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Research Article

THE EFFECT OF EMPLOYMENT CONFLICT, WORK STRESS AND OVERWORK LOAD ON JOB SATISFACTION OF EMPLOYEES OF REGIONAL DISASTER MANAGEMENT AGENCY (BPBD) PESISIR SELATAN DISTRICT

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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 job satisfaction of employees of the BPBD of Pesisir Selatan District.

The sample in this study were employees of the BPBD of Pesisir Selatan District, 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, work stress, and work overload had a significant negative effect on job satisfaction of the employees of the Pesisir Selatan District BPBD partially or jointly.

This study suggests that to increase employee job satisfaction, the leadership should 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. PREFACE

1.1 BACK GROUND

The Regional Disaster Management Agency (BPBD) of Pesisir Selatan Regency is a supporting element of the Regent's task in administering Regional Government in the field of disaster management, which is led by a Head of Agency who is under and responsible to the Regent. This agency has the function of formulating and stipulating disaster management policies and handling refugees by acting quickly and precisely as well as effectively and efficiently; and Coordinate the implementation of disaster management activities in a planned, integrated, and comprehensive manner.

To carry out these duties and functions BPBD Pesisir Selatan Regency 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 BPBD Pesisir Selatan Regency, the authors interviewed 20 employees of BPBD Pesisir Selatan Regency.

1.2. Formulation of the problem

Referring to the problems as stated above, the factors or variables that affect the level of job satisfaction include work conflict, work stress, and work overload. Based on the formulation of the problem, the following research questions can be formulated:

1. How does work conflict affect the job satisfaction of BPBD employees in Pesisir Selatan Regency?
2. How does work stress affect the job satisfaction of BPBD employees in Pesisir Selatan Regency?
3. How is the effect of work overload on the job satisfaction of BPBD employees in Pesisir Selatan Regency?
4. What is the effect of work conflict, work stress, and work overload together on the job satisfaction of BPBD employees in Pesisir Selatan Regency?

1.3 Research Objectives

Based on the formulation of the problem above, the objectives to be achieved in this study are to determine the effect of:

1. Work conflict on job satisfaction of BPBD employees in Pesisir Selatan Regency.
2. Work stress on job satisfaction of BPBD employees in Pesisir Selatan Regency.
3. Excess workload on the job satisfaction of BPBD employees in Pesisir Selatan Regency.
4. Work conflict, work stress, and work overload together on the job satisfaction of BPBD employees in Pesisir Selatan Regency.

2. THEORY BASIS AND HYPOTHESES

2.1. Job satisfaction

Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work (Handoko, 2000: 193). According to Davis (2002: 105) job satisfaction is a set of employees' feelings about the pleasant or unpleasant of their work. This feeling arises after the employee or individual has done or felt his job. Thus, after the employee does his job, there will be a pleasant or unpleasant feeling as a result or result of what has been done in the job. The same thing is also mentioned by Rivai (2004:475) which states that job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work.

2.2 Work Conflict

Ekawarna (2018:01) states that in everyday conversation, conflict is often interpreted as contradicting each other, arguing with each other, or bickering with each other. The conflict situation is considered an abnormal and unexpected situation, because conflict is often seen as a destabilizer that should not exist or if it does arise it must be resolved quickly. Conflict is sometimes considered as a disorder caused by the behavior of people who are anti-establishment, antisocial, paranoia, likes to make noise, and others. However, as a result of careful observation, almost all conflicts are caused by misunderstanding, lack of understanding, misunderstanding, or misunderstanding. In addition, conflicts can also occur due to failure to communicate between parties, resulting in differences in understanding something.

Conflict can be in the form of disagreement, the presence of tension, or the emergence of other difficulties between two or more parties. Conflict often creates an attitude of opposition between the two parties, to the point where the parties involved view each other as a barrier and a hindrance to the achievement of their respective needs and goals. Substantive conflict is a dispute related to group goals, allocation of resources in an organization, distribution of policies and procedures, and division of job positions. Emotional conflicts occur due to feelings of anger, distrust, unsympathy, fear and rejection, as well as personality clashes (Muhammad Nusran, 2019:129).

2.3. Work Stress

Stress is a mental disorder faced by a person due to pressure. This pressure arises from the individual's failure to fulfill his needs or wants. This pressure can come from within, or from outside. Stress is not an illness or injury but it can cause mental and physical health. Job stress can have both positive and negative effects. Positive stress, such as personal motivation, stimulation to work harder, and increasing inspiration for a better life by changing the perceptions of employees and workers so as to achieve good career achievements (Antonius Rino Vanchapo, 2020:35).

According to Sondang P Siagian (2011: 300) stress is one of the main areas of concern today in any organization and can be considered as a result of pressure from various problems faced by humans in the organization. Thus stress is manifested when people are faced with so much pressure that their normal behavior patterns are affected. In other words, stress generally occurs because of tension conditions that affect a person's emotions, thoughts and physical condition

2.4 Workload Overload

Management within the company must take the necessary steps to ensure that their employees do not feel the workload and stress associated with downsizing. One example of work overload is working longer hours, pressure to work overtime, performing additional tasks at their regular job and being done at a faster pace (Fong & Kleiner, 2004:10). Work overload is a major problem suffered in almost every sector of the organization (Altaf & Awan, 2011:93)

2.5 Research Hypothesis

Based on the explanation in the previous section, the hypotheses in this study are:
H1: Work conflict affects job satisfaction of BPBD employees in Pesisir Selatan Regency.
H2: Job stress has an effect on job satisfaction of BPBD employees in Pesisir Selatan Regency.
H3: Excess workload affects the job satisfaction of BPBD employees in Pesisir Selatan Regency.
H4: Work conflict, work stress, work overload collectively affect the job satisfaction of BPBD employees in Pesisir Selatan Regency.

3.RESEARCH METHOD

The population in this study were all employees at BPBD Pesisir Selatan Regency, amounting to 31 people.

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 total population of which is less than 100, the entire population is used as a research sample, all of which are 31 people.

Multiple Regression Analysis

Testing the hypothesis in this study using multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that influence the variables that are affected. With multiple regression equation model as follows:

$Y = a + b1\ X1 + b2\ X2 + b3\ X3 + e$ .... (6)

Where:
Y = Job Satisfaction
a = Constant/Intercept
X1 = Work conflict
X2 = Work stress
X3 = Over Workload
b1,..b3 = Regression Coefficient
e = Error Term
3.7.6Test Statistics F and T
3.7.6.1 F statistic test
The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. Irianto (2015) the formula used is:

$$\mathbf{F} = \frac{R^2/k}{(1-R^2)/(n-k-1)} \quad \text{..... (7)}$$

where:
F : F test
R^2 : coefficient determination
K : sum of independent variables
n : total sampling

4.RESEARCH RESULTS AND DISCUSSION

4.1 Overview of Research Respondents

Data was collected by distributing questionnaires directly to 35 respondents to obtain primary data and information relevant to the problem regarding research on the effect of work conflict, work stress and work overload on the job satisfaction of BPBD employees in Pesisir Selatan Regency

Based on the results of data collection, information was obtained that the BPBD employees of Pesisir Selatan Regency who became respondents in this study were the most dominant male sex as many as 27 people (77%) and female sex as many as 8 people (23%). Judging from this figure, the BPBD employees of Pesisir Selatan Regency are dominated by male employees.

The age of the most dominant respondents was between 51-60 years as many as 11 people (31%), those aged 20-30 years as many as 7 people (20%), the same as respondents aged 31-40 years as many as 7 people (20%), and 41-50 years as many as 10 people (31%). Based on this age, it can be seen that BPBD employees in Pesisir Selatan Regency are dominated by old age, which is indeed a job that is mostly carried out by the elderly.

Furthermore, based on the last education of the most dominant respondents, 20 people (57%), 4 people (33.3%), D3 (20%) and 4 people (11%). . This condition is because the recruitment of employees is prioritized after completing D3 and S1.

Furthermore, based on the working period of the respondents, the most dominant are those with tenure between 11-20 years as many as 14 people (40%), 0-10 years as many as 11 people (31%), 21-30 years as many as 10 people (29%) and 31 - 40 years as many as 0 people (0%). This condition means that BPBD employees of Pesisir Selatan Regency already have quite mature work experience because many are in their working period of 11-20 years.

