

## THE INFLUENCE OF JOB CONFLICT AND JOB STRESS ON ORGANIZATIONAL COMMITMENT WITH ORGANIZATION CITIZENSHIP BEHAVIOR AS AN INTERVENING VARIABLE IN THE MEDAN RELIGIOUS TRAINING CENTER

Toto Sejahtera<sup>1</sup>, Kiki Farida Ferine<sup>2</sup>

Universitas Pembangunan Panca Budi, Indonesia

Email: kikifarida@dosen.pancabudi.ac.id

### Abstract

*The purpose of this study was to determine the Effect of Work Conflict and Work Stress on Organizational Commitment with Organizational Citizenship Behavior as an intervening variable. The type of research used was associative quantitative research locations at the Medan Religious Education and Training Center. the results of this study are. Work Conflict has no significant negative effect on Organizational Commitment. Work conflict has a positive and significant effect on OCB. OCB has a positive and significant effect on Organizational Commitment. Work Stress has a negative and insignificant effect on Organizational Commitment. Work Stress has a positive and significant effect on OCB. Work Conflict has a positive and significant effect on Organizational Commitment through OCB. Work Stress has a positive and significant effect on Organizational Commitment through OCB.*

**Keywords:** *Work Conflict, Work Stress, OCB, Organizational Commitment*

### INTRODUCTION

Human Resources (HR) are the most important factor in achieving this kind of success. The low quality of HR work in Indonesia, especially regarding work mentality and culture. What is described above of course should not be allowed to drag on. All of this will have an impact on low organizational performance. The key to successful change is human resources, namely as initiators and agents of continuous change, shapers of processes and culture which together increase the organization's ability to change. The human resources in an organization have quite high diversity. This high level of diversity means that abilities as "agents of change" will also vary. Inappropriate and inappropriate work conflicts can result in an uncomfortable work atmosphere. This does not stop at that situation but can spread and cause other problems. According to Fauji (2013), work conflict is a mismatch between two or more members or groups in a company due to the fact that they have different statuses, values, goals or perceptions. Apart from that, conflict is defined as differences, contradictions and disputes, conflicts that conflict with group goals are called dysfunctional conflicts. Dysfunctional work conflicts include dominating discussions, not enjoying working in groups, personality clashes, disputes between individuals and tension.

Work stress is a form of bodily and psychological reaction that arises during work but is not in sync with the worker's skills, making it a common problem encountered in the modernization period (ILO, 2019). Sources of stress are conditions and expectations in the workplace that do not match a person's physical abilities, available time, or lack of skills. Too much stress can threaten a person's ability to deal with the environment. Stress does a lot of harm to individual employees and companies, such as decreased work enthusiasm, high anxiety, frustration and so on. Over time, this stress can spread to other activities such

as not being able to sleep peacefully, reduced appetite, lack of concentration, while the resulting losses for the company can be in the form of reduced levels of absenteeism, decreased levels of productivity, and psychologically it can reduce organizational commitment, triggering feelings of alienation, to turnover (Robbins, 2000). Organizational Citizenship Behavior (OCB) is characterized by the behavior of individuals who voluntarily contribute extra roles outside their job description to the organization (Organ. In Shafazawana, 2016). People who display OCB behavior are called good employees (good citizens). Examples of behavior that fall into the OCB group are helping co-workers, volunteering for extra activities at work, avoiding conflict with co-workers, protecting organizational property, respecting the rules that apply in the organization, tolerating less than ideal/pleasant situations at work, giving advice. -constructive suggestions in the workplace, and not wasting time at work (Robbins, 2001).

Organizational commitment is a form of employee loyalty to the organization. High commitment will make employees loyal to the company and will work hard for the company's progress. This commitment is a reciprocal result of what the organization provides to employees. Employees will be satisfied with their work if the organization is able to provide fair and appropriate feedback, this will increase the commitment that employees have to the organization. Organizational Commitment is related to employees' high desire to share and sacrifice for the company. The phenomenon that occurs at the Medan Religious Education and Training Center is the large number of work conflicts that occur, both problems between individuals, problems with work that continues to be given and problems with other employees which makes employees who experience stress at work so that organizational commitment to employees decreases and will continue to decrease if This problem cannot be solved and no one wants to do other work outside their job because for them their main job is more important than helping their colleagues and they are willing to do other work outside their job desk.

