

The Effect of Employment Conflict, Work Stress and Overwork Load on Job Satisfaction of Employees of the Secretariat of the Council of People's Representatives in Sungai Penuh City

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ABSTRACT: This study aims to determine and analyze the effect of work conflict, work stress, and work overload, either partially or jointly, on the job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City. The sample in this study were employees of the DPRD Secretariat of Sungai Penuh City, totaling 35 people. The sampling technique is a census technique because the number of employees is only 35 people. The type of data used is primary data, the data collection method uses a questionnaire with a Likert scale. Test the research instrument validity and reliability test. Data analysis techniques consist of data description test, classical assumption test, path analysis and hypothesis testing. The results of the study found that work conflict, job stress, This study provides suggestions that to improve employee job satisfaction, then the leader in order to pay attention to work conflicts that occur, control employee work stress and reduce employee workload overload.

Keywords: Job Satisfaction, Work Conflict, Job Stress, Work Overload

1. INTRODUCTION

Job satisfaction is associated with increased productivity and organizational commitment; lower absenteeism and turnover; and finally, with increased organizational effectiveness (Ellickson & Logsdon, 2011). Lack of job satisfaction has been found to cause lethargy and reduce organizational commitment. Lack of job satisfaction has emerged as a predictor of leaving work (Alexander et al., 2018).

The Secretariat of the Regional People's Representative Council (DPRD) of Sungai Penuh City has the task of carrying out secretarial administration, financial administration, supporting the implementation of the duties and functions of the DPRD, and providing and coordinating experts needed by the DPRD in accordance with the regional financial capacity.

To carry out these duties and functions, the Secretariat of the DPRD of Sungai Penuh City must be able to create employee job satisfaction so that employees are able and willing to improve their work processes. To determine whether there is a job satisfaction problem at the Secretariat of the DPRD of Sungai Penuh City, the authors interviewed 20 employees of the Secretariat of the DPRD Kota Sungai Penuh. The results of this interview can be seen in Table 1.

Table 1. Initial Survey of Employee Job Satisfaction the Secretariat of the City Council of Sungai Penuh

| No | Statement | Answer Score (%) | |
|---------|--|------------------|--------------|
| | | Agree | Do not agree |
| 1 | I am satisfied with the work that entrusted to me | 30 | 70 |
| 2 | I am satisfied with the payroll system that I received from the agency | 35 | 65 |
| 3 | I am satisfied with the promotion opportunities in the agency | 45 | 65 |
| 4 | I am satisfied with the support between coworkers | 40 | 60 |
| Average | | 38 | 63 |

Source: Results of the Preliminary Survey

Based on table 1. it can be seen from the results of the initial survey that researchers did on average, employees disagreed with the answers to questions posed by researchers at 63% and those who answered agreed were very low on average 38%. It can be seen that the job satisfaction of the 20 respondents who were interviewed in the initial survey was problematic. When viewed in detail based on the statement that "I am satisfied with the work entrusted to me" states 70% disagree. "I am satisfied with the payroll system that I received from the agency" stated that 65% did not agree. "I am satisfied with the promotion opportunities that exist within the agency" 60% disagree and "I am satisfied with the support among co-workers" disagree 55%.

The number of employees who answered disagree indicated that there was a problem related to the low job satisfaction of the employees of the Sungai Penuh City DPRD Secretariat. If this is allowed, it will certainly have an impact on the achievement of the organization's vision and mission. The lack of achievement of the vision and mission makes the organization distrusted by the community or stakeholders.

There are several factors that determine employee job satisfaction. These factors include work conflict, work stress and work overload. Conflict within an organization or within a company can occur in various forms, which include intra-individual, inter-individual, inter-group or inter-organizational conflicts. Dealing with people who have different views, often causes friction, resentment, and others (Poundra Rizky Afrizal, 2014). Conflict is a struggle between conflicting needs, desires, ideas, interests or parties, as a result of differences in goals, values, thoughts, feelings, and behaviors.

