

INTERPERSONAL CONFLICT AND ORGANIZATIONAL POLITIC AS JOB PERFORMANCE'S PREDICTORS OF BTN SHARIA OFFICERS

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Abstract

This study is addressed to investigate the impact of interpersonal conflict and organizational politics toward job-strain and employee's performance of BTN (Bank Tabungan Negara) sharia, Bogor. Hybrid model of PLS were developed with the basis of an extensive literature review, the model also will be tested to obtain an empirical insight about the hypothesized impact. The data were collected from 215 employees who works in BTN Sharia for minimum a year. Performance data were also obtained from employee's self-evaluation. This study employs quantitative approach with SEM-PLS (Structural Equation Modeling – Partial Least Square) methodology. The findings show that interpersonal conflict and organizational politics have positive and significant impact to the job strain, and interpersonal conflict has direct and indirect impact to job performance. There was no evidence that job strain moderated the effects of organizational politics to job performance. In addition, this study implies that the management of BTN sharia requires to maintain on manageable interpersonal conflict and good quality of organizational politics to achieve lessen job strain and boost job performance of their employee.

Keywords: Interpersonal Conflict; Organizational Politics; Job Strain; Job Performance; Partial Least Square

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I. Introduction

Stress can exist in every organization, work environment, class, family environment, neighborhood, etc. [Daft \(2006\)](#) mentions that every individual responds to stress differently, depending on personality, resources that can help to reduce stress and the environment in which the unpleasant situation occurs. Stress also frequently happens amongst banking employee ([Shahid, et al, 2011](#); [Rao & Borkar, 2012](#); [Pandey, 2020](#)). Behind the prestige of working in the bank, bank employees often work under pressure, such as facing the problem of bad credit, the target that should be achieved, teller faces an unbalance calculation, customer satisfaction complains, and so forth.

[Tutle and Butcher \(2015\)](#) surveyed some respondents who works in the finance and banking sector, and the result is, some jobs with the highest stress levels based on priority are investment banker, trader, risk management and compliance, wealth manager, institutional sales, management consulting, private equity, equity research, fund manager, and accounting. Further, [Tutle and Butcher \(2015\)](#) explained that bankers are the job with the highest level of stress because they are required to be able to invest

the customer funds along with the minimization of risk that potentially occur.

Irrational targeting also may lead to conflict between bank employees, such as nudging each other even in a bank office ([Zafar, Zahra, & Zia, 2014](#)). [Prasasya \(2012\)](#) showed the case of bank X, where the bank funding division were targeted 2 billion per month. If the employee is failed to meet the target, then he/she will be dismissed. This target system that is applied on bank's employee will certainly influence on the level of their stress and high pressure.

Further, [Masterson \(1980\)](#) describes several factors that affect the high level of stress of bank employees such as excessive workload, worker shortage, changing jobs, long hours (overtime), work shift, lack of supervision, lack of training, environmental conditions work that is no longer comfortable, too heavy to bear the burden and responsibility, and poor relationships with partners/ colleagues. Stress can be the result of any number of situations in the workplace. [Murphy \(1995\)](#) divided stress in the workplace into some categories and examples of each consist of: (1) *factors unique to the job* (e.g., workload (overload and under load), pace/variety/meaningfulness of work, autonomy (the ability to make your own decisions about your own job or about

specific tasks), shift work/hours of work, physical environment (noise, air quality, etc), isolation at the workplace (emotional or working alone); (2) *role in the organization* (e.g., role conflict (conflicting job demands, multiple supervisors/managers), role ambiguity (lack of clarity about responsibilities, expectations, etc), level of responsibility); (3) *career development* (e.g., under/over promotion, job security, career development opportunities, overall job satisfaction); (4) *relationships at work (interpersonal)* (supervisors, co-workers, subordinates, threat of violence, harassment, etc); and (5) organizational structure/climate (e.g., participation (or non-participation) in decision making, management style, and communication patterns).

We did pre-interview with former head officer in one of Islamic bank. She came up with the fact that there is a case where head officer ended in death because of high stress and pressure that he faced. In addition, not a few head officers choose to resign or even retire early, as a result from being no longer strong to deal with the pressure in the working environment. Several employees also decided to leave their job after having

family¹. This condition may lead to the high turnover rate of bank employees.