4.2 Description of Research Results

The results in this study describe the effect of work conflict, work overload and work motivation on job satisfaction of BPBD employees in Pesisir Selatan Regency. The results of this study are based on the results of the instruments given to the respondents, amounting to 35 (thirty five) respondents. In general, the results of this study can be seen in the following table:

Tabel 4.1
Descriptive Variable analyze
Descriptive Statistics

	N	Range	Min	Max	Sum	Mean
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Work satisfaction	35	12,00	37,00	49,00	1840,00	42,79
Work conflict	35	13,00	37,00	50,00	1878,00	43,67
Work Stress	35	15,00	35,00	50,00	1853,00	43,09
Work over load	35	9,00	40,00	49,00	1914,00	44,51
Valid N (listwise)						
	Std. Dev	**Variance**	**Skewness**	**item**	**TCR**	
	Statistic	**Statistic**	**Statistic**	**pertanyaan**	**(%)**	**Ket**
Work satisfaction	3,81450	14,550	,231	10	83,49	Tinggi
Work conflict	4,53411	20,558	,012	10	82,67	Tinggi
Work Stress	3,85335	14,848	,007	10	84,89	Tinggi
Work over load	2,61290	6,827	-,182	10	84,95	Tinggi
Valid N (listwise)						

Source: Primary data, process by IBM SPSS 24.0, 2022.

From the table above, it can be seen that each variable has an average between 42.19% - 44.51% and the Respondent Achievement Level (TCR) is between 87.95% - 92.60% with an average TCR of 90.45%. . This can be interpreted that each respondent variable has a very high average category response.

4.2. Quantitative Analysis

Before testing the hypothesis, the validity and reliability tests were carried out first. Each of these tests can be seen in the following sections:

4.2.1. Validity Test

Validity test is used to measure the validity or invalidity of a questionnaire. To determine the validity of the questionnaire, the Pearson Product Moment correlation technique was used, namely by correlation between the scores of each variable and the total score. A variable/statement is said to be valid if the score of the statement is significantly correlated with the total score where the test uses the help of the IBM SPSS version 24.0 program. To find out the validity of the questionnaire, it was done by comparing the r table with the calculated r.

The rtable value is seen in table r with df = n-2 (n=number of respondents/sample) with a significance level of 5% (0.05). In this study, the value of rtable with a sample of 47 is as follows: (1) df = 35-2 = 33; where the value of rtable at a significance of 5% = 0.2876; (2) If the result of rcount > 0.2876, then the statement is valid, otherwise if rcount < 0.2876, then the statement is invalid.

The following are the results of the validity test using the program from IBM SPSS for Windows Version

24.0 of all statement items for each variable. The results of the validity test using the IBM SPSS for Windows Version 24.0 program for all statement items for each variable can be seen in the tables below:

Tabel 4.2
Result Validity test Work Satisfaction Variable

Item	r *count*	r *tabel*	Result
Y 1	0,400	0,2876	Valid
Y 2	0,893	0,2876	Valid
Y 3	0,765	0,2876	Valid
Y 4	0,577	0,2876	Valid
Y 5	0,696	0,2876	Valid
Y 6	0,648	0,2876	Valid
Y 7	0,530	0,2876	Valid
Y 8	0,727	0,2876	Valid
Y 9	0,835	0,2876	Valid
Y 10	0,627	0,2876	Valid

Source: Primary Data, process by IBM SPSS 24,0 2022.

From the table above, it can be seen that from 10 (ten) respondents' statements for the job satisfaction variable, all statements are valid. This can be proven, because r count is greater than r table.

Tabel 4.3
Result test Validity of work conflict variable

Item	r *count*	r *tabel*	Result
KP 1	0,465	0,2876	Valid
KP 2	0,946	0,2876	Valid
KP 3	0,931	0,2876	Valid
KP 4	0,649	0,2876	Valid
KP 5	0,805	0,2876	Valid
KP 6	0,847	0,2876	Valid
KP 7	0,859	0,2876	Valid
KP 8	0,884	0,2876	Valid
KP 9	0,922	0,2876	Valid
KP 10	0,723	0,2876	Valid

Source: Primary Data, process by IBM SPSS 24,0 2022.

From the table above, it can be seen that from 10 (ten) respondents' statements for the job satisfaction variable, all statements are valid. This can be proven, because r count is greater than r table. From the table above, it can be seen from the 10 (ten) statements of respondents for the work conflict variable, all statements are valid. This can be proven, by calculating r greater than r table.

Tabel 4.4
Result test Validity Work Stress

Item	rcount	r *tabel*	Result
LK1	0,574	0,2876	Valid
LK 2	0,653	0,2876	Valid
LK 3	0,690	0,2876	Valid
LK 4	0,579	0,2876	Valid
LK 5	0,748	0,2876	Valid
LK 6	0,640	0,2876	Valid
LK 7	0,710	0,2876	Valid
LK 8	0,679	0,2876	Valid
LK 9	0,552	0,2876	Valid
LK 10	0,505	0,2876	Valid

Source: Primary Data, process by IBM SPSS 24,0 2022.

From the table above, it can be seen from 10 (ten) respondents' statements for the work stress variable, all statements are valid. This can be proven, by calculating r greater than r table.

Tabel 4.5
Result test Validity of work over load variable

Item	R count	r *tabel*	Result
KP1	0,310	0,2876	Valid
KP 2	0,405	0,2876	Valid
KP 3	0,422	0,2876	Valid
KP 4	0,685	0,2876	Valid
KP 5	0,750	0,2876	Valid
KP 6	0,739	0,2876	Valid
KP 7	0,602	0,2876	Valid
KP 8	0,422	0,2876	Valid
KP 9	0,455	0,2876	Valid
KP 10	0,497	0,2876	Valid

Source: Primary Data, process by IBM SPSS 24,0 2022.

From the table above, it can be seen that from 10 (ten) statements of respondents for the work overload variable, all statements are valid. This can be proven, by calculating r greater than r table.

4.2.2.2.Reliability Test

Reliability is a test tool to determine the reliability of a variable or the extent to which the measurement results have consistency when measurements are made several times on the same symptoms. High and low reliability is indicated by a Cronbach Alpha coefficient (α) 0.6. If Cronbach Alpha (α) is greater than or equal to 0.6 then the research variable is declared reliable, and conversely if Cronbach Alpha is less than 0.6 then the research variable is declared unreliable (Sekaran and Bougie, 2010).

Tabel 4.6
Result of Reliability test

No.	Variabel	*Cronbach Alpha* (α)	description
1.	Work Satisfaction (Y)	0,853	*Reliable*
2.	Work Conflict (X_1)	0,925	*Reliable*
3.	Work Stress (X_2)	0,818	*Reliable*
4.	Work overload (X_3)	0,740	*Reliable*

Source: Primary Data, process by IBM SPSS 24,0 2022.

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From the table above, it can be seen that all statements of the variables of job satisfaction, work conflict, work stress, and work overload have variable reliability. This can be shown by the value of Cronbach's Alpha (α) 0.6, so it can be concluded that all variable statements are reliable.

4.3.3. Classic assumption test

4.3.3.1. Normality Test

This normality test is used by the author to test the normality of the regression model. Tests were carried out using the Kolmogrov-Smirnov test for each variable. The regression model is normally distributed if the sign value. Kolmogrov-Smirnov each variable is greater than = 0.05. The results of the normality test can be seen in the table below:

Table 4.7
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		47
Normal Parameters[a,b]	**Mean**	,0000000
	Std. Deviation	1,26363897
Most Extreme Differences	**Absolute**	,081
	Positive	,061
	Negative	-,081
Test Statistic		,081
Asymp. Sig. (2-tailed)		**0,200**

a. Test distribution is Normal.
b. Calculated from data.
Source: Primary Data, process by IBM SPSS 24,0 2022.

From the table above which is the Normality Test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the Asymp value. Sig. (2-tailed) = 0.200 > 0.05.
So it can be concluded that the variables of work conflict, work stress, work overload and job satisfaction are normally distributed.

4.3.3.2.Linearity Test

4.4. 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 4.8
R Square result
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,944[a]	0,890	0,879	1,32848

a. Predictors: (Constant), work conflict, Work Stress, work overload
b. Dependent Variable: Work Satisfactio
Source: Primary data, process by IBM SPSS 24, 2022.

