

iii. 0.30 to 0.49 - moderate relationship

iv. 0.10 to 0.29 - weak relationship

v. 0.01 to 0.09 - very weak relationship

Variables	Leadership style Transactional	Leadership style Transformational	Role Stress
Transactional Leadership Style	1		
Transformational Leadership Styles	.454**	1	
Role Stress	.625**	.175	1

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.11 Correlation Analysis

Table 4.11 shows the relationship between the independent variable i.e. transactional leadership style and transformational leadership style with the dependent variable i.e. role stress. The first relationship is between transactional leadership style and role stress. Results showed ($r = 0.625$ **, $p < 0.05$). These values have a strong relationship. This suggests that there is a positive relationship between transactional leadership style and role stress. The second relationship is between transformational leadership style and role stress. Results showed ($r = 0.175$, $p > 0.05$). This value has a weak relationship. Thus, transformational leadership style has a negative relationship with role stress.

4.7 Regression Analysis

Multiple regression analysis is a procedure for analyzing the relationship between dependent and independent variables. According to Pallant (2011) multiple regressions allow the prediction of a variable dependent continuously on independent variables. It can be used to test the predictive power of a set of variables and to measure the relative influence of each variable. There are two

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independent variables namely transactional leadership style and transformational leadership style that have been studied to determine its influence on the dependent variable namely role stress. The details of the multiple regression outputs are explained accordingly in the following table:

Independent variables	Dependent Variables (Role Stress) Standardized Coefficients Beta
Transactional Leadership Style	0.687
Transformational Leadership Styles	-0.137
R-Square	0.405
Adjust R Square	0.392
Sig. F Change	0.000

P<0.05**

Table 4.12 Regression Analysis

Based on Table 4.12 shows a regression analysis for role stress with leadership style. Referring to the table the value of R Square is .405 of which 40.5% of the role stress is significantly explained by leadership style. There was a significant positive relationship between transactional leadership style and role stress with a standardized beta value of 0.687 at a significance level of 0.000. While role stress has a significant negative relationship with transformational leadership style that is standardized beta value - 0.137 at a significant 0.138.

4.8 T-Test

The results of t test are illustrated in the table below:-

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Role Stress	Male	34	3.1366	.52116	.08938
	Female	58	3.1773	.51876	.06812

Table 4.13 Comparison by gender

Based on table 4.11 above shows a negative difference between male and female respondents in terms of mean value of -0.04079. The mean value for male respondents was 3.1366. While the mean value for women is 3.1773. Female respondents experienced less role stress than males.

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Role Stress	Equal variances assumed	.029	.866	-.363	90	.717	-.04079	.11224
	Equal variances not assumed			-.363	68.992	.718	-.04079	.11238

Table 4.14 Lavene's test

While table 4.14 explains that there is no significant difference between male and female respondents in experiencing role stress that is t (-.363) = 68.992 p = 0.718.

4.9 Hypothesis Testing

Based on the regression analysis conducted to determine the variance of the dependent variable that is role stress can be explained by the independent variable consisting of transactional leadership style and transformational leadership style. A summary of the hypotheses tested is as follows:-

	Hypothesis	Results
H1	H1 There is a significant relationship between transactional leadership and role stress Accepted	Accepted
H2	H2 There is a significant relationship between transformational leadership and role stress Rejected	rejected

Table 4.15: Summary of hypothesis results

4.10 Conclusion

In conclusion, this chapter is dedicated to testing the hypotheses developed and discussed in chapter 3. In fact, this chapter also presents and discusses the findings in this study. All tests were analyzed using SPSS version 24 and the results were obtained using specific analyzes such as Pearson Correlation and regression analysis. The next chapter will discuss the findings, implications of the study, recommendations for future research and conclusions.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the details of the analytical findings found in the previous chapter. This chapter represents a discussion of the research and also provides recommendations based on findings related to leadership style decisions and role stress. This chapter also discusses recommendations for future studies.

5.2 Discussion and Findings of the Study

The results of this study help develop an overview of how call centers work. In the bigger picture, a call center is like any other organization with a different job role. If we go back to the discussion of the nature of the call center, it is possible to understand this relationship. Call centers are dynamic environments where employees must handle more transactions of high complexity with higher user expectations. Indeed, a call center is a structured environment (scripts and formulas are driven by a user access management system). If the leader knows that the structure is taken care of by the operational nature of the call center, it can focus on the leadership side.

Cleveland and Mayben (1997) argue that the key attribute of an effective call center is the creation of a culture that supports management. So,

leaders should have some characteristics (Yao, Fan, Guo & Li, 2014). First, leaders need to know the expectations of their followers and motivate employees according to their efforts. They must lead by example and influence their followers in a good way. Leaders should win the support, respect and trust of employees by showing abilities, charisma and being good at learning. Leaders should be mindful of the different needs of employees and help develop the potential of employees. In addition, leaders must produce a vision with inspiration, high expectations for their followers stimulate self -efficacy so as to make active efforts to achieve organizational goals.

