



# **The Impact of Work Conflict and Work Stress on Organizational Commitment: The Mediating Role of Motivation**

**Ahmad Baihaqy <sup>a\*</sup>**

<sup>a</sup> *Sekolah Tinggi Ilmu Ekonomi Indonesia, Surabaya, Indonesia.*

## **Author's contribution**

*The sole author designed, analysed, interpreted and prepared the manuscript.*

## **Article Information**

DOI: <https://doi.org/10.9734/sajsse/2024/v21i7855>

## **Open Peer Review History:**

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/119956>

**Original Research Article**

**Received: 10/05/2024**  
**Accepted: 12/07/2024**  
**Published: 15/07/2024**

## **ABSTRACT**

**Aims:** This study examines the influence of job conflict, work-related stress, and employee motivation on organizational commitment, addressing their critical importance to organizational sustainability and employee commitment levels.

**Study Design:** This is a quantitative research study.

**Methodology:** Data were collected through surveys from a diverse sample of employees. Structural Equation Modeling (SEM) was applied using tools such as SPSS, Partial Least Square (PLS), and the Sobel Test to analyze the data.

**Results:** The findings indicate that job conflict directly influences organizational commitment, whereas work stress does not have a direct impact. However, work stress significantly affects employee motivation, which subsequently impacts organizational commitment. Motivation serves as a mediator between job stress and organizational commitment, a relationship not observed with job conflict.

**Conclusion:** This study contributes to the literature by elucidating the complex relationships among job stress, workplace conflict, and motivation, highlighting the mediating role of motivation in

\*Corresponding author: Email: [ahmadbaihaqy@stiesia.ac.id](mailto:ahmadbaihaqy@stiesia.ac.id);

the link between job stress and organizational commitment. Future research should consider longitudinal designs and a broader range of industries to enhance the generalizability of these findings.

*Keywords: Work conflict; work stress; motivation; organizational commitment.*

## 1. INTRODUCTION

Organizational commitment is paramount in determining the efficacy and longevity of an enterprise. Numerous prior investigations substantiate that organizational commitment is a principal concern for entities and their managerial staff [1]. This dedication epitomizes the allegiance of personnel to the organization and is instrumental in the attainment of organizational objectives [2].

Blau's Social Exchange theory [3] and Herzberg's Motivation theory [4] provide a foundational framework to enhance our understanding of how employees develop their commitment to an organization. This study will employ these conceptual frameworks to examine the dynamics of organizational commitment within law firms in Surabaya.

Organizational commitment is often characterized as a hallmark of a successful organization. Employees who exhibit high levels of commitment are anticipated to be more productive in their work environments [5]. Understanding organizational commitment is crucial for comprehending employee behavior, which can have profound implications for organizational performance. Neglecting this variable can pose significant risks to the organization's stability and success [6].

Organizational commitment can be defined as the extent of an individual's identification with and involvement in an organization [7]. The influence of motivation on organizational commitment is significant, indicating how employees establish their identity within the organization through active participation, integration, and satisfaction as members [7].

Organizational commitment is characterized by several expected outcomes, including a robust belief in and adherence to the organization's goals and values. Additionally, there is an expectation of commitment from the organization, particularly from management, to sustain its members [5]. Employees are more likely to commit when their efforts are recognized and valued by the organization [8].

Employees lacking commitment tend to underperform, adversely affecting the organization's overall performance [9]. Enhanced commitment arises when employees are engaged in meaningful, challenging tasks, interact with peers within their division, and acquire new skills for personal growth [5].

Motivation has been significantly linked to job satisfaction [10] and is correlated with organizational commitment [11]. A crucial element influencing employee commitment is the presence of self-belief and self-worth. Employees deeply committed to the organization often feel motivated and recognized, playing a vital role in substantially boosting productivity and achieving both organizational and personal objectives [11]. Kurniawan et al. [12] and Mamahit [13] have also demonstrated that organizational commitment is significantly impacted by work-related conflict and stress.

Iresa [14] asserts that work conflict significantly undermines organizational commitment, indicating that employee commitment diminishes in the face of workplace disputes. Yunita [15] found that work conflict indirectly affects employees' commitment to the organization. Conversely, Anuari et al. [16] suggested that while work conflict negatively influences organizational commitment, the impact is not statistically significant.

Organizational commitment is also influenced by stress factors. Anuari et al. [16], found that workplace stress significantly diminishes organizational commitment, suggesting that increased job stress correlates with a decline in employee dedication to the organization. Conversely, other studies, including those by Yunita [15] and Arianti [17], indicate that work stress appears to exert no discernible impact on organizational commitment.

The aspect of motivation has also been a central theme in various studies related to organizational commitment. Prior research by Anuari et al. [16] and Yunita [15] suggests that motivation positively influences organizational commitment. More extensive research by Anuari et al. [16],

Cendhikia et al. [18], Sari et al. [19], and Maulidyah [20] confirms that motivation acts as a mediating factor between independent and dependent variables. Nonetheless, these studies have not elucidated the role of motivation in resolving work conflict and stress within organizations, which are crucial factors affecting organizational commitment.

The existing literature indicates a gap in there is an evident inconsistency in findings regarding the direct effects of work conflict and stress on organizational commitment, with some studies noting a significant impact while others observed negligible effects. A profound knowledge gap exists in understanding the mediating role of motivation, with insufficient exploration into how it intricately influences the relationship between workplace challenges and organizational allegiance. Empirically, there's a need for more focused studies considering the unique organizational culture of law firms in Surabaya. Addressing these gaps is crucial for developing more targeted and effective strategies for fostering organizational commitment in the face of work-related stress and conflict.

This research aims to analyze and verify the direct and indirect impacts of work conflict and stress on organizational commitment, with a particular focus on the mediating role of motivation. It underscores the unique challenges encountered by law firms in Surabaya, Indonesia, offering a robust basis for understanding the dynamic interactions among these variables. The objective of this study is to provide both theoretical insights and practical strategies to law firm management for enhancing organizational commitment.