Handling a conflict that occurs in an organization or in a company that is not fixed and wise will result in an uncomfortable working atmosphere. Even then it does not stop at the situation there, but can also continue to be a burden and job satisfaction for the employees themselves. The ability of employees in dealing with conflict will certainly not be the same. This will be very dangerous for employees who have low resistance to problems, because this will be fatal for an organization or for the company itself.

The conflict itself can cause stress which will indirectly affect the decrease in job satisfaction of employees or employees in a company. And stress or pressure in the soul of an individual will also have an impact on his satisfaction at work. Humans in an organization must be able to cope with the stress experienced by themselves, and can also ask for help from other parties. Employees or employees who experience stress tend to think a job is not something that is important to them anymore, so they also cannot complete the work on time. However, not all employees or employees who are experiencing stress in their work are not able to complete the work in accordance with the allotted time. Sometimes there is also stress that can increase a person's enthusiasm to do something or work. The stress experienced by employees or employees as a result of the work stress they face can result in decreased job satisfaction and job satisfaction (Poundra Rizky Afrizal, 2014).

The existence of expectations and also high work demands, does not rule out the possibility that the organization experiences work conflict and work stress experienced by its employees. Therefore, of course a company must be able to overcome work conflicts and work stress that occurs to its employees. So that later it can increase employee job satisfaction and also create a sense of job satisfaction for employees at work.

One of the next variables that can cause a decrease in job satisfaction is work overload. One example of work overload is working longer hours, pressure to work overtime, performing additional tasks at the regular job

and having to do it at a faster pace. Work overload is a major problem suffered by almost every sector of the organization (Altaf & Awan, 2011:93). Thus, management within agencies must take the appropriate steps necessary to ensure that their employees do not feel the workload and stress associated with downsizing (Fong & Kleiner, 2004:10).

Several studies that have been conducted by Tiyte (2014), Ali & Farooqi (2014) also state that work overload has a negative effect on job satisfaction, meaning that excess workload can reduce job satisfaction. Based on the explanation of the importance of job satisfaction, there are important things that should be implemented and considered by the agency, namely work conflict and work stress and another important thing that must be avoided by the agency, namely work overload. The importance of this, so this study will examine further about the variables of work conflict, work stress, and work overload and their effect on the variable job satisfaction. Some of the things that are still the problem, there is the possibility of things that are still not paid attention to or not fulfilled to achieve maximum job satisfaction. Thus, there is a need for a solution to achieve the level of satisfaction of the Secretariat Employees of the Sungai Penuh City DPRD. Based on previous research and phenomena that occur in the field, the authors are interested in conducting research with the title "The Influence of Work Conflict, Job Stress, and Work Overload on Job Satisfaction of the Secretariat of the Regional People's Representative Council of Sungai Penuh City."

2. RESEARCH METHODS

The population and sample in a study have a central and decisive role (Muri A., 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2015) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all 31 employees at the DPRD Secretariat of Sungai Penuh City.

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population of less than 100, the entire population was used as a research sample, all of which were 31 people.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots \dots \dots (1)$$

Where:

- Y = Job Satisfaction
- a = Constant/Intercept
- X₁ = Work conflict
- X₂ = work stress
- X₃ = Workload Overload
- b₁,.. b₃ = Regression Coefficient
- e = Error Term

Multiple Regression Analysis

This analysis is used to determine the effect of the independent variables, namely work overload, work conflict and work stress on the dependent variable, namely job satisfaction. The magnitude of the influence of the independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the SPSS for Windows Ver. 24.0, the regression results are as follows:

Table 2. Recap of Multiple Regression Analysis Test Results

| Variable | Coef. Regression | t count | Sig. |
|------------------------|------------------|------------|-------|
| Constant | 8,377 | | |
| X ₁ | -0.780 | -15,633 | 0.000 |
| X ₂ | -0.121 | -3,192 | 0.045 |
| X ₃ | -0.057 | -3.651 | 0.019 |
| F count = 77.067 | | Sig. .000b | |
| R ² = 0,890 | | | |

Source: Primary Data, processed by the author, 2021.

