



THE INFLUENCE OF WORK CONFLICT AND ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION

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Abstract: Job Satisfaction is a very important factor and is used as a benchmark for whether or not a company is good, Work Conflict and Organizational Commitment can help in achieving good Job Satisfaction. Therefore, work conflict and commitment are closely related to job satisfaction. The purpose of this study was to find out how Work Conflict, Organizational Commitment, and Job Satisfaction are applied by PT. A And One Precision Bintan, and to find out how much influence Job Conflict has on Job Satisfaction, the effect of Organizational Commitment on Job Satisfaction and the influence of Work Conflict and Organizational Commitment on Job Satisfaction. This study is a population study in which all employees are respondents in the study, for data collection using a questionnaire with a total of 75 respondents. The analytical method used is a quantitative method with descriptive analysis and verification analysis (path analysis). The results of the study stated that work conflict was in the category of frequent occurrences, the organizational commitment was in the good enough category, job satisfaction was in the good enough category. The result of path analysis shows that work conflict affects job satisfaction, organizational commitment affects job satisfaction.

Keywords: Job Satisfaction; Organizational Commitment; Work Conflict

INTRODUCTION

Companies are required to pay attention to the welfare of their employees by providing full employee rights so that employees can work well. Employees who have high work effectiveness are employees who have been given rights and trust by the company so that they must carry out their obligations as workers in the company and help achieve the company's goals of creating high productivity, it can be said that these employees have satisfaction with their work.

Job satisfaction is a positive or negative response to individual employees seen from the results of the work effectiveness of the employees themselves and this is related to the achievements in the company. When employees are satisfied with the company, employees tend to be more effective in providing performance to the company and vice versa employees who feel less satisfied with the company tend to be less effective in providing work. Mangkunegara (2017) states that job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. Many factors influence to achieve job satisfaction, one of which is work conflict. Mangkunegara (2017) conflict is a conflict that occurs between what a person expects of himself, other people, organizations, and what is expected. Because they have to do or carry out an activity together and because they have different statuses, goals, values, and perceptions, conflict is said to be a disagreement between two or more members of the organization or groups within the organization that arise.

According to Ekawarna (2018) conflict can be distinguished between functional and dysfunctional conflicts which can be said to be indicators of work conflict, as follows: (1) Functional Conflict, namely conflict that can support group goals and improve performance. The benefit of functional conflict is that it provides an opportunity to identify problems and see opportunities; (2) Dysfunctional Conflict, namely conflict that hinders group performance. Dysfunctional conflicts can hinder and prevent organizational goals from being achieved.



Conflict can be powerful energy, if it can be managed properly, it can be used as motivation. In addition to conflicts that can affect job satisfaction, there is organizational commitment, if the conflict cannot be controlled it will result in a lack of organizational commitment to the company which indirectly affects the activities of the organization itself. Edison et al. (2017) interpret organizational commitment as emotional self-motivation in a positive sense. Where employees/employees who want to advance their careers are committed to pursuing excellence and achieving achievements, and employees who feel important to service are committed to improving competence.

PT. A And One Precision Bintan is a company engaged in the electronics sector located in the industrial area of PT. Bintan Inti Industrial Estate (PT. BIIE) Lobam, Bintan, Riau Islands, the products produced are interior or aircraft accessories made of metal. The production from this company is usually distributed to several companies related to air transportation. By having 84 workers ranging from HRD and lower-level employees. According to HRD, the company doesn't need a lot of employees because not all Indonesians buy aircraft accessories, only certain companies buy and become their customers, and company leaders don't need a lot of employees, they just want competent, qualified, and have a strong commitment. against the company.

According to HRD, there are several problems related to job satisfaction and organizational commitment as well as employee work conflicts in the company. There are several problems regarding job satisfaction that can be seen, namely:

(1) Employees are lazy to work and often go to the toilet during working hours; (2) A lot of work is delayed so that it reduces the productivity of teamwork; (3) Employees work slower than usual so they look ineffective and efficient.

HRD also said several things can trigger work conflicts within the company, namely: (1) There is a mismatch between superiors and subordinates and employees and their teamwork; (2) Some trusted employees are assessed for their performance to continue to decline so that the company lowers their position because it interferes with work activities; (3) There was a dispute because the employee refused to be demoted.

