Are leadership practices, role stressor, religious coping, and job insecurity predictors of job stress among university teachers? A moderated-mediated mode

By SAFARIA TRIANTORO

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Safaria, Triantoro ✉

Universitas Ahmad Dahlan, Yogyakarta, Indonesia (safaria_diy@yahoo.com)

Abstract

The studies of teacher/academician's stress have found several sources of job stress. Several significant stressors that consistently increase job stress such as poor working conditions, lack of support from management, lack of appreciation and benefits, limited participation in decision making, and lack of training how to cope with job stress. The present study also investigates how role stressors, job insecurity, leadership practices, and religious coping, predict job stress among university academic staff. How interrelationship between role stressors, leadership practices to job stress is mediated by job insecurity. The samples of the study are 337 academic staffs from Jogjakarta, Indonesia. SEM analysis was used to test the hypotheses. In Jogjakarta academic staff, religious coping just significantly buffered the effect of the antecedents-job stress model, but not significantly moderated the effect of the antecedents-job insecurity model.

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1. Introduction

Many academic staffs at university face challenging duty as lecturer (Rusli, Edimansyah, & Naing 2006). Their role in university is very important in contributing to high quality of learning atmosphere. The high quality of a teaching-learning atmosphere will give impact on high quality of students' output (Huda, Rusli, Naing, Tengku, Winn, & Rampal 2004). Past studies found that a stressful condition increases their vulnerability to psychological and health problems such as depression (Cooper, Dewe, & O'Driscoll, 2001; Jex, Cunningham, De la Rosa, & Broadfoot 2006), fatigue (Jing, 2008), low productivity (Aeria, 1995), absenteeism, and several health problems (Hapriza et al, 2005; Badra & Prawitasari, 2005). Then, the quality of academic staff performance is influenced by how higher the strain and job stress that they experiences in daily working activity.

From an initial literature review, numerous stressors were found and influence the incidence of job stress among academic staff. Some of these stressors are job insecurity, role stressors, deadline task, excessive workloads, and conflicting demands, and students' misbehavior (Narayanan, Menon, & Spector, 1999; Wilkes, Beale, Hall, Rees, Watts, & Denne, 1998; Cahn, Lai, Ko, & Boey 2000; Aziah, Rusli, Winn, Naing, & Tengku, 2004; Eddin, 2009; Fazli, 2003, Muzliza, 2002). Those stressors are emerged from job itself, but some factors are emanated from environment such as leadership ethics and practices, time management, community problems, family problems, homework interface, and life stress (Sulsky and Smith, 2005; Khoury and Analoui, 2010; Yousef, 2000; Alexandros-Stamatios, Matilyn, & Cary 2003; Ahsan, Abdullah, Gun Fie, & Shah Alam, 2009; Hamdiah, 1996; Pepper & Thomas, 2002). Based on previous study mentioned above, it found that leadership, role ambiguity, role conflict, and job insecurity are a significant predictor for job stress. Then, this study would examine these variables related to job stress among university teachers in Jogjakarta, Indonesia.

Several scholars suggests that we should examine the role of mediator and moderator variables in order to deliberate and comprehend deeper about the mechanism of antecedent-job stress relationship (Robbins, 2003; Gibson, Ivancevich, Donnelly, & Konopaske 2006; Cooper et al., 2001). According to Pearlin, Menaghan, Lieberman, and Mullan (1981) life stress paradigms examine interrelationships among three conceptual domains: (a) sources of stress, (b) mediators of stress and/or moderators of stress, and (c) outcomes of stress. Wheaton (1985) state that moderator variable is a resources that can become a attenuation effect or buffer a negative effect from stressors to job stress as a result of the higher levels of the resource. One of a moderator variable that can buffer the negative effect of stressors is coping strategy used by a person. Coping resources can moderate the negative effects of stress and help an individual reduce the impact of stressors. Pearlin and Schooler (1978) posited that coping resources function to: (a) alter the meaning of the situation or events, making them less stressful in nature, (b) modify or eliminate the conditions leading to problems, or (c) manage the level of emotional response to stressors. Present study chose religious coping as the moderator variable that influences the stressors-stress responses in individual life. According to Pargament (1997) the pattern of positive religious coping behaviors represent an expression of a sense of religiosity, a secure relationship with God, a belief that there is meaning to be found in life, and a sense of connectedness with others. This positive effect will reduce the impact of stressors to academic staff when facing stressful situation.

