



Effect of Work Conflict, Work Stress and Satisfaction working on Employee Erformance at PT. Federal International Finance group (FIF-Group) Sidoarjo

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ABSTRACT

This study aims to determine Work conflicts, Job Stress and Job Satisfaction on Employee Performance of PT. Federal International Finance Group (Fif-Group) Sidoarjo. This research is a type of quantitative research with hypothesis testing. The sample used in this study were 30 employees at PT. Federal International Finance Group (Fif-Group) Sidoarjo. The analysis tools used in this study are multiple linear regression analysis, multiple correlation coefficient (R), and classical assumption test using SPSS version 18 for windows. Primary data in this study were obtained from questionnaires which were measured using a Likert scale which was tested for validity and reliability. The results of this study prove that work conflict affects employee performance, job stress affects employee performance and job satisfaction also affects employee performance. job satisfaction variable that most influences employee performance.

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I. Introduction

Human Resources (HR) is a valuable asset for a company or business organization because it is the main axis in taking action, determining goals and making the right decisions to achieve the expected goals. To get reliable and quality human resources, proper management is needed. The existence of proper management starting from the process of recruiting, selecting, clarifying, and placing employees according to their abilities can improve company performance. Professional human resource management can provide a balance between the company's capabilities and demands for employee demands. The main key for the company to develop properly is the balance between employees and the company [1].

Many things affect a company's structure both in terms of employees and in terms of organization. But in many ways the factors that influence these two things include work conflict, job stress and job satisfaction on employee performance. Thus, the various things above are very influential on employee performance which results in a result. The results can be divided into 2 things including good or satisfactory results and bad or unsatisfactory results.

Among the many things above, both work conflict, job stress, job satisfaction and employee performance are closely related to performance. Because they affect each other. So in this case we want to measure the capacity of employees for performance in a company with matters relating to and including work conflict, job stress and job satisfaction on employee performance at an agency in Sidoarjo.

Among the things related to performance in the discussion that we will discuss, the first thing we will discuss is work conflict. The definition of conflict itself according to its outline is a difference between two parties in a method or goal in an agency [2] In our opinion this conflict will greatly affect performance, so we will include it as the main material for our thesis research.

The second subject that affects the company's performance is work stress. According to [3] work stress is a condition of tension that affects emotions, thinking processes and carrying out a job. In the big book theory of a work relationship, job stress is influenced by two factors which are considered to be the main factors in terms of job stress. These factors come from within a company and from outside the company. Factors that come from within are usually pressure from superiors who demand targets. While factors that come from outside are usually influenced by the surrounding environment, both from the company side and the environment around married life [4].

From the two discussions above, which are none other than the main factors that affect performance, there are things that support the existence of a good work performance. And it is about how satisfied the employee is with what he will do on a certain type of job. In many cases, job satisfaction experienced by a company greatly affects the performance of both an agency and a company.

Good performance is the quality and quantity of performance produced by employees in accordance with work standards set by the company. With good employee performance, the company's productivity can also increase. This increase in productivity is expected by all companies in order to achieve company goals.

Basically the structure of the existing organization at PT. FIF Group has complied with the quality management standard, namely the ISO 9001:2015 standard, thus everything related to documents and data is of a good standard. The standard of data grouping is based on the sequence of processes rather than the management system of PT. FIF Group all matters related to activities and scope of work must

comply with applicable regulations. Sequence and work system at PT. FIF Group has been running well so far and also looks smooth without any problems.

The workers and the management environment have been provided with facilities that are quite comfortable to support employee performance, including the office facilities are rooms that are well ventilated and have a high level of comfort with the presence of air-conditioned rooms, the minimum standard computer used is Intel Core-i3 to support employee performance so that they can work effectively and efficiently.

But because of the large number of employees at PT. The FIF group sometimes creates friction in the performance of employees, which is much influenced by differences of opinion between one employee and another. Supported by this difference in thinking between employees which makes sometimes there are different thoughts so that several things cause conflicting differences that make these employees stressed because of work.

