

**The Influence of Perceptions of Organizational Support, Work Stress, Organizational Commitment, and Job Satisfaction on Employee Performance In The Automotive Industry**

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**ABSTRACT**

*The objective of this research is to explore the effect of perceived organizational support, work stress, organizational commitment, and job satisfaction on employee performance, which then builds organizational commitment and job satisfaction so as to give rise to employee performance, which has a good impact on productivity and enterprise. Data collection was carried out by distributing questionnaires online using a Google Form, which resulted in 205 respondents working for automotive industry companies in the Cikarang and Karawang industrial areas. Data analysis and processing using Lisrel 8.8 software. The findings of this study indicate that perceived organizational support has a negative effect on work stress and a positive effect on organizational commitment. When employees feel there is no organizational support, this triggers stress. Work stress has no negative effect on job satisfaction, and organizational commitment has a positive effect on job satisfaction. Meanwhile, job satisfaction has a positive effect on employee performance. The results of this study are expected to provide valuable insights for the company. With a better understanding of these factors, companies can increase employee productivity and achieve company goals.*

**Keywords: Perceived Organizational Support, Job Satisfaction, Organizational Commitment, Work Stress, Employee Performance**

## INTRODUCTION

An employee experiencing support from the organization should receive substantial motivation and encouragement, as this can potentially boost their positive mood at the workplace. Consequently, it may lead to the cultivation of positive emotional connections with the organization itself, thereby fostering an increase in organizational commitment (Maertz et al., 2007). According to the theory of organizational support, each employee forms their perception of how much the organization values their contributions and concerns, as well as the benefits they receive from the organization (perceived organizational support or POS); a supervisor plays a crucial role as an implementer of this support by ensuring employees receive favorable treatment from the organization (Kumar et al., 2018). Moreover, a high level of perceived organizational support is anticipated to lead to positive attitudes and behaviors in return, ultimately yielding advantageous outcomes for the organization.

The measure of an organization's success hinges on its level of organizational commitment, with committed employees expected to exhibit higher productivity in their task (Saadeh & Suifan, 2019). According to Saadeh & Suifan (2019) organizational commitment stands as a vital factor in comprehending employee conduct, which holds the potential to yield substantial repercussions for the entirety of organizational performance, making its disregard perilous for the organization. Organizational

commitment is defined as the relative level of an individual's identification of their identity with the organization and their participation and involvement within the organization. It is considered the most significant motivational factor, implying that an employee can discover their true self within the organization when engaged in organizational activities, aligning with it, and finding satisfaction in being a part of the organization (Alipour & Monfared, 2015).

Previous research has extensively elucidated the influence of perceived organizational support on employee performance (Saadeh & Suifan, 2019), organizational commitment (Bodjrenou *et al.*, 2019; Kuruüzüm *et al.*, 2009; Shan *et al.*, 2022; Alipour & Monfared, 2015). Furthermore, it has also expounded on the impact of job stress and organizational commitment on employee satisfaction and performance (Bodjrenou *et al.*, 2019; Loan, 2020; Qureshi *et al.*, 2019; Shan *et al.*, 2022; Vickovic & Morrow, 2020; Wang *et al.*, 2020; Wu *et al.*, 2019).

However, further research is warranted regarding the influence of perceived organizational support, work stress, organizational commitment, and job satisfaction on employee performance at the operator level in Indonesia. It is hoped that this study can contribute to the field of human resource management by enhancing a better theoretical understanding of the variables under investigation and providing positive managerial implications for workers' perceptions of occupational health risks in both industrial and non-industrial sectors.