Beside moderator variables, there are mediator variables that link a cause and an effect. Mediators and moderators are third variables, whose purpose is to enhance a deeper and more refined understanding of a causal relationship between an independent variable and dependent variable (Wu & Zumbo, 2008). The present study used job insecurity as mediator variable that bridge antecedent variables to job stress. Job insecurity mediate relationship between role stressor and leadership practices to job stress as proposed by Greenhalgh and Rosenblatt (1984). Role ambiguity and role conflict create feeling of loss control in handling their job because of

unclear and conflicting job, and this condition will create insecurity feeling in person. Individual's anxiety about job stability relates to job insecurity. The more insecure person feels about their job, then the greater the job insecurity experienced by them. This theoretical assumption becomes an explanation why job insecurity has role as mediator variables to job stress.

However, all of those stressors need to reexamine again in Indonesia academic staffs. Especially, because previous studies conducted and examined work-related stress in public university, without investigate it in private university; also did not elaborate the role of moderator and mediator variables. It means there are many dynamical interrelationship possibilities between antecedent variables to job stress remain uncertain and questionable. The present study also investigates how role stressors, job insecurity, leadership practices, and religious coping, predict job stress among university academic staff. How interrelationship between role stressors, leadership practices to job stress is mediated by job insecurity. How the role of religious coping moderate relationship between antecedent variables to job stress. This study will solve those problems and fill the gap of knowledge in recent time. Based on this finding, many preventive programs can be created to solve higher incidences of job stress in university such as giving guided for developing counseling services, carrying out stress management program, developing new policy to reduce or prevent the increasing of job stress among academic staffs in higher learning institution setting, especially in Jogjakarta, Indonesian. In this study, the conceptual model of job insecurity-stress model was adopted and modified from Robbins (2003), Gibson, Ivancevich, Donnelly, and Konopaske (2006) and Greenhalgh and Rosenblatt (1984) theory and tested among University academic staff in Jogjakarta Indonesia. The hypotheses of this study are described below.

- ➢ H1. Role ambiguity is positively related to job insecurity.

- ➢ H2. Role conflict is positively related to job insecurity.

- ➢ H3. Leadership practice is negatively related to job insecurity.

- ➢ H4. Role ambiguity is positively related to job stress.

- ➢ H5. Role conflict is positively related to job stress.

- ➢ H6. Leadership practice is negatively related to job stress.

- ➢ H7. Job insecurity mediates the relationship between role ambiguity, role conflict and leadership practice, toward job stress.

- ➢ H8. Religious coping moderates the relationship between role ambiguity, role conflict and leadership practice, toward job stress.

2. Method

2.1 Sample

The Jogjakarta samples are academic staff from three Universities in Jogjakarta. Three hundred and thirty seven participants participated in this study. Among the 337 participants, 53.1% (n=179) are male and 46.9% (n=158) are female. Of the sample, 3.9% (n=13) are age between 20-25 years old, 10.1% (n=34) are 26-30 years old, 19% (n=64) are 31-35 years old, 21.4% (n=72) are 36-40 years old, 21.7% (n=73) are 41-45 years old, 12.2% (n=41) are 46-50 years old, and 11.9% (n=40) are greater from 50 years old.

In religion category, 88.7% (n=299) are Moslem and 10.1% (n=34) are Christian, 0.6% (n=2) are Catholic, and 0.6% (n=2) are Hinduism. In academic rank category, 5.9% (n=20) are tutor, 30.6% (n=103) are lecturer, 32.9% (n=111) are senior lecturer, 20.8% (n=70) are associate professor, and 9.8% (n=33) are professor. In employment status category, 10.1% (n=34) are part-timer academic staff, 33.8% (n=114) are fulltime contract

staff, and 56.1% (n=189) are fulltime permanent staff.

Participants came from two university types, 38.6% (n=130) from public university, and 61.4% (n=207) came from private university. Besides, 12.8% (n=43) have been worked less than 1 years, 33.8% (n=114) are tenure between 1–5 years, 33.5% (n=113) have been worked 6-10 years, and 19.9% (n=67) are tenure more than 10 years. In marital status category, 77.4% (n=261) are married, 17.5% (n=59) are single, 3.3% (n=11) are separated, and 1.8% (n=6) are widow/er. In number of children category, 17.5% (n=59) have no children, 34.7 (n=117) have between 1-2 children, 33.5% (n=113) have between 3-4 children, and 14.2% (n=48) have 5 or more children.