PT. Federal International Finance Group (FIF-Group) is an institution or company engaged in banking. PT. FIF Group Sidoarjo was established in May 1989 under the name PT. Mitrapusaka Artha Finance and the development of the era and consumer demand and focus on financing Honda motorcycles, thus PT. Mitrapusaka Artha Finance changed its name to PT Federal International Finance (FIF-Group).

Viewed from the point of view of consumers who are scattered in many places with different demands and demands from management as well as various things that make employees required to improve their performance and performance so that customer satisfaction can be achieved properly.

PT. FEDERAL INTERNATIONAL FINANCE GROUP (FIF-GROUP) Sidoarjo in one year is very volatile. The performance of employees from January to December 2019 has increased and decreased. From January the level of results from employee performance reached 96% and in February the level of employee performance decreased to 94%, in March the level of quality and employee performance increased to 95% and in April the level of employee quality decreased to 92%, then in May the level of employee performance experienced a very sharp increase in terms of discipline and attendance reaching 98% and in June the level of employee performance decreased by 96% then in July the level of employee performance decreased to 93% and in August the level of absenteeism and performance employees experienced an increase of 93% which almost touched the 94% mark. then in september the employee attendance rate increased to 95% and in october the employee absentee rate decreased very sharply reaching 92% due to obstacles that were beyond expectations and the change of seasons, then in november the employee absentee level experienced the increase reached 93% and in December the employee absentee level experienced a significant increase reaching 95%.

Based on the existing background, the authors take the title "**EFFECT OF WORK CONFLICT, JOB STRESS AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. (FEDERAL INTERNATIONAL FINANCE) FIF GROUP IN SIDOARJO**"

II. Research methods

1) Research Location

This research was conducted at PT. Federal International Finance Group (FIF Group) located at Jalan Pahlawan No. 9 Sidoarjo. Namely the West Ring Road Gor Sidoarjo.

2) Population and Sample

- a. **Population:** employees of PT.FIF Group in the Marketing, Back office and collectors divisions each as many as 100 employees. consisting of 100 Marketing employees, 100 Back Office employees and 100 Collector employees
- b. **Sample:** it can be seen that the number of samples in this study is 30 employees.

3) Types and Sources of Data

- a. **Types of Data:** There are 2 types of data used in this study, namely: qualitative data and quantitative data.
- b. **Data Sources:** There are 2 sources of data used in this study, namely: primary data and secondary data

4) Data Collection Techniques: Data collection in this study used a questionnaire (questionnaire).

III. Results and Discussion

1. Validity Test and Reliability Test

a. Validity test

Tabel 1. Validity test

Variable	Item Variabel	Correlation (r-hitung)	r-critical	Sig	Information
Work conflict (X₁)	X1.1	0,722	0,3	0,000	Valid
	X1.2	0,633		0,000	Valid
	X1.3	0,799		0,000	Valid
	X1.4	0,804		0,000	Valid
	X1.5	0,652		0,000	Valid
Work stress (X₂)	X2.1	0,747		0,000	Valid
	X2.2	0,843		0,000	Valid
	X2.3	0,912		0,000	Valid
	X2.4	0,713		0,000	Valid
Satisfaction Work (X₃)	X3.1	0,785		0,000	Valid
	X3.2	0,753		0,000	Valid
	X3.3	0,806		0,000	Valid
	X3.4	0,788		0,000	Valid
Employee performance (Y)	Y.1	0,709		0,000	Valid
	Y.2	0,802		0,000	Valid
	Y.3	0,796	0,000	Valid	
	Y.4	0,811	0,000	Valid	
	Y.5	0,698	0,000	Valid	

