

The Impact of Work Stress and Work Engagement on Employee Performance with Organizational Commitment as an Intervening Variable (A Case Study at the General Affairs Department, Pemalang Regency)

Putri Sarah Aisyah^{1*}, Sonny Indra Prawira¹, Gita Sugiyarti¹

¹Master of Management, Faculty of Economics and Business, UNTAG Semarang, Indonesia

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*Corresponding author: Putri Sarah Aisyah

Master of Management, Faculty of Economics and Business, UNTAG Semarang, Indonesia

Abstract

Research aimed to assess how work stress and work engagement affect employee performance, with organizational commitment as an intervening. This study uses a quantitative methodology. The study use the census sampling technique to collect data from workers in the General Affairs Department. In this study, the sample consisted of 70 Civil Servants. Analysis method in this research use Structural Equation Model (SEM) and supporting by SmartPLS v3.0 application. The results of this research indicated that employee performance affected by work stress, employee's performance is affected by work engagement, organizational commitment is affected by work stress, organizational commitment is affected by work engagement, employee's performance is impacted by organizational commitment, employee's performance is affected by work stress through organizational commitment, and employee's performance is affected by work engagement through organizational commitment among employees in the General Affairs Division of Pemalang Regency.

Keywords: Work Stress, Work Engagement, Employee's Performance, Organizational Commitment.

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INTRODUCTION

One of the fundamental elements that cannot be separated from an institution or firm is human resources (HR). Organizational growth in accomplishing its objectives is decided by human resources. The main steps for firms are efforts to retain a high-quality workforce. The quality of human resources may be gauged by employee performance. Whether or not a company succeeds or fails depends on how well its employees perform. The likelihood that an organization will succeed is directly correlated with the employee's performance, while the chance that it will fail is inversely proportional to the employee's performance.

One of the numerous factors impacting employee performance is work stress, which previous researchers have studied. Many studies, including one by Amalia and Novie in 2023, have found that work-related stress can have an impact on employee productivity, either increasing or decreasing it. Workplace stress manifests in a number of ways, including an overwhelming workload, a sense of struggle, and psychological tension that negatively affects individual productivity. Work-related stress causes changes in

employee productivity. The inability of people to meet their job expectations, diminished job concentration, and subpar performance can all be brought about by workplace stress.

In addition to workplace stress, work involvement is a factor that affects performance. Employees with a strong sense of connection to the company are generally enthusiastic and perform their job duties well, and they have a great deal of faith in their ability to carry out or handle each of their responsibilities successfully. Employees with greater work engagement tend to be more creative, more productive, and more willing to put in additional effort, according to a study by Hakanen, Bakker, and Schaufeli (2006). Work engagement is a crucial component of every employee's job completion, which is thought to boost their performance, according to a number of study findings. This study's work engagement variable was chosen because work engagement is logically necessary for every employee.

One of the most important challenges for leaders is determining how to increase employee productivity so that the organization can achieve its

goals. Problems with performance enhancement are immediately related to challenges in fostering commitment in a manner that supports the achievement of organizational goals. Commitment is crucial to raising employee productivity in any business. Increased dedication will lead to more consistent improvement in employee performance. Employee loyalty to their employer may be a major factor in increasing that employee's productivity, as stated by (Welly Shintia, Kusuma Chandra Kirana, 2025), and they back up this claim. Organizational commitment, which suggests that an employee's level of commitment to the organization is related to their level of performance, may lead to improved or enhanced employee performance.

Organizational commitment can influence the relationship between work stress, work engagement, and employee performance. Unquestionably, leaving employees to continue working while they are under stress, dissatisfied, and uncommitted will reduce their output. Poor performance will make people pay closer attention to employees, and actions will be taken to improve employee performance, such as strengthening the organization's commitment to each employee. The mediation of the relationship between organizational commitment and employee engagement and employee performance is also covered by this connection. A high degree of commitment to the business that hired someone implies backing that person's particular stance, while a high degree of involvement in one's job indicates supporting a particular position of that individual. For a company to thrive, its workers must be dedicated to it. O'Reilly & Chatman (1986) claim that commitment is the basis of a person's psychological bond with their organization.

According to the aforementioned explanation, the author is curious to explore "The Influence of Work Stress and Work Engagement on Employee Performance with Organizational Commitment as an Intervening Variable."