2.2 Questionnaire

Job Stress scale - Job stress was measured by job stress scale. Job stress scale has four indicator responses to measure the level of job stress responses experienced by participants. Following is the indicators and a sample item for each: (a) Behavioral responses—" *If there is an opportunity, I like to go out during working time*" (b), Emotional responses—" *I feel bored with my job now*" (c), Cognitive responses—" *In recent time I easily forgot something*" (d), Physiological responses—" *All of my body muscles feels fatigue.*" A 4-point Likert-type scale is used to asses each participant's perceived job stress level. These response choices on this continuous scale include: 1 (*never*), 2 (*seldom*), 3 (*sometimes*), and 4 (frequently). Job Stress scale has Cronbach's alpha α = .91.

Role Stressor Scale - Role conflict and role ambiguity were measured by role stressor scale that was made by Rizzo et al. (1970), Kelloway and Barling (1990), and Netemeyer et al. (2004) and will be adapted by researcher. Role stressor scale has two subscales to measure the level of role stressors experienced by participants. Following are the indicator and a sample item for each: (a) Role conflict—"*I have to do things that should be different in my job*" (b), Role ambiguity—"*I feel uncertain about how much authority I have in my job.*" A 4-point Likert-type scale is used to asses each participant's perceived role stressor level. These response choices on this continuous scale include 1 (*never*), 2 (*seldom*), 3 (*sometimes*), and 4 (*frequently*). Role Ambiguity has Cronbach's alpha α = .89, and Role Conflict has Cronbach's alpha α = .88.

Leadership Practices Scale -Leadership practices variable was measured using Leadership Practices Inventory (LPI) by Kouzes and Posner (2007; 1993). In this study, researcher adapted the Leadership Practices Inventory above and used just 15 items considered more relevant in research context. Leadership Practices scale has five indicators that measure the level of leadership practices perceived by participants. Following are the indicator and a sample item for each: (a) Challenging the process—" *My leader expresses high expectations about what people are capable of accomplishing,* " (b) Inspiring a Shared Vision—" *My leader clearly communicates his/her standards to everyone on the team,*" (c) Enabling Others to Act —" *My leader pays more attention to positive things people do than to the negative,*" (d) Modeling the Way—" *My leader shows others, by example, how people should be recognized and rewarded,*" (e) Encouraging the Heart—" *My leader gets to know, at a personal level, the people with whom him/her work.*" A 4-point Likert-type scale is used to asses each participant's perceived leadership practices level. These response choices on this continuous scale include: 1 (*never*), 2 (*seldom*), 3 (*sometimes*), and, 4 (*frequently*). Leadership Practices has Cronbach's alpha α = .84.

Job insecurity scale - Job insecurity was measured by job insecurity scale based on Hellgren et al. (1999), Rosenblatt and Ruvio (1996) and, Heaney, Israel, and House (1994) theory (references), then researcher made several refinements on the item. Job insecurity scale has two subscales to measure the level of insecurity experienced by participants. Following is the indicator and a sample item for each: (a) Income security—"*My income is likely to be unstable and uncertain*" (b), Career security—"*I worry about my job security.*" A 4-point Likert-type scale is used to asses each participant's perceived job insecurity level. These response choices on this continuous scale include 1 (*never*), 2 (*seldom*), 3 (*sometimes*), and 4 (*frequently*). Job Insecurity has Cronbach's alpha α = .95.

Religious coping scale - Religious coping in this research used Pargament's RCOPE scale. Pargament et al.

(1998) developed a sub scale by selecting 21 items from the RCOPE dimensions discussed earlier. The item was administered to a community sample of family, friends, and acquaintances of victims of the Oklahoma City bombing. The factor analysis yielded 2 factors: a positive religious coping factor that reflects benevolent religious involvement in the search for significance, and a negative factor that reflects a religious struggle in coping. The sub questionnaires were internally consistent. The evidence based on discriminant and criterion-related validity using the stress-related growth questionnaire, post-traumatic stress disorder symptoms, callousness to others, and religious outcomes showed good results.

