



## DETERMINANTS OF WORK CONFLICT, WORK ENVIRONMENT, AND JOB STRESS ON EMPLOYEE JOB SATISFACTION

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### *Abstract*

*The problem in this study is how the influence of work conflict, work environment and work stress on employee job satisfaction at the Representative Office of the Population and Family Planning Agency (BKKBN) North Sumatra. This study aims to determine partially the variables of work conflict, work environment and work stress affect employee job satisfaction and the effect of work conflict, work environment, and job stress simultaneously on employee job satisfaction. associative and quantitative. The sampling technique used a saturated sample to 84 permanent employees. The data collection technique used interviews, documentation studies and questionnaires. The data analysis technique used in this study was the classical assumption test and multiple linear regression analysis. The data processing in this study used statistical software SPSS 20. The results showed that based on the results of the t test, the conflict variable partially had a negative and insignificant effect on job satisfaction. The work environment variable partially has a positive and significant effect on employee job satisfaction. Job stress variable has a positive and insignificant effect on employee job satisfaction. In the results of the f test in this study, simultaneously the variables of work conflict, work environment and work stress have an effect on employee job satisfaction. The results showed that based on the results of the t test, the conflict variable partially had a negative and insignificant effect on job satisfaction. The work environment variable partially has a positive and significant effect on employee job satisfaction. Job stress variable has a positive and insignificant effect on employee job satisfaction. In the results of the f test in this study, simultaneously the variables of work conflict, work environment and work stress have an effect on employee job satisfaction. The results showed that based on the results of the t test, the conflict variable partially had a negative and insignificant effect on job satisfaction. The work environment variable partially has a positive and significant effect on employee job satisfaction. Job stress variable has a positive and insignificant effect on employee job satisfaction. In the results of the f test in this study, simultaneously the variables of work conflict, work environment and work stress have an effect on employee job satisfaction.*

**Keywords:** *work conflict, work environment, job stress, job satisfaction*

## 1. INTRODUCTION

Human resources are resources that have reason and feelings, the desire for skills, knowledge, encouragement and work that can be produced by the company according to (Arianty et al., 2016: 62).

Human resources play an important role in all aspects of realizing the goals of an organization, both private and government. The existence of human resources in an organization plays a very important role in maintaining organizational activities in achieving targets. Many organizations demand high employee performance to realize the goals of the organization, therefore it is very important to maintain employee satisfaction so that they remain enthusiastic in their activities.

Job satisfaction or employee job statistics must be created as well as possible so that work morale, dedication, love and employee discipline increase. Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude reflects work morale, discipline and job performance, job satisfaction is enjoyed at work, outside work and a combination of inside and outside work (Hasibuan, 2013:202).



Therefore the organization is very important to maintain employee job satisfaction from various factors that affect employee job satisfaction, one of which is conflict that can affect activities within the organization. Conflict is a difference in beliefs, interests, desires, needs, goals, values, power, status, resources, behavior, and goals between individuals or groups that are mutually contradictory (Dewi, 2017).

Each individual has different views and perceptions in seeing or concluding everything that causes feelings, attitudes, and responses that are formed in actions. Different views and perceptions that are the background of conflicts within the organization, such as the survey conducted, there are still many conflicts that occur between fellow employees both in terms of delivery, sensitive nature of employees and miscommunication that lead to misunderstandings between fellow employees, if left unchecked. Just like that, this will disrupt the activities of the organization and in the long run will tarnish the good name of the organization.

In addition, the work environment is one of the factors that can affect work productivity and employee work effectiveness. The form can be in the form of a material environment such as the place and means of production, as well as a psychological environment, such as the atmosphere of social relations between the company's personal (Prihantoro, 2012:20).

Next is work stress, employees are very often faced with problems that exist in the organization so they are very likely to be exposed to stress. Stress arises when employees / employees are not able to meet the demands of work such as collecting timely reports and changes in the work environment such as changes in the type of work, organizational changes, etc.

Stress is an individual behavior that can happen to anyone in the organization that will reduce overall organizational job satisfaction. Prolonged stress and not handled immediately, will lead to conflicts between individuals or groups within the organization which will reduce overall organizational performance (Ismainar, 2018: 243)

Based on the factors described above, it is very possible for employees to be stressed at any time at work, both because of the workload that makes some employees unable to complete reports on time, and in connection with fellow co-workers who are not good and the work environment is not supportive. If the factors described above are left unattended without serious handling from the organization, it can make employees feel depressed, and frustrated which ultimately makes employees not optimal so that their job satisfaction is disrupted if left unchecked, in the long run it will reduce employee job satisfaction which will interfere organizational activities.

## 2. RESEARCH METHODS

The method used in this research is associative and quantitative. The population used in this study were all permanent employees at the Representative Office of the National Population and Family Planning Agency (BKKBN) of North Sumatra with a total of 84 people. The sample used was 84 people, where the determination of the sample when all members of the population were used as samples with the saturated sampling method. This study uses primary data sources and secondary data, namely data obtained through interviews, documentation studies and questionnaires. Data processing using SPSS 20 software.

