

Uncovering Workplace Dynamics from their Impact on Job Satisfaction

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ABSTRACT

Objective: The relationship between job satisfaction at PT Otsuka Indonesia Distribution, workplace conflict, job stress, and salary was examined in this study.

Method: The study used a quantitative methodology and data from 101 employees.

Results: Job satisfaction was positively affected by workplace conflict and job stress, but salary had a beneficial effect. Remuneration had a beneficial effect but had a negative impact on job satisfaction. **Novelty:** All of these elements have an impact on job satisfaction, which emphasizes how important it is to address workplace dynamics for organizational success.

INTRODUCTION

We were taken aback by the corona virus (Covid-19) epidemic in March 2020, which nearly hit every nation on the planet. After being discovered in East Asia in December 2019, the Corona virus, also known as COVID-19, traveled to Indonesia, where it was deemed a national emergency. spread to Indonesia, where the Covid-19 or Corona virus outbreak was deemed a national emergency. A class of viruses known as coronaviruses infects the human body's systems. comprises a collection of viruses that cause respiratory infections. People's everyday activities change significantly as a result of this [1].

PSBB simply restricts specific activities in locations suspected of having Covid-19; it does not completely prohibit all communal activities [2]. In locations suspected of having a Covid-19 infection, some activities [2]. By enforcing limits on religious activities, transport modes, public place activities, learning and working from home, and entryway closures, the government closed educational institutions and colleges. Religious practices, travel restrictions, public space limitations, workplace closures, and other actions explicitly associated with COVID-19 as well as defense and security-related activities.

Some employees are required to work from home due to government laws pertaining to the COVID-19 epidemic. They feel more at ease working from home since they have more flexibility with their schedules, are not under the direct supervision of management, and can spend more time with their family. Flexible work schedules and more time to spend with family [3]. Family strife increases and life satisfaction declines as a result of workplace conflicts that stem from workplace conflicts [4]. One of the elements that can impact job satisfaction is job stress, in addition to conflict at work. that

may have an impact on job satisfaction Job happiness is positively and significantly impacted by job stress.

Work based on the findings of each of these factors, 33.1% of respondents answered "yes". This indicates a high level of stress in the workplace experienced by respondents, as a result of the demands of superiors who give excessive workloads and tasks to workers. This shows that respondents experience a lot of stress at work because of the demands of superiors who give workers a lot of work [5].

If workers are paid appropriately, they will be happier in their jobs. The organization has effectively handled wage and bonus measurement indicators, so when employees believe their pay is commensurate with their effort, their job satisfaction is higher and aligned with their needs. Their degree of job satisfaction is higher when they are employed, and their payment method should be tailored to their needs, and their salary – whether it be in the form of a wage or a bonus – must meet their expectations [6]. As a distributor of healthy beverages, PT Otsuka Distribution Indonesia urgently needs good and optimal performance outcomes from its employees across all departments. demands that workers in a variety of divisions perform at their best and achieve favorable outcomes.

The sales department is the center of the business, handling the distribution and fulfillment of consumer orders. leader of the business. Employee performance and effort are therefore crucial to the company's long-term viability and ability to meet its objectives. As a result, staff performance and work are critical to the company's sustainability and capacity to meet established objectives. having a high level of employee satisfaction within the organization. In the end, the epidemic caused friction and stress at work, which burdened the workers. for workers. As a result, workers become burned out and lose interest in their jobs. In order to give workers a sense of fulfillment, businesses must offer them appealing facilities and adequate pay.

Work Conflicts

Workplace disputes will persist, not only in the public sector but also in the private sector, which uses a different system [7]. Groups and conflict are inextricably linked. Interpersonal tensions within the group can undoubtedly be triggered by the ever-present dynamics of human life, individual abilities, the extent of individual discretion, differences in opinions, and different work styles. Different work methods and points of view are constant and can undoubtedly lead to interpersonal conflicts in groups [8]. By reducing errors in employee and business communication, PT Otsuka Distribution Indonesia is able to equalize the amount of conflict and problems that arise from work-related stress. Reduced errors in communication between employees and the organization, equalizing aims and views, and the interconnectedness of work-related activities are issues that come up [9]. The signs of stress at work: To establish clear communication, the organization employs verbal-nonverbal and two-way communication strategies. The organization fosters positive working relationships between bosses and employees so that there are no conflicts about goals and work perceptions.

H1 : Work Conflict has a Significant Effect on Job Satisfaction in employees at PT Otsuka Distribution Indonesia.

