



**JOB STRESS AND EMPLOYEE PERFORMANCE: THE MEDIATING ROLES OF
ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION****Era Widiani¹****Universitas Negeri Semarang, Semarang, Indonesia****erawidiani1@students.unnes.ac.id****Nurul Kamilia²****Universitas Negeri Semarang, Semarang, Indonesia****nkamilia@mail.unnes.ac.id****Abstract**

Work-related stress can undermine employee outcomes, particularly among Generation Z workers in service occupations. This study investigates the influence of job stress on employee performance and examines organizational commitment and job satisfaction as mediating mechanisms. A quantitative design was applied to 154 respondents selected through purposive sampling. Data were collected using an online questionnaire and analyzed with SEM-PLS in SmartPLS 4.1. The results indicate that job stress has significant negative effects on organizational commitment, job satisfaction, and employee performance. Conversely, organizational commitment and job satisfaction each make a positive contribution to employee performance. Both variables also carry part of the negative effect of job stress to performance. These findings show that workplace pressure affects performance not only through direct resource depletion, but also by weakening employees' attachment to the organization and their favorable assessment of the job. Organizations employing Generation Z workers should therefore regulate workloads, strengthen supervisory support, recognize employee contributions, and provide a healthier work environment. Such measures may help sustain commitment and satisfaction while limiting the performance losses associated with job stress.

Keywords: Employee Performance, Job Satisfaction, Job Stress, Organizational Commitment



INTRODUCTION

Employee performance in service organizations depends on employees' ability to maintain task accuracy and service quality while responding continuously to customers, changing requests, and time-sensitive demands. These conditions make the service sector a particularly relevant setting for examining job stress because workload intensity, customer interaction, and emotional labor can consume attention and emotional energy at the same time. The issue is especially important for Generation Z employees, who are entering and consolidating their careers while placing strong value on work-life balance, learning opportunities, recognition, and well-being (Deloitte, 2025). Accordingly, stressful service work may affect not only how much employees can perform, but also how they evaluate their jobs and their relationship with the organization.

Job stress refers to the physical and emotional strain that occurs when employees perceive job demands as exceeding the resources available to meet those demands (Werke & Weret, 2023). In customer-facing work, heavy workloads, prolonged concentration, time pressure, difficult interactions, and the requirement to regulate emotions may intensify this strain. Previous research has linked higher occupational stress with poorer work-related outcomes, including weaker task performance and job attitudes (Jia et al., 2022; Xie et al., 2021; Yildirim et al., 2024). However, the strength of the direct stress-performance relationship varies across settings, suggesting that job stress may influence performance partly through more proximal psychological attitudes.

Organizational commitment and job satisfaction are therefore positioned as mediating mechanisms rather than only as independent predictors. Organizational commitment reflects employees' attachment to and identification with their organization (Lee & Kim, 2023), whereas job satisfaction reflects a favorable evaluation of the work experience (Sypniewska et al., 2023). Stress can weaken these attitudes when employees experience continuing resource loss or perceive an imbalance between what the job demands and what the organization provides. In turn, lower commitment and satisfaction can reduce persistence, motivation, and discretionary effort, which are important for maintaining service quality (Leung et al., 2024; Memon et al., 2023; Wongsuwan et al., 2023). This mechanism-oriented explanation helps reconcile why job stress may show a smaller direct effect on performance in some contexts while still producing substantial overall consequences through employee attitudes.

The research gap is particularly relevant for Generation Z employees in Semarang's service sector. Compared with studies that combine age groups or focus



on non-service occupations, this setting brings together an early-career workforce and jobs characterized by intensive interpersonal contact, rapid response requirements, workload fluctuations, and emotional regulation. These characteristics can make organizational support, recognition, and positive job evaluations especially important resources for sustaining performance. Evidence that simultaneously tests organizational commitment and job satisfaction as parallel mediators in this specific population remains limited, leaving uncertainty about which psychological pathway is more prominent when Generation Z employees experience job stress.

To establish the local context before the main survey, a preliminary descriptive survey was conducted with 50 Generation Z service-sector workers in Semarang. The preliminary screening focused on perceived work exhaustion, the need for prolonged concentration, workplace comfort, and employees' assessment of whether their performance had met expectations; these responses were used only to identify contextual issues and were not included in the SEM-PLS hypothesis testing. The survey found that 74% of respondents viewed their work as highly exhausting, 72% reported a need for prolonged concentration, 62% considered their work environment uncomfortable, and 42% felt that their performance had not yet met expectations. These observations reinforced the relevance of examining both resource depletion and employee attitudes in the local service context. Therefore, this study investigates the direct effect of job stress on employee performance and tests organizational commitment and job satisfaction as mediating mechanisms among Generation Z employees in Semarang's service sector.