The brief religious coping scale consisted 8 items and will be used to measure religious coping in this research. Religious coping scale has three subscales to measure the level of religious coping conducted by participants. Following is the indicator and a sample item for each: (a) Positive religious coping—"*I pray to get through hard times,*" (b) Negative religious coping—"*I feel that stressful situations are God's way of punishing me for my sins or lack of pity,*" (c) General religious coping—"*To what extent is your religion involved in understanding or dealing with stressful situations in any way?*". A 4-point Likert-type scale is used to assess each participant's perceived religious coping level. These response choices on positive and negative religious coping continuous scale including: 1 (*a great deal*), 2 (*quite a bit*), 3 (*somewhat*), and, 4 (*not at all*). While, for the subscale overall religious coping the response choices include: 1 (*Very involved*), 2 (*Somewhat involved*), 3 (*Not very involved*), and, 4 (*not involved at all*). Religious Coping has Cronbach's alpha $\alpha = .61$.

2.3 Data Analysis

The result of path analysis using SEM was used for testing the moderated mediated job insecurity-stress model that suggested by Preacher, Rucker, and Hayes (2007). Muller, Judd, and Yzerbyt (2005) asserted that moderated mediation "*happens if the mediating process that is responsible for producing the effect of the treatment on the outcome depends on the value of a moderator variable,*" (p. 854). James and Brett (1984) gave another perspective that "moderated mediation could occur when a moderator independent variables interaction is observed (because of differences in independent variables to mediator and/or mediator to dependent variables paths) or when no moderator independent variables interaction is observed (because different mediators create the same magnitude of effect or a mediator operates at some levels of the moderator but direct effects occur at other levels)" (p. 437). So the method for testing moderated mediated effect in this study used Preacher, Rucker, and Hayes (2007) approach with same approach that proposed by Muller, Judd, and Yzerbyt (2005) and James and Brett (1984).

3. Results

Data from Jogjakarta sample was analyzed by the same method. First, the model was tested using model fits indices. As table 1 demonstrates model fits showed that the model for job insecurity-stress was acceptable ($\chi^2 = .000$ (1), $p = .989$; CMIN/DF= .000; TLI= 1.020; NFI= 1.00; CFI= 1.00; and RMSEA= .000). All of fit indices were above their recommendation values. The significance of regression weights was examined for all constructs. As table 1 shows the result of path analyses. The result showed that role ambiguity, role conflict ($p < .05$) have significant effect on job stress, but not for leadership practices. Leadership practices, role ambiguity and role conflict was determinants of job insecurity.

The mediated moderated model of this research was tested using structural equation modeling (SEM). Path analysis used to show the relationship between antecedents, mediator, moderator and dependent variable. Figure 1 depicts the relationship between antecedents, mediator, moderator and dependent variable for Jogjakarta sample. First, researcher examined the total effect of all antecedents' variables. The path analysis result showed that leadership did not have significant total effect to job stress ($\beta = -.123$ $p > .05$), and to job insecurity ($\beta = -.098$ $p > .05$). The total effect of role ambiguity to job stress was significant ($\beta = .407$ $p < .01$) and to job insecurity ($\beta = .484$ $p < .01$). Then, the total effect of role conflict to job stress was significant ($\beta = .308$ $p < .01$), and to job insecurity ($\beta = .257$ $p > .05$). Table 2 presents the summary of standardized total effect of all variables.

Table 1

Standardized regression weights for structural model and hypotheses (Jogjakarta sample)

Hypothesized Path		Estimate		Results
Exogenous	**Endogenous**	**(β)**	***p*-value**	
Role ambiguity	Job insecurity	.484	.000	H1 Supported
Role conflict	Job insecurity	.257	.000	H2 Supported
Leadership	Job insecurity	-.123	.045	H3 Supported
Role ambiguity	Job stress	.405	.000	H4 Supported
Role conflict	Job stress	.307	.000	H5 Supported
Leadership	Job stress	-.097	.080	H6 Not supported
Job insecurity	Job stress	.004	.945	H7 Not supported
Leadership x Role ambiguity x Role conflict x Religious coping (MODERATOR)	Job insecurity	-.170	.150	H8 Not Supported
Leadership x Role ambiguity x Role conflict x Religious coping (MODERATOR)	Job stress	-.312	.000	H9 Supported
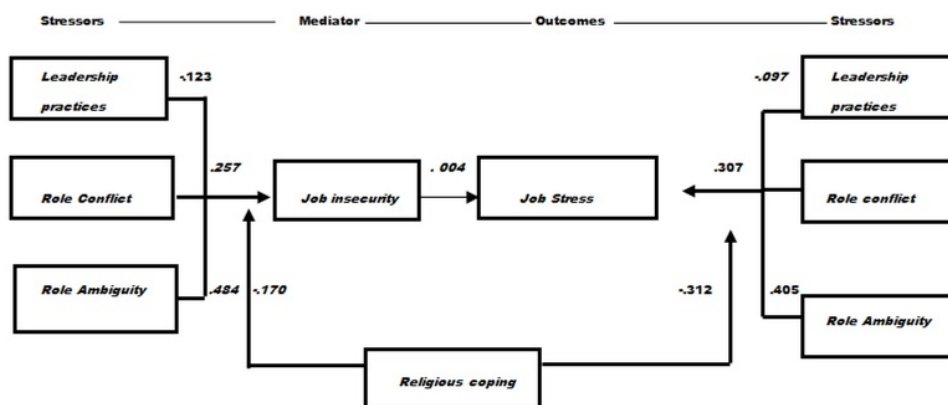
CMIN= .000 p=.997 RMSEA= .000 TLI= 1.019 CFI= 1.00 NFI= 1.00