## LITERATURE REVIEW

### Perceived Organizational Support

Perceived organizational support refers to the perceptions held by employees regarding the extent to which the organization contributes, provides support, and cares for the welfare of its employees, as well as the willingness of the organization to assist employees in completing work and meeting the socio-emotional needs of its employees (Rhoades & Eisenberger, 2002). In organizational science, it is important to consider how organizations can add positive contributions to their jobs and remove obstacles that prevent them from doing their best in their jobs (Saadeh & Suifan, 2019). An employee's POS level reflects a person's deepest feelings about the attention and emphasis they receive from the organization. Employees who feel a sense of POS feel that in circumstances where they need work or life support, the organization is willing to provide employee assistance. personally feeling respected, employee POS reflects their deepest feelings and is acknowledged, which in turn shows increased cooperation, identification, diligent performance, rewards, and reciprocity among workers. Based on the principle of reciprocity, employees with POS not only help colleagues but also increase their own job satisfaction and organizational commitment while reducing resignations and absenteeism, thereby stimulating employee performance (Chiang & Hsieh, 2012).

### Work Stress

Workload stress can be defined as a reluctance to come to work and a constant feeling of pressure (i.e., not enough effort) accompanied by physiological, psychological, and behavioral stress symptoms (Ahsan et al., 2009). Job stress is an emotional response to psychological or physiological stimuli (Yukongdi & Sherstha, 2020). Stress can be caused by external factors, such as family life, the

work environment, and social life, as well as internal reasons related to illness or medical processes. In addition, stress is also defined as the interaction between situations and individuals that creates psychological and physical states when individuals resources are not sufficient to cope with the demands and pressures of the situation (Khan et al., 2019). This shows that in certain situations and individuals, stress is more likely to occur when compared to other situations or individuals, where this can damage the achievement of individual and organizational goals.

### Organizational Commitment

Organizational commitment reflects a strong desire to maintain membership in the organization, a willingness to work towards achieving organizational goals, and acceptance of the goals set by the organization (Vickovic & Morrow, 2020). Furthermore, researchers define it as the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, this can be characterized by several factors, namely a strong belief in the acceptance of organizational goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization (Kuruüzüm et al., 2009). Therefore, Organizational commitment becomes one of the most important motivational factors for an individual who finds his identity in an organization, participates in organizational activities, mingles, and enjoys his existence as a member of an organization. organizational goals which cannot be achieved without internal and external acceptance, commitment and effort from employees (Alipour & Alipour & Monfared, 2015).

### Job Satisfaction

Job satisfaction is defined as the fulfillment or satisfaction of employee needs related to one's job. Job satisfaction

includes an assessment of whether a person feels that their needs and expectations are met in their work as a whole. The job satisfaction literature shows that job satisfaction is the attitude of employees at work as a function of the functioning of workplace facilities (Vickovic & Morrow, 2020 (Vickovic & Morrow, 2020). Job satisfaction is related to employee health and is one of the main indicators used to measure the quality of work and life of employees. Job satisfaction is defined as work results or work output. Therefore, job satisfaction is highly dependent on the work environment and employees' perceptions of their work environment (Shan et al., 2022). In addition, job satisfaction has been used as an indicator that generally refers to various aspects of work, such as salary, supervision, or workload (Price et al., 2010) . Job satisfaction creates a positive attitude in employees, increases employee morale, improves employee performance, and creates pleasant relationships with co-workers. Employees who are satisfied with their jobs tend to be more creative and innovative, develop, and bring positive changes to an organization (Mwesigwa et al., 2020) .

#### **Employee Performance**

To achieve continuous improvement, employee performance must be regularly evaluated and monitored (Wu et al., 2019). Employee performance is defined as the ability possessed by an employee to achieve predetermined tasks that are measured based on predetermined standards, namely accuracy, completeness, cost, and speed. Furthermore, that performance does not stand alone but is related to job satisfaction and compensation and influenced by skills, abilities, and individual traits. In other words, employee performance is determined by ability, desire, and environment. Employee performance is influenced by various characteristics of

each individual. The behavior aspect here shows the actions aimed at completing a job, while the results aspect states the consequences of individual work behavior. It turns out that, in the workplace, behavioral engagement and expected results are related to each other (Pradhan & Jena, 2017) . In the development of a competitive and global era, companies certainly need high-achieving employees for the progress of the company itself (Pawirosumarto et al. , 2017).

