

Moderate Effects of Organizational Commitments on Team Commitments and Negotiations on Conflict Handling (Empirical Study: Indonesian Government)

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Moderate Effects of Organizational Commitments on Team Commitments and Negotiations on Conflict Handling (Empirical Study: Indonesian Government)

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Abstract

The conflict between teams is an interaction in the organization's daily life. To reveal the effect of negotiation and team commitment on conflict resolution (in integrating it) in the context of the construct of inter-team conflict and investigate how organizational commitment moderates the relationship between team negotiation and team commitment. The author conducted a questionnaire survey on employees in the Indonesian public sector with a sample of 224 responses. Structural equation modelling was used to analyze data and test hypotheses. Using Smart PLS 3.0. The results reveal that team commitment and negotiation positively relate to integrating behaviour. In addition, moderating organizational commitment to negotiation and team commitment was positively related to conflict handling behaviour when organizations have different orientations in their goals. Finally, higher conflict handling reinforces the positive effects of integrating negotiation and team commitment. The findings can help practitioners to predict team commitment, negotiation according to the organization and handling conflicts within the organization. This can allow practitioners to adjust their strategy and steer commitments and negotiations toward mutually beneficial conflict resolution outcomes. This study applies the theory of integrated conflict management due to team commitment and negotiation and empirically examines the relationship in the employee context. Moreover, this study reveals that organizational commitment moderates this linkage.

Keywords: *Commitment, Negotiation, Conflict Management, Inter Team.*

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A. INTRODUCTION

Conflict is the leading cause of poor organizational performance, so it must be analyzed and studied in HR management. Before dealing with conflict, you need to plan how to handle the conflict depending on the situation. Still, the best way to manage conflict is to bring the two parties together and have a management conversation.

Organizational success and failure are components of cooperation between individuals and groups within the organization. Still, in the interaction process, friction between groups within the organization will cause conflict, and permanent conflict will affect the organisation's running (Lorsch & Lawrence, 1967; Maltarich et al., 2018). Therefore, the management of integration conflicts becomes an essential issue in the organization.

The effectiveness of employees, teams and individuals as a whole depends on how well they handle interpersonal conflicts in the workplace. (Tjosvold et al., 2014;

Labrague & McEnroe – Petite, 2017). Managers spend an average of 20% of their time managing conflict. (Thomas & Kilmann, 2008; O'Neill & McLarnon, 2018), bias implies that organizational conflict in the workplace significantly affects the individual, group and organizational performance, as well as health. Manifested through health problems and doctor visits. (De Dreu, C. K., & Gelfand, 2008; Cronin & Bezrukova, 2019). Over the past ten years, there has been a growing trend to assume that, although relationship conflict reduces team effectiveness, task conflict can, under certain circumstances, actually benefit the team (Gonçalves et al., 2016).

However, limited resources are the cause of integrated conflict between work groups, so the analysis of integrated conflict management between groups through negotiations must be thoroughly deepened to help control conflict. (Tjosvold et al., 2019). Due to the different causes of group conflict and group interaction, it is necessary to manage group conflict through group and organizational involvement (Allen, 1991; Meyer et al., 2018). Although the study of job involvement, its development, and its influence on behaviour is receiving increasing attention, there is still a conceptual approach that needs to be revisited.

The first study on the interpersonal effects of emotions in negotiations focused on the effects of verbal expressions of anger and excitement on a computerized negotiation task (Gerben A. van Kleef and Stephane Cote., 2017). In four experiments involving verbal and non-verbal manipulation of emotional expression (Parlami et al., 2020), disappointed coworkers' expressions prompted coworkers to avoid contradictions in guilt-inducing circumstances (Brett et al., 2017). A recent series of experiments on the interpersonal relationship of grief in negotiation (Cronin & Bezrukova, 2019) yielded compatible insights. The gap between data reports and facts often occurs and is often a source of conflict between supervisors and budget users, which must be resolved by compromise (Hjerto & Kuvaas, 2017). Analysis of the psychological bonding of the supervisory team and the agreement of the Department of Energy and Natural Resources (Organization) psychological bonding to address task differences between compromising teams. This follows the primary function of the Inspector General of the Ministry of Energy and Mineral Resources, namely monitoring the use and realization of the budget used by users (www.itjen.esdm.com).

Research Limits (J. C. Wombacher & Felfe, 2017) discusses the importance of the concept of a dispute resolution strategy so that the chosen strategy can be implemented effectively (such as integration). This could update the positive theory of human resource management research and employee management managers. Consistent with the limitations of previous research suggested for the team and organizational engagement in conflict management, studies in the area of team-to-team conflict in an organization are key to understanding organizational performance. This suggests that it is about understanding what leads employees to choose management strategies. Certain conflicts. With conflict (Lee et al., 2018; Martin et al., 2019). The following study, for this thesis study, analyzes team commitment and negotiation in addressing the commitment of an "integrated" conflict mitigation

organization and is the latest contribution to this research. Yes, it is conceptual. The reason why it is essential to reanalyze this research is in the public sector. This study about team engagement and negotiation in "integrated" conflict management coordinating the involvement of Indonesian public sector organizations.

