"Antecedents of organizational citizenship behavior of marketing and supply chain employees"

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ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF MARKETING AND SUPPLY CHAIN EMPLOYEES

Abstract

A marketing career entails a heavy burden and requires much originality and creativity, which can result in interpersonal friction. This situation influences employees' affective commitment and organizational citizenship behavior (OCB). Consequently, the purpose of this study is to investigate how affective commitment, work overload, and interpersonal conflict may impact OCB when combined with social interaction. This survey involved 61 personnel from the marketing and supply chain departments of an Indonesian state-owned enterprise. The data were analyzed using a quantitative method and partial least squares (PLS) approach. This study revealed that work overload and interpersonal conflict have a negative impact on positive behavior and actions, including OCB and affective commitment. In addition, the findings accentuate the importance of employees' affective commitment because it directly encourages employees to take on extra responsibilities. Furthermore, social interaction does not moderate the relationship between work overload and interpersonal conflict on affective commitment. This study broadened perspectives on OCB concerning work-related stressors and provided direction for the managerial team to cope with workload and conflict in the decision-making process.

Keywords: affective commitment, work overload, interpersonal conflict, social interaction, corporate sustainability, effective institution

JEL Classification: J24, M54

INTRODUCTION

State-owned businesses continue to play a vital role not only at the local level but also in the global economy of the present day (Lin et al., 2020). These companies can contribute significantly to economic progress. Thus, it is crucial to identify the potential for these companies to enhance economic growth and development. In addition, managers must try to innovate and remain competitive in their industries to gain revenue.

Indonesian Law No. 19 of 2003 defines state-owned enterprises as commercial entities where the state directly participates and owns all or most of the capital obtained from segregated assets. One of their responsibilities is to improve management and oversight based on the idea of good corporate governance in order to promote corporate culture and professionalism (Suratno & Roosna, 2023). A state-owned enterprise is also responsible for sustainable development in isolated areas of Indonesia.

As indicated earlier, state-owned enterprises' primary goal is to pursue profits. However, based on data presented by Indonesia's Ministry of State-Owned Enterprises (2022), asset growth for state-owned enter-

prises was accompanied by unending losses. There were 12 businesses posting losses of 5.2 IDR trillion at the end of 2017 (Hamdani, 2018; Sayidah et al., 2020). Though the value of the loss decreased when compared to the end of 2016, this fact still caused concern. State-owned enterprise influences the lives of numerous people via the management of natural resources; thus, it has a strategic position.

Marketers must supply a variety of product concepts. They must perform market research, conduct market analysis, and engage in manufacturing (such as creating product advertisements). Furthermore, they must work with the sales department to develop an effective marketing strategy. The marketing and supply chain divisions are expected to assure the highest level of sales and a market leader position in the domestic market. To enhance sales, retain brand equity, and strengthen brand building, product marketing demands a fresh strategy (so as not to lose to competitors). Sayidah et al. (2020) found that the financial hardship of state-owned businesses is influenced by marketing productivity. Their financial health can improve with increased marketing productivity.

An organization's success depends on individuals' willingness to go above and beyond the organization's expectations; this is known as organizational citizenship behavior (OCB). Therefore, one approach to increase the marketing department is focusing more on employee behavior to gain a competitive edge. According to Kissi et al. (2019), OCB needs to be established by official organizational norms and formally rewarded. However, involving people in this behavior at their choice is critical as it is essential for an organization's effectiveness and success. The higher the consistency, initiative, and capacity to work among individuals with OCB, the more influential the organization will be in creating its image and boosting overall performance.

1. LITERATURE REVIEW

Work overload is defined as personnel lacking the energy, time, and resources to satisfy the overall demands of their responsibilities for their own or others' satisfaction (Kissi et al., 2019). Work overload can arise when a person is given multiple duties simultaneously, with possibly short deadlines (Ahmad & Saud, 2016). Employees will be stressed and exhausted. Work overload happens when an employee is asked to perform many roles by multiple supervisors to accomplish multiple tasks simultaneously, resulting in the individual being overburdened.

