

The Influence of Job Satisfaction, Job Conflict and Work Stress on Employee Performance in The Council of Representative Office

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Abstract:

This study intends to examine the relationship between workplace conflict, stress, and employee performance. The Slovin technique was employed to determine the sample size for this study, and a margin of error of 10% was used, resulting in the usage of 60 individuals as the research sample. Multiple linear regression is the data analysis method used, and the SPSS program is used. According to the study's findings, employee performance is impacted by work conflict, stress, and job satisfaction all at once. Work conflict, stress, and job satisfaction are all shown to have an impact on employee performance.

Keywords: job conflict, work stress, job satisfaction, employee performance.

Introduction

In every organization, there must be interaction between members and teams, which is the basis for work conflict. This is due to differences in mindset, perception, and various other factors that can cause conflict to occur. Conflicts between two or more persons, groups, or organizations within a firm or organization are brought on by disparities in perception, impediments to communication, and other actions that are not in line with what they should be. The positive impact that occurs with conflict, for example, triggers employees to be more productive and improves employee performance. Meanwhile, the negative impacts that arise, for example, can cause pressure on other

individuals or groups so that they can interfere with or hinder employee performance and take unethical actions. With the attention of management regarding work conflict, it is hoped that it can become a reference that can be used in evaluating Conflicts that occur in an organization can actually be a radar as well as parameters for conducting evaluations to identify systems that are already running well or need changes (Herlina, 2019).

Phenomena that occur in the field, for example, irregular work schedules, in contrast to other government agencies, are not in accordance with regulations and work schedules. For example, when deliberating bills, they often go beyond the rules and regulations. Not only the administrative section, but another example is the facilities and infrastructure section, which has to control existing repairs to support the running of the trial, which often keeps employees working even after working hours. The employees will then clash as a result of this issue. Employee stress is a pressure-related feeling that they go through at work that might affect how well they perform. Employees will encounter cognitive challenges and health issues if their load is too great. An extended period of employee stress will be costly to the business. According to the results of an interview with the head of the Protocol and Public Relations Bureau, there aren't enough employees to handle the 3,000 services per month, or roughly 100 services per day, that are provided by the airport's 28 gates and three terminals by seven people. In terms of coverage and service, employees have a heavy workload. The results of these interviews were supported by a survey conducted, which found that 46 people (82.1%) of the 56 people surveyed experienced work stress, which explained that they were in a depressed position and did not dare to convey the rules (Suriadi et al., 2023).

Using the tenets of human resource development and different research on management's attempts to set up suitable infrastructure and facilities, satisfy financial needs, and give employees opportunity for self-improvement so that each employee can experience job satisfaction. Successful employees report feeling very satisfied with their jobs. Employees who are happy with their jobs have a positive attitude toward their employment. In work units, employees do not just work but face various kinds of situations, for example, relating to relationships with co-workers, superior policies, rewards received, and promotion opportunities. It is believed by most management that job satisfaction can affect workforce behavior, work productivity, absenteeism, and labor turnover. Another phenomenon faced by employees is promotion to a position that is not appropriate, which is one of the factors not fulfilling employee satisfaction. Examples of cases that occur in the appointment of positions that are influenced by the closeness of employees with superiors (Mangkunegara, 2017). Appointment or promotion is often not in accordance with the capacity or serial number of positions or ranks due to closeness to superiors. This is a trigger factor for employee dissatisfaction because employees feel disadvantaged.

Literature Review

One of the most crucial components of every firm are its human resources. In general, it is impossible to separate human resources from an organization (in this case, a business). It is impossible to separate the importance of efficient human resources from a company's ability to achieve its objectives. Employee productivity is a key factor in helping the business meet its objectives and perform better. The organization must continue to make efforts to increase employee work effectiveness. Human resource management is the process of using people as a workforce in a way that maximizes their physical and psychological capabilities in order to accomplish objectives (Muis, 2018). Incorporating both the demands of corporate organizations and individual clients, human resource management is the management and usage of people as well as a compilation of strategies, processes, and activities intended to support business objectives. Performance has gained popularity and is a topic of great interest when talking about public management (Turyadi et al., 2023). Performance may essentially be seen from two perspectives: individual employee performance and organizational performance. Performance is the outcome of comparing an employee's work over a period of time to numerous possibilities, such as standards, targets, or criteria that have been decided upon in advance and by both parties. The work done by a member of an organization to meet its objectives results in employee performance. Therefore, a company or organization must make sure that the performance of its employees is in accordance with the criteria for positions and responsibilities given to these employees since the success or failure of the organization in achieving its goals depends on the performance of employees owned by the organization. Each individual is subject to performance reviews by organizations and businesses. Workplace conflict arises when two or more individuals or groups (within an organization or business) have conflicting statuses,

objectives, values, or views and must share scarce resources or work activities (Christy, 2017). Workplace conflict is a disagreement between two or more persons, groups, or individuals brought on by disparities in perception, impediments to communication, and numerous actions that are not in line with what they should be (Adiyasa, 2019).

