

The Effect of Work Stress and Work Conflict on the Job Satisfaction of Water Resources Network Implementation Officers (PJSA) at the River Basin Organization Nusa Tenggara I

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ABSTRACT: This study aims to analyse the effect of work stress and work conflict on the job satisfaction of Water Resources Network (PJSA) employees at the Nusa Tenggara I (NT I) River Basin Organization (BWS). This study uses a causal associative research design with a quantitative approach. The population in this study consisted of all active employees working at the PJSA BWS NT I Office, numbering 47 people, who were also used as research respondents. The data collection method in this study used a census method, where the entire population was used as respondents. The data collection technique used a questionnaire (survey) compiled based on the indicators of each research variable. The data obtained was then analysed using statistical analysis methods with SPSS v.29 *software*. The results of the study showed that work stress and work conflict had a positive and significant effect on the job satisfaction of PJSA BWS NT I employees.

KEYWORDS: Work Stress, Work Conflict, Job Satisfaction, PJSA BWS NT I Employees

INTRODUCTION

As one of the key factors in an organisation, human resources must be optimised as much as possible through proper management. Aljabar (2020) explains Human Resource Management (HRM) as activities created to trigger, improve, motivate and maintain good performance in an organisation. In return for the performance of their human resources, every organisation or company must be able to guarantee the welfare of its employees by determining policies that encourage employees to work better to increase their job satisfaction.

As a public sector organisation, BWS NT I is a technical implementation unit in the field of water resource conservation, water resource utilisation, and water damage control in the river area. It is important to ensure that their HRM practices run well to ensure the performance of the organisation and the welfare of its employees. Based on the researcher's initial observations, the phenomenon occurring among PJSA BWS NT I employees indicates a decline in employee job satisfaction caused by high workloads, the performance of duties outside the job description, and complex responsibilities where individual mistakes can have implications for the overall performance of the work unit. This pressure causes work stress triggered by tight project targets, budget constraints, and demands from superiors and service users. In addition, work conflicts often arise due to differences in views regarding assignments, overlapping authorities, and ineffective communication between superiors and subordinates as well as between individuals in the team. If these conditions of stress and conflict are not managed effectively, they have the potential to reduce motivation, hinder teamwork, and have an impact on decreasing employee satisfaction.

Job satisfaction is related to an employee's individual feelings towards their work. Job satisfaction can be seen from satisfaction with work, satisfaction with the reward system, and satisfaction with working conditions. Satisfaction with work includes workload and other factors, while job satisfaction includes the company's working environment, colleagues, and so on. From this, we can see that an excessive workload can cause employees to experience work-related stress, and working conditions arising from conflicts with colleagues also affect employee job satisfaction (Hasibuan 2009:118). According to Iskandar and Yuhansah (2018:66), employee job satisfaction is influenced by the following factors: Psychological Factors, Social Factors, Physical Factors, and Financial Factors.

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Of the factors that determine job satisfaction above, there are psychological and physical factors. One of the psychological factors that can determine a person's level of job satisfaction in an organisation is work stress. Work stress is a negative response, both emotionally and physically, due to a mismatch between job demands and individual abilities. Work stress contributes to fatigue, low job satisfaction, and an increased intention to resign (Lu *et al.*, 2017). According to Afandi (2018), pressure arising from role ambiguity, disharmonious relationships, and poor work layout reinforces the emergence of stress. The results of studies by Monika (2017), Tunjungsari (2011), and Anitawidanti (2010) found that work stress affects job satisfaction levels, but the relationship between the two variables is positive and moderately correlated. Chaudhry (2012) presents different findings, stating that there is no relationship between work stress and overall job satisfaction. Furthermore, a physical factor that can affect job satisfaction is work conflict. According to Hambali (2019), conflict is a process that largely involves the perceptions of the person experiencing and feeling it. Meanwhile, according to Sunyoto (2012:218), conflict is when two or more members of an organisation, in this case employees, have differences arising from the same scarce resources or from carrying out activities. The results of studies by Pradita and Surya (2020); Afrizal (2014); and Yoesvizar (2018) state that Work Conflict has a negative and significant effect on Job Satisfaction. Based on the background description and the existence of several research findings that show inconsistencies in the above findings, this study will conduct research with the title "The Effect of Work Stress and Work Conflict on the Job Satisfaction of Water Resources Network Implementation Officers (PJSA) at the River Basin Organization Nusa Tenggara I"

