

## The Influence of Discipline, Conflict and Job Stress on Employee Job Satisfaction at PT. Transco Pratama CRF Sungai Betung Dharmasraya

**Rahmatullah Pratama**

Fakultas Ekonomi dan Bisnis, Jurusan Manajemen  
Universitas Putra Indonesia YPTK Padang

### ABSTRACT

This research aims to determine the influence of discipline, conflict and work stress on employee job satisfaction at PT. Transco Pratama CRF Sungai Betung Dharmasraya. The method used is a quantitative method based on a population and sample of 70 employees. The data collection methods used were surveys and questionnaires. The analytical method used is correlation analysis and multiple linear regression analysis using SPSS version 23.0. From the results of the analysis carried out, it shows that there is a positive and significant influence between partial discipline on employee job satisfaction with a significant value of  $0.048 < 0.050$  and a calculated value of 2.013, there is a positive and significant influence between partial Conflict on Employee Job Satisfaction with a significant value of  $0.000 < 0.050$  and a calculated value of 4.492, there is a positive and significant influence between partial Job Stress on Employee Job Satisfaction with a significant value of  $0.007 < 0.050$  and a calculated value of 2.798 and there is a simultaneous influence of Discipline, Conflict and Work Stress on Employee Job Satisfaction of 0.725 or 72.5%

**Keywords:** *Discipline, Conflict, Job Stress, Job Satisfaction*

**Corresponding author**

**Name:** *Rahmatullah Pratama*

**Email:** *rahmatullah95@upiyptk.ac.id*

### INTRODUCTION

Human Resources is one of the important elements that will turn the wheels of a company so that it continues to run to achieve organizational goals. Of all the resources available in an organization, both public and private organizations, human resources are the most important resource and are very determining and influential in efforts to achieve organizational goals. According to Amirullah (2015: 154), Human Resource Management is an activity that regulates how to procure workers, carry out development, provide compensation, integrate, maintain and separate workers through management processes in order to achieve organizational goals.

Human resources must be managed well in accordance with human principles and nature. In the past, humans were considered machines that were done arbitrarily for companies, but now humans are being paid attention to because humans are valuable assets that help the company run. Humans must pay attention to their needs at work so that they feel fair and treated well, so that they are comfortable at work.

One of the important means of human resource management in an organization is to create job satisfaction for workers/employees. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work, satisfaction reflects a person's feelings towards their work Sunyoto (2013:210).

Job satisfaction of employees may influence their attendance and desire to change jobs. Satisfaction is usually influenced by social circumstances. If employees have achieved job satisfaction within the company, then indirectly employees will be enthusiastic about working, happy and ultimately this will increase the employee's productivity at work.

According to Sinambela (2016:334), Discipline is compliance with the rules or government set by the organization. Furthermore, discipline is a process used to deal with performance problems. This process involves managers in identifying and communicating performance problems to employees. If performance problems are not corrected by the manager, the manager is also involved in identifying, communicating and implementing the consequences.

According to Keith and Newstrom (1997), in Effendi (2015:214) they argue that conflict is a legacy of social life that applies in various situations which results in a continuous state of disagreement, controversy and conflict between two or more parties. Thus, conflict is any kind of conflict between two or more parties that occurs due to differences between individuals, conflicts between interests, and organizational conflicts. Meanwhile, according to Mangkunegara (2011: 157), work stress is the feeling of pressure experienced by employees when facing work. This work stress can be seen from symptoms, including unstable emotions, feelings of unease, liking to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and experiencing digestive disorders.

In a company, employees are valuable assets who run the company. Employees must be managed well in order to feel satisfied at work. However, managing employees is not an easy thing, because they have desires, thoughts, feelings, status and backgrounds that are brought into the organization. Work discipline has a very important role in directing human life to achieve their goals and success at work, because without discipline a person has no benchmark for what is good and bad in their behavior. People who are successful in their respective fields generally have a high level of discipline. On the other hand, people who fail are generally undisciplined. In fact, this issue of discipline is a concern for every human being

The existence of personality differences in humans allows conflict to occur in an organization and this is something that cannot be avoided. Conflict in companies occurs in various forms and patterns, which hinder individual relationships with larger groups or groups. Dealing with people who have different views often has the potential for friction,

hurt feelings, and so on. Conflict can also result in stress which will indirectly affect employee job satisfaction, goals and employee performance in an organization. Stress or pressure in an employee's soul will have an impact on job satisfaction. Humans as employees in an organization must be able to deal with stress, both through other parties and from the employees themselves.

