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The effect of work stressors on employee stress and creativity mediated by employee personality at Sukoharjo Regional General Hospital

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ABSTRACT

This study aims to test the personality in moderating stressor and stress relationships and the relationship of stress and creativity. The occurrence of stress due to the factors that trigger stress (stressor) has a significant relationship to create an idea of creativity with the personality as a variable that moderate the relationship. Data obtained through questionnaires distributed to employees at RSUD Sukoharjo. The sampling technique used was cluster random sampling with a population of 21 sections scattered in the hospital with as many as 200 respondents. Hypothesis test is done by using regression analysis with moderator variable. The results of this study showed that stressor had significant effect on stress, stress had significant effect on creativity, stressor had no significant effect on stress after personality entered as moderating variable and stress had no significant effect on creativity after entering as moderation variable. This means that personality is not a moderating variable but an independent variable.

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1. Introduction

Work stress is a crucial aspect for companies, particularly in relation to employee performance (Supriyanto & Nadiyah, 2022). Companies must pay attention to stress-inducing factors (stressors) that are linked to employee performance, as good or high performance can help companies generate profits. Conversely, a decline in performance can be detrimental to the company. Therefore, employee performance requires attention, including through studies related to work stress variables. The dangers of stress arise from physical, emotional, and mental exhaustion caused by prolonged involvement in emotionally demanding situations. This process occurs gradually and accumulatively, worsening over time. At low to moderate levels, stress has a functional impact, serving as a driver of improved performance by enhancing employee creativity. However, at high levels, stress has a negative impact, leading to a drastic decline in employee performance (Sumarsid & Rasipan, 2022).

Creativity is a term associated with an individual's intelligence, and while this perspective is not incorrect, it is not entirely accurate either (Ali, 2018). Many people define creativity as a way of life and behavior, while others associate it with new ideas in science, technology, and problem-solving across various fields (Ika, 2019). An idea itself is a structured concept formed in the mind. The emergence of ideas leads to the development of concepts, which serve as the foundation for all forms of knowledge, including science and philosophy.Today, many people believe that ideas are a form of intellectual property, akin to copyrights or patents. Creativity is closely linked to new ideas within organizations or companies. Creativity is always associated with innovation or, in other words, the generation of new ideas and concepts that can transform

corporate systems for the better and improve the quality of products produced by a company (Maryam et al., 2021).

The conditions necessary for employees to manage stress involve their ability to transform it into an opportunity for generating new ideas and fostering creativity and innovation. An individual's personality serves as a crucial mediator in coping with work-related stress, influencing how they respond to workplace challenges. By considering various personality indicators, companies can assess an employee's ability to handle work pressure effectively. This understanding highlights the importance of evaluating the level of stress employees experience due to workplace stressors, as well as their personality traits in responding to these challenges. The key question is whether employees can channel stress into creativity and innovation or if it leads to a decline in motivation and performance. Furthermore, external factors such as hospital policies, management systems, and organizational culture can significantly impact employees' stress levels, shaping their ability to cope and perform effectively in the workplace.

The conditions required for individuals, including employees, in managing stress involve the ability to transform it into an opportunity for generating new ideas or concepts that foster creativity and innovation. An individual's personality serves as a mediator that plays a crucial role in coping with work-related stress. By considering various personality indicators, we can assess the extent of an employee's ability to handle work pressure. This understanding forms the basis for why companies need knowledge about the level of stress experienced by employees due to workplace stressors and the nature of their personalities in responding to stress. The key question is whether employees can channel stress into generating new ideas and innovations or whether it leads to a decline in motivation and work performance (Hamid et al., 2021).

2. Research Method

This study is a causal research, aiming to examine the cause-and-effect relationship between the variables under investigation. Based on the time dimension, this research is categorized as a cross-sectional study, meaning that data is collected at a single point in time (Haryoko et al., 2020). The research design employs a survey method. The population refers to the entire group of elements or cases that will be studied and analyzed (Hendrawan et al., 2020). The target population of this study consists of employees of Sukoharjo Regional General Hospital. The research sample includes hospital employees or staff. The selection of employees or staff as respondents is based on the consideration that they are capable of completing the research questionnaire accurately and objectively.