#### **HYPOTHESES**

##### **Relationship between Perceived Organizational Support and Work Stress**

Work stress felt by employees at work is caused by situations and conditions related to work. The most contributing factor to increasing work stress in the workplace is usually a lack of support from the organization. Excessive work stress arises when there are extra work demands or many requirements coupled with a lack of organizational support; this combination will negatively affect employee performance. Meanwhile, many studies have discussed the significant negative correlation between work stress and POS, reporting that unfavorable working conditions (i.e., the presence of a stressor) have a negative correlation with POS (Saadeh & Suifan, 2019) .

**Hypothesis 1.** Perceived organizational support has a negative effect on work stress

##### **Relationship between Perceived Organizational Support and Organizational Commitment**

Organizational commitment reflects an employee's perceived belief in the goals and values of the organization, acceptance of those

goals and values, a desire to exert reasonable effort on behalf of the organization, and a strong desire to remain in it. POS is considered a more influential cause of organizational commitment. Employees who feel the existence of high organizational support in terms of the level of organizational concern for welfare. Furthermore, increasing the level of POS among employees has a direct impact on each employee's work professionalism, sense of emotional belonging, and level of self-efficacy, which are important for increasing organizational commitment (Saadeh & Suifan, 2019; Lambert et al., 2007).

**Hypothesis 2.** Perceived Organizational Support has a positive effect on Organizational Commitment

### **Relationship between Job Stress and Job Satisfaction**

Job stress is considered a form of a person's response, both physically and mentally, to a change in the environment that is considered disturbing and makes him feel threatened. Several studies have tried to determine the relationship between stress and job satisfaction. Job satisfaction and job stress are two main focuses in human resource management research. Lack of satisfaction can be a source of stress, while high satisfaction can reduce the effects of stress. This study revealed that both job stress and job satisfaction were found to be interrelated (Priyatmo, 2018).

**Hypothesis 3.** Job Stress has a negative effect on Job Satisfaction

### **The Relationship between Organizational Commitment and Job Satisfaction**

Organizational commitment refers to employee commitment to the organization, namely the relative strength of employee identification and participation in a particular organization.

Organizational commitment includes three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional attachment, identification, and participation in the organization.

Continuing commitment refers to an employee's evaluation of the relevant costs of leaving an organization. Normative commitment refers to the employee's commitment. A number of studies have shown that organizational commitment can increase job satisfaction (Liu et al., 2021). For example Peng et al. (2016) found through empirical research that job satisfaction and organizational commitment play an intermediary role between self-evaluation and job burnout (Peng et al., 2014). At the same time, it is confirmed that organizational commitment positively increases job satisfaction. Organizational commitment is considered an important variable in job satisfaction. Employees with high organizational commitment tend not to identify with and participate in the organization. Hence, they get rewards from the organization, leading to dissatisfaction with their jobs. With high organizational commitment, employees will participate more actively in the organization. Therefore, they will get more returns from the organization, which will increase job satisfaction.



**Hypothesis 4.** Organizational Commitment has a positive effect on job satisfaction.

**Relationship between Job Satisfaction and Employee Performance**

An employee who is satisfied with the results of his work tends to do his job well (Loan, 2020). According to Priyatmo (2018) Performance is defined as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. A study shows that job performance has a positive effect on job satisfaction. There is a high demand from

companies for well-trained, highly skilled, and qualified employees because the output and results of an organization are calculated in terms of the performance of its employees (Currall et al., 2005). If an employee shows good performance in his work, then this is caused by a high level of job satisfaction. Employee performance indicators are a factor to consider when recruiting. They concluded that employee productivity is influenced by levels of job satisfaction and motivation (Javed et al., 2014).

**Hypothesis 5.** Job satisfaction has a positive effect on employee performance



Figure 1. Research Model

**METHODS**

Data collection in this study used a survey method by distributing questionnaires online using Google Forms. Measurements using a Likert scale with a range of 1–5 (1 = strongly disagree and 5 = strongly agree). The measurement of the Job Satisfaction variable consists of seven questions adapted from Humborstrad & Perry (2011), Kuruuzum et al . (2009), and Lambert et al. (2007). Then the Organizational Commitment variable consists of 10 questions adapted from Kuruuzum et al. (2009). Then the Job Stress variable consists of five questions adapted from Lambert (2007). Then the Perceived Organizational Support variable consists of three questions adapted from (Saadeh & Suifan, 2019).

