



The Effect Of Organizational Conflict On Organizational Commitment Through Job Satisfaction Among Managers of Village Economic Institutions

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ABSTRACT

This study investigates the effect of organizational conflict on organizational commitment through job satisfaction among managers of village economic institutions in Rokan Hulu Regency, Indonesia. Using a quantitative explanatory research design, data were collected from 180 managers of Village-Owned Enterprises (BUMDes), village cooperatives, and other village economic institutions through a five-point Likert scale questionnaire. A census approach was employed, with respondents selected based on having at least one year of work experience and active involvement in organizational decision-making. Data analysis was conducted using JASP software. The findings reveal that organizational conflict has a significant negative effect on job satisfaction and organizational commitment. Conversely, job satisfaction has a significant positive effect on organizational commitment. Mediation analysis further demonstrates that job satisfaction significantly mediates the relationship between organizational conflict and organizational commitment, indicating that higher levels of conflict reduce job satisfaction, which in turn weakens organizational commitment. These results highlight the importance of effective conflict management and initiatives aimed at improving employee job satisfaction to strengthen commitment within village economic institutions.

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INTRODUCTION

Village economic development has become one of the main focuses of the Indonesian government in realizing inclusive and sustainable economic growth. The presence of various village economic institutions such as Village-Owned Enterprises (BUMDes), village cooperatives, savings and loan units, joint business groups, and other community economic institutions is expected to improve community welfare through strengthening the local economy. Based on data from the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia, the number of villages that have BUMDes continues to increase from year to year, indicating the growing role of village economic institutions as the driving motor of rural economic development. On the other hand, the success of village economic institutions is not only determined by the availability of capital and government support but is also influenced by the quality of human resources managing them. Managers

of village economic institutions are required to be able to work professionally, build teamwork, and maintain organizational commitment in facing various operational challenges. However, in practice, various differences in interests, unclear division of tasks, limited resources, and differences in perceptions among managers often create organizational conflict (Iskamto et al., 2021, 2025; Nasrudin et al., 2025; Owenvbiugie, 2022).

Organizational conflict refers to a situation where there is a mismatch in goals, viewpoints, values, and interests among individuals or groups within an organization, which can influence the efficiency of the organization's work. As per the conflict theory put forward by Robbins and Judge (2024), conflict does not always have a detrimental effect, but rather, it can serve as a catalyst for change and innovation if handled properly. On the other hand, unmanaged conflict may lead to lower job satisfaction, diminished morale, increased intentions to leave, and a decline in commitment to the organization.

Although extensive research has examined organizational conflict, job satisfaction, and organizational commitment in various organizational settings, limited attention has been given to the unique context of village economic institutions in emerging markets such as Rokan Hulu Regency, Indonesia. Furthermore, few studies have specifically investigated the mediating role of job satisfaction in the relationship between organizational conflict and organizational commitment within this specific context. This study addresses these gaps by empirically examining these relationships in a single integrated framework.

According to Spector (2024), job satisfaction reflects the level of an individual's pleasure with the work they perform. Managers of village economic institutions who feel satisfied with their work tend to have high loyalty, actively participate in organizational activities, and are committed to achieving organizational goals. Organizational commitment describes the level of an individual's attachment to the organization, characterized by a desire to remain part of the organization, accept organizational values, and strive to achieve organizational goals. The organizational commitment model developed by Meyer and Allen (2024) explains that organizational commitment consists of affective commitment, continuance commitment, and normative commitment.

Tabel 1 Organizational Commitment Trend 2021-2025

Year	Commitment Score	Change from Previous Year	Interpretation
2021	86	-	High commitment
2022	82	-4	Moderate decline
2023	79	-3	Continued decline
2024	74	-5	Further decline
2025	70	-4	Lowest point

Source: Preliminary survey data from cooperative management records, 2026

As shown in Table 1, the organizational commitment of managers of village economic institutions over the past five years has shown a consistent declining trend. In 2021, the average commitment score was 86, indicating high commitment. However, the score fell to 82 in 2022, 79 in 2023, 74 in 2024, and reached its lowest point at 70 in 2025. This represents a cumulative decrease of 16 points over the five-year period. Although the number of village economic institutions increased during this period, the increase was not accompanied by a proportional increase in organizational commitment.