Almost everyone experiences work-related stress while engaging in work-related activities. Many of us view stress as a harmful state that might result in a variety of physical and mental illnesses or odd behavior. The ability to interact with the environment can be hampered by excessive stress, which can cause delays in task completion and, ultimately, lower employee performance (Wibowo, 2018). When the cause of stress interacts with a person's qualities, either by itself or in combination with other elements that have an effect on physiological and psychological balance disorders, the result is job stress, which is experienced by employees. Job stress is a tension-related disorder that results from interpersonal interactions at work and causes a physical and psychological imbalance that affects an employee's emotions, thinking processes, and overall health (Widjaja et al., 2021). There are various internal organizational elements that might lead to stress. Workload that is too heavy, demanding and insensitive managers, pressure to finish jobs quickly or without errors, and unfriendly coworkers (Massie & Rumawas, 2018). In contrast, employees with a negative perception of the job description will view the tasks as something that hinders, is pressured by the workload given, is difficult, and is heavy to carry out, and employees tend to experience work stress (Robbins & Judge, 2018). Employees with a positive perception of the job description will view the tasks as a risk to their work and are considered to be able to increase their ability to work. Using the tenets of human resource development and different research on management's attempts to set up suitable infrastructure and facilities, satisfy financial needs, and give employees opportunity for self-improvement so that each employee can experience job satisfaction (Afriyani, 2021). Successful employees report feeling very satisfied with their jobs. Job satisfaction refers to a person's overall attitude toward their work and the discrepancy between the number of awards they have received and the number they feel they should have earned (Zainal, 2015).

Methodology

In this study, the population is comprised of employees, amounting to 150 people. The sampling technique used by the author is the Slovin technique with a 10% margin. Employees served as the research's main source of data. Researchers acquired and used a tool in the form of a research questionnaire for this investigation. In this study, the questionnaire used was a closed questionnaire model, namely a question model in which the answers to the questions were already available, so that respondents only chose from alternative answers that were in accordance with their opinions and choices. The responses to the variables of workplace conflict, workplace stress, job happiness, and employee performance are explained by the closing questions. The Likert Scale is the measurement tool employed in this investigation. A t-test and an f-test, also known as linearity tests or tests of significance, must be performed to determine whether the results of each of these analyses both simple regression analysis and multiple regression analysis are true and can be properly applied or applied as a result of the hypothesis before the results of all of these analyses both simple regression analysis and multiple regression analysis are determined as the hypothesis's final results.

Case studies

The following is the identification of respondents, which includes the amount of data, gender, age, last education, years of service, and last position of the respondent. The purpose of this identification is to get general information from the respondent. There were 34 respondents, or 56.67% of the total number of respondents, who were male. Meanwhile, 26 respondents, or 43.33% of respondents, were female. As a result, it is clear that men made up the majority of the study's responses. There are 3 people, or 5% of respondents, aged less than 25 years. While 7 people, or 11.67% of respondents, were in the range of 25–30 years. Respondents with a range of 31–35 years were 6 people, or 10%. For the range of 36–40 years, there are 8 people, or 13.33%. Furthermore, there were 7 people, or 11.67% of respondents, with a range of 41–45 years. Up to 29 individuals, or 48.33% of responses, were over the age of 45. As a result, it is clear that respondents older than 45 made up the majority of the study's respondents. Among the respondents, 8 people (13.33%) graduated from high school or equivalent, 6 people (10%) graduated

from Diploma, 38 people (63.33%) graduated from S1, 6 people (10%) graduated from S2, and 2 people (3.33%) graduated from S3. As a result, it is clear that bachelor's degree holders made up the majority of the respondents. 14 respondents, or 23.33%, have worked for between one and five years; eight, or 13.33%, for between six and ten years; three, or 5%, for between eleven and fifteen years; five, or 8.33%, for between sixteen and twenty years; ten, or 16.67%, for between twenty and twenty-five years; and twenty, or 33.3%, for more than 25 years. Therefore, it can be claimed that the majority of respondents are workers who have been in their current positions for more than 25 years. There were 26 people, or 43.33% of the respondents, who were functional employees; 15 people, or 25% of the staff; and as many as 19 people, or 31.67%, served as PPASN. Thus, it can be concluded that the majority of respondents are PPASN.

