

The Effect of Work Conflict, Work Stress and Work Satisfaction on the Employee Performance of Gunung Kerinci Sub-District Office Kerinci District

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ABSTRACT : This study aims to determine the effect of work conflict, work stress and work satisfaction on employee performance at the Gunung Kerinci Sub-District Office, Kerinci District because of work conflict is getting higher, work stress is increasing, and work satisfaction is starting to decrease for the employees of the Gunung Kerinci Sub-District Office, Kerinci District. This type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques using questionnaires, observation and interviews. Respondents of this study were 57 employee of the Gunung Kerinci Sub-district Office, Kerinci District. The sampling method uses is the total sampling method in which the entire population in this study is used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. From the results of this study it is found that partially work conflict has a significant effect on employee performance, work stress has a significant effect on employee performance, work satisfaction has a significant effect on employee performance, and work conflict, work stress and work satisfaction have a significant effect on employee performance at Gunung Kerinci Sub-district Office, Kerinci District.

Keywords -work conflict, work stress, work satisfaction, employee performance

I. INTRODUCTION

Success in the operational processes of an organization is largely determined by the quality of existing human resources, namely employees. The contribution of employees to the organization is very dominant because employees produce the work of the organization. On the other hand, as the engine of the organization, employees must work more committed to survive in the competition for the existence of the organization, which is manifested in superior individual performance. One of the things to remember when doing a job is good performance.

The sub-district as a regional apparatus is a community service center. As in Law Number 32 of 2004 concerning Regional Government, in particular Article 126 (2) which reads: "The sub-district is headed by a sub-district head who accepts the delegation of the party in carrying out its functions. The authority of the regent or mayor is part of the affairs of regional autonomy". The same mandate is also contained in Government Regulation Number 8 of 2003 concerning Guidelines for Regional Apparatus Organizations in Article 12 Paragraph 3 "Subdistrict head receives delegation of government from regents/mayors". Government Regulation No. 19 in the district made this clear through his statement. "In addition to general government duties, the Camat carries out the government powers delegated by the regent/mayor to handle various regional autonomy affairs which include: approval, recommendation, coordination, orientation, supervision, facilitation, determination, implementation and other people and authorities assigned.

The sub-district office plays a very important role in supporting the successful implementation of regional governance as a whole. Improved governance based on the role of city services should be focused on sub-district administration. The implementation of local government needs to be improved, especially the performance of local government officials as civil servants and civil servants who inevitably have to try their best to improve their work skills, grow and develop as a result of their implementation. The task of district government services is highly dependent on the performance of its employees. Meanwhile, the city government can only assess the performance of the sub-district office from the quality of service received.

The performance of the public bureaucracy is an issue that is currently being discussed. The public still assesses that the current performance of the public bureaucracy has not been able to provide high satisfaction and improve governance, especially in the areas of transparency, accountability, efficiency and effectiveness.

This is because the community becomes critical in monitoring and evaluating the benefits and values obtained from the services of government agencies. On the other hand, it is difficult to objectively measure the success or failure of public officials in carrying out their most important duties and functions, which can be an indicator of the success of program implementation in an agency in an objective and measurable manner.

This research was conducted at the Gunung Kerinci Sub-District Office, Kerinci District. The Gunung Kerinci Sub-District Office, Kerinci District is one of the Kerinci District Government institutions, Jambi Province with the duties and functions of assisting and administratively responsible to the Regent. Districts. In other words, sub-district employees must be able to work by providing public services in accordance with work standards set by the sub-district.

Based on the author's initial research, it can be seen that there is a phenomenon in the Gunung Kerinci sub-district office, Kerinci District which tends to have an organizational structure with alternating positions between departments, both in the region/field and in an area. . the field itself, and there are job changes for employees who want and want to develop their quality and quantity. After the first observations were made, there were still some mistakes in the implementation of the work that caused misunderstandings between employees and conflicts. In terms of time utilization, some employees do not want to use their time well, so there is often a backlog of work that makes it difficult for other officials to work because the work is interrelated.