Research Problem

1. Does Work Stress influence Employee Performance?
2. Does Work Engagement influence Employee Performance?
3. Does Organizational Commitment influence Employee Performance?
4. Does Work Stress influence Organizational Commitment?
5. Does Work Engagement influence Organizational Commitment?
6. Does Work Stress influence Employee Performance through Organizational Commitment as an intervening variable?
7. Does Work Engagement influence Employee Performance through Organizational Commitment as an intervening variable?

Research Objectives

1. The Impact of Work Stress on Employee Performance
2. The Impact of Work Engagement on Employee Performance
3. The Impact of Organizational Commitment on Employee Performance
4. The Impact of Work Stress on Organizational Commitment
5. The Impact of Work Engagement on Organizational Commitment
6. The Impact of Work Stress on Employee Performance through Organizational Commitment as an intervening variable
7. The Impact of Work Engagement on Employee Performance through Organizational Commitment as an intervening variable

Research Benefits

Theoretical Benefits

1. **Knowledge Development:** This study furthers the theory of human resource management, with a focus on understanding the complex relationships between workplace stress, employee engagement, employee performance, and organizational commitment.
2. **Understanding Intervening Mechanisms:** This study uses organizational commitment as an intervening variable to help demonstrate how and why work stress and work engagement indirectly affect employee performance.
3. **Concept Integration:** This research provides a more complete picture of the factors that influence employee performance by combining important concepts from industrial and organizational psychology.

Practical Benefits

1. **Development of Management Strategies:** Organizations can use these findings to design more effective strategies for managing work stress and enhancing employee work engagement.
2. **Improvement of HR Policies:** Research results can assist in developing more targeted human resource policies, particularly regarding employee welfare programs and engagement development.
3. **Performance Optimization:** Managers can concentrate on activities that enhance commitment in order to improve employee performance by understanding how organizational commitment acts as a mediator.
4. **Intervention Guidelines:** This research provides practical guidelines for designing appropriate intervention programs, both for reducing work stress and increasing work engagement.
5. **Decision-Making Foundation:** Research findings can be used by management to make decisions regarding employee management and the development of organizational culture.

LITERATURE REVIEW

Work Stress

Stress is a changing state in which people are subjected to opportunities, restrictions, or demands pertaining to their wants and outcomes, the certainty of which is currently unknown and seen as significant. In facing a chance, restriction, or demand, people experience stress, according to Robbins & Judge (2014), whose outcomes are deemed uncertain but significant. Changes in people that lead them to act in unexpected ways characterize the work stress state, which arises from the interaction between individuals and their jobs. Prasetyo and Sukono (2023) found that work may also be affected by stressful events like family issues, interpersonal conflicts with coworkers, or financial difficulties. According to Damayanti and Subagja (2023), the signs of job stress are worry, anxiety, pressure, and irritation.

From the numerous definitions of job stress given above, the author may infer that work stress is a state that is still undetermined, which prevents one from accomplishing professional objectives.

Work Engagement

In contemporary organizational studies, the notion of work engagement has advanced quickly. Work engagement refers to a positive work-related attitude characterized by enthusiasm, commitment, and attentiveness. There are distinct characteristics to work engagement in the public sector that distinguish it from the private sector. A recent study discovered that a number of specific antecedents affect work engagement in the public sector. In their methodical literature review, Zahari and Kaliannan (2023) discovered that job meaningfulness, organizational support, transformational leadership, and a favorable organizational environment are all antecedents to work engagement in public sector organizations.

A 2021 study conducted by researchers demonstrated a significant relationship between work meaningfulness, employee engagement, and performance. The study investigated, among other things, the possible mediating influence of work engagement on the connection between job meaningfulness and performance among employees in the public sector. Recent research has identified specific barriers to work engagement in the public sector. According to People Insight (2025), a dearth of financial resources and a dearth of over bureaucratic, unclear, and professional growth potential a lack of appreciation for employee contributions and organizational objectives are the five primary factors contributing to the current state of low employee engagement in the public sector. According to the research, employee performance is significantly improved by work engagement, which serves as a mediator.

According to the research mentioned above, the author comes to the conclusion that work engagement is an optimistic frame of mind, particularly the act of focusing on completing job-related assignments.

