

Between Burnout And Breakthrough: The Hidden Role Of Commitment In Job Stress Outcomes

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Abstract- Employee performance is a critical factor that significantly influences the overall success of an organization. In the context of fitness centre businesses, which are experiencing rapid growth and heightened competition in Indonesia, employee performance becomes even more vital. Employees in fitness centres are often required to meet monthly customer acquisition targets, creating work environments that can trigger elevated levels of job stress. This study aims to analyze employee performance in fitness centres from the perspectives of job stress and organizational commitment. A quantitative research method was employed, involving a survey of 125 fitness center employees in major urban areas in Indonesia. Data were collected using a structured questionnaire and analyzed using Structural Equation Modelling (SEM) to examine the direct and indirect effects among job stress, organizational commitment, and employee performance. The findings reveal that job stress negatively affects employee performance. However, organizational commitment plays a significant mediating role, reducing the negative impact of stress and helping employees maintain performance levels. Employees with high commitment to their organization tend to be more resilient and productive despite high levels of job stress. This research suggests that fitness centre management should focus on developing programs that strengthen organizational commitment, such as employee recognition systems, supportive leadership, and a clear communication of organizational goals. Such efforts can buffer the adverse effects of job stress and enhance employee performance in a highly competitive industry. The uniqueness of this study lies in its specific application to the fitness centre industry, which has rarely been the focus in organizational performance research. Furthermore, it highlights organizational commitment as a hidden mechanism that transforms stress into sustained performance, bridging the gap between burnout risk and performance breakthroughs in high-pressure service environments.

Keywords: Employee Performance; Job Stress; Organizational Commitment; Fitness Centre Industry; Human Resource Management.

INTRODUCTIONS

Employee performance is a critical component of organizational success, as it directly reflects the productivity and effectiveness of a company's workforce. According to previous research, performance refers to the achievement of an employee in completing tasks, evaluated through quality and quantity indicators. Similarly, previous research define performance as the outcome of work within a specific period, aligned with organizational goals (Leal-Rodríguez et al., 2023; Turyadi et al., 2023). Performance can be measured from several aspects, including target achievement, client interactions, feedback from supervisors and peers, time management, client networks, and self-confidence (Bullini Orlandi L, 2016; Li et al., 2023). Further emphasize that employee performance includes the ability to meet job standards and comply with organizational policies, highlighting both behavioural and procedural dimensions.

Work-related stress is another important factor influencing employee performance. It is commonly defined as the psychological and physiological response of employees to undesirable working conditions or workplace threats. Stress occurs when there is a mismatch between job demands, personal capabilities, and available resources. In previous research note that job stress can have both behavioural and physiological consequences, including reduced job satisfaction, burnout, and declining performance (Mohammed et al., 2023; Singh, 2025). Chronic job stress, if not properly managed, may lead to organizational inefficiencies and higher turnover rates.

Organizational commitment plays a crucial mediating role in this dynamic. It refers to the psychological attachment an employee has with their organization and reflects their intention to remain part of the company. Conceptualize organizational commitment through three dimensions: affective, continuance, and normative commitment. Numerous studies affirm that higher levels of organizational commitment are associated with improved work outcomes, especially when employees face elevated stress levels

(Shockley & Turner, 2016). Training and career development are often used as tools to foster greater commitment among staff, thereby buffering the adverse effects of workplace stress.

Committed employees are more likely to perceive challenges positively and maintain high levels of performance even under stressful conditions. Sungu et al. (2019) emphasize that organizational commitment leads to a greater sense of obligation and responsibility toward one's job. Moreover, argue that committed workers tend to persist through difficulties and complete their tasks on time, driven by their emotional and moral attachment to the organization (Natu & Aparicio, 2022). As a result, high organizational commitment often translates into lower absenteeism, improved productivity, and better job satisfaction (Hendri, 2019; Ridwan et al., 2020).

In recent years, Indonesia has witnessed significant growth in public awareness regarding health and wellness. This trend has led to a notable expansion in the fitness industry. The sports industry is projected to grow by 20.96% during the 2022–2027 period, reaching a market size of IDR 96 trillion by 2027 (Sports Development Index Report, 2024). While consumer spending on sports equipment has declined post-pandemic, spending on services such as match tickets and gym facilities remains strong. Specifically, 25.96% of sports-related spending is allocated to event tickets, followed by 18.69% to gym and training space rentals.