Stress in work will be like a snowball, where if employees experience a prolonged stress and not resolved immediately, then the impact not only on the declining performance of employees but also on the increasingly poor working environment indicated by the tensions within the internal environment of the organization.

[Shahid, et al \(2012\)](#); [Podsakoff, et al \(2007\)](#); [Bashir and Ramay \(2010\)](#) explain that the stress faced by bank employees contributes to the decline in employee performance, decreased quality of work, high turnover rate, and may impact on the declining quality of a person's health such as depression, headaches, back pain, etc. [Rubina, et al \(2008\)](#) stated the stress experienced by workers can contribute to the destruction of employee performance. Similarly, [Basher and Ismail \(2010\)](#); [Podsakoff, et al \(2007\)](#); [Bashir and Ramay \(2010\)](#) in their study stated that one of the impacts of employee's stress on individual job's performance. [Siu, Lu, & Spector \(2013\)](#) stated that if workers can maintain physical and mental health, it is expected that work productivity can be

¹Pre-interview was conducted with the former head of branch in one of Syariah Bank, Bogor, West Java. The work of resource persons as a

banking practitioner and served as head of branch has been almost 30 years.

improved to achieve optimal performance. If Islamic bank could perform better specifically in providing services, it will lead to more customers engage with Islamic banking product and services ([Ali, et al, 2020](#); [Ali et al, 2021](#); [Zulfahmi, et al, 2021](#)). In addition, financial inclusion and economic growth could be achieved as the inclusiveness of Islamic bank ([Frita, Hamdani, Devi, 2022](#)).

From several previous studies that had been mentioned above, it is important to investigate the impact of stressor from the perspective of interpersonal conflict and organizational politic (from the theory of [Murphy, 2005](#)) toward banker's job performance. In addition, non-recent study overlooks into these variables at the same model and no articles studied on BTN (Bank Tabungan Negara) Islamic bank in Branch of Bogor. Therefore, these two reasons become our motivation to study this topic. To fill this gap, this study is addressed to investigate the Interpersonal Conflict and Organizational Politic as Job Performance's Predictors in BTN Sharia, branch office of Bogor area.

II. Discussion

Literature Review

Stress is a common issue that workers face at work ([Shahid, 2012](#)). It can be caused by

various factors such as excessive workload, poor communication skills, and noise ([Shamburger, 2012](#)). In general, stress is categorized into two main types: task stress and social stress ([Rosen, et al, 2010](#)). Task stress relates to the structure of tasks and jobs that rely on ambiguity or contradiction purpose tasks and structure of the duties. While social stress is associated with negative social interactions with partners, supervision, and clients/customers. Social stress is divided into interpersonal conflict and organizational politics. [Jensen, et all \(1995\)](#) also came with the concept of social stressor which is usually caused by a conflict between an employee relationship with the boss, or employee relationships with its colleague.

This study attempted to overlook the impact of social stressor, includes interpersonal conflict and organizational politics toward job's strain and job's performance of employee.

[Barki & Harwick \(2001\)](#) defines the interpersonal conflict as a negative emotional reaction from the interdependent parties on different opinions, ideas, thoughts, expectation to reach their objectives. [Barki & Harwick \(2001\)](#) also arise several indicators that is used to measure interpersonal conflict of individual, namely, the level of argument

and disagreement, the behavior to prevent or block something, anger and frustration, and conflict intensity. Meanwhile, [Dahrendorf \(2022\)](#) further explains that disagreement happens on any matter that is related to the difference of goal or objective. Normally, interpersonal conflict occurs in work or organizational environments.

[Thomas \(1992\)](#) is in the view that interpersonal conflict also occurs between different group of people in organizations, social units, among colleagues, linter-group, inter-organizational and even international-environment. Further, he added the definition of interpersonal conflict as negative impact from an individual to another individual, whereby this can disrupt to their job's performance, career, and even life. In addition, [Liu, Spector, & Shi \(2007\)](#) argue that individual with interpersonal conflict, they potentially experience displeased with their jobs we well as their co-workers (colleagues).