The fluctuation and decline in organizational commitment is thought to be related to two fundamental factors: organizational conflict and job satisfaction. This phenomenon aligns with Social Exchange Theory (Blau, 1964), which explains that positive reciprocal relationships between organizations and individuals produce higher commitment. Managers as agents have the responsibility to manage conflict effectively and maintain job satisfaction. However, declining commitment data indicates that organizational management has not been optimal.

Based on these observations, this study aimed to empirically examine: (1) the effect of organizational conflict on job satisfaction; (2) the effect of organizational conflict on organizational commitment; (3) the effect of job satisfaction on organizational commitment; and (4) the mediating role of job satisfaction in the relationship between organizational conflict and organizational commitment.



LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory was initially formulated by George C. Homans (1958) and subsequently elaborated by Peter Blau (1964). This theory outlines that the interactions between individuals and organizations are predicated on the idea of mutual benefit. When an organization creates a supportive atmosphere, offers social assistance, provides equitable rewards, and ensures high levels of job satisfaction, individuals tend to respond with increased loyalty, attachment, and dedication towards the organization.

Within the context of this study, Social Exchange Theory provides the theoretical foundation for understanding how organizational conflict and job satisfaction influence organizational commitment. When organizations manage conflict effectively and provide satisfying work environments, employees reciprocate through enhanced commitment. This reciprocal mechanism explains why both conflict management and job satisfaction are critical for improving employee outcomes.

Organizational Conflict Theory

Organizational conflict is a condition when there is incompatibility of goals, values, perceptions, or interests among individuals or groups within an organization. According to Robbins and Judge (2024), organizational conflict can be functional (functional conflict) or dysfunctional (dysfunctional conflict). Functional conflict can increase creativity, innovation, and quality of decision-making. However, dysfunctional conflict tends to cause tension, reduce teamwork, hinder communication, and decrease organizational performance. In community-based organizations such as BUMDes, village cooperatives, and other village economic institutions, conflict that is not managed properly has the potential to reduce job satisfaction and organizational commitment of managers.

Job Satisfaction

Job satisfaction is a positive emotional state that arises from a person's evaluation of their work. According to Spector (2024), job satisfaction reflects the level of an individual's pleasure with the work they perform. Employees or managers who have high job satisfaction tend to show better productivity, high loyalty, low absenteeism, and low turnover. In managing village economic institutions, job satisfaction becomes an important factor because most managers work based on social commitment and dedication to the community (Damayanti et al., 2026; Iskanto et al., 2024; Yanti et al., 2024).

Organizational Commitment

Organizational commitment is the level of psychological attachment of an individual to the organization where they work (Allen & Meyer, 1990; Meyer & Allen, 2024). According to the model developed by Meyer and Allen (2024), organizational commitment consists of three main dimensions: (1) Affective Commitment, (2) Continuance Commitment, and (3) Normative Commitment. Individuals with high organizational commitment will demonstrate high loyalty, strive to achieve organizational goals, and have a strong desire to remain part of the organization (Robbins & Judge, 2024; Meyer & Allen, 2024). In village economic institutions, high organizational commitment is very important to ensure program sustainability, improve service quality to the community, and maintain organizational stability in the long term (Alhempri et al., 2025; Pramono & Sari, 2023).

