

The Effect of Work Stress, Role Conflict and Job Satisfaction on Employee Performance in the Economic and Natural Resources of the City Of Padang Regional Secretariat

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Abstract

This study aims to see the effect of (1) Job Stress on Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City (2) Conflict of Roles on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat (3) Job Satisfaction with Employee Performance in the Economic and Natural Resources Section Padang City Regional Secretariat (4) Job Stress, Role Conflict and Job Satisfaction have a joint effect on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat. The population in this study all over There are 49 employees in the Economic and Natural Resources Section of the Padang City Regional Secretariat. And the technique of determining the number of samples taken as respondents using total sampling in Sugiyono (2017). The results of this study indicate that (1) Job Stress has a significant negative effect on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat (2) Role Conflict has a negative influence on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat (3) Job satisfaction has a positive influence on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat (4) Job Stress, Role Conflict and Job Satisfaction collectively, it has a positive effect on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat

Keywords: Performance, Job Stress, Role Conflict and Job Satisfaction

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I. Preliminary

The key asset that is very important for the development and achievement of organizational goals or a company is human resources. Because human resources have a role as the subject of implementing policies and operational activities of the organization or company. The top leaders of an organization or company generally encounter many obstacles in an effort to increase work productivity so that it requires a special approach that can increase work productivity, especially from the employees themselves.

Currently, the low quality of human resources (HR) is still evident in the performance of every employee / employee in this country, so that this human resource problem becomes an aspect of problem solving at both the individual and group level. It is not surprising why the low quality of human resources is also caused by the low quality of education in this country. It is time for the government to pay more attention to the quality and quantity of education, because education is the basis for improving the quality of human resources. The low quality of human resources coupled with the low quality of education will not create a good performance.

In an organization, individual performance greatly affects organizational performance, both government and private organizations in achieving predetermined goals must go through activities driven by a person or group of people working together who actively play a role as an actor. in producing good organizational performance. In other words, the achievement of organizational goals is due to the efforts made by people in the organization.

Performance is one of the keys to success of an employee / employee at the individual or organizational level. Improving employee performance is very decisive in directing one's personal attitudes and behavior to be able to behave and behave in accordance with the rules set in supporting the achievement of organizational goals. An expression, no matter how sophisticated a work equipment is, the availability of costs and work procedures, but if the employee / employee behaves not in accordance with the mission of the organization, it will result in failure to achieve organizational goals.

Organizational performance is very much determined by the element of its employees, therefore in measuring organizational performance it is usually measured from the work appearance of its employees. Good

employee performance will have an impact on the overall performance of the organization, which in turn can be seen from the achievements of the organization. For example, the definition of performance in the book Organizational Culture and Company Performance Improvement as stated by Suntoro "Performance is the work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time". (Tika, 2006: 121)

One of the government agencies in Padang City is the Economic Section of City Government and SDA Padang City. The Economic Section has the main task of formulating policies, coordinating, administering and administering services in the economic sector, fostering regional enterprises, people's credit and developing the people's economy as well as managing administrative and household affairs.

Table 1
Absorption of Performance Budget for the Economy and Natural Resources Section
Padang City from 2017-2019

No.	Performance Indicators	Realization (%)		
		2017	2018	2019
1	Economic Activity Control and Development Program	89	89	88
2	Natural Resources Development Program	88	87	87
3	Regional Company Development Program	82	81	81
4	Regional Leading Potential Promotion Program	83	81	80
	Average	86	85	84

Source: Lakip Padang City Regional Secretariat, 2017-2019

However, in the last three years there has been a decline in the performance of the employees of the Padang City Natural Resources and Economy Division. Table 1.1 shows the performance indicators for the employees of the Economic and Natural Resources Division City Padang from 2017-2019 has decreased on average. On average, in 2017, the budget absorption capacity of the Padang City Economic and SDA Division reached 86% and decreased in 2019 to 84%. In the table, it can be seen that almost every performance indicator of the Economic and Natural Resources Section Padang city has decreased from 2017-2019. In the first indicator, budget absorption in the program Control of Economic Activities and Development in 2017 it reached 89% then fell in 2019 to 88%. Likewise with the last indicator in the program Promotion of Regional Leading Potential in 2017 it reached 83% then fell to 80%. This situation has shown a problem with the performance of the employees of the Padang City SDA and Economy Section. There are several factors that are thought to affect the decline in the performance of employees in the Economic and Natural Resources Division of Padang City. These factors are job stress, role conflict and job satisfaction.