Another main thing that requires to be considered as predictor of stress in work is political organization. [Kreitner and Kinicky \(2001\)](#) defines political organization as an action that is intentionally done to influence people in organization which is aimed to protect themselves from personal or group

interest. [Chen and Fang \(2008\)](#) assert that organizational politics as an effort to attain the desired goals through influencing the people. Moreover, [Robbins \(2003\)](#) pointed out that organizational politics as an informal action in an organization to influence other for-profit purposes. There are some factors attributed to the organizational politics measurement, for instance high self-monitoring, location monitoring interval, resourceful, the investment associated with sourcing, promotional benefits, low confidence, ambiguity rules, the performance evaluation system is not clear, high working pressure, and senior manager's factor. This result reinforced earlier studies completed by [Takeuchi, Yu, & Lin \(2022\)](#); [Richard, et al \(2022\)](#); and [Ellen III, et al \(2021\)](#) that Interpersonal conflict and organizational politics are expected influence the job strain and job performance of individual.

Method

This study is an explanatory study which is aimed to identify the effect of interpersonal conflict and organizational politics toward job strain and job performance of BTN Syariah employees.

The population is all employees of BTN Syariah who works in the Bogor branch office area. The number of samples in this

study will be determined using the minimum sample calculation. The minimum sample size in this study was 215 respondents, determined by stipulation of the minimum sample quantity for the structural model, which is based on the number of parameters multiplied by five ([Ferdinand, 2006](#)).

Purposive sampling technique (judgment sampling) is utilized to select the proper and representative respondents. It is conducted by drawing a sample based on the set characteristics against the target population element and adjusted for the purpose of research problem ([Tanjung and Devi, 2013](#)). Therefore, we determine the characteristic of respondent is Bank employee who work with Bank Tabungan Negara Syariah, and own status as a permanent employee with a minimum 1 year of working period.

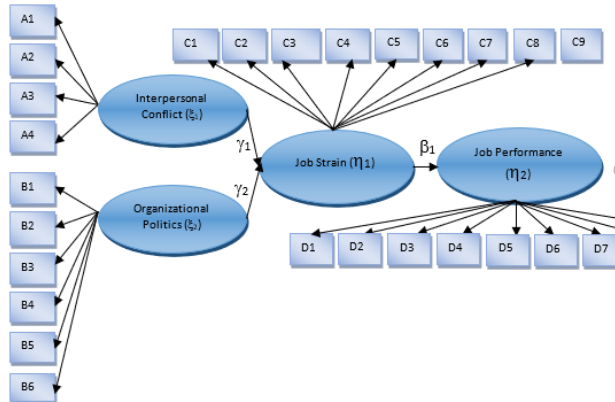
To analyze the questionnaire data, we employ Partial Least Square (PLS) method. Research under behavioral science including business management is merely found some variables that are very difficult to observe directly. On the other hand, it is difficult to understand the relationship between variable and indicator. [Tobias \(2011\)](#) defines PLS as a methodology to form predictive models, particularly if the model have many factors and have a high relation between one another.

The PLS method also referred as the econometric technique that is developed since 1960 by Herman Wold. PLS is also part of multiple linear regression (MLR) and differ from multiple linear regression. PLS able to present the relationship model among latent variables and indicators ([Tobias, 2011](#)).

To construct the framework model, there are two types of models, first, measurement model, and second, structural model. The main difference between PLS and SEM is in term of its path, PLS path only allows recursive, while SME only allows reciprocal links ([Ferdinand 2006](#)).

Structural model or also commonly known as inner model has two types of latent variables, namely exogenous latent variables, and endogenous latent variables. In this study, there are two exogenous latent variables, namely interpersonal conflict and organizational politics, and two endogenous latent variables, namely job strain and job performance. The following structural models in this study:

Figure 2.1: Research Model



The equation built in PLS framework for structural model is as follow:

$$\eta_1 = \gamma_1 \xi_1 + \gamma_2 \xi_2 + \zeta_1$$

$$\eta_2 = \beta_1 \eta_1 + \zeta_2$$

Details information:

η_1 = Job Strain

η_2 = Job Performance

ξ_1 = Interpersonal Conflict

ξ_2 = Organizational Politics

γ_1 = Coefficient of Interpersonal Conflict

γ_2 = Coefficient of Organizational Politics

β_1 = Coefficient of Job Strain

ζ = error

[Sarwono \(2012\)](#) asserts the point that the data used in the PLS does not have to meet the requirements of classical statistic assumption, therefore PLS is more flexible than SEM or multiple linear regression which does not require the data to be normally distributed.