Table 4.9
F test Result
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	544,051	4	136,013	77,067	,000[b]
	Residual	67,065	38	1,765		
	Total	611,116	42			

a. Dependent Variable: Work Satisfaction
b. Predictors: (Constant), work conflict, Work Stress, work overload
Source: Primary Data, process by IBM SPSS 24,0 2022.

Tabel 4.10
T test result
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,377	5,991		1,398	0,170
	Work conflict	-,782	0,050	-0,930	-15,633	0,000
	Work stress	-0,121	0,055	-0,122	-3,192	0,045
	Work overload	-0,057	0,022	-0,039	-3,651	0,019

a. Dependent Variable: work satisfaction
Source: Primary Data, process by IBM SPSS 24,0 2022.

Based on table 4.8, table 4.9 and table 4.10, a recap table can be made for the results of the regression coefficient value, tcount, significance value, Fcount value, and R Square (R2) value. The results can be seen in the following table:

Table 4.11
Recap of Multiple Regression Analysis Test Results

Variable	Koef. Regression	t count	Sig.
Konstanta	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. .000[b]		
R^2 = 0,890			

Source: Primary Data, process by IBM SPSS 24,0 2022.

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 one unit increase in 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%.

4.5. Statistic test

4.5.1. 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 the ANOVA test table 4.15, the Fcount 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 count > F table or 77.067 > 2.82 with a significance level of 0.000 or 0.05 as a result Ho rejected and Ha accepted. variablel work conflict, work stress, and work overload together have a significant effect on job satisfaction of BPBD employees in Pesisir Selatan Regency, it can be concluded that the fifth hypothesis (H5) which reads "work conflict, work stress, and work overload together -the same has a significant effect on job satisfaction of BPBD employees in Pesisir Selatan Regency is accepted, then the fifth hypothesis (H5) can be accepted.

4.5.2. 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 calculation can be seen in the previous table 4.10.

From table 4.8 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 Ho is rejected and Ha 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 BPBD employees in Pesisir Selatan Regency is accepted, thus the first hypothesis (H1) is accepted.

2. The 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, as a result Ho is rejected and Ha 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 BPBD employees in Pesisir Selatan Regency is accepted, thus the second hypothesis (H2) is accepted.

3. The workload overload variable is tcount = -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 tcount = -3.651 < ttable -2.876, as a result Ho is rejected and Ha is accepted. The variable overload of work has a significant effect on employee job satisfaction, it can be concluded that the hypothesis (H3) which reads that partially overloaded work has a significant effect on job satisfaction of BPBD employees in Pesisir Selatan Regency is accepted, thus the third hypothesis (H3) is accepted.

4.6. Coefficient of Determination Testing (R2)

Based on the results of the regression estimation calculation, the adjusted coefficient of determination or Adjusted R Square is 0.890, meaning that 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.

4.7 Discussion

1. The Influence of Work Conflict on Job Satisfaction of BPBD Employees in Pesisir Selatan Regency

The results of this study indicate that work conflict has a significant negative effect on job satisfaction of BPBD employees in Pesisir Selatan Regency. This indicates that work conflict determines the job satisfaction of BPBD employees in Pesisir Selatan Regency. This means that the higher the work conflict in the agency, it will reduce employee job satisfaction 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 BPBD employees in Pesisir Selatan Regency wants to increase, then work conflicts that occur either between subordinates and subordinates, or superiors and subordinates must be eliminated and controlled.
This is in line with the opinion of Dwipa Ramadanu (2016), Thayobina, et al (2013), Walt & Klerk (2014) that work conflict affects employee job satisfaction.

2. The Effect of Job Stress on Job Satisfaction of BPBD Employees in Pesisir Selatan Regency

The results of this study indicate that work stress has a significant negative effect on job satisfaction of BPBD employees in Pesisir Selatan Regency. This indicates that employee job stress determines job satisfaction of BPBD employees in Pesisir Selatan Regency. 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 BPBD employees in Pesisir Selatan Regency wants to increase, the agency must be able to suppress and control employee work stress.
This is in line with the opinion of Dwipa Ramadanu (2016), Thayobina, et al (2013), Chadek Novi Charisma Dewi (2018) who concluded that work stress affects job satisfaction.

3. The Influence of Work Overload on the Job Satisfaction of BPBD Employees in Pesisir Selatan Regency

The results of this study indicate that work overload has a significant negative effect on job satisfaction of BPBD employees in Pesisir Selatan Regency. This indicates that the work overload determines the job satisfaction of BPBD employees in Pesisir Selatan Regency. 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 workload overload variable has a coefficient of -0.527, which means that the workload 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 BPBD employees in Pesisir Selatan Regency 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.

4. The Influence of Work Conflict, Work Stress, and Work Overload on the Job Satisfaction of BPBD Employees in Pesisir Selatan Regency.

The results of this study indicate that work conflict, work stress, and work overload together have a significant effect on job satisfaction of BPBD employees in Pesisir Selatan Regency. This indicates that work conflict, work stress, and work overload determine the job satisfaction of BPBD employees in Pesisir Selatan Regency.

This is in accordance with the opinion of Dwipa Ramadanu (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.

5.CLOSING

5.1. 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:

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 Ho is rejected and Ha is accepted. The work conflict variable has a significant effect on employee job satisfaction, it can be concluded that the hypothesis (H1) which reads that work conflict partially has a significant effect on job satisfaction for BPBD employees in Pesisir Selatan Regency is determined.

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LAMPIRAN 1

KUESIONER PENELITIAN

PENGARUH KONFLIK KERJA, STRES KERJA DAN KELEBIHAN BEBAN KERJA TERHADAP KEPUASAN KERJA PEGAWAI BADAN PENANGGULANGAN BENCANA DAERAH KABUPATEN PESISIR SELATAN

Petunjuk :

Kuesioner ini bertujuan untuk keperluan ilmiah semata. Jadi tidak akan mempengaruhi reputasi anda sebagai pegawai dalam bekerja. Pilihlah item jawaban yang telah tersedia dengan menjawab sebenar-benarnya dan sejujurnya sesuai apa yang anda alami dan rasakan selama ini. Jawaban anda berdasarkan pendapat sendiri akan menentukan obyektifitas hasil penelitian ini. Jawablah pertanyaan dengan cara menyatakan tingkatan yang benar menurut anda. Lingkarilah huruf yang paling bisa menunjukkan kebenaran dan ketepatan pernyataan tersebut. Kami menjamin rahasia identitas Saudara

Identitas Responden
(responden tidak perlu menulis nama)

1. No. Responden : _____ (diisi oleh peneliti)
2. Jenis Kelamin : Pria/Wanita *)
3. Usia : _____ tahun
4. Pendidikan terakhir : _____

Hormat Saya

ELSY DAHNUL
NIM. 2043210157

Kepuasan Kerja (Y)

Alternatif Jawaban Responden

5 = Sangat Setuju 4 = Setuju 3 = Kurang Setuju 2 = Tidak Setuju
1 = Sangat Tidak Setuju

No	Pernyataan	SS	S	KS	TS	STS
		5	4	3	2	1
1.	Saya merasa nyaman akan pekerjaan saya					
2.	Setiap pegawai memiliki kesempatan yang sama untuk di promosikan					
3.	Saya marasa puas terhadap pekerjaan yang dipercayakan terhadap saya					
4.	Saya puas terhadap sistem penggajian yang saya terima dari instansi					
5.	Saya puas terhadap adanya peluang promosi yang ada dalam instansi					
6.	Saya puas terhadap dukungan antar rekan kerja					
7.	Atasan saya memberikan penjelasan penugasan secara keseluruhan					
8.	Saya menikmati kerja sama dengan teman kerja					
9.	Teman kerja di kantor menyenangkan					
10.	Saya menjalin keakraban dengan teman kerja saya baik di dalam maupun di luar kantor					

Konflik Kerja (X_1)

Alternatif Jawaban Responden

5 = Sangat Setuju 4 = Setuju 3 = Kurang Setuju 2 = Tidak Setuju
1 = Sangat Tidak Setuju

