



FACTORS AFFECTING EMPLOYEE JOB SATISFACTION AT THE REPRESENTATIVE OFFICE OF THE POPULATION AGENCY NATIONAL FAMILY PLANNING (BKKBN)

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ABSTRACT

The problem in this study is how the effect of work conflict, work environment and work stress on employee job satisfaction at the Representative Office of the Population and Family Planning Agency (BKKBN) North Sumatra. This study aims to determine partially the variables of work conflict, work environment and work stress affect employee job satisfaction and the effect of work conflict, work environment, and job stress simultaneously on employee job satisfaction. associative and quantitative. The sampling technique used a saturated sample to 84 permanent employees. The data collection technique used interviews, documentation studies and questionnaires. The data analysis technique of this research uses classical assumption test and multiple linear regression analysis. Data processing in this study used statistical software SPSS 20. The results showed that based on the results of the t test, the conflict variable partially had a negative and insignificant effect on job satisfaction. The work environment variable partially has a positive and significant effect on employee job satisfaction. Job stress variable has a positive and insignificant effect on employee job satisfaction. In the results of the f test in this study, simultaneously the variables of work conflict, work environment and work stress have an effect on employee job satisfaction. The results showed that based on the results of the t test, the conflict variable partially had a negative and insignificant effect on job satisfaction. The work environment variable partially has a positive and significant effect on employee job satisfaction. Job stress variable has a positive and insignificant effect on employee job satisfaction. In the results of the f test in this study, simultaneously the variables of work conflict, work environment and work stress have an effect on employee job satisfaction. The results showed that based on the results of the t test, the conflict variable partially had a negative and insignificant effect on job satisfaction. The work environment variable partially has a positive and significant effect on employee job satisfaction. Job stress variable has a positive and insignificant effect on employee job satisfaction. In the results of the f test in this study, simultaneously the variables of work conflict, work environment and work stress have an effect on employee job satisfaction.

Keywords: Work Conflict, Work Environment, Job Stress, Job Satisfaction

INTRODUCTION

Human resources are resources that have reason and feelings, the desire for skills,

knowledge, encouragement and work that can be produced by the company according to (Arianty et al., 2016: 62).

Human resources play an important role in all aspects of realizing the goals of an organization, both private and government. The existence of human resources in an organization plays a very important role in maintaining organizational activities in achieving targets. Many organizations demand high employee performance to realize the goals of the organization, therefore it is very important to maintain employee satisfaction so that they remain enthusiastic in their activities.

Job satisfaction or employee job statistics must be created as well as possible so that work morale, dedication, love and employee discipline increase. Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude reflects by work morale, discipline and job performance, job satisfaction is enjoyed at work, outside work and a combination of inside and outside work (Hasibuan, 2013:202).

Therefore the organization is very important to maintain employee job satisfaction from various factors that affect employee job satisfaction, one of which is conflict that can affect activities within the organization. Conflict is a difference in beliefs, interests, desires, needs,

goals, values, power, status, resources, behavior, and goals between individuals or groups that are mutually contradictory (Dewi, 2017).

Each individual has different views and perceptions in seeing or concluding everything that causes feelings, attitudes, and responses that are formed in actions. Different views and perceptions are the background of conflicts within the organization, such as the survey conducted, there are still many conflicts that occur between fellow employees both in terms of delivery, sensitive nature of employees and miscommunication that lead to misunderstandings between fellow employees, if left unchecked. just like that, this will disrupt the activities of the organization and in the long run will tarnish the good name of the organization.

In addition, the work environment is one of the factors that can affect work productivity and employee work effectiveness. The form can be in the form of a material environment such as the place and means of production, as well as a psychological environment, such as the atmosphere of social relations between the company's personal (Prihantoro, 2012:20).

Next is work stress, employees are very often faced with problems that exist in the organization so they are very likely to be exposed to stress. Stress arises when the employee/employee is unable to meet job demands such as collecting timely reports and changes in the work environment such as changes in the type of work, organizational changes, etc.