II. Research Methods

The population in this study were all employees of the Economic and Natural Resources Division of Padang City, amounting to 49 people. The technique of taking this sample uses total sampling technique (whole sample), total sampling is a sampling technique where the sample size is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as the research sample. However, because the sample used is the entire population, namely the Economic and Natural Resources Division of Padang City, the sample in this study is the same as the population, namely the entire Economic and Natural Resources Division of Padang City, amounting to 49 (forty nine) 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 the 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 = Performance
- a = Intercept constant
- X1 = Job Stress
- X2 = Role Conflict
- X3 = Job Satisfaction
- b1, b2, b3 = Regression Coefficient
- e = Error Term

III. Research Result

Classic assumption test

Normality test

The author used this normality test to test the normality of the regression model. Testing is done using the method *kolmogorov-smirnov* test against each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2.

Table 2
Normality Test Results

One-Sample Kolmogorov-Smirnov Test				
	Performance	Job Stress	Role Conflict	Job satisfaction
N	49	49	49	49
Kolmogorov-Smirnov Z	.942	1,185	.849	1,130
Asymp. Sig. (2-tailed)	.337	.120	.467	.155
a. Test distribution is Normal.				

Source: SPSS output results, 2020.

From Table 2 which is the normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is $0.337 > 0.05$ Variable Job Stress (X1) is $0.120 > 0.05$; The Role Conflict variable (X2) is $0.467 > 0.05$; Job Satisfaction variable (X3) is $0.155 > 0.05$; So it can be concluded that the variables for Performance, Job Stress, Role Conflict, Employee Job Satisfaction in the Economic and Natural Resources Section of the Regional Secretariat of Padang City have a normal distribution.

Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables, if the independent variables are correlated, these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to know whether there is a multicollinearity test deviation is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms can be seen in table 3.

Table 3
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Stress	0.996	1,004
	Role Conflict	0.991	1,009
	Job satisfaction	0.993	1,007

a. Dependent Variable: Y

Source: SPSS output results, 2020

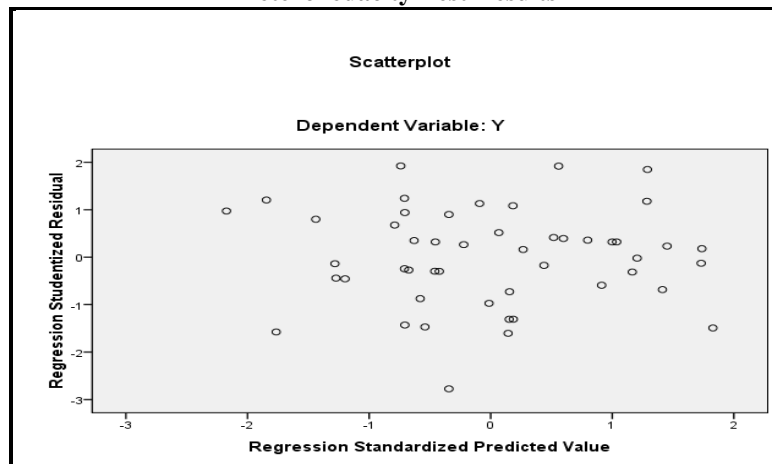
Based on the multicollinearity test in the table above, it can be seen that there is no relationship between independent variables because the VIF value of all independent variables is < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variants from the residuals from one observation to another. If the variance from the residual of one observation to another remains, it is called homokedastability and if different is called heteroscedasticity. Detecting heteroscedasticity in this study using the Plott Graph test (Scatter Plot). This test if there is no clear pattern, such as a point spread above and below the number 0 (zero) on the Y axis, then there is no heterocedacity. The test results can be seen in Figure 1.

In Figure 1, it can be seen that there is no clear pattern and the dots spread above and below the number 0 on the Y axis. The distribution of data points does not form a wavy pattern that widens then narrows and widened again. The distribution of data points is also not patterned, so this shows that the data in this study did not occur heteroscedasticity.

Figure 1
Heterokedacity Test Results



Research Hypothesis Test
Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 4.

Table 4
Multiple Regression Equation

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	59,542	13,724		4,339	.000
	Job Stress	-.484	.071	.109	-6,743	.000
	Role Conflict	-.286	.049	.126	-5,856	.000
	Job satisfaction	.106	.037	.082	2,859	.002

a. Dependent Variable: Y

Source: SPSS Output Results (2020)

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 59,542 - 0.484 (X1) - 0.286 (X2) + 0.106 (X3) \dots\dots\dots (2)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 59,542 which means that if Job Stress, Role Conflict, Job Satisfaction, is zero, then the value of the Performance variable is at 59,542. This means that the variables of Job Stress, Role Conflict, Job Satisfaction, contribute to the improvement of Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City.
- b. The value of the Job Stress regression coefficient is negative, namely -0.484. This means that if the Work Stress decreases by one unit it will result in an increase in performance of 0.484 unit.
- c. The value of the Role Conflict regression coefficient is negative, namely -0.286. This means that if the Role Conflict decreases by one unit it will result in an increase in Employee Performance by 0.286 unit.
- d. The regression coefficient value of Job Satisfaction is positive, namely 0.106. This means that if Job Satisfaction increases by one unit it will result in an increase in Employee Performance by 0.106 unit.