This research was conducted at a company that produces rubber crumb, namely PT. Transco Pratama CRF Sungai Betung Dharmasraya. PT. Transco Pratama CRF Sungai Betung Dharmasraya is a rubber processing company that produces crumb rubber. PT. Transco Pratama CRF Sungai Betung Dharmasraya has cultivation, management and marketing activities for the main commodity rubber in addition to other plantation commodities. This company is required to be more professional and able to compete globally. As a manufacturing company PT. Transco Pratama CRF Sungai Betung Dharmasraya cannot be separated from the problems of managing human resources which are considered an important asset in improving performance. Problems that occur at PT. Transco Pratama CRF Sungai Betung Dharmasraya follows in the form of a lack of employee discipline which can be seen in employee attendance for the last 6 months in 2016 at PT. Transco Pratama CRF Sungai Betung Dharmasraya which is summarized in the following table:

**Table 1.1**  
**Employee Attendance Data PT. Transco Pratama CRF**  
**Sungai Betung Dharmasraya Period January to June 2016**

Month	Description						
	Number of Employees (People)	Be There On Time	Not Present	Late	Sick	Permission	% Lateness
January	231	135	4	71	1	20	31%
February	231	139	2	75	3	12	32%
March	231	147	5	60	4	15	26%
April	231	146	4	64	-	17	28%
May	231	139	3	80	3	6	35%
Juny	231	141	1	78	2	9	34%

Source: *PT. Transco Pratama CRF*

From table 1.1 above it can be seen that the level of employee attendance fluctuates at PT. Transco Pratama CRF Sungai Betung Dharmasraya. It can be seen from January to June, from these six months employee delays were seen at 31%, 32%, 26%, 28%, 35% and 34%. However, the month of May showed a high level of employee tardiness, namely 35%. However, the month of May showed a high level of employee tardiness, namely 35%. The high level of lateness every month can be caused by conflict and work stress factors due to large demands and workloads that do not match the abilities of employees. This can be the cause of low employee job satisfaction in the company. Job satisfaction in the above phenomenon is not optimal because it is caused by lack of work

discipline, conflicts that occur in the company cannot be avoided and work stress experienced by employees in the company. This can result in the company's targets and objectives not being achieved.

This is in line with previous research conducted by Manopo (2015), the discipline variable influences employee job satisfaction with a significant and positive coefficient value. Discipline is the highest or highest variable that influences employee job satisfaction. TVRI North Sulawesi as the Indonesian government's sole television station in improving its organizational performance needs to increase the capabilities of its human resources, especially those working at TVRI North Sulawesi.

Based on previous research conducted by Alfiah (2013), conflict has a significant and negative effect on job satisfaction. Which means that the higher the conflict, the lower employee job satisfaction.

And based on previous research conducted by Dewi, DKK (2015), work stress has a partially negative and significant effect on job satisfaction of Matahari Bungalow employees. This shows that the higher the work stress felt by employees, the employee job satisfaction will decrease or vice versa, the lower the work stress, the higher the employee job satisfaction.

Based on the above phenomenon, the author is interested in further research, this research takes the research object at PT. Transco Pratama CRF Sungai Betung located in Dharmasraya Regency with the title "The Influence of Discipline, Conflict and Work Stress on Employee Job Satisfaction at PT. Transco Pratama CRF Sungai Betung Dharmasraya."

## **METHOD**

This research uses quantitative methods, according to Sugiyono (2016: 8), quantitative methods are methods that are based on the philosophy of positivism, used for research on certain populations and samples, data collection uses research instruments, quantitative/statistical data analysis with the aim of testing hypotheses which has been set. This research was carried out at PT. Transco Pratama CRF Sungai Betung Dharmasraya, Jl. Lintas Sumatra KM 223 Sungai Betung - Dharmasraya - West Sumatra - Indonesia.