Employee Engagement

According to Hasibuan (2013), performance is the outcome of someone completing their assigned tasks using their time, skills, experience, and integrity. Mangkunegara (2012) defines performance as the qualitative and quantitative result of an employee's work as they complete their duties in accordance with the tasks assigned to them. Individual and team performance management, especially in achieving goals, will be included. A team with good performance will have members who are driven, client-focused, responsible, independent, respectful, and understanding of one another, who set high-quality goals, who accomplish their goals, who review and improve their performance, and who collaborate. At any given time, an employee's performance is the ultimate outcome of their skills and duties (Febria *et al.*, 2021). The caliber of a company's workforce, particularly the performance of its people or teams, is indicative of its success. If employees have bad performance, it will have a detrimental effect on the firm, and conversely, High employee performance will contribute to the success of the business. Damayanti and Subagja (2023) use the following indicators to gauge employee performance: Work Quantity, Work Quality, Responsibility, Cooperation, and Initiative. From a number of research presented above, the author concludes that performance is the outcome of someone's labor and skills in their area of responsibility.

Organizational Commitment

Organizational commitment, as defined by Robbins & Judge (2014), is the state in which an employee supports a certain firm and its objectives and wants to remain a member of that organization. Mathis and Jackson (2012) use the term organizational commitment to describe the degree to which workers trust and support the objectives of the company and are willing to remain with it. According to Meyer and Allen (1991), organizational commitment is a psychological construct that explains the connection between workers and their company and affects people's choices about whether or not to remain with the organization. This description states that members who are committed to their firm will have a greater chance of surviving as members of the group than those who are not. The three main elements of organizational commitment are a worker's pride in the company, loyalty, and willingness (Sumantrie, 2021). Based on several of the aforementioned research, the author comes to the conclusion that organizational commitment entails having a sense of ownership while still being a member of the firm and being prepared to put in a lot of effort to accomplish its objectives.

The Impact of Work Stress on Employee Performance

Heppi *et al.*, (2024) discovered a strong inverse correlation between job performance and workplace stress. Furthermore, the study by Julio Darma Putra & Dewirahmadanirwati (2024) shows a clear link between work stress and worker output. Hasibuan's 2023 research revealed an inverse relationship between employee job stress and their performance. According to research done by Anggraini *et al.*, (2023), performance values will be low if stress levels are high, and the reverse is true. The first hypothesis stated in this research is as follows, based on the explanation given above:

H1: Employee performance is negatively impacted by job stress.

The Impact of Work Engagement on Employee Performance

The second hypothesis presented in this study, which is that job engagement has a significant positive impact on work performance, is supported by the aforementioned discussion. According to a study conducted by Takita Assyifa (2023), work engagement has a major influence on employee performance. Work participation and employee performance are positively correlated, according to research results from Zduroikhan (2025). Kustya & Nugraheni (2020) found that work participation among workers has a significant impact on performance. According to Qodariah's (2020) research, work engagement significantly improves job performance.

H2: Employee performance is positively impacted by work engagement.

The Impact of Work Stress on Organizational Commitment

In their 2022 study, Nursyah & Lukiastuti discovered that workplace stress has a negative effect on organizational commitment. In his study, Hendriyaldi (2021) also highlights a significant negative link between workplace stress and organizational commitment. Christover and Ie's (2021) study also revealed a relationship between work stress and organizational commitment. Based on the aforementioned rationale, the third hypothesis presented in this study is that work stress has a significant detrimental effect on organizational commitment, as evidenced by Griffin & Moorhead's (2020) research.

H3: Organizational commitment is adversely affected by work stress.

The Impact of Work Engagement on Organizational Commitment

Research conducted by (Sandi & Tuti, 2022) shows that employee engagement has a direct impact on a company's performance. In 2017, Prabawati's research found a strong connection between commitment and

engagement. According to Ibad *et al.*, (2023), a worker's productivity is greatly influenced by their degree of work engagement. The fourth hypothesis of this study asserts that work participation is a powerful predictor of organizational commitment, which suggests that employees with greater work involvement may have greater organizational commitment.

H4: Organizational commitment benefits from work engagement.

The Impact of Organizational Commitment on Employee Performance

According to their research, Bonaventura Hendrawan Maranata *et al.*, (2023) discovered a strong link between organizational commitment and employee performance. Organizational commitment was shown to be positively correlated with employee performance by Dimas & Rika (2022), and Anggraeni & Yudianto (2023) also demonstrated that it has a statistically significant positive association. This study proposes the fifth hypothesis, which is based on the arguments presented here:

H5: Employee performance is positively impacted by organizational commitment.

The Impact of Work Stress on Employee Performance through Organizational Commitment

In his 2021 study, Hendriyaldi discovered that workplace stress has a significant negative influence on employee performance and organizational commitment, whereas organizational commitment has a positive effect on employee performance. Job stress, according to Ardana and Rizqi (2024), can have an impact on performance via job satisfaction and organizational commitment. As stated before, Saderiah *et al.*, (2022) postulate in the sixth hypothesis of this research that there is a significant inverse relationship between work stress, employee performance, and organizational commitment.