¹³¹ This study aims to build a theoretical model of integrated conflict management between teams, with team commitment and bargaining variables and coordinated by organizational commitment. The theoretical model of integrated conflict management between teams was developed by testing the integrated empirical model. This is done operationally through empirical testing.

Consistent with the diversity of existing 'Indonesian regional studies', previous research on team engagement and negotiation to deal with 'integrated' conflicts that promote organizational engagement is lacking; this research will be conducted in public sector organizations. Defining the public sector from this study is very important as a developed country, Germany, the largest developing country in Southeast Asia with cultural, economic and social diversity that is different from previous conflict resolution studies in Europe (J. C. Wombacher & Felfe, 2017). These differences may have different implications for the relationship between team commitment and negotiation in integrated conflict management between teams that moderate organizational commitment. Thus, it is expected to contribute as well. Theoretically, this research will develop a theoretical model for handling inter-team conflict in dealing with integrated conflicts between teams.

B. LITERATURE REVIEW

Interreligious conflict can be defined broadly as incompatible goals or interests between two organizationally organized teams in which the actions of one team interfere with, hinder or in some way hinder the actions of the other (e.g. competition for scarce resources, disagreement about how to conduct a task, etc.) (Tjosvold et al., 2014; Tjosvold et al., 2019).

Organizational conflict literature shows that inter-group conflict is inevitable but not necessarily dysfunctional for organizations (Rahim & Bonoma, 2011; M. A. Rahim & Katz, 2019). There is increasing evidence that how employees choose to handle conflict is an essential predictor of relationship conflict performance, regardless of the source or intensity of perceived incompatibility. For example, there is direct evidence that adopting an integration conflict strategy contributes to providing constructive task and relationship conflict (Jiang et al., 2013; Park et al., 2020).

Negotiation can be communication between two or more parties showing different views, goals, or behaviour to reach an agreement (Pruitt & Carnevale, 1993; Al-Jawazneh, 2015). It is a process that occurs when two or more parties decide how to allocate lost resources (Brett et al., 2017). Negotiations can take many forms, depending on the situation's nature, the problem's nature, and the number of parties involved.

The impact of conflict between teams is highly dependent on how conflict is managed and why it occurs, requiring further research on the motivational mechanisms that lead to the adoption of specific conflict resolution strategies (DeChurch et al., 2013; Wu, H. C., & Cheng, 2017). Integration, in particular, is a formidable task that requires the efforts and commitment of stakeholders. Employee involvement should be central in shaping employee conflict responses (Manuel London, 1978; Asyraf & Kassim, 2016). Commitment is "the ability to connect people with actions related to one or more goals" (Meyer et al., 2018). This power can be experienced in many forms and ways of thinking, but focusing on emotional engagement demonstrates employees' emotional attachment, identification, and participation in goals (Allen, 1991).

The theoretical framework developed in this study refers to research (J. C. Wombacher & Felfe, 2017) and (DeChurch et al., 2013; Tjosvold et al., 2014). Adapting negotiation or communication-oriented theory is helpful because it focuses on interactions between employee conflicts (Brett et al., 1998a). From the previous research model, this research will develop the following model to become theoretical research that will be investigated empirically.

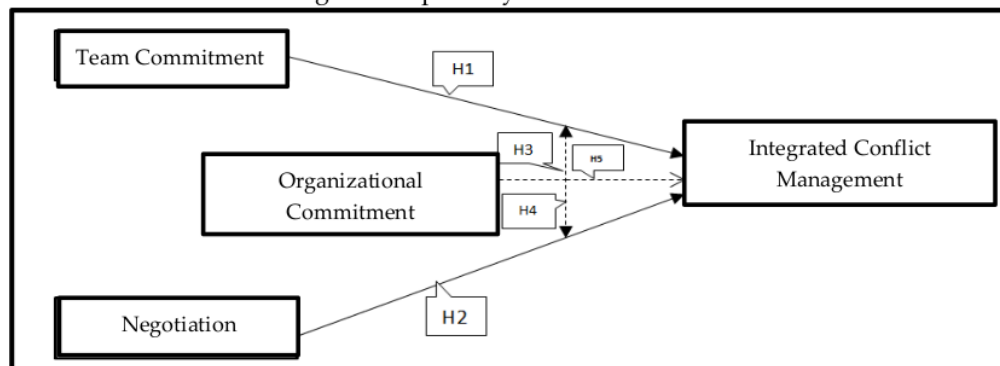


Figure 1. Research Model

Source: Wombacher & Felfe (2017); Brett et al. (1998b)

Team commitment research may be more feasible than organizational commitment because team commitment is closer to team-oriented behaviour and thus has a more positive effect on fostering team performance (Hassan, 2021; Todorova et al., 2022). Conflict, referring to research, has shown that the strategies used to respond to conflict within the team tend to be more cooperative (integrating) and less confrontational (dominant) when team members experience a level of negative-positive influence, such as solid team commitment (Margahana, 2020; Krane)., 2019).