RESULT

Demographic Respondent

We analysed the demographic of respondents which is involving the information of gender, age, status, education, time of working and individual position in the firm. Demographic respondent data can be seen through the table 4.1 as follows:

Table 4.1: Demographic Respondent

Gender		Education	
Male	54.55%	Senior	7.07%
Female	45.45%	Diploma	52.53%
Marital Status		Graduate	64.65%
Married	58.59%	Master	2.02%
Single	34.34%	Doctoral	0.00%
Used to Married	7.07%	Working time	
Age		1-2 y	23.23%
<20 y	3.03%	3-5 y	64.65%
21-30 y	57.58%	6-10 y	14.14%
31-40 y	22.22%	11-15 y	3.03%
41-50 y	11.11%	> 15 y	27.27%
>50	6.06%	Position	
Staff			77.78%
Supervisor/Manager Assistant			17.17%
Manager/Senior Manager			5.05%
Top Manager			0.00%

Table 4.1 shows that according to gender criteria, the majority of respondent are male with the ratio 54.55%, however we attempted to balance between male porsion and female to gain the respresentative result of BTN staff's stress level. According to the age, the majority of respondents are 21 to 30 years old. The majority of respondents also come from married people, graduate education, and with working time within 3 to 5 years. We also captured the majority of respondents are working as staff. The variety of demographic

factor is expected to contribute in generalize the validity of respondent answer regarding the stress factor as the impact of internal conflict and politics in organization.

Correlation among Demographic, Job Strain, and Job Stress Variables

Job stress on job satisfaction has a stronger influence on female workers and employees at the supervisory level (employee level management) than with male employees with staff positions (Kim, Murrmann and Lee, 2009; Chiang, Birtch, and Kwan, 2010). Therefore, this study attempted to examine the correlation between demographic variables (gender and position) and stress variable at work which is divided into two sources, namely from interpersonal conflict variable and organizational politics.

Table 4.2: Involved in the argument

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Involved in the argument	Never	1.85%	6.67%	3.90%	5.88%	0.00%
	Rarely	31.48%	51.11%	40.26%	47.06%	20.00%
	Sometimes	33.33%	31.11%	36.36%	23.53%	0.00%
	Often	27.78%	11.11%	16.88%	17.65%	80.00%
	Very Often	5.56%	0.00%		5.88%	0.00%
Chi Square		0.047		0.097		

according to Gender and Position

Table 4.2 explains the correlation between gender, individual’s position on the firm and involving in the argument. Male bankers have higher frequency of involvement in argument than female bankers. This finding

in line with the study by [Xiao and McCright \(2012\)](#) that women often less strong in public environmental behaviors, for instance by joining a protest about an environmental issue.

The chi-square numbers < 0.05 indicates that gender has a relationship with the attitude involved in arguments with co-workers in the office. Conversely, the position at the company has nothing to do with the argument involvement.

Table 4.3: Saying out loud in the scope of work according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Saying out loud	Never	29.63%	51.11%	37.66%	47.06%	40.00%
	Rarely	55.56%	35.56%	48.05%	41.18%	40.00%
	Sometimes	12.96%	8.89%	12.99%	5.88%	0.00%
	Often	0.00%	4.44%	0.00%	5.88%	20.00%
	Very Often	1.85%	0.00%		0.00%	0.00%
Chi Square		0.072		0.118		

Meanwhile, table 4.3 illustrates the correlation between gender, position in the company and saying out loud in the scope of work. The finding indicates that both genders, and all bankers’ positions can control the tune of their voice while communicating to others. However, there are numbers of people who often saying out loud in first level management. This means that saying load or even verbal abuse is potentially happens among the employees. If this happens, it will lead to the conflict ([Islam](#)

& Karim, 2017). However, the chi-square confirmed that there is no correlation between gender, position and saying out load.

