



The Influence of Role Conflict on Organizational Commitment Through Job Satisfaction (A Case Study Of Teaching Staff At Smkn 1 Pasuruan)

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ABSTRACT

This research done to know influence directly role conflict to satisfaction of job. Influence indirectly role conflict to organizational commitment through satisfaction of job. And influence of satisfaction of job to organizational commitment. This research use approach of associative causal, obtained data use enquette closed. After passing data-processing process and band analysis (analysis path) known by result of research express that: role conflict have = -0,635; sign = 0,000 to satisfaction of job. While for indirect influence: role conflict to organizational commitment through satisfaction of job = - 0,217 with total influence of him equal to -0,851. While for influence directly satisfaction of job to organizational commitment obtained = 0,341; sign = 0,027. Result of this research conclude that: (1) there is negative influence indirectly which is significant between role conflict variable to variable of organizational commitment which is variable in mediation satisfaction of job, (2) there is positive influence directly which is significant between variable satisfaction of job to variable of organizational commitment at SMKN 1 Pasuruan. Suggestion which can be given to relate to obtained finding during executing research is: (1) SMKN 1 Pasuruan have to lessen storey; level cause of role conflict. (2) Besides SMKN 1 Pasuruan also have to improve factors satisfaction of job in each its employees.

INTRODUCTION

Human resources are a strategic asset in an organization because they serve as the primary driving force in achieving organizational goals. In educational organizations, teachers are human resources who play a central role in improving the quality of education. A school's success in producing high-quality graduates is largely determined by the quality of teachers' performance, which is supported by a high level of organizational commitment. Teachers with strong organizational commitment demonstrate loyalty, emotional attachment, a sense of belonging to the school, and a willingness to make their best contributions to the organization's progress. Conversely, low organizational commitment can lead to a decline in the quality of educational services, reduced work motivation, increased turnover intention, and decreased organizational productivity. Therefore, organizational commitment is one of the key factors that school management must pay close attention to.

In practice, teachers are not only responsible for their role as educators but are also required to perform various administrative tasks, student mentoring, curriculum development, extracurricular activities, learning administration, and numerous government programs such as the implementation of the Merdeka Curriculum, national assessments, digitalization of learning, and continuous professional competency development. The complexity of these responsibilities often gives rise to role conflict, which is a condition in which an individual faces two or more conflicting job demands that are difficult to fulfill simultaneously. Role conflict can create psychological pressure, work fatigue, discomfort at work, and even reduce the effectiveness of teachers in carrying out their duties.

According to Robbins and Judge (2023), role conflict is one of the sources of work stress that arises when individuals receive job demands that are inconsistent or contradictory. This condition makes it difficult for individuals to determine work priorities, thereby reducing the quality of task performance. In the school context, role conflict may occur when teachers must divide their time among teaching, school administration, training, student mentoring, and various other institutional activities. If this situation continues without adequate organizational support, it has the potential to reduce job satisfaction and organizational commitment.

Job satisfaction is an emotional state that reflects an individual's level of satisfaction with their job. Teachers who are satisfied with their work tend to have higher motivation, exhibit positive attitudes toward the organization, and have a strong desire to remain part of the organization. On the other hand, teachers who are dissatisfied with their jobs are more likely to experience declining work enthusiasm, lower loyalty, increased absenteeism, and a greater intention to leave the organization. Therefore, job satisfaction is an important psychological variable in fostering teachers' organizational commitment.

Various previous studies have shown that role conflict has a negative relationship with both job satisfaction and organizational commitment. A study by Dwi Lestari and Ralina Transistari (2020) found that role conflict negatively affects job satisfaction and organizational commitment, while job satisfaction mediates the relationship between role conflict and organizational commitment.

These findings indicate that as role conflict increases, job satisfaction decreases, ultimately resulting in lower organizational commitment. Other studies conducted in educational settings have also demonstrated that job satisfaction is an important determinant of teachers' commitment to their schools. Teachers who experience a supportive work environment, a positive organizational culture, and satisfying work experiences tend to exhibit higher organizational commitment. Job satisfaction has even been shown to function as a mediating variable in explaining the relationship between various organizational factors and teachers' organizational commitment.