LITERATURE REVIEW

This study integrates Conservation of Resources (COR) Theory (Hobfoll, 1989, 2001), Social Exchange Theory (SET) (Blau, 1964), and the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975) as complementary explanations within one process model. COR Theory explains the initial resource-loss mechanism: sustained job demands consume time, energy, attention, and psychological resilience, prompting employees to conserve what remains. SET explains how employees interpret this situation relationally: when high demands are not balanced by adequate support, recognition, fairness, or rewards, employees may perceive the employment exchange as unfavorable. TRA then explains how these resulting attitudes can shape behavioral intentions and subsequent work behavior. Together, the three theories describe a sequence from stressful demands, to resource and exchange evaluations, to employee attitudes, and finally to performance.

This integration also explains why organizational commitment and job satisfaction are modeled as mediators rather than merely parallel predictors of



employee performance. Job stress is an antecedent that can deplete personal resources (COR) and alter employees' assessment of the employee-organization exchange (SET). These experiences can weaken attachment to the organization and make employees evaluate their jobs less favorably. Commitment and satisfaction are therefore proximal attitudinal responses to stressful work conditions. Consistent with TRA, these attitudes can then influence the willingness to persist, invest effort, cooperate, and maintain service quality, thereby transmitting part of the effect of stress to performance.

The conceptual model consequently contains both a direct and two indirect routes. The direct path from job stress to employee performance captures the immediate COR mechanism in which depleted attention and energy interfere with task execution. The indirect route through organizational commitment captures how resource loss and an unfavorable exchange can weaken organizational attachment before affecting effort and persistence. The indirect route through job satisfaction captures how the same stressful demands can produce unfavorable job evaluations that reduce motivation and service behavior. This theoretical sequence provides the basis for the seven hypotheses presented below.

Job Stress and Organizational Commitment

Persistent job pressure can erode employees' emotional connection with their organization. From a COR perspective, fatigue and psychological strain signal continuing resource loss, which can encourage employees to conserve energy by reducing involvement. SET adds that when employees perceive high demands without comparable organizational support or recognition, reciprocity and identification with the organization may weaken. Empirical studies similarly report a negative association between job stress and organizational commitment (Leung et al., 2024; Wongsuwan et al., 2023).

H1: Higher job stress leads to lower organizational commitment.

Job Stress and Job Satisfaction

Excessive job stress can make employees evaluate their work less favorably. Heavy demands, time constraints, and emotional exhaustion consume personal resources (COR) and can create the perception that the costs of working exceed the support or benefits received (SET). This combination makes dissatisfaction a plausible attitudinal response to stressful work conditions. Previous evidence also reports a negative relationship between job stress and job satisfaction (Xie et al., 2021; Yildirim et al., 2024).

H2: Higher job stress leads to lower job satisfaction.

Job Stress and Employee Performance



Job stress can also affect performance directly. COR Theory predicts that sustained pressure consumes physical energy, attention, and psychological resources that are required for accurate and efficient task completion. In service work, this depletion can impair concentration, response quality, and the ability to maintain consistent interactions with customers. Prior research consequently links higher work-related stress with lower job performance (Jia et al., 2022; Sun et al., 2022; Yildirim et al., 2024).

H3: Higher job stress leads to lower employee performance.

Organizational Commitment and Employee Performance

Organizational commitment can support performance because employees who identify with the organization are more willing to invest effort, accept responsibility, and persist when difficulties arise. SET suggests that a positive exchange relationship strengthens reciprocity, while TRA explains how a favorable organizational attitude can support intentions to contribute and subsequent work behavior. Previous studies report a positive relationship between organizational commitment and employee performance (Jiatong et al., 2022; Labetubun & Dewi, 2022).

H4: Organizational commitment positively influences employee performance.

Job Satisfaction and Employee Performance

Job satisfaction can improve performance by sustaining motivation, attention, and enthusiasm toward work. Under SET, satisfaction reflects a favorable assessment of the rewards, support, work environment, and job content received in exchange for employee contributions. TRA further suggests that this positive attitude can translate into stronger intentions to perform and more consistent work behavior. Empirical findings likewise identify a positive relationship between job satisfaction and employee performance (Memon et al., 2023).