Figure 1. Path analysis and standardized regression weights of antecedents-job insecurity-stress model for Jogjakarta data

Table 2

The summary of standardized total effect

	Job insecurity	Leadership	Role ambiguity	Role conflict
Job stress	.004	-.098	.407**	.308
Job insecurity	.000	-.123	.484**	.257**

Note. Significantly greater (*p* < .05) **p*<.05 ***p*<.01

Second, after researcher tested the regression weight, then the direct effect was analyzed. The result of analysis showed that leadership variable did not have significant direct effect to job insecurity (β= -.123, *p*>.05). The direct effect of role ambiguity to job insecurity was significant (β= .484, *p*<.01). While, the direct effect of role conflict to job insecurity was significant (β= .257, *p*<.01). Finally, the direct effect of job insecurity to job stress was not significant (β= .004, *p*>.05).

Third, researcher examined too the direct effect of all antecedent variables to job stress according to proposed model. The result showed that leadership variable did not have significant direct effect to job stress (β= -.097, *p*>.05). The direct effect of role ambiguity to job stress was significant (β= .405, *p*<.01). While, the direct effect of role conflict to job stress was significant (β= .307, *p*<.01). Table 3 shows the summary of standardized direct effect of all variables. Table 3 shows the summary of standardized direct effect of all variables.

Table 3

Summary of standardized direct effect

	Job insecurity	Leadership	Role ambiguity	Role conflict
Job stress	.004	-.097	.405**	.307**
Job insecurity	.000	-.123	.484**	.257**

Note. Significantly greater ($p <.05$) *$p<.05$ **$p<.01$

Fourth, after researcher tested the direct effect of all variables, then the indirect effect of all variable was analyzed. The result of SEM analysis showed that there was not significant indirect effect of leadership, role ambiguity, and role conflict in relation with job stress. The indirect effect of leadership practices towards job stress was not significant ($\beta= -.001$, $p>.05$). While, the indirect effect of role ambiguity was not significant ($\beta= .002$, $p>.05$). Finally, the indirect effect of role conflict was not significant ($\beta= .001$, $p>.05$). Table 4 reports the summary of standardized indirect effect of all variables.

Table 4

Summary of standardized indirect effect

	Leadership	Role ambiguity	Role conflict
Job stress	-.000	.002	.001

Note. Significantly greater ($p<.05$) *$p<.05$ **$p<.01$

Because the indirect effect of all antecedent variables was not significant, then bootstrapping method was not used to examine post-hoc probing analysis of mediation. After the total, direct and indirect effect of all variables was tested. Then the moderated theoretical model of religious coping was examined. The result showed that the effect of religious coping as moderator was significant. Religious coping reduced the effect of role ambiguity, role conflict and leadership practices toward job stress, but religious coping was not a moderator for job insecurity respectively ($\beta= -.312$, $p>.05$, and $\beta= -.170$, $p<.01$).

4. Discussions

The direct effect of role ambiguity and role conflict to job stress was significant. Role ambiguity related to the lack of clarity in terms of how a task completed, what responsibilities should be carried out, and which job must be first resolved, or what things was required by academic staff to achieve the mission and goal of university. These confusing situations would cause tension on academic staff, they will feel loss of control over how they complete the duties, and then it triggered the emergence of negative emotion such as confusion, ambiguous, uncertain, anxiety, powerlessness and frustration. These situations would certainly lead to uncertain circumstances that would directly lead to job insecurity among academic staff. This study's result is similar with Ashford, Lee, and Bobko study (1989) that found a significant relationship between role ambiguity and job insecurity.