SMK Negeri 1 Pasuruan, as one of the public vocational high schools offering various areas of specialization, faces the challenge of producing graduates who are competent and competitive in the labor market. This situation requires teachers not only to be responsible for classroom instruction but also to carry out additional responsibilities such as preparing teaching materials, supervising fieldwork practice (PKL), coordinating with the business and industrial sectors (DUDI), organizing competency certification activities, developing curricula, and handling various administrative tasks. The complexity of these responsibilities has the potential to create role conflict, which may affect teachers' job satisfaction and organizational commitment if not managed effectively.

Although numerous studies have examined role conflict, job satisfaction, and organizational commitment, most have focused on companies, hospitals, and government institutions. Studies specifically investigating the mechanism through which role conflict influences organizational commitment through job satisfaction among teachers in public vocational high schools remain relatively limited, particularly in the context of SMK Kartika Pasuruan. Given the unique characteristics of vocational high school teachers, who face both academic responsibilities and complex vocational demands, this study is expected to provide empirical contributions to the development of human resource management research in the field of education.

Based on the above discussion, this study is important for analyzing the effect of role conflict on organizational commitment, with job satisfaction serving as a mediating variable among teachers at SMKN 1 Pasuruan. The findings are expected to contribute theoretically to the development of human resource management knowledge, particularly in the area of organizational behavior within the education sector, while also providing practical recommendations for school management in formulating human resource policies that minimize role conflict, enhance job satisfaction, and strengthen teachers' organizational commitment.

LITERATURE REVIEW

The Effect of Role Conflict on Organizational Commitment

Theoretically, role conflict occurs when an individual receives conflicting job demands, making it difficult to fulfill all organizational expectations. This condition leads to increased psychological pressure, work stress, and reduced

emotional attachment to the organization. As a result, organizational commitment declines.

Research by Lestari and Transistari (2020) demonstrated that role conflict has a negative and significant effect on organizational commitment among employees of STIM YKPN Yogyakarta. The higher the level of role conflict experienced by employees, the lower their organizational commitment. This study indicates that role conflict causes employees to lose their sense of belonging to the organization, thereby reducing loyalty.

These findings are consistent with the study by Nofendri, Nelmidia, and Harahap (2013) involving employees of the Public Works Office of South Pesisir Regency, which found that role conflict negatively affects organizational commitment. Unclear and conflicting job demands reduce employees' attachment to organizational goals.

Puspitasari (2015), in a study on work-family conflict, also found that the conflict experienced by individuals negatively affects organizational commitment. Although the context is work-family conflict, the psychological mechanism is similar, namely that conflict reduces employees' attachment and loyalty to the organization.

Synthesis

Based on these studies, it can be concluded that role conflict has a negative effect on organizational commitment. The higher the level of role conflict experienced by employees, the lower their organizational commitment.

B. The Effect of Role Conflict on Job Satisfaction

Job satisfaction is an individual's emotional response to their job. Role conflict causes individuals to experience confusion, stress, and pressure, thereby reducing their job satisfaction.

Research by Lestari and Transistari (2020) showed that role conflict has a negative and significant effect on job satisfaction. Employees who experience conflicting job demands tend to feel less satisfied with their jobs.

Syamyoga, Setyadi, and Heksarini (2023) also found that role conflict negatively affects the job satisfaction of employees at the Department of Population and Civil Registration. Conflict arising during task execution reduces workplace comfort, leading to lower job satisfaction.

Furthermore, Puspitasari (2015) found that work-family conflict significantly reduces employee job satisfaction. Prolonged conflict increases stress, causing individuals to no longer enjoy their work.

Synthesis

Previous studies consistently show that role conflict negatively affects job satisfaction. The higher the level of role conflict perceived by employees, the lower their job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction is one of the primary factors shaping organizational commitment. Employees who are satisfied with their jobs tend to be more loyal, have a stronger sense of belonging, and are more willing to maintain their membership in the organization.