H6: Organizational commitment mediates the influence of job stress on employee performance.

The Impact of Work Engagement on Employee Performance through Organizational Commitment

The study by Sandi & Tuti (2022) found that organizational commitment acts as a mediator between job engagement and organizational performance. These results are supported by Hernan's (2019) study, which demonstrated a significant effect of organizational commitment on employee performance, and Kadek *et al.*'s (2025) study, which showed a strong connection between work engagement and organizational commitment. The seventh hypothesis of this research is predicated on the rationale given earlier:

H7: Employee performance is impacted by work engagement via organizational commitment.

Empirical Model

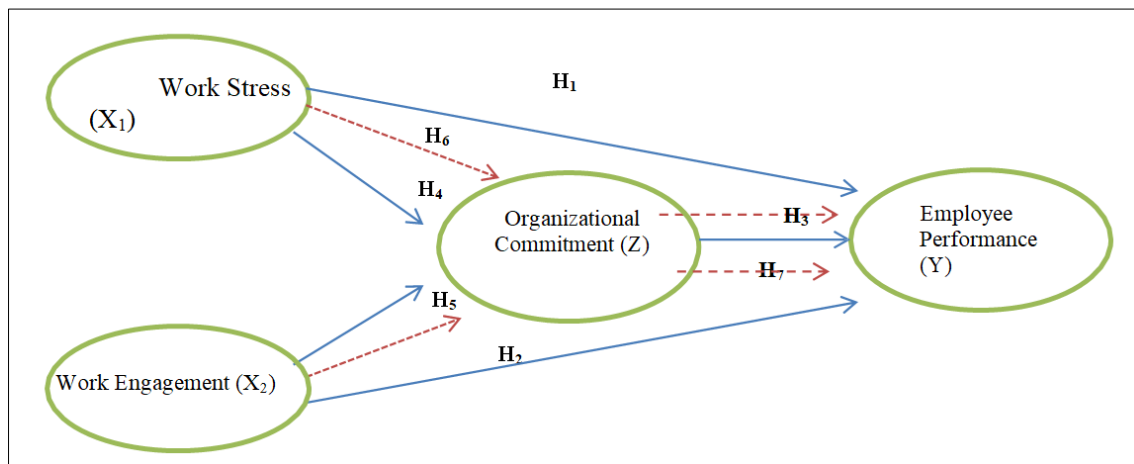


Figure 1: Empirical Model

RESEARCH METHODOLOGY

Research Variables

This study contains four variables, with two independent variables: work stress and work engagement, one mediating variable: organizational commitment, and one dependent variable: employee performance.

Population and Sample

There are 70 Civil Servants in the General Affairs Department of the Pemalang Regency Regional

Secretariat, making up the population for this study. A sample is a subset of a population that may still be used to represent the entire study population because it retains comparable features, according to Sekaran and Bougie (2013). The census method, which uses the entire population as a sample, is the sampling technique that is used. The overall sample size for this study is 70 individuals.

Variable Operationalization

No	Variable	Variable Operationalization	Indicator
1	Work Stress (X1)	A state of anxiety that impairs an employee's emotional, cognitive, and physical equilibrium and affects their capacity to carry out their duties.	1. Excessive workload 2. Time pressure 3. Role conflict 4. Role ambiguity 5. Unsupportive working conditions 6. Poor interpersonal relationships 7. Career uncertainty
2	Work Engagement (X2)	A positive, productive, and work-related frame of mind characterized by passion, dedication, and absorption in one's work.	1. Vigor (Energy) - High energy level - Mental resilience - Willingness to work hard - Not easily tired 2. Dedication - Work involvement - Sense of meaningfulness - Sense of pride - Enthusiasm 3. Absorption - Full concentration - Enjoyment in working - Difficulty detaching from work - Time passes quickly
3	Organizational Commitment (Z)	A firm belief, acceptance of the organization's goals and principles, a willingness to work hard, and a strong wish to continue to be a member of the organization are all indicators of the	1. Affective Commitment - Emotional attachment - Identification with organization - Involvement in organization - Sense of belonging

		degree to which individuals identify with and engage with the organization.	2. Continuance Commitment - Dependence on organization - Consideration of time and effort investment 3. Normative Commitment - Sense of obligation to stay in organization - Loyalty based on morals - Responsibility toward organization
4	Employee Performance (Y)	An employee's performance in completing their duties in accordance with their assigned responsibilities results in high quality and output.	1. Work Quality - Accuracy of work results - Thoroughness in working - Conformity with standards 2. Work Quantity - Amount of output produced - Volume of work completed - Targets achieved 3. Timeliness - Task completion according to deadline - Attendance and discipline - Time efficiency 4. Effectiveness - Achievement of organizational goals - Resource utilization - Problem-solving ability 5. Independence - Ability to work without supervision - Initiative in working - Creativity and innovation

