


The Influence Of Job Stress And Job Satisfaction On Employee Performance Through Organizational Commitment As An Intervening Variable Among Non-Civil Servant Staff At UIN Raden Fatah Palembang

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Article Info	ABSTRAK
Keywords: Job Stress Job Satisfaction Performance Organizational Commitment	The aim of this study is to obtain empirical evidence on the influence of job stress and job satisfaction on the performance of non-civil servant administrative staff at UIN Raden Fatah Palembang, with organizational commitment as an intervening variable. This research employs descriptive statistics with quantitative data and SEM (Structural Equation Model) using the Smart PLS application, with a sample size of 160 people. The results of this study indicate that job stress and job satisfaction significantly affect employee performance, job stress and job satisfaction significantly affect organizational commitment, organizational commitment significantly affects performance, job stress affects performance with organizational commitment as an intervening variable, but job satisfaction does not affect performance with organizational commitment as an intervening variable. This study recommends that the management of UIN Raden Fatah employees should enhance effective job satisfaction and consider other factors that can influence employee performance.
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INTRODUCTION

Human resource management is a strategic approach to managing work and employment relationships. It emphasizes that leveraging people's capabilities, commitment, and cooperation is essential to achieving desired goals. This is accomplished through a distinctive set of integrated employment practices and positive working relationships, embedded within organizational, social, and ecological contexts (Bratton et al., 2021). Job insecurity, role conflict, and low wages are significant contributors to job stress, which has a direct relationship with the negative effects on employee performance (Pandey, 2020).

The process of globalization plays a key role in modern society. It has shaped international business and supported the increased use of the latest energy sources. Consequently, the world is becoming unified in social, economic, political, and environmental

contexts. International trade and the inherent curiosity about the unknown have always been major drivers of globalization (Dimitrov, 2021). According to (Bakhuys Roozeboom et al., 2020), among EU workers, 25% consider their health at risk due to job stress, and this figure is even higher for those in education (42%). Self-restriction occurs through a subset of regulatory mechanisms where endogenous factors limit individual performance or survival, and these individual limitations, in turn, restrict population growth (Griffen et al., 2020).

Job stress is a condition that affects emotions, thought processes, and cognitive functioning. The gap between job demands and available resources can lead to worker stress, causing individuals to feel more negative and dissatisfied (Irawanto et al., 2021). According to (Nanda et al., 2020), job stress is a symptom or feeling that can arise in workers and impact the organization or company, affecting employee satisfaction and willingness, which in turn influences employee performance.

Based on preliminary studies conducted by the researcher, individual interviews were carried out with the HR department leaders at universities in South Sumatra, the research target locations. These interviews revealed obstacles for non-civil servant educational staff, such as some individuals being reluctant to perform tasks assigned by their superiors. Further interviews with some educational staff at the target universities indicated psychological disturbances, including stress due to pressure from superiors. However, socially, there were no issues with colleagues in the same room.

Other issues include a tendency to accept and endure current job conditions due to the difficulty of finding alternative employment. For instance, leaving the current job would necessitate finding a new job elsewhere, which is challenging. Job satisfaction issues also arise from financial dissatisfaction, as job roles are often rotated, leading to double duties and suboptimal work performance. Additionally, some staff consider leaving their current jobs due to pressure from superiors but choose to stay due to the familial atmosphere among colleagues and the difficulty of finding new employment. The hopes of non-civil servant educational staff include sufficient financial compensation, being appointed as permanent employees, and having a relaxed working environment without pressure from superiors, along with challenges related to commuting distance.

According to (Ibrahim et al., 2020), stress is a condition of tension that creates a physical and psychological imbalance, disrupting emotions and cognitive processes in employees. The level of stress affects how individuals cope with their environment. Job stress is also a serious issue affecting every employee in the workplace. Stress can arise from pressures or tensions resulting from a mismatch between an individual and their environment. The stress experienced by employees due to their work environment impacts their job satisfaction. Therefore, management needs to improve the quality of the organizational environment for employees. This shows that the higher the job stress felt by employees, the lower their job satisfaction, and vice versa—the lower the job stress, the higher the employee job satisfaction (Bhastary, 2020).