Table 4.4: Being rude in the scope of work according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Being rude	Never	48.15%	71.11%	57.14%	64.71%	60.00%
	Rarely	38.89%	20.00%	32.47%	29.41%	0.00%
	Sometimes	5.56%	8.89%	6.49%	5.88%	20.00%
	Often	5.56%	0.00%	2.60%	0.00%	20.00%
	Very Often	1.85%	0.00%		0.00%	0.00%
Chi Square		0.066		0.375		

Table 4.4 describes the correlation between gender, position in the company and being rude in the scope of work. The result indicates that both genders, and all bankers' positions able to control their behavior during office hours. However, there are numbers of people who often get harsh treatment from colleagues in the office, particularly male gender and at staff and Madya level management. [Einarsen & Raknes \(1997\)](#) confirmed that harassment might also happen to men. Anyway, we agreed that any kind of harassment, bullying or intimidation is unacceptable. Therefore, Islamic banks should concern on their human resources that have noble character and promote Islamic values in everyday life ([Alwi, Parmitasari, & Syariati, 2021](#)).

Nevertheless, the chi-square result shows there is no significant correlation between

gender, position, and abusive behavior to others.

Table 4.5: Unpleasant treatment within the scope of work according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Unpleasant treatment	Never	27.78%	26.67%	20.78%	52.94%	40.00%
	Rarely	46.30%	35.56%	44.16%	35.29%	20.00%
	Sometimes	22.22%	37.78%	32.47%	11.76%	40.00%
	Often	1.85%	0.00%	1.30%	0.00%	0.00%
	Very Often	1.85%	0.00%		0.00%	0.00%
Chi Square		0.356		0.321		

Table 4.5 illustrates the correlation between gender, individual's position in the company and unpleasant treatment within the scope of work. For female respondent, they sometimes get unfavorable treatment from colleagues in the office. Islamic bank is expected to be able to crack down on acts that violate human rights. However, the chi-square results showed that there is no correlation between gender, position, and the unpleasant treatment.

Table 4.6: System implemented unilaterally according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
system implemented unilaterally	Never	7.41%	8.89%	7.79%	11.76%	0.00%
	Rarely	31.48%	35.56%	32.47%	23.53%	80.00%
	Sometimes	31.48%	40.00%	40.26%	23.53%	0.00%
	Often	29.63%	15.56%	19.48%	41.18%	20.00%
	Very Often	0.00%	0.00%		0.00%	0.00%
Chi Square		0.426		0.113		

Table 4.6 provides the correlation between gender, position in company and system implemented unilaterally. The finding

indicates that almost most respondents for both categories are used to experience the unilaterally decision by company and minimize group participation. [Nohammer, Schusterschitz, & Stummer \(2010\)](#) raised the issue of participation to success in workplace program. Therefore, Islamic bank is expected to minimize the activities of politicization in companies that can harm the employees of sharia banks. Nevertheless, there is no significant correlation among these variables. Table 4.7: There are groups that cannot be contested according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
there are groups that can not be contested	Never	3.70%	4.44%	3.90%	5.88%	0.00%
	Rarely	18.52%	26.67%	22.08%	17.65%	40.00%
	Sometimes	27.78%	37.78%	36.36%	17.65%	20.00%
	Often	48.15%	15.56%	29.87%	47.06%	40.00%
	Very Often	1.85%	15.56%		11.76%	0.00%
Chi Square		0.005		0.76		

Table 4.7 Discussed the correlation between gender, position in company and groups that cannot be contested. Surprisingly, the table pointed out that the majority of male employee often face off against a group of employees and hardly be beat. Commonly, they form group with some of the members have power ([Zander, 1976](#)). Therefore, Islamic bank should be able to put forward the deliberation aspect in reaching consensus and not put forward the egoism of the interest of the group alone. Chi-square implies that there is no significant correlation between

groups that cannot be challenged regardless of the position of individual in the company, conversely, there is correlation between gender and facing the groups that cannot be contested.

Table 4.8: Personal interest according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Personal interest	Never	3.70%	6.67%	3.90%	11.76%	0.00%
	Rarely	37.04%	42.22%	38.96%	41.18%	40.00%
	Sometimes	22.22%	26.67%	28.57%	0.00%	40.00%
	Often	37.04%	20.00%	27.27%	41.18%	20.00%
	Very Often	0.00%	4.44%		5.88%	0.00%
Chi Square		0.0229		0.276		

Table 4.8 explains the correlation between gender, position in the company and personal interest. Male employee and the employee in first level management often experience personal interest in the workplace. [Chawla & Guda \(2013\)](#) are on the view that self-interest or personal is a common aspect in the workplace. However, the chi-square result shows there is no relationship between gender, position, and personal interest.