Data Analysis Method: Structural Equation Model (SEM) & Partial Least Square (PLS)

The Structural Equation Model (SEM) approach, which makes use of the Partial Least Square (PLS) method for processing this methodology, is used to assess this research. The PLS method, as described by Imam Ghozali (2016: 417), can describe latent variables (those that are not directly measured) and is measured using indicators. Researchers can employ PLS to assess hypotheses and ascertain whether a relationship exists between latent variables. Since the author uses latent variables that may be quantified according to their indicators, the author uses Partial Least Square, which allows for a clear and comprehensive analysis.

ANALYSIS RESULTS

Descriptive Data

Questionnaire distribution to 70 Civil Servants (ASN) of the General Affairs Section of Pemalang Regency Regional Secretariat was conducted and the returned data that could be processed (tested and analyzed) amounted to 70 questionnaires.

Convergent Validity

The convergent validity value represents the loading factor of latent variables using their metrics. The value of convergent validity is applied to evaluate the validity of a build. The likelihood value (P value) must be less than 0.05, and the factor loading value must be more than 0.5 (original sample value) for an indicator to be considered valid. Table 1 displays the validity test findings below:

Table 1: Convergent Validity

Variable	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics (O/STDEV)	P Values
x1.1 <- WS (X1)	0.615	0.611	0.069	8.856	0.000
x1.10 <- WS (X1)	0.787	0.785	0.037	21.157	0.000
x1.11 <- WS (X1)	0.646	0.644	0.067	9.708	0.000
x1.2 <- WS (X1)	0.729	0.728	0.043	16.797	0.000
x1.3 <- WS (X1)	0.677	0.677	0.046	14.567	0.000
x1.4 <- WS (X1)	0.718	0.717	0.043	16.566	0.000
x1.5 <- WS (X1)	0.702	0.698	0.045	15.437	0.000
x1.6 <- WS (X1)	0.690	0.684	0.050	13.923	0.000
x1.7 <- WS (X1)	0.751	0.749	0.045	16.657	0.000
x1.8 <- WS (X1)	0.777	0.774	0.041	18.978	0.000
x1.9 <- WS (X1)	0.682	0.682	0.056	12.084	0.000

