

The Analysis of The Influence of Work Environment and Job Stress on Employee Performance With Work Commitment As A Mediating Variable at The Regional Development Planning, Research and Development Agency Office in Kotamobagu City

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ABSTRACT

The Regional Development Planning, Research and Development Agency Office in Kotamobagu City are a technical institution tasked with implementing regional planning, research and development activities to improve regional development planning, enhance the regional innovation system and increase the utilization of research and development results for achieving regional development goals. The purpose of this study is to analyze the influence of Work Environment and Work Stress on Employee Performance, with Work Commitment as a mediating variable at the Office of Regional Development Planning, Research, and Development Agency of Kotamobagu City. The analytical method used is a quantitative approach with an associative method, utilizing SmartPLS version 4.0. The research results indicate that the Work Environment and Work Stress have a direct positive influence on Employee Work Commitment. Furthermore, Work Stress and Work Environment affect Employee Performance through the mediating role of Work Commitment; however, this mediating effect is positive but not statistically significant for employees at the Regional Development Planning, Research, and Development Agency of Kotamobagu City.

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INTRODUCTION

Human resources are a crucial asset for improving organizational performance. Employees with high competence can determine the quality of human resources within an organization, thereby contributing to high performance and enabling them to compete effectively with other employees. The increasing competence of human

resources can be measured by the growth in knowledge and skills, as well as the development of roles, traits, and an improved self-concept (Wibowo, 2020:110). A safe and comfortable work environment will enhance employee performance, enabling them to work more effectively. As a result, the organization's desired outcomes can be achieved successfully. The work environment is a factor that indirectly influences employee performance. A conducive work environment provides a sense of security and enables employees to work optimally. In contrast, an inefficient and unconducive work environment will hinder employees' activities in carrying out their duties (Badowi & Kartikasari, 2021).

Work stress is another factor that influences employee performance, aside from the work environment. Stress is a condition of tension that affects emotions, thinking processes, and an individual's well-being (Handoko, 2020:200). Work stress is an unpleasant condition experienced by an individual while working, caused by a state of tension that can affect emotions, thinking processes, and physical well-being. Since stress is a pressure resulting from work, it also affects emotions, thinking processes, and physical well-being, with this pressure originating from the work environment in which the individual is situated.

Employees with a high commitment to the organization will be more motivated to engage with the organization and strive to achieve its goals. Performance is also a result of the work commitment within the employee. An individual's commitment to the organization or institution is crucial, particularly in relation to their performance while working (Ramadhani, 2022). Employees with high commitment to the organization will be more motivated to engage in the organization and strive to achieve its goals. "Employee performance is the result of a process that is referred to and measured over a specific period of time based on previously established criteria and agreements. An employee is considered to have successfully performed their job or demonstrated good performance if the results achieved exceed the performance standards. To determine this, it is necessary to conduct a performance evaluation of each employee within an organization (Hasibuan, 2021). The following is a summary of employee attendance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City for the last four months of 2024.

Table 1. Summary of Employee Attendance at the Bappelitbangda Office in Kotamobagu City

No	Month	Late (person)	Leave Early (person)	Permission/Leave (orang)
1	September 2024	23	20	19
2	October 2024	32	21	21
3	November 2024	30	12	21
4	December 2024	24	22	19

Source: The Bappelitbangda Office in Kotamobagu City, 2024

Table 1 shows the employees who were most frequently late, left early, or took leave during the last 4 (four) months of 2024. This indicates that employee attendance at the workplace has a significant impact on employee performance. One of the factors that influence employee performance is the work commitment of an employee in carrying out tasks/jobs within an institution, where employees must have commitment

in their work so that the chances of being late, leaving early, or taking leave will not hinder their performance.