Thus, leadership is a process of social influence that has different concepts and compositions in different cultures (Hofstede, 2001). Different leadership styles have different influences on role stress. Several studies have shown that employee perceptions of stress are associated with leadership style (Gill, Flascher & Shachar, 2006). When employees face different leadership styles, stress and work behaviors may be different (Gill et al, 2006). Understanding the influence of different types of leaders on role stress helps improve organizational efficiency and employee performance.

5.2.1 Relationship between Transactional Leadership Style and Role Stress

Based on the findings of the study in Chapter 4, the relationship of transactional leadership style and role stress showed a positive correlation and significance relationship of r = .625 and p <0.05 (.000). Referring to such relationships, transactional leadership was found to influence employee role stress.

Discovery this explains that employees are highly stressed by stress on a regular basis (Jolson, Dubinsky, Yammarino & Comer, 1993). It may be that there is an element of proactive oversight of transactional leadership in this study serves to provide employees with a sense of constantly being monitored. For example, when serving customers, as well as customers for consideration, employees should also consider the managers who supervise them. Transactional leaders motivate employees by providing various types of rewards. Transactional leaders also pay special attention to the roles and responsibilities of each follower as it is important to clarify the role of each team member to prevent cases of role stress.

5.2.2 The Relationship between Transformational Leadership Styles and Role Stress

Based on the results made on the relationship between transformational leadership style and role stress in table 5.2, it shows that the pearson correlation is moderate i.e. r = .175. Transformational leadership also had a negative significant relationship p> 0.05 (.096). Thus, transformational leadership has a negative relationship to role stress and the H2 developed is in the minus. In previous studies, transformational leadership was found to reduce role conflict (Podsakoff, MacKenzie & Bommer, 1996). Almost all transformational leadership models assume that transformational leaders increase the attitudes and job satisfaction of their followers (Podsakoff, MacKenzie, Moorman & Fetter, 1990).

Transformational leaders need to clarify the goals of the followers as well as the unexpected rewards as well as should give clear instructions to the followers to reduce the sense of ambiguity. Similarly it is hoped that a clear understanding of transactional leadership should be tantamount to lowering feelings of ambiguity among employees. Transformational leadership encourages a clear role. It is a better outcome because transformational leaders tend to clarify the role of employees by expressing a vision to inspire them to achieve common goals of the organization. Even according to a study by MacKenzie et al. (2001) reported that only transformational leader behavior had a negative correlation with role ambiguity and there was no relationship between high performance expectations and individual support for role ambiguity.

More specifically, expecting a leader to behave well towards his subordinates through individual judgment will help his followers in relation to employment problems i.e. help prevent subordinates from lack of satisfaction with the social and work environment; leaders with ideal influence encourage subordinates to achieve high levels of performance because they focus on higher targets;

inspirational motivation encourages and highlights the stressful experiences faced by subordinates; intellectual stimulation adds to one's own ideas and ways of doing things from subordinates.

As an alternative to reducing stress directly, transformational leaders may be able to buffer the effects of work stress on employee workloads by creating resources or helping their followers to reorganize stress as a challenge rather than a barrier. Leaders inspire and motivate followers by shaping their work into meaningful resources and challenges (Bass and Riggio, 2006). Viewing one's job as something meaningful allows employees to see benefits in work stress (Britt, Adler, & Bartone, 2001). Encouraging employees to find meaning in stress or see it as a challenge is a way to influence the evaluation process. By viewing role stress as a challenge to overcome rather than as a threat to the desired outcome, followers are more likely to engage in positive behaviors and may be less sensitive to stress (Lazarus & Folkman, 1984). In short, the role of transformational leadership in reducing role stress in the workplace by providing a clear vision and expectations; encourage followers to find meaning and challenge in their work and provide support.

5.3 Impications of the Study

5.3.1 Implications of Theory

This study has highlighted the influence of two leadership styles on employee role stress. It is difficult to determine the most appropriate leadership style because both provide mixed levels of results. Overall, it can be said that transactional leadership has a positive influence on role stress i.e. tends to increase employee stress. It is important to note that transformational leadership has an indirect i.e. negative influence on employee role stress.

Referring to the study of Nasurdin, Ramayah & Beng (2006), the findings on the positive relationship between work conflict and stress are consistent indicating that an increase in inappropriate roles creates stress in the workplace as it makes expectations difficult to meet. Whereas workers experience high stress if work stress is high (Ram, Khoso, Shah, Chandio & Shaikih, 2011). Based on this study shows that Social Exchange Theory also provides a useful platform to provide supportive explanations as a framework for studying employee and managerial relationships. This study adds to the source of knowledge about leadership styles and role stress in organizations. The conceptual framework will also guide the theoretical formulation and planning of programs and policies that will be guided against stress in the organization.

5.3.2 Practical Implications

This study narrates the importance of leadership in the context of an organization with its ability to influence the psychological work conditions of employees and their behavior. In particular, transactional leadership is associated with an increase in employee role stress perceptions. However, transformational leadership was also found to have a negative relationship with role stress. Thus, these findings have implications not only for managers but personnel responsible for managerial training and recruitment. A leader who wants to strive to reduce employee role stress should try a transactional leadership style.