Reguafinaya (2018) found that job satisfaction has a positive and significant effect on organizational commitment among employees of PT Angkasa Pura I. The higher the level of job satisfaction, the higher the employees' organizational commitment. These findings were reinforced by Lestari and Transistari (2020), who found that job satisfaction positively influences organizational commitment. Employees who are satisfied with their work demonstrate greater loyalty and stronger attachment to the organization. Puspitasari (2015) also proved that job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction encourages employees' desire to remain part of the organization.

Synthesis

Based on various previous studies, it can be concluded that job satisfaction has a positive effect on organizational commitment. The higher the level of job satisfaction, the higher the organizational commitment of employees.

The Role of Job Satisfaction as a Mediating Variable

From the perspective of organizational behavior, role conflict affects organizational commitment not only directly but also indirectly through job satisfaction. Role conflict decreases job satisfaction, and the decline in job satisfaction subsequently leads to lower organizational commitment.

Lestari and Transistari (2020) demonstrated that job satisfaction mediates the effect of role conflict on organizational commitment. The Sobel test results indicated that the indirect effect through job satisfaction was significant, confirming that job satisfaction functions as an intervening variable.

Similar findings were reported by Nofendri, Nelmidia, and Harahap (2013), who found that job satisfaction serves as an intervening variable in the relationship between role conflict and organizational commitment. Role conflict reduces job satisfaction, and this reduction subsequently lowers organizational commitment.

Puspitasari (2015), in a study on work-family conflict, also found that job satisfaction mediates the relationship between conflict and organizational commitment. Thus, job satisfaction represents an important mechanism explaining how conflict influences organizational commitment.

Synthesis

Based on previous research findings, it can be concluded that job satisfaction serves as a mediating variable explaining the relationship between role conflict and organizational commitment. The higher the level of role conflict, the lower the job satisfaction, and this condition ultimately reduces organizational commitment.

METHODOLOGY

Research Design

Based on the research objective, which is to explain the effect of role conflict on organizational commitment through job satisfaction, the study employs an explanatory research design.

The relationship among the independent variable (role conflict), the intervening variable (job satisfaction), and the dependent variable (organizational commitment) can be illustrated as follows:

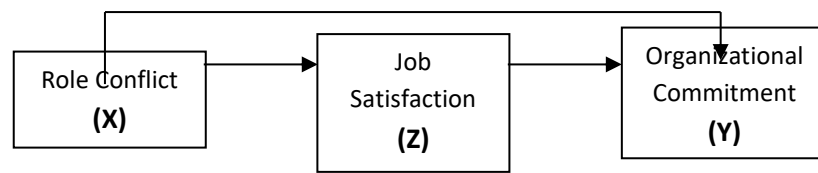


Figure 1. Model of the Relationship Among the Research Variables

Population and Sample

1. Population

The population of this study consisted of 75 people, and based on the Slovin formula, 45 people were selected as the research sample.

2. Data Collection Techniques

To obtain data relevant to the established research problem, the data collection technique used was a questionnaire. A questionnaire is a method of collecting data by providing or distributing a list of questions to respondents, with the expectation that they will respond to those questions. Data in this study were collected using a closed-ended questionnaire, in which the answer choices were already provided, allowing respondents to simply select the alternative they considered most appropriate.

Data Analysis

Before analyzing the data, reliability and validity tests of the research instrument, as well as regression assumption tests, were conducted. The analytical technique used was path analysis. Path analysis is a statistical analysis method that enables the quantitative interpretation of the relationships among several variables in a model. The purpose of path analysis is to determine the direct and indirect effects among a number of variables.

Respondents' Comments on the Research Findings

A total of 80.00% of respondents stated that role conflict was in the moderate category (considering the role conflict they experienced to be neither high nor low), representing 36 employees. A total of 68.89% of respondents stated that job satisfaction was in the moderate category (considering the job satisfaction they experienced to be neither high nor low), representing 31 employees. Additionally, 68.89% of respondents stated that organizational commitment was in the high category, also representing 31 employees.