H5: Job satisfaction positively influences employee performance. Job Stress and Employee Performance through Organizational

Commitment

Organizational commitment is expected to mediate the stress-performance relationship because the three theoretical mechanisms can operate sequentially. Job stress first depletes resources (COR) and can make the employment exchange feel less balanced (SET), which weakens attachment to the organization. A decline in commitment can then reduce persistence, responsibility, and willingness to contribute (TRA), producing weaker performance. Evidence of this indirect mechanism has also been reported in service and organizational settings (Shobri et al., 2026).

H6: Organizational commitment mediates the relationship between job stress and employee performance.

Job Stress and Employee Performance through Job Satisfaction

Job satisfaction is also expected to mediate the relationship between job stress and employee performance. Stressful demands consume resources (COR) and may create an unfavorable evaluation of what employees receive relative to what they contribute (SET). This less favorable job attitude can reduce motivation and performance-oriented behavior (TRA). Previous studies support job satisfaction as an intervening mechanism between work stress and employee performance (Gracia & Lusiana, 2025; Hilman et al., 2022; Manuel & Priyowidodo, 2025).

H7: Job satisfaction mediates the relationship between job stress and employee performance.

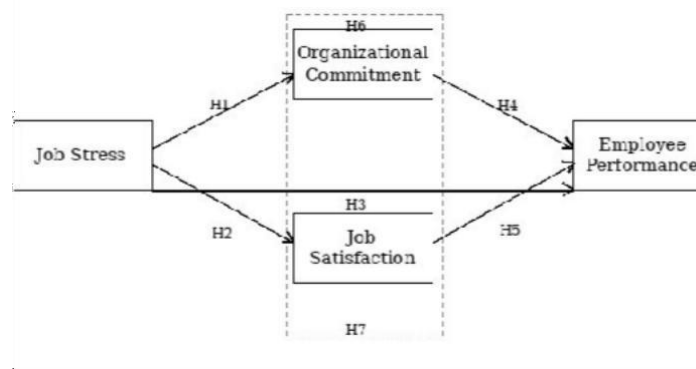


Figure 1
Research Model

RESEARCH METHOD

This study used a quantitative, cross-sectional design to examine Generation Z employees working in the service sector in Semarang. Respondents were selected through purposive sampling using three eligibility criteria: 18-29 years of age, residence in Semarang, and current employment in service-related work. A total of 154 usable responses met these criteria. PLS-SEM was selected not only because it is suitable for the available sample, but also because the study simultaneously estimates multiple latent constructs, direct effects, and two parallel mediation paths while emphasizing explained variance and prediction of endogenous constructs (Hair et al., 2022).

The final measurement model contained 22 indicators: five indicators for job stress (JS1-JS5), six for organizational commitment (OC1-OC6), six for job satisfaction (SAT1-SAT6), and five for employee performance (WP1-WP5), as reported in the convergent-validity results. All items used a five-point Likert agreement scale.



Data were collected online through Google Forms in 2026. Before analysis, responses were screened against the eligibility criteria and checked for completeness; 154 complete and eligible questionnaires were retained as usable observations. Because all constructs were measured through a single self-reported questionnaire, common method bias cannot be ruled out completely. The results are therefore interpreted as associations within a cross-sectional structural model rather than as definitive evidence of temporal causality.

SmartPLS 4.1 was used to assess the measurement and structural models. Measurement-model evaluation included outer loadings, Average Variance Extracted (AVE), Heterotrait-Monotrait (HTMT) discriminant validity, Cronbach's alpha, and composite reliability. Structural-model evaluation included R^2 , effect size (f^2), predictive relevance (Q^2), and direct and indirect path estimates. SmartPLS bootstrapping was used to obtain path coefficients, t-statistics, and p-values for hypothesis testing, and the mediation paths were interpreted together with the remaining direct effect of job stress on employee performance.

RESULTS AND DISCUSSION

Descriptive Statistical Test

A total of 154 usable responses were obtained from Generation Z employees working in Semarang's service sector. Table 1 summarizes the demographic and employment characteristics of the respondents. The balanced gender composition and the concentration of respondents in the 22-25 age group provide the descriptive context for the subsequent measurement- and structural-model assessments.