## 2. LITERATURE REVIEW

### 2.1 Organization Commitment

Organizational commitment, as defined by Porter [21] and Robbins and Judge [22], is crucial for sustaining a stable workforce and cultivating a sense of affiliation among employees. This encompasses the endorsement of and adherence to the organization's goals and values, coupled with the aspiration to maintain membership within the organization. Extensive research indicates that this commitment is shaped by a myriad of factors, including the nature of the job, perceptions of organizational fairness, and the style of leadership [23,24,25,26].

Specifically, the emergence of work-related stress and conflict is known to adversely affect commitment levels. Such stress and conflict, often arising from role ambiguity and the complexity of job duties, can culminate in diminished morale and a decrease in employee engagement [27,28]. Conversely, motivation is recognized as a critical factor in enhancing organizational commitment, as evidenced by studies from Anuari et al. [16], Cendhikia et al. [18], Gheitani et al. [1], and Maulidyah [20].

Motivation, fueled by supportive leadership and opportunities for personal growth, can mitigate the adverse effects of negative stress and work conflict, thereby enhancing employee commitment [29-31,1,32,11,33]. Therefore, understanding the interrelationship between these factors is key to cultivating a committed and effective workforce.

### 2.2 Motivation

Motivation, a pivotal determinant of employee conduct, is crucial in shaping organizational commitment. The notion of intrinsic motivation, derived from the theories of Maslow, McClelland, and Alderfer, underscores the significance of personal needs and self-determination in driving behavior [34,35]. This intrinsic motivator is critical for fostering growth in commitment and affiliation with the organization [1]. Nonetheless, workplace conflict and stress can markedly influence this internal drive, potentially diminishing employee commitment [30].

Research by Yeşilyurt et al. [33] underscored that motivation exerts a positive influence on organizational commitment and is also identified as a mediating variable. When confronting workplace challenges, motivation particularly when bolstered by leadership and organizational culture can alleviate the detrimental effects of conflict and stress, thus preserving or even augmenting commitment [36].

Social exchange theory further corroborates this notion, proposing that employees who perceive organizational support are more inclined to reciprocate with enhanced commitment [3]. Consequently, comprehending and employing motivation in the workplace is imperative for sustaining organizational commitment, even in the face of work-related stress and conflict.

## 2.3 Work Conflict

In the realm of human experience, particularly within professional settings, conflict is an inescapable aspect of daily life. Workplace conflicts may emerge due to issues in communication, interpersonal relationships, or the structure of the organization itself. Such conflicts often originate when one party feels aggrieved by another over matters deemed significant. Dissonance between two or more organizational groups can also arise due to divergences in status, objectives, values, and perceptions [13,37,38].

Furthermore, effective conflict resolution strategies, such as mediation and collaborative problem-solving, are critical in managing and reducing workplace disputes, thereby fostering a more harmonious and productive organizational environment [37,38].

## 2.4 Work Stress

Stress is an adverse psychological reaction individuals experience in response to environmental pressures. Challenges in work tasks, such as excessive workload, pressures to meet deadlines, and the sheer complexity of tasks, are significant sources of stress. Moreover, stress acts as a barrier, hindering employees from accomplishing their objectives. To provide a more comprehensive understanding, it's essential to recognize that prolonged exposure to these stressors can lead to burnout, significantly impacting employee well-being and productivity, thereby necessitating effective stress management strategies within the organization [22].

Stress originates from three primary sources: environmental, organizational, and individual factors. According to Robbins and Judge [22], stress is categorized into two distinct types: eustress and distress. Eustress acts as a constructive force, enhancing employee performance by providing positive stimulation. In contrast, distress is a destructive form of stress that leads to physiological, psychological, and behavioral issues in individuals. To provide a more comprehensive understanding, it's important to note that the impact of eustress and distress varies based on an individual's perception of stressors and their coping mechanisms, underscoring the need for personalized stress management approaches within organizations.

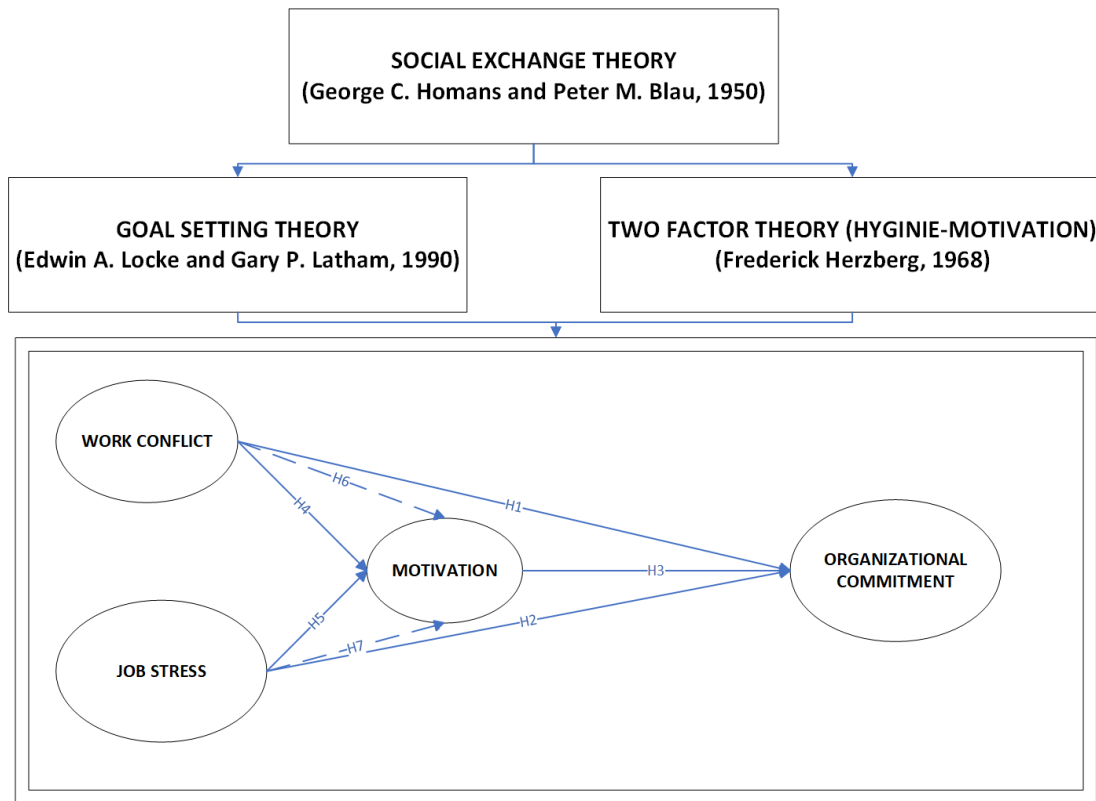
## 2.5 Conceptual Framework and Hypothesis Development