As employees in general, within the scope of the Gunung Kerinci Sub-district Office employees, Kerinci District also encounters quite a lot of work assignments, so this is often recognized as a separate obstacle for employees. In addition, problems between employees with each other often also occur as problems that cause stress and work conflicts between employees. Apart from work conflict and work stress that affect performance, namely job satisfaction. Job satisfaction is the success of an agency which is strongly supported by how the agency achieves the job satisfaction of its employees.

Job satisfaction is generally defined as the maximum work result achieved by employees in fulfilling their duties and responsibilities, and is the updating of work carried out by employees in uniform entry and exit phases. Good job satisfaction is a step towards achieving company goals. Job satisfaction occurs at the level where the person receives the work as expected. The more people get the results, the happier they are. The less they get, the more dissatisfied they are, (Wibowo, 2016).

Based on this description, finally the author is interested and wants to discuss in research about "The Effect of Work Conflict, Work Stress and Work Satisfaction on the Employee Performance of the Gunung Kerinci Sub-District Office, Kerinci District".

The objectives to be achieved in this research are to find out:

1. The effect of work conflict on the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.
2. The effect of work stress on the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.
3. The effect of work satisfaction on the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.
4. The effect of work conflict, work stress and work satisfaction on the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.

II. LITERATURE REVIEW

1. Work Conflict

Conflicts within the company due to differences in status and because of differences in values or perceptions inevitably lead to the absence of employees who feel depressed. According to (Rivai, 2014), said that: Conflict is a discrepancy between two or more members or groups (in an organization/company) who have limited resources or work activities to share and/or due to the fact that they have different status, goals, values or perceptions. Conflicts can arise due to a lack of trust between workers. According to (Robbins, S. P. dan Judge, 2008), defines that: Conflict is a process that begins when one party has the impression that another party has negatively affected or will negatively affect something that is of concern and interest to the first party. According to (Robbins, 2008), the indicators of work conflict are Functional Conflict and Dysfunctional Conflict.

2. Work Stress

Mangkunegara in (Nawawi, 2015), defines work stress as a feeling of pressure experienced by employees when facing their work. Work stress can occur at all levels, both among executives (managers) and among those who are directed, between employees and experts/specialists in an organization. Therefore, efforts to avoid stress become very important. This effort should be made with lower, middle, and senior executives because those who experience stress cannot and may not work effectively and efficiently. According to

(Aamodt, 2010), there are seven main sources that can cause work stress, namely; a) Demands or pressure from superiors, b) Tension and mistakes, c) Decreased interpersonal levels, d) Differences in the concept of work with superiors, e) Availability of disproportionate time to complete work, f) Excessive amount of work, g) Difficulty level profession.

3. Work Satisfaction

According to (Hasibuan, 2007), in (Putri, A.L., n.d.), job satisfaction is an emotional attitude that feels happy and loves his job. This attitude is seen in the work ethic, discipline, and work performance. Gustomo (2008) in (Putri, A.L., n.d.), job satisfaction is one of the dominant factors that shape employee engagement with the company. (Robbins, 2008), says that the sources of job satisfaction consist of challenging work, adequate rewards, supportive working conditions or environment, and supportive coworkers. As'ad (1998) in (Dhermawan, 2012), states that job satisfaction is the result of various attitudes towards work and certain factors such as wages, supervision, job stability, job security, promotion opportunities, fair job evaluation, work relations. social and dealing with superiors. According to (Robbins, 2008), Employee Job Satisfaction Indicators are as follows; a) Supportive working conditions, b) Appropriate salary or wages, c) Supportive coworkers.