Product marketing requires a new strategy to increase sales, maintain brand equity, and strengthen product brand building. It also happens in state-owned enterprises where marketing plays a significant role. The new strategy adopted by the marketing department often becomes a source of disagreements and triggers conflicts. Conflict is related to a strong adversarial relationship, involves negative emotions, and is considered a series of disagreements. Interpersonal conflict briefly describes the nature of the employee's relationship with organizational colleagues, which tends to result in perceptions of negative emotions at work (Pooja et al., 2016). According to Wilmot and Hocker (2001), interpersonal conflict is an explicit fight between at least two interdependent persons with incompatible aims who are hindered in realizing those goals by other parties. Thus, interpersonal conflict is concluded as an individual's interaction with other interdependent individuals who ultimately feel disagreements or conflicting emotions.

Organizational citizenship behavior (OCB) is defined as voluntary conduct or selection of individual activities that are not directly tied to the organization's formal incentive structure but can improve organizational effectiveness (de Geus et al., 2020; Muzakki et al., 2019). OCB is a distinctive form of work behavior. It is defined as individual behavior that benefits the organization, is independent, and is not directly or explicitly recognized by a specified reward system (Organ & Ryan, 1995). Furthermore, interpersonal trust influences OCB in facilitating organizational operations by performing non-required duties. It is consistent with Dirican and Erdil's (2016) definition of OCB, which is an additional role and prosocial behavior that exceeds standards and is performed

to enhance organizational operations. Some elements of OCB are obeying workplace rules and procedures, helping others, and volunteering for additional assignments. In addition, OCB also improves organizational efficacy, which lends meaning to employees' daily work by encouraging personal growth and organizational contribution (Pooja et al., 2016). Thus, OCB is meaningful, constructive, and positive organizational behavior.

Organizational commitment is the extent to which employees feel part of the organization due to their determination to always stay in the organization. This commitment can be normative, affective, and continuance (Syabarrudin et al., 2020). The role of affective commitment is the focus of this study. It is defined by Meyer and Allen (1997) as a reflection of the deep emotional connection of employees with the organization to stay where they work because they have feelings of obligation or work specifically for real reasons (e.g., financial return). It represents employees' emotional attachment, identification, and involvement in organizing their volition. It can emerge due to the person's emotional bond with the company (Ramadian et al., 2020; Yuwono et al., 2023). Affective commitment also associates with individuals' and organizations' psychological participation, which makes individuals extremely dedicated to the organization and very active in activities they like (Koentjoro & Eliyana, 2015). Someone will be committed to staying in an organization because they feel they are needed, psychologically empowered, and trusted by the organization.

Social interaction is defined as a role-related perspective of the employee-supervisor relationship and the degree to which employees' relationships are marked by close and personal partnerships (Bouckenooghe et al., 2014). Social interaction will also refer to interpersonal actions or relationships between individuals and others that highlight the resources and functions of interpersonal networks, which develop over time and provide the basis for cooperation, trust, and collective action in the community (Zhang et al., 2017). Social interaction also has a dark side that leads to the extent of personal interaction that makes employees reluctant to take risks and complacency (Pooja et al., 2016). According to Back (2020), social interaction can be harmful when a negative evaluation

causes humiliation or anger, leading to withdrawal or hostile behavior. This behavior will result in entangled interactions and the cultivation of negative perceptions, both detrimental to social interaction.

OCB is a behavior that can foster supervisors' sense of trust in employees' performance and focus on performance improvement (Kissi et al., 2019). Unfortunately, some organizations may inadvertently give work overload to achieve higher organizational productivity and effectiveness. Work overload may be unbearable and cause employee tension in the long run. It can reduce employee desires to behave voluntarily and flexibly, such as OCB (Ahmad & Saud, 2016). Overworked employees are less motivated to apply their expertise in unbeneficial activities beyond their formal job description (Pooja et al., 2016). Engaging in OCB is hard to expect if employees are overworked. Employees will have enough energy to carry out duties that are beyond their formal job descriptions if they believe the tasks to be appropriate, or else work overload will have a negative association with OCB (Ahmad & Saud, 2016; Kissi et al., 2019; Pooja et al., 2016).