The construction of the conceptual framework in this study is derived from an amalgamation of the identified problems, articulated statements, and the objectives the researchers aim to fulfill, thereby reflecting the underlying paradigms, methodologies, and techniques employed. In light of the preceding discussion, the conceptual framework pertinent to this research is delineated in Fig. 1.

The conceptual framework integrates the grand theory of Social Exchange Theory with the middle-range theories of Goal Setting and Two-Factor Theory to comprehensively address the applied concepts of work conflict, job stress, motivation, and organizational commitment. At its core, Social Exchange Theory posits that the relationship between an employee and the organization is governed by an assessment of the reciprocal benefits and costs, suggesting that work conflict and job stress are perceived as detrimental costs, whereas motivation and organizational commitment are desirable benefits. Goal Setting Theory further elucidates this relationship by asserting that specific, challenging goals, coupled with appropriate feedback, can mitigate conflict and stress while enhancing motivation through clear direction and a sense of achievement. Simultaneously, Herzberg's Two-Factor Theory distinguishes between hygiene factors, which if insufficient can lead to job stress and dissatisfaction, and motivators that actively propel job satisfaction and motivation. Together, these theories provide a nuanced understanding of the dynamics at play: work conflict and job stress disrupt the beneficial exchange and demotivate, whereas effective goal setting and the presence of motivators cultivate a positive environment, fostering robust organizational commitment. This integrated framework not only underscores the complex interplay among these variables but also highlights the critical pathways through which law firms in Surabaya can enhance organizational commitment by effectively managing work conflict, stress, and motivation.

### 2.5.1 The work conflicts on the organizational commitment

Several studies reveal that work conflict has a negative and significant effect on organizational commitment so this variables have a significant influence [14]. A research conducted by revealed



**Fig. 1. Conceptual framework and hypothesis model**

that work conflict has a Kurniawan et al. [13] negative and significant influence on organizational commitment. The higher level of work conflict felt by employees will certainly reduce the employee's organizational commitment in carrying out their duties. So, the researcher formulated the first hypothesis as follows:

H1. The work conflicts affect the organizational commitment.

**2.5.2 The work stress on the organizational commitment**

Anuari et al., [16] and (Rahma et al., 2015) revealed that work stress had a significant negative effect on organizational commitment. This shows that the higher the work stress experienced by employees followed by the lower the organizational commitment [39,13,15]. However, this statement is different from another research result [15] that shows that the work stress do not affect the organizational commitment. In the latest research from Yunita [15] and Ibrahim and Aljneibi [40] revealed that organizational commitment can balance individual work stress. Based on our literature

studies, indicates that there is a correlation between work stress and organizational commitment, so the researcher formulated the second hypothesis as follows:

H2. Work stress affects the organizational commitment.

**2.5.3 The work conflicts on motivation**

At the point when work conflict occurs in employees, it can cause the employees to not have the drive to work, this is the responsibility of the company or institution to place the conflict appropriately to further encourage employee motivation to work. A research conducted by Yunita [15] shows that work conflict has a negative significant impact on motivation. From the statement that mentioned before, the researcher proposes a third hypothesis, as follows:

H3. The work conflict affects the motivation.

**2.5.4 The work stress on motivation**

Research conducted by Anuari et al. [16] and Gheitani et al. [1] show that work stress has a

negative and significant effect on motivation which indicates that the increment of stress can reduce motivation. Sari et al. [19] shows that work stress has a positive and significant effect on motivation. From the statement that has been mentioned regarding work stress on motivation, this research proposes a fourth hypothesis, as follows:

H4. The work stress affects the motivation.

#### **2.5.5 Motivation for organizational commitment**

Anuari et al. [16] found that work motivation has a positive and significant influence on organizational commitment. Yunita [15] also found that motivation had a positive and significant effect on organizational commitment. So that the fifth hypothesis in this research can be formulated as follows:

H5. Motivation affects on the organizational commitment.

#### **2.5.6 The work conflict on the organizational commitment through motivation**

Previous research by Anuari et al. [16], Yeşilyurt et al. [33], and Gheitani et al. [1] has suggested that motivation can act as a mediator between various independent and dependent variables. However, the specific pathway through which work conflict impacts organizational commitment via motivation remains underexplored. Addressing this gap, we propose the sixth hypothesis:

H6. Work conflict affects organizational commitment through the mediating role of motivation.

#### **2.5.7 The work stress on the organizational commitment through motivation**

Maulidiah [20] revealed that a certain amount of stress can lead to innovative ideas and stimulate a person to work at an optimal level with high enthusiasm. The occurrence of work stress on work morale also depends on the employee's reaction. If they think that work stress is a challenge, they will be stronger and more resilient to any situation and condition and vice versa. So, the seventh hypothesis in this research can be formulated as follows:

H7. The work stress affects the organization commitment through motivation.

### **3. RESULTS AND DISCUSSION**

#### **3.1 Method**

This research will use quantitative methods to verify theories or find out more about the relationship between hypotheses, verify the hypotheses, and carry out deeper studies regarding conclusions or phenomena. The research was conducted at a legal entity using a questionnaire technique distributed to the firms. The sampling method used was the saturated sampling method due to the relatively small population, namely less than 100 respondents among employees of legal firm.