Based on data from the HR Department of UIN Raden Fatah, from the evaluation results of a total of N = 160 non-civil servant administrative staff at UIN Raden Fatah, the 2022 BLU evaluation revealed that N = 13 employees are under review by the HR department to determine whether their contracts will be renewed or not recommended for continuation at UIN Raden Fatah. Furthermore, from the attendance evaluation of a total of N = 160 staff members, N = 114 had issues with attendance. This translates to 67.5% (114 people) of the total N, who had less than 70% attendance from January to July 2023.

Table 1. Performance Data of Non-Civil Servant Administrative Staff at UIN Raden Fatah Palembang January to August 2023

	Issue	Result
Non-Civil Servant Administrative Staff at UIN Raden Fatah Palembang	<p>Tendencies affecting performance are shown through a series of behaviors such as:</p> <ol style="list-style-type: none"> 1. Organizational and unclear conflicts 2. Individual demands and commitment 3. Influence in the workplace 4. Disruption of work time on leisure time. 	<ol style="list-style-type: none"> 1. Evaluation results from the leadership indicate that there are N = 13 people who are likely not recommended for contract renewal. 2. Monthly attendance recap for 2023 shows that out of a total N = 160, N = 114 had attendance issues, not reaching 70% attendance, meaning about N = 67.5% of the total N had attendance problems.

Source: HR Bureau of UIN Raden Fatah Palembang

From the table above, more than two-thirds (71.25%) of non-permanent staff at UIN Raden Fatah Palembang have attendance rates below the minimum standard of 70%. The high percentage of staff with attendance issues indicates a serious issue regarding attendance management and work discipline at the university. This highlights fundamental problems in the supervision system and enforcement of discipline, requiring immediate attention to improve performance and operational efficiency within the university environment. Meanwhile, the summary of attendance recap data for non-civil servant staff at UIN Raden Fatah Palembang from January to August 2023 is as follows:

Table 2. Summary of Attendance Recap for Non-Civil Servant Staff at UIN Raden Fatah Palembang January to August 2023

Year	Total Non-Civil Servant Staff	Staff with Attendance Issues	Result
2023	160	114	Monthly attendance summary for 2023 from January to July shows that out of N Total = 160, there are N = 114 with attendance issues, not achieving 70% attendance which means approximately N =

Year	Total Non-Civil Servant Staff	Staff with Attend- ance Issues	Result
			67.5% of N Total = 100% have attendance issues.

From the data above, during the period from January to August 2023, UIN Raden Fatah Palembang conducted a recapitulation of the attendance of their non-civil servant staff. Out of a total of 160 registered non-civil servant staff, 114 of them experienced issues with attendance. Monthly analysis from January to July indicates that approximately 67.5% of the total non-civil servant staff did not meet the minimum attendance standard of 70%. This situation reflects significant challenges in attendance management and work discipline within UIN Raden Fatah Palembang. The data provides an overview of the need for improvements in supervision and enforcement of discipline to enhance operational efficiency at the university. According to Robins & Judge (2015), in addition to employee attendance, which is one of the factors influencing employee performance, the salary received by employees also affects their job satisfaction.

Here are the salary scale details for Non-Civil Servant Staff at UIN Raden Fatah Palembang based on the decree issued by the rector under No: B-1180/Un.09/1.2/KU.00.1/08/2020, obtained from the Head of the Personnel Section, Mr. Fuadi Azmi S.E., M.M. The current decree remains valid until any new regulations or revisions are issued. The salary structure provided is the total salary (all-in) for Non-Civil Servant Staff at UIN Raden Fatah Palembang, excluding allowances and other benefits. The salary structure at UIN Raden Fatah Palembang for various positions is categorized by educational qualifications and years of service. For employees with educational backgrounds of SD, SMP, and SMA or equivalent, salaries range from IDR 2,000,000 for those with less than 3 years of service to IDR 2,800,000 for those with 24 or more years of service. Those with a DIII qualification start at IDR 2,100,000 and can earn up to IDR 3,300,000 based on their tenure. S1 and S2 graduates begin at IDR 2,200,000 and can progress to IDR 3,800,000, while those with an S3 qualification start at IDR 3,100,000 and may reach up to IDR 4,700,000. Additionally, drivers' salaries range from IDR 2,400,000 to IDR 2,900,000 depending on their years of service. Cleaning and security staff receive a fixed salary of IDR 2,000,000 each. This structured approach ensures that salary levels at UIN Raden Fatah Palembang align with educational attainment and tenure, providing a clear framework for compensation across different job roles.