Organizational commitment in the company according to HRD looks good before the conflict that occurs causes weak organizational commitment in the company, some problems that can be seen about organizational commitment are: (1) Employees act lazy to work like absent holes in holes; (2) Employees come to work and do not come to work at will without permission and do not want to submit a resignation letter; (3) Seen some employees resign.

Work in the form of individual or group work involving humans will be communicated with other parties. In this communication, sometimes there will be differences of opinion between individuals or groups, causing work conflicts that will affect employee performance. HRD said the company is looking for the right solution for the problem so that it will not happen again.

Work conflict, organizational commitment, and job satisfaction if these three things influence each other, will have a big impact on the company that is running, this is something that the company PT. A And One Precision Bintan has been running for approximately 18 years in the PT. BIIE industrial area. Based on the above background, the purpose of this study was to find out how Work Conflict, Organizational Commitment, and Job Satisfaction are applied by PT. A And One Precision Bintan, and to find out how much influence Job Conflict has on Job Satisfaction, the effect of Organizational Commitment on Job Satisfaction and the influence of Work Conflict and Organizational Commitment on Job Satisfaction.



Based on the explanation above, the following hypotheses are taken: (1) Work conflict at PT. A And One Precision Bintan happens quite often; (2) Organizational commitment at PT. A And One Precision Bintan is good enough; (3) Job satisfaction at PT. A And One Precision Bintan is good enough; (4) Work conflict affects job satisfaction at PT. A And One Precision Bintan; (5) Organizational commitment has an effect on job satisfaction at PT. A And One Precision Bintan; (6) Work conflict and organizational commitment affect job satisfaction at PT. A And One Precision Bintan.

METHODS

This study uses descriptive and verification analysis. In descriptive analysis to find out the respondents' answers or responses to each statement contained in the questionnaire, a descriptive analysis was carried out using a frequency and percentage distribution approach, while to find out how the respondents' assessment of each variable studied could be seen through the acquisition of actual scores and percentage values. . The verification analysis in this study was carried out using path analysis as a method to determine and analyze the relationship between variables which aims to determine the effect of Work Conflict and Organizational Commitment which is an independent variable or independent variable on Job Satisfaction which is the dependent variable or the dependent variable.

This study uses interview data collection and questionnaires. This study is a population study in which all employees are respondents in the study, for data collection using a questionnaire with a total of 75 respondents. The number of 75 respondents is described as follows:

Table 1. Number of Employees by Task

No	Department	Q	%
1.	Quality Control	10	13,33 %
2.	Planning	4	5,33 %
3.	Milling	7	9,33 %
4.	Conv. Turning	3	4 %
5.	CNC Milling	29	38,66 %
6.	Human Resources	7	9,33 %
7.	CNC Turning	7	9,33 %
8.	Maintenance	2	2,66 %
9.	Deburring	4	5,33 %
10.	Finance	1	1,33 %
11.	Packing	1	1,33 %
	Total	75	100 %

Source: Employee Data PT. A and One Precision Bintan (2021)

The collected data will then be processed and analyzed using descriptive analysis research methods to determine respondents' responses to each variable studied and path analysis methods as a tool in concluding. Respondent data is data that is considered relevant to the problem under study.

To process the data, the author uses the help of Microsoft Excel and SPSS version 24. Creswell in Sugiyono (2020) states that "research methods involve the form of data collection, analysis, and interpretation that research proposes for the studies". The research method is an activation process in the form of data collection, analysis, and providing interpretations related to the research objectives. The research method is a scientific way to obtain data with specific purposes and uses.



RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive Research Results are shown to see an overview of the results of research on Work Conflict, Organizational Commitment, and Job Satisfaction of employees at PT. A And One Precision Bintan. Work conflict variables in this study can be seen and measured in the form of 2 indicators, namely Functional Conflict, and Dysfunctional Conflict, and are translated into 8 statements include: (1) I feel the aura of intense competition for achievement; (2) I always try to move positively to achieve common goals; (3) My supervisor always appreciates employees who have creativity and innovation; (4) I always want a change in the company's work regulations; (5) The idea or ideas of superiors always dominate in the discussion; (6) At work I feel happy when I work with a team; (7) I like the character or personality of my boss/co-worker; (8) I and my co-workers who are lazy to work rarely have disagreements. The following is a recapitulation of respondents' responses regarding work conflicts:

Table 2. Respondents' Responses to Work Conflic

Statement	Actual Score	Average	Category
1	226	3,02	Quite good
2	220	2,93	Quite good
3	239	3,19	Quite good
4	205	2,73	Quite good
5	207	2,76	Quite good
6	224	2,99	Quite good
7	207	2,76	Quite good
8	172	2,29	Quite good
Total	1.700	22,67	Quite good

Source: Questionnaire processing results (2021)

Based on the results of the research in the table above, it can be seen that the actual score obtained by Work Conflict is 1,700. The actual score is then interpreted in the form of a continuum line, the measurement of which is carried out using the following method:

$$\begin{aligned} \text{Maximum Index Value} &= 5 \times 8 \times 75 = 3.000 \\ \text{Minimum Index Value} &= 1 \times 8 \times 75 = 600 \\ \text{Distance Interval} &= (\text{maximum value} - \text{minimum value}): 5 \\ &= (3.000 - 600): 5 = 480 \\ \text{Percentage Score} &= [(\text{total score}): \text{maximum score}] \times 100\% \\ &= (1.700 : 3.000) \times 100\% \\ &= 56,66\% \end{aligned}$$

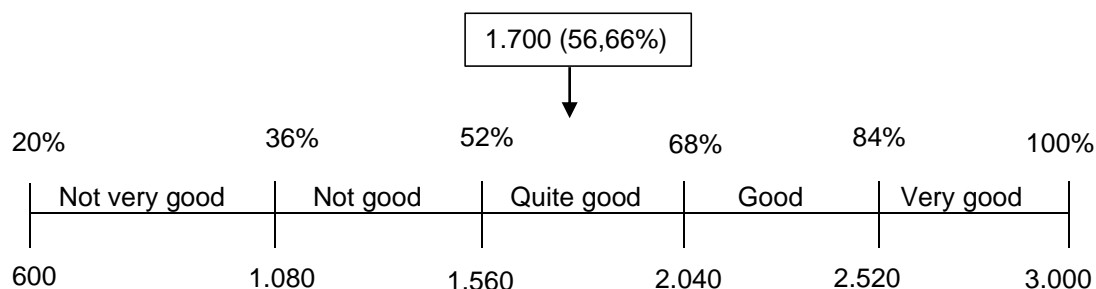


Figure 1. Continuum of Work Conflict Variables

Source: Processed data (2021)



Based on the previous information, it can be seen that the actual score obtained by the Work Conflict variable is 1,700 with a score percentage of 56.66%. This value is included in the quite good category. Thus it can be seen that the Work Conflict at PT. A And One Precision Bintan happens quite often. When associated with the formulation of the number one hypothesis which states that the Work Conflict at PT. A And One Precision Bintan happens quite often, so the hypothesis can be accepted because it has similarities with the results of data processing obtained in the study.

Furthermore, the Organizational Commitment Variable in this study can be seen and measured in the form of 3 indicators, namely environmental factors, expectations factors, and emotional attachment factors, and is translated into 6 statements including: (1) The company environment makes me not want to leave this company; (2) I feel comfortable with the work environment in the company; (3) In this company I have a wide opportunity for a career; (4) I feel I have the opportunity to reach a higher position; (5) I don't want to leave this company because I feel a strong family atmosphere; (6) I stay in this company because the company has been instrumental in my life. The following is a recapitulation of respondents' responses regarding organizational commitment:

Table 3. Respondents' Responses to Organizational Commitment

Statement	Actual Score	Average	Category
9.	204	2,72	Quite good
10.	214	2,85	Quite good
11.	198	2,64	Quite good
12.	199	2,65	Quite good
13.	205	2,73	Quite good
14.	198	2,64	Quite good
Total	1.218	16,23	Quite good

Source: Questionnaire processing results (2021)

Based on the results of the research in the table above, it can be seen that the actual score obtained by Work Conflict is 1,218. The number of actual scores is then interpreted in the form of a continuum line, the measurement of which is carried out using the following method:

$$\begin{aligned} \text{Maximum Index Value} &= 5 \times 6 \times 75 = 2.250 \\ \text{Minimum Index Value} &= 1 \times 6 \times 75 = 450 \\ \text{Distance Interval} &= (\text{maximum value} - \text{minimum value}) : 5 \\ &= (2.250 - 450) : 5 = 360 \\ \text{Percentage Score} &= [(\text{total score}) : \text{maximum score}] \times 100\% \\ &= (1.218 : 2.250) \times 100\% \\ &= 54,13\% \end{aligned}$$