Table 1. Sample size based on factor loading values

Factor loading	Minimum Sample Size
0.30	350
0.35	250
0.40	200
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

Source: (Fahr, 2008)

Based on the guidelines mentioned above, if a factor loading of 0.4 is used, the minimum number of respondents required for this study is 200. The sampling method employed in this research follows a probability sampling design, in which sample selection is determined through a mathematical process (Neuman, 2006). The specific sampling technique applied is cluster random sampling, a method in which sample selection is based on groups rather than individuals. In this study, the sampling process involves selecting employees from various departments at Sukoharjo Regional General Hospital. For data analysis, this research utilizes structural equation modeling (SEM) with ANOVA as the primary analytical technique. Consequently, the sample size determination follows the procedures for ANOVA-based sample selection. (Hair et al. 2006) provide guidelines for determining the appropriate sample size based on a factor loading of 0.4.

In research on workplace creativity, the methods used include self-administered questionnaires, evaluations by supervisors or colleagues, and objective performance indicators. One of the commonly used instruments is the Creativity Scale by Zhou and George (2001) or the Runco Ideational Behavior Scale (RIBS), which measure creative behavior in generating ideas and solving problems. In the hospital context, the validity of creativity measurement largely depends on its relevance to the work of medical and administrative staff. Creativity in hospital settings is often manifested through service process improvements, the resolution of complex problems, and interdisciplinary collaboration to enhance the quality of patient care. Therefore, if the measurement tool used has been adapted to the characteristics of hospital work, its validity is likely to be high. However, if the scale is more general and does not take into account the specific tasks in a hospital environment, its validity in this context may need further evaluation.

3. Result and Discussion

The sample in this study consists of 200 respondents, selected through a questionnaire distribution process at Sukoharjo Regional General Hospital. The sampling technique employed is cluster random sampling (Fadhillah et al., 2024). The sample is drawn from 21 departments, including both medical and non-medical divisions, within Sukoharjo Regional General Hospital.

Validity and Reliability Testing of Research Instruments.

Validity Test

A measuring instrument is considered valid if it accurately measures what it is intended to measure. This research model represents the relationship between several variables derived from theory. The appropriate measurement validity model in this context is construct validity (Asiva Noor Rachmayani, 2020). The appropriate method for testing the validity of a questionnaire in terms of construct validity is factor analysis (Hendryadi, 2018). If the questionnaire test results show a loading factor greater than 0.4 and do not exhibit cross-loading in multiple columns, the questionnaire item is considered valid.

The results of the validity test can be determined from the Rotated Component Matrix, which assesses whether the tested indicators are valid. In the Rotated Component Matrix table, the tested indicators have been confirmed as valid. The indicators used are those that are grouped within a single factor. Specifically, the KR indicators are all grouped within Component 2, with values above 0.4. The SS indicators are all grouped within Component 4, with values above 0.4. The SR indicators are all grouped within Component 3, with values above 0.4. Likewise, the KP indicators are all grouped within Component 1, with values above 0.4. Therefore, the results of the valid questionnaire validity test are presented in Table 2 as follows:

Table 2. Results of the questionnaire validity test

Variabel	Questionnaire Item	Factor Loading	Description
Creativity	KR1	0,797	Valid
	KR2	0,874	Valid
	KR3	0,857	Valid
Stres	SS1	0,863	Valid
	SS2	0,841	Valid
Stressor	SR1	0,901	Valid
	SR2	0,880	Valid
Personality	KP1	0,778	Valid
	KP2	0,735	Valid
	KP3	0,716	Valid
	KP4	0,642	Valid

Source: Processed primary data

Of the four questionnaire items used to measure the Creativity variable, only one was found to be invalid and, therefore, must be removed from the questionnaire. As a result, only KR1, KR2, and KR3 exhibit a high correlation with one another and effectively reflect the Creativity variable. Thus, KR1, KR2, and KR3 are valid for measuring Creativity. Of the four questionnaire items used to measure Stress, two were found to be invalid and must be excluded from the questionnaire. Consequently, only SS1 and SS2 exhibit a high correlation with each other and effectively reflect the Stress variable. Thus, SS1 and SS2 are valid for measuring Stress. Of the three questionnaire items used to measure Stressors, only one was found to be invalid and must be removed from the questionnaire. Therefore, only SR1 and SR2 exhibit a high correlation with each other and effectively reflect the Stressor variable. Thus, SR1 and SR2 are valid for measuring

Stressors.Of the five questionnaire items used to measure Personality, only one was found to be invalid and must be excluded from the questionnaire. As a result, KP1, KP2, KP3, and KP4 exhibit a high correlation with one another and effectively reflect the Personality variable. Thus, KP1, KP2, KP3, and KP4 are valid for measuring Personality..