Based on the aforementioned discussion, it is evident that some non-permanent educational staff at UIN Raden Fatah Palembang are dissatisfied with their salaries, which they feel are not commensurate with the workload they bear. This discrepancy has the potential to adversely affect their performance. According to (Nanda et al., 2020), high workloads can lead to increased stress, potentially reducing productivity and job satisfaction among employees. (Lestari & Rizkiyah, 2021) adds that employees with shorter tenures often experience higher stress due to their lack of experience and ability to adapt to new

work environments, which can also diminish their organizational commitment and increase turnover intention.

Research by (Pandey, 2020) highlights that job stress is a significant predictor of employee performance, underscoring the importance of stress management in enhancing organizational productivity and performance. Additionally, (Javed et al., 2020) suggests that job satisfaction is influenced by cognitive evaluations of work, affecting employees' emotions, beliefs, and behaviors. (Utami et al., 2021) further asserts that job satisfaction directly impacts work productivity, indicating that satisfying job conditions can enhance performance.

Based on these insights, factors such as job stress, job satisfaction, and organizational commitment appear to significantly influence the performance of educational staff. Therefore, further research is warranted to gain a deeper understanding of these dynamics and explore potential intervention strategies to improve working conditions and employee performance at UIN Raden Fatah Palembang. The aim of this study encompasses two main objectives. Firstly, to explore and analyze the direct effects of job stress and job satisfaction on the performance of non-permanent educational staff at UIN Raden Fatah Palembang. This research aims to identify the direct impact of these factors on the productivity and performance of educational staff. Secondly, the study aims to investigate and analyze how job stress and job satisfaction indirectly influence employee performance, considering organizational commitment as an intervening variable. This is intended to understand the role of organizational commitment in mediating the relationships between job stress, job satisfaction, and employee performance among non-permanent educational staff at UIN Raden Fatah Palembang. This research seeks to provide deeper insights into the psychological and organizational dynamics affecting their performance.

METHOD

This research is a quantitative study employing a correlational approach. The population of this study consists of 160 non-permanent educational staff members at UIN Raden Fatah Palembang, and the entire population is included in the research, using a saturated sampling technique where all population members are sampled. Data sources for this study include both primary and secondary data. Primary data is gathered through the administration of questionnaires, interviews, and observations. Secondary data comes from documented sources such as books, journals, and other relevant documents.

The data collection method involves distributing offline questionnaires directly to the research respondents. These questionnaires contain several questions designed to measure the influence of job stress, job satisfaction, and organizational commitment on the performance of non-permanent educational staff at UIN Raden Fatah Palembang. Data analysis in this study is conducted using Partial Least Squares (PLS) method through SmartPLS software. PLS is a Structural Equation Modeling (SEM) technique that is

particularly suitable for this research due to its ability to handle complex relationships and relatively smaller sample sizes compared to other SEM techniques.

RESULT AND DISCUSSION

R Square (R2) Test

After conducting reflective measurement tests (Outer model), the next step is evaluating the Structural model (Inner model). The Structural model testing is done by examining the R-squared (R2) values to predict the strength of the structural model of its latent variables. The R2 value indicates the level of determination of the exogenous variables on their endogenous counterparts. From the R-squared (R2) values, several observations can be made:

1. The variable Commitment to Organization has an R2 value of 0.951, indicating that approximately 95.1% of the variation in organizational commitment can be explained by the factors included in the model, namely Job Stress and Job Satisfaction. This highlights the significant influence of these factors on how individuals feel connected and committed to their workplace organization.
2. The Performance variable has a higher R2 value of 0.993, suggesting that around 99.3% of the variation in performance can be explained by the factors included in the model: Job Stress, Job Satisfaction, and Organizational Commitment. This indicates a very strong influence of these factors on the level of performance among non-permanent educational staff at UIN Raden Fatah Palembang.

These analyses indicate that Job Stress, Job Satisfaction, and Organizational Commitment significantly influence Organizational Commitment and Performance, with a high explanatory power as indicated by the high R2 values. This underscores the importance of these variables in understanding and enhancing the commitment and performance of non-permanent educational staff at UIN Raden Fatah Palembang. To assess the extent of influence exerted by the exogenous variables on the endogenous variables, refer to the R-square values table below:

Table 3. R-Square Values (R2)

Variable	R Square
Organizational Commitment	0.951
Performance	0.993

Source: Data processed by Smartpls, 2024

From the table above, it is observed that the R2 value for the Commitment to Organization variable is 0.951, indicating that this value identifies that the variation in Organizational Commitment can be explained by exogenous variables (Job Stress and Job Satisfaction) by 95.1%, for the Performance variable amounting to 0.993, which means that the value identifies that the variation in Performance can be explained by exogenous variables (Job Stress, Job Satisfaction, and Organizational Commitment) by 99.3%. The

greater the R-square figure shows the greater the independent variables can explain the dependent variables so that the structural equation.