No	Pernyataan	SS	S	KS	TS	STS
		5	4	3	2	1
1.	Saya merasa dengan adanya rekan kerja mampu meningkatkan rasa untuk mencapai suatu prestasi.					
2.	Saya merasa dengan adanya rekan kerja mampu menggerakan ke tujuan yang positif.					
3.	Saya merasa dengan adanya rekan kerja mampu merangsang kreatifitas					
4.	Saya merasa dengan adanya rekan kerja mampu merangsang inovasi					
5.	Saya merasa dengan adanya rekan kerja mampu memberi dorongan untuk melakukan suatu perubahan					
6.	Saya merasakan rekan kerja yang selalu mendominasi sebuah diskusi					
7.	Saya merasakan rekan kerja yang selalu mendominasi sebuah diskusi					
8.	Saya menerima perbedaan pendapat demi mencapai tujuan					
9.	Penilaian yang berbeda dari pimpinan tidak merubah semangat dan motivasi saya untuk bekerja lebih baik					
10.	Tidak semua karyawan menerima dengan baik metode kerja baru untuk menyelesaikan pekerjaannya					

Stres Kerja (X_2)

Alternatif Jawaban Responden

5 = Sangat Setuju 4 = Setuju 3 = Kurang Setuju 2 = Tidak Setuju
1 = Sangat Tidak Setuju

No	Pernyataan	SS	S	KS	TS	STS
		5	4	3	2	1
1.	Beban kerja dalam kondisi internal tinggi					
2.	Beban kerja dalam kondisi eksternal tinggi					
3.	Peran pekerjaan yang saya jalani sering tidak jelas					
4.	Peran saya ambigu					
5.	Hasil kerja dan sistem dukungan sosial yang kurang baik					
6.	Perhatian manajemen terhadap hasil kerja pegawai tidak terlalu baik					
7.	Promosi jabatan tidak jelas					
8.	Keamanan dalam bekerja tidak terukur					
9.	Struktur organisasi tidak membantu pegawai memahami stres kerja					
10.	Pengawasan tidak jelas dan tidak sesuai standar organisasi					

Kelebihan Beban Kerja (X_3)

Alternatif Jawaban Responden

5 = Sangat Setuju 4 = Setuju 3 = Kurang Setuju 2 = Tidak Setuju
1 = Sangat Tidak Setuju

No	Pernyataan	SS	S	KS	TS	STS
		5	4	3	2	1
1.	Saya bekerja sesuai dengan prosedur yang ditetapkan perusahaan					
2.	Saya merasakan pekerjaan yang dibebankan perusahaan melebihi kemampuan					
3.	Saya bekerja dengan cara saya sendiri					
4.	Saya harus mematuhi jam kerja yang ditetapkan perusahaan					
5.	Waktu instirahat pada saat kerja mencukupi					
6.	Tugas saya sesuai dengan tanggungjawab kerja yang harus diselesaikan					
7.	Perusahaan sering menambah jam kerja Normal					
8.	Saya sering bekerja meskipun telah memasuki waktu istirahat					
9.	Saya merasakan pelimpahan tugas dan wewenang yang diberikan perusahaan kurang sesuai dengan keterampilan yang saya miliki					
10.	Perusahaan selalu menghitung kelebihan waktu kerja sebagai waktu lembur					

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Lampiran 2. Tabulasi Data

TABULASI KARAKTERISTIK IDENTITAS RESPONDEN

Responden	Jenis Kelamin	Umur	Pendidikan	Masa kerja
1	L	51	S2	24
2	L	52	S2	26
3	L	48	S2	20
4	L	45	S1	20
5	L	47	S2	18
6	L	48	S1	20
7	P	56	SMA	22
8	L	51	D-III	20
9	P	49	S1	12
10	L	36	S1	8
11	L	48	D-III	20
12	L	56	SMA	21
13	L	27	S1	2
14	P	20	D-I	1
15	L	49	S1	20
16	L	37	SMA	15
17	P	34	D-II	13
18	L	25	D-III	5
19	P	51	S1	22
20	L	53	S1	22
21	P	23	D-II	3
22	L	33	S1	8
23	L	35	S1	8
24	L	50	S1	24
25	L	32	D-III	9
26	L	28	S1	2
27	L	56	S1	20
28	P	23	D-III	3
29	L	51	SMA	24
30	P	44	S1	14
31	L	54	S1	30
32	L	34	S2	11
33	L	23	D-III	3
34	L	46	S1	16
35	L	53	SMA	26

TABULASI KEPUASAN KERJA (Y)

Responden	1	2	3	4	5	6	7	8	9	10	Total
1	5	4	4	4	4	4	4	3	4	5	41
2	5	4	4	4	5	4	5	4	4	5	44
3	5	4	5	5	4	5	4	5	4	4	45
4	4	3	5	4	3	5	5	4	4	4	41
5	4	4	4	4	4	4	5	5	4	3	41
6	4	4	4	5	5	4	5	4	4	4	43
7	3	2	4	3	3	4	4	4	4	4	35
8	4	4	4	5	5	4	4	4	4	4	42
9	4	4	4	4	4	4	4	4	4	5	41
10	5	4	5	5	5	5	4	4	4	3	44
11	5	4	4	5	4	4	4	4	4	4	42
12	4	5	5	4	4	5	5	4	4	3	43
13	5	4	4	4	4	4	5	4	3	4	41
14	5	4	4	4	5	5	5	4	4	5	45
15	5	4	5	5	4	5	5	4	4	4	45
16	4	3	5	4	3	4	5	5	4	4	41
17	4	4	4	4	4	4	5	4	4	4	41
18	4	4	4	5	5	4	4	4	4	4	42
19	3	2	4	3	3	4	5	4	5	5	38
20	5	4	4	4	4	4	4	4	5	4	42
21	5	4	4	4	4	4	5	5	4	4	43
22	5	4	4	4	5	4	4	5	5	5	45
23	5	4	5	5	4	4	4	4	4	4	43
24	4	3	5	4	3	4	5	5	3	5	41
25	4	4	4	4	4	4	4	5	5	5	43
26	5	4	4	4	4	5	4	4	4	4	42
27	5	4	4	4	5	4	4	4	4	4	42
28	5	4	5	5	4	4	5	4	5	5	46
29	4	3	5	4	3	4	4	4	5	4	40
30	4	4	4	4	4	4	5	5	4	4	42
31	4	4	4	5	5	4	4	5	5	5	45
32	3	2	4	3	3	4	4	4	4	4	35
33	4	4	4	5	5	4	5	5	3	5	44
34	4	4	4	4	4	4	4	4	4	4	40
35	4	4	4	4	3	5	4	3	4	4	39

TABULASI KONFLIK KERJA (X1)

RESPONDEN	1	2	3	4	5	6	7	8	9	10	TOTAL
1	4	4	4	4	4	5	4	3	3	4	39
2	4	4	4	4	4	4	4	4	3	3	38
3	4	4	4	4	4	5	4	3	4	4	40
4	4	4	4	4	3	4	4	4	4	3	38
5	5	5	5	4	4	4	4	5	4	4	44
6	4	4	4	4	4	4	4	4	4	4	40
7	5	4	5	4	4	4	5	4	5	5	45
8	5	5	4	4	4	4	4	4	5	4	43
9	5	4	5	5	4	4	5	5	4	4	45
10	4	4	4	4	4	4	4	5	5	5	43
11	4	4	4	3	4	4	4	4	4	4	39
12	5	3	5	5	5	4	5	5	3	5	45
13	4	4	4	4	4	4	4	5	4	4	41
14	5	4	4	5	4	4	4	5	5	4	44
15	4	4	4	3	4	4	4	5	4	4	40
16	4	4	4	4	4	4	4	4	4	4	40
17	3	5	5	5	4	5	4	5	5	5	46
18	4	4	4	4	4	4	4	5	4	4	41
19	4	4	4	4	4	5	5	4	4	5	43
20	4	5	4	5	4	4	5	5	5	4	45
21	4	4	4	5	4	4	4	4	4	5	42
22	4	5	5	4	4	4	4	4	4	4	42
23	4	4	5	5	4	5	4	5	5	3	44
24	4	4	4	4	4	4	4	5	4	4	41
25	4	5	4	5	4	5	5	4	4	4	44
26	4	4	4	5	4	4	5	5	5	4	44
27	4	5	5	4	4	4	4	4	4	3	41
28	4	4	5	5	4	5	5	3	5	3	43
29	4	4	4	4	4	4	2	4	4	3	37
30	4	5	5	3	5	4	4	4	4	4	42
31	5	4	4	4	4	4	2	3	5	4	39
32	3	3	3	4	4	4	4	3	3	3	34
33	4	4	4	4	3	4	4	4	4	4	39
34	4	4	4	3	3	4	3	4	4	4	37
35	4	4	4	4	4	4	4	3	4	4	39