Stress is an individual behavior that can happen to anyone in the organization that will reduce overall job satisfaction of the organization. Prolonged stress and not handled immediately, will lead to conflicts between individuals or groups within the organization which will reduce overall organizational performance (Ismainar, 2018: 243)

Based on the factors described above, it is very possible for employees to be stressed at



any time at work, both because of the workload that makes some employees unable to complete reports on time, and in connection with fellow co-workers who are not good and the work environment is not supportive. If the factors described above are left unattended without serious handling from the organization, it can make employees feel depressed, and frustrated which ultimately makes employees not optimal so that their job satisfaction is disrupted if left unchecked, in the long run it will reduce employee job satisfaction which will interfere organizational activities.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is an effectiveness or emotional response to various aspects of work. Satisfaction is a reflection of one's feelings towards his work (Bismala et al., 2017:35). Meanwhile, according to experts, employee job satisfaction is a picture of an employee's feelings of pleasure and displeasure with the work done, job satisfaction is an employee's emotional response to a work situation that is determined by achieving results, meeting or exceeding expectations (Fattah, 2017). Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether or not their job is enjoyable. A general attitude towards a person's work that shows the difference between the number of awards workers receive and the number they believe they should receive (Afandi, 2016:

Based on the opinions and information above, it can be concluded that job satisfaction is the psychological state of an employee/employee organized in an emotional form that can feel happy and feel unhappy depending on the aspects faced in the company.

The indicators used to determine job satisfaction according to Bismala, et al. (2017:37) as follows:

1. Fulfillment

Explaining that satisfaction is determined by the characteristics of a job allows an individual to meet his needs.

2. Incompatibility

Explain that satisfaction is the result of expectations being met. Satisfied expectations represent the difference between what an individual expects from a job, when the expectation is greater than that received a person will be dissatisfied.

3. Value achievement

Explain that satisfaction stems from the perception that a job allows for the fulfillment of an individual's important work values.

4. Equality

Explain that satisfaction is a function of how an individual is treated fairly in the workplace.

5. Components of character/genetic

explained that specifically this model is based on job satisfaction as a function of personal traits and genetic factors.

Work conflict

The occurrence of recreational flows of human life including in the world of work will not be separated from the name conflict, conflict usually arises in work as a result of communication problems, personal relationships or organizational structure. The discrepancy between two or more members or organizational groups arising from the fact that they have different statuses, goals, values, and perceptions (Nyoto, 2019: 106). Conflict is a dynamic process and its existence is more about the perception of the person or party who experiences and feels it (Hamali & Budihastuti, 2019: 188). Conflict is created to motivate members to innovate, take initiative, and be creative, so that leaders maintain a minimum level of conflict so that groups or subordinates can survive, be self-critical and creative according to (Bismala et al., 2017:151)

From the above opinion it is concluded that work conflict is a problem that arises both from the individual itself and the company/organization, in light conflict it can have positive and negative impacts if the conflict occurs continuously and is left alone in the organization/company.

According to Fitriana (2013) indicators of work conflict are as follows:

1. Misscommunication

If someone or more receives information that is different or not the same as the source of information, there will be a fundamental difference in perceiving the content of the perception.

2. Goal Difference

If someone or more have dissimilarities in looking at the goals to be achieved so that there is a conflict in addressing these goals.

3. Differences in Judgment or Perception

Differences in judgment between members in an organization, are often accompanied by differences in attitudes, value discrepancies, perceptions which can also lead to work conflicts.

4. Interdependence of Work Activities

There is interdependent work, if one or more people depend on each other in completing their respective tasks. Conflict will occur if one of them is given an excessive amount of work and if one or more employees have to wait or depend on other employees for their work.

5. Error in Affection



If someone treats his co-workers to be uncomfortable at work, especially in terms of feelings or moods.