F Square (F2) Test

The structural model was assessed using F-square for the dependent constructs, the Stone-Geisser Q-square test for predictive relevance, and the t-test as well as the significance of the coefficients of the structural path parameters (Ghozali, 2018). In assessing the model with PLS started by looking at R-square for every dependent latent variable. The change in the F-square value can be used to assess the impact of certain independent latent variables on dependent latent variables if it has a substantive impact. As stated in (Naftali, 2019), the F2 criteria are:

- 0.02 -> small
- 0.02 – 0.15 medium
- 0.15 – 0.35 large

Criteria of expected F2 square > 0.15 • Above 0.02 still be acceptable

Based on the evaluation results, it can be seen that the job stress and job satisfaction variable had a significant impact on commitment to organization and performance. This is seen from the F2 value, which shows that the variation in job stress and job satisfaction has a major impact on the variation in commitment to organization and performance. Additionally, job stress has a significant impact on commitment to organization and performance, with an F2 value higher than job satisfaction. This indicates that in the context of the evaluated model, job stress may be a more dominant factor in influencing organizational commitment and performance compared to job satisfaction. However, it should not be ignored that job satisfaction also has a significant impact on organizational commitment and performance, even though the F2 value is slightly lower than job stress. Overall, the evaluation results indicate that job stress, job satisfaction, and organizational commitment play important roles in explaining employee performance. This evaluation provides valuable insights into factors that need to be considered in designing strategies to improve performance and organizational commitment in the workplace.

Table 4. F2 Results

	Organizational Commitment	Performance
Stress	0.422	0.212
Job Satisfaction	0.383	0.437
Organizational Commitment	-	0.201

Source: Data processed by Smartpls, 2024

According to these criteria, the analysis can be conducted as follows:

1. Job Stress variable on Performance: F2 is 0.422. This shows that the effect of Job Stress on Performance is categorized as "large" based on the given criteria.
2. Job Satisfaction variable on Performance: F2 is 0.383. This result shows that the effect of Job Satisfaction on Performance is also categorized as "large."

3. Organizational Commitment variable on Performance: F2 is 0.212. Although this value is lower than Job Stress and Job Satisfaction, the effect of Organizational Commitment on Performance is still categorized as "large."
4. Job Stress variable on Organizational Commitment: F2 is 0.437. This value indicates that the effect of Job Stress on Organizational Commitment is also categorized as "large."
5. Job Satisfaction variable on Organizational Commitment: F2 is 0.201. The effect of Job Satisfaction on Organizational Commitment, although lower than Job Stress, is still categorized as "large" based on the established criteria.

Hypothesis Testing

This hypothesis testing is based on the results of Partial Least Squares (PLS) analysis by conducting a Bootstrapping test. using a confidence level of 95% (alpha 5%) and T-statistic with T-table (1.96). Hypotheses in this study are if the T-statistic value > t-table, then the hypothesis is accepted, if T-statistics < T-table then the hypothesis is rejected, and if the p-value < confidence level (alpha=0.5) then the hypothesis is accepted, if p-value > confidence level (alpha=0.5) then the hypothesis is rejected. Based on the hypothesis testing conducted, the hypothesis test results are presented in the table below.