Table 1.
Respondent Characteristics

Respondent Characteristics		
Gender:		
Male		
Female	77	50%
Age:		
18-21	31	20.1%
22-25	72	46.8%
26-29	51	33.1%



Highest Education:

Elementary	0	0%
Junior High	5	3.2%
Senior High/Vocational	90	58.4%
Bachelor's	51	33.1%
Master's	8	5.2%

Employment Status:

Full-Time	103	66.9%
Part-Time	51	33.1%

Source: Primary data (2026)

Model Assessment Convergent Validity

Convergent validity was examined to determine whether indicators designed to measure the same construct shared adequate common variance. The assessment used Average Variance Extracted (AVE) and outer-loading values, with the study applying minimum criteria of 0.50 for AVE and 0.70 for outer loadings.

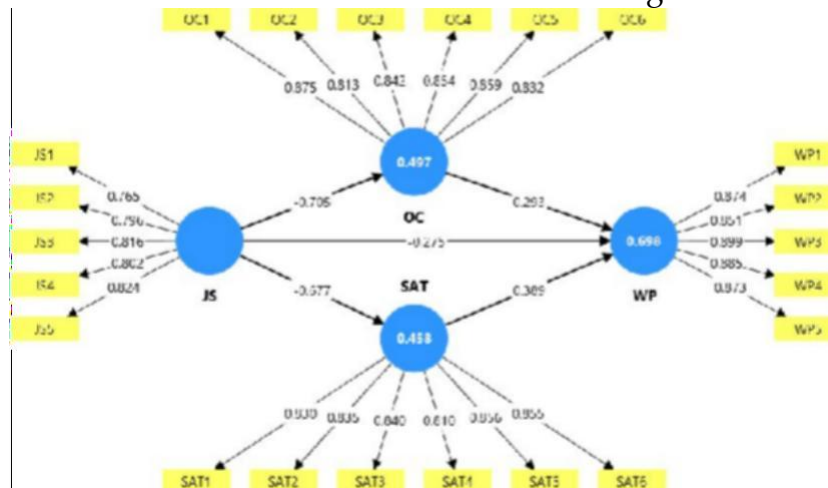


Figure 2
Outer Loadings Result

Table 2 reports the results of the convergent-validity assessment.

Table 2.
Convergent Validity Test

Variable	Code	Outer Loading	AVE	Conclusion
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Job Stress	JS1	.765	.641	Valid
	JS2	.796		Valid
	JS3	.816		Valid
	JS4	.802		Valid
	JS5	.824		Valid
Organizational Commitment	OC1	.875	.716	Valid
	OC2	.813		Valid
	OC3	.842		Valid
	OC4	.854		Valid
	OC5	.859		Valid
	OC6	.832		Valid
Job Satisfaction	SAT1	.830	.702	Valid
	SAT2	.835		Valid
	SAT3	.840		Valid
	SAT4	.810		Valid
	SAT5	.856		Valid
	SAT6	.855		Valid
Employee Performance	WP1	.874	.768	Valid
	WP2	.851		Valid
	WP3	.899		Valid
	WP4	.885		Valid
	WP5	.873		Valid

Source: Primary data (2026)

Every indicator produced an outer loading above 0.70, and each construct recorded an AVE greater than 0.50. Accordingly, the measurement items met the convergent-validity criteria used in this study.

Discriminant Validity

Discriminant validity was evaluated through the Heterotrait-Monotrait (HTMT) ratio using the study's stated 0.90 criterion. The reported HTMT results indicate that



the constructs demonstrated adequate empirical distinction.

Reliability Test

Internal consistency was assessed using Cronbach's Alpha and Composite Reliability (CR). Values of 0.70 or higher were treated as evidence that the indicators measured their respective constructs consistently.

Table 3.
Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Job Stress	.860	.899	Reliable
Organizational Commitment	.921	.938	Reliable
Job Satisfaction	.915	.934	Reliable
Employee Performance	.925	.943	Reliable

Source: Primary data (2026)

The results in Table 3 show that every construct achieved Cronbach's Alpha and Composite Reliability values above 0.70. Thus, all variables satisfied the reliability standard adopted in the analysis.

Coefficient of Determination (R^2)

The coefficient of determination was used to assess how much variance in each endogenous construct could be explained by the variables included in the model. Larger values indicate stronger explanatory capacity.