Another negative factor that commonly degrades OCB is interpersonal conflict. According to Wilmot and Hocker (2001), interpersonal conflict is an explicit fight between at least two interdependent persons with incompatible aims who are hindered in realizing those goals by other parties. Thus, interpersonal conflict is concluded as an individual's interaction with other interdependent individuals who ultimately feel disagreements or conflicting emotions. It is marked by indifference to the organization's image, reluctance to represent the company enthusiastically at public events, and reluctance to volunteer for additional tasks when needed, such as OCB (Afsar & Badir, 2016). Interpersonal conflict may easily distract employees from their work tasks since they commonly concentrate on resolving the issue (Bouckenooghe et al., 2014). Such conflicts can cause employees to feel frustrated, jealous, and angry, which usually prevents them from allocating much energy to positive behaviors that can help their organization (Pooja et al., 2016). Therefore, when employees have concerns about associating with other organizational members, their tendency to engage in

OCB will decrease, as there is a negative relationship between interpersonal conflict and employees' OCB (Dirican & Erdil, 2016; Pooja et al., 2016).

Aside from factors that contribute to the deterioration of OCB, some factors have proven to be the antecedents of OCB. Organ et al. (2006) stated that OCB is among the most critical factors influencing organizational efficiency and success. Additionally, organizational and affective commitment are strong predictors of OCB. In emotional commitment, feelings of respect will affirm an informal position in the organization and give employees essential information about their work connections (Gupta et al., 2016; Kurtessis et al., 2017). Research evidence in various workplace contexts shows that employees will reciprocate high organizational support through positive work behaviors, such as increased affective commitment (Battistelli et al., 2016; El Akremi et al., 2014; Sharma & Dhar, 2016), which also leads to OCB. It is possible because affective commitment entails multidimensionality, such as organizational loyalty, willingness, alignment with organizational values, and desire to remain with the organization, all of which contribute to OCB (Devece et al., 2016). Moreover, affective commitment determines performance-influencing variables, such as OCB (Akar, 2018; Devece et al., 2016; Gupta et al., 2016). The main mechanism linking affective commitment with OCB is reciprocity through positive feelings toward the organization that encourages behavior that benefits the organization's welfare.

On the other hand, work overload can happen due to the work environment and job demands, causing an imbalance in social exchange connections and lowering affective commitment (Chênevert et al., 2013). Work overload can also lead to a depletion of physical and emotional energy, resulting in employee tiredness and impacting their affective commitment level. Work overload can also decrease employee motivation to contribute to the organization's welfare, which causes a decrease in affective commitment (De Clercq & Belausteguigoitia, 2019; Pooja et al., 2016). Overworked employees are more likely to feel burdened by the prospect of accomplishing their jobs. As a result, they may develop fewer positive feelings and become less committed to their organization.

Because interpersonal conflict refers to the portrayal of disagreement, incompatibility, or disparities between two or more interacting individuals, it is a conflict between two individuals who are unwilling or unable to meet each other's expectations (Bao et al., 2016). Interpersonal conflict can affect the balance in the cost-benefit analysis of whether to remain in the organization by encouraging employees to leave, thereby decreasing affective commitment (Thomas et al., 2005). Decreased commitment to the organization can manifest in decreased affective commitment due to interpersonal conflict. Interpersonal tension frequently leads to workplace impressions of unfair treatment or bad emotions (Pooja et al., 2016). Strong and emotional arguments breed hatred and feelings of incompatibility with the work environment, which can negatively affect employees' overall attitude toward their company, resulting in lower affective commitment.

According to Ahuja et al. (2007), work overload causes lower organizational commitment among workers. In addition, interpersonal conflict can also reduce employee commitment to organizational decisions, weakening the bond felt toward the organization as a whole (Kacmar et al., 2012). Poor working conditions will create high work stress and cause employees to become less committed to them, which ultimately reduces the reinforcement of OCB (Pooja et al., 2016). Therefore, high affective commitment can be considered a rescue mechanism in stressful working conditions, which usually leads employees to avoid OCB. In other words, Pooja et al. (2016) prove the mediating role of organizational commitment in the relationship between job stressors and OCB.