Empirically it is assumed that the feeling of attachment of employees in the IG Kesdm towards the team tends to solve problems with deliberation between teams, which will be more efficient.

H1: Team commitment has a significant effect on integrated conflict management.

Researchers have recently begun to investigate the role of anxiety in negotiations. Several previous studies (Chen et al., 2021) manipulated anxious or neutral feelings to influence participants. (Jeanne M. Brett, 2019), further found that the harmful effects of anxiety were reduced by self-efficacy.

In addition to reciprocal emotional responses to emotional expression, studies have found the effect of emotional expression on impression formation. Participants who were confronted with angry negotiators developed more negative impressions of coworkers than did employees who dealt with happy or unemotional colleagues (Van Kleef et al., 2004). IG employees who interacted with angry rather than happy negotiating partners were less satisfied with subsequent negotiations and indicated less desire to engage in further interactions with that partner (Griessmair & Gettinger, 2020; Gerben A. van Kleef and Stephane Cote., 2017). The results of the study show that negotiation has a significant effect on conflict handling.

H2: Negotiations have a significant impact on integrated conflict management.

The theoretically important sketch factors (team commitment and organizational commitment) are varied systematically so that the influence of these factors on the respondent's evaluation (conflict management strategy) can be determined (Alaba, 2019; Cao et al., 2000). Reviewing respondents to a set of contextual factors that approximate real life. Decision-making situation. At the same time, the internal validity of the negotiation of the theoretical factors of integrated conflict handling has a negative effect (Krane, 2019; Mahmoud et al., 2018).

Research (J. C. Wombacher & Felfe, 2017) The survey measured participants' absolute commitment to employee organizations and teams and allowed us to analyze the relationship with validated conflict resolution measures with positive influence. In cases of extreme inter-team conflict (i.e. conflicts that leave little room for interpretation and lead to severe consequences). Furthermore, research on two studies in terms of employee materials, samples, analytical procedures and the results obtained related to the study of commitment and conflict management at the IG Kesdm. So, when there is a team commitment in the organizational commitment that with a double commitment to integrated conflict management among IG Kesdm employees, through deliberation, it can be realized. The authors suspect that organizational commitment moderates the team's commitment to conflict resolution. Thus, the hypothesis that can be tested is as follows:

H3. Organizational commitment moderates the effect of team commitment on integrated conflict management.

Since the late 1980s, many studies have addressed the effects of mood and individual levels of emotion in various types of conflict and negotiation. The first study on the intrapersonal effect of positive influence on negotiation behaviour was conducted by (MacTavish, 2018; Al-Jawazneh, 2015). Replicating and extending these findings (Tsao et al., 2021) show that positive traits influence the predicted level of trust, integrative behaviour, and mutual benefit in negotiations and that the quality of the negotiation process and outcome is more strongly influenced by the positive influence of more powerful negotiators. Strong. Thus, the author developed an

argument against the team's perception and moderated it by the employees' attachment to the work unit of the IG Kesdm for integrated conflict management.

H4: Organizational commitment to moderating effects Negotiations on integrated conflict management.

Employees with high commitment are expected to be able to produce optimal performance. Commitment in an individual is required when the individual joins an organization. (J. C. Wombacher & Felfe, 2017) His research concludes that employee loyalty is a commitment to expressing his concern for organizational success. Low commitment causes problems for the organization because for the success of the organization, a strong commitment is needed in every employee. The researcher argues empirically it is suspected that Organizational Commitment has a significant effect on Conflict Handling.

H5: Organizational Commitment affects Conflict Management

C. METHOD

In conducting research, it is necessary to plan in advance so that the research to be carried out can be carried out appropriately, systematically, and effectively. Research design is the entire research process carried out by an author in conducting research, from planning to carrying out research carried out at a certain point in time, according to (Donald R. Cooper, 2014). : "This research study design uses quantitative methods to test hypothetical deductive generalizations. In the field of conflict management, more quantitative methodological research methods dominate (Hoskisson & Hitt, 1999). The current opinion is that the research agenda and context should determine the selection of the most appropriate method (Hoskisson, 1999). The accuracy of the research design makes the research objectives the most effective and efficient. Justified by achieving it (Neuman, 2014).