Table 4.9: Dropping Others according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Dropping others	Never	14.81%	17.78%	12.99%	35.29%	0.00%
	Rarely	27.78%	31.11%	29.87%	17.65%	60.00%
	Sometimes	37.04%	28.89%	36.36%	23.53%	20.00%
	Often	16.67%	15.56%	15.58%	17.65%	20.00%
	Very Often	3.70%	6.67%		5.88%	0.00%
Chi Square		0.885		0.3353		

Table 4.9 describes the percentage of the correlation between gender, position in the company and dropping others. Almost in every criterion, both male and female, either staff, first level or Madya level are used to experience that some of their co-workers attempted to develop themselves by dropping others. However, there is no proof that there is relationship between the gender, position in the company and dropping others.

Table 4.10: Political Salary and Promotion Policy according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Political of salary and promotion policy	Never	3.70%	4.44%	1.30%	17.65%	0.00%
	Rarely	31.48%	13.33%	25.97%	5.88%	40.00%
	Sometimes	33.33%	57.78%	50.65%	17.65%	40.00%
	Often	31.48%	24.44%	22.08%	58.82%	20.00%
	Very Often	0.00%	0.00%		0.00%	0.00%
Chi Square		0.065		0.001		

Table 4.10 shows the correlation between gender, position in the firm and political of salary and promotion policy. Surprisingly, most female says, sometimes there is politics in salary and promotion systems. Meanwhile, most employee from first level management say that this politics often happen in their company. The politics in salary and promotion means that somebody attempts to get approach their leader, take his/her heart, and it will be easier to raise a salary and get promotion (Lazear, 2018). Islam prohibits the existence of nepotism practices within an organization. Rasulullah often exemplifies to

put someone in his position and in accordance with his expertise "right man in the right place" ([Alwi, Parmitasari, & Syariati, 2021](#)).

This finding further clarifies and reinforce the fact that it often happens in the field that political salary and employee promises will only happen if employees have emotional closeness with other employees who have a strategic position in the company and have authority over this. Somehow, the chi-square result confirmed this finding. On the other hand, there is no relationship between gender and political salary and promotional policy shown by chi-square > 0.05.

Table 4.11: Monopolist of Management according to Gender and Position

Variable	Scale	Gender		Position		
		Male	Female	Staff	First Level	Madya Level
Monopolist of Management	Never	5.56%	8.89%	5.19%	17.65%	0.00%
	Rarely	35.19%	28.89%	33.77%	17.65%	60.00%
	Sometimes	14.81%	33.33%	27.27%	11.76%	0.00%
	Often	37.04%	22.22%	27.27%	41.18%	40.00%
	Very Often	7.41%	6.67%		11.76%	0.00%
Chi Square		0.191		0.236		

Finally, Table 11 illustrates the correlation between gender, position in the firm and the monopolist of management. Hardly to say that the monopolist of management exists in the Islamic bank. There were think that management monopolize the idea, practice, activity, and success of employee performance in certain situation. However,

the relationship is not confirmed from the chi-square score.

Partial Least Square Analysis

Goodness of Fit for outer model evaluation with reflective indicator is evaluated by convergent validity, discriminant validity and composite reliability with the following result:

1. Convergent Validity

Convergent validity in PLS with reflective indicator is expressed by loading factor score. Convergent validity output can be seen through the following table:

Table 4.12: Convergent Validity Evaluation Result

Variables	Indicators	Loading Factor (>0.5)	Decisions
Interpersonal Conflict	A1	0.677	Valid
	A2	0.753	Valid
	A3	0.836	Valid
	A4	0.61	Valid
Organizational Politics	B1	0.588	Valid
	B2	0.775	Valid
	B3	0.827	Valid
	B4	0.633	Valid
	B5	0.447	Invalid
Job Strain	B6	0.82	Valid
	C1	0.667	Valid
	C2	0.783	Valid
	C3	0.747	Valid
	C4	0.822	Valid
	C5	0.881	Valid
	C6	0.827	Valid
	C7	0.83	Valid
	C8	0.905	Valid
C9	0.86	Valid	
Job Performance	D1	0.612	Valid
	D2	0.764	Valid
	D3	0.738	Valid
	D4	0.734	Valid
	D5	0.705	Valid
	D6	0.75	Valid
	D7	0.775	Valid
	D8	0.803	Valid
	D9	0.797	Valid

According to the table 4.12, it can be concluded that all indicators obtained in this study are valid which can be shown through loading factor value > 0.5, except indicator B5 (salary and promotion politics policy)

with the loading factor value < 0.5. Therefore, this indication will be removed for the next model analysis.