Table 5. Path Coefficients

	<i>Original sample</i> (O)	Sample Mean (M)	Standard Deviation (STDEV)	t - Statistics (O/STDEV)	P Values
Work Stress -> Organizational Commitment	0,810	0,810	0,081	9,979	0,000
Job Satisfaction -> Organizational Commitment	0,168	0,168	0,083	2,028	0,043
Job Stress -> Performance	0,265	0,266	0,049	5,456	0,000
Job Satisfaction -> Performance	0,902	0,906	0,042	21,422	0,000
Organizational Commitment -> Performance	0,174	0,178	0,037	4,678	0,000
Work Stress -> Organizational Commitment -> Performance	0,141	0,143	0,027	5,231	0,000
Job Satisfaction -> Organizational Commitment -> Performance	0,029	0,031	0,019	1,534	0,126

Source: Data Processed, 2024

Based on the table above, the analysis can be observed as follows:

Results of Direct Influence Hypothesis

1. Job Stress (X1) affects Performance (Y) as seen from the t-Statistics value is $5.456 \geq 1.96$ and P Values is $0.000 < 0.5$

2. Job Satisfaction (X2) affects Performance (Y) as seen from the t-Statistics value is $21.422 \geq 1.96$ and P Values is $0.000 < 0.5$
3. Organizational Commitment (Z) affects Performance (Y). seen from the t-Statistics value is $4.678 \geq 1.96$ and P Values is $0.000 < 0.5$.
4. Job Stress (X1) affects Organizational Commitment (Z) as seen from the t-Statistics value is $9.979 \geq 1.96$ and P Values is $0.000 < 0.5$
5. Job Satisfaction (X2) affects Organizational Commitment (Z) as seen from the t-Statistics value is $2.028 \geq 1.96$ and P Values is $0.043 < 0.5$

Results of Indirect Influence Hypothesis

1. Job Stress (X1) affects Performance (Y) through Organizational Commitment (Z) as the intervening variable, as seen from the t-Statistics value is $5.231 \geq 1.96$ and P Values is $0.000 < 0.5$, meaning that to improve Performance with Job Stress variables can be through Organizational Commitment, so that if there is an increase in Job Stress through Organizational Commitment then it will increase Performance.
2. Job Satisfaction (X2) does not affect Performance (Y) through Organizational Commitment (Z) as the intervening variable, as seen from the t-Statistics value is $1.534 \geq 1.96$ and P Values is $0.126 < 0.5$, meaning that to improve Performance with Job Satisfaction variables do

Based on Table 4.17 above, hypothesis testing can be conducted as follows:

1. First Hypothesis: Job Stress (X1) influences Performance (Y). The resulting P-Value is $0.000 \leq 0.05$, thus it is concluded that there is an influence of Job Stress (X1) on Performance among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang.
2. Second Hypothesis: Job Satisfaction (X2) influences Employee Performance (Y). The resulting P-Value is $0.000 \leq 0.05$, hence it is concluded that there is an influence of Job Satisfaction on Performance among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang.
3. Third Hypothesis: Job Stress (X1) influences Organizational Commitment (Z). The resulting P-Value is $0.000 \leq 0.05$, thus it is concluded that there is an influence of Job Stress (X1) on Organizational Commitment among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang.
4. Fourth Hypothesis: Job Satisfaction (X2) influences Organizational Commitment (Z). The resulting P-Value is $0.043 \leq 0.05$, hence it is concluded that there is an influence of Job Satisfaction on Organizational Commitment among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang.
5. Fifth Hypothesis: Organizational Commitment (Z) influences Employee Performance (Y). The resulting P-Value is $0.000 \leq 0.05$, thus it is concluded that there is an influence of Organizational Commitment on Performance among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang.
6. Sixth Hypothesis: Job Stress (X1) influences Performance (Y) with Organizational Commitment as an Intervening Variable. The resulting P-Value is $0.000 \leq 0.05$, hence

it is concluded that there is an influence of Job Stress (X1) on Performance of Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang, mediated by Organizational Commitment (Z).

7. Seventh Hypothesis: Job Satisfaction (X2) does not influence Performance (Y) with Organizational Commitment as an Intervening Variable. The resulting P-Value is $0.126 \leq 0.05$, thus it is concluded that there is an influence of Job Satisfaction (X2) on Performance of Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang, mediated by Organizational Commitment (Z).