4. Performance

Performance is organizational behavior that is directly related to the production of goods or the provision of services. Performance is often understood as the completion of tasks, and the term task itself comes from the thought of the activities required by workers (Gibson, 2005). According to (Yukl, 1998), the term "competition" has a broader meaning. Performance includes aspects of business, loyalty, potential, leadership, and work ethic. Competition is seen from three dimensions, namely: one's behavior at work, actual results or results obtained by workers and evaluation of factors such as motivation, commitment, initiative, leadership potential and work ethic. According to (Robbins, 2008) the performance indicators are; a) Quality, b) Quantity, c) Timeliness, d) Effectiveness, and e) Independence.

5. Framework of Thinking

Based on the theoretical basis and the formulation of research problems as described previously, the conceptual framework used in this study can be seen as follows:

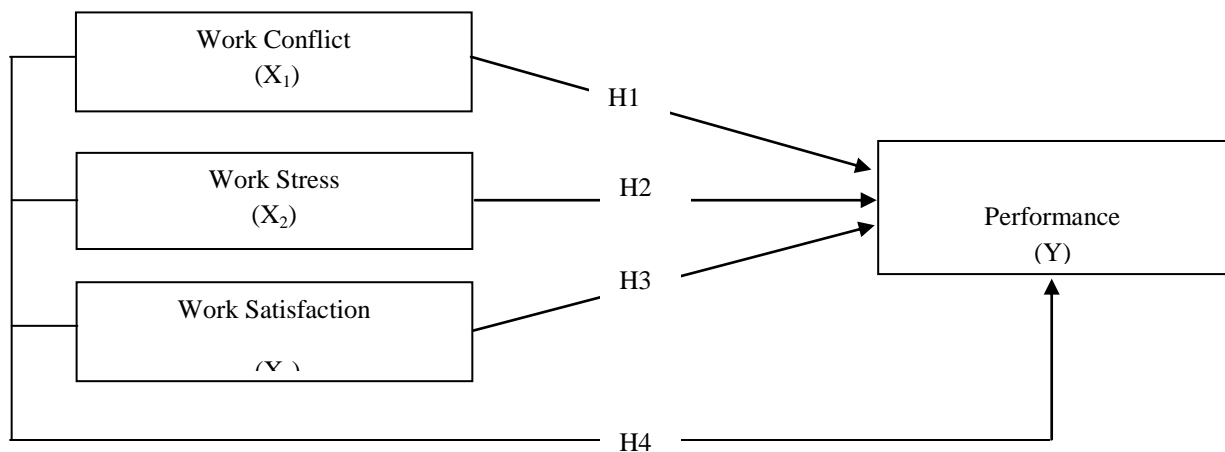


Figure 1. Research Conceptual Framework

6. Hypothesis

Based on the conceptual framework above, in this study the following hypotheses can be formulated:

- H1 : Work conflict affects the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.
- H2 : Work stress affects the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.
- H3 : Work Satisfaction has an effect on the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.
- H4 : Work Conflict, Work Stress and Work Satisfaction together affect the employee performance of the Gunung Kerinci Sub-District Office, Kerinci District.

III. RESEARCH METHODS

1. Types of Research

Based on the formulation, objectives and research hypotheses, the method used in this research is quantitative research to determine the effect between variables. This study aims to determine the effect of Work Conflict (X1), Work Stress (X2), Work Satisfaction (X3) on Performance (Y). The object of this research is the employee of the Gunung Kerinci Sub-district Office, Kerinci District.

2. Population and Sample

This sampling technique 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 population is less than 100 The entire population was used as a research sample, so the sample in this study was the same as the population, namely all employees of the Gunung Kerinci Sub-District Office, Kerinci District, amounting to 57 (fifty-seven) people.

This research was conducted at the Gunung Kerinci sub-district office on Jalan Lintas Sungai Penuh - Padang No.16, Siulak Deras, Mt. Kerinci, Kerinci District, Jambi (37162), and this research was conducted from June to October 2021.