Measurement of Variables

Table 2. Measurement Indicators for Each Variable

Variable	Dimensions	Number of Items
Organizational Conflict (X)	Goal conflict, Task conflict, Interpersonal conflict, Communication conflict, Resource conflict	10
Job Satisfaction (Z)	Satisfaction with work itself, Supervision, Co-workers, Rewards, Development opportunities	10
Organizational Commitment (Y)	Affective commitment, Continuance commitment, Normative commitment	10

Source: Designed for this study (2026)

HYPOTHESIS DEVELOPMENT

The Effect of Organizational Conflict on Job Satisfaction

Organizational conflict is one of the factors influencing employee job satisfaction. Conflict occurring continuously within the workplace may create work pressure, emotional discomfort, and decreased employee morale. From the perspective of Social Exchange Theory, when organizations fail to manage conflict effectively, negative exchanges occur, reducing individual satisfaction. Research by Pratiwi and Narlan (2021) found that work conflict significantly affects employee job satisfaction.

H₁: Organizational conflict has a negative effect on job satisfaction.

The Effect of Organizational Conflict on Organizational Commitment

Organizational conflict also influences organizational commitment. Employees experiencing prolonged conflict tend to show lower emotional attachment and loyalty toward the organization. According to Social Exchange Theory, negative exchanges resulting from unresolved conflict reduce the willingness of individuals to remain committed to the organization. Vickovic and Morrow (2020) explain that work conflict negatively affects organizational commitment because employees experiencing high conflict levels are more likely to experience stress and dissatisfaction.

H₂: Organizational conflict has a negative effect on organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction is closely related to organizational commitment. Employees who feel satisfied with their work environment, compensation, leadership, and organizational support generally demonstrate stronger commitment toward organizational goals. From the perspective of Social Exchange Theory, when organizations provide satisfying work conditions, employees reciprocate with higher commitment. Xu et al. (2023) through meta-analysis research confirmed that job satisfaction has a significant positive relationship with organizational commitment.

H₃: Job satisfaction has a positive effect on organizational commitment.

The Mediating Role of Job Satisfaction

Job satisfaction may act as a mediating variable in the relationship between organizational conflict and organizational commitment. Employees experiencing conflict may develop lower satisfaction levels, which subsequently influence their commitment toward the organization. According to Social Exchange Theory, organizational conflict disrupts positive exchanges, reducing satisfaction, which in turn diminishes commitment. Research conducted by Sarman et al. (2023) found that job satisfaction significantly mediates the relationship between work conflict and organizational commitment.

H₄: Job satisfaction mediates the effect of organizational conflict on organizational commitment.

Based on the phenomenon of declining organizational commitment, the gap between institutional growth and commitment, as well as the theoretical review of Social Exchange Theory, Organizational Conflict Theory, and Organizational Commitment Theory, the research framework of this study is presented in Figure 1.

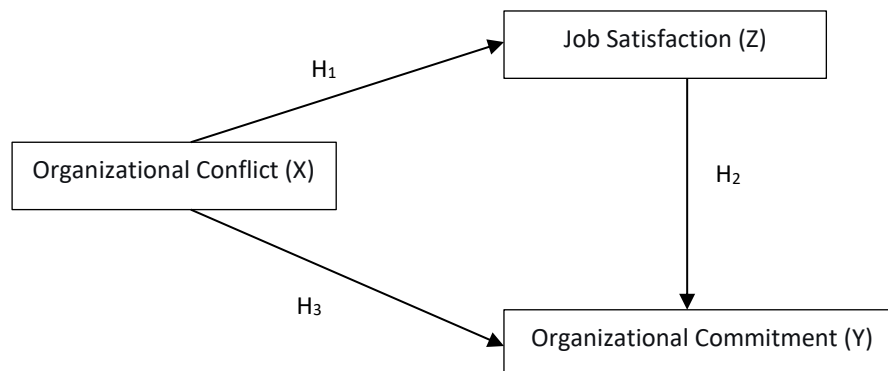


Figure 1 Framework of Study

METHOD

Research Design

A quantitative approach was adopted to measure and test relationships among the study variables. This investigation employed a causal design examining the extent to which the independent variable (organizational conflict) influences the dependent variable (organizational commitment), and whether job satisfaction functions as a mediating variable in this relationship. Although causal language is used, the cross-sectional nature of the data means that findings indicate associations rather than definitive causal relationships.