Regression Coefficient Test (t test)

1. Hypothesis Testing 1

The first hypothesis proposed, that Job stress partially has a negative effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the Work Stress variable is 0,000 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between Job Stress on Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City.

2. Hypothesis Testing 2

The second hypothesis proposed, that Role Conflict partially has a negative effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the Role Conflict variable is 0,000 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative influence between Role Conflict on Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City.

3. Hypothesis Testing 3

The third hypothesis proposed, that Job Satisfaction partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the Job Satisfaction variable is 0,002 <dai significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Job Satisfaction on Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City.

4. Hypothesis Testing 4

The fourth hypothesis proposed is that Job Stress, Role Conflict, Job Satisfaction collectively have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the variables of Job Stress, Role Conflict, and Job Satisfaction is 0.000 <0.05. Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant effect jointly between Job Stress, Role Conflict and Job Satisfaction on Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City. As can be seen in table 5.

**Table 5
F Test Results**

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20,349	3	6,783	7,576	.000a
	Residual	529,651	45	11,770		
	Total	550,000	48			
a. Predictors: (Constant), X3, X1, X2						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 6.

**Table 6
R Square Test Results**

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592a	.350	.320	3,43075
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,320 This means that 32% of employee performance is influenced by the independent variable Job Stress, Role Conflict, Job Satisfaction. While the remaining 68% is influenced by other variables outside the model.

Influence Job Stress on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat.

The results of this study indicate that Job Stress has a significant negative effect on the Employee Performance of the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This indicates that Job Stress determines the Employee Performance of the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This means that the higher the Employee Work Stress in the agency, the lower the Employee Performance because the employees feel less enthusiastic about doing their job.

From the results of this study, it appears that the Job Stress variable has a coefficient of -0.484 which means that Job Stress has the greatest influence over other variables. This indicates that Job Stress can play a role in improving Employee Performance. If Employees in the Economic and Natural Resources Section of the Regional Secretariat of Padang City want to improve employee performance, they must reduce Work Stress on employees and leaders in agencies.

This is in line with the opinion of Effendi (2002), which states that work stress is the tension or emotional pressure experienced by a person who is facing enormous demands, obstacles and very important opportunities that can affect a person's emotions, thoughts, and physical condition. .

Siagian (2001) states that stress is a condition of tension that affects a person's emotions, thoughts, and physical condition. Mangkunegara (2008) suggests work stress as a feeling of pressure or feeling depressed experienced by employees in facing work. Job stress is a stressful condition that creates a physical and psychological imbalance, which affects the emotional thinking process and the condition of an employee. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various kinds of stress symptoms that can interfere with their work performance (Rivai, 2008).

The results of this study are in line with the research Fitriana, (2013) which shows that Job Stress has a negative and significant effect on Employee Performance.

Influence Role Conflict on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat.

The results of this study indicate that Role Conflict has a significant negative effect on the Employee Performance of the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This indicates that the Employee Role Conflict determines the Employee Performance of the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This means that the higher and worse the role conflict of employees in the agency, the lower the employee performance.

From the results of this study, it appears that the variable job role conflict has a coefficient -0.286 which means that Role Conflict has a big influence. This indicates that high role conflict can play a role in reducing employee performance. If employees in the Economic and Natural Resources Section of the Regional Secretariat of Padang City want to improve employee performance, they must reduce role conflicts among employees in the agency.

This is in line with the opinion (Soetopo, 2012) that Role Conflict is a safe and prosperous condition avoiding various threats and difficulties that are felt by someone who has done a job in a place or company. Another opinion suggests that Role Conflict is a complete remuneration (material and non-material) provided by the company based on company policy (Kaswan, 2012).

Role Conflict Giving will create calm, morale, dedication, discipline and loyalty to the company so that labor turnover is relatively low. Employee's Role Conflict Program is benefits and welfare improvement, the provision of which is not based on employee performance but is based on membership as part of the organization and employees as human beings who have many needs in order to carry out a normal life and work better (Torang, 2014) .. The results of this study are in line with research by Novendri et al. (2013) which shows that role conflict has a negative effect on employee performance.

Influence Influence Job Satisfaction with Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat.

The results of this study indicate that Job Satisfaction has a significant positive effect on the Performance of the Employee at the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This indicates that Job Satisfaction determines Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat. This means that the better and more solid Job Satisfaction between employees and leaders of the agency will improve employee performance.