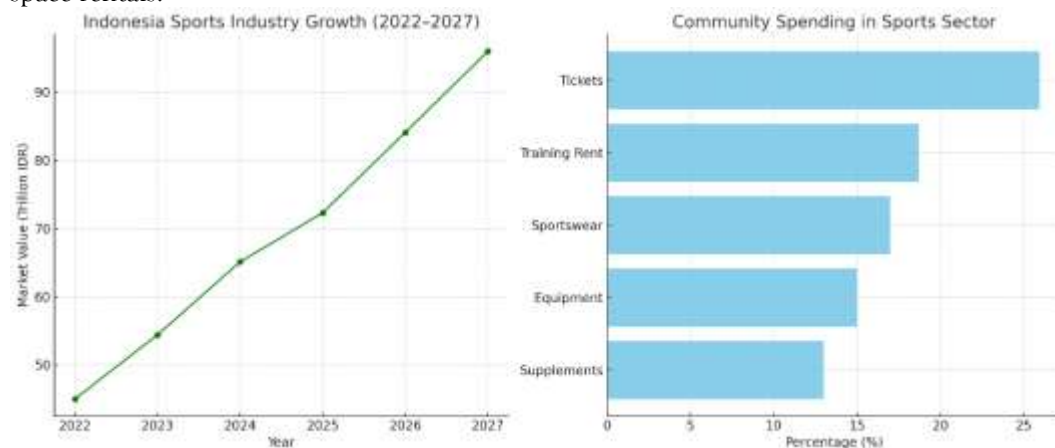


Fig 1, Trend public awareness regarding health and wellness.

Base on Fig 1. that growth has democratized access to sports and wellness services and created diverse career opportunities in the sector. Individuals now pursue professions ranging from fitness instructors and personal trainers to administrative and marketing roles within the fitness industry. Consequently, competition among fitness centres is intensifying, particularly in attracting and retaining clients. This dynamic places additional performance pressure on employees, who are often tasked with meeting specific membership or sales targets.

To cope with market competition, fitness centres employ aggressive promotional strategies, often requiring employees to participate actively in marketing campaigns and customer engagement efforts. Employees are expected to meet strict monthly performance benchmarks. While these strategies may yield business benefits, they also risk elevating employee stress levels. When excessive demands are placed on staff without adequate support, it can lead to disengagement, lower commitment to the organization, and ultimately, diminished performance (Karttunen et al., 2021).

Moreover, in high-stress environments where management fails to balance performance expectations with employee well-being, there is a heightened risk of turnover. Employees may seek alternative workplaces that better prioritize their mental health and work-life balance (Mittal & Woodside, 2022). These shifting patterns of commitment and stress create a cycle that can undermine organizational stability and service quality in the long run.

Given this context, the present study aims to investigate employee performance in fitness centres in Indonesia by examining the role of job stress and organizational commitment. Specifically, it seeks to understand how stress affects performance and whether organizational commitment serves as a buffering or mediating factor (Balasubramanian & Fernandes, 2022). This study employs a quantitative approach using structural equation modelling to explore the complex relationships between these variables.

The novelty of this research lies in its application to the underexplored context of the fitness centre industry in Indonesia, where performance is heavily tied to customer acquisition and retention in a service-oriented, target-driven environment. While previous studies have explored stress and commitment in corporate or educational sectors, this study provides a fresh perspective on how psychological and organizational factors interact in a competitive fitness business. The results are expected to offer practical insights for human resource strategies and employee development programs tailored to the unique demands of the fitness industry.

This study's novelty primarily stems from its focus on the fitness centre industry in Indonesia, an underexplored sector in organizational behaviour research. Unlike the abundant literature addressing job stress, organizational commitment, and employee performance in traditional corporate, manufacturing, or educational settings (Al-Omouh et al., 2022; Suyanto et al., 2023; Votto et al., 2021; Zhang et al., 2023). This research applies these constructs within a service-intensive, customer-facing environment where performance outcomes directly influence business viability through customer acquisition and retention.