Population and Sample

Primary cross-sectional data were collected through questionnaires distributed to managers of village economic institutions in Rokan Hulu Regency. Data collection occurred during a one-month period from January to February 2026. The study population comprised all managers of village economic institutions, totaling 180 individuals, including administrators of Village-Owned Enterprises (BUMDes), village cooperatives, village business units, and other community economic institutions. A census approach was used because the total population was 180 managers. Purposive sampling was applied to select respondents who met the specific criteria: having worked as managers for at least one year and actively involved in organizational decision-making (Sugiyono, 2019). All 180 eligible managers were included in the final sample.

Respondent Demographics

Table 3. Respondent Demographic Characteristics

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	112	62.2%
	Female	68	37.8%
Age	< 30 years	45	25.0%
	30-40 years	78	43.3%
	41-50 years	42	23.3%
	> 50 years	15	8.4%
Education	High school	36	20.0%
	Diploma	28	15.6%
	Bachelor	94	52.2%
	Postgraduate	22	12.2%
Tenure	< 5 years	54	30.0%
	5-10 years	81	45.0%

	> 10 years	45	25.0%
Position	Chairman/Vice Chairman	12	6.7%
	Secretary/Treasurer	18	10.0%
	Unit Manager	42	23.3%
	Staff	108	60.0%

Source: Primary data processed (JASP), 2026

Variables and Instruments

Three main variables were examined: Organizational Conflict (X) as the independent variable, Job Satisfaction (Z) as the mediating variable, and Organizational Commitment (Y) as the dependent variable. A five-point Likert scale questionnaire (1 = strongly disagree, 5 = strongly agree) was employed for data collection. Prior to data collection, the questionnaire underwent validity testing using Corrected Item-Total Correlation with a criterion of $r > 0.30$, and reliability testing using Cronbach's Alpha with a criterion of $\alpha > 0.70$ (Nunnally & Bernstein, 1994).

Data Analysis Techniques

Data analysis utilized multiple linear regression with JASP software. Classical assumption tests included normality testing (Shapiro-Wilk), heteroscedasticity testing (Glejser), and multicollinearity testing (Variance Inflation Factor). Hypothesis testing employed simple linear regression for H₁, H₂, and H₃, and multiple linear regression for H₄. Mediation testing was conducted using bootstrapping with 5,000 resamples, providing bias-corrected confidence intervals for the indirect effect (Preacher & Hayes, 2008). Mediation is considered significant if the 95% confidence interval does not include zero.

RESULT AND DISCUSSION

Validity and Reliability Test Results

Before conducting hypothesis testing, the research instrument was tested for validity and reliability. Validity testing was conducted using Corrected Item-Total Correlation with a criterion of $r > 0.30$, while reliability testing used Cronbach's Alpha with a criterion of $\alpha > 0.70$ (Nunnally & Bernstein, 1994; Sugiyono, 2019).

Table 4. Validity and Reliability Test Results

Variable	Cronbach's Alpha	Valid Items	Invalid Items	Status
Organizational Conflict (X)	0.875	10	0	Reliable
Job Satisfaction (Z)	0.891	10	0	Reliable
Organizational Commitment (Y)	0.883	10	0	Reliable

Source: Primary data processed (JASP), 2026

Table 4 reveals Cronbach's Alpha values exceeding 0.70 for all variables: 0.875 (Organizational Conflict), 0.891 (Job Satisfaction), and 0.883 (Organizational Commitment). These values confirm instrument reliability. Additionally, all ten items for each variable demonstrated validity (Corrected Item-Total Correlation > 0.30), with no invalid items detected. The corrected item-total correlations for individual items ranged from 0.452 to 0.721, all exceeding the 0.30 threshold.