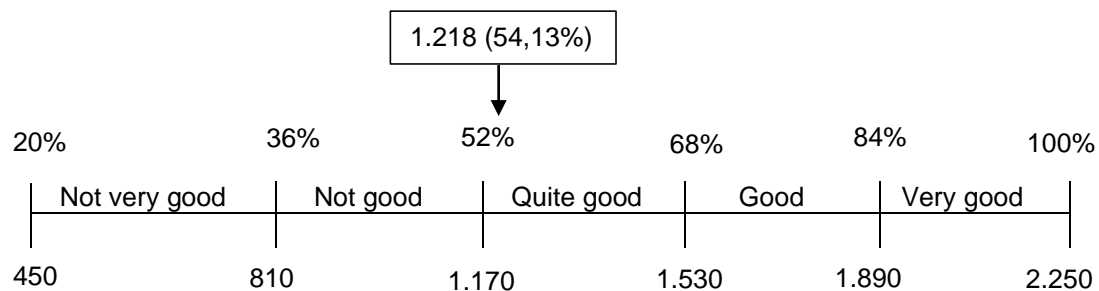


Figure 2. Continuum of Organizational Commitment Variables

Source: Source: Processed data (2021)



Based on the previous information, it can be seen that the actual score obtained by the Work Conflict variable is 1.218 with a score percentage of 54,13%. This value is included in the quite good category. Thus it can be seen that the Organizational Commitment at PT. A And One Precision Bintan is quite good. When associated with the formulation of hypothesis number two which states that Organizational Commitment at PT. A And One Precision Bintan is quite good, so the hypothesis can be accepted because it has similarities with the results of data processing obtained in the study.

Job satisfaction variables in this study can be seen and measured in the form of 3 indicators, namely and translated into 6 statements including (1) I always get a salary that is follows the contribution/work done; (2) My supervisor always behaves fairly towards all employees of the company; (3) The results of my work are always appreciated by superiors and the company; (4) The company provides rewards to create morale; (5) A conducive working environment in the company makes me feel comfortable; (6) The work environment is comfortable so that it is fun when carrying out work. The following is a recapitulation of respondents' responses regarding job satisfaction:

Table 4. Respondents' Responses to Job Satisfaction

Statement	Actual Score	Average	Category
15.	197	2,63	Quite good
16.	199	2,65	Quite good
17.	204	2,75	Quite good
18.	198	2,64	Quite good
19.	205	2,73	Quite good
20.	210	2,80	Quite good
Total	1.213	16,2	Quite good

Source: Questionnaire processing results (2021)

Based on the results of the research in the table above, it can be seen that the actual score obtained by Work Conflict is 1.213. The number of actual scores is then interpreted in the form of a continuum line, the measurement of which is carried out using the following method:

$$\begin{aligned} \text{Maximum Index Value} &= 5 \times 6 \times 75 = 2.250 \\ \text{Minimum Index Value} &= 1 \times 6 \times 75 = 450 \\ \text{Distance Interval} &= (\text{maximum value} - \text{minimum value}) : 5 \\ &= (2.250 - 450) : 5 = 360 \\ \text{Percentage Score} &= [(\text{total score}) : \text{maximum score}] \times 100\% \\ &= (1.213 : 2.250) \times 100\% \\ &= 53,91\% \end{aligned}$$

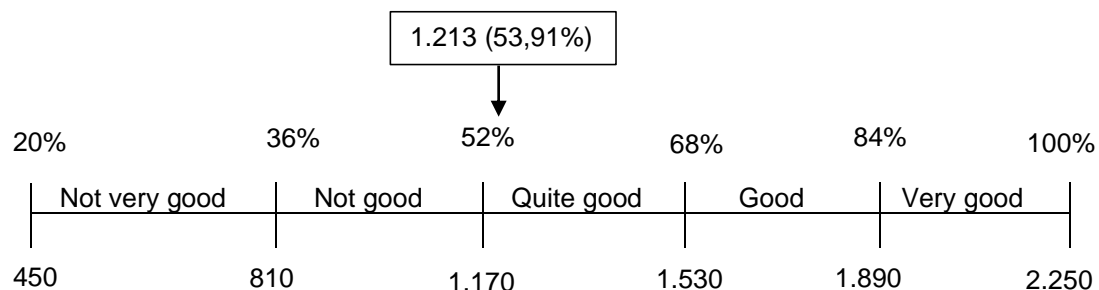


Figure 3. Continuum of Job Satisfaction Variables

Source: Source: Processed data (2021)