The majority of respondents on the work conflict variable received a response agreeing (S) with a percentage value of 6.32%. The domination of the questionnaire, which has the highest percentage, is 56.7%. Besides that, there were responses in the form of doubt (R) of 13.34% and disagreement (TS) of 46.68. This implies that the majority of employees feel that the workload given is not in accordance with the existing job descriptions. The majority of respondents to the variable work stress survey received a response agreeing (S) with a percentage value of 52.5%. The domination of the questionnaire, which has the highest percentage, is equal to 63.3% regarding working conditions that can be controlled properly. Besides that, there were responses in the form of doubt (R) of 14,733% and disagreement (TS) of 3,883%. This implies that the majority of employees feel that their work can be controlled properly. The majority of respondents to the variable work stress survey received a response that agreed (S) with a percentage value of 49.32%. Dominance of the questionnaire that has the highest percentage of 58.3% regarding support from work when there is a problem at work. Besides that, there were responses in the form of doubt (R) as much as 15.32% and disagreement (TS) as much as 4.32%. This implies that the majority of employees feel that when there is a problem at work, their colleagues will provide support. The majority of respondents to the work stress variable received an agreed response (SS) with a percentage value of 51.8933%. Domination of the questionnaire, which has the highest percentage of 61.7%, shows that most employees have new ideas to complete tasks more effectively and efficiently. Besides that, there were responses in the form of doubt (R) of 6.5667% and disagreement (TS) of 2.11333%. This implies that the majority of employees have new ideas to come up with.

The performance constant (Y) has a value of 34.619, meaning that if the variables X1, X2, and X3 work conflict, work stress, and job satisfaction are equal to zero, the employee's performance will be 34.619. B1 (regression coefficient value X1) is 0.958, which means that, assuming no other variables are taken into account in this study, every 1 unit increase in the work conflict variable will have an impact on employee performance by 0.958. Taking into account that other factors are not being looked at in this study, B2 (regression coefficient X2) is 1.130, which means that for every unit rise in the job stress variable, employee performance will decrease by 1.130. Since the level of employee satisfaction variables is quite low, B3 (regression coefficient value X3) is -0.664; as a result, the job satisfaction variable cannot be predicted and has not been able to optimally boost performance. When the result value exceeds the t-table of 2.00404 and the significance value of the influence of work conflict (X1) on performance (Y) is more than 0.00 with a t-count value of 2.663, H0 is rejected and Ha is approved. This indicates that job conflict has a considerable impact on employee performance. With the title "The Influence of Job Stress on Employee Performance at PT Catur Kartika Jaya" and the conclusion that there is an influence of work conflict on employee performance, the findings of this study are consistent with another research. Conflicts at work affect how well employees perform; they impede job activities, fail to meet set goals, and make them less productive when they are in a foul mood.

When the value is more than 0.00 with a t-count value of 2.948 and the result value is greater than t-table 2.00404, then H0 is rejected and Ha is accepted. The significant value of the influence of job stress (X2) on performance (Y) is 0.05. This indicates that job conflict has a considerable impact on employee performance. The findings of this study support earlier research titled "The Influence of Work Stress on Employee Performance at the IT Management Office, Manado Center," which came to the same conclusion on the impact of job stress on employee performance. When stress levels among employees reach a particular point, productivity declines, which is followed by a decline in business performance. When the result value is less than the t-table of 2.00404 and the significant value of the influence of Job Satisfaction (X3) on Performance (Y) is larger than 0.00 with a t-count value of -1.729, H0 is approved and Ha is rejected. This indicates that there is no relationship between job satisfaction and

productivity. With the title "The Influence of Motivation, Job Satisfaction, and Leadership on Employee Performance at PT. XYZ" and the finding that there is no relationship between job contentment and employee performance, the findings of this study are consistent with earlier studies. Workplace conflict (X1), stress (X2), and job satisfaction (X3) all have significance values that are less than 0.05; the f-count value is 13.834; and the f-table value is 2.54. This demonstrates that H_a is accepted whereas H_0 is refused. This indicates that workplace conflict (X1), stress (X2), and job satisfaction (X3) all have an impact on employee performance (X3) at the same time. The independent variable (X) has a 42.6% influence on the dependent variable (Y) according to the adjusted R square value (coefficient of determination), which is 0.426.

Conclusion

Employee performance is significantly impacted by workplace conflict. Employee performance is significantly impacted by workplace stress. Employees' levels of job satisfaction are unaffected. Workplace conflict, stress, and job happiness all have a big impact on how well employees perform. It is anticipated that this research will make it possible to use the factors researched as a material factor in judgments about actions that can be taken to improve performance. It should continue to pay attention to work-related issues, including conflicts at work and workplace stress, which can have a negative impact on employee performance. It is hoped that academics would utilize this study as a guide for future research on a related topic, specifically the impact of workplace conflict, stress, and job satisfaction on worker performance. Along with the issues of work conflict, job stress, job satisfaction, and performance, it is further recommended that this study look at other factors that have been stated by the author or that have distinct dimensions and indications and are backed by earlier theories or research.

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