The instrument test used in this study is validity and reliability testing with data analysis techniques using SPSS software to generate the results of descriptive analysis and Partial Least Square (PLS) software to verify the hypotheses by looking at the outer and inner model.

#### **3.2 Variable and Measurement**

This research involves three variables such as independent, dependent, and moderating variables. Variables are generally divided into independent variables and dependent variables while intervening variables (mediation variables) are defined as variables that can strengthen or weaken the influence of an independent variable on the dependent variable.

##### **3.2.1 Dependent variable**

Independent variables are referred to as stimulus, predictor, and antecedent variables. This variable is also referred to as a variable that can influence or is the causal of changes or emergence of the dependent variable. The independent variables in this research are work conflict and work stress.

##### **3.2.2 Independent variable**

The dependent variable is the dependent variable usually referred to as the variable that is influenced by independent variables. In SEM (Structural Equation Modeling), the dependent variable is also called an endogenous variable. The dependent variable in this research is organizational commitment.

##### **3.2.3 Intervening variable**

Intervening variables are defined as variables that can strengthen or weaken the influence of an independent variable on the dependent

variable. Motivation will become as the intervening variable in this research where motivation can be an intermediary between the dependent and independent variables. The definition of the variables and the indicators can be seen in Table 1.

This research uses SPSS and Partial Least Square (PLS) software to test the research hypothesis by looking at the inner and outer models. Hypothesis testing uses a procedure developed by Sobel or what is usually called the Sobel test.

### 3.3 Empirical Analysis

The number of respondents in this study was 65 employees. Data characteristics are divided based on gender, marital status, employee status, age level, education level, and length of service. The detailed characteristics of respondents in this study are described in Table 2.

### 3.4 Reliability and Validity Testing

The convergent validity measurement of the outer model is by conserving at the outer loading factor value of each variable. An instrument can be said to meet the convergent validity test if it has a correlation or outer loading value above 0.5. Based on the calculation results, it was found that all indicators for each variable were declared valid because they had an outer loading value of more than 0.5.

Cross Correlation testing is used to validate indicators in which the magnitude of the loading factor for a variable must exceed the correlation value of the indicator with other variables. This ensures the robustness of the indicators. This testing also shows that indicators measuring variables such as work conflict and stress are consistently integrated and validated in the model.

Calculations that can be used to construct reliability testing are cronbach alpha and composite reliability. If the composite reliability is greater than 0.7, then the construct is declared reliable. The results of the composite reliability of this study can be seen in Table 3.

Table 3 shows that the composite reliability value that generated from each variable has a value of greater than 0.7, which means the construct used in this research is reliable. The AVE value for each variable has a value above 0.5. Thus, it

can be concluded that this construct has good discriminant validity. Besides that, each variable has a Cronbach alpha value above 0.6 which can be concluded that the existing construct is reliable.

### 3.5 PLS and Hypothesis Analysis

The goodness of fit model is used to get an insight about the magnitude of the exogenous variables ability to explain the diversity of endogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. Goodness of fit model in PLS analysis is carried out using R-Square (R2) and Q-Square predictive relevance (Q2). The results of the goodness of fit model are summarized in equations (1-5) below:

$$Q2 = 1 - (1 - R12) * (1 - R22) \quad (1)$$

$$Q2 = 1 - (1 - 0.149) * (1 - 0.620) \quad (2)$$

$$Q2 = 1 - (0.851) * (0.380) \quad (3)$$

$$Q2 = 1 - 0.32338 \quad (4)$$

$$Q2 = 0.677 \quad (5)$$

Based on equation (1-5), the Q2 value obtained is 0.677 or 67.7% where the R12 and R22 values are obtained from literature studies [41]. This indicates that the diversity of the data can be explained by the entire model by 67.7%, while the remaining 32.3% is contributed or explained by other variables not discussed in this research.

The results of data processing using the Smart PLS software tool will generate an output result from the factor loading construct structure model. This result will explain the relationship between the constructs of work conflict, work stress, motivation, and organizational commitment as seen in Fig. 2.

The verification of the direct effect of the hypothesis in this research was carried out by observing the magnitude of the structural path coefficient using the t-statistic test and the p-values obtained from the bootstrapping procedure. The test criteria state that if the t-statistics value is  $\geq$  t table (1.96) and the p-value is  $<0.05$ , then it can be concluded that there is a significant influence of exogenous variables on endogenous variables. The results of the test can be seen in Table 4.

**Table 1. Research variable and indicator**

| Variable                | Indicator  |
|-------------------------|--|
| Work Conflict           | a) Miss Communication<br>b) Goal difference<br>c) Difference in perception and assumption<br>d) Interdependence of work activities |
| Work Stress             | a) Workload<br>b) Lead attitude<br>c) Office hour<br>d) Work authorities<br>e) Job role  |
| Motivation              | a) Psychological direction of behavior<br>b) Effort rate<br>c) Level of persistence  |
| Organization Commitment | a) Affective commitment<br>b) Sustainability commitment<br>c) Normatif commitment  |

**Table 2. Respondent characteristics**

| Character             | Total | Percentage |
|-----------------------|-------|------------|
| Gender                |       |            |
| 1. Male               | 35    | 53.85      |
| 2. Female             | 30    | 46.15      |
| Marriage Status       |       |            |
| 1. Married            | 24    | 36.92      |
| 2. Single             | 41    | 63.08      |
| Employee Status       |       |            |
| 1. Fulltime           | 45    | 69.23      |
| 2. Contract           | 20    | 30.77      |
| Age                   |       |            |
| 1. below 20           | 5     | 7.69       |
| 2. 21 - 30            | 15    | 23.08      |
| 3. 31 - 40            | 33    | 50.77      |
| 4. Above 40           | 7     | 10.46      |
| Education             |       |            |
| 1. High school        | 5     | 7.69       |
| 2. Diploma            | -     | -          |
| 3. Bachelor           | 52    | 78.00      |
| 4. Master             | 5     | 7.69       |
| 5. Doctoral           | 3     | 4.62       |
| Experience (in years) |       |            |
| 1. below 3            | 3     | 4.62       |
| 2. 3 - 5              | 22    | 33.85      |
| 3. 5-10               | 32    | 48.23      |
| 4. above 10 th        | 8     | 12.30      |