Based on the previous information, it can be seen that the actual score obtained by the Work Conflict variable is 1.213 with a score percentage of 53,91%. This value is included in the quite good category. Thus it can be seen that Job Satisfaction at PT. A And One Precision Bintan is quite good. When associated with the formulation of hypothesis number three which states that Job Satisfaction at PT. A And One Precision Bintan is quite good, so the hypothesis can be accepted because it has similarities with the results of data processing obtained in the study.

Verification Analysis

This study uses verification analysis carried out by using path analysis or path analysis as a method to find out and analyze the relationship between variables. The first step is to calculate the correlation coefficient between the variables studied. The variables in this study consisted of Work Conflict (X1), Organizational Commitment (X2), and Job Satisfaction (Y). The correlation coefficient between these variables was calculated using the Pearson product-moment correlation formula using the help of SPSS version 24 with the results obtained as follows:

Table 5. Pearson Correlation

		Correlations	
		Work Conflict	Organizational Commitment
Work Conflict	Pearson Correlation	1	.721**
	Sig. (2-tailed)		.000
	N	75	75
Organizational Commitment	Pearson Correlation	.721**	1
	Sig. (2-tailed)	.000	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data (2021)

The table above describes the correlation analysis between the research variables. From the results of the correlation analysis, it can be interpreted that the correlation value obtained between Work Conflict and Organizational Commitment is 0.721, then this value is in the category of a strong relationship level. Furthermore, based on calculations with SPSS ver 24, it can be seen that the results of the path coefficient calculations are as follows:

Tabel 6. Coefficients

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	178.580	1163.649		.153	.878
	Work Conflict	.248	.065	.239	3.802	.000
	Organizational Commitment	.766	.065	.742	11.826	.000

a. Dependent Variable: Job Satisfaction

Source: Processed data (2021)



In the table above in the Standardized Coefficients column, there is each variable coefficient path. The path coefficient of the work conflict variable on job satisfaction is pyx_1 of 0.239 or 29.3%. Furthermore, the variable of Organizational Commitment to Job Satisfaction is pyx_2 of 0.742 or 74.2%.

Furthermore, it can be seen that the results of the calculation of the coefficient of determination are as follows:

Tabel 7. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 ^a	.864	.860	1825.04981

a. Predictors: (Constant), Organizational Commitment, Work Conflict

Source: Processed data (2021)

To calculate the magnitude of the path coefficient of other factors not examined, it can be done with the following steps:

$$\begin{aligned} \text{By formula } py\epsilon &= \sqrt{(1 - R^2)yx_{i\dots xn}} \\ &= \sqrt{1 - 0,864} = 0,369 \end{aligned}$$

Meanwhile, the magnitude of the influence of other factors not examined in this study are as follows:

$$\begin{aligned} \epsilon &= 1 - 0,864 \\ \epsilon &= 0,136 \end{aligned}$$

Therefore, it can be interpreted that Work Conflict and Organizational Commitment have a major effect on employee job satisfaction at PT. A And One Precision Bintan, So the hypothesis can be accepted because it has similarities with the results of data processing obtained in the study. The influence is 0,864 or 86,4% (*R square*) and is influenced by other factors not examined by 0,136 or 13,6%. While the magnitude of the influence received by Job Satisfaction (Y) from Work Conflict (X_1) and Organizational Commitment (X_2) and variables outside X_1 and X_2 expressed by the residual variable (ϵ) is $R^2yx_1x_2 + py\epsilon = 86,4\% + 13,6\% = 100\%$.

