

## THE INFLUENCE OF JOB CONFLICT AND JOB STRESS THROUGH JOB SATISFACTION OF EMPLOYEE PERFORMANCE AT MULIA STORE PAYAKUMBUH

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**Abstract.** *Mulia Store Payakumbuh is a shopping center for fashion products. Companies must be able to create a conducive work environment in order to manage work conflict and work stress among employees, but this needs to be supported by paying attention to job satisfaction. If this can be implemented it will have a good impact on the company and it is hoped that employee performance can increase. Therefore, this research aims to determine the effect of work conflict and work stress through job satisfaction on employee performance. The sample size in this study was 30 respondents using the Smart PLS analysis tool and the data collection technique in this research was by distributing questionnaires using a Likert scale. The findings in the results of this study show that the most dominant influence on job satisfaction is work conflict, which has a negative and significant influence. This shows that the higher the work conflict felt by employees, it can influence their attitudes towards work which in turn can result in reduced job satisfaction, but if conflict is managed well, it will encourage employees to be more enthusiastic about working because employees feel comfortable and there is no pressure within the company. Meanwhile, the most dominant influence on employee performance is job satisfaction, which has a positive and significant influence, with the employee's enjoyment and satisfaction regarding their role and work, it will have a positive impact on improving the employee's performance. The most dominant indirect influence is that work conflict has a negative and significant effect on employee performance through job satisfaction. This shows that work conflict has an impact on job satisfaction and employee performance, but if conflict can be controlled well then a company obtains maximum profits such as creating healthy competition between employees can increase job satisfaction and employee performance.*

**Keywords:** *Work Conflict, Job Stress, Job Satisfaction and Employee Performance.*

## Introduction

Human resources are the most valuable organizational assets that must be managed well. Human resources are the most important part that has a big role in the organization because human resources are part of managing, organizing and moving the wheels of the organization in achieving its goals (Kurniati, Rinaldo, and Yanti 2022). Human resource management in a company is reflected in the resulting employee performance and in achieving company goals so that it can produce good performance. Performance is one of the factors in the successful achievement of organizational goals (Zulaspan, Kesha Stevanie, and Muhammad 2022). Based on the observations made, the phenomenon related to employee performance is that the achievement of performance targets has not been optimal. This happens because of work conflicts and work stress experienced by employees.

The reason for conducting the research was 1) Because of a phenomenon found related to human resources in this company. The problems at Mulia Store Payakumbuh based on observations of employees include performance that is not optimal and attendance levels that are not optimal and the quality of work of employees who are less thorough in carrying out their duties due to heavy work demands, poor communication so that employees find it difficult to work and employees feel less satisfaction at work due to incentives not being in line with what employees expect. Conflict and work stress are one of the factors that influence this. This is in line with research conducted by (Iverson and Dervan 2019) shows that work conflict and work stress have a partially significant effect on employee performance. 2) Another reason for conducting research is because researchers want to know how much influence work conflict and stress through job satisfaction have on employee performance.

Table 1.1  
Employee Performance Data at Mulia Store Payakumbuh  
2021 – 2022

No	Description	Target	Achievements per year	
			2021	2022
1	Service to customers	100%	70%	85%
2	Employee discipline	100%	80%	85%
3	Shop cleanliness	100%	80%	87%
4	Work attendance	100%	75%	87%
5	Work productivity	100%	85%	80%

*Sumber : Mulia Store Payakumbuh*

Based on Table 1.1, it can be seen that the target achievement of the Mulia Store Payakumbuh employee performance assessment in 2021-2022 is that the target achievement is less than optimal and is not realized well, which means there are problems that cause fluctuations in employee performance which results in the target of the employee's performance in addition to conflict. and work stress, another thing that can affect employee performance is job satisfaction, because job satisfaction is an important factor in increasing work productivity.

The reason this research was conducted at Mulia Store Payakumbuh was because there were still many problems that occurred related to less than optimal employee performance. By conducting research on this company, it is hoped that the results of the research will be the basis for decision making that will be carried out by the company, especially in efforts to support the development of its human resources, so that in the future human resources at this company can be maximized, as well as to find out the extent of the relationship between work conflict, job stress, and job satisfaction in this company.