Reliability Test

Reliability refers to dependability and consistency. A reliable instrument continues to function well over different times and conditions (Ramadhan et al., 2024). In this study, reliability testing was conducted using the Cronbach's Alpha method. The reliability of questionnaire items is determined by the Alpha (α) coefficient. If α is greater than 0.6, the questionnaire items are considered reliable. Conversely, if α is less than 0.6, the questionnaire items are considered unreliable (Sahir, 2022). The results of the reliability test are presented in Table 3 as follows:

Table 3. Results of the questionnaire reliability test

Variabel	Koefisien Alpha (α)	Description
Creativity	0,830	Reliable
Stres	0,821	Reliable
Stressor	0,781	Reliable
Personality	0,736	Reliable

Source: Processed primary data

It can be observed that all questionnaire items within the examined variables have a reliability value greater than 0.6. Therefore, it can be concluded that all questionnaire items are reliable and can be used for data collection.

Hypotesis Test

The data analysis in this hypothesis study was conducted using Regression Analysis with a Moderator Variable, utilizing the SPSS program (Rahadi & Farid, 2021). The following is an explanation:

a. Regression Results of the Relationship Between Stressors and Stress Moderated by Personality. The regression model is as follows: Stress = b_0 + b_1(Stressor) + b_2(Personality) + b_3(Stressor × Personality)

The steps to test the moderation relationship are conducted as follows: a) Stress = b_0 + b_1(Stressor); b) Stress = b_0 + b_1(Stressor) + b_2(Personality); c) Stress = b_0 + b_1(Stressor) + b_2(Personality) + b_3(Stressor × Personality)

The test criteria are as follows: a) If in equation (b) b_2 is not significant and in equation (c) b_3 is also not significant, then Personality is not a moderator variable (it is only an independent variable); b) If in equation (b) b_2 is significant and in equation (c) b_3 is significant, then Personality is a quasi-moderator variable (it has both independent and moderating effects); c) If in equation (b) b_2 is not significant and in equation (c) b_3 is significant, then Personality is a pure moderator variable (it only moderates the relationship).

The regression analysis results are presented in Table 4 as follows:

Tabel 4. Results of regression analysis with moderator variables

Variable	Coefficient determination	Model test	Significance	regression coefficient		Significance	Description
		F	Sig.	Beta	t	Sig.	
Regression 1: SR→SS &KP	R^2 = 0,103	22,728	0,000	0,321	4,767	0,000	Significant
Regression 2: SR→KP	R^2 = 0,293	40,740	0,000	-0,444	-7,267	0,000	Significant
Regression 3: SR&KP→ SS	R^2 = 0,301	28,073	0,000	-0,623	-1,494	0,137	No Significant

Source: Processed primary data

The beta coefficient for the Stressor variable is 0.321, with a significance probability value of 0.000. Since this value is less than 0.05, it can be concluded that the Stressor has a significant and positive effect on stress, supporting Hypothesis 2. The beta coefficient for Personality is -0.444, with a significance probability value of 0.000. As this value is also less than 0.05, it can be concluded that Personality has a significant and negative effect on stress. The beta coefficient for the Interaction term (INTER1) is -0.623, with a significance probability value of 0.137. Since this value is greater than 0.05, it can be concluded that Personality does not moderate the relationship between the Stressor and stress, meaning Hypothesis 3 is not supported.

b. Regression Results: The Relatinship Between Stress and Creativity Moderated by Personality. The regression model: Creativity = b0 + b1(Stress) + b2(Personality) + b3(Stress) * (Personality).