Summary of hypothesis testing results are presented in the following table:

Table 6. Summary of Hypothesis Testing Results

Hypothesis	Result	Conclusion
H1	Job Stress influences Organizational Commitment	$0.0000 \leq 0.05$
H2	Job Satisfaction influences Organizational Commitment	$0.0043 \leq 0.05$
H3	Job Stress influences Performance	$0.0000 \leq 0.05$
H4	Job Satisfaction influences Performance	$0.0000 \leq 0.05$
H5	Organizational Commitment influences Performance	$0.0000 \leq 0.05$
H6	Job Stress influences Performance through Organizational Commitment	$0.0000 \leq 0.05$
H7	Job Satisfaction does not influence Performance through Organizational Commitment	$0.0126 \leq 0.05$

Source: Data Processed, 2024

The Influence of Job Stress on Organizational Commitment Among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang

In the first hypothesis test, it was found that job stress significantly influences organizational commitment among non-civil servant educational personnel at UIN Raden Fatah Palembang, with a P-Value of $0.000 \leq 0.05$. The coefficient for organizational commitment is 0.951, indicating that 95.1% of the variation in organizational commitment can be explained by exogenous variables (job stress and job satisfaction). Therefore, it is concluded that higher job stress leads to higher organizational commitment. This finding aligns with the views of (Robbins & Judge, 2017) who suggest that organizational commitment is hindered when employees experience stress. This is because stressed employees find it difficult to concentrate on their work, leading to decreased speed and accuracy. Causes of stress include conflicts with colleagues or groups and pressure from superiors. Stressed employees are less likely to commit to their organization due to discomfort and pressure, increasing the likelihood of leaving the company. Conversely, low levels of stress lead to higher organizational commitment, as employees feel comfortable and valued in their workplace. Previous research by (Ahad et al., 2021) similarly indicates that job stress significantly affects employees' organizational commitment. Additionally, findings from (Hasmin & Hasmin, 2019) support the conclusion that job stress influences employee organizational commitment.

The Influence of Job Satisfaction on Organizational Commitment Among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang

In the second hypothesis test, it was found that job satisfaction significantly influences organizational commitment among non-civil servant educational personnel at UIN Raden Fatah Palembang, with a P-Value of $0.043 \leq 0.05$. Therefore, it is concluded that higher job satisfaction leads to higher organizational commitment. This finding is supported by (Melani et al., 2022) who suggests that organizational commitment arises when employees feel satisfied with their work. A satisfied individual is willing to go above and beyond for their company. Job satisfaction can be achieved when employees receive fair compensation for their work and derive happiness from their job. Satisfied employees are more likely to commit to their organization because they feel valued and fulfilled in their workplace. Conversely, if employees do not experience satisfaction, it becomes difficult for them to commit to their organization because they feel undervalued and their desires are not met. This study aligns with previous research conducted by (Pratama, 2022) indicating that job satisfaction significantly affects organizational commitment. Similarly, findings from (Yusuf, 2020) also support the conclusion that job satisfaction influences organizational commitment.

The Influence of Job Stress on Performance Among Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang

In the third hypothesis test, it was found that job stress significantly influences performance among non-civil servant educational personnel at UIN Raden Fatah Palembang, with a P-Value of $0.000 \leq 0.05$. The R-squared value for the performance variable is 0.993, indicating that 99.3% of the variation in performance can be explained by exogenous variables (job stress, job satisfaction, and organizational commitment), while the remaining 0.7% is influenced by other unexamined variables. Individuals experiencing stress find it difficult to focus on their work, leading to more errors and a tendency to procrastinate. Their level of accuracy decreases, resulting in reduced performance. Stress can arise from excessive workloads, interpersonal conflicts, and pressure from superiors. High levels of stress lead to decreased employee performance, whereas low levels of stress contribute to improved performance as employees feel comfortable in their workplace. This enables them to complete tasks on time with fewer mistakes (Robbins et al., 2018). These findings are supported by previous research. (Pandey, 2020) found in their study that job stress positively and significantly affects employee performance. Similarly, (Harini et al., 2020) demonstrated that job stress has a positive and significant partial effect on performance.

The Influence of Job Satisfaction on Performance of Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang

In the fourth hypothesis test, it was found that job satisfaction significantly influences the performance of non-civil servant educational personnel at UIN Raden Fatah Palembang, with a P-Value of $0.000 \leq 0.05$. Therefore, it is concluded that higher job satisfaction leads to improved performance among non-civil servant educational personnel at UIN Raden Fatah Palembang.

This finding is consistent with the views of (Badrianto et al., 2022), who suggest that high job satisfaction promotes effective achievement of organizational goals. Conversely, low job satisfaction poses a threat that can lead to the rapid or gradual decline of an organization. Individuals who are satisfied with their job tend to complete their tasks with maximum effort and on time. They are willing to go the extra mile for their company because they feel valued and their rights are fulfilled, such as receiving fair compensation, enjoying their work, and having security provided by the company. This enhances their performance. When individuals are satisfied, their performance also increases because they enjoy their work. Conversely, if someone does not feel satisfied, their performance will decrease because they are unhappy with their job and uncomfortable in their workplace. Previous research by Yuan Badrianto (2020) suggests that job satisfaction significantly affects employee performance. Similarly, findings from (Rinny et al., 2020) demonstrate that job satisfaction influences employee performance.