Management is a branch of economics that plays an important role in the successful management of an organization or company. The application of management in companies can increase the effectiveness and efficiency of company or organizational resources so that they can achieve better results. The basic theory used in this research is Human Resource Management (HRM) theory, where this theory focuses on the role of human resources in achieving organizational goals. Good management of work conflict and work stress can be considered an HRM (Human Resource Management) strategy in improving employee performance and job satisfaction. According to (Dayani 2019) Management comes from English, namely management, which was developed from the word to manage, which means to organize and administer. This is in line with previous research conducted by (Ratnasari and Purba 2019) The results of this research prove that work conflict has a positive and insignificant effect on employee performance. Research conducted by (Widjaja, Widhiyanti, and Mubarak 2021) also shows that work conflict and work stress influence employee performance. If work conflict is managed well, employee performance will increase, and vice versa, if work conflict and work stress cannot be handled well, employee performance will also decrease.

Based on the factors and results from previous research that have been explained above, it is necessary for a company to pay attention to further improving its performance achievements so that they can meet performance targets. This research aims to determine and analyze the influence of work conflict and work stress through job satisfaction on employee performance.

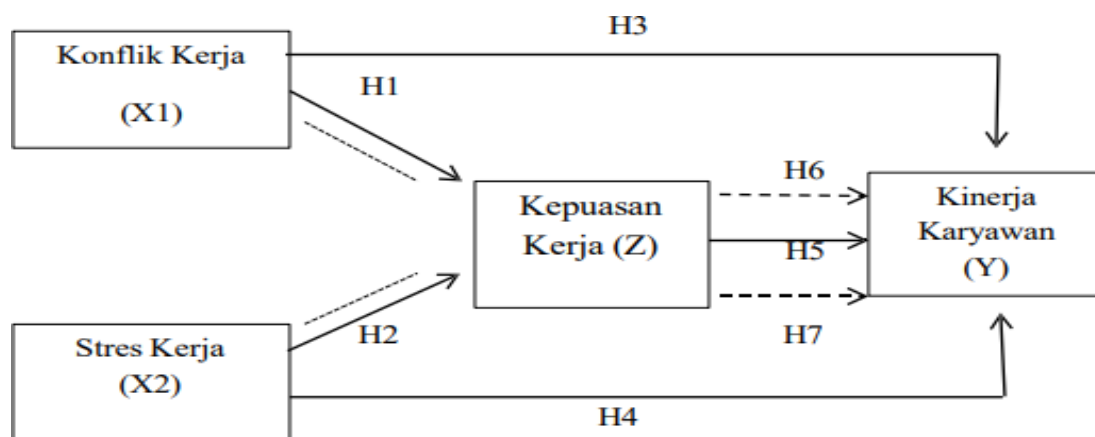


Figure 1. Conceptual Framework

## Research Methodology

This research methodology uses a descriptive and quantitative approach to determine the relationship between Work Conflict (X1) and Job Stress (X2) as an independent variable, Employee Performance (Y) as a dependent variable, and Job Satisfaction (Z) as an intervening variable. variable at Mulia Store Payakumbuh. The research population consisted of 30 employees, and total sampling technique was used to select the entire population as a sample. The research instrument used a Likert scale, and data was collected through field research which included observation, interviews and filling out questionnaires. Data analysis was carried out using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), making it possible to evaluate measurements and structural models. The results of this analysis are expected to provide an in-depth understanding of the relationship between the variables studied and the influence of Work Conflict as a mediator in the relationship between Employee Performance and Job Stress on Job Satisfaction.