The issue of the physical work environment is the ineffectiveness and inefficiency of the layout of facilities and infrastructure, which is poorly arranged, causing employees to experience discomfort in completing their tasks. The issue regarding work stress is observed in the large number of tasks assigned by superiors to subordinates, causing employees to experience pressure in carrying out their activities, which ultimately leads to discomfort in their work. Based on the overview above, the author will conduct a study on the impact of the Work Environment and Work Stress on Employee Performance, with Work Commitment as a mediating variable at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

Research Objective

The purpose of this research is to:

1. To analyze the impact of the Work Environment on Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
2. To analyze the impact of Work Stress on Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
3. To analyze the impact of the Work Environment on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
4. To analyze the impact of Work Stress on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
5. To analyze the impact of Work Commitment on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
6. To analyze the impact of the Work Environment on Employee Performance mediated by Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
7. To analyze the impact of Work Stress on Employee Performance mediated by Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

LITERATURE REVIEW

Human Resource Management (HRM)

Suparyadi (2019) states that Human Resource Management is a system aimed at influencing the attitudes, behaviors, and performance of employees to enable them to make optimal contributions in achieving the company's objectives. According to Widodo (2019), Human Resource Management is a process that involves evaluating the needs for human resources, recruiting individuals to meet those needs, and optimizing the utilization of these critical resources by providing appropriate incentives and assignments to align with the needs and goals of the organization in which the human resources are situated. Based on the opinions above, it can be concluded that human resource management plays a crucial role in fulfilling human resource needs, from

planning to the termination of human resources, with the aim of assisting in the achievement of organizational goals.

Work Environment

Widodo (2019:95) states that the work environment is the environment in which employees can carry out their daily tasks with all the necessary facilities and infrastructure required to perform those tasks. According to Tyssen (2011:58), the work environment is defined by space, physical layout, noise, tools, materials, and relationships with colleagues, and the quality of all these factors has a significant positive impact on the quality of work produced. The indicators that can influence the formation of a work environment condition include: lighting/illumination in the workplace, temperature regulation in the workplace, humidity in the workplace, noise in the workplace, and air circulation in the workplace.

Work Stres

Work Stress according to Vanchapo (2020:37) is an emotional condition that arises due to the mismatch between the workload and the individual's ability to cope with the pressures they face. According to Nusran (2019:72), stress is an internal condition caused by physical (bodily) demands, the environment, and social situations that have the potential to be damaging and uncontrollable. According to Robbins (2019), the indicators of work stress include task demands, role demands, interpersonal demands, and leadership.

Employee Performance

According to Hasibuan (2021), performance is the result of work achieved by an individual in carrying out the tasks assigned to them, based on their skills, experience, dedication, and time. According to Marquardt & Kearsley (2024), performance is an essential component of a company's development—the higher the employee performance, the more significant it is for business growth, and the better the employee performance, the faster the company's goals are achieved. There are several indicators used to measure individual employee performance according to Robbins (2019), including: Quality, Quantity, Timeliness, Effectiveness, and Independence.

Work Commitment

According to Chicago (2020), work commitment refers to strong work-related values held by an individual toward a company. Similarly, a high level of organizational commitment reflects a strong allegiance to the organization. Mathis & Jackson (2020:125) state that work commitment is the force that binds an individual to take action directed toward one or more organizational goals. Work commitment is measured using the indicators proposed by Richard (2021), which include: a strong desire to remain a member, willingness to work hard for the success of the organization, acceptance of the institution's values, and alignment with the institution's goals.

Previous Research

Putri, Narpati, and Widjanarko (2024) The Impact of Work Stress and Work Environment on Employee Performance at the Pejuang Subdistrict Office. The results of this study show that (1) Partially, the Work Stress variable has a positive and significant effect on Employee Performance. (2) Partially, the Work Environment

variable has a positive and significant effect on Employee Performance. (3) Based on the simultaneous test, this study shows that both the Work Stress and Work Environment variables have a positive and significant effect on Employee Performance when considered together.

Badowi and Kartikasari (2021) The impact of the work environment and work stress on organizational commitment and employee performance at PT Biro Klasifikasi Indonesia (Persero) Batam Main Branch. The results of the study show that the work environment has a positive effect on organizational commitment and employee performance, work stress has a negative effect on organizational commitment and employee performance, while organizational commitment has a positive effect on employee performance.