## **LITERATURE REVIEW**

### **Work Conflict**

According to Winardi (2015), conflict is a situation where there are goals, cognitions or emotions that are incompatible with each other, within individuals or between individuals, which then causes opposition or interaction to arise. which is antagonistic. Then, according to Hasibuan (2013), conflict is unhealthy competition based on ambition and emotional attitudes in achieving victory.

### **Work Conflict Indicators**

According to Winardi (2015), conflict is divided into 2 types, namely functional conflict, namely conflict that supports the achievement of group goals and dysfunctional conflict, namely conflict that hinders the achievement of group goals. Indicators of functional and dysfunctional conflict are as follows:

#### 1) Functional Conflict:

- a. Compete to achieve achievements.

- b. Positive movement towards a goal.
  - c. Stimulate creativity and innovation.
  - d. Encouragement to make changes.
- 2) Dysfunctional Conflict:
- a. Dominate the discussion.
  - b. Doesn't like working in groups.
  - c. Personality clash.
  - d. Disputes between individuals.
  - e. Tension.

### **Work stress**

According to (Handoko, 2017), work stress is defined as a condition of tension that affects a person's thinking process, emotions and condition, the result being that excessive stress can threaten a person's ability to deal with the environment and will ultimately interfere with the implementation of their duties. According to Mangkunegara (2016) work stress is the feeling of pressure experienced by employees when facing work.

### **Job Stress Indicators**

Work stress can be measured from various dimensions, but in this research work stress will be measured from three dimensions according to Handoko (2017), namely:

- a. Workload There is a mismatch between the expected role, the amount of time and resources available to fulfill these requirements.
- b. Role Ambiguity Role ambiguity is related to the unclear tasks that an employee must carry out.
- c. Role Conflict Role conflict refers to differences in concepts between the employee concerned and his superior regarding the tasks that need to be carried out.

### ***Organizational Citizenship Behavior***

According to Muhdar (2015), organizational citizenship behavior (OCB) is an activity model that enables organizations to intrinsically collaborate and relate in the context of an open system. For an organization to be effective, individuals must enter the system, be willing to perform roles with minimal criteria to achieve performance, and carry out innovative and spontaneous behavior to carry out organizational functions. Meanwhile, according to Muhdar (2015), organizational citizenship behavior emerges from within the individual in the form of his desire to contribute to the organization.

### **Organizational Citizenship Behavior Indicators**

According to Muhdar (2015) there are several dimensions of Organizational citizenship behavior, namely as follows:

- 1. Altruism (Helping) Prioritizing the interests of others. This dimension leads to providing assistance that is not an obligation to bear.

2. Conscientiousness Thoroughness or doing it carefully, which refers to an employee carrying out assigned tasks in a way that exceeds or exceeds what is required.
3. Sportsmanship (sportsmanship) Sportsmanship is the condition or nature of being honest and generous, so that it emphasizes the positive aspects of the organization rather than the negative aspects.
4. Courtesy (kindness) is kindness, politeness, etiquette or respect, including behavior such as helping someone to prevent a problem from occurring or reducing the development of a problem.
5. Civic Virtue Is behavior that participates in supporting the administrative functions of an organization.

### **Organizational Commitment**

According to Allen & Meyer (2013), they developed a model of organizational commitment that is most often cited by journal makers. That this model has been conceptualized into three components, namely affective, continuation, and normative. Organizational commitment as a psychological construct is a characteristic of a member's relationship with their organization, and has implications for the decision to continue their membership in the organization.

### **Organizational Commitment Indicators**

According to Allen & Meyer (2013), there are three dimensions of organizational commitment. These three dimensions also summarize factors:

1. Affective Commitment
  - a. Members' emotional feelings are members' feelings of belonging to the organization.
  - b. Identify with the organization. This is the member's ability to fully understand the organization in which they work.
  - c. Individual involvement. Individual involvement is the level of member participation in all organizational activities or activities.
2. Normative Commitment
  - a. Loyalty that must be given due to the influence of others.
  - b. Obligations that must be given to the organization.
3. Continuous Commitment
  - a. The investment in question is something of value that must be paid for or the potential loss of the opportunity to get it,
  - b. This alternative arises from a lack of knowledge regarding other organizational options.

### **METHOD**

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this research, the exogenous variables are Work Conflict (X1) and Work Stress (X2). Meanwhile, the endogenous variable is Organizational Commitment (Y) and the Intervening Variable is

Organization Citizenship Behavior (Z). This research was carried out at the Medan Religious Education and Training Center. on Jl. Tahi Bonar Simatupang No. 122, Sunggal, Kec. Medan Sunggal, Medan City, North Sumatra 20127. This research was carried out from March 2023 to July 2023. According to the opinion of several experts, one of whom according to (Sugiyono, 2018), population is a generalized area consisting of objects/subjects that have qualities and certain characteristics determined by the researcher to be studied and then conclusions were drawn. The population used was 72 employees.