From the results of this study, it appears that the Job Satisfaction variable has a coefficient 0.106 which means that Job Satisfaction has a big influence. This indicates that Job Satisfaction can play a role in improving

employee performance. If the employees of the Economic and Natural Resources Section of the Regional Secretariat of Padang City want to improve employee performance, they must increase and create good job satisfaction for employees and good leaders in agencies.

This is in accordance with the opinion according to Fraser (1985) that for employees themselves job satisfaction arises when the perceived benefits of their work exceed the marginal costs incurred, which the employee considers sufficient.

Another definition according to Davis and Newstrom (2000) states that job satisfaction is a collection of good and bad feelings made by employees in viewing their work, or in other words, job satisfaction is the feeling of relative pleasure or displeasure from individuals with their work. So employee job satisfaction is the result of employees' perceptions of how their work can provide something that is considered important. This means that job satisfaction will be achieved if employees feel that what they get at work has fulfilled what is considered important

The results of this study are in line with research by Riza, Mirwan, Wahyu, (2015) which shows that there is a significant positive influence between Job Satisfaction on Employee Performance.

The Influence of Job Stress, Role Conflict, Job Satisfaction on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat

The results of this study indicate that Job Stress, Role Conflict, Job Satisfaction together have a significant influence on Employee Performance with an F Prob 0.000 value in the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This indicates that Job Stress, Role Conflict, Job Satisfaction determines Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City. This means that job stress, low role conflict, high job satisfaction will increase employee performance.

This is in line with research by Riza, Mirwan, Wahyu, (2015), Novendri, et al., (2013), Fitriana, (2013) which indicates that the results show support for a positive and significant influence between Job Stress, Role Conflict, Job Satisfaction and Performance on Employee Performance.

IV. Conclusion

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Job stress has a negative influence on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat. This means that Employee Performance will increase if the Work Stress in the agency decreases for employees and leaders, so as to provide encouragement to employees in improving their performance, thus the first hypothesis (H1) is accepted.

2. Role Conflict has a negative influence on Employee Performance of the Economic and Natural Resources Section of the Padang City Regional Secretariat. This means that Employee Performance will increase if Role Conflict decreases so as to be able to provide morale to employees in carrying out work. The lower and the decrease in conflict. The role of employees in the agency will increase the performance of employees in carrying out their work in the agency, so the second hypothesis (H2) is accepted.

3. Job Satisfaction has a positive influence on Employee Performance in the Economic and Natural Resources Section of the Padang City Regional Secretariat. This means that Employee Performance will increase if Job Satisfaction between employees and leaders in institutions is good for employees, thus making employees enthusiastic and able to carry out their work well. And good job satisfaction will encourage high performance, so the third hypothesis (H3) is accepted.

4. Job Stress, Role Conflict, Job Satisfaction collectively have a positive effect on Employee Performance of the Economic and Natural Resources Section of the Regional Secretariat of Padang City. From the ANOVA test, the significance probability value is 0.000. The probability of significance is smaller than 0.05, with a significance level of 0.000 or α 0.05. As a result, H_0 is rejected and H_a is accepted. The variables of Job Stress, Role Conflict and Job Satisfaction together have an effect on Employee Performance in the Economic and Natural Resources Section of the Regional Secretariat of Padang City.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can examine with other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the effect of Job Stress, Role Conflict, Job Satisfaction on Employee performance used in this study.

2. For Job Stress, it is recommended that agencies pay attention to the comfort of employees in working by reducing work stress on employees and leaders in agencies, because this is seen from the survey results and

the results of respondents' responses to Work Stress, which have shown poor results. So it is feared that later it will reduce employee performance which will have an impact on agency performance.

3. For Role Conflict, it is recommended that agencies pay attention to the comfort of employees in working by reducing Role Conflict in the agency, because this will have an impact on the psychology of employees if employees feel uncomfortable with their role conflicts in the organization, it will reduce their performance and enthusiasm for work. .

4. For Job Satisfaction, it is recommended that agencies pay attention to the comfort of employees in working by creating good Job Satisfaction between employees and leaders in the agency, because this will have an impact on employees if employees feel that Job Satisfaction between employees and their leaders is very bad in the organization. it will have an impact on decreased employee performance.

5. For agency management it is hoped that it creates good Job Satisfaction among employees, leaders in the agency because Job Satisfaction is a big influence. Because to achieve better productivity and achievement of agency goals, good and high job satisfaction and job stress, low role conflict, good and good job satisfaction also for employees and agencies, and loyalty of employees are needed. When Job Stress, Role Conflict, Job Satisfaction, are given in a balanced manner, the employee's performance also increases.

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