Salsafila, et al. (2023) The Influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance. The research method used is a quantitative approach, with the object of the study being employees at PT RJI. The results of the study indicate that the variables of work discipline, work motivation, and work environment have a positive and significant impact on employee performance at PT RJI.

Ramadhan & Defrizal (2024) The Influence of Work Environment and Work Pressure on Employee Performance at PT. Sinar Telur Jaya Lampung. The results of this study indicate that the work environment and work pressure have a significant impact on employee performance at PT. Sinar Telur Jaya Lampung, both partially. Simultaneously, the work environment and work pressure variables, together, have a significant impact and contribute 77.2% to the relationship between the variables studied by the researcher.

Research Model and Hypothesis

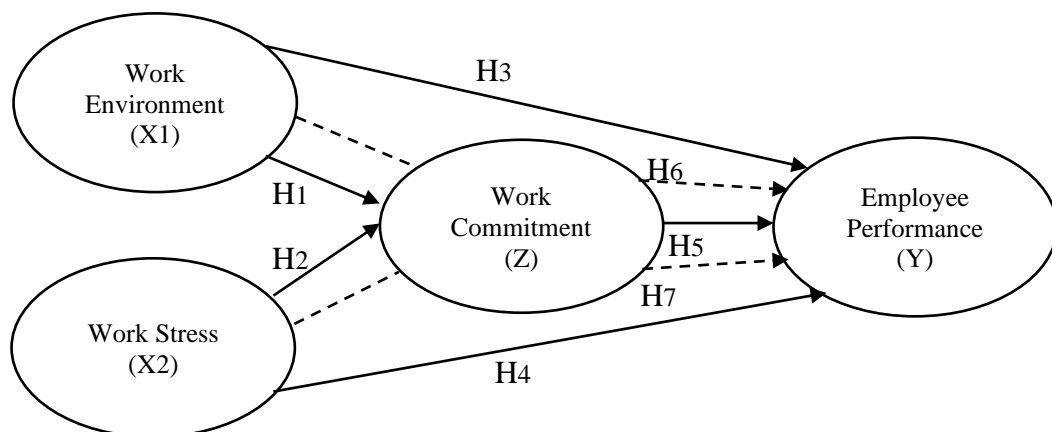


Figure 1. Research Model
(Resource: Literature reviews, 2025)

Hypothesis

- H₁: It is presumed that the Work Environment has a direct influence on Work Commitment among employees at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
- H₂: It is presumed that Work Stress has a direct influence on Work Commitment among employees at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

- H₃: It is presumed that the Work Environment has a direct influence on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
- H₄: It is presumed that Work Stress has a direct influence on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City."
- H₅: It is hypothesized that Work Commitment has a direct effect on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
- H₆: It is hypothesized that the Work Environment influences Employee Performance, mediated by Work Commitment, at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.
- H₇: It is hypothesized that Work Stress affects Employee Performance, mediated by Work Commitment, at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

Type of Research

Quantitative research methods can be defined as research methods based on the philosophy of positivism, used to study populations with sampling techniques generally carried out randomly. Data collection is conducted using research instruments, Data analysis is quantitative/statistical in nature, aiming to test the hypotheses that have been established (Sugiyono, 2020:14). The type used in this research is quantitative with an associative method. Associative research is a research problem formulation that seeks to examine the relationship between two or more variables (Sugiyono, 2019:65).