3. Data Analysis

Characteristics of Respondents

The general description of the characteristics of the respondents in this study was measured based on 5 (five) categories, namely gender, age, education level, class and tenure. The following characteristics of research respondents are presented in Table 1 below:

Table 1. Characteristics of Research Respondents (n=57)

Profile	Category	Civil Servants (People)	Honorary (People)	Percentage (%)
Gender	Male	16	11	47
	Female	9	21	53
Age	< 25 Years	-	2	4
	25-35 Years	4	14	31
	35-50 Years	11	14	44
	> 50 Years	10	2	21
Education	Senior High School	2	11	23
	DIPLOMA	1	9	18
	Bachelor degree	17	12	51
	Master Degree	5	-	8
Echelon	I	1	-	2
	II	1	-	2
	III	18	-	31
	IV	5	-	9
	Honorary	32	-	56
Years of service	< 5 Years	5	4	16
	5-10 Years	6	7	23
	10-20 Years	7	21	49
	> 20 Years	7	-	12

Source: Primary Data, Gunung Kerinci Sub-District Office, Processed by the Author in 2021

In Table 1 above, it can be seen that based on gender, most of the respondents are female, namely 53 percent while the rest are male as much as 47 percent. This data shows that the employees of the Gunung Kerinci Sub-District Office are dominated by female which will certainly provide opportunities to have high work performance at work.

Based on age, the majority of respondents were aged between 35-50 years, namely 44 percent, followed by the age group between 25-35 years, namely 31 percent, then the age group above 50 as much as 21 percent and under 25 years as much as 4 percent. This data shows that in general the employees of the Gunung Kerinci Sub-District Office are still of productive age and can provide objective answers to the questionnaire so as to provide opportunities to improve their performance in carrying out their duties. This data shows that in general, employees are at a mature age and have high work experience so that they have a high opportunity to improve their work performance in carrying out their duties.

Based on the level of education, most of the respondents are Bachelor Degree education, which is 51 percent, followed by the Senior High School education level as much as 23 percent, Diploma education level as much as 18 percent and Master degree as much as 8 percent. This data shows that the employees of the Gunung Kerinci Sub-District Office have a fairly high level of education, because the level of education of employees plays a role in shaping the mindset in carrying out work. Thus, the level of undergraduate education that is in the scope of the Gunung Kerinci Sub-District Office employees can contribute to improving employee performance.

Based on this group, the majority of respondents are honorary as many as 56 percent, followed by echelon III, which is 31 percent, echelon IV as much as 9 percent and those who have echelon I and II each are 2 percent. This shows that some employees of the Gunung Kerinci Sub-District Office have a class or rank that has met the criteria for occupying certain positions.

Based on years of service, most respondents have a tenure of 10-20 years as much as 49 percent, then followed by a period of 5-10 years as much as 23 percent, under 5 years as many as 16 percent and 12 percent over 20 years. This data shows that in general the employees of the Gunung Kerinci Sub-District Office have a fairly high tenure. This data shows that the employees of the Gunung Kerinci Sub-District Office have high work experience in carrying out tasks which will certainly have an impact on improving employee performance.

Description of Research Results

The results in this study describe the effect of work conflict, work stress, and work satisfaction on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of this study are based on the results of the instruments given to the respondents, totaling 57 (fifty-seven) respondents. In general, the results of this study can be seen in the following table:

Table 2. Variable Descriptive Analysis

	N	Min	Max	Sum	Mean
	Stat	Stat	Stat	Stat	Stat
Work Conflict	57	39	48	2445	42,89
Work Stress	57	38	49	2408	42,25
Work Satisfaction	57	38	49	2394	42,00
Performance	57	36	49	2422	42,49
Valid N (listwise)	57				

	Std. Dev	Item	Level of Achievement	
	Stat	of Question	(%)	Description
Work Conflict	2,335	10	85,79	Baik
Work Stress	2,923	10	84,49	Baik
Work Satisfaction	2,550	10	84	Baik
Performance	3,561	10	84,98	Baik
Valid N (listwise)				

Source: Primary Data, processed with IBM SPSS 24.0, 2021

From the table above, it can be seen that each variable has an average of 42 percent – 42.89 percent and the Respondent Achievement Level is between 84 percent and 85.79 percent with an average TCR of 84.81 percent. This can be interpreted that each respondent variable has an average response category of Good.