The population used is all employees at PT. Transco Pratama CRF Sungai Betung Dharmasraya, totaling 231 employees. According to Umar (2013: 77), population is a generalized area consisting of objects or subjects that have certain characteristics and have the same opportunity to be selected as members of the sample. Meanwhile, the sample used was part of the employees of PT. Transco Pratama CRF Sungai Betung Dharmasraya, namely 70 employees using the proportional random sampling method.

The analytical methods used are correlation analysis and multiple linear regression analysis. According to Sunyoto (2013:112), correlation analysis is an integrated part of forecasting. Analysis uses correlation to find out whether there is a relationship between two variables or not, and if there is a relationship, what is the direction of the relationship and how big is the relationship. According to Sugiyono (2014:267), multiple linear

regression analysis aims to find out how much influence several independent variables have, namely discipline, work stress conflict and the commitment variable, namely employee job satisfaction at PT. Transco Pratama CRF Sungai Betung Dharmasraya.

## FINDING AND DISCUSSION

### Correlation Analysis Test Results

#### *Correlations*

	X1	X2	X3	Y
Pearson Correlation	1	,789**	,596**	,749**
X1 Sig. (2-tailed)		,000	,000	,000
N	70	70	70	70
Pearson Correlation	,789**	1	,622**	,814**
X2 Sig. (2-tailed)	,000		,000	,000
N	70	70	70	70
Pearson Correlation	,596**	,622**	1	,647**
X3 Sig. (2-tailed)	,000	,000		,000
N	70	70	70	70
Pearson Correlation	,749**	,814**	,647**	1
Y Sig. (2-tailed)	,000	,000	,000	
N	70	70	70	70

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

Source: *SPSS 23.0 and primary data processed*

Interpretation of the analysis results table above can be seen as a correlation between each variable, namely:

1. The correlation between the Discipline and Conflict variables is 0.789, the variable relationship is very strong, with a probability value of  $0.000 < 0.005$  so it can be concluded that both variables are significant.
2. The correlation between the Discipline Variable and Work Stress is 0.596, the relationship between the variables is very strong, with a probability value of  $0.000 < 0.005$  so it can be concluded that both variables are significant.
3. The correlation between the Discipline Variable and employee Job Satisfaction is 0.749, the variable relationship is very strong, with a probability value of  $0.000 < 0.005$  so it can be concluded that both variables are significant.
4. The correlation between the Conflict Variable and Job Stress is 0.622, the relationship between the variables is very strong, with a probability value of  $0.000 < 0.005$  so it can be concluded that both variables are significant.
5. The correlation between the Conflict Variable and employee Job Satisfaction is 0.814, the relationship between the variables is very strong, with a probability value of  $0.000 < 0.005$  so it can be concluded that both variables are significant.

6. The correlation between the Job Stress Variable and employee job satisfaction is 0.647. The variable relationship is very strong, with a probability value of  $0.000 < 0.005$  so it can be concluded that both variables are significant.

**Coefficient of Determination test results ( $R^2$ )**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,825 <sup>a</sup>	,725	,713	2,555

a. Predictors: (Constant), X3, X1, X2

Source: **SPSS 23.0 and primary data processed**

Based on the table above, the  $R^2$  (R Square) figure is 0.713, this shows that the contribution of the Discipline, Conflict and Work Stress variables to Employee Job Satisfaction is 0.725 or 72.5% while the remaining 27.5% is influenced by other variables outside the research.

**Multiple linear regression analysis test results**

*Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,684	2,555		2,616	,011
X1	,176	,088	,217	2,013	,048
X2	,435	,097	,496	4,492	,000
X3	,216	,077	,236	2,798	,007

a. Dependent Variable: Y

Source: **SPSS 23.0 and primary data processed**

Based on the table above, the regression equation can be seen, namely:

$$Y = 6,684 + 0,176X^1 + 0,435X^2 + 0,216X^3 + e$$

Interpretation based on this equation can be interpreted as follows:

1. A constant of 6.684 means that if Discipline, Conflict and Job Stress do not exist, Employee Job Satisfaction remains a constant of 6.684.
2. The positive (unidirectional) regression coefficient is 0.176, meaning that if Discipline is increased by one weight unit, assuming Conflict and Work Stress are ignored, it will result in an increase of 0.176 weight units.
3. A positive (unidirectional) regression coefficient of 0.435 means that if conflict is increased by one weight unit, assuming Discipline and Work Stress are ignored, it will result in an increase of 0.435 weight units.