## Results and Discussion

Below is a picture of the inner model

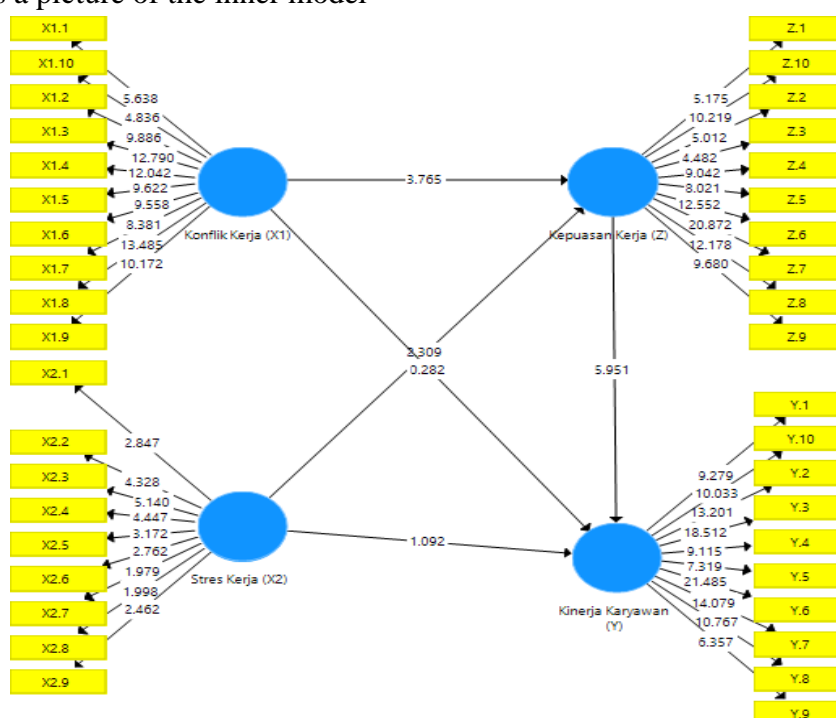


Figure 2. Hypothesis test

Hypothesis testing in this study aims to evaluate the influence of exogenous latent variables on endogenous latent variables, both directly and indirectly through mediating variables. The results of hypothesis testing are evaluated based on the t-statistic or t-value compared to the t-table at 1.96 with an alpha of 5%. If the t-statistic value is smaller than the t-

value is larger than the t-table value, then the alternative hypothesis ( $H_a$ ) is accepted. The estimation output from SmartPLS 3 is used to provide an overview of the model testing results, which will address the research problem regarding the influence of the latent variables under investigation.

Table 2. Live Testing Results

Path	Original Sample	P value	Decision
Kepuasan Kerja -> Kinerja Karyawan	0.759	0.000	Accepted
Konflik Kerja -> Kepuasan Kerja	-0.517	0.000	Accepted
Konflik Kerja -> Kinerja Karyawan	0.037	0.778	Rejected
Stres Kerja -> Kepuasan Kerja	-0.324	0.021	Accepted
Stres Kerja -> Kinerja Karyawan	-0.187	0.276	Rejected

Based on the results of data testing using the SmartPLS program tool as presented in the table above, it can be seen that the results of hypothesis testing show a direct influence of the constructs of work conflict and work stress on work satisfaction, the influence of the constructs of work conflict, work stress and job satisfaction on employee performance. The following is a discussion of each hypothesis:

### 1. The Effect of Job Satisfaction on Employee Performance

Based on test results using the SmartPLS tool, there is a positive and significant influence of Job Satisfaction on Employee Performance at Mulia Store Payakumbuh. This means that better job satisfaction will have an impact on improving employee performance. By having fun and satisfaction in employees at Mulia Store Payakumbuh regarding their role and work, it will have a positive impact on improving the employee's performance.

The results of this research are in line with those carried out by (Wirya and Andiani 2020) states that job satisfaction has a positive and significant effect on employee performance.

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

Based on the test results using the SmartPLS tool, there is a negative and significant influence of Job Satisfaction on Employee Performance at Mulia Store Payakumbuh. This shows that the higher the work conflict felt by employees, it can influence their attitudes towards work, which in turn can influence their attitudes towards work, which in turn can result in reduced job satisfaction.

The results of this research are in line with those carried out by (Suartana and Dewi 2020) which states that work-family conflict has a negative and significant effect on employee job satisfaction.