Based on the results of the validity test shown in the table above, it can be seen that all items in each variable have a correlation coefficient value greater than 0.3. This shows that all of the variable items are declared valid and can be used for further analysis

b. Reliability Test

Table 2. Reliability Test

Variable	Nilai Alpha Cronbach	Nilai Kritis	Information
Work conflict	0.768	0,6	Reliable
Work stress	0,822	0,6	Reliable
Job satisfaction	0,790	0,6	Reliable
Employee performance	0,821	0,6	Reliable

Based on the table above, the reliability coefficient value of Cronbach alpha on the work conflict variable is 0.768, the work stress variable is 0.822, the job satisfaction variable is 0.790, and the employee performance variable is 0.821. From these four variables, it is known that the Cronbach alpha reliability coefficient value is more than 0.6, so it can be concluded that the questionnaire used is reliable.

2. Classical Assumption Test

a. Normality test

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.22641588
Most Extreme Differences	Absolute	.082
	Positive	.058
	Negative	-.082
Test Statistic		.082
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.		

From the table above, it can be seen that the significance value or Asymp. Sig. (2-tailed) of 0.200 or > 0.5. This means that the regression model in this study meets the assumption of normality or normally distributed data.

b. Linearity Test

Table 4. Linearity Test

Variable	F	Sig. Linearity	Condition	Information
Employee Performance(Y) * Work Conflict (X1)	12,723	0,002	Sig. < 0,05	Linear
Employee performance (Y) * Stress Kerja (X2)	17,773	0,000	Sig. < 0,05	Linear
Employee performance (Y) * Job satisfaction (X3)	24,820	0,000	Sig. < 0,05	Linear

From the test results, the sig linearity value for the employee performance variable with work conflict is 0.002 ($0.002 < 0.05$), the employee performance variable with work stress is 0.000 ($0.000 < 0.05$), and the employee performance variable with job satisfaction is 0.000 ($0.000 < 0.05$). Of the three variables showing a value of sig linearity < 0.05 , the relationship between variables is linear, which means that the relationship between the independent variable and the dependent variable is entirely linear.

c. Auto correlation Test

Table 5. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.816 ^a	.667	.628	1.29524	.667	17.322	3	26	.000	2.096

Based on the results of the auto correlation test in the table above, it is known that the DW (Durbin Watson) value is 2.096. This value indicates that $du < d < 4 - du$ or $1.5666 < 2.096 < 2.4334$ there is no autocorrelation.

d. Heteroscedasticity Test

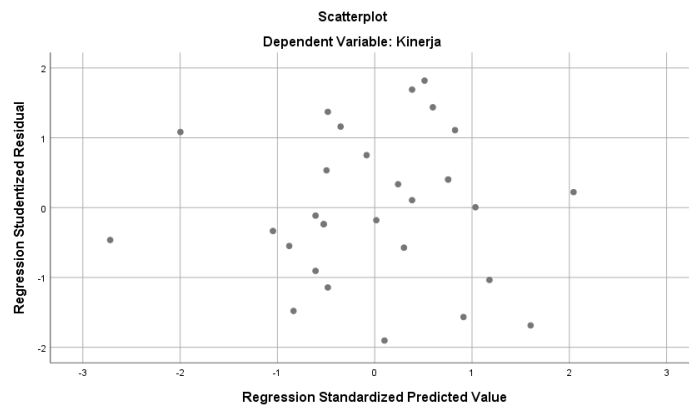


Figure 1. Heteroscedasticity Test

From the picture above, the scatter plot shows that the points spread randomly and there is no tendency to form a certain pattern, so there is no symptom of heteroscedasticity.

d. Multicollinearity Test

Table 6. Multicollinearity Test

Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
1					
(Constant)					
Konflik Kerja	.567	.437	.280	.836	1.197
Stres Kerja	.610	.405	.256	.740	1.351
Kepuasan Kerja	.705	.539	.369	.699	1.430

a. Dependent Variable: Performance

From the test results, the VIF value for the work conflict variable is 1.197 (< 10), the work stress variable is 1.351 (< 10) and the job satisfaction variable is 1.430 (< 10). From these results, it can be stated that the multiple linear regression used in this study is free from multicollinearity.