TABULASI STRES KERJA (X2)

Responden	1	2	3	4	5	6	7	8	9	10	Total
1	3	3	3	4	4	4	4	4	4	4	21
2	2	4	2	4	4	4	4	4	5	4	20
3	4	4	2	3	3	3	4	4	4	5	19
4	4	3	4	3	4	3	5	5	3	5	21
5	4	4	4	4	4	4	4	5	4	4	24
6	3	5	5	4	5	4	5	5	5	4	26
7	4	3	4	4	5	5	4	5	3	4	25
8	4	4	3	5	4	5	4	5	5	4	25
9	4	2	3	5	4	4	4	3	4	4	22
10	2	2	4	4	4	4	4	3	5	5	20
11	2	4	4	4	4	4	3	4	4	4	22
12	5	4	3	3	3	5	3	4	4	5	23
13	5	4	3	3	3	5	4	4	4	4	23
14	4	4	4	4	5	4	3	5	5	5	25
15	4	4	4	4	5	4	4	4	4	5	25
16	4	5	2	4	4	4	4	3	3	4	23
17	2	3	5	5	5	5	3	4	4	4	25
18	2	5	4	4	5	4	4	5	5	4	24
19	4	4	3	3	3	3	4	3	3	4	20
20	5	3	5	4	5	5	4	4	4	4	27
21	3	4	4	5	4	5	4	5	4	4	25
22	3	5	5	3	4	4	4	3	5	4	24
23	4	4	4	4	4	4	3	3	4	4	24
24	5	4	3	5	1	5	3	5	3	4	23
25	4	3	5	4	4	4	4	5	4	4	24
26	3	3	4	2	1	4	4	5	4	5	17
27	3	4	5	2	4	3	4	5	5	4	21
28	4	5	4	4	4	3	5	5	4	4	24
29	3	5	5	5	4	4	4	5	3	4	26
30	4	4	4	4	5	5	3	5	4	4	26
31	4	3	5	4	5	5	4	4	5	4	26
32	3	5	3	5	4	4	5	4	3	4	24
33	4	4	5	4	5	3	3	4	5	4	25
34	3	2	5	5	4	4	4	4	4	4	23
35	4	4	5	2	4	3	5	3	3	5	22

TABULASI KELEBIHAN BEBAN KERJA (X3)

Responden	1	2	3	4	5	6	7	8	9	10	Total
1	5	5	4	4	4	4	4	4	3	4	34
2	4	5	5	5	4	4	3	3	2	4	33
3	4	4	4	4	4	4	5	3	2	3	32
4	5	5	4	4	5	5	5	4	4	3	37
5	4	4	4	5	4	5	5	4	4	4	35
6	5	4	4	4	5	5	5	4	5	4	36
7	4	4	4	5	4	5	5	5	4	4	36
8	5	5	4	4	4	5	5	4	3	5	36
9	4	5	4	4	5	5	4	4	3	5	35
10	5	4	4	4	4	5	5	5	4	4	36
11	5	4	4	5	4	4	4	4	4	4	34
12	5	5	4	4	5	5	4	4	3	3	36
13	4	5	5	5	4	4	4	5	3	3	36
14	4	4	4	4	5	4	4	4	4	4	33
15	5	5	4	4	4	4	4	5	4	4	35
16	4	4	4	5	5	5	4	4	2	4	35
17	5	4	4	4	4	5	4	4	5	5	34
18	4	4	4	5	4	5	5	5	4	4	36
19	5	5	4	4	4	4	4	4	3	3	34
20	4	5	4	4	5	5	4	4	5	4	35
21	4	4	4	5	4	4	4	5	4	5	34
22	5	5	5	3	5	4	4	4	5	3	35
23	5	5	4	4	4	4	4	5	4	4	35
24	4	5	5	5	5	5	4	4	3	5	37
25	4	4	4	4	4	5	4	4	5	4	33
26	5	5	4	4	4	5	5	5	4	2	37
27	4	4	4	5	4	5	3	4	5	2	33
28	5	4	4	4	5	5	4	3	4	4	34
29	4	4	4	5	4	5	5	4	5	5	35
30	5	5	4	4	3	5	4	4	4	4	34
31	4	5	4	4	4	4	3	3	5	4	31
32	4	4	3	3	5	4	3	3	3	5	29
33	5	4	4	4	3	4	4	4	5	4	32
34	3	3	3	3	4	4	3	3	5	5	26
35	4	4	4	4	5	3	4	4	5	2	32

Lampiran 3. Hasil Olahan Data

Descriptives

Descriptive Statistics							
	N	Range	Minimum	Maximum	Sum	Mean	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Kepuasan kerja	35	12,00	37,00	49,00	1840,00	42,7907	,58171
Konflik kerja	35	13,00	37,00	50,00	1878,00	43,6744	,69145
Stres kerja	35	15,00	35,00	50,00	1853,00	43,0930	,58763
Kelebihan beban kerja	35	9,00	40,00	49,00	1914,00	44,5116	,39846
Valid N (listwise)	35						

	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Kepuasan kerja	3,81450	14,550	,231	,361	-1,451	,709
Konflik kerja	4,53411	20,558	,012	,361	-1,823	,709
Stres kerja	3,85335	14,848	,007	,361	-,590	,709
Kelebihan beban kerja	2,61290	6,827	-,182	,361	-,835	,709
Valid N (listwise)						

Correlations

Correlations									
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8
Y1	Pearson Correlation	1	,221	,243	,343*	,290	,276	-,081	,354*
	Sig. (2-tailed)		,146	,108	,021	,054	,067	,597	,017
	N	35	35	35	35	35	35	35	35
Y2	Pearson Correlation	,221	1	,600**	,399**	,568**	,398**	,384**	,531**
	Sig. (2-tailed)	,146		,000	,007	,000	,007	,009	,000
	N	35	35	35	35	35	35	35	35
Y3	Pearson Correlation	,243	,600**	1	,448**	,405**	,523**	,493**	,523**
	Sig. (2-tailed)	,108	,000		,002	,006	,000	,001	,000
	N	35	35	35	35	35	35	35	35
Y4	Pearson Correlation	,343*	,399**	,448**	1	,122	,299*	,414**	,173
	Sig. (2-tailed)	,021	,007	,002		,425	,046	,005	,256
	N	35	35	35	35	35	35	35	35
Y5	Pearson Correlation	,290	,568**	,405**	,122	1	,266	,309*	,491**
	Sig. (2-tailed)	,054	,000	,006	,425		,077	,039	,001
	N	35	35	35	35	35	35	35	35
Y6	Pearson Correlation	,276	,398**	,523**	,299*	,266	1	,153	,486**
	Sig. (2-tailed)	,067	,007	,000	,046	,077		,317	,001
	N	35	35	35	35	35	35	35	35
Y7	Pearson Correlation	-,081	,384**	,493**	,414**	,309*	,153	1	,381**
	Sig. (2-tailed)	,597	,009	,001	,005	,039	,317		,010
	N	35	35	35	35	35	35	35	35
Y8	Pearson Correlation	,354*	,531**	,523**	,173	,491**	,486**	,381**	1

	Sig. (2-tailed)	,017	,000	,000	,256	,001	,001	,010	
	N	35	35	35	35	35	35	35	35
Y9	Pearson Correlation	,458**	,731**	,489**	,522**	,510**	,401**	,442**	,628**
	Sig. (2-tailed)	,002	,000	,001	,000	,000	,006	,002	,000
	N	35	35	35	35	35	35	35	35
Y10	Pearson Correlation	,172	,578**	,409**	,177	,269	,371*	,197	,458**
	Sig. (2-tailed)	,259	,000	,005	,246	,074	,012	,195	,002
	N	35	35	35	35	35	35	35	35
Kepuasan kerja	Pearson Correlation	,400**	,893**	,765**	,577**	,696**	,648**	,530**	,727**
	Sig. (2-tailed)	,008	,000	,000	,000	,000	,000	,000	,000
	N	35	35	35	35	35	35	35	35