Occupational stress is a self-adaptive reaction to excessively stressful environmental behaviors, circumstances, or events that is impacted by individual characteristics and psychological processes. psychological processes that arise from overly enforced behaviors, circumstances, or environmental occurrences, as well as an individual's physical and mental demands [10]. To put it another way, managers and staff must effectively handle stress because not everyone can escape it [11]. Workers collaborate on daily tasks. The respondent's opinion of a condition that may impact job activities is known as work stress. Work-related activities. The following are indicators of job stress in the organization under investigation: expectations for tasks, roles, relationships, organizational structure, and leadership in an organization or business [12]. Each employee is assigned distinct tasks and responsibilities by the organization, resulting in a variety of unique outcomes. Every employee has a significant function in the company's work process. Each function has divisions that handle the work, such as the marketing, distribution, and finance departments. Every employee must have the same mindset and conduct, which is to be dependable and adaptable, in order to maintain continuity among coworkers. Coworker continuity is well-established. The business can balance its mobility and has a well-organized organizational structure. leadership that shapes attitudes.

H2 : Job Stress Significantly Affects Job Satisfaction at PT Otsuka Distribution Indonesia.

There are two types of fundamental financial compensation: direct and indirect. monetary restitution

Salary, incentives, and cash compensation are all considered forms of direct financial compensation [14]. Mobility is impacted by compensation during the epidemic, according to PT Otsuka Distribution Indonesia. It's not the decline in turnover. The corporation decides to lower employee remuneration while maintaining the same workload because the drop in turnover is not offset by the number of current employees. Employees felt undervalued as a result, and the business was affected in a new way.

Therefore, in this sense, pay or salary is interpreted as benefits given by the organization to employees for their job that has been completed in line with their responsibilities. The availability of wages or salaries, incentives, bonuses, and other benefits is equivalent to paying employees for work completed within the agreed-upon term. or pay, benefits, allowances, and workspace.

Compensation indicators:

1. The Covid-19 virus has an impact on the wages, salaries, and incentives that each employee has received from PT Otsuka Distribution Indonesia. impacted by the Covid- 19 infection.
2. The perks offered by PT Otsuka Distribution Indonesia give workers a sense of security with relation to their health as well as their jobs.

3. Good and comprehensive workspaces can support workers' work processes and ensure that the business's workflow is efficient.

H3 : Compensation has a Significant Effect on Job Satisfaction at PT Otsuka Distribution Indonesia

“Job satisfaction is a feeling of pleasure or displeasure experienced by employees at work” [15]. Contentment An affective or emotional reaction to different facets of one's work is known as job satisfaction. According to this definition, job satisfaction is not a singular concept. Instead, people may be somewhat content with one area of their work yet unhappy with another or more aspects [16].

Indicators of job satisfaction in this study are:

1. There is little doubt that each employee's level of pleasure varies depending on how their requirements are met while working. despite the fact that they share a workplace. This demonstrates that job satisfaction is the first step in determining whether or not people feel adequate while working.
2. The difference in character and mindset of employees gives its own impression so that the tendency in receiving reactions to company conditions is also different. Reactions to company conditions are also different.
3. The value that each employee derives from their accomplishments influences the company's value to the individual employee, resulting in varying evaluation standards and value outcomes for each person.
4. The existence of punishments for any deviant activity demonstrates PT Otsuka Distribution Indonesia's high degree of fairness from the viewpoint of its employees. This is demonstrated by the fact that employees who engage in deviant behavior that results in loss or harm to the workplace are subject to punishment.
5. The work culture at PT Otsuka Distribution Indonesia is tailored to each employee's preferred method of working in order to optimize productivity.

H4 : Compensation has a Significant Effect on Job Satisfaction at PT Otsuka Distribution Indonesia

RESEARCH METHOD

This study's methodology is quantitative in nature. The purpose of this study is to analyze and provide findings in compliance with the protocol. This study is being conducted at PT Otsuka Distribution Indonesia. There are 135 active employees in the population. In order to obtain the results of this study, the researcher used the purposive sampling strategy to sample 101 samples.

Both primary and secondary data types are used in this study. Employees of PT Otsuka Distribution Indonesia Surabaya-Sidoarjo District who have satisfied the requirements will get questionnaires in order to collect primary data. secondary data derived from corporate archives.

Variable indicators serve as the foundation for creating assertions and inquiries when a Likert scale is used. Multiple linear regression analysis is the data analysis method employed in this study. Using the SPSS software application, multiple linear

regression is a tool for measuring the relationship between an independent variable and the dependent variable.

RESULTS AND DISCUSSION

Results

There were 101 respondents who took part in this study, according to the data obtained from the questionnaires that were sent. Respondents' attributes can be categorized by position at PT Otsuka Distribusi Indonesia Surabaya-Sidoarjo District, age, and gender. "The validity test is a statistical test used to determine the validity of a question to measure the variable under study" [17], [18], [19]. Then the questionnaire is valid because the value is good.

Table 1. Validity Test.

Variabel	Correlation (r-hitung)	Keterangan
Konflik Kerja	,868**	Valid
	,834**	Valid
	,858**	Valid
	,881**	Valid
Stres Kerja	,844**	Valid
	,812**	Valid
	,835**	Valid
	,873**	Valid
Kompensasi	,832**	Valid
	,835**	Valid
	,846**	Valid
	,786**	Valid
Kepuasan Kerja	,842**	Valid
	,823**	Valid
	,817**	Valid
	,812**	Valid
	,784**	Valid
	,767**	Valid

According to the validity test findings in Table 1 above, every item in every statement has a significant value (<0.05), so all of the items are deemed legitimate. "A questionnaire can be considered reliable if a person's response to a statement remains consistent or stable over time. Device reliability is high when the Alpha value is greater than 0.6 after the report:"

Tabel 2. Reability Test.