Work environment

The work environment is the components that refer to institutions or forces that interact directly or indirectly according to a certain pattern regarding the organization or company that cannot be separated from the environment in which the organization or company is located (Bukhari & Pasaribu, 2019).

The work environment is everything that is around employees that can affect employees in carrying out the tasks assigned by the company. However, in general, the understanding of the work environment is a condition of the atmosphere in which the employees carry out their duties and work to the fullest. This thinking framework aims to express the relationship or linkage of a concept with other concepts (Siagian & Khair, 2018).

The work environment is all the conditions that are around workers, so that either directly or indirectly can influence themselves while carrying out the assigned tasks. A good and pleasant environment will be able to create enthusiasm and enthusiasm for work, and conversely if the work environment is not pleasant it will be able to create enthusiasm and enthusiasm in working, and vice versa if the work environment is not pleasant it will reduce enthusiasm at work so that it can reduce the productivity of the employee concerned. The work environment is all aspects of the physical work, work psychology and work regulations that can affect performance and achieve productivity (Elizar & Tanjung, 2018)

From the expert opinion above, it can be concluded that the work environment is a place where workers/employees carry out their work activities and interact with fellow workers/other employees on a daily basis.

The following indicators are used to measure the work environment according to Afandi (2016: 57); 1) Workplace lighting, 2) Workplace windows, 3) Coloring, 4) Decoration, 5) Music sound, 6) Sound of factory machines, workshops, 7) Air temperature, 8) Humidity

Work Stress

In the growing era of globalization, many organizations/companies require employees/employees to work extra regardless of the abilities and knowledge of employees, employees/employees feel burdened by responsibilities so that employee productivity is disrupted due to changes in the company, not to mention most of the employee's activities. Work stress is a condition in which there is something or several factors in the workplace that interact with workers so that it interferes with physiological and behavioral conditions. (Bismala et al., 2017:39). Stress is a situation that may be experienced by humans in general and employees in particular in an organization or company. Stress is an important problem because the situation can affect job satisfaction and work productivity, so it needs to be handled in an effort to achieve company goals. To be able to handle the stress experienced by

employees, managers are required to have a good understanding of work stress, sources of stress and the relationship between stress and productivity (Hariandja, 2002). Work stress is an emotional state that arises because of a mismatch between the workload and the individual's ability to cope with the work stress he faces (Vanchapo, 2020: 53). sources of stress and the relationship between stress and productivity (Hariandja, 2002). Work stress is an emotional state that arises because of a mismatch between the workload and the individual's ability to cope with the work stress he faces (Vanchapo, 2020: 53). sources of stress and the relationship between stress and productivity (Hariandja, 2002). Work stress is an emotional state that arises because of a mismatch between the workload and the individual's ability to cope with the work stress he faces (Vanchapo, 2020: 53).

From the expert opinion above, it can be concluded that work stress is a feeling of pressure felt by employees/employees in dealing with daily work in the organization/company.

RESEARCH METHODS

The method used in this research is associative and quantitative. The population used in this study were all permanent employees at the Representative Office of the National Population and Family Planning Agency (BKKBN) of North Sumatra with a total of 84 people. The sample used was 84 people, where the determination of the sample when all members of the population were used as samples with the saturated sampling method. This study uses primary data sources and secondary data, namely data obtained through interviews, documentation studies and questionnaires. Data processing using SPSS 20 software.

Research result

Table 1. Data Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		84
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,94671294
Most Extreme Differences	Absolute	,111
	Positive	,111
	Negative	-,078
Kolmogorov-Smirnov Z		1,020
Asymp. Sig. (2-tailed)		,250

a. Test distribution is Normal.

b. Calculated from data.

The data source is processed using SPSS 20

Kolmogorov-Smirnov (KS) normality test results can be concluded by comparing the probability value or from Asymp. Sig. (2-tailed) < 0.05 then the data distribution is not normal if Asymp. Sig. (2-tailed) > 0.05 then the data distribution is normal. So it can be concluded that the variables of satisfaction, work conflict, work environment and work stress are normally distributed because the value of each variable has met the standards that have been set, which can be seen from Asymp. Sig. (2-tailed) where the value is 0.250 > 0.05.

Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between the independent variables in a regression model. The presence or absence of multicollinearity problems in a linear regression model can be detected with the VIF (variance inflator factor) value. A regression model is said to be free from multicollinearity problems if the VIF value is less than 10 and has a tolerance value above 0.1.

Table 2. Multicollinearity Coefficients^a . Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 1 (Constant)		
work conflict	,477	2.097
work environment	,756	1.323
work stress	,464	2.156

Source: data processed using spss 20

Based on the table above, it can be concluded that the VIF value of all independent variables

is less than 10 and the tolerance value of all independent variables is more than 0.1. Thus it can be concluded that there is no multicollinearity problem with the independent variables.

Multiple linear regression

The regression equation that has been formulated with the help of SPSS 20 is managed data so that the following equation is obtained:

Table 3. Multiple Regression Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig.
		B	Std. Error	Beta		
1	(Constant)	16,127	3,195		5.048	,000
	work conflict	-,032	,109	-,038	-,298	,766
	environment	,433	,091	,489	4,778	,000
	work stress	,191	,111	,226	1,727	,088

Source: data processed using spss 20

Based on the table above, the multiple linear regression equation in this study is as follows:

$$Y = 16,127 + -0.032 + 0.433 + 0.191$$

1. The constant value of 16,127 states that if the value of work conflict, work environment and work stress is assumed to be non-existent, the employee job satisfaction that occurs is 16,127.
2. The value of the regression coefficient of work conflict (x1) is -0.032 in this study, it shows that if work conflict increases by 100%, job satisfaction decreases by -3.2%.
3. The value of the work environment regression coefficient (x2) of 0.0433 in this study shows that if the work environment increases by 100%, job satisfaction increases by 4.33%.
4. The value of the work stress regression coefficient (x3) of 0.191 in this study shows that if work stress increases by 100%, job satisfaction will increase by 19.1%.

Hypothesis testing

Partial Test (T Test)

The results of partial hypothesis testing can be seen in the following table:

Table 3. t-test Coefficientsa



Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1	(Constant)	16,127	3,195		5.048	,000
	work conflict	-,032	,109	-,038	-,298	,766
	work environment	,433	,091	,489	4,778	,000
	work stress	,191	,111	,226	1,727	,088

The significant value for the work conflict variable is $0.766 > 0.05$ with a tcount value of $-0.298 < t_{table 1990}$. Then the work conflict variable partially has a negative and insignificant effect on job satisfaction. The significant value for the work environment variable is $0.000 < 0.05$ with a t-value of $4.778 > t_{table 1990}$. Therefore, the work environment variable partially has a positive and significant effect on job satisfaction. The significant value for the work stress variable is $0.088 > 0.05$ with a tcount of $1.727 < t_{table 1990}$. Therefore, the work stress variable partially has a positive and insignificant effect on job satisfaction.

f . test

The results of simultaneous hypothesis testing can be seen from the following table.

TABLE 4.12 TEST F ANOVAa

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	746,385	3	248,795	15,395	,000b
Residual	1292,853	80	16,161		
Total	2039,238	83			

a. Dependent Variable: job satisfaction (y)

b. Predictors: (Constant), work stress (x3), work environment (x2), work conflict (x1)

In the results of the f test in this study, it is known that the significance value of 0.000 is smaller than the alpha value of 0.005 with a fcount value of $15.395 > f_{table 2.72}$ so it can be concluded that the study rejects H_0 which means simultaneously work conflict (x1), work environment (x2), and work stress (x3) has a significant and significant effect on employee job satisfaction (y) at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra.

Coefficient of Determination

It is used in research to see how the variation of the related variable is influenced by the variation of the independent value. To determine the extent of the contribution or percentage of the influence of work conflict, work environment and work stress on employee job satisfaction.