Research Location and Object

The location of this research is situated on Kampus Street, Mogolaing Village, Kotamobagu Barat District, in Kotamobagu, North Sulawesi Province. Sugiyono (2020:19) explains that the object of research is the scientific purpose of collecting data in order to achieve specific benefits regarding an objective, valid, and reliable understanding of a particular matter (certain variables). From the research data conducted, the work environment and work stress affect employee performance with work commitment as a mediating variable at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

Data Collection Methods

The data collection method in this study is the questionnaire method. It is a technique used to obtain data by distributing questionnaires that have been prepared by the researcher in accordance with the research objectives. As stated by Sugiyono (2020:142), this method involves collecting data through the direct distribution of questionnaires to the employees of the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

Research Population and Sample

"According to Sugiyono (2020), a population is defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study includes the total number of employees at the Regional

Development Planning, Research, and Development Agency (Bappelitbangda) Office in Kotamobagu City, The total number of employees at the Regional Development Planning, Research, and Development Agency (Bappelitbangda) in Kotamobagu City consists of 1 Head of Bappelitbangda, 2 Secretaries, 1 Head of General Affairs and Personnel Subdivision, 4 Division Heads, 9 Planners, 16 Administrative Staff, 2 Researchers, 1 Scientific Data Analyst, 3 Contract-based (honorary) staff, and 3 Government Employees with Work Agreements (PPPK), resulting in a total of 40 individuals who constitute both the population and the sample in this study.

Research Instrument Scale

"In this study, the research instrument scale used is the Likert scale. A measurement scale is an agreed framework used as a reference to determine the length of the intervals in a measuring instrument, so that the instrument, when used in measurement, will produce quantitative data (Sugiyono, 2020:92).

Data Analysis Method

Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis is conducted to determine the direction and magnitude of the influence of the independent variables on the dependent variable (Ghozali, 2018)

Definition of Operational Variables

According to Sugiyono (2020:60), a research variable is essentially anything in any form that is determined by the researcher to be studied, so that information about it can be obtained and conclusions can then be drawn. An operational definition provides a clear understanding of a construct or defines a variable by specifying the activities or actions required by the researcher to measure it. In this study, the author uses an independent variable.

Instrumen Validation

Outer Model

The outer model is a measurement model that specifies the relationship between indicators and their respective constructs. The result is the residual variance of the dependent variable. The stages of the measurement model or outer model include Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach's Alpha.

Inner Model

The Inner Model, also known as the Structural Model, is designed to predict the relationships between latent variables. The structural model illustrates the strength of the estimations between latent variables or constructs. The steps to evaluate the structural model involve examining the Path Coefficient Test and the Goodness of Fit Test.

Hypothesis Testing

Hypothesis testing is conducted by comparing the t-statistic (t-value) with the critical t-table value. This comparison is used to determine whether there is a significant relationship between variables. The t-value is obtained from the

bootstrapping results using the Smart PLS 4 software. The path coefficient value indicates the level of significance in hypothesis testing. For a two-tailed hypothesis, the significance level is set at 0.05, and for a one-tailed hypothesis, it is above 0.05. In this study, hypothesis testing is conducted using a significance level of $\alpha = 5\%$. Therefore, the criterion for hypothesis acceptance or rejection is that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_o) is rejected when the p-value < 0.05 .

Analysis Technique

The data analysis technique used in this study is path analysis, with the assistance of the SmartPLS 4 software. The researcher employs path analysis to examine causal relationships and to explain both direct and indirect effects between exogenous variables and the endogenous variable. According to Riduwan and Kuncoro (2017:2), the path analysis model is used to analyze the pattern of relationships between variables with the aim of identifying both direct and indirect effects of a set of independent (exogenous) variables on the dependent (endogenous) variable.

RESULT AND DISCUSSION

Research Results

Overview of the Research Object

The Regional Planning, Research, and Development Agency of Kotamobagu City is tasked with carrying out supporting functions in the areas of planning, as well as research and development. In accordance with the provisions of laws and regulations concerning regional authority, the establishment of the Regional Planning, Research, and Development Agency of Kotamobagu City is based on Kotamobagu City Regional Regulation (PERDA) Number 8 of 2016 concerning the Establishment and Organizational Structure of Regional Apparatuses of Kotamobagu City. (Regional Gazette of Kotamobagu City Year 2016 Number 8, Supplement to the Regional Gazette of Kotamobagu City Number 133.).