Social interactions among employees might operate as a buffer against job stressors such as work overload and interpersonal conflict, which can reduce affective commitment. Employees gain emotional support from other organizational members through social interactions, which reduces the formation of negative attitudes, especially while working under demanding conditions (Pooja et al., 2016). Social interaction is a situation with a limited beginning, setting, and ending in which two or more people are aware of and mentally react to one another (Back et al., 2011). In interaction situations, employees will refer to psychological re-
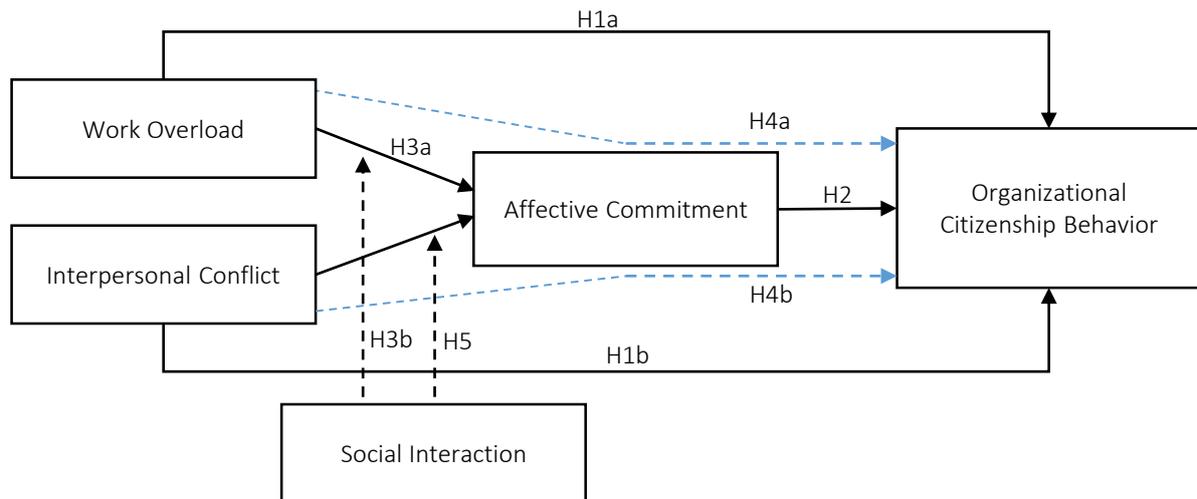
Figure 1. Conceptual framework

actions that occur, which can be experiential (not directly observable, for example, functional and perceptual states) or behavioral (observable directly) (Back, 2020). According to the JD-R model used in this study, negative attitudes will likely arise if job stressors, such as work overload and interpersonal conflict, occur without relevant work resources. However, when employment resources are abundant, stressful working conditions should have less negative influence because social resources will mitigate the energy-draining effect of stressful working conditions. Social interaction can also be determined through each individual's frequency and time investment level (Zhang et al., 2017). If the process receives a less favorable evaluation, it commonly causes embarrassment or anger, triggering the expression of withdrawn or antagonistic behavior (Back, 2020). Pooja et al. (2016) found a link between work overload and employee interpersonal conflict. Their organizational commitment (affective, continuation, and normative) is mediated by their level of social interaction with their co-workers. Furthermore, a lack of social support through social interaction can make employees more sensitive to interpersonal differences, which supports the relationship between interpersonal perceptions of receiving a less positive appraisal.

2. AIM AND HYPOTHESES

This study aims to investigate the direct effect of work overload and interpersonal conflict on OCB

and affective commitment. The mediation effect of affective commitment was also tested to enlarge the implication of this study. Furthermore, social interaction as a moderation variable was also examined.

The following are the hypotheses of the study, which are conceptualized in Figure 1:

H1a: *Work overload has a negative and significant effect on OCB.*

H1b: *Interpersonal conflict has a negative and significant effect on OCB.*

H2: *Affective commitment has a positive and significant effect on OCB.*

H3a: *Work overload has a negative and significant effect on affective commitment.*

H3b: *Interpersonal conflict has a negative and significant effect on affective commitment.*

H4a: *Work overload has a negative effect on OCB through affective commitment.*

H4b: *Interpersonal conflict has a negative effect on OCB through affective commitment.*

H5: *Work overload and interpersonal conflict have a negative effect on affective commitment moderated by social interaction.*

3. METHODS

This investigation employs a quantitative methodology. It seeks to discover solutions to the problem formulation outlined in the research hypotheses using the conceptual framework (Figure 1). There were 61 permanent personnel in the marketing and supply chain division of PT Semen Indonesia (Persero) TBK Indonesia, who all participated in this study. The sample in this study is identical to the population, indicating that the census method was used to determine the sample size.