Hypothesis Testing Using Path Analysis

Path analysis was conducted using multiple regression to examine the effect of variable X on variable Z, and simple regression to examine the effect of variable Z on variable Y.

The Direct Effect of Role Conflict (X) on Job Satisfaction (Z) The results of the first regression analysis produced the following equation:

$$Z_x = \beta_1 X + e_1$$

Table 1. Analysis Results of the Direct Effect of Variable X on Variable Z

Independent Variable	Standardized Coefficients Beta	t	Sign
Konstanta		11,499	0,000
Role Conflict (X)	-0,634	-5,372	0,000
Dependent Variable: Job Satisfaction R Square (R ²) = 0,402 E1 = 0,598			

From Table 1 above, the first equation model can be obtained as follows: $Z_x = -0,634X + 0,598$ Based on the table above, the coefficient of determination (R²) is 0.402, which means that the job satisfaction variable is able to explain 40.2% of the model, while the remaining 59.8% is explained by other variables not included in this regression model.

Furthermore, the explanation of the t-test significance value for the role conflict dimension on the job satisfaction of teachers at SMKN 1 Pasuruan is as follows:

Variable X (role conflict) has a calculated t-value (t-count) of -5.372, with a t-table value of 1.679. Therefore, because $|t\text{-count}| > t\text{-table}$, it can be concluded that Variable X (role conflict) has a significant negative effect on job satisfaction.

The standardized beta coefficient for Variable X (role conflict) is -0.634 and shows a negative correlation, meaning that the higher the level of role conflict experienced by employees – including work relationships, work discipline, and employees' feelings – the lower their level of job satisfaction. This indicates that the relationship between Role Conflict and Job Satisfaction, with a coefficient of -0.634, is strong, negative (inverse), and significant. The relationship between the two variables is considered strong because the correlation coefficient falls within the range of 0.50–0.75.

The Direct Effect of Job Satisfaction (Z) on Organizational Commitment (Y)

The results of the first regression analysis produce the following equation: $Z_Y = \beta_2 Z + e_2$

Table 2. Results of the Analysis of the Direct Effect of Variable Z on Variable Y

Independent Variable	Standardized Coefficients Beta	t	Sign
Konstanta		6,663	0,000
Job Satisfaction (Z)	0,340	2,309	0,026
Dependent Variable: Organizational Commitment R Square (R ²) = 0,456 E2 = 0,544			

Source: processed field data 2024

From Table 2 above, the following equation model can be obtained: $ZY = 0.340Z + 0.544$

Based on Table 4.7, the coefficient of determination (R^2) is 0.456, meaning that the organizational commitment variable is able to explain 45.6% of the model, while the remaining 54.4% is explained by other variables not included in this regression model.

Variable Z (job satisfaction) has a calculated t-value (t-count) of 2.309 and a critical t-value (t-table) of 1.679. Since $t\text{-count} > t\text{-table}$, it can be concluded that Variable Z (job satisfaction) has a significant positive direct effect on organizational commitment. The standardized beta coefficient for Variable Z (job satisfaction) is 0.340, and the relationship is positive, meaning that the higher the level of job satisfaction experienced by employees, the higher their organizational commitment. This indicates that the relationship between Job Satisfaction and Organizational Commitment, with a coefficient of 0.340, is moderate, positive, and statistically significant. The relationship between the two variables is considered moderate because the correlation coefficient falls within the range of 0.25–0.50.

Indirect Effect of Role Conflict (X) on Organizational Commitment (Y) through Job Satisfaction (Z)

After determining the direct effect of each independent variable on the dependent variable in both the first and second regression equation models, the next step is to calculate the indirect effect of the independent variable, role conflict, on organizational commitment through job satisfaction. To facilitate this process, the path model in the path analysis is first constructed as follows:

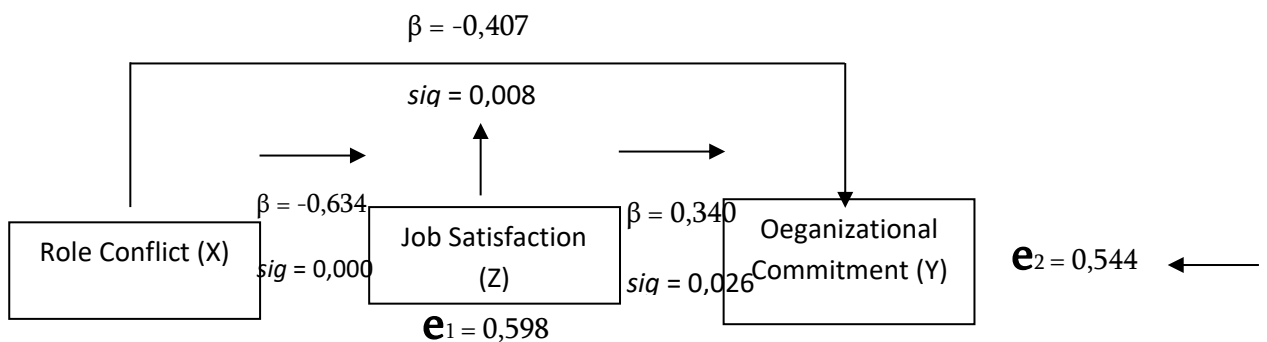


Figure 3. Correlation Results, Significance, and Standard Error for Each Variable

Source: Field data processed, 2024

The Direct Effect of Role Conflict (X) on Job Satisfaction (Z)

A total of 80.00% of respondents stated that role conflict falls into the moderate category (considering the role conflict they experience to be neither high nor low). Furthermore, the effect of role conflict on the job satisfaction of teachers at SMKN 1 Pasuruan is negative, with a coefficient of -0.634. This indicates that role conflict plays a significant role in determining job satisfaction, where the higher the level of role conflict, the lower the level of job satisfaction experienced by employees. Thus, it can be concluded that role conflict has a

negative effect on the job satisfaction of teachers at SMKN 1 Pasuruan. This is reflected in the direct effect value of role conflict on job satisfaction, which is -0.634.

The general type of role conflict occurring at SMKN 1 Pasuruan is ****intersender role conflict**** (where employees face inconsistent and incompatible expectations from the organization). The methods used to resolve role conflict at SMKN 1 Pasuruan include the ****compromise method**** (if both conflicting parties are willing to make concessions, a compromise can be achieved) and the ****collaboration method**** (a conflict resolution approach that seeks to provide benefits to both parties). Munandar (2021) states that role conflict arises when an employee experiences:

1. A conflict between the tasks they must perform and the responsibilities they hold.
2. Tasks they are required to perform that, in their view, are not part of their job.
3. Conflicting demands from supervisors, colleagues, subordinates, or other individuals whom they consider important.
4. A conflict between their personal values and beliefs and the tasks they must perform at work.

Rizzo et al. (Mouncief et al., 2017; Udo, 2017; Low, 2021; Yousef, 2022) define role conflict as the incompatibility between communicated expectations and perceived role performance. Role conflict can develop when two or more pressures occur simultaneously, causing one source of pressure to make another even more difficult to manage.

These findings support the studies conducted by Yousef (2022) and Soetjipto (2015), which also found a negative correlation between role conflict and job satisfaction. Similarly, Sulistyo Gunawan's study entitled **"The Effect of Role Conflict and Role Ambiguity on Organizational Commitment through Job Satisfaction"** found a significant direct negative effect of role conflict on job satisfaction, with a coefficient of -0.327.

*Direct Effect of Job Satisfaction (Z) on Organizational Commitment (Y)***

A total of 68.89% of respondents stated that job satisfaction fell into the moderate category (meaning that the job satisfaction they experienced was neither high nor low). The standardized beta coefficient for variable Z (job satisfaction) was 0.340, and the relationship was positive, indicating that the higher the level of job satisfaction perceived by employees, the higher their organizational commitment. Thus, it can be concluded that there is a significant direct positive effect of job satisfaction on the organizational commitment of teachers at SMKN 1 Pasuruan, amounting to 0.340.