The population is a public domain consisting of Objects or subjects that show specific properties and characteristics that researchers study and determine to conclude (Donald R. Cooper, 2014). The DG ESDM inspection team consists of four inspection teams, with 38 samples taken by representatives of each team and the team leader. The number is 150 people. This sample was selected using proportional simple random sampling (Hair Jr et al., 2015). This technique is a sampling technique that provides equal opportunities to each member of the population being sampled. The study we used 224 respondents for this study. Questionnaires were given to 250 employees of the Inspectorate General of the Ministry of Energy and Natural Resources conducted in 2019.

The inferential statistical analysis used in this study is Structural Equation Modeling (structural equation model), hereinafter referred to as SEM, which is operated through the PLS program, namely Smart PLS 3.0. (Ringle et al., 2015) According to (Hair Jr et al., 2015), " SEM as a multivariate analysis technique, SEM allows analysis of a series of relationships simultaneously to provide statistical efficiency. SEM modelling is a family of statistical models that seek to explain the "effect" between several variables. In doing so, it examines the structure of the

relationship expressed in terms of a series of equations, similar to a series of regression equations. This equation describes all the effects between components (dependent and independent variables) involved in the analysis (Byrne, 2010).

D. RESULTS AND DISCUSSION

1. Testing Outer Model

Outer loading describes the magnitude of the correlation between each measurement item (indicator) and its construct. Individual reflexive measures are said to be high if they correlate more than 0.70 with the construct to be measured (Ghozali, 2014), but according to (Hair et al., 2019) for research in the early stages of developing a measurement scale for loading values of 0.5 to 0.6 considered adequate. In this study, the outer loading value limit of 0.60 will be used. The results of testing the convergent validity using the smartPLS program are described as follows:

Table 1. Measurement Construct Test

Variable	Indicator	Loading Factor	Alfa Cronbach	AVE
Team Commitment	Team Commit 1	0,957	0,961	0,768
	Team Commit 2	0,830		
	Team Commit 3	0,854		
	Team Commit 4	0,829		
	Team Commit 5	0,922		
	Team Commit 6	0,858		
	Team Commit 7	0,912		
	Team Commit 8	0,908		
	Team Commit 9	0,832		
	Team Commit 10	0,880		
	Team Commit 11	0,804		
	Team Commit 12	0,846		
	Team Commit 13	0,944		
Negotiation	Neg 1	0,929	0,898	0,711
	Neg 2	0,754		
	Neg 3	0,942		
	Neg 4	0,751		
	Neg 5	0,821		
Organizational Commitment	Org Commit 1	0,883	0,961	0,686
	Org Commit 2	0,778		
	Org Commit 3	0,851		
	Org Commit 4	0,750		
	Org Commit 5	0,836		
	Org Commit 6	0,746		
	Org Commit 7	0,837		
	Org Commit 8	0,861		
	Org Commit 9	0,815		
	Org Commit 10	0,913		
	Org Commit 11	0,702		
	Org Commit 12	0,861		

	Org Commit 13	0,903		
Conflict Handling	Conflict Handling 1	0,865	0,960	0,809
	Conflict Handling 2	0,884		
	Conflict Handling 3	0,837		
	Conflict Handling 4	0,863		
	Conflict Handling 5	0,947		
	Conflict Handling 6	0,925		
	Conflict Handling 7	0,965		

Source: 2022 research results, processed by SmartPLS 3.

Based on Table 1, it is known that in the initial model test, there are only four research variable constructs that have an AVE value > 0.50, namely the variable constructs of Team Commitment, Negotiation and Organizational Commitment in Conflict Management. Research variables > 0.50 and have met the requirements of the analysis. Thus, testing the measurement model (outer model) is correct.

2. Reliability Test Results

The reliability test used is the technique of measuring Cronbach's alpha coefficient and composite reliability; namely, the instrument is said to be reliable (reliable) if the Cronbach's alpha coefficient is > 0.70 or composite reliability > 0.70 (Abdillah & Hartono, 2015).

3. Variable Reliability Test Research

Based on the results of the processing carried out as summarized in Table 1, the results show that the Composite Reliability values and Cronbach's alpha values for all constructs of the research variables are greater than 0.70; Thus, it can be concluded that all latent construct variables meet the reliability test criteria, so it can be said to be reliable.

4. Inner Model Test

In testing the structural model, after testing the outer model, the next step is to carry out the feasibility of the inner model. The feasibility of the structural model (inner model) is measured or evaluated by the value of determination (R²). This value indicates the ability of the variable exogenous construct to explain the variable endogenous construct in the structural model. In this study, the value of determination (R²) indicates the ability of the variable Team Commitment and Negotiation to explain the effect on Organizational Commitment and the ability of Organizational Commitment to influence employee Conflict Handling. For the R-square value of the dependent construct (endogenous).