3. Multiple Linear Regression Analysis Table 7. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.258	2.774		.453	.654
	Konflik Kerja	.319	.129	.307	2.477	.020
	Stres Kerja	.296	.131	.297	2.259	.032
	Kepuasan Kerja	.492	.151	.442	3.262	.003

a. Dependent Variable: Performance

Based on the results in the table above, it can be seen that the regression model of the four variables is as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$ ($Y = 1,258 + 0,319 X_1 + 0,296 X_2 + 0,492 X_3 + e$)

3. Hypothesis Testing

a. Partial Test (Uji t)

Tabel 8. Simultaneous Test (Uji t)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.258	2.774		.453	.654
	Konflik Kerja	.319	.129	.307	2.477	.020
	Stres Kerja	.296	.131	.297	2.259	.032
	Kepuasan Kerja	.492	.151	.442	3.262	.003

a. Dependent Variable: Performance

By using a confidence level of 5 % ($\alpha=0,05$) and *degree of freedom* as big as $k=2$ and $df 2 = n - k - 1$ ($30 - 2 - 1 = 27$) until obtained t_{tabel} of 2.05183, it can be concluded as follows:

a) The effect of work conflict on employee performance

Work conflict variable gets value $t_{hitung} = 2,477 > t_{tabel} = 2,05183$ with a significance value of 0.020 < 0.05 . This means that partially the work conflict variable has a significant effect on the performance variable

Effect of work stress on employee performance

The work stress variable gets the value $t_{hitung} = 2,259 > t_{tabel} = 2,05183$ with significance value 0,032 $< 0,05$. This means that partially the work stress variable has a significant effect on the performance variable.

b) Pengaruh kepuasan kerja terhadap Kinerja Karyawan

Job satisfaction variable gets value $t_{hitung} = 3,262 > t_{tabel} = 2.05183$ with a significance value of 0.003 < 0.05 . This means that partially the job satisfaction variable has a significant effect on the performance variable

b. Uji Simultan (Uji F)

Table 9. Simultaneous Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.181	3	29.060	17.322	.000 ^b
	Residual	43.619	26	1.678		
	Total	130.800	29			

a. Dependent Variable: Performance

b. Predictors: (Constant), Job Satisfaction, Job Conflict, Job Stress

Based on the table above, the calculated f value is 17,322 with a significant value of 0.000. Where the f-table is known to be 3.3403. So that $f_{hitung} > f_{tabel}$ that is $17,322 > 3,3403$. with a significant value of 0.000 < 0.05 . From these results, it can be stated that H_0 is rejected and H_a is accepted, which means that the variables of work conflict (X_1), work stress (X_2) and job satisfaction (X_3) simultaneously have a significant effect on employee performance variables.

Multiple Correlation Test (R Test)

Tabel 10. Multiple correlation test (R test)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.816^a	.667	.628	1.29524	.667	17.322	3	26	.000	2.096
<i>a. Predictors: (Constant), Job Satisfaction, Job Conflict, Job Stress</i>										
<i>b. Dependent Variable: Performance</i>										

Based on the analysis carried out using multiple linear regression with the help of SPSS Version 25 statistics, the results in the Model Summary table show the correlation coefficient = 0.816. Based on the table cluster of correlation effects in table 4.22 above, it can be stated that the correlation or relationship is very strong between the variables of work conflict, job stress, job satisfaction and employee performance variables.

b. Multiple Determination Test (R^2)

Figure 11. Multiple Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.816 ^a	.667	.628	1.29524	.667	17.322	3	26	.000	2.096
<i>a. Predictors: (Constant), Job Satisfaction, Job Conflict, Job Stress</i>										
<i>b. Dependent Variable: Kinerja</i>										

Based on the analysis performed using multiple linear regression with the help of the SPSS version 25 statistical program, the coefficient of determination (R Square) was 0.667. This shows that the variables of work conflict, job stress, job satisfaction can affect employee performance by 66.7% while 33.3% is influenced by other independent variables not included in this study.