According to several experts, one of which is Sugiyono (2018), the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this research, because the population is relatively small, the sampling technique used is a saturated sampling technique, which involves all respondents to be the sample, meaning the sample that will be used is 72 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software

### ***Measurement Model (Outer Model)***

The procedure for testing the measurement model consists of a validity test and a reliability test.

#### **1. Validity Test**

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

#### **2. Reliability Test**

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

### ***Structural Model (Inner Model)***

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent

variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

#### *1. Coefficient of Determination / R Square (R<sup>2</sup>)*

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R<sup>2</sup> value is generally between 0 and 1.

#### *2. Predictive Relevance (Q<sup>2</sup>)*

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q<sup>2</sup> value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

#### *3. t-Statistics*

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%

#### *4. Path Coefficient*

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

#### *5. Fit Model*

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

## **RESULTS AND DISCUSSION**

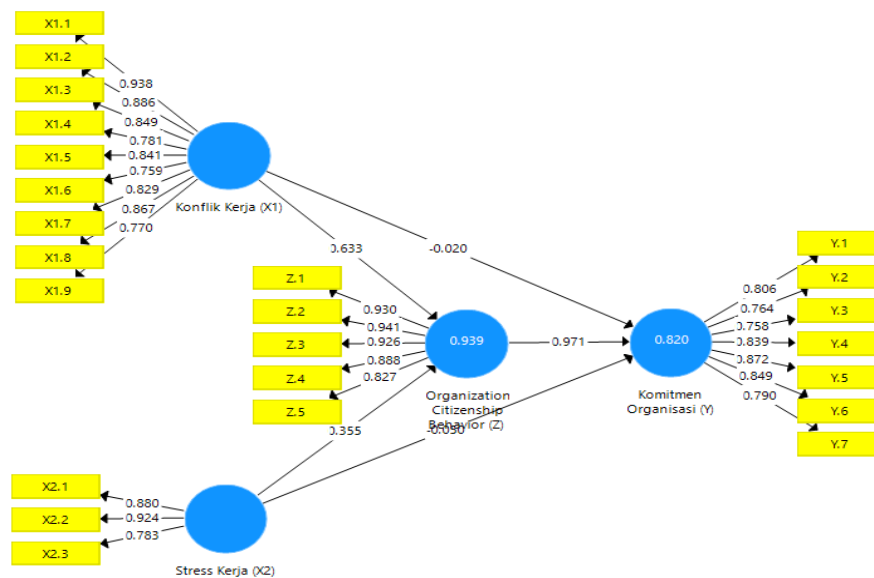
### **Outer Model Analysis**

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

#### **1. Convergent Validity**

This test is seen from the loading factor, the limit value is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This

means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:



**Figure 1. Outer Model**

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.633X1 + 0.355X2 + e1$$

For substructure 2:

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.971X1 - 0.020X2 - 0.050Z + e2$$

**Table 1. Outer Loadings**

	Organizational Commitment (Y)	Work Conflict (X1)	Organizational Citizenship Behavior (Z)	Work Stress (X2)
X1.1		0.938		
X1.2		0.886		
X1.3		0.849		
X1.4		0.781		
X1.5		0.841		

X1.6		<b>0.759</b>		
X1.7		<b>0.829</b>		
X1.8		<b>0.867</b>		
X1.9		<b>0.770</b>		
X2.1				<b>0.880</b>
X2.2				<b>0.924</b>
X2.3				<b>0.783</b>
Y.1	<b>0.806</b>			
Y.2	<b>0.764</b>			
Y.3	<b>0.758</b>			
Y.4	<b>0.839</b>			
Y.5	<b>0.872</b>			
Y.6	<b>0.849</b>			
Y.7	<b>0.790</b>			
Z.1			<b>0.930</b>	
Z.2			<b>0.941</b>	
Z.3			<b>0.926</b>	
Z.4			<b>0.888</b>	
Z.5			<b>0.827</b>	