From the table above, the form of the regression equation model for the effect of work conflict, work stress, and work overload on employee job satisfaction is as follows:

$$Y = 8.377 - 0.708 X_1 - 0.121 X_2 - 0.057 X_3 + e$$

From the regression equation above, it can be interpreted as follows:

1. The constant value is 8.377, meaning that without the influence of work conflict, work stress, and work overload, job satisfaction is 8.377%.
2. The value of the work conflict regression coefficient is -0.708, meaning that for every increase in one unit of work conflict, employee job satisfaction decreases by 70.8%.
3. The value of the work stress regression coefficient is 0.121, meaning that for every increase of one unit of work stress, the employee's job satisfaction decreases by 12.1%.
4. The regression coefficient value of work overload is 0.057, meaning that for every increase of one unit of work overload, employee job satisfaction decreases by 5.7%.

Simultaneous Test (F Test)

The F test (feasibility of the model) is intended to determine the effect of independent variables (work conflict, work stress, and work overload) simultaneously (together) on the dependent variable (job satisfaction). From Table 2 above the F count value is 77.067 with a significance probability of 0.000. The probability of the significance is smaller than 0.05. With $df = n - (k - 1) = 35 - (3 - 1) = 33$ obtained Ftable of 2.82, then $F \text{ count} > F \text{ table}$ or $77.067 > 2.82$ with a significance level of 0.000 or 0.05 as a result H_0 rejected and H_a accepted. The variables of work conflict, work stress, and work overload together have a significant effect on job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City, it can be concluded that the fifth hypothesis (H5) which reads "work conflict, work stress, and work overload is jointly have a significant effect on job satisfaction of DPRD Secretariat employees of Sungai Penuh City, so the fifth hypothesis (H5) can be accepted.

t test

The t-test (t-test) is intended to determine the partial (individual) effect of work conflict, work stress, and work overload on employee job satisfaction. The results of the t-test calculations can be seen in the previous table 2. From table 2 the value of tcount obtained the calculation results:

1. The work conflict variable is $tcount = -15,633$ with a significance probability of 0.000 or less than 0.05. With $df = 35 - 2 = 33$, the t table is 2.876; then $tcount = -15.633 < ttable -2.876$, as a result H_0 is rejected and H_a is accepted. The variable of work conflict has a significant effect on employee job satisfaction, so it can be concluded that the hypothesis (H1) which reads that work conflict partially has a significant effect on job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City is accepted, thus the first hypothesis (H1) is accepted.
2. Work stress variable is $tcount = -3.192$ with a significance probability of 0.035 or less than 0.05. With $df = 35 - 2 = 33$, the t table is 2.876; then $tcount = -3.192 < ttable -2.876$, consequently H_0 is rejected and H_a is accepted. The variable of job stress has a significant effect on employee job satisfaction, so it can be concluded that the hypothesis (H2) which reads that job stress partially has a significant effect on job satisfaction of the Secretariat of the DPRD of Sungai Penuh City is accepted, thus the second hypothesis (H2) is accepted.

3. The workload overload variable is $t_{count} = -3.651$ with a significance probability of 0.019 or less than 0.05. With $df = 35 - 2 = 33$, the t table is 2.876; then $t_{count} = -3.651 < t_{table} -2.876$, consequently H_0 is rejected and H_a is accepted. The variable overload of work has a significant effect on employee job satisfaction, so it can be concluded that the hypothesis (H3) which reads that partially overloaded work has a significant effect on job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City, so the third hypothesis (H3) is accepted.

Coefficient of Determination Testing (R^2)

Analysis of the coefficient of determination for work conflict, work stress, and work overload on employee job satisfaction is carried out using the SPSS for windows 24.0 program with the SPSS output form as stated below: Based on the results of the regression estimation calculation, the adjusted coefficient of determination or Adjusted R Square is 0.890, meaning 89.00% variation of all independent variables (work conflict, work stress, and work overload) can explain the dependent variable (employee job satisfaction) , while the remaining 11.00% is explained by other variables not examined in this study.