## 3. RESULTS AND DISCUSSION

### Results

Before processing the data using regression analysis, the data normality test was first carried out with Kolmogorov Smirnov.



**Table 1. Data Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		84
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	3,94671294
Most Extreme Differences	Absolute	,111
	Positive	,111
	Negative	-,078
Kolmogorov-Smirnov Z		1,020
Asymp. Sig. (2-tailed)		,250

a. Test distribution is Normal.

b. Calculated from data.

The results of the Kolmogorov-Smirnov (KS) normality test can be concluded by comparing the profitability scores or from Asymp. Sig. (2-tailed) < 0.05 then the data distribution is not normal if Asymp. Sig. (2-tailed) > 0.05 then the data distribution is normal. So it can be concluded that the variables of satisfaction, work conflict, work environment and work stress are normally distributed because the value of each variable has met the standards that have been set, which can be seen from Asymp. Sig. (2-tailed) where the value is 0.250 > 0.05.

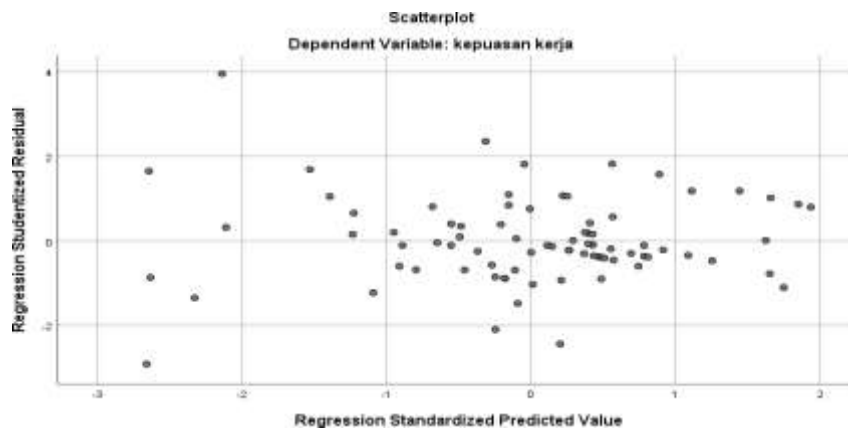
**Table 2. Multicollinearity Coefficientsa . Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
1 1 (Constant)		
work conflict	,477	2,097
work environment	,756	1.323
work stress	,464	2.156

Based on the table above, it can be concluded that the VIF value of all independent variables is less than 10 and the tolerance value of all independent variables is more than 0.1. Thus it can be concluded that there is no multicollinearity problem with the independent variables.

### Heteroscedasticity Test

Heteroscedasticity test is carried out to see whether there is an inequality of variance from one residual to another observation. If there is a pattern of regular dots then there has been heteroscedasticity. If the points spread irregularly either above or below the numbers 0 and y, then there is no heteroscedasticity



**Figure 1. Heteroscedasticity Test Results**

From the picture above, it shows that the points spread irregularly and do not form a certain pattern or trend line either above or below the numbers 0 and y. In this case, it can be concluded that there is no heteroscedasticity.

### Multiple linear regression

The regression equation that has been formulated with the help of SPSS 20 is managed data so that the following equation is obtained:

**Table 3. Multiple Regression Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1	(Constant)	16,127	3,195		5,048	,000
	work conflict	-,032	,109	-,038	-,298	,766
	environment work	,433	,091	,489	4,778	,000
	work stress	,191	,111	,226	1,727	,088

Source: data processed using spss 20

Based on the table above, the multiple linear regression equation in this study is as follows:

$$Y = 16,127 + -0.032 + 0.433 + 0.191$$

1. The constant value of 16,127 states that if the value of work conflict, work environment and work stress is assumed to be non-existent, the employee job satisfaction that occurs is 16,127.
2. The value of the work conflict regression coefficient (x1) is -0.032 in this study, it shows that if work conflict increases by 100%, job satisfaction decreases by -3.2%.
3. The value of the work environment regression coefficient (x2) of 0.0433 in this study shows that if the work environment increases by 100%, job satisfaction increases by 4.33%.
4. The value of the work stress regression coefficient (x3) of 0.191 in this study shows that if work stress increases by 100%, job satisfaction will increase by 19.1%.



### 1. Hypothesis testing

#### Partial Test (T Test)

The results of partial hypothesis testing can be seen in the following table:

**Table 4. t test Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1	(Constant)	16,127	3,195		5.048	,000
	work conflict	-,032	,109	-,038	-,298	,766
	environment work	,433	,091	,489	4,778	,000
	work stress	,191	,111	,226	1,727	,088

The significant value for the work conflict variable is  $0.766 > 0.05$  with a tcount of  $-0.298 < t_{table 1990}$ . Then the work conflict variable partially has a negative and insignificant effect on job satisfaction. The significant value for the work environment variable is  $0.000 < 0.05$  with a tcount of  $4.778 > t_{table 1990}$ . Therefore, this work environment variable partially has a positive and significant effect on job satisfaction. The significant value for the work stress variable is  $0.088 > 0.05$  with a tcount of  $1.727 < t_{table 1990}$ . Therefore, the work stress variable partially has a positive and insignificant effect on job satisfaction.