5. Value of R-Square Structural Model

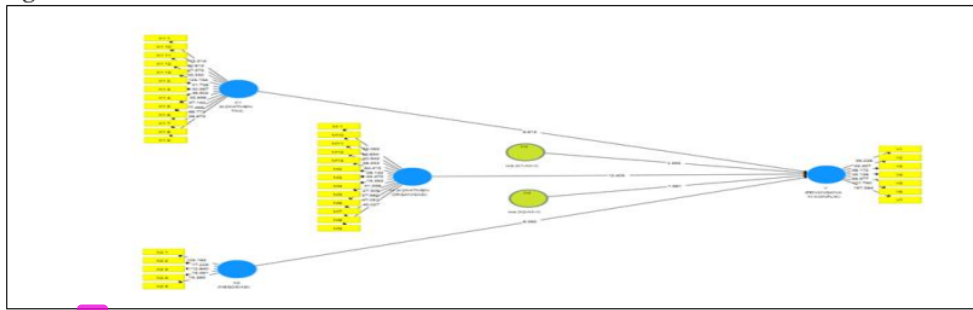
The results of the analysis show that the first coefficient of determination (R²) is 0.826, which means the accuracy or accuracy of the research model can explain the Organizational Commitment of employees in the IG Kesdm environment is

influenced by Team Commitment and Negotiation by 82.6%. While the remaining 2.24% is influenced by other variables outside the model studied. The second coefficient of determination (R²) of 0.0822, shows that the handling of environmental employee conflicts of the IC Kesdm is influenced by Team Commitment and Negotiations by 82.2%, while the remaining 27.8% is influenced by other factors not examined. From the results of this study, it can be concluded that the research model used is correct.

6. Hypothesis Testing Results

In the analysis of structural models with mediating effects, hypothesis testing is carried out with two models, namely hypothesis testing on the main effects with path coefficients with total effects. In order to test the significance level of the constructed variable, it can be seen from the t value on the structural path. The second test is to see the significance by looking at the parameter coefficient values and the t-statistical significance value. To assess the significance of the predictive model in testing the structural model, it can be seen from the t-statistic value between the independent variables to the dependent variable. In PLS, statistical testing of each hypothesized relationship is conducted using simulation, namely comparing the t-statistic value with the t-table significance = 5% (1.960). If the value of t-statistic > t-table, then the hypothesis is accepted and if the value of t-statistic < t-table is rejected.

The structural model resulting from bootstrapping with smartPLS is shown in Figure 2.



Testing with bootstrapping is also intended to minimize the problem of abnormal research data (Abdillah, 2015). The test results obtained results as summarized in Table 2.

Table 2. Structural Model Hypothesis Testing Results

VARIABLE	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STDEV)
Team Commitment - Conflict Handling	0,334	0,050	0,050	6,613
Negotiation- Conflict Handling	0,285	0,045	0,045	6,362
Team Commitment - Organizational Commitment - Conflict Handling	-0,082	0,034	0,034	2,392
Negotiation - Organizational Commitments - Conflict Handling	0,162	0,078	0,078	1,981
Organizational Commitment - Conflict Handling	0,537	0,043	0,043	12,405

Source: 2022 research results, processed by SmartPLS 3

From Table 2. ¹¹⁷ it can be seen that the results of hypothesis testing as described below:

- a. Team Commitment variable significantly affects Employee Conflict Handling, as evidenced by the t-count value of $6.613 > t\text{-table } 1.960$. Thus, the first hypothesis (H1) is accepted.
- b. The Negotiation variable has a significant effect on handling employee conflicts, as evidenced by the t-count value of $6.362 > t\text{-table } 1.317$. Thus, the first hypothesis (H2) is accepted.
- c. Team Commitment Variable in Organizational Commitment Moderation significantly affects employee PK, as evidenced by the t-count value of $2.392 > t\text{-table } 1.317$. Thus, the first hypothesis (H3) is accepted.
- d. Organizational Commitment Moderation Negotiation Variable has a significant effect on PK, as evidenced by the t-count value of $1.981 > t\text{-table } 1.317$. Thus, the first hypothesis (H4) is accepted.
- e. Organizational Commitment variable has a significant effect on PK, as evidenced by the t-count value of $12.405 > t\text{-table } 1.317$. Thus, the first hypothesis (H5) is accepted.

⁷⁴ Based on the results of research that has been done, the five hypotheses proposed by the researchers, including five hypotheses, are accepted and significant. This is a new finding that can be used as a reference for further research in building research concepts that may be in line. So that the novelty obtained by this research is in the form of a conceptual framework for team commitment and negotiating its effect on handling, with the moderating influence of Organizational Commitment, it can provide new insights into the role of Commitment behaviour which is very useful in order to improve conflict handling which can become problem-solving.