Classic Assumption Test

a. Normality Test

To detect the normality test in this study using the Kolmogorov-Smirnov test. The basis for making decisions from this normality test is to look at the Asymp probability. Sig (2-tailed). If the probability Asymp. Sig (2-tailed) ≥ 0.05 , then the residual data is normally distributed. In the following, the results of the normality test using the One Sample Kolmogorov Smirnov Test are presented. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

Table 3. Normality Test Results

No.	Variable	Asymp. Sig	Limit Value	Conclusion
1	Standardized Residual	0.200	0.05	Normal Distribution

Source: Primary Data, (2021)

In table 3 above, it can be seen where the standardized residual variable has a significant value of 0.200, greater than 0.05. Thus it can be concluded that the confounding variable (residual) in each variable is normally distributed.

b. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity, the Glejser test can be used. The Glejser test is carried out by regressing the independent variable to the unstandardized residual value. If the significant value is greater than 0.05, it means that there are no symptoms of heteroscedasticity. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

Table4.Heteroscedasticity Test

No.	Variable	Absolute Residual (RES_ABS)	
		Significant	Conclusion
1.	Work Conflict	0.692	Non-Heteroscedasticity
2.	Work Stress	0.067	Non-Heteroscedasticity
3.	Work Satisfaction	0.747	Non-Heteroscedasticity

Source: Primary Data, (2021)

From table 4 above, it can be seen that the significant value of the variables has a significant value greater than 0.05, so it can be concluded that the regression model is good or there is no heteroscedasticity.

c. Multicollinearity Test

The multicollinearity test aims to test whether the independent variables effect each other in the regression model. How to determine the presence or absence of multicollinearity in the regression model can be done by looking at the tolerance and variance inflation factor (VIF) values. If the tolerance value is < 0.10 or the VIF value is > 10 then there is multicollinearity, if the tolerance value is > 0.10 or the VIF value is < 10 then there is no multicollinearity. The results of this multicollinearity test are seen as follows:

Table5.Multicollinearity Test

No.	Independent Variable	Tolerance	VIF	Conclusion
1.	Work Conflict	0.489	2.043	Non-Multicollinearity
2.	Work Stress	0.562	1.780	Non-Multicollinearity
3.	Work Satisfaction	0.818	1.222	Non-Multicollinearity

Source: Primary Data, (2021)

From table 5 above, it can be concluded that the independent variables, namely work conflict, work stress, and work satisfaction are declared free from multicollinearity because the three independent variables have tolerance values greater than 0.10 and VIF less than 10.

From table 5 above, it can be concluded that the independent variables, namely work conflict, work stress, and work satisfaction are declared free from multicollinearity because the three independent variables have tolerance values greater than 0.10 and VIF less than 10.

4. Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of the independent variables with the dependent variable can be calculated through a multiple regression equation. Based on computer calculations using the IBM SPSS for Windows Version 24.0 program, the following is a recap table for the results of the regression coefficient values, tcount, significance value, nilai Fcount, and R Square value (R²). The results can be seen in the following table:

Table6.Recap of Multiple Linear Regression Analysis Test Results

Variable	Regression coefficient	t _{count}	Sig.
Constant	16.894		
Work Conflict	0.468	2.630	0.011

Work Stress	0.435	3.282	0.002
Work Satisfaction	0.499	3.960	0.000
$F_{count} = 32.431$	Sig. 0.000		
$R^2 = 0.647$			

Source: Primary Data, (2021)

From table 6 above, the form of the regression equation model for the effect of work conflict, work stress, and work satisfaction on performance is as follows:

$$Y = 16.894 + 0.468X1 + 0.435X2 + 0.499X3 + e$$

Explanation of the above equation:

- $\alpha = 16,894$; it means that without the effect of work conflict, work stress, and work satisfaction, the existing performance is 16.894 percent
- $b1 = 0.468$; it means that there is a positive effect between work conflict variables (X1) on performance (Y). This shows that the higher the work conflict, the higher the performance. The value of the work conflict regression coefficient is 0.468, meaning that for every increase in one unit of work conflict, the performance increases by 46.8 percent
- $b2 = 0.435$; it means that there is a positive effect between work stress variables (X2) on performance (Y). This shows that the higher the work stress, the higher the performance. The value of the work stress regression coefficient is 0.435, meaning that for every one unit increase in work stress, the performance increases by 43.5 percent
- $b3 = 0.499$; it means that there is a positive effect between the variables of work satisfaction (X3) on performance (Y). This shows that the increase or increase in work satisfaction, will affect performance. The value of the regression coefficient of work satisfaction is 0.499, meaning that every time there is an increase in one unit of work satisfaction, the performance will increase by 49.9 percent

t Test (partial)

The t-test (partial) is intended to determine the effect of partial (individual) work conflict, work stress and work satisfaction on performance. From table 6, a partial test (t test) of each causal variable (independent) can also be carried out on the effect variable (dependent) as follows:

1. The Effect of Work Conflict (X1) on Performance (Y)
The results of the analysis of the effect of the work conflict variable (X1) on the performance variable (Y) obtained the value of $t_{count} = 2,630$ ($df = 57-4 = 53$; $t_{table} = 2,00575$); ($t_{count} > t_{table}$), with a significant level of $0.011 < 0.05$, as a result, hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between the work conflict variables on the performance of the Gunung Kerinci Sub-District Office employees, Kerinci District.
2. The Effect of Work Stress (X2) on Performance (Y)
The results of the analysis of the effect of the work stress variable (X2) on the performance variable (Y) obtained the value of $t_{count} = 3.282$ ($df = 57-4 = 53$; $t_{table} = 2.00575$); ($t_{count} > t_{table}$), with a significant level of $0.002 < 0.05$, as a result, hypothesis two (H2) is accepted. The results of the analysis show that partially there is a significant effect between the work stress variables on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.
3. The Effect of Work Satisfaction (X3) on Performance (Y)
The results of the analysis of the effect of the work satisfaction variable (X3) on the performance variable (Y) obtained the value of $t_{count} = 3.960$ ($df = 57-4 = 53$; $t_{table} = 2.00575$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, as a result the third hypothesis (H3) is accepted. The results of the analysis show that partially there is a significant effect between the variables of work satisfaction on the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District.

F Test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 6, it can also be done a simultaneous test (F test) of the independent variables together (simultaneously) on the dependent variable.

The results of the analysis of the effect of work conflict (X1), work stress (X2), and work satisfaction (X3) simultaneously (together) on performance (Y), obtained the F_{count} value of 32.431 with a significance probability of $0.000 < 0.05$. With $df1 = (k-1) = 3$, $df2 = 57 - 4 = 53$, $F_{table} 2.78$, then $F_{count} > F_{table}$ or $32.431 > 2.78$, consequently the hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the variables of work conflict, work stress, and work satisfaction on the performance of the Gunung Kerinci Sub-district Office employees, Kerinci District.

Coefficient of Determination Test (R²)*Table 7. R Square Result
Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.805 ^a	0.647	0.627	2.174

Source: Primary Data, Processed with IBM SPSS 24.0 2021. Appendix 7

Based on the results of the regression estimation calculation, the adjusted coefficient of determination value or R Square is 0.647, meaning that 64.7 percent of the variation of all independent variables can explain the dependent variable, while the remaining 35.3 percent is explained by other variables not examined in this study. .

Because the value of R² is not close to or away from 0 (zero) and close to 1 (one), then the contribution (influence) of the independent variable simultaneously on the dependent is large.