Variable	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics (O/STDEV)	P Values
x2.1 <- WE (X2)	0.701	0.700	0.046	15.076	0.000
x2.10 <- WE (X2)	0.698	0.694	0.048	14.521	0.000
x2.11 <- WE (X2)	0.783	0.782	0.040	19.648	0.000
x2.12 <- WE (X2)	0.749	0.746	0.042	18.037	0.000
x2.13 <- WE (X2)	0.759	0.757	0.038	19.873	0.000
x2.14 <- WE (X2)	0.792	0.790	0.037	21.258	0.000
x2.15 <- WE (X2)	0.758	0.757	0.040	18.867	0.000
x2.16 <- WE (X2)	0.818	0.816	0.033	24.806	0.000
x2.17 <- WE (X2)	0.841	0.843	0.025	34.221	0.000
x2.2 <- WE (X2)	0.759	0.757	0.042	18.282	0.000
x2.3 <- WE (X2)	0.768	0.767	0.041	18.730	0.000
x2.4 <- WE (X2)	0.781	0.780	0.041	19.191	0.000
x2.5 <- WE (X2)	0.751	0.751	0.043	17.432	0.000
x2.6 <- WE (X2)	0.703	0.700	0.049	14.498	0.000
x2.7 <- WE (X2)	0.708	0.706	0.044	16.215	0.000
x2.8 <- WE (X2)	0.694	0.694	0.046	14.972	0.000
x2.9 <- WE (X2)	0.713	0.709	0.050	14.168	0.000
y1 <- EP (Y)	0.829	0.827	0.038	21.637	0.000
y10 <- EP (Y)	0.741	0.741	0.041	18.017	0.000
y11 <- EP (Y)	0.706	0.702	0.046	15.263	0.000
y12 <- EP (Y)	0.794	0.792	0.045	17.479	0.000
y13 <- EP (Y)	0.792	0.789	0.032	25.013	0.000
y14 <- EP (Y)	0.718	0.716	0.048	14.995	0.000
y15 <- EP (Y)	0.705	0.704	0.046	15.339	0.000
y16 <- EP (Y)	0.759	0.758	0.037	20.528	0.000
y17 <- EP (Y)	0.787	0.785	0.037	21.515	0.000
y18 <- EP (Y)	0.801	0.799	0.031	25.825	0.000
y19 <- EP (Y)	0.786	0.785	0.035	22.629	0.000
y2 <- EP (Y)	0.785	0.785	0.035	22.164	0.000
y20 <-EP (Y)	0.806	0.805	0.030	26.469	0.000
y21 <- EP (Y)	0.777	0.775	0.039	19.897	0.000
y22 <- EP (Y)	0.843	0.842	0.024	34.802	0.000
y3 <- EP (Y)	0.798	0.797	0.035	22.513	0.000
y4 <-EP (Y)	0.746	0.744	0.048	15.392	0.000
y5 <- EP (Y)	0.711	0.709	0.056	12.788	0.000
y6 <- EP (Y)	0.776	0.776	0.037	21.058	0.000
y7 <- EP (Y)	0.781	0.780	0.034	22.963	0.000
y8 <- EP (Y)	0.677	0.675	0.053	12.760	0.000
y9 <- EP (Y)	0.742	0.740	0.040	18.512	0.000
z1 <- OC (Z)	0.736	0.733	0.048	15.240	0.000
z10 <- OC (Z)	0.798	0.798	0.036	22.444	0.000
z11 <- OC (Z)	0.776	0.776	0.032	24.042	0.000
z12 <- OC (Z)	0.801	0.801	0.036	22.403	0.000
z13 <- OC (Z)	0.831	0.829	0.035	23.455	0.000
z14 <- OC (Z)	0.859	0.857	0.030	28.665	0.000
z15 <- OC (Z)	0.782	0.781	0.044	17.625	0.000
z16 <- OC (Z)	0.773	0.770	0.041	18.998	0.000
z2 <- OC (Z)	0.770	0.769	0.037	20.588	0.000
z3 <- OC (Z)	0.769	0.768	0.041	18.607	0.000
z4 <- OC (Z)	0.789	0.788	0.038	20.803	0.000
z5 <- OC (Z)	0.809	0.807	0.036	22.739	0.000
z6 <- OC (Z)	0.810	0.810	0.032	25.557	0.000
z7 <- OC (Z)	0.787	0.786	0.035	22.251	0.000
z8 <- OC (Z)	0.815	0.813	0.042	19.490	0.000
z9 <- OC (Z)	0.789	0.787	0.039	20.179	0.000

Source: Processed Primary Data, 2025

SmartPLS was used to conduct outer loading calculations on indicators for all four variables; the results are shown in the table above. The findings indicate that all products are legitimate for all four factors. The reason is that the loading factor values in the Original sample column are greater than 0.5.

Reliability & AVE (Composite Reliability & Cronbach's Alpha)

A questionnaire that measures a variable or construct is tested for reliability using the reliability test. If a questionnaire-style measuring device is trustworthy

or dependable, it is said to produce consistent or stable measurement data. As a result, a reliability test is required. If an individual's answers to questions remain steady or unchanged over time, a questionnaire is considered to be reliable. The reliability assessment utilizes internal consistency methods. The Cronbach's Alpha coefficient along with composite reliability were utilized in this study to evaluate the reliability of research instruments. When composite reliability and Cronbach's alpha exceed 0.70, a construct is deemed to be reliable. Table 2 includes the analysis results from testing Cronbach's alpha and composite dependability.

Table 2: Reliability Results and AVE Values

	Cronbach's Alpha	ρ_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.967	0.967	0.969	0.589
Organizational Commitment (Z)	0.961	0.961	0.965	0.630
Work Stress (X1)	0.900	0.903	0.917	0.502
Work Engagement (X2)	0.952	0.953	0.957	0.567

Source: Processed Primary Data, 2025

The table above shows that both composite reliability and Cronbach alpha results have acceptable values, specifically that each variable's value is greater than the minimum of 0.70. This indicates that the tools used were highly consistent and stable. This means that every variable and construct in this study has become a useful measure, and every question used to measure each construct has a high degree of reliability.

The validity value of a construct is determined by the AVE value. For a variable to be considered valid under the AVE criterion, it must have a value over 0.50.