Classical Assumption Test Results

Before conducting hypothesis testing, classical assumption tests were performed to ensure the regression model met the Best Linear Unbiased Estimator (BLUE) criteria. The classical assumption tests included normality test using Shapiro-Wilk, heteroscedasticity test using Glejser, and multicollinearity test using Variance Inflation Factor (VIF). The results of these three tests are summarized in Table 5.

Table 5. Classical Assumption Test Results

Test	Variable	Value	p-value / Sig.	Cut-off	Conclusion
Normality (Shapiro-Wilk)	Residual	0.962	0.087	> 0.05	Normal
Heteroscedasticity (Glejser)	Organizational Conflict (X)	-	0.684	> 0.05	No heteroscedasticity
Heteroscedasticity (Glejser)	Job Satisfaction (Z)	-	0.592	> 0.05	No heteroscedasticity
Multicollinearity (VIF)	Organizational Conflict (X)	1.462	-	< 10	No multicollinearity
Multicollinearity (VIF)	Job Satisfaction (Z)	1.462	-	< 10	No multicollinearity

Source: Primary data processed (JASP), 2026

Normality Test (Shapiro-Wilk)

The normality test was conducted to determine whether the residual data in the regression model were normally distributed. This study used the Shapiro-Wilk test with the criterion that data are declared normally distributed if the p-value > 0.05 (Ghozali, 2018). Based on Table 2, the Shapiro-Wilk test statistic was 0.962 with a p-value of 0.087. Since the p-value (0.087) was greater than the significance level $\alpha = 0.05$, the null hypothesis (H_0) was accepted. Therefore, it can be concluded that the residual data in the regression model were normally distributed, and the normality assumption was met.

Heteroscedasticity Test (Glejser)

The heteroscedasticity test was conducted to determine whether there was inequality of residual variance in the regression model. This study used the Glejser test with the criterion that heteroscedasticity does not occur if the p-value > 0.05 (Ghozali, 2018). Based on Table 2, the significance value for the Organizational Conflict variable (X) was $0.684 > 0.05$, and for the Job Satisfaction variable (Z) was $0.592 > 0.05$. This indicates that there was no heteroscedasticity in the regression model, meaning the residual variance was constant (homoscedasticity).

Multicollinearity Test (VIF)

The multicollinearity test was conducted to determine whether there was a high correlation between independent variables in the regression model. This study used the Variance Inflation Factor (VIF) and Tolerance values with the criteria: no multicollinearity if $VIF < 10$ and $Tolerance > 0.10$ (Hair et al., 2019; Ghozali, 2018). Based on Table 2, the VIF values for both independent variables were $1.462 < 10$, and the Tolerance values were $0.684 > 0.10$. This indicates that there was no multicollinearity between Organizational Conflict (X) and Job Satisfaction (Z). Therefore, both independent variables could be used together in the regression model.

Descriptive Statistics

Descriptive statistical analysis was conducted to provide a general overview of the characteristics of the research data, including the minimum value, maximum value, mean, and standard deviation of each research variable. The descriptive statistics results obtained from 180 managers of village economic institutions are presented in Table 6.

Table 6. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Organizational Conflict (X)	180	1.80	4.70	3.68	0.654
Job Satisfaction (Z)	180	2.10	4.90	3.52	0.587
Organizational Commitment (Y)	180	2.20	4.85	3.65	0.612

Source: Primary Data Processed (JASP), 2026

Based on Table 6, organizational conflict has an average value of 3.68, indicating that the level of organizational conflict among managers of village economic institutions is in the moderate to high category. Job satisfaction has an average of 3.52, indicating a relatively good level of job satisfaction. Meanwhile, organizational commitment has an average of 3.65, indicating that most respondents have a fairly high organizational commitment.

HYPOTHESIS TEST RESULTS

Regression Analysis

Hypothesis testing was conducted using simple linear regression to test H₁, H₂, and H₃, and multiple linear regression to test H₄. The analysis was performed using JASP software.