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

## 2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:



Table 2. Discriminant Validity

	Organizational Commitment (Y)	Work Conflict (X1)	Organizational Citizenship Behavior (Z)	Work Stress (X2)
X1.1	0.807	<b>0.938</b>	0.936	0.918
X1.2	0.816	0.886	0.917	0.912
X1.3	0.775	0.849	0.878	0.811
X1.4	0.771	0.781	0.827	0.742
X1.5	0.656	0.841	0.718	0.706
X1.6	0.642	0.759	0.682	0.628
X1.7	0.765	0.829	0.758	0.739
X1.8	0.640	0.867	0.741	0.740
X1.9	0.594	0.770	0.703	0.674
X2.1	0.741	0.751	0.793	<b>0.880</b>
X2.2	0.807	0.940	0.934	<b>0.924</b>
X2.3	0.621	0.670	0.680	0.783
Y.1	0.806	0.597	0.587	0.553
Y.2	0.764	0.530	0.532	0.538
Y.3	0.758	0.488	0.515	0.502
Y.4	0.839	0.649	0.702	0.647
Y.5	<b>0.872</b>	0.876	0.916	0.878
Y.6	0.849	0.845	0.881	0.804
Y.7	0.790	0.759	0.814	0.702
Z.1	0.813	0.860	<b>0.930</b>	0.865
Z.2	0.839	0.943	0.941	0.915
Z.3	0.851	0.885	0.926	0.896
Z.4	0.812	0.854	0.888	0.803
Z.5	0.771	0.781	0.827	0.742

Source: Smart PLS 3.3.3

Based on the results of the data in the table above, there is a cross loading value for the Organizational Commitment variable, there is a cross loading value that is greater than the cross loading value of other latent variables. For the cross loading value of the Work Conflict variable, there is a cross loading value that is greater than the cross loading value of other latent variables for the cross loading value of the OCB variable. there is a cross loading value that is greater than the cross loading value of other latent variables, for the cross loading value of the Job Stress variable there is a cross loading value that is greater than that of other latent variables. This means that this cross loading data is considered discriminantly valid.

### 3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

**Table 3. Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Organizational Commitment (Y)</b>	<b>0.916</b>	<b>0.931</b>	<b>0.660</b>
<b>Work Conflict (X1)</b>	<b>0.946</b>	<b>0.955</b>	<b>0.701</b>
<b>Organizational Citizenship Behavior (Z)</b>	<b>0.943</b>	<b>0.957</b>	<b>0.816</b>
<b>Work Stress (X2)</b>	<b>0.829</b>	<b>0.898</b>	<b>0.747</b>

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

#### 1. Coefficient of Determination (R<sup>2</sup>)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 4. R Square Results**

	<b>R Square</b>
<b>Organizational Commitment (Y)</b>	0.820
<b>Organizational Citizenship Behavior (Z)</b>	0.939

Source: Smart PLS 3.3.3

In table 4 above, it can be seen that the R square value of the Organizational Commitment variable is 0.820. If you percentage the R square value of the Organizational Commitment variable, it is 82.0%, meaning that the influence of Work Conflict, Work Stress and OCB on Organizational Commitment is 82.0% and the remaining is 18. 0% is in other variables. For the R square value of the OCB variable, it is 0.939, if the percentage of the OCB variable is 93.9%, it means that the influence of Work Conflict, Work Stress on OCB is 93.9% and the remaining 06.1% is on other variables.

## 2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value  $\geq 0.697$  which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

**Table 5. Model Fit**

	Saturated Model	Estimation Model
SRMR	0.112	0.112
d_ ULS	3,733	3,733
d_ G	1,223	1,223
Chi-Square	154,115	154,115
NFI	0.700	0.700

Source: Smart PLS 3.3.3

The Goodness of Fit test results of the PLS model in the table above show an NFI value of 0.700 and this value is greater than the value of 0.697 and the research in the fit model is considered to have fit data so it can be explained if this research is fit in testing.

## 3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values  $> 1.96$  and P-Values  $< 0.05$ . Next are the consequences of the direct impact Path Coefficient:

**Table 6. Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Work Conflict (X1) -> Organizational Commitment (Y)	-0.020	0.129	<b>0.897</b>	<b>Rejected</b>
Work Conflict (X1) -> Organization Citizenship Behavior (Z)	0.633	7,939	<b>0,000</b>	<b>Accepted</b>

<b>Organization Citizenship Behavior (Z) -&gt; Organizational Commitment (Y)</b>	0.971	3,925	<b>0,000</b>	<b>Accepted</b>
<b>Job Stress (X2) -&gt; Organizational Commitment (Y)</b>	-0.050	0.223	<b>0.824</b>	<b>Rejected</b>
<b>Job Stress (X2) -&gt; Organization Citizenship Behavior (Z)</b>	0.355	4,266	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