2. Discriminant Validity and Composite Reliability

Discriminant validity in the reflective measurement indicator is represented by the value of AVE (Average Variance Extracted) > 0.5. Composite Reliability is a reliability test in PLS which is showing the accuracy and consistency of the measurement. the item can be determined as reliable if the value is > 0.7 The result of discriminant validity and composite reliability can be seen through the following table.

Table 13: Discriminant Validity and Composite Reliability Valuation

Variable	AVE (>0,5)	Composite Reliability (>0,7)
Interpersonal Conflict	0.527	0.815
Job Performance	0.549	0.916
Job Strain	0.667	0.947
Organizational Politics	0.551	0.858

Discriminant validity and composite reliability test concluded that all variables in this study are valid and reliable which is showed by AVE value > 0,5 and *composite reliability* > 0.7.

After ensuring the validity and reliability of PLS model, the next step is evaluating the hybrid model of PLS.

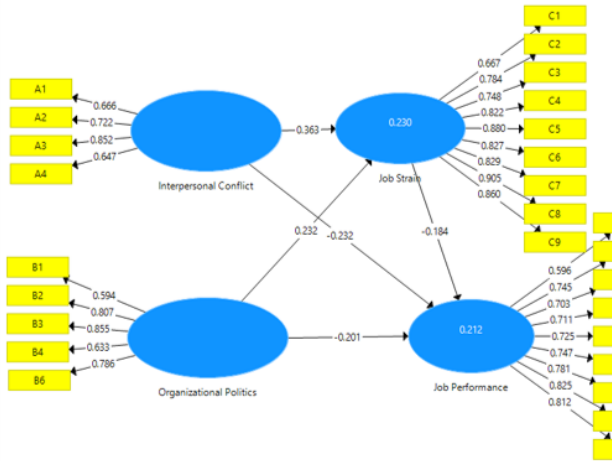


Figure 4.1: Path Diagram Construction

According to the construction result of path PLS diagram, then the next step is conducting the elimination process by bootstrap technique. The result of loading factor value after elimination process can be seen through the following table.

Table 4.13: Loading Factor value after elimination process and bootstrap indicator and latent variable result

Variable	Indicator	After Elimination	After
Interpersonal Conflict	A1	0.666	6.548
	A2	0.722	8.086
	A3	0.852	32.88
	A4	0.647	6.711
Organizational Politics	B1	0.594	5.323
	B2	0.807	13.454
	B3	0.855	20.636
	B4	0.633	6.128
	B6	0.786	11.932
Job Strain	C1	0.667	12.148
	C2	0.784	18.319
	C3	0.748	11.522
	C4	0.822	19.533
	C5	0.88	30.386
	C6	0.827	25.647
	C7	0.829	22.204
	C8	0.905	50.636
	C9	0.86	28.65
Job Performance	D1	0.596	5.597
	D2	0.745	10.617
	D3	0.703	8.999
	D4	0.711	8.482
	D5	0.725	7.793
	D6	0.747	15.034
	D7	0.781	14.858
	D8	0.825	19.369
	D9	0.812	17.503

As all indicators in the model have met the goodness of fit criteria, the next step of analysis is identifying *R-Square* of dependent

latent variables and *Q-square* predictive relevance for structural model. To measure how well the observation value resulted by the model, so the *Q-Square* must be > 0, this means that the model has good *predictive relevance*.