LITERATURE REVIEW

Job Satisfaction

Robbins and Coulter (2017) state that job satisfaction is a person's general attitude towards their work. Green and Baron, as cited in Hamali (2016), describe job satisfaction as a positive or negative attitude that individuals have towards their work. Meanwhile, Gibson, as cited in Hamali (2016), states that job satisfaction is an attitude that workers have towards the work they do. According to Robbins & Judge (2015), the factors that influence job satisfaction are salary, working conditions, relationships with colleagues, supervision, and promotion opportunities. Asmony and Suryatni (2023) also state that job satisfaction can also be determined by external conditions related to the organisation, such as the work environment and compensation. According to Mangkunegara (2014), the indicators of job satisfaction include the following:

1. Financial Satisfaction
2. Physical Satisfaction
3. Social Satisfaction
4. Psychological Satisfaction

Work Stress

According to Afandi (2018), pressure arising from role ambiguity, disharmonious relationships, and poor work layout reinforces the emergence of stress. In addition, Muhamad Ekhsan & Septian (2021) add that unmet targets, high competition, and an unsupportive work environment also contribute to stress. Rivai (2013) argues that work pressure is a condition of tension that creates physical and psychological imbalance, which affects the emotions, thought processes, and condition of an employee. According to Mangkunegara (2017), work pressure is a feeling of being overwhelmed that employees experience when facing work. According to Luthan (2028), the factors that cause stress (stress antecedents) are extra-organisational stressors, organisational stressors, group stressors, and individual stressors. The indicators of work stress according to Fitriana (2017):

1. Task Demands
2. Role Demands
3. Interpersonal Demands
4. Organisational Structure
5. Organisational Leadership

Work Conflict

"Conflict is a difference in perception when viewing a situation and condition, which is then applied in the form of actions that cause opposition with certain parties." (Fahmi, 2016:162). Work conflicts occur due to disagreements, where one party considers the other party to be obstructing and hindering their plans. This can occur between individuals or between groups. According to Sunyoto and Burhanudin (2015:126), the factors that cause workplace conflict include: Dependence, Differences in goals, Differences in perceptions, values, attitudes, and perceptions between group members, and Organisational ambivalence. Robbins (2018) states that there are several indicators that can be used to measure workplace conflict, namely:

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1. Communication errors
2. Differences in objectives
3. Differences in assessment or perception
4. Work activity interdependence
5. Errors in affection

Conceptual Framework

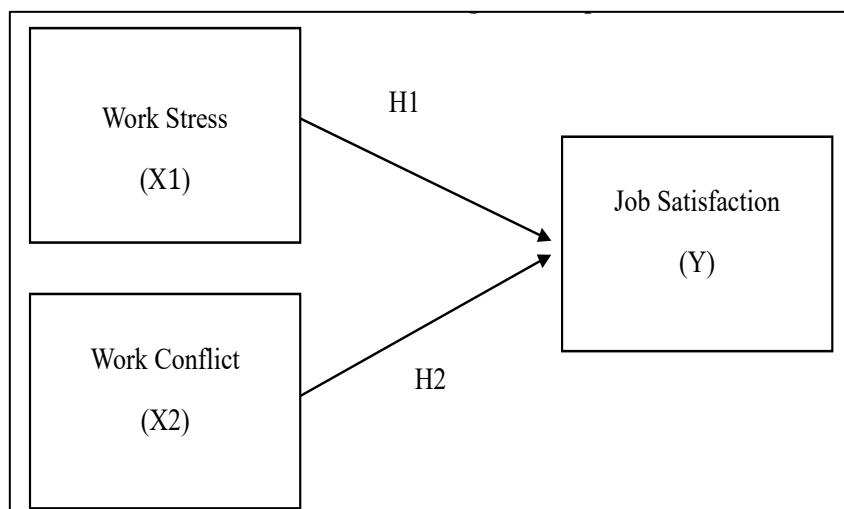


Image 1. Conceptual Framework

Hypothesis

H1: It is hypothesised that the work stress variable has a negative effect on employee job satisfaction.

H2: It is hypothesised that the work conflict variable has a negative effect on job satisfaction.

RESEARCH METHODOLOGY

This study uses a causal associative research design with a quantitative approach. The population in this study consists of all active employees working at the PJSA BWS NT I Executive Office, totalling 47 people, who also serve as research respondents. The data collection method in this study uses a census method, where the entire population is made up of respondents. The data collection technique uses a questionnaire (survey) designed based on the indicators of each research variable. The data obtained is then analysed using statistical analysis methods with SPSS v.29 software.