Then the Employee Performance variable consists of 12 questions adapted from Loan, (2020); Wu et al . (2019). Then the total measurement uses the 35 questions contained.

Respondents in this study were taken purposively (purposive sampling) in companies, with the sample criteria being operator employees who had worked for 1 year. The data collection technique begins with the distribution of initial questionnaires (pre-test) to 30 respondents. The research was conducted quantitatively using data processing and analysis methods using IBM SPSS 24 and Lisrel 8.8 software. During the pre-test, the researcher conducted a factor analysis to test the validity and reliability of SPSS 26. The validity test was carried out by looking at the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling

Adequacy (MSA) values. The results of the KMO (0.806 to 0.885) and MSA (0.695 to 0.947) values are greater than 0.500, which means that the factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurement, where the results are (0.929 to 0.972), because the closer it is to 1, the better (Hair et al., 2014). From the results of the pre-test using 40 questions with the operational definition of variables, the job satisfaction variable from 13 questions only 7 questions were declared valid, the organizational commitment variable from 10 questions only 8 questions were declared valid, the Perceived Organizational Support variable from 5 questions only 3 questions were declared valid, the Work Stress variable from 5 questions were all valid, and the Employee Performance variable out of 12 only 10 questions were declared valid. Then, what was declared valid to be used as a questionnaire in this study were 35 questions. From the results of the pre-test using 40 questions with operational definitions of variables, What was declared valid to be used as a questionnaire in this study were 35 questions. So the number of samples in this study was 247, taking into account the reserves if there is a discrepancy in filling out the questionnaire.

## RESEARCH RESULTS

Based on the distribution of questionnaires carried out online via the Google form, Data was obtained from 247 respondents who met the predetermined criteria, namely for employees working in automotive industry companies in production operator positions and working for at least 1 year. Respondents from the test results found that 88.3%

were aged 18–30 years and 11.7% were aged 31–50 years; 55.5% were male employees while 44.5% were female employees; 85.8% with SMA/K education level; 13% D3/S1; 76.1% worked for 1 year or more while 23.9% less than 1 year; 89.5% worked in the automotive industry while 1.5% did not; 9.3% were employees with the position of production operator; and 9.7% were not production operators. The results of the validity test have been carried out on all variables, which show that most of the variable indicators are declared valid based on a loading factor value above 0.5. However, there are 3 variable indicators that have factor loading values below 0.5, namely the variables OC3 (value 0.09), OC4 (value 0.14), and WS4 (value 0.13). In the reliability test results, measurements are made by looking at the Construct Reliability (CR) value  $> 0.60$  and the Variance Extracted (VE) value  $> 0.50$ . The calculation results show the job variable satisfaction (JS) has a value of CR = 0.89 and VE = 0.55; organizational commitment (OC) has a value of CR = 0.80 and VE = 0.42; work stress (WS) has a value of CR = 0.78 and VE = 0.48; perceived organizational support (POS), C has a value of CR = 0.83 and V VE = 0.57; and employee performance (PE) has a value of CR = 0.92 and VE = 0.57 for employee performance (PE).

Based on the suitability test analysis, most of them showed a good match, including Degree of Freedom = 485; Chi Square = 1141.84; and RMSEA = 0.086. Thus, there is overall goodness of fit, although some are at the level of marginal fit. The results are as described in the PATH diagram in Figure 2. The hypothesis testing model can be found in Table 1.

Chi-square=435.75, df=305, P-Value=0.00, RMSEA=0.051

Table 1. Model Hypothesis Test

Hypothesis	Hypothesis Statement	T-values	Information
H1	Perceptions of Organizational Support have a negative effect on Job Stress	-2.32	The data support the hypothesis
H2	Perceptions of Organizational Support have a positive effect on Organizational Commitment	6.66	The data support the hypothesis
H3	Job Stress has a negative effect on Job Satisfaction	-3.24	The data support the hypothesis
H4	Organizational Commitment has a positive effect on job satisfaction.	6.66	The data support the hypothesis
H5	Job Satisfaction has a positive effect on Employee Performance	3.34	The data support the hypothesis