In a study by Ashford, Lee, and Bobko (1989) it was found that insignificant relationship between role conflict and job insecurity. Glissmeyer, Bishop, and Fass (2008) found in their study that role ambiguity was a significant predictor of intention to quit the organization while role conflict was a weaker predictor of intention to quit the organization. Yousef's study (2000) found that role conflict and role ambiguity independently and negatively affect job satisfaction, cognitive attitudes, and behavioral tendency attitudes toward organizational change. Another study from Chen and Lien (2008) found by multiple regression analysis that role conflict, role ambiguity, and role overload indeed has positive correlation on job stress. Tubre and Collins (2000) meta-analysis study found that role conflict does not appear to be meaningfully related to job performance.

Chang and Hancock's study (2003) found using factor analysis that they identified two factors that explained role stress: role ambiguity and role overload. In the first few months, role ambiguity was the salient factor, while 10 months later role overload was a greater contributor to stress than role ambiguity. They found too that job satisfaction was significantly negatively correlated with role ambiguity and role stress. Ryan, Jintao,

and Minyen (2008) found that role ambiguity and work hours worked per week increased the level of work-family conflict increased, and role ambiguity was the strongest contributor to work-family conflict. Chen, Chen, Tsai, and Lo (2007) in their study found after controlling for personality traits and personal characteristics, that role stress variables predicted 24.8% of the variance in job satisfaction. Role ambiguity ($p<.001$) and role overload ($p<0.01$) were the best predictors, but role conflict was not statistically significant. Role stress explained statistically significant proportions of the variance for each component of job satisfaction: professionalism (10.6%), interaction (16.7%), demand/reward (27.1%) and control/recognition (18.5%). Role ambiguity predicted all four satisfaction components, role overload predicted demand/reward and role incompetence predicted interaction.

The result showed that leadership variable did not have significant direct effect to job stress and job insecurity. This study does not confirm previous studies, for example Webster and Hackett's study (1999) found that leadership practice have influenced and affected burnout among mental health professional. Pepper and Thomas (2002) found that an authoritarian leadership style creates negative impact on school climate and, subsequently, decrease the morale and success of students and teachers within the school setting. Authoritarian leader creates unmotivating and unproductive follower, creates negative emotion such as frustration and anxiety, and these conditions may put follower on more strain and stress. Rowold and Schlotz (2009) found that transactional leadership style was positively related to four indicators of chronic stress, while controlling for all other transformational and transactional leadership styles.

The direct effect of job insecurity to job stress was not significant. Job insecurity also does not mediate the effect of leadership practices, role ambiguity, and role conflict to job stress. This result contradict with Probst and Lawler's study (2006) that found job security was a significant predictor (all $p<.01$) of employee job attitudes ($\beta=.34$), negative affective reactions ($\beta= -.32$), and job stress ($\beta= -.29$). The study of Boscolo et al. (2008) showed that employees (over 40 years old) in a library showed higher values of job strain, anxiety and subjective symptoms and lower blood natural killer activity than the controls. The young employees with temporary employment showed high job insecurity and reduced blood NK activity, while the young sanitary staff with temporary position showed normal immune response. Natural killer cytotoxic activity of the recruited men was negatively correlated with anxiety, workload and job insecurity. Feijoo (2004) found that age, gender, educational level, occupational level and socio-economic status has an effect on job stress. Meanwhile, job insecurity predicts the level of job stress.

The result shows that the effect of religious coping as moderator for job stress was significant. Religious coping reduced the effect of role ambiguity, role conflict and leadership practices toward job stress, but religious coping was not a moderator for job insecurity. A possible explanation how religious coping can buffer the negative effect of work stressors is that religion can provide a way of creating meaning in the world and therefore a way to accept, treat and cope with suffering and illness with more positive manners (Becker et al., 2006). Underwood and Teresi (2002) identified several promising theoretical connections. First, they suggested that certain feelings such as experiences of God's presence and guidance may reduce feelings of psychological stress, thereby moderating the link between social stressors and health and well-being. In addition, they noted that experiences of comfort, love, and spiritual peace may reduce feelings of anxiety and depression, and may elevate mood and promote optimism and self-esteem. And a sense of spiritual peace and connectedness may also enhance personal morale and promote positive psychological outcomes.