The Effect of Team Commitment on Integrated Conflict Management

Based on Table 2, H1 or the alternative hypothesis ⁸¹ is accepted, which means that team commitment has a significant effect on integrated conflict management. The value of the test results shows a positive relationship. This means that the higher the team commitment, the higher the integrated conflict handling, with a directly proportional relationship. Based on this hypothesis, the commitment of the IG team of ESDM employees needs to be increased to improve integrated conflict management.

(Lee et al., 2018) defines conflict resolution as the steps taken by the parties to the conflict or third parties to direct the dispute towards specific outcomes, which may or may not result in an end in the form of conflict resolution and may or may not result in peace. Cheerful, creative, agreeable, or aggressive. The achievement of conflict handling in the organization is inseparable from the commitment of the team within the organization. According to (Min et al., 2020), a climate of intense business competition requires organizational members to increase commitment at work to direct and develop their skills in managing conflict effectively (Benitez et al., 2018).

This is by research (Tjosvold et al., 2019; Tjosvold et al., 2014) which shows that commitment has a positive effect on conflict resolution. While research (Tjosvold et al., 1999; Van Bunderen et al., 2018) shows that handling organizational conflict can be started by dealing with internal conflicts in the team. Empirical research (by Hjerto & Kuvaas, 2017) shows that team commitment positively affects cooperative conflict handling. One of them is by increasing team commitment. This is also in accordance with research (A. Rahim & Bonoma, 1979; Park et al., 2020; Hassan, 2021, which show that conflict in sufficient quantities and handled constructively can increase company effectiveness. This is also supported by (Min et al., 2007). al., 2020), which states that commitment positively affects employees' cooperative attitudes in dealing with conflict. Research (Li et al., 2020) also adds that willingness to deal with conflict requires affective organizational commitment.

The Effect of Team Negotiation on Integrated Conflict Management

Based on Table 2, H2 or the alternative hypothesis is accepted, meaning that team negotiation significantly affects integrated conflict management. The value of the test results shows a positive relationship. This means that the higher the team negotiation, the higher the integrated conflict handling, with a directly proportional relationship. Based on this hypothesis, the negotiation of the IG staff team of ESDM needs to be improved to improve integrated conflict handling.

The larger the organization, the more complex the situation. This complexity involves various things such as the complexity of information flow, communication, decision making, a delegation of authority, and human resources. The complexity of HR includes the complexity of positions, tasks, positions and statuses, as well as rights and authorities, which are potential sources of internal and external conflicts (Schweinsberg et al., 2022). The policies and communication methods adopted significantly affect the continuity of an organization in retaining members and all components in it (Brett et al., 2017). Considerations for managing conflict (conflict management) are based on the assumption that interests between employees and managers can be united about the task and interpersonal relationships (Elfenbein, 2021). Constructively managed conflict will be beneficial; on the other hand, if handled destructively, it will disrupt or damage individuals and organizations (Jang et al., 2018). Therefore, empirical studies tend to relate to conflict and efforts to deal with it (Cronin & Bezrukova, 2019).

The results of this study are in accordance with research (Jiyin Cao et al., 2020; Henrik Agndal, Lars-Johan ge & Article, 2017) which shows that team negotiation positively affects conflict resolution. The study's results (Zhao et al., 2018; S. Thomas et al., 2018) showed conflict handling styles in negotiations by putting pressure on will give up on win-lose situations. In addition, according to (O'Reilly & Chatman, 1986; Martin et al., 2019), without proper team negotiation, employees will carry out orders due to pressure without understanding the team's main goals. This is because, according to (MacTavish, 2018), the ideal friendly-prosocial behaviour relationship

between employees and the organization is through open and cooperative negotiations.

The Effect of Team Commitment on Integrated Conflict Management Moderation of Organizational Commitment

Based on Table 1, H3 or the alternative hypothesis is accepted, which means that team commitment (X1) has a significant effect on integrated conflict management (Y2) through organizational commitment (Y1). The value of the analysis shows a positive relationship. Based on the results of data analysis, the organizational commitment variable mediates the relationship between the team commitment variable and the partially integrated conflict handling variable (partial mediation). Based on this hypothesis, to improve integrated conflict management, the team commitment and organizational commitment of the IG ESDM employees need to be increased.