The AVE value output results are displayed in Table 3, which is above. Since all of the variables' AVE values are above 0.5, it is clear that these variables have strong construct validity.

Discriminant Validity

The discriminant validity's value is a variable with cross-loading that can be utilized to evaluate if a construct possesses adequate discriminant validity. Square root of average variance extracted. The relationships among constructs and their values are displayed in Table 3 below.

Table 3: Results of Square Root of AVE Values and Correlations Between Constructs

Discriminant Validity Analysis

	Employee Performance (Y)	Organizational Commitment (Z)	Work Stress (X1)	Work Engagement (X2)
Employee Performance (Y)	0.768	—	—	—
Organizational Commitment (Z)	0.965	0.794	—	—
Work Stress (X1)	-0.898	-0.862	0.709	—
Work Engagement (X2)	0.930	0.888	-0.894	0.753

Source: Processed Primary Data, 2025

As demonstrated in the results mentioned earlier, the square root of the average for each construct value is lower than the correlation value among constructs and other constructs in the model. The square root of AVE for the Employee Performance construct variable equals 0.768, which is lower than the correlation associated with the Employee Performance construct and Organizational Commitment (0.965), Employee Performance with Work Stress (-0.898), and Employee Performance with Work Engagement (0.930). The square root of AVE values is also lower for additional variables. In light of this, it is evident that the square root

of the AVE test shows that this model does not possess adequate discriminant validity.

The SEM PLS analysis is still possible to continue since The Convergent Validity and reliability tests produced acceptable items and variables, while the Discriminant validity analysis using Cross loading values yielded positive outcomes.

Hypotheses

The structural model testing prediction results are displayed in the table below.

Table 4: Hypothesis Testing Based on Path Coefficient

Path Coefficients					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment (Z) → Employee Performance (Y)	0.617	0.621	0.056	10.944	0.000
Work Stress (X1) → Employee Performance (Y)	-0.122	-0.116	0.046	2.633	0.009
Work Stress (X1) → Organizational Commitment (Z)	-0.340	-0.340	0.128	2.666	0.008
Work Engagement (X2) → Employee Performance (Y)	0.273	0.274	0.063	4.351	0.000
Work Engagement (X2) → Organizational Commitment (Z)	0.584	0.586	0.137	4.258	0.000

Source: Processed Primary Data, 2025

Specific Indirect Effects					
Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Stress (X1) → Organizational Commitment (Z) → Employee Performance (Y)	-0.210	-0.215	0.090	2.343	0.019
Work Engagement (X2) → Organizational Commitment (Z) → Employee Performance (Y)	0.360	0.361	0.081	4.471	0.000

Source: Processed Primary Data, 2025

Total Effects Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment (Z) → Employee Performance (Y)	0.617	0.621	0.056	10.944	0.000
Work Stress (X1) → Employee Performance (Y)	-0.332	-0.330	0.099	3.343	0.001
Work Stress (X1) → Organizational Commitment (Z)	-0.340	-0.340	0.128	2.666	0.008
Work Engagement (X2) → Employee Performance (Y)	0.633	0.635	0.104	6.075	0.000
Work Engagement (X2) → Organizational Commitment (Z)	0.584	0.586	0.137	4.258	0.000

Source: Processed Primary Data, 2025

Table 5: Summary of Hypothesis Results

	Hypothesis	Conclusion	Description
H1	There is an influence of work stress on employee performance	PROVEN	Negative Influence
H2	There is an influence of work engagement on employee performance	PROVEN	Positive Influence
H3	There is an influence of work stress on organizational commitment	PROVEN	Negative Influence
H4	There is an influence of work engagement on organizational commitment	PROVEN	Positive Influence
H5	There is an influence of organizational commitment on employee performance	PROVEN	Positive Influence
H6	There is a relationship between work stress and employee performance through organizational commitment	PROVEN	Influential
H7	There is a relationship between work engagement and employee performance through organizational commitment	PROVEN	Influential

Source: Processed Primary Data, 2025

DISCUSSION

The findings of hypothesis test 1 demonstrate that work stress has an impact the performance of civil servants in the General Affairs Section of the Pemalang Regency Regional Secretariat. The reason is the P values are less than 0.05 ($0.009 < 0.05$). The coefficient value in the Original sample column is -0.122, indicating that the effect is negative, i.e., a rise in work stress will result in a fall in performance, while a decrease in work stress

will cause an improvement in performance. According to these findings, Work stress significantly negatively affects employee performance, confirming hypothesis 1.