This study confirms previous studies that found religious coping has significant buffering effect as moderator variables. Study conducted by Noor (2008) found a significant three way interaction between work experience, age and religiosity as moderating variable in the prediction of women's well-being which measured by distress symptoms and life satisfaction. Navaraa and James (2005) found that religious orientations differentially predict perceived stress; higher scores of extrinsic perceive more stress, whereas, higher scores of quest predict less perceived stress. Clark, Friedman, and Martin (1999) results indicated that women who viewed themselves as more religious in adulthood (approximately age 40) had a lower risk for premature mortality than

those who were less religiously inclined. These women had healthier behaviors, more positive feelings about their futures, and reported being somewhat happier than their less religiously inclined peers. Ellison and Fan (2008) found that a daily spiritual experience is related to positive psychological effects. The effects of daily spiritual experiences predict four dimensions of positive psychological effect, respectively: happiness, excitement with life, satisfaction with self, and optimism about the future. Individuals with a unit increase of daily spiritual experiences is associated with significantly higher odds (13–72% increase) of being happy, excited, satisfied with self, and optimistic about the future. Camela et al. (2008) compared the effects of prayer once or more per week compared to less than once per week on psychiatric morbidities and pain in patients with SCD. They found that the frequency of prayer did not affect pain severity, frequency, intensity, or duration, but did effect psychiatric reactions to pain.

The contribution of this study is role ambiguity and role conflict is the predictors of job insecurity and job stress. Job insecurity did not have significant effect to job stress. Other findings is the role of religious coping as moderator only had significant buffering effect on job stress, but not for job insecurity (see Table 1). The conclusion is role ambiguity and role conflict have significant effect on creating job insecurity and job stress among university teachers, and this finding confirms previous studies. Meanwhile, leadership practices had significant effect just for job insecurity, but not for job stress. Interesting finding is religious coping just had significant buffering effect on antecedents-job stress model, but not for antecedents-job insecurity model. This finding needs more exploration for future study.

4.1 Implication for Academic Staffs

This research provided complete picture and perspective of how work related stressors influenced university academic staff. The findings highlight work-related stressor in order to increase the university academic staffs' skill and coping strategy to manage effectively and minimize the negative effect of job stress. The recommendations are as follows:

The findings of this study had several implications and recommendations for the management of university in order to improve their academic staff performance through preventive action against the increasing of job insecurity and job stress among academic staffs. The recommendations for university management are as follow:

a. Based on the findings of the study, it was found that both role ambiguity and role conflict were still problems faced by academic staff, so university management could provide work guidelines, standard operating procedures, set a clear and definite job description, so academic staff could work effectively and avoided from confusing work situation and lack of clarity in order they could finish their duties in effective ways.

b. Associated with the discovery of role conflict among academic staffs that was sourced from overload administrative tasks and outside from the main duty of a lecturer such as teaching, researching, and community service. Thus, the university management could take action to reduce the administrative tasks by assigning an administrative staff to handle that job, so that it will lessen the burden of the academic staff.. Besides it was also expected that university management could plan for redistribution of teaching load; so the load is not exceed lecturer capability; and it could avoid and reduce work overload for academic staff. Especially for private university academic staff that based on study finding had higher job stress level than public university.

c. In Jogjakarta sample 31.7% from 337 academic staffs experienced high job stress level. Based on these finding the researcher recommends that university management to plan and develop a stress management training to enhance the skill and effective coping strategy of academic staff, so that they could minimize negative impact of stressful situation. From the interview and observation, that three universities in Jogjakarta had not yet arranged a stress management training for their academic staff. So the need of that training is urgent to prevent and prepare their academic staff coped stressful

situation effectively in workplace setting.

5. Conclusion

The final model in Jogjakarta sample showed that job insecurity as mediator variables was not significant, but religious coping significantly has buffer effect to job stress. Leadership practices, role ambiguity, and role conflict have direct significant relationship to job insecurity, whereas and role conflict and role ambiguity have direct significant effect to job stress. In Jogjakarta academic staff, religious coping just significantly buffered the effect of the antecedents-job stress model, but not significantly moderated the effect of the antecedents-job insecurity model, whereas, leadership has no significant effect to job stress in Jogjakarta sample. These results may be caused by cultural and contextual factors that influenced the variant result of this study. These finding is needed to be explored further.

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