Correlations

		Y9	Y10	Kepuasan kerja
Y1	Pearson Correlation	,458**	,172	,400**
	Sig. (2-tailed)	,002	,259	,008
	N	35	35	35
Y2	Pearson Correlation	,731**	,578**	,893**
	Sig. (2-tailed)	,000	,000	,000
	N	35	35	35
Y3	Pearson Correlation	,489**	,409**	,765**
	Sig. (2-tailed)	,001	,005	,000
	N	35	35	35
Y4	Pearson Correlation	,522**	,177	,577**
	Sig. (2-tailed)	,000	,246	,000
	N	35	35	35
Y5	Pearson Correlation	,510**	,269	,696**
	Sig. (2-tailed)	,000	,074	,000
	N	35	35	35
Y6	Pearson Correlation	,401**	,371*	,648**
	Sig. (2-tailed)	,006	,012	,000
	N	35	35	35
Y7	Pearson Correlation	,442**	,197	,530**
	Sig. (2-tailed)	,002	,195	,000
	N	35	35	35
Y8	Pearson Correlation	,628**	,458**	,727**
	Sig. (2-tailed)	,000	,002	,000
	N	35	35	35
Y9	Pearson Correlation	1	,512**	,835**
	Sig. (2-tailed)		,000	,000
	N	35	35	35
Y10	Pearson Correlation	,512**	1	,627**
	Sig. (2-tailed)	,000		,000
	N	35	35	35
Kepuasan kerja	Pearson Correlation	,835**	,627**	1
	Sig. (2-tailed)	,000	,000	
	N	35	35	35

Correlations

Correlations								
		X11	X12	X13	X14	X15	X16	X17
X11	Pearson Correlation	1	,365*	,431**	,276	,330*	,371*	,276
	Sig. (2-tailed)		,014	,003	,066	,027	,012	,067
	N	35	35	35	35	35	35	35
X12	Pearson Correlation	,365*	1	,921**	,594**	,743**	,757**	,804**
	Sig. (2-tailed)	,014		,000	,000	,000	,000	,000
	N	35	35	35	35	35	35	35
X13	Pearson Correlation	,431**	,921**	1	,535**	,729**	,769**	,893**
	Sig. (2-tailed)	,003	,000		,000	,000	,000	,000
	N	35	35	35	35	35	35	35
X14	Pearson Correlation	,276	,594**	,535**	1	,298*	,434**	,575**
	Sig. (2-tailed)	,066	,000	,000		,035	,003	,000
	N	35	35	35	35	35	35	35
X15	Pearson Correlation	,330*	,743**	,729**	,298*	1	,611**	,674**
	Sig. (2-tailed)	,027	,000	,000	,035		,000	,000
	N	35	35	35	35	35	35	35
X16	Pearson Correlation	,371*	,757**	,769**	,434**	,611**	1	,714**
	Sig. (2-tailed)	,012	,000	,000	,003	,000		,000
	N	35	35	35	35	35	35	35
X17	Pearson Correlation	,276	,804**	,893**	,575**	,674**	,714**	1
	Sig. (2-tailed)	,067	,000	,000	,000	,000	,000	
	N	35	35	35	35	35	35	35
X18	Pearson Correlation	,158	,799**	,661**	,427**	,607**	,726**	,621**
	Sig. (2-tailed)	,300	,000	,000	,003	,000	,000	,000
	N	35	35	35	35	35	35	35
X19	Pearson Correlation	,481**	,850**	,860**	,586**	,732**	,820**	,807**
	Sig. (2-tailed)	,001	,000	,000	,000	,000	,000	,000
	N	35	35	35	35	35	35	35
X110	Pearson Correlation	,022	,610**	,484**	,335*	,446**	,594**	,415**
	Sig. (2-tailed)	,887	,000	,001	,020	,002	,000	,005
	N	35	35	35	35	35	35	35
Konflik kerja	Pearson Correlation	,465**	,946**	,931**	,649**	,805**	,835**	,859**
	Sig. (2-tailed)	,002	,000	,000	,000	,000	,000	,000
	N	35	35	35	35	35	35	35

Correlations					
		X18	X19	X110	Konflik kerja
X11	Pearson Correlation	,158	,481**	,022	,465**
	Sig. (2-tailed)	,300	,001	,887	,002
	N	35	35	35	35
X12	Pearson Correlation	,799**	,850**	,610**	,946**
	Sig. (2-tailed)	,000	,000	,000	,000
	N	35	35	35	35
X13	Pearson Correlation	,661**	,860**	,484**	,931**
	Sig. (2-tailed)	,000	,000	,001	,000
	N	35	35	35	35
X14	Pearson Correlation	,427**	,586**	,335*	,649**
	Sig. (2-tailed)	,003	,000	,020	,000
	N	35	35	35	35
X15	Pearson Correlation	,607**	,732**	,446**	,805**
	Sig. (2-tailed)	,000	,000	,002	,000
	N	35	35	35	35

X16	Pearson Correlation	,726**	,820**	,594**	,835**
	Sig. (2-tailed)	,000	,000	,000	,000
	N	35	35	35	35
X17	Pearson Correlation	,621**	,807**	,415**	,859**
	Sig. (2-tailed)	,000	,000	,005	,000
	N	35	35	35	35
X18	Pearson Correlation	1	,662**	,748**	,884**
	Sig. (2-tailed)		,000	,000	,000
	N	35	35	35	35
X19	Pearson Correlation	,662**	1	,446**	,922**
	Sig. (2-tailed)	,000		,002	,000
	N	35	35	35	35
X110	Pearson Correlation	,748**	,446**	1	,723**
	Sig. (2-tailed)	,000	,002		,000
	N	35	35	35	35
Konflik kerja	Pearson Correlation	,884**	,922**	,723**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	35	35	35	35

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

Correlations								
		X21	X22	X23	X24	X25	X26	X27
X21	Pearson Correlation	1	,507**	,316*	,257	,409**	,464**	,578**
	Sig. (2-tailed)		,000	,035	,088	,005	,001	,000
	N	35	35	35	35	35	35	35
X22	Pearson Correlation	,507**	1	,497**	,427**	,411**	,152	,399**
	Sig. (2-tailed)	,000		,001	,003	,005	,318	,007
	N	35	35	35	35	35	35	35
X23	Pearson Correlation	,316*	,497**	1	,444**	,405**	,310*	,424**
	Sig. (2-tailed)	,035	,001		,002	,006	,039	,004
	N	35	35	35	35	35	35	35
X24	Pearson Correlation	,257	,427**	,444**	1	,393**	,145	,358*
	Sig. (2-tailed)	,088	,003	,002		,008	,342	,016
	N	35	35	35	35	35	35	35
X25	Pearson Correlation	,409**	,411**	,405**	,393**	1	,546**	,676**
	Sig. (2-tailed)	,005	,005	,006	,008		,000	,000
	N	35	35	35	35	35	35	35
X26	Pearson Correlation	,464**	,152	,310*	,145	,546**	1	,412**
	Sig. (2-tailed)	,001	,318	,039	,342	,000		,005
	N	35	35	35	35	35	35	35
X27	Pearson Correlation	,578**	,399**	,424**	,358*	,676**	,412**	1
	Sig. (2-tailed)	,000	,007	,004	,016	,000	,005	
	N	35	35	35	35	35	35	35
X28	Pearson Correlation	,279	,539**	,424**	,284	,354*	,259	,468**
	Sig. (2-tailed)	,064	,000	,004	,059	,017	,086	,001
	N	35	35	35	35	35	35	35
X29	Pearson Correlation	-,006	,088	,295*	,123	,382**	,358**	,132
	Sig. (2-tailed)	,968	,564	,050	,420	,010	,001	,387
	N	35	35	35	35	35	35	35
X210	Pearson Correlation	,277	,243	,373*	,253	,273	,211	,358*
	Sig. (2-tailed)	,066	,107	,012	,094	,069	,164	,016
	N	35	35	35	35	35	35	35
Stres kerja	Pearson Correlation	,574**	,653**	,690**	,579**	,748**	,640**	,710**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000