Variabel	Nilai alpha cronbach	Nilai Kritis	Keterangan
Konflik Kerja	,882	0,6	Reliabel
Stres Kerja	,894	0,6	Reliabel
Kompensasi	,846	0,6	Reliabel
Kepuasan Kerja	,860	0,6	Reliabel

The job satisfaction variable is 0.860, the compensation variable is 0.846, the work conflict variable is 0.882, and the work stress variable is 0.894. The questionnaire can be employed in this study if it has a very trustworthy value. Finding out if the dependent

and independent variables in a regression model are regularly distributed is the goal of the normality test. A normality test with a value of 0.860 can be used to examine the regression model on variables y , x , or even both. The normality test can be used to examine the regression model on variables y , x , or even both. The test result value returned was an asymp.sig value of 0.200 ($0.200 > 0.05$). Since there are no errors in the data, it may be said that all of the data is regularly distributed. According to the aforementioned findings, the normality test value in this study indicates that the normalized probability plot necessitates a randomly distributed sample in order to clearly depict a pattern where $0.200 > 0.05$ and 0 is the number on the Y axis does not occur here and there is a normal distribution.

The application of multicollinearity testing is necessary to ascertain whether the independent variables in the model are similar. An extremely strong correlation will result from the independent variables' similarity. Test results showed that the labor conflict variable had a VIF value of 2.492 (< 10), the work stress variable had a VIF value of 2.507 (< 10), and the compensation variable had a VIF value of 1.225 (< 10). It can be determined based on these findings. These findings indicate that multicollinearity is absent from the multiple linear regression employed in this investigation. The purpose of this test is to ascertain whether the variables of compensation, work conflict, and job stress significantly affect the variable of job satisfaction. In order to evaluate the hypothesis, this study compares the t-count and t-table, providing compelling evidence that hypothesis one (H1) is accepted and hypothesis zero (H0) is denied, and vice versa.

By using the assumption of a confidence level of 5% or 0.05 with a degree of freedom value of $K = 3$ and $df2 = n - k - 1$ ($96 - 3 - 1 = 92$) so as to obtain a t table of 1.986, it can be described as follows:

The work conflict variable count has a t value of -2.025 and a significant value of $0.046 < 0.05$, according to table 4.10. The hypothesis is accepted based on the test findings, indicating that job satisfaction is significantly impacted by work conflict. The hypothesis is accepted based on the test findings, indicating that job satisfaction is significantly impacted by work conflict. According to the above table 4.10, the work conflict variable's t-count value is -2.391, and its significant value is $0.019 < 0.05$. It is clear from the test results that the hypothesis is accepted, which means that. The hypothesis is accepted based on the test findings, indicating that job satisfaction is significantly impacted by work conflict. The compensation variable's t-count value is 5.026, with a significance value of $0.000 < 0.05$, according to Table 4.10 above. The hypothesis is unquestionably accepted based on the test findings, indicating that pay significantly affects job happiness. There is a substantial correlation or association between the variables of work conflict, work stress, and job satisfaction, as indicated by the R test's value of 0.860, or 86%. There is also a strong relationship between the variables of work conflict, work stress, and remuneration and job satisfaction.

Tabel 3. Coeficient Test.

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.860a	.739	.731	1.133

The R2 test score in table 9 above is 0.739, or 73%, indicating that the variables of work conflict, job stress, and salary can explain the satisfaction variable, with other variables accounting for the remaining portion. The satisfaction variable can be described by work, work stress, and remuneration; the remaining variables are explained by other variables that are not employed as study objects. These factors have helped me finish this research to the end.

CONCLUSION

Fundamental Finding : Based on the results and discussion of the research that has been conducted, it can be concluded that job happiness is impacted by conflict at work. The t test is used to examine research hypotheses, and the findings demonstrate that the theory is accepted and validated. Job satisfaction is impacted by job stress. The t test is used to examine the research hypothesis, and the findings demonstrate that the hypothesis is accepted and true. Job happiness is impacted by compensation. The t test was used to examine the research hypothesis, and the findings indicate that the hypothesis is accepted as true. Employment satisfaction is impacted concurrently by work conflict, employment stress, and pay. The f test was utilized to examine the study hypothesis, and the findings demonstrated that the hypothesis was accepted and validated. **Implication :** These findings highlight that all three variables – conflict, stress, and compensation – play a significant role in shaping job satisfaction and must be managed effectively to promote employee well-being and organizational productivity. **Limitation :** The conclusion does not mention specific limitations, but the expression of gratitude suggests a context limited to a specific population at Muhammadiyah Sidoarjo. **Future Research :** Future research may further explore additional organizational variables and test the generalizability of these findings across different industries and cultural contexts.

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