5. Discussion**The Effect of Work Conflict on the Performance**

The first objective of this study was to determine the effect of work conflict on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of statistical analysis using multiple linear regression show that the first hypothesis is accepted. The results of the analysis of the effect of the work conflict variable (X1) on the Performance variable (Y) obtained the value of $t_{count} = 2.630$ ($df = 57 - 4 = 53$; $t_{table} = 2.00575$) ($t_{count} > t_{table}$), with a significant level of $0.011 < 0.05$, consequently the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the analysis show that partially there is a significant effect between the work conflict variables on the performance of the Gunung Kerinci Sub-District Office employees, Kerinci District. The results of this study indicate that work conflict has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Thus, it can be concluded that the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District, is determined by work conflicts.

According to (Hasibuan, 2013), he explained that performance is the result of work done by someone in carrying out the tasks assigned to him based on expertise, experience, sincerity and time. These skills consist of potential abilities (IQ) and reality (knowledge and abilities), i.e. employees have an IQ above average with training that is appropriate to their position and are qualified in daily work, making it easier to achieve maximum performance. Ability comes from the word capable which means power (capable, able) to do something, while ability means ability, ability, strength. according to (Mangkunegara, 2011).

Based on the research results of Andri, et al., (2018) entitled "The Effect of Conflict on Employee Performance at PT. Pegadaian (Persero) Manado" states that work conflict has a positive and significant effect on employee performance. It is strengthened by the results of research by M Rosidan, et al. (2016) entitled "The Effect of Work Conflict and Work Stress on Employee Performance (Study on Employees of PT Telkomsel Branch Malang)" which states that work conflict has a positive and significant effect on employee performance.

So it can be concluded that work conflict will improve employee performance.

The Effect of Work Stress on the Performance

The second objective of this study was to determine the effect of work stress on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of statistical analysis using multiple linear regression indicate that the second hypothesis is accepted. The results of the analysis of the effect of the work stress variable (X2) on the employee performance variable (Y) obtained the value of $t_{count} = 3.282$ ($df = 57 - 4 = 53$; $t_{table} = 2.00575$); ($t_{count} > t_{table}$), with a significant level of $0.002 < 0.05$, as a result the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the analysis show that partially there is a significant effect between the work stress variables on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

The results of this study indicate that work stress has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Thus, it can be concluded that the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District, is determined by work stress.

Mangkunegara in (Nawawi, 2015), defines work stress as a feeling of pressure experienced by employees when approaching their work. Job stress can occur at all levels, both among executives (managers) and among those who are directed, between employees and experts/specialists in an organization. Therefore,

efforts to avoid stress become very important. This effort should be made with lower, middle, and senior executives because those who experience stress cannot and may not work effectively and efficiently.

In (Denny Rizkyanto., 2017), stated in his research that work stress had a significant positive effect on employee performance at the Fajar Berlian Tulungagung Cigarette Factory. In line with the opinion (Khotimah, Risfatul. Edward, Gagah. Leonardo, 2018), that the work stress variable partially has a significant influence on employee performance. And the results of research (Rony, Febrianto. & Dewie, Tri, 2014), that work stress is proven to have a significant effect on employee performance at PT. Lion Superindo Citraland Surabaya branch.

So it can be concluded that work stress will increase employee performance.

The Effect of Work Satisfaction on the Performance

The third objective of this study was to determine the effect of work satisfaction on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. The results of statistical analysis using multiple linear regression show that the third hypothesis is rejected. The results of the analysis of the influence of the work satisfaction variable (X3) on the performance variable (Y) obtained the value of $t_{count} = 3.960$ ($df = 57 - 4 = 53$; $t_{table} = 2.00575$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, as a result the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The results of the analysis show that partially there is a significant effect between the variables of work satisfaction on the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District.

The results of this study indicate that work satisfaction has a significant effect on the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Thus, it can be concluded that the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District, is determined by work satisfaction.