Research (London & Howat, 1978) using employee commitment variables derived from the concept (Gouldner, 1960), which consists of organizational, professional, and community commitment, shows the results that the relationship between commitment to conflict management depends on the type of commitment and gender composition related with superiors. Confronting style (problem-solving and integrating) in conflict is positively related to the organizational commitment of subordinates. The professional and organizational commitment is negatively related to the use of forcing styles. Commitment to society is negatively associated with using a withdrawal style (Lee et al., 2018). Research (Caputo et al., 2019; Tjosvold et al., 2014) shows commitment has a positive effect on conflict resolution. This is because, according to (Alcover et al., 2020); (And oh et al., 2021), high organizational commitment will increase solid emotional bonds between employees and motivate them to deal with conflicts cooperatively. Research (Oh et al., 2021); Hasibuan, 2020) also added that the willingness to deal with conflict requires affective organizational commitment.

The Effect of Team Negotiation on Integrated Conflict Management Moderation of Organizational Commitment

Based on Table 1, H4 or the alternative hypothesis is accepted, which means that team negotiation (X2) has a significant effect on integrated conflict management (Y2) through organizational commitment (Y1). The value of the analysis shows a positive relationship. Based on the results of data analysis, the organizational commitment variable mediates the relationship between the team negotiation variable and the partially integrated conflict handling variable (partial mediation). Based on this hypothesis, to improve integrated conflict handling, team negotiation and organizational commitment of the IG ESDM employees need to be improved.

In the past, interested parties in the organization viewed conflict as disturbing and even considered a factor that could reduce productivity, efficiency, and effectiveness, which in turn could jeopardize the organisation's survival. Traditional

organizational behaviour (OD) ⁹⁰ assumes that organizational conflict is dysfunctional and interferes with individual satisfaction and group performance (Ågotnes, 2018), so the view of conflict still falls on the spectrum of reducing, ignoring, or minimising conflict (Alaba, 2019). The traditional view of human relations shown through the perspective of unitarism shows that conflict must be prevented and avoided. However, unitaries are also aware that conflict in the workplace is unavoidable (Apeh, 2020).

In reality, conflict is not only destructive but can produce valuable something, stimulate innovative ideas and increase productivity (Robbins, 2008). The impact of conflict depends more on how it is resolved than on the reasons why the conflict arises (Aruna Jayathilaka, 2021). Therefore, various studies show that conflict should not be avoided but handled so that it is destructive and constructive for organizational development (Jaymess & Yahya, 2019). However, the willingness to deal with conflict requires affective organizational commitment (Zohar Laslo, 2019).

(Margahana, 2020), ¹²⁴ stated that the scope of conflict handling includes conflict prevention, conflict cessation, and post-conflict recovery. Research (Tjosvold et al., 2019) shows that moral conflict handling positively affects teamwork, leadership success, improving product and service quality to clients, creating consumer loyalty, and utilizing company finances wisely. (Mihaylova, 2020) also stated that it is beneficial for organizational development.

The Effect of Organizational Commitment on Integrated ⁸¹ Conflict Management

Based on Table 1, H5 or the alternative hypothesis ⁸¹ is accepted, which means that organizational commitment has a significant effect on integrated conflict management. The value of the test results shows a positive relationship. This means that the higher the organizational commitment, the higher the integrated conflict management, with a directly proportional relationship. Based on this hypothesis, to improve integrated conflict handling, the organizational commitment of the IG ESDM employees needs to be increased.

(Vaid & Ahearne, 2020) said that organizational commitment is a reflection of employee job satisfaction which will lead to employee prosocial behaviour, namely, employee behaviour and actions do not only refer to the job description given, but employees can take any action to benefit the organization, although ⁸³ the effect is not significant, one of which is conflict management. Another study ⁸³ conducted by (Tanveer et al., 2019) shows that organizational commitment reflects the strengths of employees that can influence a contribution that can benefit the organization. Meanwhile, (Wang & Liu, 2021) show that conflict is an interaction between two or more parties who depend on each other but are separated by differences in goals where at least one of the parties is aware of these differences and takes action against these differences (Wang & Liu, 2021). Wu, 2017).

Conflict management is a method that can be used by the parties involved in the conflict or third parties to deal with disputes between two or more people or two or more groups in order to produce a resolution to the problem (Prasetio et al., 2017).

According to (Lee et al., 2018), conflicts can be resolved through several stages, namely, (1) assessment which includes situation analysis, analysis and ascertaining of developing issues, as well as setting specific goals; (2) identification of emotional response; (3) intervention which includes choosing the proper method to resolve conflict, whether collaboration, compromise, avoidance, and others. Ulrich's research (1998) proves that employees who are committed to the organization will be more productive, have higher responsibility and loyalty, and are able to handle conflict better. This is also supported by (Iqbal & Fatima, 2013), who states that commitment positively affects employees' cooperative attitude in dealing with conflicts. In addition, research (Tjosvold et al., 2019) proves that commitment positively affects conflict resolution. This is because, according to (Al-Jawazneh, 2015), high organizational commitment will increase solid emotional bonds between employees and motivate them to deal with conflicts cooperatively. Research (Ndubisi, 2011) also adds that the willingness to handle conflict requires affective organizational commitment. This is also supported by (Iqbal & Fatima, 2013), who states that high organizational commitment affects handling conflicts in organizations.