We obtained R-square value of job strain and job performance’s model are 0.230 and 0.212, respectively. This means that the ability of interpersonal conflict and organizational politics to explain job strain model is 23%, while the rest 77% is explained by other variables out of the model. Same interpretation to the job performance’s model. The next step is, R² value must be inserted to the Q² equation as follow:

Model 2 *Job Strain* as dependent variables

$$Q^2 = 1 - (1 - (R^2)^2)$$

$$Q^2 = 1 - (1 - (0.230)^2) = 0.0529$$

Model 1 *Job performance* as dependent variables

$$Q^2 = 1 - (1 - (R^2)^2)$$

$$Q^2 = 1 - (1 - (0.212)^2) = 0.0449$$

Q-Square calculation value for 1st and 2nd model are 0.0529 and 0.0449, respectively. This means that interpersonal conflict and organizational politics variable have less prediction capability level to explain job

strain and job performance variable. This implies that the job strain job performance of BTN Syariah employee is neither only influenced by internal conflict nor organizational politics but might come from external factors. Employee's stress and strain in workplace might be caused by external factors such as family problems, environment, neighborhood, or even personal situation such as pregnancy, etc. (Mann & Holdsworth, 2003; Ferguson, 2012). Further discussion is *inner weight* coefficient of the structural model which is representing the hypothesis result. The result of hypothesis test can be seen through the Table 4.14.

Table 4.14: Hypothesis Testing

Variables	Inner Weight Coeff	t-value	summary
<i>Interpersonal Conflict – Job Strain</i>	0.363	3.743	Positive, significant
<i>Organizational Politics – Job Strain</i>	0.232	2.682	Positive, significant
<i>Interpersonal Conflict – Job Performance</i>	-0.232	2.237	Negative, significant
<i>Organizational Politics – Job Performance</i>	-0.201	1.595	Negative, in significant
<i>Job Strain – Job Performance</i>	-0.184	1.609	Negative, in significant

The finding of this study showed that interpersonal conflict among the employee of Islamic bank (case of BTN syariah branch office Bogor) and organizational politics in the company will affect positively to the job strain. Conversely, Interpersonal conflict has negative impact on job performance of employees. Meanwhile, it is found there is no impact of organization politic and job strain on job performance of BTN syariah's employee. It is empirically tested that conflict in interpersonal relationship and politics in

organization can affect to the job strain of individual in their work.

This finding is supported by the work of [Somaraju, et al \(2021\)](#), that task and relationship conflict can lead to the new conflict and strain on the work on the day after. Further, [Ilies, et al \(2011\)](#) empirically proved that interpersonal conflict influenced employee's intraindiviudal fluctuations in negative affect. [Choi & Ha \(2018\)](#) addresses the significant role of conflict-management culture to achieve job satisfaction and productivity. Meanwhile, the significant impact of organizational politics on job strain was also empirically examined by [Landells & Albrecht \(2019\)](#); [Park, Kim, & Lee \(2020\)](#) and reached to the same conclusion.

III. Conclusion

The finding of this study resulted several conclusions, namely, the interpersonal conflict and organizational politics that exist in workplace may lead to the job strain of Islamic bank employees (case of BTN Syariah employees branch Bogor area). Another main finding was the interpersonal conflict that exist among the individuals of employee will decrease their job

performance. The most affecting indicators of interpersonal conflict variable is the frequency of somebody doing rude in the workplace. While the most affecting indicator of organizational politics is there are groups of people have strong influence on the company and cannot be conflicted. Therefore, according to the finding, we recommend Islamic bank's management, particularly BTN Sharia, must be able to control and manage the conflict and politics that potentially arise within the organization. In Islamic perspective, furnishing bank's human resource with Islamic thought, teaching, ethic, and compartment is required to obtain Islamic value and culture in the organization. In the end, it is certainly implying to the performance of the employee. Regarding this, we propose a practical recommendation for bank's managers particularly BTN Syariah, overcoming all possibility problems that related to interpersonal conflict and organizational politics among BTN employees such as applying respectfulness among each other as an organizational culture, preventing the emergence of groups of employees that can cause division, preventing unfair behavior between superiors and subordinates, especially in financial matters, and most importantly applying sharia management and behavior culture in organizations. As

for regulators, it is important to optimize the role of worker's regulation in the form of National Law to reduce the negative factors that will lead to job strain of Islamic bankers.

Despite of this paper accomplishment, several shortcomings were found and expected to become the future suggestion for further studies. Lack number of respondents, only selected area of bank's branch, and limitation in structural model variables are part of the identified shortcomings. Therefore, future study is expected to explore on different research object, area and some other Islamic banks because it might obtain different result and conclusion.

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