It can be seen in the table above that there are 5 hypotheses, 2 which are rejected and 3 which are accepted in this research which can be explained as follows:

1. Work Conflict has an insignificant negative effect on Organizational Commitment with an original sample value of -0.020 and a P value of 0.897 > 0.05, meaning that work conflict is very problematic for concentration at work so that employees do not have organizational commitment. When employees have work conflicts in their work, commitment is lost. to himself and uses conflict as an excuse to leave work.
2. Work conflict has a positive and significant effect on OCB with the original sample being 0.633 and P values 0.000 < 0.05, meaning that if work conflict increases, OCB will decrease and if work conflict decreases, OCB will increase. OCB stands for organizational citizenship behavior, which means helping colleagues. work of their own accord so when there is a work conflict with other employees no one will want to help.
3. OCB has a positive and significant effect on Organizational Commitment with an original sample value of 0.971 and a P value of 0.000, meaning that if OCB increases, Organizational Commitment will increase, if OCB decreases, Organizational Commitment will decrease.
4. Job Stress has a negative and insignificant effect on Organizational Commitment with an original sample value of -0.050 and a P value of 0.824 > 0.05, meaning that job stress will reduce commitment to the organization and because of stress at work, employees feel bored and want to leave the job but don't. all employees think about this.
5. Job Stress has a positive and significant effect on OCB with an original sample value of 0.355 and a P value of 0.000 < 0.05, meaning that if work stress increases then OCB will not occur but work stress decreases OCB will occur because if employees are not stressed at work then employees will help employees. others in their work.

**Table 7. Path Coefficients (Indirect Influence)**

	<b>Original Sample (O)</b>	<b>T Statistics (  O/STDEV  )</b>	<b>P Values</b>	<b>Results</b>
<b>Work Conflict (X1) -&gt; Organization Citizenship Behavior (Z) -&gt; Organizational Commitment (Y)</b>	0.614	3,226	<b>0.001</b>	<b>Accepted</b>

<b>Job Stress (X2) -&gt; Organization Citizenship Behavior (Z) -&gt; Organizational Commitment (Y)</b>	0.345	3,421	<b>0.001</b>	<b>Accepted</b>
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Source: Smart PLS 3.3.3

Based on table 7 above, it shows that the two hypotheses have a significant effect, meaning that OCB is an intervening variable and the explanation is as follows:

1. Work Conflict has a positive and significant effect on Organizational Commitment through OCB with an original sample value of 0.641. P value 0.001 means that with OCB, Work Conflict will be resolved because other employees will help with their work so that the value of commitment to the organization is not lost and work conflict can be resolved indirectly.
2. Job Stress has a positive and significant effect on Organizational Commitment through OCB with an original sample value of 0.345 and a P value of 0.001, meaning that if an employee feels stressed at work and doesn't know what to do, other employees will help him in his work which he is not ready for so that he feels helped. and work stress will disappear, making the value of commitment to the organization increase with good cooperation.

## CLOSING

### Conclusion

1. Work Conflict has an insignificant negative effect on Organizational Commitment at the Medan Religious Training Center.
2. Work Conflict has a positive and significant effect on OCB at the Medan Religious Training Center.
3. OCB has a positive and significant effect on Organizational Commitment at the Medan Religious Training Center.
4. Job Stress has a negative and insignificant effect on Organizational Commitment at the Medan Religious Training Center.
5. Job Stress has a positive and significant effect on OCB at the Medan Religious Training Center.
6. Work Conflict has a positive and significant effect on Organizational Commitment through OCB at the Medan Religious Training Center.
7. Job Stress has a positive and significant effect on Organizational Commitment through OCB at the Medan Religious Training Center.

### Suggestion

1. Organizations must be able to reduce the occurrence of work conflicts by holding daily briefings to find out the complaints of their employees and avoid differences of understanding between employees.

2. Organizations must know employees who experience work stress and help them with their work so that they are calmer and more controlled and organizations must reduce the occurrence of work stress by finding out what makes employees stressed at work.
3. Organizations must instill in employees the ability to have OCB and help each other for organizational progress and organizational success.
4. To balance organizational work, employees must have a sense of commitment to the organization that the organization can progress and succeed thanks to employees who are committed to the organization.

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**THE INFLUENCE OF JOB CONFLICT AND JOB STRESS ON ORGANIZATIONAL COMMITMENT WITH ORGANIZATION CITIZENSHIP BEHAVIOR AS AN INTERVENING ...**

Toto Sejahtera<sup>1</sup>, Kiki Farida Ferine<sup>2</sup>

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