Respondent Characteristics

Based on the analysis results, the majority of respondents were male, namely 37 people (79%), while there were 10 female respondents (21%). In terms of age, the respondents were dominated by the >51 age group (40%) and the 41-50 age group (38%), indicating that most employees were senior in age and approaching retirement, thus having considerable work experience. In terms of highest level of education, most respondents had a bachelor's degree (56%), followed by high school/vocational school (32%), master's degree (8%), and diploma (4%), reflecting that employees have a relatively high level of education. Meanwhile, in terms of length of service, the majority of respondents have worked for 11-20 years (49%) and <10 years (41%), indicating that most employees have considerable work experience and a high level of loyalty to the institution.

RESULTS AND DISCUSSION

Validity and Reliability Testing

Variable	Number of Items	Range of r_calculated	r_table	Validity	Cronbach's Alpha	Reliability
Job Satisfaction (Y)	12	0.511–0.759	0.2845	All items valid	0.883	Reliable
Work Stress (X1)	15	0.475–0.741	0.2845	All items valid	0.900	Reliable
Work Conflict (X2)	15	0.417–0.916	0.2845	All items valid	0.931	Reliable

Source: Processed primary data, 2025

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The validity test results show that all statement items in the job satisfaction (Y), work stress (X1), and work conflict (X2) variables have a calculated r value greater than the table r value (0.2845) with a significance level of < 0.05 . Thus, all statement items in the three variables are declared valid. Furthermore, the reliability test results using Cronbach's Alpha show that all variables have values above 0.60 (job satisfaction = 0.883; work stress = 0.900; work conflict = 0.931), so the research instrument is declared reliable and suitable for further analysis.

Classical Assumption Test

Normality Test

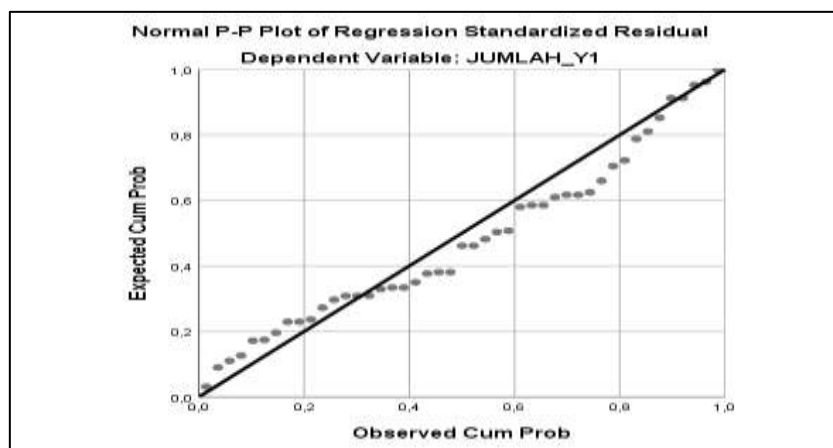


Figure 2. Normality Test Results

From the figure, it can be concluded that all data are normally distributed.

Multicollinearity Test

Table 1. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Stress X1	.748	1.337
	Work Conflict X2	.748	1,337

Source: Primary data processed, 2025

The table above shows that if the *tolerance* value is $0.748 > 0.100$ and the VIF value is $1.337 < 10,000$, it can be concluded that there is no multicollinearity in the Work Stress and Work Conflict variables.

Heteroscedasticity Test

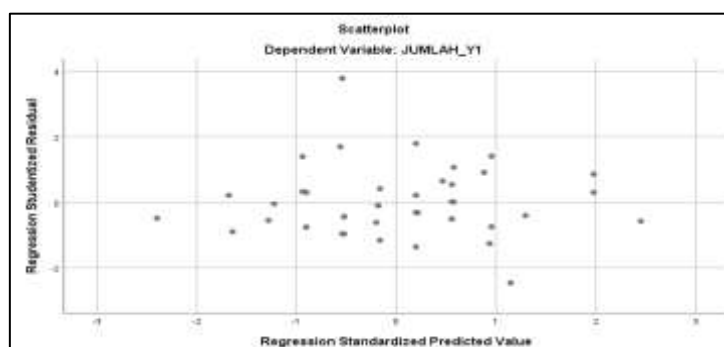


Image 3. Heteroscedasticity Test

Based on the figure above, it can be seen that the points do not form a specific pattern and are scattered above and below 0 (zero) on the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity in the regression model in this study.

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Multiple Linear Analysis

Table 2 Multiple Linear Analysis

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.951	1.492		2,547	.014
	Work Stress X1	.332	.071	.643	3,451	.004
	Workplace Conflict X2	.585	.069	.813	8,476	<.001

Source: Primary data processed, 2025

The regression analysis results indicate that a constant value of 1.951 signifies a positive relationship between the independent and dependent variables. The regression coefficient for work stress (X1) of 0.332 indicates that each one-unit increase in work stress will increase job satisfaction by 0.332 units. Meanwhile, the regression coefficient for work conflict (X2) of 0.585 indicates that every one-unit increase in work conflict will increase job satisfaction by 0.585 units. Thus, both independent variables are proven to have a positive relationship with employee job satisfaction.