4. A positive (unidirectional) regression coefficient of 0.216 means that if Job Stress is increased by one weight unit, assuming Discipline and Conflict are ignored, it will result in an increase of 0.216 weight units.

#### Partial Test Results (t Test)

Independent Factors	t-hitung	t-tabel	Significant
Discipline	2,013	1,996	0,048
Conflict	4,492	1,996	0,000
Stress	2,798	1,996	0,007

Source: *SPSS 23.0 and primary data processed*

Interpretation of the table above can conclude the results:

1. The Effect of Discipline ( $X^1$ ) on Employee Job Satisfaction (Y)  
From table above, it can be seen that tcount is 2.013 and ttable 1.996, where tcount is greater than ttable ( $2.013 > 1.996$ ) or the significance level is smaller than alpha ( $0.048 < 0.05$ ), so it can be obtained that  $H_0$  is rejected and  $H_a$  is accepted. This shows that  $H_1$  is accepted, which means that discipline ( $X^1$ ) has a significant effect on employee job satisfaction. So the second hypothesis of this research is accepted. This result is supported by research by Manoppo, (2015) which states that the higher the employee's discipline, the higher the employee's responsibility for the tasks given by the company.
2. Effect of Conflict ( $X^2$ ) on employee Job Satisfaction (Y)  
from the table above, it can be seen that tcount is 4.492 and ttable 1.996, where tcount is greater than ttable ( $4.492 > 1.996$ ) or the significance level is smaller than alpha ( $0.000 < 0.05$ ), so it can be obtained that  $H_0$  is rejected and  $H_a$  is accepted. This shows that  $H_2$  is accepted, which means conflict ( $X^2$ ) has a significant effect on employee job satisfaction. So the second hypothesis of this research is accepted. This result is supported by research by Afrizal, DKK (2014) which states that conflicts that occur within companies can have a negative effect on job satisfaction.
3. Effect of Job Stress ( $X^3$ ) on employee Job Satisfaction (Y)  
from the table above, it can be seen that tcount is 2.798 and ttable 1.996, where tcount is greater than ttable ( $2.798 > 1.996$ ) or the significance level is smaller than alpha ( $0.007 < 0.05$ ), so it can be obtained that  $H_0$  is rejected and  $H_a$  is accepted. This shows that  $H_2$  is accepted, which means Job Stress ( $X^3$ ) has a significant effect on employee job satisfaction. So the second hypothesis of this research is accepted. This result is supported by research by Kuncahyo (2015) which states that work stress can be an important stepping stone for companies in becoming strong and world-class public companies in creating quality employees who are able to

compete. Where in this research, it is stated that training has an effect on employee performance.

### Simultaneous Test (F Test)

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1137,572	3	379,191	58,066	,000 <sup>b</sup>
Residual	431,000	66	6,530		
Total	1568,571	69			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: **SPSS 23.0 and primary data processed**

from the table above, it can be seen that this test was carried out by comparing the fcount value with ftable because the fcount value is greater than the ftable value ( $58.066 > 2.74$ ). The f value is 58.066 with a significance level of 0.000 which is less than 5%. So it is obtained that  $H_0$  is rejected and  $H_a$  is accepted, which means that this is done jointly between Discipline, Conflict and Job Stress which has a significant effect on Employee Job Satisfaction.

### CONCLUSION

Based on the results of the research and hypothesis testing that has been carried out, it can be concluded there is a partial positive and significant influence of Discipline, conflict and Work Stress on Employee Job Satisfaction at PT. Transco Pratama CRF Sungai Betung Dharmasraya. And there is a simultaneous positive and significant influence of Discipline, Conflict and Work Stress on Employee Job Satisfaction at PT. Transco Pratama CRF Sungai Betung Dharmasraya.

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