The fitness industry is characterized by unique work demands including physical labour, emotional labour, and continuous interaction with clients who have high expectations for service quality (Brotheridge & Lee, 2003). By investigating the dynamics of job stress and commitment specifically in this context, the study extends current theoretical models and empirical findings to a sector where psychological factors and employee engagement have critical impacts on operational success.

Furthermore, the identification of organizational commitment as a mediating mechanism provides new insight into how psychological stressors indirectly influence performance outcomes by shaping employees' emotional and motivational ties to their organization. This mediation effect enriches the theoretical understanding of stress-performance relationships, particularly in target-driven, performance-critical environments. In sum, the study contributes novel evidence on the interplay between psychological well-being and organizational attachment in a niche but growing service sector in Indonesia, offering a localized and industry-specific perspective that has been rarely addressed in prior research.

The practical implications of these findings are significant for fitness centre management and human resource professionals operating in similar service industries:

1. **Stress Management Interventions**, given the demonstrated negative impact of job stress on both performance and organizational commitment, fitness centres should implement targeted stress reduction programs. These could include workload balancing, employee wellness initiatives, resilience training, and stress coping workshops aimed at mitigating physical and emotional strain.
2. **Commitment Enhancement Strategies**, since organizational commitment positively influences performance and partially buffers stress effects, fostering a strong commitment culture is crucial. Fitness centres can promote commitment through recognition programs, career development opportunities, supportive leadership, and creating a positive organizational climate that enhances affective and normative ties.
3. **Tailored HR Policies**, the unique demands of fitness employees—often involving irregular schedules, physical exertion, and direct client interaction—require HR policies that accommodate these factors. Flexible scheduling, mental health support, and continuous professional development can help sustain employee motivation and reduce turnover.
4. **Performance Optimization**, by understanding that employee performance is affected not just by physical conditions but also by psychological and organizational factors, management can design holistic employee development programs that integrate stress management with commitment-building efforts to maximize productivity.
5. **Customer Satisfaction and Business Outcomes**: Enhancing employee performance through reduced stress and stronger commitment ultimately benefits customer satisfaction and business sustainability, as employees are the frontline representatives shaping client experiences.

This research advances organizational behaviour literature by filling a contextual gap and providing empirical evidence in the fitness centre industry in Indonesia. It highlights critical psychological and organizational levers influencing employee performance in a service-oriented and competitive setting. The practical recommendations offered can help fitness centre operators and HR practitioners design more effective employee well-being and engagement strategies, thereby improving both workforce outcomes and customer service quality.

LITERATUR REVIEW

Human Resource Management (HRM) is a strategic approach to effectively managing people in organizations, particularly in fostering employee performance, satisfaction, and retention (Abebe et al., 2020; Cossio-Silva et al., 2019; Dabić et al., 2023; Sánchez-Franco & Aramendia-Muneta, 2023). In the context of employee performance, HRM emphasizes the alignment between individual goals and organizational objectives, ensuring that employees are supported to perform at their best. Employee performance is commonly measured through aspects such as task completion, work quality, and collaboration with peers and supervisors (Barile et al., 2020). As a core outcome of HRM practices, employee performance reflects how well organizational resources especially human capital are managed and optimized.

One critical factor influencing employee performance is job stress, which has increasingly become a concern in dynamic work environments such as fitness centres. Job stress refers to the employee's psychological and physical response to work-related pressures and demands (Fattras et al., 2021). High levels of stress can disrupt productivity, lower motivation, and lead to burnout, ultimately deteriorating performance. According to previous research, unmanaged stress may reduce employees' focus and commitment, increasing absenteeism and turnover (Moretti & Biancardi, 2020; Slatten et al., 2021). Thus, managing work-related stress is a key challenge for HR managers, particularly in performance-driven sectors.

Another crucial HRM dimension affecting employee outcomes is organizational commitment, defined as the psychological attachment an employee has to their organization (Allen & Meyer, 1990). Organizational commitment comprises three dimensions: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (obligation to stay). Studies revealed that employees with strong organizational commitment tend to exert higher effort, even when facing job-related stress, resulting in sustained or improved performance levels (Saunila, 2020). This underscores the need for HR practices that foster loyalty and a sense of belonging.