3. DISCUSSION

The Influence of Work Conflict on Job Satisfaction of DPRD Secretariat Employees in Sungai Penuh City

The results of this study indicate that work conflict has a significant negative effect on job satisfaction of employees of the DPRD Secretariat of Sungai Penuh City. This indicates that the work conflict determines the job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City. This means that the higher the work conflict in the agency, the lower the job satisfaction of employees because there is no good social relationship between subordinates and subordinates, or superiors and subordinates.

From the results of this study, it can be seen that the work conflict variable has a coefficient of -0.782, which means that work conflict has a large influence. This indicates that work conflict can play a role in reducing employee job satisfaction. If the job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City wants to increase, then work conflicts that occur between subordinates and subordinates, or superiors and subordinates must be eliminated and controlled. This is in line with the opinion of Dwipa Ramadhanu (2016), Thayobina, et al (2013), Walt & Klerk (2014) that work conflict affects employee job satisfaction.

The Effect of Job Stress on Job Satisfaction of the Secretariat of the DPRD of Sungai Penuh City Pegawai

The results of this study indicate that job stress has a significant negative effect on job satisfaction of employees of the DPRD Secretariat of Sungai Penuh City. This indicates that the employee's job stress determines the job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City. This means that the higher the work stress of employees in the agency, it will have an impact on decreasing employee job satisfaction.

From the results of this study, it can be seen that the work stress variable has a coefficient of -0.121 which means that work stress has a large influence. This indicates that high work stress can have an impact on decreasing employee job satisfaction. If the job satisfaction of the DPRD Secretariat of Sungai Penuh City wants to increase, the agency must be able to suppress and control employee work stress. This is in line with the opinion of Dwipa Ramadhanu (2016), Thayobina, et al (2013), Chadek Novi Charisma Dewi (2018) who concluded that job stress had an effect on job satisfaction.

The Effect of Work Overload on Job Satisfaction of the Secretariat of the DPRD of Sungai Penuh City Pegawai

The results of this study indicate that work overload has a significant negative effect on job satisfaction of employees of the DPRD Secretariat of Sungai Penuh City. This indicates that the work overload determines the job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City. This means that the higher the excess workload given to employees, it will result in a decrease in employee job satisfaction.

From the results of this study, it can be seen that the work overload variable has a coefficient of -0.527, which means that the work overload has a significant effect on other variables. This indicates that excess workload can have an impact on reducing employee job satisfaction. If the job satisfaction of the employees of the Secretariat of the DPRD of Sungai Penuh City wants to increase, then the agency must be able to regulate and reduce the excess workload of employees so that job satisfaction can be further improved. This is in accordance with the opinion of Ali & Farooqi (2014), Rahmawaty (2016), Hassan, et al., (2016) and Kumar (2016) which state that work overload affects job satisfaction.

The Influence of Work Conflict, Job Stress, and Work Overload on Job Satisfaction of the Secretariat of the DPRD of Sungai Penuh City.

The results of this study indicate that work conflict, work stress, and work overload together have a significant effect on job satisfaction of the employees of the DPRD Secretariat of Sungai Penuh City. This indicates that work conflict, work stress, and work overload determine the job satisfaction of the employees of the Sungai Penuh City DPRD Secretariat. This is in accordance with the opinion of Dwipa Ramadani (2016), Thayobina, et al (2013), Chadek Novi Charisma Dewi (2018), Ali & Farooqi (2014), Rahmawaty (2016), Hassan, et al., (2016) and Kumar (2016) which states that work overload affects job satisfaction.