In order to anticipate and respond to the challenges of the Vision and Mission of Kotamobagu City for the period 2015–2029, the Regional Development Planning, Research, and Development Agency (BAPPELITBANGDA) of Kotamobagu City strives to enhance regional development planning, to strengthen the regional innovation system and enhance the utilization of research and development results to achieve regional development goals. The duties, functions, and organizational procedures of BAPPELITBANGDA Kota Kotamobagu for the 2025–2029 period are set forth in the Strategic Plan (RENSTRA), which serves as a detailed elaboration of the Regional Medium-Term Development Plan (RPJMD) of Kota Kotamobagu for the same period. It outlines a comprehensive and continuous substance, representing a synergistic integration between the Central Government and Regional Government, as well as the alignment between regional planning and research.

Data Analysis Results

Outer Model

Convergent Validity

The outer model, or measurement model, involves four types of testing, namely:

Table 2. Outer Loading

Variable	Indicator	Outer Loading	Remarks
Work Environment	X1.1	0,886	Valid

(X1)	X1.2	0,932	Valid
	X1.3	0,891	Valid
	X1.4	0,871	Valid
	X1.5	0,879	Valid
	X1.6	0,787	Valid
Work Stress (X2)	X2.1	0,928	Valid
	X2.2	0,971	Valid
	X2.3	0,913	Valid
	X2.4	0,913	Valid
Work Commitment (Z)	Z.1	0,924	Valid
	Z.2	0,893	Valid
	Z.3	0,936	Valid
	Z.4	0,921	Valid
Employee Performance (Y)	Y.1	0,894	Valid
	Y.2	0,925	Valid
	Y.3	0,913	Valid
	Y.4	0,871	Valid
	Y.5	0,845	Valid

Source: Data Processed by SmartPLS 4, 2025

Based on the data processing results in Table 2 above, it is found that the outer loading values are above 0.7, thus meeting the criteria for convergent validity and can therefore be considered valid.

Discriminant Validity

The output results of the discriminant validity test using SmartPLS 4 can be seen in Table below:

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Work Environment (X1)	0,766
Work Stress (X2)	0,868
Work Commitment (Z)	0,790
Employee Performance (Y)	0,835

Source: Same as table 2

Based on Table 3, it is shown that the square root values of the Average Variance Extracted (AVE) for each construct are greater than 0.5, indicating that the model has good discriminant validity. The average AVE value is 0.815.

Composite Reliability

The reliability of construct scores must be sufficiently high. The criterion for composite reliability is > 0.7 (Ghozali, 2021).

Table 4. Construct Reliability and Validity

Variable	Cronbach alpha	Remarks
Work Environment (X1)	0,939	Reliable
Work Stress (X2)	0,949	Reliable

Work Commitment (Z)	0,913	Reliable
Employee Performance (Y)	0,951	Reliable

Source: Same as table 2

Based on the composite reliability testing in Table 4 above, the work environment variable (X1) is reliable, as its composite reliability value is $0.952 > 0.7$. The job stress variable (X2) is reliable, as its composite reliability value is $0.963 > 0.7$. The work commitment variable (Z) is reliable, with a composite reliability value of $0.938 > 0.7$. The employee performance variable (Y) is also reliable, as its composite reliability value is $0.962 > 0.7$.

Based on Table 5.11, it is shown that all constructs meet the Cronbach's Alpha criterion, with values greater than 0.7. Therefore, it can be concluded that all constructs have good reliability.