	N	35	35	35	35	35	35	35

Correlations

		X28	X29	X210	Stres kerja
X21	Pearson Correlation	,279	-,006	,277	,574**
	Sig. (2-tailed)	,064	,968	,066	,000
	N	35	35	35	35
X22	Pearson Correlation	,539**	,088	,243	,653**
	Sig. (2-tailed)	,000	,564	,107	,000
	N	35	35	35	35
X23	Pearson Correlation	,424**	,295*	,373*	,690**
	Sig. (2-tailed)	,004	,050	,012	,000
	N	35	35	35	35
X24	Pearson Correlation	,284	,123	,253	,579**
	Sig. (2-tailed)	,059	,420	,094	,000
	N	35	35	35	35
X25	Pearson Correlation	,354*	,382**	,273	,748**
	Sig. (2-tailed)	,017	,010	,069	,000
	N	35	35	35	35
X26	Pearson Correlation	,259	,358**	,211	,640**
	Sig. (2-tailed)	,086	,001	,164	,000
	N	35	35	35	35
X27	Pearson Correlation	,468**	,132	,358*	,710**
	Sig. (2-tailed)	,001	,387	,016	,000
	N	35	35	35	35
X28	Pearson Correlation	1	,254	,116	,679**
	Sig. (2-tailed)		,092	,449	,000
	N	35	35	35	35
X29	Pearson Correlation	,254	1	,103	,552**
	Sig. (2-tailed)	,092		,499	,000
	N	35	35	35	35
X210	Pearson Correlation	,116	,103	1	,505**
	Sig. (2-tailed)	,449	,499		,001
	N	35	35	35	35
Stres kerja	Pearson Correlation	,679**	,552**	,505**	1
	Sig. (2-tailed)	,000	,000	,001	
	N	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

Correlations

		X31	X32	X33	X34	X35	X36	X37
X31	Pearson Correlation	1	,130	,111	,010	,163	,180	,018
	Sig. (2-tailed)		,395	,467	,946	,285	,237	,907
	N	35	35	35	35	35	35	35
X32	Pearson Correlation	,130	1	-,024	,229	,149	,321*	,099
	Sig. (2-tailed)	,395		,878	,129	,327	,031	,518
	N	35	35	35	35	35	35	35
X33	Pearson Correlation	,111	-,024	1	,253	,399**	,276	,276
	Sig. (2-tailed)	,467	,878		,093	,007	,067	,067
	N	35	35	35	35	35	35	35
X34	Pearson Correlation	,010	,229	,253	1	,756**	,544**	,634**
	Sig. (2-tailed)	,946	,129	,093		,000	,000	,000
	N	35	35	35	35	35	35	35

X35	Pearson Correlation	,163	,149	,399**	,756**	1	,419**	,574**
	Sig. (2-tailed)	,285	,327	,007	,000		,004	,000
	N	35	35	35	35	35	35	35
X36	Pearson Correlation	,180	,321*	,276	,544**	,419**	1	,384**
	Sig. (2-tailed)	,237	,031	,067	,000	,004		,009
	N	35	35	35	35	35	35	35
X37	Pearson Correlation	,018	,099	,276	,634**	,574**	,384**	1
	Sig. (2-tailed)	,907	,518	,067	,000	,000	,009	
	N	35	35	35	35	35	35	35
X38	Pearson Correlation	-,070	-,055	,094	,135	,189	,032	,118
	Sig. (2-tailed)	,649	,721	,539	,334	,214	,833	,442
	N	35	35	35	35	35	35	35
X39	Pearson Correlation	,125	,320*	-,008	,198	,386**	,111	,111
	Sig. (2-tailed)	,413	,032	,958	,193	,009	,469	,469
	N	35	35	35	35	35	35	35
X310	Pearson Correlation	,207	,163	,139	,170	,408**	,090	,175
	Sig. (2-tailed)	,173	,286	,361	,265	,005	,556	,251
	N	35	35	35	35	35	35	35
Kelebihan beban kerja	Pearson Correlation	,210	,405**	,422**	,685**	,750**	,739**	,602**
	Sig. (2-tailed)	,176	,007	,005	,000	,000	,000	,000
	N	35	35	35	35	35	35	35

Correlations

		X38	X39	X310	Kelebihan beban kerja
X31	Pearson Correlation	-,070	,125	,207	,210
	Sig. (2-tailed)	,649	,413	,173	,176
	N	35	35	35	35
X32	Pearson Correlation	-,055	,320*	,163	,405**
	Sig. (2-tailed)	,721	,032	,286	,007
	N	35	35	35	35
X33	Pearson Correlation	,094	-,008	,139	,422**
	Sig. (2-tailed)	,539	,958	,361	,005
	N	35	35	35	35
X34	Pearson Correlation	,135	,198	,170	,685**
	Sig. (2-tailed)	,334	,193	,265	,000
	N	35	35	35	35
X35	Pearson Correlation	,189	,386**	,408**	,750**
	Sig. (2-tailed)	,214	,009	,005	,000
	N	35	35	35	35
X36	Pearson Correlation	,032	,111	,090	,739**
	Sig. (2-tailed)	,833	,469	,556	,000
	N	35	35	35	35
X37	Pearson Correlation	,118	,111	,175	,602**
	Sig. (2-tailed)	,442	,469	,251	,000
	N	35	35	35	35
X38	Pearson Correlation	1	,208	,268	,422**
	Sig. (2-tailed)		,171	,075	,005
	N	35	35	35	35
X39	Pearson Correlation	,208	1	,644**	,455**
	Sig. (2-tailed)	,171		,000	,002
	N	35	35	35	35
X310	Pearson Correlation	,268	,644**	1	,497**
	Sig. (2-tailed)	,075	,000		,001
	N	35	35	35	35

Kelebihan beban kerja	Pearson Correlation	,422**	,455**	,497**	1
	Sig. (2-tailed)	,005	,002	,001	
	N	35	35	35	35

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Reliability
Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	35	100,0
	Excluded[a]	0	,0
	Total	35	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
,853	10

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1	38,5111	13,665	,368	,853
Y2	38,1111	12,056	,758	,824
Y3	38,2000	12,073	,696	,828
Y4	38,5778	12,613	,435	,849
Y5	38,5111	11,165	,521	,851
Y6	38,3333	12,545	,509	,843
Y7	38,3778	12,695	,450	,848
Y8	38,2667	12,018	,674	,829
Y9	38,2222	11,768	,796	,820
Y10	38,2889	12,665	,504	,843

Reliability
Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	35	100,0
	Excluded[a]	0	,0
	Total	35	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
,925	10

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X11	39,3111	19,583	,369	,932
X12	38,9333	17,064	,930	,907
X13	38,9333	16,836	,903	,908
X14	39,3111	17,810	,544	,927
X15	39,2222	15,040	,720	,926
X16	39,0444	16,998	,816	,912
X17	39,0000	17,182	,828	,912
X18	38,9556	17,407	,765	,915
X19	39,0222	16,931	,897	,908
X110	39,0667	18,336	,571	,924

Reliability
Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	35	100,0
	Excluded[a]	0	,0
	Total	35	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
,818	10

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X21	38,4222	13,022	,519	,801
X22	38,4667	12,800	,535	,798
X23	38,5111	12,756	,611	,793
X24	38,5333	13,209	,444	,807
X25	38,6889	12,174	,696	,782
X26	38,6222	12,013	,537	,798
X27	38,4667	12,345	,656	,786
X28	38,4444	13,071	,508	,802
X29	39,3111	12,537	,323	,832
X210	38,5333	13,118	,365	,817

Reliability
Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	35	100,0
	Excluded[a]	0	,0
	Total	35	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
,740	10

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X31	40,0222	7,613	,172	,752
X32	39,9111	7,265	,259	,741
X33	39,8889	7,146	,295	,736
X34	39,5556	6,662	,616	,690
X35	39,6444	6,143	,724	,666
X36	39,6667	6,727	,359	,707
X37	39,6667	6,727	,359	,707
X38	40,0667	7,655	,175	,750
X39	39,8000	6,891	,412	,717
X310	39,9778	6,931	,458	,711

Regression

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Konflik kerja, Stres kerja, Kelebihan beban kerja[b]	.	Enter

a. Dependent Variable: Kepuasan kerja
b. All requested variables entered.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,944[a]	,890	,879	1,32848

a. Predictors: (Constant), Motivasi, Konflik kerja, Stres kerja, Kelebihan beban kerja
b. Dependent Variable: Kepuasan kerja

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	544,051	4	136,013	77,067	,000[b]
	Residual	67,065	38	1,765		
	Total	611,116	42			

a. Dependent Variable: Kepuasan kerja
b. Predictors: (Constant), Motivasi, Konflik kerja, Stres kerja, Kelebihan beban kerja

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8,377	5,991		1,398	,170
	Konflik kerja	-,782	,050	-,930	-15,633	,000
	Stres kerja	-,121	,055	-,122	-3,192	,045
	Kelebihan beban kerja	-,057	,022	-,039	-3,651	,019

a. Dependent Variable: Kepuasan kerja

Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	37,2751	48,3226	42,7907	3,59911	35
Residual	-2,83619	2,38044	,00000	1,26364	35
Std. Predicted Value	-1,532	1,537	,000	1,000	35
Std. Residual	-2,135	1,792	,000	,951	35

a. Dependent Variable: Kepuasan kerja

NPar Tests

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,26363897
Most Extreme Differences	Absolute	,081
	Positive	,061
	Negative	-,081
Test Statistic		,081
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Regression

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Motivasi, Konflik kerja, Lingkunagn Kerja, Kelebihan beban kerja[b]	.	Enter

a. Dependent Variable: Kepuasan kerja
b. All requested variables entered.