The items used to measure work overload were developed by Price (2001). Spector and Jex (1998) developed the items for interpersonal conflict. In addition, the indicators used to explain OCB were developed by Podsakoff et al. (2000), items to measure affective commitment were developed by Meyer and Allen (1997), and the last items that measure social interaction were developed by Bouckenooghe et al. (2014). The measurement variables were based on a 5-point Likert scale.

This study employed the Partial Least Square (PLS) approach, a component of the Structural Equation Modeling (SEM) analysis instrument. This analysis method aims to clarify whether there is a relationship between latent variables and validate the related theory. It is required to pass the outer and inner model evaluations to produce analytical data in this study using the Partial Least Square (PLS) method.

4. RESULTS

Table 1 shows that most respondents are male (74%) and have worked for ten years or below.

Table 1. Respondents' demographics

Category		Frequency	Percentage
Gender	Male	45	74%
	Female	16	26%
Working Period	1-10 years	35	57%
	11-20 years	8	13%
	>20 years	18	30%

Note: N = 61.

Table 2 shows that the description of respondents' answers on work overload and interpersonal conflict has a low category. In contrast, OCB, affective commitment, and social interaction have a high category.

Table 2. Analysis results

Indicator	Mean	Category
Work Overload		
I do not have enough time to complete all my work	2.541	Low
My workload is heavy	2.607	Fair
I have to work extra hard at the workplace	2.377	Low
I have to work very quickly at the workplace	2.410	Low
Mean Total	2.484	Low
Interpersonal Conflict		
I often argue with co-workers at work	2.377	Low
I often receive shouting from colleagues at work	2.361	Low
I am often poorly treated at work	2.328	Low
Mean Total	2.355	Low
OCB		
I am willing to replace colleagues who are unable to enter	3.770	High
I am proactive in helping co-workers to be productive in the organization	3.639	High
I always balance myself against differences of opinion with co-workers	3.672	High
I always inform my co-workers if unable to enter	3.689	High
I always tolerate and refrain from complaining	3.656	High
I always support all organizational policies	3.623	High
I am always open to all changes that occur in the organization	3.607	High
I never increase my break for personal	3.705	High
I am very productive at work and minimize waste -wasting of time	3.754	High
I always follow and inform the development of the organization	3.639	High
I want to always play an active role in organizational meetings or events	3.738	High
Mean Total	3.681	High
Affective Commitment		
I feel the company's problems are my problems too	3.590	High
I feel supported by the company to produce the best performance	3.672	High
I am proud to tell others that I work for this company	3.689	High
I do not feel part of the family in the company	3.852	High
I feel emotionally attached to the company	3.607	High
I feel I co-own the company	3.754	High
Mean Total	3.694	High
Social Interaction		
My co-workers and I often spend time together in social situations	3.262	High
My co-workers and I maintain close social interaction with each other	3.721	High
My co-workers and I know each other on a personal level	3.508	High
Mean Total	3.497	High

Note: Mean with an interval scale of 1.00–1.80 (very low), >1.8–2.60 (low), >2.60–3.40 (fair), >3.40–4.20 (high), and > 4.20–5.00 (very high).

Based on Table 3, the validity test results confirmed that all indicators met the research requirements. All indicators appeared to affect the latent variables used.

The sample value shows the relationship direction between variables (positive means unidirectional and negative means not in the same direction), T-statistics value > 1.65, and P-Value < 0.05 can conclude that the relationship between variables being tested can be stated to have a significant influence. Based on Table 4,

there are six accepted hypotheses, and two are rejected.

Table 5 presents all hypotheses with indirect effects that can be accepted and show partial mediation because the direct effect also shows that the hypotheses are accepted.