Through the path diagram, the influence of each variable is calculated as follows:

1. Effect of Variable X_1 on Y		
The direct effect of X_1 on Y	$= (pyx_1)^2$	$= 0,0571$
Effect of X_1 on Y through X_2	$= pyx_1 \cdot rx_1 \cdot rx_2 \cdot pyx_2$	$= 0,1279$ +
Total Influence		= 0,1850
2. Effect of Variable X_2 on Y		
The direct effect of X_2 on Y	$= (pyx_2)^2$	$= 0,5506$
Effect of X_2 on Y through X_1	$= pyx_2 \cdot rx_1 \cdot rx_2 \cdot pyx_1$	$= 0,1279$ +
Total Influence		= 0,6785
3. Total Effect of Variables X_1 and X_2 on Y		
Effect of X_1 on Y	$= pyx_1$	$= 0,1850$
Effect of X_2 on Y	$= pyx_2$	$= 0,6785$ +
Total Influence		= 0,8635

From these calculations, it is known that the total contribution given by the two independent variables is 0,8635 or 86,35%, whereas when viewed from each variable, Work Conflict (X_1) contributes 18,50% and Organizational Commitment (X_2) contributed 67,85%. Other variables outside of X_1 and X_2 that were not studied were 13,6%.

The framework of the empirical causal relationship between X_1 and X_2 on Y is illustrated in the following figure:

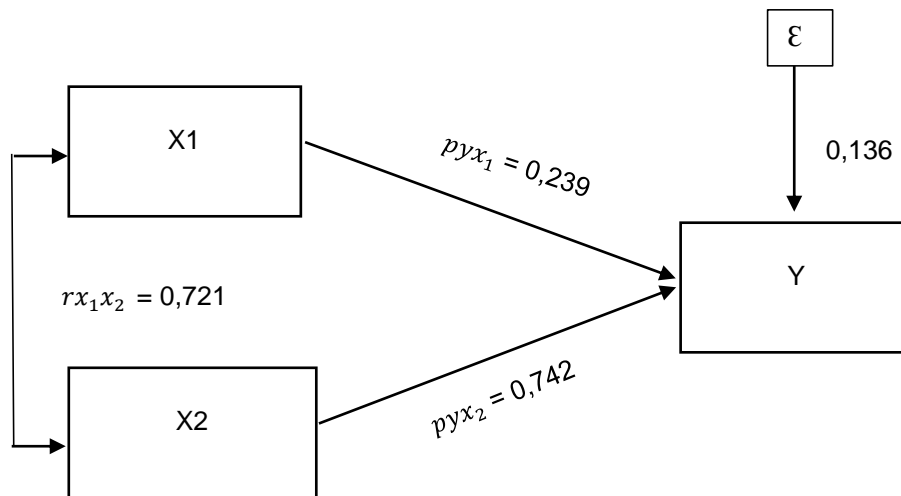


Figure 4. Structure of the Path Analysis Diagram
 Source: Processed data (2021)

According to Sinambela (2016), conflicts can be in the form of disputes, tensions, or the emergence of other difficulties between two or more parties. Conflict is motivated by differences in characteristics brought by individuals or groups in an interaction, these differences include physical characteristics, personality, knowledge, customs, beliefs, and so on. Conflict is better known as something synonymous with disagreement or conflict. This situation is a challenge for the company to overcome any conflicts, disputes, or other difficulties because this can also hinder the achievement of company goals. Based on the results of the research that has been described previously, it can be seen that the work conflict of employees at PT. A And One Precision Bintan is in the category of fairly frequent occurrences. This can be seen from the responses of respondents who generally respond quite often. This can be seen from the responses of respondents in general, which is quite often an employment dispute with several colleagues and some with superiors. Lack of employees moving positively and employees who lack creativity, innovation, and ideas can be a formidable task for superiors in leading the company.

According to Allen and Meyer (1997) in Priansa (2018) stated that organizational commitment is a belief that binds employees to the organization where they work, which is indicated by their loyalty, involvement in work, and identification of organizational values and goals. This situation becomes a challenge for the company to bind and foster employee commitment to remain loyal to the company. Based on the results of the research that has been described previously, it can be seen that the commitment of employees at PT. A And One Precision Bintan is in the pretty good category. This can be seen from the responses of respondents who generally gave a fairly good response, this can be seen through the availability of employees staying at the company and trying to work well for the company. However, there are still some things that are lacking, such as a lack of concern for the company's image and the relationship between employees is still not good.