4. Discussion

a. The first hypothesis: work conflict affects employee performance

In this study, work conflict is interpreted as part of an action or event that occurs in an activity, forum, organization or company that is useful for improving employee performance. Work conflict can occur due to a conflict process that is expressed between two or more parties who are mutually dependent on the object of the conflict, using behavior patterns and conflict interactions that produce conflict output. FIF Sidoarjo. This means that employees who are able to manage work conflicts well, then they will have good performance. Conflict management can be done because of experience during work and can also be done with the knowledge possessed by employees. Work conflicts can occur due to conflicts that occur and are then expressed between the two parties. So that work conflicts need to be minimized, so as not to interfere with the implementation of employees' work. Inappropriate assessment is an obstacle experienced by employees in completing work. In addition, there is a task dependency with other work units. The existence of this dependence will be an obstacle in the implementation of work if there is no good communication. However, the dependence of work units if they can go hand in hand will produce maximum work. Work conflicts that are not managed properly will have an impact on work implementation. As stated by [5] argues that prolonged workplace conflicts, giving employees too much workload can cause stress, namely unpleasant conditions or circumstances faced by everyone, both physically and mentally. Based on the results of research [6] proves that the conflict variable has a significant and positive effect on employee performance. This means that the size of the conflict that occurs in employees affects employee performance. This condition illustrates that the better the employee's understanding of the symptoms that can cause conflict, of course they will avoid conflicts that can occur between two or more parties over one thing, where one party feels incompatible with the other party so that their performance will be improved.

b. Second Hypothesis: work stress affects employee performance

Work stress in this study is defined as the feelings experienced by employees in dealing with work. This work stress can be seen from the symptoms, among others, unstable emotions, feeling unhappy, unable to relax, anxious, tense, nervous, increased blood pressure, and experiencing digestive disorders. The results of data analysis prove that work stress affects the performance of PT employees. FIF Sidoarjo. That is, the higher the employee's ability to manage the work stress experienced, the employee's performance will increase. Management of employee work stress can be seen from the use of time. Employees always take advantage of the time given by employees to do the tasks given by employees to the maximum, with tasks that do not pile up, it will reduce the possibility of work stress on employees. The limited time to complete the work is an obstacle that is often encountered by employees, where the time limit that is not in accordance with the workload will make employees experience stress. Excessive work stress if not managed properly will disrupt the implementation of employee work. Based on the results of research [7] argues that there is a direct relationship between work stress and performance. If there is no stress, there is also no work challenge and performance tends to decrease. in line with increasing stress, performance tends to increase because stress helps employees to direct all resources in meeting performance needs, is a healthy stimulus that encourages employees to respond to work challenges. on employee performance. Means that increasing employee performance really depends on how much employees can manage their stress levels so that they can provide maximum performance for the organization. In addition, [9] also proves that job stress has a positive and significant effect on employee performance.

c. Third Hypothesis: Job satisfaction on employee performance

Job satisfaction in this study is interpreted as the way individuals feel about work resulting from the individual's attitude towards various aspects contained in the work. Job satisfaction felt by employees is generally reflected in the employee's positive attitude towards work and everything that is faced or