Inner Model

Path Coefficient Test

Table 5. Coefficient Path

Variable	Direct Effect
Work environment (X1) -> Work commitment (Z)	0,365
Work stress (X2) -> Work commitment (Z)	0,438
Work environment (X1) -> Employee performance (Y)	0,212
Work stress (X2) -> Employee performance (Y)	0,365
Work commitment (Z) -> Employee performance (Y)	0,422

Source: Same as table 2

The coefficients path in Table show that all coefficient path values (as seen in the total effects) are as follows:

1. Work environment (X1) on work commitment (Z) with a path coefficient of 0.365, indicating a positive influence of work environment (X1) on work commitment (Z);
2. Work stress (X2) on work commitment (Z) with a coefficient path of 0.438, indicating a positive influence of work stress (X2) on work commitment (Z);
3. Work environment (X1) on employee performance (Y) with a coefficient path of 0.212, indicating a positive influence of work environment (X1) on employee performance (Y);
4. Work stress (X2) on employee performance (Y) with a path coefficient of 0.365, indicating a positive influence of job stress (X2) on employee performance (Y); and
5. Work commitment (Z) on employee performance (Y) with a path coefficient of 0.422, indicating a positive influence of work commitment (Z) on employee performance (Y).

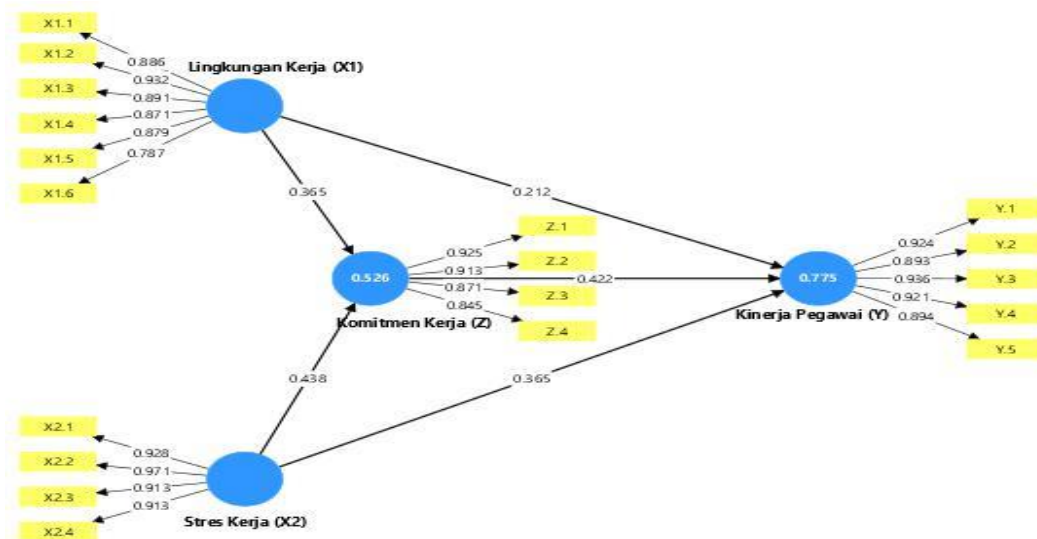


Figure 2. Path Diagram
Source: Same as table 2

R-Square

Table 6. R-Square Value

Dependent Variable	R-Square	R-Square Adjusted
Work commitment (Z)	0,526	0,501
Employee performance (Y)	0,775	0,756

Source: Same as table 2

Based on table 6, the R-Square value is 0.526 or 52.6%. This indicates that the work environment and job stress influence work commitment by 52.6%, while the remaining 47.4% is influenced by other variables. The R-Square value of 0.775 or 77.5% indicates that the work environment, job stress, and work commitment influence employee performance by 77.5%, while the remaining 22.5% is influenced by other variables. The average R-Square value is 0.651 or 65.1%.

Goodness of Fit (GoF)

Table 7. Nilai Model Fit or Goodness of Fit (GoF)

	Saturated model	Estimated model
SRMR	0,117	0,117
d_ ULS	2,602	2,602
d_ G	3,207	3,207
Chi-square	471,528	471,528
NFI	0,617	0,617