The steps to test the moderation relationship are as follows: a) Personality = b0 + b1(Stress), b) Personality = b0 + b1(Stress) + b2(Personality); c) Personality = b0 + b1(Stress) + b2(Personality) + b3(Stress) * (Personality)

Test Criteria: a) If in equation (b), b2b_2b2 is not significant and in equation (c), b3b_3b3 is also not significant, then Personality is not a moderator variable (it is only an independent variable); b) If in equation (b), b2b_2b2 is significant and in equation (c), b3b_3b3 is also significant, then Personality is a quasi-moderator; c) If in equation (b), b2b_2b2 is not significant but in equation (c), b3b_3b3 is significant, then Personality is a pure moderator variable.

The results of the regression analysis are presented in Table 11 as follows:

Table 5. Results of regression analysis with moderator variable

Variable	Coefficient determination	Model test	Significance	regression coefficient		Significance	Description
		F	Sig.	Beta	t	Sig.	
Regression 1: SS→KR	R^2 = 0,122	27,535	0,000	-0,349	-5,247	0,000	Significant
Regression 2: SS→KP	R^2 = 0,156	18,152	0,000	0,210	2,796	0,006	Significant
Regression 3: SS&KP→ KR	R^2 = 0,164	12,849	0,000	0,581	1,431	0,154	No Significant

Source: Processed primary data

The beta coefficient for stress is observed to be -0.349, with a significance probability value of 0.000. Since this value is smaller than 0.05, it can be concluded that stress has a significant and negative effect on creativity, thereby supporting Hypothesis 1.The beta coefficient for personality is observed to be 0.210, with a significance probability value of 0.006. Since this value is smaller than 0.05, it can be concluded that personality has a significant and positive effect on creativity. The beta coefficient for the interaction term (INTER2) is observed to be 0.581, with a significance probability value of 0.154. Since this value is greater than 0.05, it can be concluded that personality does not moderate the relationship between stress and creativity, thereby rejecting Hypothesis 4.

Discussion

The analysis conducted in this study has met the requirements for regression analysis with a moderator variable. The data collected through the distributed questionnaires have undergone validity and reliability testing, allowing for further regression analysis with a moderator variable. This analysis aims to determine the effect of the independent variable on the dependent variable, followed by hypothesis testing using the coefficient of determination analysis, F-test, and t-test (Liana, 2019).

a. The results of hypothesis testing show that stress affects creativity. The beta coefficient for Stress is -0.349, with a significance probability value of 0.000, which is smaller than the significance threshold of 0.05. This indicates a significant negative effect of the independent variable (Stress) on the dependent variable (Creativity) at Sukoharjo Regional General Hospital. In other words, as stress levels increase due to work, environment, or family factors, employee creativity tends to decline.

This study supports previous research by (Hendrawan et al., 2020), which stated that the relationship between stress and creativity is complex and cannot be simply classified as either positive or negative. The current study further explores the possibility of a positive relationship between stress and creativity. Stress can also have beneficial effects on individuals. It is an external pressure that can cause a person to feel burdened (Alam, 2022). Stress that induces pressure in the form of threats, fear, worry, or pain is known as eustress (derived from the Greek word eu, meaning "good"). Eustress can be beneficial for personal development, enhancing performance, and increasing job satisfaction. An example of eustress is successfully completing a highly challenging task, which leads to a sense of accomplishment and motivation (Pasaribu et al., 2024).

Creativity is often defined as a mental ability associated with curiosity in a particular field, leading to the creation or discovery of something new (Utomo Aji et al., 2024). It also involves the element of value

or the need for appropriate thinking in a given situation (Mariah, Muhammad Azis, Inanna, 2024). Therefore, creativity is generally linked to the capacity and strength to develop new ideas. In this context, it can be observed that employees at Sukoharjo Regional General Hospital who experience stress can still produce positive outcomes by generating new ideas or increasing their creativity. With proper stress management, employees can transition to a state of eustress, which fosters innovation and enhances professional productivity.

b. The relationship between hypothesis testing of stressors affecting stress. The beta coefficient for Stressors is 0.321, with a significance probability value of 0.000, which is smaller than the significance threshold of 0.05. This indicates a significant positive effect of the independent variable (Stressors) on the dependent variable (Stress) at Sukoharjo Regional General Hospital. In other words, as the level of stressors experienced by employees increases, their level of stress also rises.