The sample value indicates the relationship direction between variables. T-statistics > 1.65 and P-Value 0.05 indicate that the relationship between the tested variables has a significant influence.

Table 3. Loading factor

Variables	Code	Loading Factor				CR	γ	Work	(AVE)
Overload	WO1	0.960				0.981	0.981	0.986	0.947
	WO2	0.972							
	WO3	0.981							
	WO4	0.978							
Interpersonal Conflict	IC1		0.926			0.945	0.949	0.964	0.901
	IC2		0.964						
	IC3		0.957						
OCB	OCB–A1			0.948		0.984	0.985	0.986	0.866
	OCB–A4			0.938					
	OCB–C3			0.951					
	OCB–C4			0.940					
	OCB–CI1			0.917					
	OCB–CI2			0.868					
	OCB–CO2			0.923					
	OCB–CO3			0.941					
	OCB–S1			0.936					
	OCB–S2			0.942					
	OCB–S3			0.929					
Affective Commitment	AC1				0.872	0.968	0.970	0.974	0.863
	AC 2				0.906				
	AC 3				0.964				
	AC 4				0.937				
	AC 5				0.942				
	AC 6				0.950				
Social Interaction	SI1					0.804	0.807	0.808	0.886	0.723
	SI2					0.886				
	SI3					0.859				

Note: WO – Work Overload, IC – Interpersonal Conflict, OCB – Organizational Citizenship Behavior, AC – Affective Commitment, and SI – Social Interaction.

Table 4. Path coefficients

Path	Original Sample	T statistic	P Values	Description
Affective commitment → OCB	0.352	2.150	0.016	Significant
Interpersonal conflict → Affective Commitment	−0.384	4.411	0.000	Significant
Interpersonal Conflict → OCB	−0.333	1.969	0.025	Significant
Moderating Effect 1 → Affective Commitment	−0.148	1.349	0.089	Not Significant
Moderating Effect 2 → Affective Commitment	−0.092	0.916	0.180	Not Significant
Social interaction → Affective Commitment	0.503	3.856	0.000	Significant
Work Overload Affective Commitment	−0.346	3.717	0.000	Significant
Work Overload → OCB	−0.279	1.872	0.031	Significant

Table 5. Specific indirect effect

Path	Original Sample	T statistic	P Values	Description
Interpersonal conflict → Affective Commitment → OCB	−0.135	1.968	0.025	Significant
Work overload → Affective commitment → OCB	−0.122	2.099	0.018	Significant

5. DISCUSSION

According to the results, work overload and interpersonal conflict negatively and substantially affect OCB. It is consistent with prior studies, which found a strong negative link between work overload and OCB (Ahmad & Saud, 2016; Kissi et al., 2019; Pooja et al., 2016). Furthermore, Dirican and Erdil (2016) and Pooja et al. (2016) discovered a negative association between employees' OCB and interpersonal conflict. This study proves that when employees feel work overload and interpersonal conflict, it will significantly reduce the OCB of employees in the marketing and supply chain departments. If the work overload is unbearable, it can cause tension among employees. When employees experience work overload, employees are not too motivated to utilize their skills to engage in activities that are not directly rewarding or are not part of the formal job description. Thus, it can reduce employee desires related to voluntary and flexible behavior such as OCB. In addition, interpersonal conflicts experienced by employees can show indifference to the organization's image, are reluctant to represent the company enthusiastically at public events, can reduce morale, and are reluctant to volunteer for additional tasks when needed. Therefore, when employees have concerns about associating with other organizational members, their tendency to voluntarily engage in OCB will decrease.

Consequently, affective commitment positively and significantly impacts OCB. According to previous research, affective commitment determines variables influencing performance, such as OCB (Akar, 2018; Devece et al., 2016; Gupta et al., 2016). This study demonstrates that when employees experience affective commitment, their OCB in the marketing and supply chain departments increases significantly. Feelings of appreciation in affective commitment will confirm informal positions in the organization and provide employees with important information about their relationships at work, indicating that employees will reciprocate high organizational

support through positive work behaviors, such as increased affective commitment, which also contributes to OCB.