Hypothesis Testing

F-test (Model Suitability Test)

Table 3 ANOVA (Analysis of Variance) test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	434.936	2	217,468	50,747	<.001 ^b
	Residual	188,553	44	4,285		
	Total	623,489	46			

Source: Primary data processed, 2025

Based on the F-test results, the calculated F value is 50.747 > the table F value of 3.20 at a significance level of <0.001. This indicates that the multiple regression model is appropriate for use, and that the variables of work stress and work conflict simultaneously have a significant effect on employee job satisfaction.

t-test (partial)

Table 4 t-Test (Partial)

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	1.951	1.492		2,547	.014	(0.05/2;47-2-1) = (0.025;44)
	Work Stress _X1	.332	.071	.643	3.451	.004	2,015
	Workplace Conflict X2	.585	.069	.813	8,476	<.001	2,015

Source: Primary data processed, 2025

The t-test results show that both work stress (X1) and work conflict (X2) have a positive and significant effect on employee job satisfaction. This is indicated by the t-count value of each variable being greater than the t-table value and the significance value being less than 0.05, so the alternative hypothesis (Ha) is accepted.

Determination Coefficient Test R²

Table 5 Results of the Coefficient of Determination Test ()

Model Summary ^b				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.835 ^a	.698	.684	2.07010

Source: Primary data processed, 2025

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The adjusted R^2 value of 0.698 indicates that the independent variables (Work Stress and Work Conflict) in this study are able to explain 69.8% of the variation in job satisfaction, while the remaining 30.2% is influenced by other factors outside the research model.

DISCUSSION

The Effect of Work Stress on Job Satisfaction

The regression analysis results show that work stress has a positive and significant effect on the job satisfaction of PJSA employees with a regression coefficient value of 0.332, t-count 3.451 > t-table 2.015, and significance 0.004 < 0.05. Respondents rated work stress as very high (average 4.28), especially on the task demands indicator (4.42), while the lowest was on interpersonal demands (4.10). This indicates that high work stress can actually encourage employees to be more productive and contribute to job satisfaction when they successfully overcome it. However, if not managed properly, high stress levels have the potential to reduce performance. These findings are consistent with previous studies (Monika, 2017; Tunjungsari, 2011; Anitawidanti, 2010) that found a positive relationship between work stress and job satisfaction, although the level of influence varied.

The Influence of Work Conflict on Job Satisfaction

The regression analysis results show that work conflict has a positive and significant effect on the job satisfaction of PJSA employees with a regression coefficient value of 0.585, t_count 8.476 > t_table 2.015, and significance < 0.001 < 0.05. Respondents rated work conflict as very high (average 4.22), with the highest indicator being differences in goals (4.31), which indicates a lack of orientation among employees at work, while the lowest indicator was errors in affection (4.12), which shows that personal interactions also trigger conflict. Although the regression results show a positive effect, high work conflict can actually have a negative impact on employee satisfaction if not managed properly. Thus, functional conflict may be able to encourage work dynamics, but if excessive, it can reduce work harmony and comfort. These findings are in line with the research by Pradita and Surya (2020) and Afrizal (2014), which found a significant effect of workplace conflict on job satisfaction, although the direction of the effect was different.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The results of this study indicate that work stress and work conflict both influence the job satisfaction of PJSA employees. These two factors have a positive relationship, meaning that the higher the level of stress or conflict experienced, the greater the impact on employee job satisfaction. However, the influence of work conflict appears to be more dominant than work stress. These findings show that differences in goals, task demands, and the dynamics of relationships between co-workers are often the main factors that trigger dissatisfaction if not managed properly. However, if work stress and work conflicts can be managed appropriately, both have the potential to become drivers for creating a healthier, more dynamic, and productive work environment. Therefore, effective management of work stress and conflict is a key factor in enhancing overall employee satisfaction at PJSA.

Suggestion

Based on the research findings, it is recommended that BWS NT I create a more harmonious work environment by strengthening relationships among employees to minimise work-related stress. In addition, it is important for employees to communicate more wisely so that their intentions and objectives can be conveyed properly without causing conflicts that can reduce job satisfaction. Thus, a conducive and productive work climate can be realised. For further research, it is hoped that the object can be expanded and the research variables can be added to so that the results obtained are more comprehensive and have higher validity in describing the factors that affect job satisfaction.

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