According to Friday & Friday (2023), the aspects of job satisfaction include satisfaction with the work itself (intended to capture various job attributes such as opportunities for creativity, autonomy, task identity, etc.); satisfaction with pay (intended to capture perceptions of the salary received compared to the expected salary); satisfaction with promotion/career advancement (assessing

attitudes toward the organization's promotion policies); satisfaction with supervisors (assessing attitudes toward supervisors); satisfaction with coworkers (reflecting an employee's attitude toward fellow employees); and overall job satisfaction (reflecting an individual's overall feelings about their job). Since each individual has different feelings toward the various dimensions of their work, they are naturally able to distinguish among the different aspects of job satisfaction.

Aranya et al. (2022) analyzed the effects of organizational and professional commitment on the job satisfaction of employed accountants. Using professional and organizational commitment as predictors of job satisfaction, they reported a statistically significant correlation between organizational commitment and job satisfaction. These findings support the study conducted by Soetjipto (2015), who examined 103 salespeople of Japanese motorcycle brands—Honda, Yamaha, Suzuki, and Kawasaki—in three locations: Malang City, Batu City, and Malang Regency, East Java. The results showed that job satisfaction influenced their commitment to the organization by 0.22.

*Indirect Effect of Role Conflict (X) on Organizational Commitment (Y) through Job Satisfaction (Z)***

The results of the study using path analysis showed the indirect effect of the independent variable, role conflict, on the dependent variable, organizational commitment, through the intervening variable, job satisfaction, as follows:

The indirect effect of role conflict on organizational commitment through job satisfaction was -0.216. Therefore, it can be concluded that the fourth hypothesis, stating that there is a significant indirect effect of role conflict on organizational commitment mediated by the job satisfaction of teachers at SMKN 1 Pasuruan, was accepted. However, based on the error term (E1) of 0.598 and the R Square (R^2) value of 0.402, it can be interpreted that variables other than job satisfaction explain 59.8% of the model. This is due to the absence of other relevant variables in the study. Many additional factors still need to be examined, such as opportunities for advancement, job security, salary, the company and its management, supervision, and other variables in the sampling process. These findings support the studies by Yousef (2022) and Soetjipto (2015), both of which found that the indirect effect of role conflict on organizational commitment through job satisfaction was also negative.

Conclusion and Recommendations

Conclusion:

(1) There is a significant direct negative effect of role conflict on the job satisfaction of teachers at SMKN 1 Pasuruan. (2) There is a significant direct negative effect of role conflict on the organizational commitment of teachers at SMKN 1 Pasuruan. There is a significant direct positive effect of job satisfaction on the organizational commitment of teachers at SMKN 1 Pasuruan. (3) There is a significant indirect negative effect of role conflict on organizational commitment, mediated by the job satisfaction of teachers at SMKN 1 Pasuruan.

Recommendations

(1) The results of this study indicate that role conflict has a direct negative effect on job satisfaction and also an indirect negative effect on organizational commitment through job satisfaction. Therefore, SMKN 1 Pasuruan should reduce the causes of role conflict. For example, if a teacher is unable to teach due to certain circumstances, the teacher should prepare notes on the missed lesson or provide assignments for students to complete. These notes and assignments should be given to the substitute-duty teacher so that the teaching and learning process can continue as scheduled. In addition, substitute-duty teachers can collaborate with teachers who teach the same subject to cover classes when the assigned teacher is absent. This would help reduce the burden on substitute-duty teachers, especially when they are required to handle subjects outside their area of expertise (2) Furthermore, SMKN 1 Pasuruan should enhance the factors contributing to job satisfaction for all employees, not only through salary but also by improving aspects related to the work itself, such as relationships with supervisors, colleagues, the work environment, and the school's rules and policies. These factors can foster smooth communication between employees, supervisors, and coworkers. In this regard, supervisors' willingness to listen to, understand, and acknowledge employees' opinions and achievements plays an important role in creating job satisfaction, which in turn strengthens employees' organizational commitment to SMKN 1 Pasuruan.

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