Table 7. Regression Analysis Results

Hypothesis	Model	R ²	Adjusted R ²	Variable	B	t	F	p	Result
H ₁	X → Z	0.412	0.409	Organizational Conflict	-0.631	13.146	172.82	< 0.001	Supported
H ₂	X → Y	0.217	0.213	Organizational Conflict	0.436	10.381	107.77	< 0.001	Supported
H ₃	Z → Y	0.462	0.459	Job Satisfaction	0.709	14.469	209.36	< 0.001	Supported
H ₄	X+Z → Y	0.583	0.578	Organizational Conflict	-0.281	6.535	124.28	< 0.001	Supported
				Job Satisfaction	0.537	11.188		< 0.001	

Source: Primary data processed (JASP), 2026

The regression analysis supported all four hypotheses. Organizational conflict alone explained 41.2% of the variance in job satisfaction (H₁ supported). Organizational conflict alone explained 21.7% of the variance in organizational commitment (H₂ supported). Job satisfaction alone explained 46.2% of the variance in organizational commitment (H₃ supported). When both predictors were entered simultaneously, they jointly explained 58.3% of the variance in organizational commitment. The coefficient for organizational conflict decreased from -0.436 to -0.281 after including job satisfaction, indicating the presence of mediation.

Mediation Test (Bootstrapping)

To overcome the limitations of the traditional Sobel test and provide more robust estimates of the indirect effect, bootstrapping with 5,000 resamples was employed using JASP software (Preacher & Hayes, 2008).

Table 8. Bootstrapping Mediation Test Results

Indirect Effect	a (X→Z)	b (Z→Y)	a×b	SE	95% CI Lower	95% CI Upper	p-value
X → Z → Y	0.631	0.537	0.339	0.038	0.265	0.413	< 0.001

Note: CI = Confidence Interval. Mediation is significant at the 0.05 level because the 95% confidence interval does not include zero (Preacher & Hayes, 2008).

Source: Primary data processed (JASP), 2026

As shown in Table 8, the indirect effect of organizational conflict on organizational commitment through job satisfaction was 0.339, with a 95% confidence interval ranging from 0.265 to 0.413. Since this interval does not contain zero, the indirect effect is statistically significant at the 0.05 level. The regression coefficient for organizational conflict decreased from -0.436 (in H₂) to -0.281 (in H₄) following the inclusion of job satisfaction, indicating partial mediation. This confirms that organizational conflict affects organizational commitment both directly and indirectly through job satisfaction.

DISCUSSION

The Effect of Organizational Conflict on Job Satisfaction (H₁)

The findings demonstrate that organizational conflict exerts a negative and significant influence on job satisfaction ($B = -0.631$; $p < 0.001$; $R^2 = 0.412$). This result indicates that higher levels of organizational conflict lead to lower job satisfaction among managers of village economic institutions. Why does this relationship occur within the context of village economic institutions? The explanation lies in the unique characteristics of these organizations. Village economic institutions operate with limited resources and rely heavily on voluntary commitment from managers. When conflict arises, especially regarding task allocation, resource distribution, or decision-making authority, it disrupts the collaborative atmosphere essential for effective management. Managers experiencing such conflict tend to feel frustrated, unsupported, and undervalued, which directly reduces their job satisfaction.

According to organizational behavior theory by Robbins and Judge (2024), dysfunctional conflict can cause work stress, interpersonal tension, and reduce individual satisfaction with their work. In village economic institutions, these conditions can hinder coordination among administrators and reduce motivation in carrying out organizational programs. From the perspective of Social Exchange Theory (Blau, 1964), negative exchanges resulting from unresolved conflict reduce the quality of the relationship between managers and the organization, leading to decreased satisfaction.

This result aligns with research by Ahmad et al. (2024), Rahman et al. (2023), and Nguyen et al. (2024), who found that organizational conflict has a negative effect on job satisfaction.