Source: Processed Data from Lisrel 2023

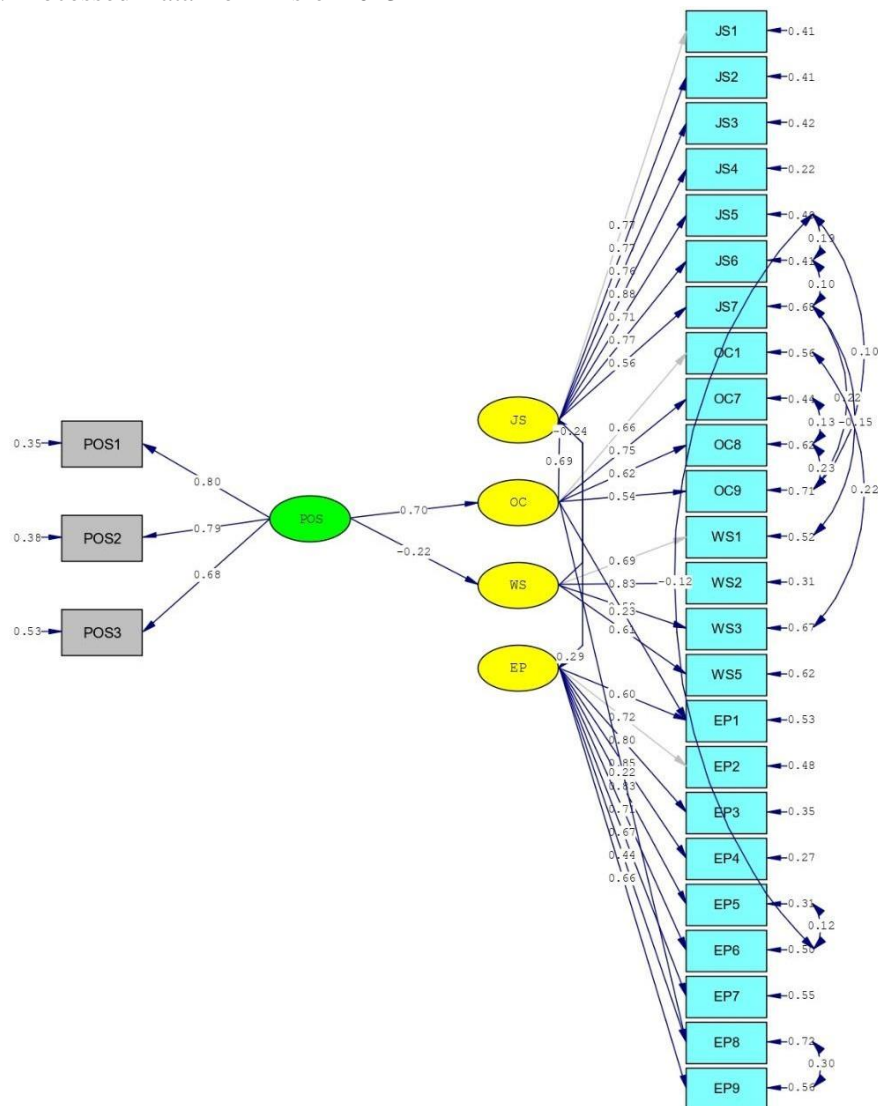


Figure 2. Path T-Value Diagram



## **DISCUSSION OF RESEARCH RESULTS**

This research aims to empirically verify and test all the hypotheses proposed based on previous theories. In the testing of the first hypothesis, it is indicated that perceived organizational support has a negative influence on work stress. The findings of this study align with Saadeh & Suifan (2019), who found that perceived organizational support has a negative impact on work stress. The attitudes and support from the organization affect employee performance. The most contributing factor to increased workplace stress is often the lack of organizational support. Excessive work stress arises when there are additional job demands or many requirements coupled with a lack of organizational support; this combination negatively affects employee performance (Saadeh & Suifan, 2019).