According to Kreitner and Kinicki (2005: 271) job satisfaction is an effectiveness or emotional reaction to various aspects of work. Davis and Newstrom (2006: 105) describe job satisfaction as a set of employees' feelings about whether their work is enjoyable or not. Meanwhile, according to (Robbins, 2008), job satisfaction is a general attitude towards a person's work that shows the difference between the number of awards that workers have received and the amount they believe they should receive.

Sajangbati (2013) mentions in his research that satisfaction has a positive effect on employee performance at PT. Pos Indonesia (Persero) Bitung branch. This is also conveyed in the results of research conducted by Kurniawan (2018) that work satisfaction has a significant influence on the performance of CV employees. Sanomas Hill. And it is also supported by research from (Nina, 2012), that work satisfaction has a positive and significant effect on the performance of administrative employees with civil servant status in the UPI Bumi Siliwangi Campus.

So it can be concluded that work satisfaction will improve employee performance.

The Effect of Work Conflict, Work Stress and Work Satisfaction on the Performance

The fourth objective of this study was to determine the effect of work conflict, work stress, and work satisfaction on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District.

Based on the research, the Gunung Kerinci Sub-district Office, Kerinci District is good, judging from the respondents' responses of 84.98 percent stating that the performance is good. This means that the employees of the Gunung Kerinci Sub-District Office in Kerinci District are very serious about doing their jobs and trying to complete them on time.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F Test) obtained the F_{count} value of 32.431 with a significance probability of $0.000 < 0.05$. With $df_1 = (k-1) = 3$, $df_2 = 57 - 4 = 53$, $F_{table} 2.78$, then $F_{count} > F_{table}$ or $32.431 > 2.78$, as a result H_0 is rejected and H_a is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the variables of work conflict, work stress, and work satisfaction on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District, it can be concluded that the fourth hypothesis (H_4) which reads work conflict, work stress, and work satisfaction on the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District is accepted, therefore the fourth hypothesis (H_4) can be accepted.

In (Anwar Prabu., 2012), it is stated that employee performance is the result of work in quality and quantity carried out by an employee in fulfilling his function in accordance with the responsibilities given to him. Meanwhile, according to Dessler (2010), current employee performance is said to be the actual employee performance compared to the expected employee performance. The expected performance is the standard performance that is prepared for reference so that ASN can see the performance of ASN based on its position compared to the standards developed. Meanwhile, according to Sedarmayanti (2013:50), it is said that performance is translated into performance, also means work performance or job performance or work appearance. Achievement is the result of work done by someone in carrying out the tasks assigned to him based on ability, experience, sincerity and time (Hasibuan, 2007).

IV. CONCLUSION

Based on the results of testing and discussing the hypotheses that have been described in previous

chapters, several conclusions can be drawn as follows, Work conflict has a significant effect on the performance of the employees of the Gunung Kerinci Sub-District Office, Kerinci District. Work stress has a significant effect on the performance of the Gunung Kerinci Sub-District Office employees, Kerinci District. Work satisfaction has a significant effect on the performance of the Gunung Kerinci Sub-District Office employees, Kerinci District. Work Conflict, Work Stress and Work Satisfaction together have a significant effect on the performance of the employees of the Gunung Kerinci Sub-district Office, Kerinci District.

Based on the results of the lowof achievement level, the authors put forward the following suggestions, namely to the Regent of Kerinci so that they can contribute to reducing the number of work conflicts, work stress and increasing work satisfaction in order to improve employee performance at the Gunung Kerinci Sub-District Office, Kerinci District. To the Head of the Gunung Kerinci Sub-district, Kerinci District in order to ensure a reduction in the number of work conflicts and work stress that can have a negative impact on employee performance. To the employees of the Gunung Kerinci Sub-District Office, Kerinci District to be able to carry out tasks with the tenacity they have so that they can improve performance. To the employees of the Gunung Kerinci Sub-District Office, Kerinci District in order to complete the task properly and correctly in accordance with the work standards that have been set. And to be able to complete the work by helping each other among fellow employees.

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