Results of hypothesis test 2 indicate that civil servants in the General Affairs Section of the Pemalang Regency Regional Secretariat are impacted by their level of work engagement. This is due to the fact that the P values are less than 0.05 ($0.000 < 0.05$), which leads to

the rejection of H0. The coefficient value (Original sample column) is 0.273, which indicates that the impact is favorable—that is, that performance will increase if work engagement increases, and vice versa. These findings lead to the conclusion that hypothesis 2 is Proven, which states that employee performance is significantly impacted by work engagement in a positive way.

The outcomes of hypothesis test 3 indicate that work stress has an impact on organizational commitment of Civil Servants in the General Affairs Section Pemalang Regency. H0 is rejected because the P values are lower than 0.05 ($0.008 < 0.05$). The result test is negative, with a coefficient value of -0.340 in the original sample column, indicating an inverse relationship between work stress and organizational commitment: work stress increases as organizational commitment decreases. These results might lead to the conclusion that hypothesis 3, which suggests that work stress has a negative effect also significant on organizational commitment is approve.

The findings of hypothesis test 4 demonstrate that among Civil Servants in the General Affairs Pemalang Regency, work engagement affects organizational commitment. The reason for this is that the P values are all below 0.05 ($0.000 < 0.05$), thus we must reject H0. The coefficient value in Original Sample column is 0.584, indicating has a positive result, Increases result of work engagement will result in a increase in commitment. Based on these findings, we may infer that hypothesis 4 is supported, which suggests that work engagement has a substantial beneficial effect on organizational commitment.

Results from hypothesis test 5 showed that among civil servants in the General Affairs Division of the Pemalang Regency Regional Secretariat, organizational commitment has an effect on employee performance. The fact that the P values are less than 0.05 ($0.000 < 0.05$), and H0 is not accepted. The coefficient value (Original sample column) is 0.617, indicating that the effect is positive, meaning that performance will improve with higher commitment and vice versa. From these findings, it may be inferred that hypothesis 5 is supported, which suggests that organizational commitment has a substantial beneficial impact on worker productivity.

In Hypothesis Test 6, the regression coefficient representing the direct effect of X1 on Y was determined to be -0.122, the regression coefficient for the indirect effect of X1 on Y through Z was found to be -0.210, and the overall effect was found to be -0.332 (see Path Coefficient output). It follows from this that the indirect impact of X1 on Y through Z is more significant than the direct impact of X1 on Y. Given that the indirect influence is stronger than the direct impact, it can be concluded that variable Z acts as a mediator the

connection between X1 and Y. One can conclude that the variable X1 negatively affects Y through Z. These results suggest that Hypothesis 6 is affirmed, suggesting that job stress impacts employee performance via the intermediary influence of organizational commitment.

The regression coefficient of direct effect X2 to Y is 0.273, the regression coefficient of indirect effect X2 to Y through Z is 0.360, and the total effect is 0.633, according to hypothesis test 7's findings (see Path Coefficient output). With this, we can see that X2 has a greater indirect effect on Y via Z than it has directly. Variable Z acts as a mediator in the relationship between X2 and Y, since the indirect effect is more powerful than the direct effect. It can also be inferred that variable X2 influences Y through Z. Based on these results, hypothesis 7, which asserts that organizational commitment acts as a mediator between employee work engagement and performance, is validated.

CONCLUSION

This research examines organizational commitment as a mediating factor, explores the effect of work stress and engagement on employee performance. The findings stem from an analysis of survey data collected from Civil Servants in the General Affairs Department of Pemalang Regency Regional Secretariat: (1) Work stress negatively and significantly affects employee performance, (2) Work engagement positively and significantly affects employee performance, (3) Work stress negatively and significantly impacts organizational commitment, (4) Work engagement positively and significantly impacts organizational commitment, (5) Organizational commitment positively and significantly influences employee performance, (6) Organizational commitment mediates the effect of work stress on employee performance, (7) Organizational commitment mediates the effect of work engagement on employee performance. A company's success or failure hinges on the performance of its employees. Greater employee performance increases the chances of organizational success, while lower employee performance raises the likelihood of organizational failure.

Recommendation

The institution should provide work that is appropriate to job classifications so as not to burden one party of employees, reducing stress levels in employee behavior patterns. Human resource management here is very dependent on work engagement, that should keep strengthening the connection that develops among employees and strive to strengthen the connections that employees develop as they remain in the organization. Commitment is one form of binding between employees and the institution so it is necessary to instill a strong sense. The existence of work engagement supported by strong organizational commitment will improve employee performance so that work quality in public service can be implemented well.

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