assigned to him in the work environment. Conversely, if job satisfaction is not achieved, it can have a negative impact on the company. The results of data analysis prove that job satisfaction has a significant effect on the performance of PT.FIF Sidoarjo employees. That is, if employees feel satisfied, then they will work seriously and will improve their performance. So it can be said that high job satisfaction can have an impact on employee performance. Employees at PT. FIF Sidoarjo at work is always total when dealing with customers, and the ability of employees to work is of high quality and quantity which can result in satisfaction for both employees and the company. Based on the results of respondents' answers, it is known that honesty in carrying out the tasks given by the company is a satisfaction for individual employees. Honesty is the key in every life. Employees who are honest in completing tasks and work will produce their own satisfaction. Employees are more satisfied with completing work that is carried out honestly and in accordance with procedures even though the results achieved do not exceed the target, compared to work with results that exceed expectations but are carried out in an incorrect manner. This research can be supported by research [10] which argues that job satisfaction is a person's feeling of pleasure towards his work which is manifested in the spirit of work. If someone feels job satisfaction in their work, it will certainly make them enthusiastic in carrying out their work. If employees in the company have high morale, this will make it easier for employees to achieve the goals set by the company. In addition [12] that job satisfaction causes an increase in work performance so that a satisfied job will be more productive. This means that if employees are satisfied and happy with their work, it will have an impact on increasing employee performance.

III.Fourth Hypothesis: job satisfaction, job satisfaction variable that has the most influence on employee performance.

IV.Based on the results of the study, it can be concluded that job satisfaction has an effect on employee performance, the variable job satisfaction has a significant value of 0.003, which means that there is an effect of job satisfaction on employee performance. Furthermore, the regression coefficient of job satisfaction variable (X3) work conflict is 0.492. The positive coefficient means that there is a unidirectional relationship between job satisfaction and employee performance. Work done correctly despite the limited time shows the professionalism of the employees. Professional employees are the key for the company to achieve the goals set. Employees who have job satisfaction, will always be serious in their work. Given the reasons employees work in addition to meeting financial needs, it is also to seek satisfaction. Job satisfaction felt by employees, will be an encouragement in him to work harder. Employees who work earnestly and actively, will affect the achievement of the performance obtained. This research can be supported by research [13] which argues that job satisfaction is a person's feeling of pleasure towards his work which is manifested in the spirit of work. If someone feels job satisfaction in their work, it will certainly make them enthusiastic in carrying out their work. If employees in the company have high morale, this will make it easier for employees to achieve the goals set by the company.

V. Closing

Conclusion

Based on the results of multiple linear regression analysis and hypothesis testing on the hypotheses proposed in this study, the authors finally conclude the following:

1. The work conflict variable has a significant effect on the performance of employees of PT. FIF Sidoarjo. Supported by research conducted [14] which obtained the results that work conflict has a significant effect on employee performance.

2. Work stress variables have a significant effect on the performance of employees of PT. FIF Sidoarjo. Supported by research [15] which proves that the work stress variable has a significant and positive effect on employee performance.
3. Variable job satisfaction has a significant effect on the performance of employees of PT. FIF Sidoarjo. Supported by research [16] proved that the variable job satisfaction has a significant and positive effect on employee performance.
4. Job satisfaction has the most influence on the performance of PT.FIF Sidoarjo employees. Supported by the results of research [16] which proves that the variable job satisfaction has a significant and positive effect on employee performance.

Suggestion

As with the results of research that has been done there are several things that are used as suggestions for further researchers and for companies for the sake of creating employee performance, including the following:

1. To avoid work conflicts at PT.FIF Sidoarjo, management needs to give warnings or actions to employees who do not use their working time properly, because from the responses of respondents, they do not take advantage of work time by chatting that is not important.
2. For work stress PT.FIF Sidoarjo the company needs to provide complete work facilities for employees. The existence of facilities will make it easier for employees to complete work. Given the results of respondents' answers, the availability of facilities has the lowest strongly agree answers.
3. PT.FIF's job satisfaction is good, so it can be further improved for creativity in making new breakthroughs in the company. Given the results of the respondents' answers, the ability of employees to do creativity is their satisfaction in doing work, getting the lowest strongly agree responses.
4. Employee performance of PT. FIF is to carry out employee discipline, such as by giving sanctions to employees who arrive late and sanctions to employees who do not comply with existing regulations. Given the results of respondents' answers, employees are always on time to get the lowest strongly agree answers.

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