**Table 3. Composite reliability**

| Construct                 | AVE   | Cronbach Alpha | Composite Reliability |
|---------------------------|-------|----------------|-----------------------|
| Work Conflict             | 0.546 | 0.905          | 0.922                 |
| Work Stress               | 0.505 | 0.889          | 0.909                 |
| Motivation                | 0.516 | 0.846          | 0.882                 |
| Organizational Commitment | 0.508 | 0.861          | 0.892                 |



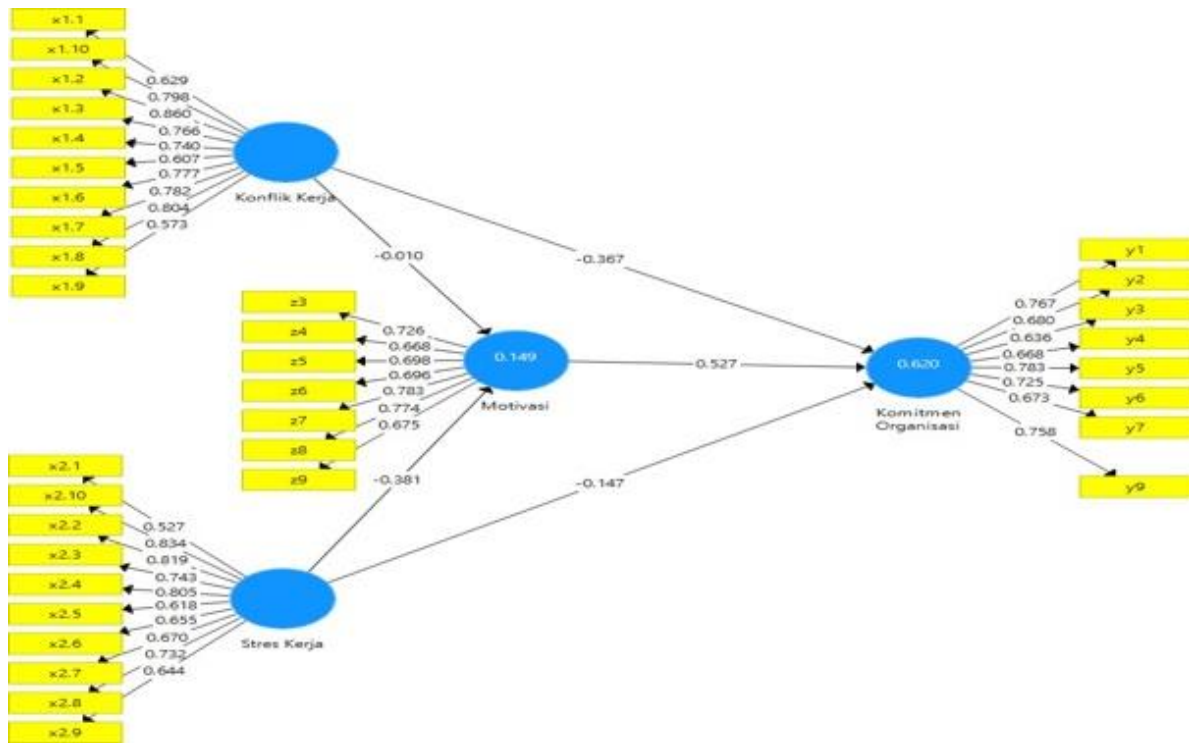


Fig. 2. PLS analysis

Table 4. H1: The work conflicts affect the organizational commitment

| Exogen        | Endogen                   | Direct coef. | Std Error | T statistics | P-values | Ket.             |
|---------------|---------------------------|--------------|-----------|--------------|----------|------------------|
| Work Conflict | Organizational Commitment | -0.367       | 0.134     | 2.747        | 0.006    | Significance     |
| Work Stress   | Organizational Commitment | -0.147       | 0.104     | 1.412        | 0.159    | Not Significance |
| Work Conflict | Motivational              | -0.010       | 0.196     | 0.049        | 0.961    | Not Significance |
| Work Stress   | Motivational              | -0.381       | 0.140     | 2.718        | 0.007    | Significance     |
| Motivation    | Organizational Commitment | 0.527        | 0.099     | 5.325        | 0.000    | Significance     |

The influence of work conflict on organizational commitment produces a t-value of 2.747 which is greater than the t-table (1.96) and a p-value of 0.006 which is smaller than the significance level of 0.05. This means that work conflict influences organizational commitment, and we don't have any evidence to ignore H1.

H2: Work stress affects the organizational commitment.

The effect of work stress on organizational commitment produces a t-value of 1.412 which is smaller than the t-table (1.96) and p-value of 0.159 which is greater than the significance level of 0.05. This means that work stress does not affect organizational commitment. Thus, H2 is rejected.

H3: The work conflict affects the motivation.

The influence of work conflict on motivation produces a t-value of 0.049 which is smaller than the t table of 1.96 and p-values of 0.961 which are greater than the significance level of 0.05. This means that work conflict does not affect motivation. It can conclude that we can reject H3.

H4: The work stress affects the motivation.

The impact of work stress on motivation produces a t-value of 2.718 which is greater than the T Table of 1.96 and a p-value of 0.007 which is smaller than the significance level of 0.05. This means that work stress affects motivation so we can reject H4.

H5: Motivation effects on the organizational commitment.

The influence of motivation on organizational commitment produces a t-value of 5.325 which is greater than the t-table(1.96) and a p-value of 0.000 which is smaller than the significance level of 0.05. This means that motivation influences organizational commitment so we can accept H5.