Secondly, in the hypothesis testing, it is shown that perceived organizational support has a positive influence on organizational commitment. This result is consistent with the statements by Saadeh & Suifan (2019) and Lambert et al. (2007), indicating that when an organization provides support to employees, it can enhance organizational commitment, thus fostering the desire to remain and be a part of the organization in employees' minds. Perceived Organizational Support (POS) is considered a stronger driver of organizational commitment. Employees who perceive high organizational support in terms of care and well-being are more likely to exhibit high levels of organizational commitment. Furthermore, an increase in POS among employees has a direct impact on the professional conduct of each employee. Emotional ownership and self-efficacy are essential for enhancing organizational commitment.

Thirdly, the hypothesis testing indicates that work stress has a negative

influence on job satisfaction. This finding aligns with the statement by Priyatmo (2018), where an employee experiencing job-related stress tends to experience decreased job satisfaction. Stress is actually caused by factors that are not solely related to work. Stress can be triggered by external factors such as family life, work environment, and social factors, as well as internal reasons related to health or medical conditions. Stress is an individual's response to various perceived threatening situations, and it involves emotional and physical reactions to stressors (pressures, demands, and changes in their environment) (Yukongdi & Sherstha, 2020).

Fourthly, the hypothesis testing shows that organizational commitment has a positive influence on job satisfaction. This result aligns with the statements by Liu et al. (2021) and Peng et al. (2016) that organizational commitment is considered an important variable for job satisfaction. Employees with low organizational commitment tend to lack identification and participation within the organization. Therefore, they receive less recognition from the organization, leading to job dissatisfaction. With high organizational commitment, employees are more active in participating in the organization. Consequently, they receive more rewards from the organization, which in turn enhances job satisfaction. Whether an individual feels satisfied or dissatisfied with their job is a personal matter, depending on how they perceive the alignment or discrepancy between their desires and the outcomes they achieve (Alianto & Anindita, 2018).

Fifthly, the hypothesis testing shows that job satisfaction has a positive influence on employee performance. This finding aligns with the statements by Loan (2020), Priyatmo (2018), Currall et al. (2005), and Javed et al. (2014), which suggest that when an employee

demonstrates good performance, it is often due to their high level of job satisfaction. Employee performance indicators are considered during recruitment. Thus, it can be concluded that employee productivity is influenced by the level of job satisfaction and motivation. The term "employee performance" signifies an individual's work achievement after exerting the necessary effort in their job. Utilizing human resources to their fullest potential to enhance company success makes employee performance management crucial for the company (Pradhan & Jena, 2017).

### CONCLUSION

In this study, it has been demonstrated that perceived organizational support (POS) has a positive influence on organizational commitment and a negative influence on work stress. Strong POS can enhance employees' organizational commitment to their company. Conversely, when employees perceive low POS, it can lead to the occurrence of stress. Work stress has a negative impact on job satisfaction. Lack of job satisfaction becomes a source of work-related stress for employees. Therefore, work stress is still considered a factor that can negatively affect job satisfaction. Organizational commitment has a positive impact on job satisfaction, and job satisfaction has a positive impact on employee performance.

However, this research has some limitations that can be addressed in future studies. Firstly, the respondents in this study were limited to employees working in the automotive industry, specifically in production operator roles with a minimum of 1 year of work experience. Future research is expected to include respondents from various industries, not limited to the automotive sector, and should encompass employees at all levels, not just production operators. Secondly, due to data collection through

questionnaires, there is a possibility of encountering common issues. Future research is encouraged to include additional variables that could serve as important indicators.

Moreover, there are implications that can be applied. Firstly, companies should recognize that POS has a strong impact on organizational commitment. When employees feel good support from the company, it tends to enhance loyalty, attachment, and engagement with the company, as well as the desire to stay. Secondly, companies should appreciate every input given by employees regarding the company's development goals. Additionally, companies need to proactively address employee well-being matters. Employee satisfaction with their job tends to result in better performance. Satisfaction can motivate employees to work more diligently and stay focused on their assigned tasks. Therefore, it's crucial for companies to maintain a high level of job satisfaction as it can be a key factor in improving employee performance, thus enhancing productivity and achieving company goals.

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