According to Mangkunegara (2017) job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. This situation becomes a benchmark for the company to run smoothly or not. Based on the results of research that has been done as well as information obtained from HRD in the company, it shows the job satisfaction of employees at PT. A And One Precision Bintan is quite



good, but it is still not optimal. This can be seen from the opinions of the statements given to respondents and also resulting from the handling of work conflicts that have not been maximized so that the job satisfaction of existing employees is still considered quite good. But apart from this, the company has tried to create a good working environment.

The Influence of Work Conflict on Job Satisfaction

The results of data analysis in this study indicate the attachment of work conflict to job satisfaction. This is proven through research that produces a strong attachment. This indicates that work conflict has a very large impact on job satisfaction. These results are reinforced by a research journal compiled by Misrania (2019) the results show that partially conflict has a positive and significant effect on job satisfaction. Then the results of Desanti et al. (2020) the results of the study show that the conflict variable has a simultaneous effect on job satisfaction while the rest is influenced by other factors. And the results of research by Mauraksa et al. (2019) show that work conflict has a significant effect on employee job satisfaction.

This is supported by the opinion of an expert, namely Wexley and Yukl in Suwatno & Priansa (2018) which states that establishing good relationships with co-workers or interactions that occur among workers will create a certain atmosphere that also affects job satisfaction. These results are also reinforced by research journals compiled by Aidah et al. (2020) that cannot be overcome will result in a decrease in job satisfaction.

The Influence of Organizational Commitment on Job Satisfaction

The results of data analysis in this study indicate the existence of an attachment from organizational commitment to job satisfaction. This is proven through research that produces a strong attachment. This indicates that organizational commitment has a very large impact on job satisfaction.

This is supported by the opinion of an expert Edison et al. (2017) stating that these factors are "logical factors, environment, expectations, and emotional bonding factors." If employees have a high organizational commitment to the company, this means showing job satisfaction. that has been fulfilled, and ultimately reduce the intention to leave or stop working, and the implication is that the company will benefit. However, if the employee has a low organizational commitment, it will result in the emergence of causes of intention to leave or stop working and the implication is that the company will be harmed even though the cause of termination is voluntary or voluntary.

This result is also reinforced by a research journal compiled by Setiawan (2020) in the Journal of Cultural Sciences stating that commitment has an important urgency in moving people to work. With a working mechanism that is encouraged in him, it is hoped that job satisfaction will appear and be present in employees so that it fosters commitment from within.

The Effect of Work Conflict and Organizational Commitment on Job Satisfaction

The results of data analysis in this study indicate the attachment of workplace conflict and organizational commitment to job satisfaction. This is proven through research that produces a strong attachment. This indicates that work conflict and organizational commitment have a very large impact on job satisfaction.

This is supported by the opinion of an expert Sinambela (2016) stating organizational commitment is crucial to the success of the organizational performance, commitment between individuals and the organization must be conditioned. There is a strong negative relationship between feelings of stress/conflict with job satisfaction. This shows that the more stressed employees are, the more dissatisfied they are with their work.



This result is also reinforced by a research journal compiled by Yuniati (2018) which states that many things play a role in encouraging the creation of organizational commitment, including the satisfaction obtained within the organization or during their work. In addition to job satisfaction, other factors that can determine whether employees have an organizational commitment or not can also be influenced by work-family conflict.

CONCLUSION

Work Conflict at PT. A And One Precision Bintan is in the category of fairly frequent occurrences. According to the respondents, they agree that they should implement and comply with the existing regulations in the company rather than changing the rules and employees are also trying to develop innovation and individual creativity. Organizational Commitment at PT. A And One Precision Bintan is in the pretty good category. The desire to have a career and prove workability is good, especially in the desire to develop a career for a higher position. Job Satisfaction at PT. A And One Precision Bintan is in the pretty good category. In terms of working according to the integrity of the company, it is good even though employees are trying to do work that has results following the wishes of superiors.

Work Conflict is stated to have a very large impact on the Job Satisfaction of employees at PT. A And One Precision Bintan although in reality on the ground there are many obstacles experienced that lead to work conflicts. Organizational commitment is stated to have a very large impact on job satisfaction at PT. A And One Precision Bintan even though in reality the commitment that employees have in the field still has shortcomings. Work Conflict and Organizational Commitment in total have a very large contribution to Job Satisfaction, whereas when viewed from each variable, Work Conflict provides a more dominant contribution followed by Organizational Commitment. This indicates that Conflict has more impact than Commitment.

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