The second test is the indirect effect to verify whether there is an indirect effect of work conflict and work stress on organizational commitment through motivation. Verification of mediation variables was carried out using the Sobel Test. The results of testing on Sobel can be seen in Table 5.

H6: The work conflict affects the organization commitment through motivation.

The influence of work conflict on organizational commitment through motivation produces a t-value of -0.051 which is smaller than t-table 1.96 and a p-value of 0.959 which is greater than the significance level of 0.05. This indicates that there is no significant influence of work conflict on organizational commitment through motivation so we can reject H6.

H7: The work stress affects the organization commitment through motivation.

The influence of work stress on organizational commitment through motivation produces a t-value of -2.423 which is greater than t-table 1.96 and a p-value of 0.015 which is smaller than the significance level of 0.05. This means that there is a significant influence of work stress on organizational commitment through motivation, so we do not have any evidence to reject H7.

The work conflict variable in this study was measured based on ten statement items derived from five construct indicators such as communication errors, differences in goals, differences in assessment or perception, interdependence of work activities, and errors in affection. The work stress variable was also measured using ten statement items derived from five construct indicators such as workload, leader attitude, working time, work authority, and role. The motivation variable is measured based on nine statement items derived from three construct indicators, namely psychological

direction of behavior, level of effort, and level of persistence. Meanwhile, the organizational commitment variable is measured based on nine indicator statement items derived from three construct dimensions, namely affective commitment, continuance commitment, and normative commitment.

The results of this research show that work conflicts that occur in legal firms have an impact on employee commitment to the organization. The characteristics of the respondents in this study vary from different levels of education, lengths of work, and ages which can trigger work conflicts when assigning tasks, interpersonal relationship conflicts with both employees and clients, and conflicts in the work completion process at the institution.

The work stress variable does not affect organizational commitment which indicates that the organizational commitment is not affected by work stress. In this research, it is known that most employees at these firms feel work stress which originates from their workload, pressure to complete the tasks, and task deadlines so this can be discussed with management to review the workload according to the employee capacity.

The work conflict variable does not affect motivation which means that employee motivation is not influenced by work conflicts at the Legal Entity Assessment Institute. In this study, work conflicts experienced by employees arise due to communication, divisional main tasks that are not carried out properly, and personal variables which include values, emotions, and personality.

The work stress variable influences motivation. It indicates that at a high level of work stress, it can reduce motivation, at a low level of work stress it can increase motivation. From the frequency distribution of respondents' answers, it can be seen that most employees at this firm experience work stress due to employee working hours.

Motivational variables influence organizational commitment. This means that higher motivation can increase organizational commitment, conversely, if motivation is low it can reduce organizational commitment. It is a clear indication that motivation is an important factor in increasing the employee organizational commitment.

**Table 5. Direct effect hypothesis testing**

| Exogeneous    | Mediator   | Endogenous                | Indirect Coef. | Std. Error | T Statistics | P Value | Sidenote         |
|---------------|------------|---------------------------|----------------|------------|--------------|---------|------------------|
| Work Conflict | Motivation | Organizational Commitment | -0.005         | 0.103      | -0.051       | 0.959   | Not Significance |
| Work Stress   | Motivation | Organizational Commitment | -0.201         | 0.829      | -2.423       | 0.015   | Significance     |

Motivational variables do not mediate the relationship between work conflict and organizational commitment which indicates that the work conflict does not affect the level of employee commitment even though they have been given motivation. Based on the distribution of respondents' answers, it can be seen that work conflicts that occur in legal firms are due to differences of opinion with another member, too often receiving work that has not been completed from other employees, and frequent disputes between individuals and colleagues and clients so that when employees experience a level of conflict work with quite high pressure and poor conditions for employees in their work, then employees will try to get out of the situation in their way without motivation from the management.

Motivational variables can mediate the relationship between work stress and organizational commitment which means that there is a significant influence of work stress on organizational commitment through motivation. It also indicates that workers who experience work stress will remain and be loyal to the organization if there is motivation to work. The work stress was measured based on workload, leader attitude, working time, work authority, and role contributing to organizational commitment in legal firms.

**4. CONCLUSION**

This study draws several important conclusions, but it is important to acknowledge its limitations and propose pathways for future research to improve understanding and application. First, the finding that work conflict has a negative impact on organizational commitment, although profound, depends on the nature and context of the conflict. Future research should dissect types of work conflict, considering both task-related and interpersonal dimensions, to ascertain their differential impact on commitment. Additionally, investigating the role of conflict resolution strategies and organizational culture in mitigating these impacts will provide a deeper understanding.

Second, the observation that job stress has no impact on organizational commitment is interesting and requires further exploration. Future research might test whether certain types of stress, perhaps those perceived as challenges rather than obstacles, have different impacts on commitment. It would also be beneficial to explore other potential mediators or moderators, such as job autonomy or support systems, to understand what conditions, if any, job stress may influence commitment.

Third, although the current research concludes that work conflict does not affect motivation, this still needs to be explored further. Future research should consider the psychological processes underlying this relationship, perhaps exploring individual differences in conflict perception and coping strategies. Additionally, examining the long-term impact of chronic work conflict on motivation will provide deeper insight.

Fourth, the relationship between motivation and organizational commitment is confirmed, highlighting motivation as an important driver for increasing commitment. Future research should explore different forms of motivation (intrinsic vs. extrinsic) and how they individually and collectively influence commitment. Additionally, investigating how the alignment of individual and organizational goals influences these relationships can provide actionable insights for management.

Importantly, this study found that motivation did not mediate the relationship between work conflict and organizational commitment, suggesting that other factors may play a role. Future research should explore alternative mediators, such as emotional intelligence or resilience. Additionally, considering the role of leadership style in shaping these dynamics can yield valuable insights.

Finally, the finding that job stress influences organizational commitment through motivation suggests a complex interaction that requires further exploration. Future research should

investigate the mechanisms through which motivation mediates this relationship, taking into account factors such as stress appraisal and coping strategies. Additionally, exploring how different types of job stress (acute vs. chronic) influence these mediating effects would add depth to our understanding.