Model Summary[b]							
					Change Statistics		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	,944[a]	,890	,879	1,32848	,890	77,067	4

Model Summary[b]		
	Change Statistics	
Model	df2	Sig. F Change
1	38	,000

a. Predictors: (Constant), Motivasi, Konflik kerja, Stres kerja, Kelebihan beban kerja
b. Dependent Variable: Kepuasan kerja

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	544,051	4	136,013	77,067	,000[b]
	Residual	67,065	38	1,765		

	Total	611,116	42			

a. Dependent Variable: Kepuasan kerja
b. Predictors: (Constant), Motivasi, Konflik kerja, Stres kerja, Kelebihan beban kerja

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	8,377	5,991		1,398	,170	
	Konflik kerja	-,782	,050	-,930	-15,633	,000	,816
	Stres kerja	-,121	,055	-,122	-2,192	,035	,935
	Kelebihan beban kerja	-,057	,087	-,039	-,651	,519	,807

Coefficients[a]

Model		Collinearity Statistics
		VIF
1	(Constant)	
	Konflik kerja	1,225
	Stres kerja	1,069
	Kelebihan beban kerja	1,239

a. Dependent Variable: Kepuasan kerja

Coefficient Correlations[a]

Model				Konflik kerja	Stres kerja	Kelebihan beban kerja
1	Correlations					
		Konflik kerja		1,000	,029	-,424
		Stres kerja		,029	1,000	,067
		Kelebihan beban kerja		-,424	,067	1,000
	Covariances					
		Konflik kerja		,003	8,096E-5	-,002
		Stres kerja		8,096E-5	,003	,000
		Kelebihan beban kerja		-,002	,000	,008

a. Dependent Variable: Kepuasan kerja

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Konflik kerja	Stres kerja
1	1	4,979	1,000	,00	,00	,00
	2	,010	22,438	,00	,42	,35
	3	,007	26,760	,00	,22	,26
	4	,003	40,170	,01	,36	,10
	5	,001	76,503	,98	,00	,29

Collinearity Diagnostics[a]

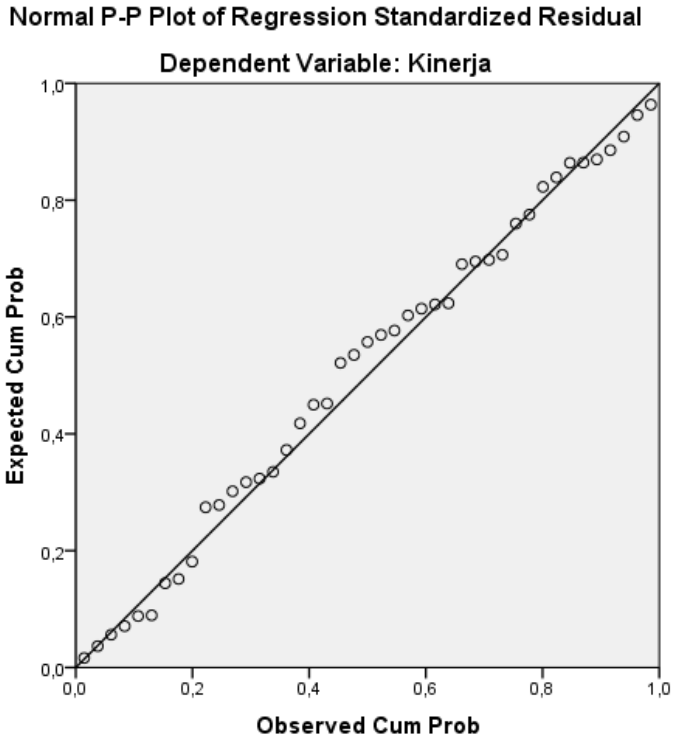
Model	Dimension	Variance Proportions	
		Kelebihan beban kerja	Motivasi
1	1	,00	,00
	2	,01	,00
	3	,00	,32
	4	,57	,21
	5	,43	,35

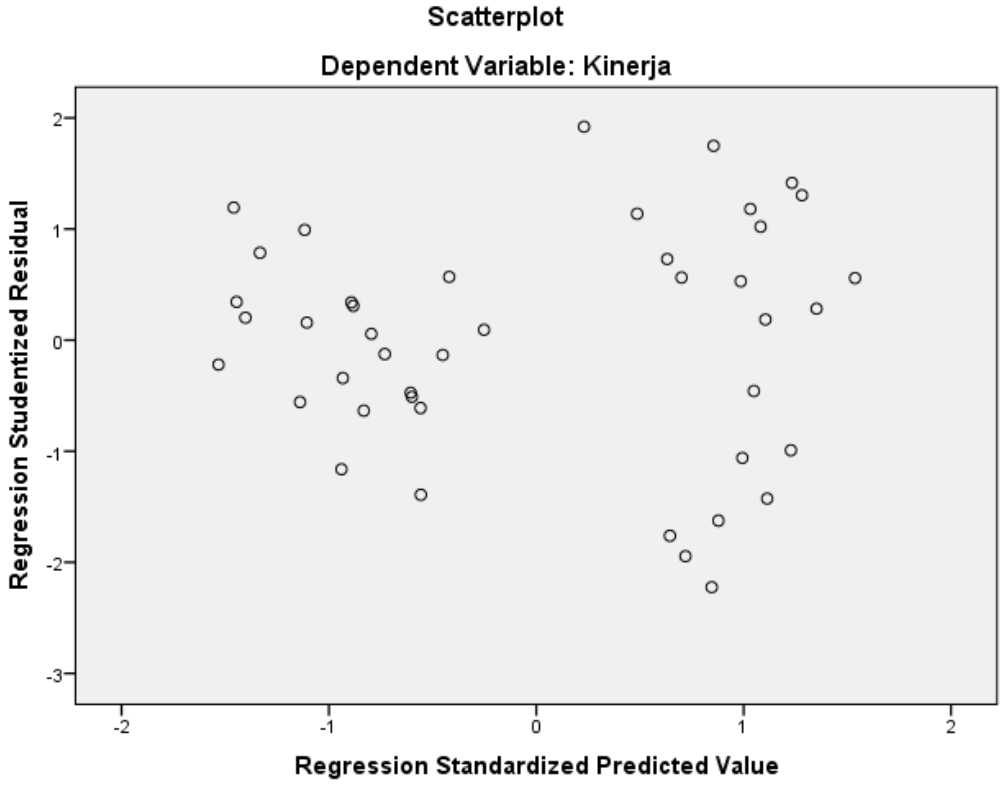
a. Dependent Variable: Kepuasan kerja

Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	37,2751	48,3226	42,7907	3,59911	35
Std. Predicted Value	-1,532	1,537	,000	1,000	35
Standard Error of Predicted Value	,317	,576	,446	,078	35
Adjusted Predicted Value	37,2811	48,1871	42,7936	3,61038	35
Residual	-2,83619	2,38044	,00000	1,26364	35
Std. Residual	-2,135	1,792	,000	,951	35
Stud. Residual	-2,224	1,920	-,001	1,016	35
Deleted Residual	-3,07709	2,73433	-,00289	1,44386	35
Stud. Deleted Residual	-2,353	1,994	-,005	1,038	35
Mahal. Distance	1,411	6,930	3,907	1,637	35
Cook's Distance	,000	,142	,029	,040	35
Centered Leverage Value	,034	,165	,093	,039	35

a. Dependent Variable: Kepuasan kerja

Charts




Scatterplot
Dependent Variable: Kinerja
Regression Studentized Residual
Regression Standardized Predicted Value
2
1
0
-1
-2
-3
-2
-1
0
1
2