Table 4. Model Determination Coefficient Summary

model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	,605a	,366	,342	4.020

a. Predictors: (Constant), work stress, work environment, work conflict
Source: data processed using SPSS 20

The magnitude of the number R square (R^2) is 0.366. R square in this study shows that the combined effect of work conflict, work environment and work stress on employee job satisfaction is 36.6%, which means that the effect of work conflict, work environment, and stress is able to explain job satisfaction at the Representative Office of the Population and Family Agency. National Planning (BKKBN) North Sumatra The remaining 63.4% is influenced by other factors.

DISCUSSION

The Effect of Work Conflict on Job Satisfaction

Based on the results of data processing obtained $t_{count} -0.298 < t_{table} 1990$ with a sig value of $0.766 > 0.05$, in this study H_0 was accepted. This means that the work conflict variable partially has a negative and insignificant effect on job satisfaction. The negative value explains the existence of a unidirectional influence, namely if work conflict increases then employee job satisfaction decreases at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra. This is in line with research conducted by previous researchers conducted by Afrizal, et al, (2014) stated that work conflict has a negative effect on employee job satisfaction. The results of Alfiah's research (2013) which state that conflict has a significant and negative effect on job satisfaction. This shows that the higher the conflict, the lower the job satisfaction of employees.

The Effect of Work Environment on Job Satisfaction

The results of data processing obtained $t_{count} 4.778 > t_{table} 1990$ with a sig value of



$0.000 > 0.05$, so in this study H_0 was rejected. This means that the work environment variable partially has a positive and significant effect on job satisfaction. Which means that if the work environment improves, it will increase employee job satisfaction at the representative office of the North Sumatra Population and Family Planning Agency (BKKBN). This is in line with research conducted by previous researchers conducted by (Paramita et al., 2013) stating that the work environment has a significant positive effect on employee job satisfaction. As for the research conducted by (Sudiarditha et al., 2016) the work environment has a significant influence on job satisfaction.

The Effect of Job Stress on Job Satisfaction

Based on the results of data management obtained $t_{count} 1.727$ more $< t_{table 1990}$ with a significant value of $0.000 < 0.05$ then in this study H_0 is accepted. This means that the work stress variable has a positive and insignificant effect on job satisfaction at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra. This is in line with previous research conducted by (Sormin et al., 2017) that job stress has a positive and significant effect on job satisfaction. And research conducted by Ramadanu (2016) Based on multiple linear regression testing, it is known that the work stress variable has a positive and significant effect on t .

Conclusion

From the results of the tests and analyzes carried out, the results of this study can be obtained as follows:

1. Partially, the work conflict variable has a negative and insignificant effect on employee job satisfaction at the National Population and Family Planning Agency (BKKBN) of North Sumatra.
2. Partially, the work environment variable has a positive and significant effect on employee job satisfaction at the National Population and Family Planning Agency (BKKBN) of North Sumatra.
3. Partially, the work stress variable has a positive and insignificant effect on employee job satisfaction.
4. Simultaneously work conflict, work environment and work stress have a significant and significant effect on employee job satisfaction at the Representative Office of the Population Agency (BKKBN) of North Sumatra.

Suggestion

1. Suggestions that I can give for consideration at the Representative Office of the National

Population and Family Planning Agency (BKKBN) North Sumatra. In improving job satisfaction, leaders should pay attention to the relationship between fellow employees by increasing supervision and providing clear direction in assigning tasks and leaders also need to establish good communication with employees.

2. It is hoped that the institution will pay more attention to the comfort of employees in working by improving the conditions of the work environment related to inadequate facilities and high indoor temperatures because it reduces employee comfort in working.
3. To reduce work stress, institutions should pay attention to matters relating to sources of stress such as internal roles, organization, workload, career development and work relationships so that work stress is controlled and within normal limits.
4. For further researchers, it is expected to add other variables or replace variables that can affect employee job satisfaction at the Representative Office of the National Population and Family Planning Agency (BKKBN) North Sumatra.

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