This study supports previous research by (Muhammad Ubayya Kholis, Sri Maria Puji Lestari, Dewi Luthfianawat, 2024), which found that stressors significantly influence stress. This finding is also supported by (Pradiri et al., 2021), who identified six key work stressors: role ambiguity, role conflict, time constraints, excessive workload, career development issues, and job responsibilities. Work-related stress occurs when job demands exceed an employee's capacity or ability. Stressors are all external environmental factors that contribute to the emergence of stress. In other words, stressors are a prerequisite for stress (Asih et al., 2019). However, stress does not always have negative or harmful consequences. Although stress is often perceived negatively and can lead to distress, it does not always result in harm. A study by Siegall and Cummings (1995) investigated stress-inducing variables such as role ambiguity, excessive workload, and job conflict as key stressors. In this context, it is evident that employees at Sukoharjo Regional General Hospital experience various stressors that can trigger work-related stress. This stress arises from factors that disrupt their work activities. Therefore, the hospital has a responsibility to take action in managing employee stress effectively so that employees can continue to work productively.

c. The relationship between testing the moderation hypothesis of personality in the relationship between stressors and stress. In the first regression analysis, stressors were found to have a significant effect on stress, with a regression coefficient of 0.321. However, in the third regression analysis, after including personality as a variable, stressors no longer had a significant effect on stress. This indicates that the moderation requirement between stressors and stress is not met, leading to the conclusion that personality does not act as a moderating variable.

This finding contradicts the research by (Miftakul Huda, Fais Dimas Prasetya, Wiji Safitri, 2024), which suggests that personality can serve as a moderating variable for stressors. According to their study, personality—defined as a set of relatively stable characteristics, temperaments, and tendencies that shape behavior—plays a crucial role in predicting whether an employee experiences stress or maintains well-being. Specifically, individuals with high emotional stability are believed to display different stress responses, influencing whether they experience stress at work.

Additionally, these findings do not align with the study by (Theresia Patria Viani, 2025), which found that employees' personalities, measured using the Big Five Personality framework, can either weaken or intensify their stress levels in response to stressors, such as organizational politics. According to Viani's research, stressors have a direct impact on stress but do not necessarily influence an employee's personality. In the context of Sukoharjo Regional General Hospital, this suggests that stressors directly affect employees' stress levels without being moderated by their personality traits.

d. The relationship between testing the moderation hypothesis of personality in the relationship between stress and creativity. In the first regression analysis, stress was found to have a significant effect on creativity, with a regression coefficient of -0.349. However, in the third regression analysis, after including personality as a variable, stress no longer had a significant effect on creativity. This indicates that the moderation requirement between stress and creativity is not met, leading to the conclusion that personality does not moderate this relationship.

According to the study by (Wardani et al., 2021), creativity allows individuals to seek innovative solutions to challenges rather than relying solely on established habits. Similarly, (Munandar.,1999) emphasized that education should not only focus on developing thinking skills but also on shaping attitudes, emotions, and personality traits that foster creativity. This finding suggests that an employee's personality does not significantly influence their ability to generate ideas or express creativity in the workplace

(Sukmajati & Suharnomo, 2022). Based on the discussion of the findings, the results of this study can be summarized in the following research model:

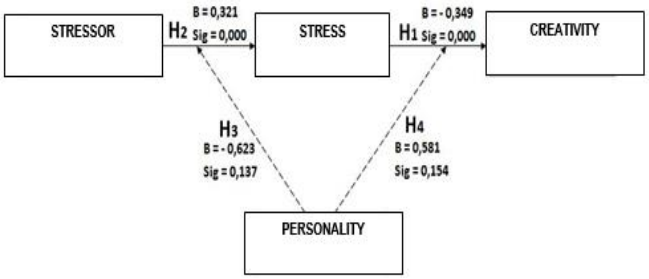

Figure 1. Research model results

4. Conclusion

Based on the results of data analysis and discussion, the following conclusions can be drawn: The stressor variable has a significant and positive effect on stress. A stressor is considered a trigger or contributing factor to stress, which is often defined as the pressure an individual experiences. Various factors can trigger stress, including environmental, occupational, and family-related factors. Based on respondents' assessments of stressor indicators, it can be concluded that workplace conflicts among employees at Sukoharjo Regional General Hospital serve as a significant trigger for stress. The emergence of stress supports the findings of this study, confirming that stressors indeed act as key factors in causing stress.