Theoretical Implications

This research is a research model testing, where the results can be explained as follows:

- a. Based on the results of the study, it was shown that there was a positive and significant relationship between the team's commitment to integrated conflict management. This means that team commitment needs to be increased to improve integrated conflict management. The findings of this study are supported by research (Tjosvold et al., 2014) that team commitment is positively correlated to handling conflict cooperatively, satisfying each party involved in the conflict.
- b. Based on the results of the study, it was shown that there was a positive and significant relationship between team negotiation and integrated conflict management. This means that team negotiations need to be improved to improve integrated conflict handling. The findings of this study are supported by studies (Schweinsberg et al., 2022) and (Ajay et al., 2021), which show that team negotiation has a positive effect on conflict resolution.
- c. Based on the results of the study, it was shown that there was a positive and significant relationship between team commitment to integrated conflict management and moderation of organizational commitment. This means that team commitment and organizational commitment need to be increased to improve integrated conflict management. The findings of this study are supported by research (Li et al., 2020) and (Ghouri et al., 2019), which prove that organizational commitment positively affects the willingness to handle conflict in organizations.
- d. Based on the results of the study, it was shown that there was a positive and significant relationship between team negotiation and integrated conflict

handling, moderating organizational commitment. This means that team negotiations and organizational commitment need to be improved to improve integrated conflict handling. The findings of this study are supported by research (Jane Yan Jiang, Xiao Zhang, 2013) and (Tjosvold et al., 2014), high organizational commitment will increase solid emotional bonds between employees and motivate them to deal with conflicts cooperatively.

- e. Based on the results of the study, it was shown that there was a positive and significant relationship between organizational commitment to integrated conflict management. This means that organizational commitment needs to be increased to improve integrated conflict management. The findings of this study are supported by research (Kozusznik et al., 2020; Dewi et al., 2021) which states that employees who are committed to the organization will be more productive, have higher responsibility and loyalty, and can handle conflict better.

118 Practical Implications

The results of this study have specific implications for the employees of the Inspectorate General of Energy and Mineral Resources to improve integrated conflict management. The study's results indicate that team commitment and negotiation affect organizational commitment and integrated conflict management. This shows that good team commitment will increase organizational commitment, improving integrated conflict management. The same thing is also shown: good team negotiation will increase organizational commitment, ultimately improving integrated conflict management.

Given the role of Dual Commitment in fostering collaboration between teams, it can be done by organizations to promote such bonds. Perhaps one of the most important is Leadership Tasks, especially those performed by team leaders. Commitment and identification literature are full of evidence highlighting the role of leadership in shaping employee attitudes and behaviours towards organizationally relevant entities (Franke & Felfe, 2011; Dewi et al., 2021). In particular, transformational leadership (Ågotnes, 2018) has been shown to have a significant impact on follower commitment in a variety of settings and cultures (Avolio et al., 2004; Felfe & Heinitz, 2010; Ross & Gray, 2006; Walumbwa, Orwa, Wang, & Lawler, 2005). Employees who are led by incorporating their Team Commitment and Organizational Commitment into a perceived dual commitment may be more successful in performing their role as team behaviour both within their team and across teams in the organization.

E. CONCLUSION

Some of the limitations of the current research are: This research was conducted in the public sector (Itjen ESDM), so the research results cannot be generalized to the private sector (private/business) because it will lead to research bias. There is a possibility that the instruments used in this study are not for the current conditions in

Indonesia, so it is necessary to consider modifying the instruments referred to from previous empirical studies. This study uses cross-sectional data that captures the situation at a certain time, so there is a possibility that the data is inconsistent at different times. The data in the form of perceptions about the choice of conflict management style do not reflect a conflict situation, so the results of this study may be biased if the instrument is used when a real interpersonal conflict occurs. This study uses point-in-time cross-sectional data, so data from different time points may be inconsistent. The data in the form of perceptions of the choice of conflict management style do not reflect conflict situations, so the results of this study can be biased when the tool is used in real interpersonal conflicts. Based on the research that has been done and the limitations of this research, the researcher can give suggestions as follows: team involvement, team negotiation, organizational involvement, and integration in the private sphere (private/business) should be conducted research related to dispute management.

The variables used to measure turnover intention in this study only consisted of four variables: team commitment and negotiation moderation, organizational commitment, and conflict handling. This research is limited to only Bengkulu City Bank employees. There is a possibility of bias due to the subjectivity of the respondents when answering the questionnaire questions. Do not use interviews in the context of collecting research data. This is due to the limited time, financial and non-financial capabilities of researchers.

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