#### F-test

The results of simultaneous hypothesis testing can be seen from the following table.

**Table 5. Test F Anova**

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	746,385	3	248,795	15,395	,000b
Residual	1292,853	80	16,161		
Total	2039,238	83			

a. Dependent Variable: job satisfaction (y)

Predictors: (Constant), work stress (x3), work environment (x2), work conflict (x1)

In the results of the f test in this study, it is known that the significance value of 0.000 is smaller than the alpha value of 0.005 with a fcount value of  $15.395 > f_{table 2.72}$  so it can be concluded that the study rejects  $H_0$  which means simultaneously work conflict (x1), work environment (x2), and work stress (x3) has a significant and significant effect on employee job satisfaction (y) at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra.



### Coefficient of Determination

It is used in research to see how the variation of the related variable is influenced by the variation of the independent value. To determine the extent of the contribution or percentage of the influence of work conflict, work environment and work stress on employee job satisfaction.

**Table 6. Model Determination Coefficient Summary**

model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	,605a	,366	,342	4.020

a. Predictors: (Constant), work stress, work environment, work conflict  
Source: data processed using SPSS 20

The magnitude of the number R square (R<sup>2</sup>) is 0.366. R square in this study shows that the combined effect of work conflict, work environment and work stress on employee job satisfaction is 36.6%, which means that the effect of work conflict, work environment, and stress is able to explain job satisfaction at the Representative Office of the Population and Family Agency. National Planning (BKKBN) North Sumatra The remaining 63.4% is influenced by other factors.

### Discussion

#### The Effect of Work Conflict on Job Satisfaction

Based on the results of data processing obtained  $t_{count} -0.298 < t_{table} 1990$  with a sig value of  $0.766 > 0.05$ , in this study  $H_0$  was accepted. This means that the work conflict variable partially has a negative and insignificant effect on job satisfaction. The negative value explains the existence of a unidirectional influence, namely if work conflict increases then employee job satisfaction decreases at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra. This is in line with research conducted by previous researchers conducted by Afrizal, et al, (2014) stated that work conflict has a negative effect on employee job satisfaction. The results of Alfiah's research (2013) which state that conflict has a significant and negative effect on job satisfaction. This shows that the higher the conflict, the lower the job satisfaction of employees.

#### 2. The Effect of Work Environment on Job Satisfaction

The results of data processing obtained  $t_{count} 4.778 > t_{table} 1990$  with a sig value of  $0.000 > 0.05$ , so in this study  $H_0$  was rejected. This means that the work environment variable partially has a positive and significant effect on job satisfaction. Which means that if the work environment improves, it will increase employee job satisfaction at the representative office of the North Sumatra Population and Family Planning Agency (BKKBN). This is in line with research conducted by previous researchers conducted by (Paramita et al., 2013) stating that the work environment has a significant positive effect on employee job satisfaction. As for the research conducted by (Sudiarditha et al., 2016) the work environment has a significant influence on job satisfaction.

#### 3. The Effect of Job Stress on Job Satisfaction

Based on the results of data management obtained  $t_{count} 1.727 < t_{table} 1990$  with a significant value of  $0.000 < 0.05$  then in this study  $H_0$  is accepted. This means that the work stress variable has a positive and insignificant effect on job satisfaction at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra. This is in line with previous research conducted by (Sormin et al., 2017) that job stress has a positive and



significant effect on job satisfaction. And research conducted by Ramadanu (2016) Based on multiple linear regression testing, it is known that the work stress variable has a positive and significant effect on t.

## 4. CONCLUSION

### Conclusion

From the results of testing and analysis carried out, the results of this study can be obtained as follows:

1. Partially, the work conflict variable has a negative and insignificant effect on employee job satisfaction at the National Population and Family Planning Agency (BKKBN) of North Sumatra.
2. Partially, the work environment variable has a positive and significant effect on employee job satisfaction at the National Population and Family Planning Agency (BKKBN) of North Sumatra.
3. Partially, the work stress variable has a positive and insignificant effect on employee job satisfaction.
4. Simultaneously work conflict, work environment and work stress have a significant and significant effect on employee job satisfaction at the Representative Office of the Population Board (BKKBN) North Sumatra

### Suggestion

1. Suggestions that I can give for consideration at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra. In increasing job satisfaction, leaders should pay attention to the relationship between fellow employees by increasing supervision and providing clear direction in assigning tasks and leaders also need to establish good communication with employees.
2. It is hoped that the institution will pay more attention to the comfort of employees in working by improving the conditions of the work environment related to inadequate facilities and high indoor temperatures because it reduces employee comfort at work.
3. To reduce work stress, institutions should pay attention to matters relating to sources of stress such as internal roles, organization, workload, career development and work relationships so that work stress is controlled and within normal limits.
4. For further researchers, it is expected to add other variables or replace variables that can affect employee job satisfaction at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra

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