The stress variable has a significant and negative effect on creativity. Stress is commonly associated with pressure or tension, whereas creativity refers to the generation of new ideas or innovations. Conceptually, stress and creativity may not seem to have a directly meaningful relationship. However, in practice, some individuals under pressure exhibit enhanced creative abilities. Respondents' evaluations of creativity indicators reveal that they can generate new ideas to improve the quality of services at Sukoharjo Regional General Hospital. Creativity manifests in various forms and aspects. The study findings indicate that stress significantly influences a person's creative output. Therefore, it can be concluded that stress does not solely lead to frustration but can also stimulate individuals to think creatively and produce innovative ideas.

The personality variable does not moderate the relationship between stressors and stress. Personality encompasses an individual's overall attitude, expression, distinctive traits, and consistent behavioral patterns in different situations. Often, personality is linked to habits or behaviors exhibited in various circumstances. Respondents' assessments of personality indicators suggest that personality does not act as a moderating or intermediary factor between stressors and stress. This implies that when employees at Sukoharjo Regional General Hospital encounter stressors, they experience stress regardless of their personality traits. Whether employees have positive or negative personalities, they are equally susceptible to workplace stress. Hence, it can be concluded that personality is not a moderating variable but rather an independent variable that stands on its own.

The personality variable does not moderate the relationship between stress and creativity. Similar to the previous point, personality represents a set of stable attitudes, expressions, and behaviors in responding to situations. It is often associated with habitual reactions to various circumstances. Respondents' evaluations indicate that personality does not serve as a moderating factor between stress and creativity. This means that when employees at Sukoharjo Regional General Hospital experience stress, they are capable of generating creative ideas regardless of their personality traits. Whether they have positive or negative personalities, they still have the opportunity to transform stress into valuable new ideas rather than succumbing to frustration. Thus, personality is not a moderating variable in this study but an independent variable that functions separately.

The findings of this study have important implications for the recruitment and training strategies of new employees in a hospital environment to better prepare them for dealing with work-related stress. In recruitment strategies, hospitals should not only focus on the personality traits of prospective employees but also emphasize their ability to manage stress. The selection process can include behavioral interviews, psychometric assessments to evaluate resilience and emotional intelligence, and consideration of prior

experience in high-pressure work environments. In terms of training and development, hospitals need to provide stress management programs that include relaxation techniques, time management, and effective coping strategies. Given that workplace conflicts are a major trigger of stress, training in conflict resolution and effective communication should also be provided. Additionally, teaching employees how to transform stress into a driver for creative thinking can help them remain productive despite being under pressure. It is also crucial for hospitals to foster a work culture that supports employee well-being. This can be achieved by reducing workplace conflicts through team-building activities, promoting work-life balance, and providing open communication channels for employees to voice their concerns. Furthermore, effective leadership plays a key role in helping employees cope with stress. Therefore, training for leaders and supervisors on emotional intelligence, coaching for resilience and creativity, and transparent conflict resolution policies should be part of the organization's strategy. By implementing the right recruitment and training strategies, hospitals can create a healthier work environment where employees are not only capable of handling stress but can also use it as motivation to think innovatively and enhance the quality of services.

Future research can expand this study by exploring other factors that may influence hospital employees' stress and creativity, such as job satisfaction, social support, and intrinsic motivation. Job satisfaction may act as a mediator or moderator in the relationship between stress and creativity, where employees who are satisfied with their jobs tend to manage stress more effectively and maintain their creativity. Research can be conducted by measuring job satisfaction levels and analyzing whether this factor contributes to reducing stress or enhancing creativity. Additionally, social support from colleagues, supervisors, and family may serve as a protective factor that helps employees cope with work-related stress. Further studies can assess levels of social support and investigate whether individuals with strong social networks are better able to manage stress and remain creative in their work. Another factor that can be examined is intrinsic motivation, which relates to an individual's internal drive to work and create. Employees with high intrinsic motivation may be more resilient to stress and even capable of transforming pressure into an incentive for creative thinking. Future studies can employ mixed methods, such as quantitative surveys and qualitative interviews, to gain a deeper understanding. Moreover, longitudinal research can be conducted to observe how these factors evolve over time. Cross-hospital comparisons can also be a useful research strategy to identify best practices for managing stress and fostering employee creativity.

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