4. CONCLUSION

Based on the results of testing and discussing the hypotheses that have been described in previous chapters, the following conclusions can be drawn:

1. The work conflict variable is $t_{count} = -15.633$ with a significance probability of 0.000 or less than 0.05. With $df = 35 - 2 = 33$, the t table is 2.876; then $t_{count} = -15.633 < t_{table} -2.876$, as a result H_0 is rejected and H_a is accepted. The work conflict variable has a significant effect on employee job satisfaction, so it can be concluded that the hypothesis (H1) which reads that work conflict partially has a significant effect on job satisfaction for the Secretariat of the Sungai Penuh City DPRD is accepted, thus the first hypothesis (H1) is accepted.
2. The work stress variable is $t_{count} = -3.192$ with a significance probability of 0.045 or less than 0.05. With $df = 35 - 2 = 33$, the t table is 2.876; then $t_{count} = -3.192 < t_{table} -2.876$, consequently H_0 is rejected and H_a is accepted. The variable of job stress has a significant effect on employee job satisfaction, so it can be concluded that the hypothesis (H2) which reads that work stress partially has a significant effect on job satisfaction of the Secretariat of the DPRD of Sungai Penuh City is accepted, thus the second hypothesis (H2) is accepted.
3. The work overload variable is $t_{count} = -3.651$ with a significance probability of 0.519 or greater than 0.05. With $df = 35 - 2 = 33$, the t table is 2.876; then $t_{count} = -3.651 < t_{table} -2.876$, as a result H_0 is accepted and H_a is rejected. The variable overload of work has a significant effect on employee job satisfaction, so it can be concluded that the hypothesis (H3) which reads that partially overloaded work has a significant effect on job satisfaction of the Secretariat of DPRD Sungai Penuh City employees, so the third hypothesis (H3) is accepted.
4. From the ANOVA test, the F_{count} value is 77.067 with a significance probability of 0.000. The probability of the significance is smaller than 0.05. With $df = n - (k - 1) = 35 - (3 - 1) = 32$ obtained F_{table} of 2.82, then $F_{count} > F_{table}$ or $77.067 > 2.82$ with a significance level of 0.000 or 0.05 as a result H_0 rejected and H_a accepted. The variables of work conflict, work stress, and work overload together have a significant effect on job satisfaction of DPRD Secretariat employees of Sungai Penuh City, it can be concluded that the fifth hypothesis (H5) which reads "Work conflict, work stress, and work overload are mutually exclusive. jointly have a significant effect on job satisfaction of DPRD Secretariat employees of Sungai Penuh City is accepted, then the fifth hypothesis (H5) can be accepted.

Based on the findings and conclusions of the study. For this reason, the authors put forward the following suggestions:

1. The Secretariat of the DPRD of Sungai Penuh City in order to be able to find out all forms of work conflicts that occur in this agency, both between subordinates and superiors and subordinates and are able to control and resolve them properly. If not, of course, it will have an impact on employee

job satisfaction so that in the end the performance is not optimal.

2. For work stress, it is suggested to the agency, in this case the Secretariat of the DPRD of Sungai Penuh City, to pay attention to the comfort of members at work, because this can be seen from the results of the survey and the results of respondents' responses to work stress, which still show high results. So it is feared that in the future there will be a decrease in member job satisfaction which will result in agency job satisfaction.
3. The author suggests that the Secretariat of the Sungai Penuh City DPRD should pay attention to the workload of employees so that they are not excessive. Excess workload certainly does not have a good impact on employee morale and job satisfaction.
4. To increase the job satisfaction of members, it is necessary to support better facilities and infrastructure, so that the implementation of tasks can be carried out properly.
5. In order to increase the job satisfaction of members, it is necessary to provide rewards that can motivate the work of members, such as promotions for members who have creativity, innovation and high morale.

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How to cite this article: *Askar Jaya, Indra Harsa, Robi Darmasastra, Siswadi, Mulyadi, The Effect of Employment Conflict, Work Stress and Overwork Load on Job Satisfaction of Employees of the Secretariat of the Council of People's Representatives in Sungai Penuh City, Asian. Jour. Social. Scie. Mgmt. Tech. 2021; 3(6): 142-150.*