HRM strategies such as training and development are found to significantly boost organizational commitment. According to targeted training programs not only enhance employee competencies but also signal organizational investment in human capital, which in turn strengthens commitment (Shockley & Turner, 2016). Furthermore, noted that when employees feel valued and supported through learning opportunities, they become more resilient in the face of work challenges, including stress (Weber et al., 2023). This points to a strategic HRM approach in using development tools to mediate the effects of workplace pressure.

In the service industry, especially in fitness centres, performance expectations are often accompanied by sales targets, member recruitment quotas, and promotional responsibilities. Such demands increase the risk of stress overload, especially when support mechanisms and employee engagement practices are weak (Zenk et al., 2021). Emphasized that HR departments in service-oriented organizations must implement stress-mitigating practices such as job redesign, flexible schedules, and mental health support to protect employee wellbeing and maintain productivity.

Moreover, creating a supportive organizational culture is essential in enhancing both commitment and performance. According to previous studies, positive organizational culture promotes engagement and reduces job burnout (Nguyen et al., 2023). In fitness centres, where employees often serve as brand ambassadors and interact directly with clients, a culture of appreciation and recognition can strengthen morale and enhance output quality. This highlights the role of HR in cultivating work environments that not only minimize stress but also amplify commitment.

HRM literature also stresses the importance of employee empowerment and participative leadership in improving job performance under pressure. Empowered employees feel more in control of their work and more capable of managing stress (Spreitzer, 2008). When HR policies promote autonomy and include employees in decision-making, the sense of ownership over one's work grows, which has been positively associated with both higher commitment and performance outcomes.



Fig 2. Theoretical Framework.

In summary, the literature underscores that effective HRM practices—including training, employee involvement, stress management, and culture building play a pivotal role in influencing the relationship between job stress, organizational commitment, and employee performance. In the context of Indonesia’s growing fitness industry, HR professionals must adopt an integrated approach to support their workforce amid rising competition and expectations. This research contributes by bridging the gap between theoretical constructs and their application in a dynamic, service-based environment, offering insights into the mechanisms through which commitment can buffer the effects of stress on performance.

METHOD

This study employs a quantitative approach with an explanatory research design. The quantitative approach is chosen because it aims to test formulated hypotheses and explain relationships between variables based on numerical data processed statistically. Specifically, this explanatory study focuses on examining the effects of job stress and organizational commitment on employee performance within fitness centre industries in Indonesia.

The research is conducted at several fitness centres operating in urban areas across Indonesia, particularly in major cities such as Jakarta, Bandung, and Surabaya. The timeline for this study begins with the development of research instruments in January 2025 and continues through to the data analysis phase, which concludes in April 2025. The population targeted in this research comprises all active employees working at medium to large-scale fitness centres throughout Indonesia. Purposive sampling is employed as the sampling technique, with specific criteria including employees who have worked for at least one year, are directly involved in customer service and promotional activities, and are willing to complete the questionnaire thoroughly. A total sample of 125 respondents is selected, considered sufficient for analysis using the Partial Least Square (PLS) method.

Data collection is carried out through a questionnaire using a seven-point Likert scale to measure respondents’ perceptions regarding job stress, organizational commitment, and employee performance. The questionnaire items are developed based on relevant theories and previous research findings and have undergone pilot testing to ensure validity and reliability.

H1: The Effect of Job Stress on Employee Performance

H2: The Effect of Job Stress on Organizational Commitment

H3: The Effect of Organizational Commitment on Employee Performance

H4: Mediation Role of Organizational Commitment between Job Stress and Employee Performance

RESULT AND DISCUSSION

A. Results

To evaluate the structural relationships among the latent variables, path coefficients, standard deviations, t-statistics, and p-values were analyzed using the bootstrapping procedure. The significance of each path was assessed based on the rule that a t-statistic greater than 1.96 (at a 5% significance level) and a p-value less than 0.05 indicate a statistically significant relationship.