### **3. The Effect of Work Conflict on Employee Performance**

Based on the test results using the SmartPLS tool, there is a positive and insignificant effect of work conflict on employee performance at Mulia Store Payakumbuh. This shows that, conflict cannot be avoided but can be minimized so that conflict does not lead to division, hostility or even result in a company experiencing losses. However, if conflict can be managed well then a company can gain maximum benefits by creating healthy competition between employees.

The results of this research are in line with those carried out by (Ratnasari and Purba 2019) states that work conflict has a positive and insignificant effect on employee performance.

### **4. The Effect of Job Stress on Job Satisfaction**

Based on the test results using the SmartPLS tool, there is a negative and significant influence of Job Stress on Job Satisfaction at Mulia Store Payakumbuh. This shows that work stress has an impact on reducing job satisfaction for each employee, thereby reducing performance levels.

The results of this research are in line with those carried out by (Bhastary 2020) states that work stress has a negative and significant effect on job satisfaction.

### **5. The Effect of Job Stress on Employee Performance**

Based on the test results using the SmartPLS tool, there is a negative and insignificant effect of Job Stress on Employee Performance at Mulia Store Payakumbuh. This shows that, work stress is very helpful or functional, but can also play a wrong role or damage performance, the performance of employees who are stressed will generally decrease because they experience mental tension.

The results of this research are in line with those carried out by (Try 2019) states that work stress has a negative and insignificant effect on employee performance.

Table 3. Path Analysis Results

<b>Path</b>	<b>Original Sample</b>	<b>P value</b>	<b>Decision</b>
Konflik Kerja -> Kepuasan Kerja > Kinerja Karyawan	-0.392	0.002	Accepted
Stres Kerja -> Kepuasan Kerja -> Kinerja Karyawan	-0.246	0.035	Accepted

Based on the results of statistical analysis of the sixth hypothesis, it was indirectly found that:

### **6. The Effect of Work Conflict on Employee Performance through Job Satisfaction**

Based on the test results using the SmartPLS tool, there is a negative and significant influence of Work Conflict on Employee Performance through Job Satisfaction at Mulia



Store Payakumbuh. This shows that work conflict can influence job satisfaction. If employees experience conflict at a high level, it will cause dissatisfaction and in the end they will feel lazy and not enthusiastic about working.

The results of this research are in line with those carried out by (Revita Sari Oktaviyani 2020) states that work conflict has a negative and significant effect on employee performance through job satisfaction.

#### **7. The Effect of Job Stress on Employee Performance through Job Satisfaction**

Based on the test results using the SmartPLS tool, there is a negative and significant influence of Job Stress on Employee Performance through Job Satisfaction at Mulia Store Payakumbuh. This is because work stress has a big influence on employee satisfaction and performance. High levels of stress will reduce employee satisfaction and performance. Companies must implement the right strategy in dealing with work stress, in order to reduce errors that can occur at Mulia Store Payakumbuh.

The results of this research are in line with those carried out by (Sari 2022) states that work stress has a negative and significant effect on employee performance through job satisfaction.

#### **Conclusion**

From this research, the influence of work conflict and work stress through job satisfaction on employee performance at Mulia store Payakumbuh can be concluded that the higher the work conflict felt by employees, it can influence their attitudes towards work which in turn can result in reduced job satisfaction and have a negative effect, but if the conflict is managed well, it will encourage employees to be more enthusiastic about working because employees feel comfortable and there is no pressure within the company. Having employees enjoy and satisfy their role and work will have a positive impact on improving the employee's performance. Meanwhile, job satisfaction acts as an intermediary variable in the relationship between work conflict, stress and employee performance. This means that job satisfaction is not only influenced by work conflict and work stress, but also mediates its influence on employee performance. If companies can manage the conflict and work stress experienced by employees, then job satisfaction can increase, which ultimately improves their performance.

The implication of this research is that it is important for companies to be able to manage work conflicts and stress experienced by employees by creating a conducive work environment. By paying attention to these factors, companies can increase job satisfaction and employee performance, which will ultimately have a positive impact on the company.

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