In conclusion, although this research provides important insights into the dynamics of work conflict, stress, motivation, and organizational commitment, it also opens up many avenues for future investigation. By exploring these areas, future research can build on this foundation, offering more comprehensive strategies for increasing organizational commitment.

## 5. IMPLICATION

The findings of this research provide significant implications for both the theoretical understanding and practical management of work conflicts and stress within legal firms. Practically, the study highlights the necessity for legal firms to implement robust conflict resolution mechanisms and communication training to mitigate the negative impact of work conflicts on organizational commitment. Additionally, stress management initiatives, coupled with strategies to enhance employee motivation, are essential to maintain high levels of organizational commitment. Theoretically, the research extends the Resource-Based View (RBV) by demonstrating the critical role of effective human resource management in fostering organizational commitment. The mediation effect of motivation between work stress and organizational commitment underscores the importance of motivational factors in organizational dynamics. Policymakers should consider developing regulatory frameworks that mandate conflict resolution and stress management programs in legal firms to standardize best practices across the industry. Future research should explore additional variables, adopt longitudinal approaches, and extend investigations to other sectors and regions to validate and expand upon these findings.

## DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

## CONSENT

As per international standards or university standards, participants' written consent has been collected and preserved by the author.

## ACKNOWLEDGEMENTS

We would like to express our sincere gratitude to all those who contributed to the preparation and completion of this manuscript. Special thanks are extended to our colleagues at Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya for their insightful feedback and support throughout the research process.

The role of research objects was pivotal in the study design, data collection, analysis, and interpretation of data, as well as in the writing of the manuscript. We acknowledge that the funding agency was not involved in the decision to submit the manuscript for publication.

## COMPETING INTERESTS

Author has declared that no competing interests exist.

## REFERENCES

1. Gheitani A, Imani S, Seyyedamiri N, Foroudi P. Mediating effect of intrinsic motivation on the relationship between Islamic work ethic, job satisfaction, and organizational commitment in banking sector. *International Journal of Islamic and Middle Eastern Finance and Management*. 2019;12(1):76-95. Available:<https://doi.org/10.1108/IMEFM-01-2018-0029>
2. Merdiaty N, Putri AI, Mangundjaya WL. The effect of organisational commitment to organisational citizenship behaviour through meaningful work as a mediator. *International Journal of Research in Business and Social Science*. 2023;12(3): 196-206. Available:<https://doi.org/10.20525/ijrbs.v12i3.2517>
3. Blau PM. Justice in Social Exchange. *Sociological Inquiry*. 1964;34(2):193-206. Available:<https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
4. Herzberg F. The motivation to work among Finnish supervisors. *Personnel Psychology*. 1965;18(4):393-402.

- Available:<https://doi.org/10.1111/j.1744-6570.1965.tb00294.x>
5. Saadeh IM, Suifan TS. Job stress and organizational commitment in hospitals. *International Journal of Organizational Analysis*. 2020;28(1):226-242. Available:<https://doi.org/10.1108/IJOA-11-2018-1597>
  6. Naghneh MHK, Tafreshi MZ, Naderi M, Shakeri N, Bolourchifard F, Goyaghaj NS. The relationship between organizational commitment and nursing care behavior. *Electron Physician*. 2017;9(7):4835-4840. Available:<https://doi.org/10.19082/4835>
  7. Alipour F, Monfared K. Examining the relationship between job stress and organizational Commitment among Nurses of Hospitals ARTICLE INFO; 2015.
  8. Abuseif S, Ayaad O. The Relationship between organizational commitment and nurses' turnover intention behavior at tertiary private hospitals in Najran, KSA. *International Journal of Academic Research in Business and Social Sciences*. 2018;8. Available:<https://doi.org/10.6007/IJAR BSS/v8-i6/4268>
  9. Abdallah A, Obeidat B, Aqqad N, Janini M, Dahiyat S. An integrated model of job involvement, job satisfaction and organizational commitment: A structural analysis in Jordan's Banking Sector. *Communications and Network*. 2017;09: 28-53. Available:<https://doi.org/10.4236/cn.2017.9 1002>
  10. Ahmed I, Nawaz MM, Chaudhry NI, Ali I, Shaukat MZ, Usman A. Effects of motivational factors on employees job satisfaction a case study of University of Punjab, Pakistan. *International Journal of Business and Management*. 2010;5:70-80.
  11. Mohsan F, Nawaz MM, Khan MS, Shaukat Z, Aslam N. Are employee motivation, commitment and job involvement inter-related: Evidence from Banking Sector of Pakistan; 2011.
  12. Mamahit NA. Pengaruh Gaya Kepemimpinan, Konflik Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Dengan Komitmen Organisasi Sebagai Variabel Intervening. *Jurnal Riset Bisnis dan Manajemen*. 2016;4(3).
  13. Kurniawan R, Sularso R, Titisari P. The effect of work conflict and job stress on employees performance with organizational commitment as intervening variable. *Jurnal Manajemen Dan Kewirausahaan*. 2018;6. Available:<https://doi.org/10.26905/jmdk.v6i 1.1985>
  14. Iresa AR. Pengaruh konflik kerja dan stres kerja terhadap komitmen organisasional dan Kinerja Karyawan (Studi Pada Karyawan PT. Telekomunikasi Indonesia, Tbk Witel Malang). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*. 2015; 23(1).
  15. Yunita PI. Membangun komitmen dalam organisasi: Peran motivasi dan stress dalam sebuah konflik kerja. *Jurnal Ilmiah Manajemen & Bisnis*. 2017;2(2).
  16. Anuari R, Utami HN, Prasetya A. Pengaruh konflik kerja terhadap stres kerja dan motivasi Kerja Serta Dampaknya Terhadap Komitmen Organisasional (Studi Pada Karyawan Pt Pelabuhan Indonesia Iii (Persero) Kantor Pusat) *Jurnal Administrasi Bisnis (JAB)*. 2017;42(1).
  17. Arianti M. Pengaruh stres kerja dan kepuasan kerja terhadap kinerja karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening Universitas Islam Indonesia]. Yogyakarta; 2018.
  18. Cendhikia DB, Utami HN, Prasetya A. Pengaruh konflik kerja dan stres kerja terhadap Motivasi Kerja Karyawan Dan Kinerja Karyawan *Jurnal Administrasi Bisnis (JAB)*. 2016;35(2).
  19. Sari PM, Astuti ES, Nurtjahjono GE. Pengaruh Konflik Dan Stres Kerja Terhadap Motivasi Dan Kinerja Karyawan *Jurnal Administrasi Bisnis (JAB)*. 2015;27(2).
  20. Maulidyah IA. Pengaruh stres kerja terhadap kinerja karyawan back office dengan motivasi Sebagai Variabel Intervening Pada Pt. Bank Tabungan Negara (Pers ero), Tbk Kantor Cabang Surabaya *Jurnal Ilmu Manajemen*. 2017;5(3).
  21. Porter ME. Competitive advantage, agglomeration economies, and regional policy. *International Regional Science Review*. 1996;19(1-2):85-90.
  22. Robbins SP, Judge TA. *Organizational behavior (15th Edition ed.)*. Pearson Education; 2013.
  23. Nguyen M. I see myself in my leader: Transformational leadership and its impact on employees' technology-mediated knowledge sharing in professional service firms. *Journal of Service Theory and Practice*. 2023;33(2):257-279.