Table 1. Path Coefficient

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS → EP	0,529	0,527	0,086	6,177	0,000
JS → OC	0,626	0,628	0,078	8,043	0,000
OC → EP	0,309	0,306	0,095	3,262	0,001

Source: Data Research, 2025.

The analysis revealed that the path from Job Stress (JS) to Employee Performance (EP) has a path coefficient of 0.529, with a *t*-statistic of 6.177 and a *p*-value of 0.000. This indicates a statistically significant and positive relationship, suggesting that job stress—possibly in the form of constructive or eustress—may motivate employees to perform better. The direct effect is strong and meaningful, with a standard deviation of 0.086, confirming consistency in the data distribution.

The relationship between Job Stress (JS) and Organizational Commitment (OC) also shows a strong positive effect, with a path coefficient of 0.626, a *t*-statistic of 8.043, and a *p*-value of 0.000. These results indicate that job stress significantly influences employees' commitment to their organization. This could imply that under certain conditions, manageable levels of job stress may enhance employee dedication and alignment with organizational goals.

Finally, the path from Organizational Commitment (OC) to Employee Performance (EP) is also statistically significant, with a coefficient of 0.309, a *t*-statistic of 3.262, and a *p*-value of 0.001. This suggests that employees who are more committed to their organization tend to exhibit higher levels of performance. The standard deviation for this path is 0.095, reflecting moderate variability but reliable estimates.

In addition to evaluating the direct effects between variables, this study also investigates the indirect effect of Job Stress (JS) on Employee Performance (EP) through Organizational Commitment (OC) as a mediating variable. The mediation analysis was conducted using the bootstrapping method, where the significance of the indirect path is determined based on the *t*-statistic and *p*-value criteria ($t > 1.96$; $p < 0.05$).

Table 2. Indirect Effect

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS → OC → EP	0,194	0,193	0,067	2,896	0,004

Source: Data Research, 2025.

Base on table 2. the results of the mediation analysis indicate that **Job Stress (JS)** has a significant indirect effect on Employee Performance (EP) through Organizational Commitment (OC), with a path coefficient of 0.194, a *t*-statistic of 2.896, and a *p*-value of 0.004. The standard deviation of the estimate is 0.067, reflecting acceptable variability. These findings confirm that Organizational Commitment plays a mediating role in the relationship between job stress and employee performance. This suggests that job stress, when appropriately managed, may enhance organizational commitment, which in turn positively contributes to improved performance outcomes. The significance of this mediation pathway adds depth to the model by highlighting the importance of fostering employee commitment to buffer or channel the effects of job stress productively.

To comprehensively understand the relationship between Job Stress (JS), Organizational Commitment (OC), and Employee Performance (EP), this study examined the total effects through direct paths among the variables. The structural model was tested using the Partial Least Squares (PLS-SEM) approach, with the bootstrapping technique used to evaluate the significance of the paths based on the *t*-statistic (threshold >1.96) and *p*-value (threshold <0.05).

Table 3. Total Effect

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
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JS → EP	0,723	0,720	0,065	11,046	0,000
JS → OC	0,626	0,628	0,078	8,043	0,000
OC → EP	0,309	0,306	0,095	3,262	0,001

Source: Data Research, 2025.

The direct path from Job Stress (JS) to Employee Performance (EP) shows a strong and significant effect, with an original sample coefficient of 0.723, a t-statistic of 11.046, and a p-value of 0.000, indicating a highly significant relationship. This means that job stress has a considerable influence on employee performance when taken directly into account.

In addition, Job Stress (JS) also has a significant direct impact on Organizational Commitment (OC), as indicated by a path coefficient of 0.626, a t-statistic of 8.043, and a p-value of 0.000. This result supports the notion that higher levels of job stress, depending on context and perception, may contribute to changes in employee commitment levels.

Lastly, the effect of Organizational Commitment (OC) on Employee Performance (EP) is also statistically significant, with a coefficient of 0.309, a t-statistic of 3.262, and a p-value of 0.001. This emphasizes that organizational commitment acts as an important driver of performance, reinforcing its strategic role within the organizational structure. Taken together, these total effects illustrate that both direct and mediating pathways are significant and that organizational commitment partially mediates the relationship between job stress and employee performance, enriching the model with nuanced behavioural dynamics.