Source: Same as table 2

Based on table 7, the assessment of Goodness of Fit (GoF) can be conducted by examining the SRMR value, which reflects the difference between the observed correlation and the model-implied correlation in terms of the standardized root mean square residual. Since the SRMR value exceeds 0.08 ($0.117 > 0.08$), the model fit can be considered acceptable. In addition, the model fit or GoF can also be measured by calculating the square root of the product of the average AVE value and the average R²

$$GoF = \sqrt{AVE \times \bar{R}^2} \quad \text{llov} \quad GoF = \sqrt{0,815 \times 0,651}$$

$$GoF = \sqrt{0,530}$$

$$GoF = 0,728$$

Based on the above calculation, the Goodness of Fit (GoF) value is 0.728, which indicates that the GoF in this study is considered large, as it exceeds 0.36. This means that the Goodness of Fit (GoF) value for this research model can be considered good and capable of explaining the data empirically.

Hypothesis Test

Table 8. T-Value dan P-Value

Variable	T-Value	P-Value
Work Environment (X1) -> Work Commitment (Z)	2,338	0,019
Work Stress (X2) -> Work Commitment (Z)	2,795	0,005
Work Environment (X1) -> Employee Performance (Y)	2,413	0,016
Work Stress (X2) -> Employee Performance (Y)	4,375	0,000
Work Commitment (Z) -> Employee Performance (Y)	2,167	0,030
Work Environment (X1) -> Employee Performance (Y) - Work Commitment (Z)	0,462	0,644
Work Stress (X2) -> Employee Performance (Y) - Work Commitment (Z)	0,514	0,607

Source: Same as table 2

Based on Table 8 above, the T-test results show that the work environment variable (X1) has a T-value of $2.338 > 0.05$ and a significance level (p-value) of $0.019 < 0.05$. Therefore, H_a is accepted and H_0 is rejected. This means that the hypothesis (H1), which states that the work environment has a significant effect on work commitment, is accepted or proven.

The T-test results show that job stress (X2) has a T-value of $2.795 > 0.05$ and a significance level (p-value) of $0.005 < 0.05$. Therefore, H_a is accepted and H_0 is rejected. This means that the hypothesis (H2), which states that job stress has a significant effect on work commitment, is accepted or proven.

The T-test results show that the work environment (X1) has a T-value of $2.413 > 0.05$ and a significance level (p-value) of $0.016 < 0.05$. Therefore, H_a is accepted and H_0 is rejected. This means that the hypothesis (H3), which states that the work environment has a significant effect on employee performance, is accepted or proven.

The T-test results show that job stress (X2) has a T-value of $4.375 > 0.05$ and a significance level (p-value) of $0.000 < 0.05$. Therefore, H_a is accepted and H_0 is rejected.

This means that the hypothesis (H4), which states that job stress has a significant effect on employee performance, is accepted or proven.

The T-test results show that work commitment (Z) has a T-value of $2.167 > 0.05$ and a significance level (p-value) of $0.030 < 0.05$. Therefore, H_a is accepted and H_0 is rejected. This means that the hypothesis (H5), which states that work commitment has a significant effect on employee performance, is accepted or proven.

The T-test results show that the work environment (Z) has a T-value of $0.462 > 0.05$ and a significance level (p-value) of $0.644 > 0.05$. Therefore, H_a is rejected and H_0 is accepted. This indicates that the work environment (Z) has an effect on employee performance, but it is not significant in mediating the relationship between work environment (X1) and employee performance (Y). Thus, hypothesis (H6), which states that the work environment has an effect, although not significant, on employee performance through work commitment, is accepted or proven.

The T-test results show that job stress (Z) has a T-value of $0.514 < 0.05$ and a significance level (p-value) of $0.607 > 0.05$. Therefore, H_a is rejected and H_0 is accepted. This indicates that job stress (Z) can mediate the relationship between work commitment (X2) and employee performance (Y). Thus, hypothesis (H6), which states that job stress has an effect, although not significant, on employee performance through work commitment, is accepted or proven.