Workload and interpersonal conflict also significantly and negatively affect affective commitment. It is consistent with Pooja et al. (2016), who found a negative correlation between work overload and affective commitment. According to Thomas et al. (2005), individual perceptions of interpersonal conflict are negatively related to affective commitment. This study demonstrates that when employees in the marketing and supply chain department experience work overload and interpersonal conflict, their affective commitment to the organization decreases dramatically. Workload eventually resulted in an imbalance in social exchange relationships and exhaustion of physical and emotional energy, causing employees to feel less committed to the organization and its objectives. In addition, the interpersonal conflict also led to perceptions of poor treatment or negative emotions at work, which may impact the cost-benefit analysis of whether employees would remain in the company, indicating a decline in emotional commitment.

Then, according to Pooja et al. (2016), work overload and interpersonal conflict have a negative and significant effect on OCB through affective commitment, proving critical mechanisms through work overload and interpersonal conflict in informing OCB with a particular emphasis on the mediating role of organizational commitment (affective, continuance, and normative). This study proves that when employees feel affective commitment, it can affect critical mechanisms in which stressful working conditions such as work overload and interpersonal conflict can lead employees to avoid OCB. Work overload can lead to lower levels of affective commitment among employees. In addition, interpersonal conflict can also reduce employees' commitment to organizational decisions, weakening the bonds felt with the entire organization. When these employees are worried because of a strained relationship with their

co-workers, their negative feelings will manifest in their attitudes. Employees in this study showed lesser affective commitment toward the organization as a whole. Two occupational stresses, such as labor overload and interpersonal conflict, have been identified as significant possible antecedents of OCB. Work stress and interpersonal conflict might cause employees to display less affective attachment to their organization through OCB.

Finally, work stress and interpersonal conflict have a negative and insignificant impact on affective commitment, regulated by social interaction. It contradicts Pooja et al. (2016), who found a negative relationship between work overload and interpersonal conflict among employees, as well as their organizational commitment (affective, continuance, and normative) moderated by their co-workers' level of social interaction. This study proves that when marketing and supply chain employees are involved in social interaction, work overload and interpersonal conflict can negatively impact employees' affective commitment. This can occur because social interactions between co-workers cannot change the level of affective commitment of an employee experi-encing work overload and interpersonal conflict. In other words, social interaction does not affect the relationship between work overload and interpersonal conflict with affective commitment. It is because social interaction can be determined through the frequency and time investment level of the interaction of the employees who establish it. The process of interpersonal perceptions of an interaction receiving a less favorable evaluation can cause embarrassment or anger, which then triggers the expression of employee behavior that is withdrawn or antagonistic. Social interaction can lead to being considered disinterested or arrogant, which creates negative perceptions and disturbances in the interaction partner. It can also result in the behavior of interaction partners among employees being less warm or even refusing, thereby strengthening one's experience of negative interactions, which can reduce affective commitment. Supported by Pooja et al. (2016), the lack of social support through social interaction could make employees more sensitive to interpersonal differences. Furthermore, it increases the negative impact of work overload and interpersonal conflict on employee commitment to the organization.

CONCLUSION

This study aims to determine the effect of affective commitment, work overload, and interpersonal conflict with social interaction moderation on OCB. This study found that work overload and interpersonal conflict negatively influence positive behavior or actions such as OCB and affective commitment. This study also emphasizes that employees need affective commitment because it can encourage them to be dedicated to the company. This study's positive results lead to extra roles that improve individual and organizational well-being. Organizations should distribute assignments appropriate to employees' talents with a reasonable amount of time to maintain justice. Companies might undertake periodic assessments to examine job descriptions to prevent employees from experiencing work overload. Companies must be able to foster good attitudes among employees through team building and self-management in order to promote teamwork coordination. Furthermore, the organization must engage in development activities outside the workplace to foster social interaction among co-workers, enhance tolerance, and strengthen workgroups. Employees are constantly receptive to organizational changes, as seen by OCB, which has the lowest mean value of 3.607 among other indicators.

AUTHOR CONTRIBUTIONS

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Writing – original draft: Murpin Josua Sembiring, Marcelia Papian.
Writing – review & editing: Murpin Josua Sembiring, Anis Eliyana, Zainal Arief, Zaleha Yazid.

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