DISCUSSION

The analysis of the structural model in this study provides a comprehensive overview of how Job Stress (JS), Organizational Commitment (OC), and Employee Performance (EP) are interconnected within the work environment. Utilizing the PLS-SEM approach, the statistical results reveal significant relationships among the three variables. The total effects observed are not only statistically meaningful but also offer theoretical contributions to organizational behaviour studies in the context of digital-era workforce management.

The direct effect of Job Stress on Employee Performance yields a strong coefficient of 0.723, supported by a t-statistic of 11.046 and a p-value of 0.000. This indicates a robust and significant influence of job stress on performance levels. Interestingly, the positive coefficient suggests that in certain structured and well-supported environments, stress may serve as a motivator, enhancing focus and productivity. This finding aligns with the concept of eustress, or positive stress, which has been discussed in prior studies (Bullini Orlandi L, 2016; Natu & Aparicio, 2022; Zhang et al., 2023).

Job Stress also significantly affects Organizational Commitment, with a path coefficient of 0.626, a t-statistic of 8.043, and a p-value of 0.000. This suggests that stress influences not only employee output but also their psychological attachment to the organization. While traditionally stress has been seen as a negative factor, in organizational psychology, moderate levels of challenge-related stress are known to foster stronger commitment when employees feel supported and valued (Begeny et al., 2022; Shockley & Turner, 2016).

Organizational Commitment itself exerts a meaningful influence on Employee Performance, with a coefficient of 0.309, a t-statistic of 3.262, and a p-value of 0.001. This confirms the long-standing notion that committed employees are more likely to go beyond their formal job requirements, display higher work effort, and contribute to organizational success (Türk, 2023). The mediating role of commitment underscores its relevance in translating internal states like stress into observable performance outcomes. The indirect effect from Job Stress to Employee Performance through Organizational Commitment further supports the notion of partial mediation. The indirect path (JS → OC → EP) shows a coefficient of 0.194, with a t-statistic of 2.896 and a p-value of 0.004, indicating a statistically significant mediation effect. This means that while job stress has a direct impact on performance, part of its influence is transmitted through how committed the employee feels toward the organization.

This mediation finding is particularly important in understanding how organizational dynamics operate. It suggests that fostering organizational commitment can act as a buffer against the potentially detrimental effects of job stress. When employees feel aligned with the organization's mission and supported by its culture, they may be better equipped to handle stress constructively and channel it into positive performance behaviours (R et al., 2021).

From a managerial standpoint, these results highlight the critical importance of nurturing commitment within the workplace. It implies that interventions aimed at reducing stress alone may not be sufficient; organizations must also invest in strategies that enhance employee commitment. Such strategies may include transparent communication, recognition programs, and opportunities for personal development, which collectively strengthen the psychological contract between the employee and the organization (Vainio et al., 2020).

Altogether, the findings provide empirical support for a model in which Job Stress plays a dual role— affecting Employee Performance both directly and indirectly via Organizational Commitment. This dual-pathway structure underscores the complexity of employee behaviour and the need for multidimensional HR strategies. The integration of psychological constructs such as commitment into performance models helps enrich our understanding of how to cultivate a high-performing, resilient workforce.

H1: The Effect of Job Stress on Employee Performance

This hypothesis is supported by the analysis, as the path coefficient is 0.723, the *t*-value is 11.046, and the *p*-value is 0.000. These values confirm a significant and positive effect of job stress on performance. This result suggests that when managed properly, job stress can motivate employees to achieve higher levels of performance, aligning with findings who differentiate between challenge stressors and hindrance stressors (Aslam et al., 2021).

H2: The Effect of Job Stress on Organizational Commitment

The path coefficient of 0.626 with a *t*-value of 8.043 and *p*-value of 0.000 indicates a significant and positive relationship between job stress and organizational commitment. This finding supports the view that stress—when perceived as a challenge and not a threat—can actually strengthen employees' sense of purpose and belonging within the organization (Zenk et al., 2021).

H3: The Effect of Organizational Commitment on Employee Performance

The hypothesis is validated by a path coefficient of 0.309, with a *t*-value of 3.262 and *p*-value of 0.001. This aligns with research indicating that committed employees tend to exhibit higher engagement and performance levels. Emphasize that affective commitment is particularly influential in promoting discretionary work behaviours (Malibari & Bajaba, 2022).