Discussion

The Influence of Work Environment on Work Commitment

Based on the data obtained from respondents' answers in the questionnaire, this study found that the work environment has an influence on work commitment. The better the work environment, the higher the level of work commitment. If the work environment improves or becomes more comfortable, employee performance will increase; conversely, if the work environment is uncomfortable, employee performance will decline. The results of this study are in line with the research conducted by Badowi and Kartikasari (2021), which found that the work environment has a positive influence on organizational commitment. The findings of Jahari (2019) also revealed that the work environment has a positive and significant effect on performance.

The Influence of Work Stress on Work Commitment

Based on the results of data analysis, the findings of this study are consistent with the research conducted by Suryanthini, Landra, & Agung (2020), which found that work stress has a positive and significant influence on organizational commitment. The study by Hilman, Edward, & Faris (2022) also found that work stress has a positive and significant effect on performance.

The Influence of Work Environment on Employee Performance

Based on the data analysis conducted, the results of this study are consistent with the research by Mustika (2020), which found that the work environment has a positive and significant influence on employee performance. Similarly, the findings from Putri, Narpati, and Widjanarko (2024) also indicate that the work environment positively and significantly affects employee performance

The Influence of Work Stress on Employee Performance

Based on the results of data analysis, the findings of Soegihartono (2022) indicate that work stress has a positive and significant effect on performance. Similarly, the research conducted by Kama, Suryani, & Saufi (2024) found that work stress has a positive and significant influence on employee performance, suggesting that higher levels of perceived work stress are correlated with greater improvements in performance.

The Influence of Work Commitment on Employee Performance

Based on the data obtained from respondents' answers to the questionnaire, the results of this study are supported by research conducted by Kapulogo and Suprihhadi (2023), which found that organizational commitment has a positive and significant effect on performance. The findings of Ustati, Rosita, and Hendriyaldi (2022) also revealed that organizational commitment has a positive and significant influence on performance.

The Influence of Work Environment on Employee Performance Mediated by Work Commitment

Based on the results of data analysis, this study's findings contrast with those of Kapulogo and Suprihhadi (2023), which showed that the work environment indirectly affects performance through organizational commitment. Another study conducted by Mitha et al. (2023) found that the work environment has a positive and significant effect on performance.

The Effect of Work Stress on Employee Performance Mediated by Work Commitment

Based on the results of hypothesis testing, the findings of Nuridin (2022) indicate that stress has a negative and significant effect on employee performance through organizational commitment. Similarly, Ustati, Rosita, and Hendriyaldi (2022) found that work stress negatively and significantly affects performance through organizational commitment. The study by Askhal (2023) revealed that work stress has a negative impact on performance. Meanwhile, the research conducted by Suryanthini, Landra, and Agung (2020) concluded that work stress and employee engagement do not have an effect on employee performance through organizational commitment. Metode ini

CONCLUSION

The Work Environment has a direct influence on Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City. Job Stress has a direct influence on Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City. Work Environment has a direct influence on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City. Work Stress has a direct influence on Employee Performance at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City. Work Commitment has a direct influence on Employee Performance at the

Regional Development Planning, Research, and Development Agency Office in Kotamobagu City. Work Environment has no significant effect on Employee Performance when mediated by Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City. Job Stress has no significant effect on Employee Performance when mediated by Work Commitment at the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City.

Leaders should pay attention to the work environment within the institution, such as ensuring a comfortable office atmosphere to create a conducive environment that can enhance employee concentration. Proper workspace arrangement should also be considered to facilitate effective communication among colleagues, including improvements such as air conditioning maintenance and other facilities that support employees' tasks and responsibilities. The Regional Development Planning, Research, and Development Agency Office in Kotamobagu City should consistently maintain relationships and communication between leaders and employees, as well as among employees themselves. This will create a significant opportunity for achieving the organization's goals. To improve employee performance, the Regional Development Planning, Research, and Development Agency Office in Kotamobagu City needs to pay attention to timeliness in completing tasks and ensure punctuality in employees' attendance. For instance, the office should regularly monitor attendance records, and for employees who exceed the limits set by the agency's policies, the office should promptly issue warnings and impose sanctions in accordance with internal regulations, such as issuing warning letters and other disciplinary measures.

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