- Available:<https://doi.org/10.1108/JSTP-04-2022-0093>
24. Nguyen NT, Hooi LW, Avvari MV. Leadership styles and organisational innovation in Vietnam: Does employee creativity matter? *International Journal of Productivity and Performance Management*. 2023;72(2):331-360. Available:<https://doi.org/10.1108/IJPPM-10-2020-0563>
25. Rabiul MK, Shamsudin FM, Yean TF, Patwary AK. Linking leadership styles to communication competency and work engagement: Evidence from the hotel industry. *Journal of Hospitality and Tourism Insights*. 2023;6(2):425-446. Available:<https://doi.org/10.1108/JHTI-09-2021-0247>
26. Sandhu MA, Al Naqbi A. Leadership behavior and innovation performance in the UAE's telecom and ICT industries. Benchmarking: An International Journal. 2023;30(5):1695-1712. Available:<https://doi.org/10.1108/BIJ-10-2021-0599>
27. Chughtai A, Zafar S. Antecedents and consequences of organizational commitment among Pakistani University Teachers. *Applied HRM Research*. 2006;11.
28. Smeenk S, Eisinga R, Teelken C, Doorewaard J. The effects of HRM practices and antecedents on organizational commitment among university employees. *International Journal of Human Resource Management*. 2006; 17. Available:<https://doi.org/10.1080/09585190600965449>
29. Bian Y. Motivation effect of animated pedagogical agent's personality and feedback strategy types on learning in virtual training environment. *Virtual Reality & Intelligent Hardware*. 2022;4(2):153-172. Available:<https://doi.org/10.1016/j.vrih.2021.11.001>
30. Dwivedula R, Bredillet C, Muller R. Work motivation as a determinant of organisational and professional commitment in temporary organisations: Theoretical lenses and propositions. *Project Management Research and Practice*. 2013;4(1):11-29.
31. Galletta M, Portoghese I, Battistelli A. Intrinsic motivation, job autonomy and turnover intention in the Italian healthcare: The mediating role of Affective Commitment. *Journal of Management Research*. 2011;3:1-19. Available:<https://doi.org/10.5296/jmr.v3i2.61>
32. Lambovska M, Yordanov K. Understanding 'motivation - internal control' relations in municipalities. *TEM Journal*. 2020;9: 662-671. Available:<https://doi.org/10.18421/TEM92-32>
33. Yeşilyurt T, Göktepe N, Polat Ş. The mediating effect of job motivation on the relationship between career barriers and nurses' turnover intention. *Collegian*. 2023;30(6):821-827. Available:<https://doi.org/10.1016/j.colegn.2023.09.002>
34. Ballard J. The diffusion of Maslow's motivation theory in management and other disciplines; 2006.
35. McClelland DC. The achieving society. Princeton, NJ; 1961. Available:<https://doi.org/http://dx.doi.org/10.1037/14359-000>
36. Zong Y, Tsaur S-H. Employee resilience and mentoring functions as moderators of the relationship between workplace hazing and affective organizational commitment. *International Journal of Hospitality Management*. 2023;114:103549. Available:<https://doi.org/10.1016/j.ijhm.2023.103549>
37. Talukder AMH. Supervisor support and organizational commitment: The role of work-family conflict, job satisfaction, and work-life balance. *Journal of Employment Counseling*. 2019;56(3):98-116.
38. Zhou S, Li X, Gao B. Family/friends support, work-family conflict, organizational commitment, and turnover intention in young preschool teachers in China: A serial mediation model. *Children and Youth Services Review*. 2020;113:104997. Available:<https://doi.org/10.1016/j.childyouth.2020.104997>
39. Chen B, Wang L, Li B, Liu W. Work stress, mental health, and employee performance. *Front Psychol*. 2022;13:1006580. Available:<https://doi.org/10.3389/fpsyg.2022.1006580>
40. Ibrahim A, Aljneibi F. The influence of personal and work-related factors on teachers' commitment during educational change: A study on UAE public schools. *Heliyon*. 2022;8(11):e11333. Available:<https://doi.org/10.1016/j.heliyon.2022.e11333>

41. Hair JF, Black WC, Babin BJ, Anderson RE. Multivariate data analysis (Eighth edition ed.). Cengage Learning, EMEA Hampshire, UK; 2019.

**Disclaimer/Publisher's Note:** The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of the publisher and/or the editor(s). This publisher and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.

---

© Copyright (2024): Author(s). The licensee is the journal publisher. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*

*The peer review history for this paper can be accessed here:*

<https://www.sdiarticle5.com/review-history/119956>