H4: Mediation Role of Organizational Commitment between Job Stress and Employee Performance. The mediation analysis shows that the indirect effect is significant, with a coefficient of 0.194, *t*-value of 2.896, and *p*-value of 0.004. Therefore, Organizational Commitment is a partial mediator between Job Stress and Employee Performance. This indicates that while stress has a direct influence, it also operates through the motivational pathway of commitment, resonating with models of psychological empowerment and affective engagement (Adeel et al., 2023).

Practical Implications

The finding that job stress has a significant positive effect on employee performance suggests that organizations should not solely focus on eliminating stress, but rather on managing it constructively. Challenge-related stressors, such as performance targets or innovation-driven tasks, can enhance motivation and productivity when properly supported. Therefore, organizations should foster a dynamic work environment with adequate resources, clear objectives, and a culture that appreciates achievement, enabling stress to become a performance-driving factor instead of a barrier.

The evidence showing a positive effect of job stress on organizational commitment implies that under certain conditions, employees who experience stimulating work pressure may feel more emotionally invested in their organization. As a result, management should implement transparent communication strategies and provide opportunities for employees to participate in decision-making processes. These practices not only build trust but also enhance employees' sense of belonging and responsibility toward the organization's goals, thereby reinforcing organizational commitment even in high-pressure environments.

The confirmation of organizational commitment as a mediating factor underscores the importance of strengthening the core elements that foster commitment, such as role clarity, fairness in rewards, and recognition of employee contributions. Organizations should invest in leadership development programs and career advancement opportunities that nurture intrinsic motivation and emotional engagement. In doing so, companies can develop a workforce that not only performs well under pressure but also demonstrates long-term dedication and resilience, driving sustainable organizational success.

CONCLUSSION

This study aimed to examine the relationships among Job Stress, Organizational Commitment, and Employee Performance within a digital-era work environment. The research utilized the PLS-SEM method to analyze these variables comprehensively. The findings reveal that Job Stress has a significant and positive direct effect on Employee Performance, indicating that stress can act as a motivator under supportive conditions. This supports the concept of eustress, where moderate stress enhances focus and productivity. Job Stress also positively influences Organizational Commitment, suggesting that challenge-related stress can strengthen employees' psychological attachment to their organization. Organizational Commitment, in turn, has a significant positive effect on Employee Performance, confirming that committed employees tend to exceed formal job requirements and contribute more effectively. Importantly, Organizational Commitment partially mediates the relationship between Job Stress and Employee Performance, highlighting its role as a motivational pathway. This partial mediation implies that while stress directly impacts performance, its full effect is partly channelled through commitment. The dual role of Job Stress underscores the complexity of employee behaviour and the need for multifaceted human resource strategies. From a practical standpoint, organizations should focus on managing stress constructively rather than eliminating it entirely. Properly managed challenge stressors can boost employee motivation and productivity. Moreover, fostering organizational commitment through transparent communication, participation, and recognition is essential. These practices help employees cope with stress positively and reinforce their dedication to organizational goals. The findings emphasize the importance of creating supportive work environments with clear objectives and adequate resources. Leadership development and career advancement opportunities also play a critical role in nurturing commitment. Such investments lead to a resilient workforce capable of sustaining high performance under pressure. The study contributes theoretically by integrating psychological constructs into performance models, enriching understanding of workforce dynamics in the digital era. Future research could explore additional mediating or moderating variables such as emotional intelligence or organizational culture. Longitudinal studies might examine how these relationships evolve over time under changing work conditions. Investigating diverse industries and cultural contexts would also enhance the generalizability of findings. Further exploration of stress management interventions and their impact on commitment and performance is recommended. Additionally, research on digital transformation's influence on these dynamics could provide valuable insights. Overall, this study highlights the nuanced role of job stress and the pivotal influence of organizational commitment in driving employee performance. Organizations aiming for sustainable success should balance stress management with efforts to build strong psychological contracts. Such a balanced approach will foster a motivated, committed, and high-performing workforce.

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