The Effect of Organizational Conflict on Organizational Commitment (H₂)

The findings indicate that organizational conflict has a negative and significant effect on organizational commitment ($B = -0.436$; $p < 0.001$; $R^2 = 0.217$). This result implies that higher levels of conflict within the organization lead to lower levels of loyalty, emotional attachment, and managers' desire to remain part of the organization. Continuous conflict can reduce trust among members, weaken teamwork, and decrease the sense of belonging to the organization. In the context of village economic institutions, unresolved conflict can reduce managers' participation in program implementation and hinder the achievement of organizational goals. From the Social Exchange Theory perspective, when managers experience persistent conflict, they perceive the exchange relationship with the organization as negative and unbalanced, leading them to reduce their commitment.

The relatively low explanatory power ($R^2 = 0.217$) indicates that organizational conflict alone explains only 21.7% of the variance in organizational commitment. This suggests that other important factors such as leadership style, organizational culture, organizational support, and employee engagement also significantly influence commitment. Future research should incorporate these additional variables.

This result is supported by the organizational commitment theory developed by Meyer and Allen (2024), which explains that un conducive work environment conditions can reduce members' affective commitment and normative commitment. This finding is consistent with research by Abdullah et al. (2023), Hassan et al. (2024), and Riana et al. (2024).

The Effect of Job Satisfaction on Organizational Commitment (H₃)

The results show that job satisfaction has a positive and significant effect on organizational commitment ($B = 0.709$; $p < 0.001$; $R^2 = 0.462$). This finding indicates that managers who experience higher levels of job satisfaction demonstrate stronger commitment to their organizations. When managers

feel satisfied with their work, including aspects such as meaningful tasks, supportive supervision, harmonious relationships with colleagues, fair rewards, and opportunities for development, they develop positive attitudes toward the organization. According to Social Exchange Theory (Blau, 1964), individuals who obtain positive work experiences will reciprocate with higher loyalty, dedication, and commitment to the organization. Managers who find fulfillment in their work are more motivated to contribute to achieving organizational goals and maintaining their membership.

In village economic institutions, satisfaction with work, harmonious working relationships, rewards provided by the organization, and opportunities for development are factors that encourage increased organizational commitment. This result is consistent with research by Sharma et al. (2024), Chen et al. (2023), and Rahman et al. (2023).

The Mediating Role of Job Satisfaction (H₄)

The bootstrapping mediation results demonstrate that job satisfaction significantly mediates the relationship between organizational conflict and organizational commitment (indirect effect = 0.339; 95% CI: 0.265 to 0.413; $p < 0.001$). The regression coefficient for organizational conflict decreased from -0.436 to -0.281 after including job satisfaction in the model, indicating partial mediation (Baron & Kenny, 1986).

This finding indicates that organizational conflict not only affects organizational commitment directly but also indirectly through changes in managers' job satisfaction levels. When organizational conflict increases, job satisfaction tends to decrease because managers feel uncomfortable carrying out their duties. This decrease in job satisfaction then impacts reduced loyalty, involvement, and commitment to the organization. Conversely, if organizational conflict can be managed well, job satisfaction can be maintained so that organizational commitment remains high.

From the perspective of Social Exchange Theory, organizational conflict disrupts positive exchange relationships, leading to decreased satisfaction, which in turn reduces the willingness of managers to reciprocate with high commitment. This finding supports the theoretical framework that job satisfaction serves as a key mechanism through which conflict affects commitment.

This result is consistent with research by Nguyen et al. (2024), Abdullah et al. (2023), and Sharma et al. (2024).