Thus, leaders are able to seek clarification on expectations of what is expected of their employees to reduce feelings of role stress. They should be careful not to supervise employees as this can reduce their feelings of job satisfaction and commitment. It seems as if there is a balance between the advantages of the leader. Perhaps it is an area of leadership focus that should be addressed. For example, transactional leaders can try to reduce stress and this focus can reduce the direct impact on role stress. As is well known, transactional leadership style focusing on promoting compliance by followers through intrinsic motivational rewards becomes the main motivation that drives role stress by focusing on employee feelings related to their job and encouraging employees to enjoy their job as well as help others. Therefore, leaders who want to try to reduce employee role stress should try a transformational leadership style.

Increased competition in the service industry, coupled with more customer demand, helped the service profit chain leaders to develop service levels and satisfaction give maximum competitive effect as well as widen the gap between service leaders and competitors. This chain framework creates employee and customer loyalty that is if employees are satisfied, it will provide excellent service and provide customer satisfaction is the key to the service industry. Employees have to deal with demands from leaders as well as the needs and wants of customers. Because of the cross - border role, employees are in a dilemma of whether to tailor service to customer needs or adhere to organizational guidelines and procedures.

This dilemma often leads to job role stress. Thus, leaders can create a supportive work environment and help subordinates instill confidence and increase motivation. In addition, leaders can use individual judgment by acting as role models to oversee and expand the career advancement and personal growth opportunities of their followers. It will also guide them in managing role conflicts and avoid ambiguity in the industry for better quality products/services. Ahmed, Nawaz, Usman,

Shaukat, Ahmad and Iqbal (2010) confirmed that product and service quality are associated with the prevention of role conflict and role ambiguity in organizations.

5.4 Limitations of the Study

This study exhibits limitations that need to be considered. First, the sample size only consists of one organization, namely the Telekom Malaysia Operations Network Center in Cyberjaya. This limitation is due to time constraints and other factors inevitable. Second, this study uses only two independent variables, namely transactional leadership style and transformational leadership style. While role stress represents the dependent variable. The possibility of identifying variables that can or should be included in a study is difficult.

5.5 Recommended Study

For future studies, it will be more interesting to examine the issues of leadership style and role stress from different perspectives since this study only focuses on role conflict and role ambiguity that represent role stress. For example role stress can be extended by including other variables such as role load to strengthen the structure of the negative aspect model. Alternatively, it can be studied in relation to the impact on the negative aspects of role stress i.e. job satisfaction which consists of satisfaction with supervision, co-workers, work, salary and promotion (Porter, Steers, Mowday & Boulian, 1974). In fact it can even include mediating variables in framework theory.

In addition, the scope of the study on leadership styles on role stress among employees could be expanded so that it will cover more study samples. Involvement from multiple organizations will be more attractive as it has more challenges and pressures from a diverse workforce. If research in one industry can help overcome potential externalities and confusion (Bell & Menguc, 2002; Liao & Chuang, 2007), it is indeed a limiting factor related to decision modability. In order to look at the effectiveness of leadership in cross-cultural terms, it is also able to be extended to other service industries (Avolio, 2007) to find out whether there are differences in the relationship. In fact, it may also be possible to examine the relationship of other leadership styles with role stress. Repeating this study in another environment will certainly make the findings obtained in the matter more relevant.

5.6 Conclusion

Leadership is considered a key issue in organizations and effective leadership practices are reported to have a positive relationship with improvement and enhancement of organizational performance and effectiveness (Skogstad, 2007). Leaders are individuals whose actions and visions positively influence and accelerate the process of exchanging ideas and knowledge. Improving job performance is critical to forging a strong relationship between a leader and his followers. Therefore, this study was conducted to examine the relationship between leadership style and role stress. The results of the study indicate that there is a significant relationship between transactional leadership and role stress. While transformational leadership has no significant relationship with role stress.

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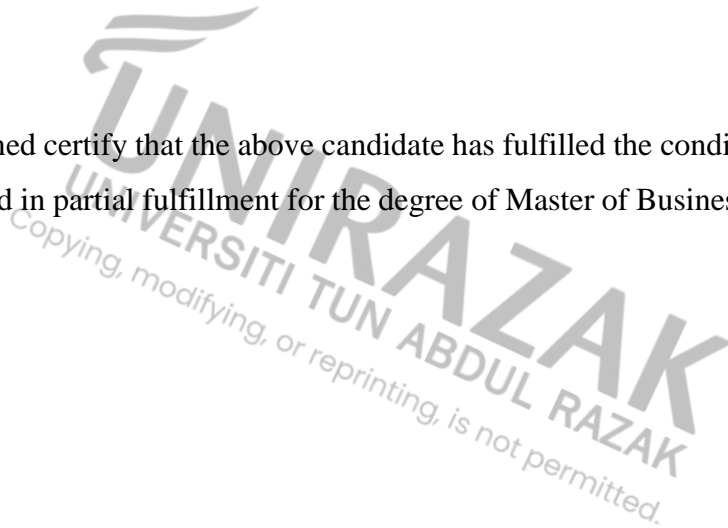
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