The Influence of Employee Organizational Commitment on Performance of Non-Civil Servant Educational Personnel at UIN Raden Fatah Palembang

In the fifth hypothesis test, it was found that organizational commitment significantly influences the performance of non-civil servant educational personnel at UIN Raden Fatah Palembang, with a P-Value of $0.000 \leq 0.05$. Therefore, it is concluded that higher organizational commitment among employees leads to improved performance. Individuals who exhibit high organizational commitment towards their company are willing to go above and beyond for its progress, performing their duties willingly and sincerely. Organizational commitment arises when individuals feel comfortable in their workplace and their rights are fulfilled, such as having a comfortable work environment and receiving fair compensation. They easily commit themselves to the organization and are willing to do anything for its success. When their commitment is high, their performance also increases because they understand their role within the company. Conversely, low organizational commitment leads to decreased performance because individuals do not feel connected or committed to the organization. The joy employees experience in their work due to organizational commitment is caused by the job satisfaction they feel, thus indicating organizational behavior, which is organizational commitment itself (Novitasari et al., 2020). These findings are supported by previous research. (Utami et al., 2020) demonstrated that organizational commitment directly and positively affects employee performance.

The Influence of Job Satisfaction on Performance with Organizational Commitment as an Intervening Variable

In the seventh hypothesis test, it was found that job satisfaction does not significantly influence performance with organizational commitment as an intervening variable among non-civil servant educational personnel at UIN Raden Fatah Palembang, with a P-Value of $0.126 \leq 0.05$. Therefore, it is concluded that higher job satisfaction does not necessarily lead to increased performance through organizational commitment.

High job satisfaction tends to foster strong affective commitment to the organization. Employees who are satisfied with their jobs typically have positive feelings towards the

organization and feel emotionally attached. Hence, job satisfaction can be considered a key driver in forming positive organizational commitment. In the context of job satisfaction, organizational commitment, and employee performance, these factors are interconnected and mutually influential. High job satisfaction can shape strong organizational commitment, thereby enhancing employee performance. Therefore, a deep understanding of these relationship dynamics can serve as the foundation for effective and sustainable human resource management policies.

Organizations capable of creating work environments that promote satisfaction, commitment, and performance can optimize their employees' potential and achieve organizational goals more efficiently. Job satisfaction reflects individuals' feelings and attitudes towards their work, and when employees are satisfied, they are expected to exert their full capabilities and energy to complete tasks, thereby achieving optimal performance for the company (Pratama, 2022). These findings contrast with previous research. (Edward & Purba, 2020) demonstrated in their study that job satisfaction affects performance with organizational commitment as an intervening variable.

CONCLUSION

Based on the research conducted on the Influence of Job Stress and Job Satisfaction on Employee Performance through Organizational Commitment as an Intervening Variable in Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang, the following conclusions can be drawn: Job stress significantly influences Organizational Commitment among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. This means that higher job stress leads to higher Organizational Commitment. Job Satisfaction significantly influences Organizational Commitment among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. This implies that higher Job Satisfaction leads to higher Organizational Commitment. Job stress significantly influences Performance among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. This indicates that higher job stress leads to higher Performance. Job Satisfaction significantly influences Performance among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. This implies that higher Job Satisfaction enhances Performance among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. Organizational Commitment significantly influences Performance among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. This means that higher Organizational Commitment enhances Performance. Job stress influences Performance with Organizational Commitment as an intervening variable among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. Organizational Commitment mediates the relationship between job stress and employee performance. High job stress can affect the level of organizational commitment among employees. Job Satisfaction does not influence Performance with Organizational Commitment as an intervening variable among Non-Civil Servant Education Personnel at UIN Raden Fatah Palembang. This implies that higher Job

Satisfaction does not directly enhance Performance through Organizational Commitment. These findings underscore the importance of managing job stress effectively and fostering high job satisfaction to promote organizational commitment and ultimately improve performance among non-civil servant education personnel at UIN Raden Fatah Palembang.

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