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the analysis and discussion presented, the following conclusions can be drawn from this study. First, organizational conflict has a negative and significant effect on job satisfaction. Higher levels of organizational conflict result in lower levels of job satisfaction among managers of village economic institutions. When conflicts regarding tasks, resources, or decision-making are not managed effectively, managers experience reduced comfort and satisfaction in their work. Second, organizational conflict has a negative and significant effect on organizational commitment. Conflict arising within the organization can diminish loyalty, emotional attachment, and managers' willingness to remain with the institution. However, the relatively low explanatory power ($R^2 = 0.217$) suggests that other factors also play important roles in determining commitment. Third, job satisfaction has a positive and significant effect on organizational commitment. Managers with higher levels of job satisfaction demonstrate stronger organizational commitment compared to those who are less satisfied with their work. Satisfied managers are more likely to contribute actively and remain loyal to the organization. Fourth, job satisfaction significantly mediates the relationship between organizational conflict and organizational commitment. Organizational conflict affects commitment both directly and indirectly through its impact on job satisfaction. This confirms that job satisfaction is a key mechanism through which conflict influences commitment.

Limitations of the Study

Several limitations should be acknowledged when interpreting these findings. First, this study employed a cross-sectional design, which captures relationships at a single point in time and cannot establish definitive causal relationships despite the use of causal language. Longitudinal studies are needed to confirm the directional effects hypothesized in this research. Second, all variables were measured using



self-reported questionnaires collected from the same respondents at the same time, which may introduce common method variance. Future research should consider collecting data from multiple sources (e.g., supervisor ratings of employee performance) to mitigate this concern. Third, the study focused only on managers of village economic institutions in Rokan Hulu Regency, limiting the generalizability of the findings to other regions or organizational contexts. Future research should replicate this study in different regions to assess the consistency of the findings. Fourth, organizational conflict explained only 21.7% of the variance in organizational commitment ($R^2 = 0.217$), indicating that many other important factors affecting commitment were not included in the model. Future research should incorporate additional variables such as leadership style, organizational culture, organizational support, and employee engagement. Fifth, the declining trend data presented in Figure 1 was obtained from preliminary surveys, and the measurement procedures could be further refined in future research.

Suggestions for Village Economic Institution Managers

Managers of village economic institutions must pay attention to conflict management because effective conflict management can improve job satisfaction and ultimately enhance organizational commitment. First, establish open and transparent communication systems. Regular meetings, feedback mechanisms, and clear information sharing can prevent misunderstandings that often lead to conflict. When conflicts do arise, addressing them promptly and fairly can prevent escalation. Second, clarify roles and responsibilities. Unclear division of tasks is a major source of conflict. Developing clear job descriptions, establishing standard operating procedures, and ensuring that all managers understand their roles can reduce task-related conflicts. Third, enhance job satisfaction through fair reward systems, capacity-building opportunities, and supportive work environments. Recognizing manager contributions, providing training opportunities, and creating a positive workplace atmosphere can increase satisfaction, which in turn strengthens commitment. Fourth, develop systematic conflict resolution mechanisms. Establishing clear procedures for addressing disputes, involving neutral third parties when necessary, and focusing on interest-based problem-solving rather than positional bargaining can help resolve conflicts constructively.

Suggestions for Future Research

For researchers building upon this investigation, several recommendations are offered. First, expand research scope to include village economic institutions across different regions or provinces to assess result generalizability across diverse geographic and cultural contexts. Second, incorporate additional variables potentially influencing organizational commitment, including leadership style (e.g., transformational vs. transactional), organizational culture, organizational support, employee engagement, and work-life balance. Third, conduct longitudinal studies following the same institutions over extended periods (e.g., 2-3 years) to examine long-term effects of organizational conflict and job satisfaction on organizational commitment and to establish causal direction. Fourth, employ more advanced analytical techniques such as Structural Equation Modeling (SEM) with larger sample sizes to provide stronger evidence regarding the relationships among constructs. Fifth, include objective measures of organizational performance alongside perceptual measures to reduce common method bias and enhance validity. Additionally, collecting data from multiple sources (e.g., subordinates, peers, or supervisors) would provide a more comprehensive perspective.

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