Table 4.
Coefficient of Determination

Variable	Coefficient of Determination	Category
Organizational Commitment	.494	Moderate
Job Satisfaction	.455	Moderate
Employee Performance	.692	Strong

Source: Primary data (2026)

As presented in Table 4, organizational commitment obtained an R^2 of 0.494 and job satisfaction an R^2 of 0.455, indicating moderate explanatory power for both attitudinal outcomes. Employee performance recorded an R^2 of 0.692, meaning that job stress, organizational commitment, and job satisfaction jointly explained 69.2% of its



variance. Thus, the model has substantial explanatory value for employee performance, while 30.8% of the variance remains attributable to factors outside the proposed model.

Effect Size

Effect size (f^2) was evaluated at the level of each structural path because statistical significance does not, by itself, indicate practical importance. The study used 0.02, 0.15, and 0.35 as reference points for small, medium, and large effects, respectively.

Table 5.
Effect Size

Structural Path	f^2	Magnitude
Job Stress → Organizational Commitment	.988	Large
Job Stress → Job Satisfaction	.847	Large
Job Stress → Employee Performance	.096	Small
Organizational Commitment → Employee Performance	.141	Small
Job Satisfaction → Employee Performance	.266	Medium

Source: Primary data (2026)

The path-level effect sizes reveal an important distinction between statistical and practical significance. Job stress had large effects on organizational commitment ($f^2 = 0.988$) and job satisfaction ($f^2 = 0.847$), but only a small direct effect on employee performance ($f^2 = 0.096$). Organizational commitment had a small effect on performance ($f^2 = 0.141$), whereas job satisfaction had a medium effect ($f^2 = 0.266$). This pattern indicates that the practical consequences of job stress are concentrated strongly in employees' attitudes and are then carried forward to performance through the mediating mechanisms.

Predictive Relevance

Predictive relevance (Q^2) was used to assess whether the model had predictive capability for the endogenous constructs. A Q^2 value above zero indicates predictive relevance, while larger positive values show stronger out-of-sample-oriented predictive usefulness within the model assessment.

Table 6.
Predictive Relevance

Variable	Predictive Relevance
Organizational Commitment	.492



Job Satisfaction	.452
Employee Performance	.553

Source: Primary data (2026)

The Q^2 values for organizational commitment (0.492), job satisfaction (0.452), and employee performance (0.553) were all above zero. Employee performance produced the highest Q^2 value, followed by organizational commitment and job satisfaction. These results show that the model provides predictive relevance for both mediators and, most strongly, for the principal outcome variable, employee performance.

Goodness of Fit (GoF)

Goodness of Fit was used as an overall summary of model performance. Reference values of 0.10, 0.25, and 0.36 were interpreted as small, medium, and large model fit. The calculated GoF value was 0.636. Because this value was above the 0.35 benchmark applied in the study, the model was interpreted as having a large overall fit and strong explanatory capacity.

Hypothesis Testing

Direct and indirect effects were evaluated using the SmartPLS 4.1 bootstrapping results. Interpretation considered the sign and magnitude of the path coefficient (β), the t-statistic, the p-value, and a 95% normal-based confidence interval reconstructed from the reported bootstrap standard error ($SE = |\beta|/t$). At the 5% significance level, $p < 0.05$ was treated as evidence that the corresponding path differed from zero. Effect sizes were considered separately so that practical importance was not inferred from statistical significance alone.

Direct Effects

Table 8 presents the direct-effect estimates generated by the SmartPLS 4.1 bootstrapping procedure.

Table 8.
Direct-Effect Hypothesis Tests

Path	H	β	t	p	95% CI*
Job Stress → Organizational Commitment	H1	-.705	19.657	<0.001	[-0.775, -0.635]
Job Stress → Job Satisfaction	H2	-.677	18.695	<0.001	[-0.748, -0.606]
Job Stress → Employee Performance	H3	-.275	4.063	<0.001	[-0.408, -0.142]
Organizational Commitment → Employee Performance	H4	.293	4.909	<0.001	[0.176, 0.410]



Job Satisfaction → Employee Performance	H5	.389	6.365	<0.001	[0.269, 0.509]
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Source: Primary data (2026)

Effect of Job Stress on Organizational Commitment

H1 was supported ($\beta = -0.705$, $t = 19.657$, $p < 0.001$; 95% normal-based CI [-0.775, -0.635]). The coefficient indicates a strong negative relationship, and the large effect size ($f^2 = 0.988$) shows that the relationship is also practically substantial. For Generation Z employees in service work, repeated customer-facing pressure and workload demands can drain energy and perceived coping resources. COR Theory predicts protective resource conservation under such conditions, while SET suggests that attachment can weaken when high employee effort is not matched by adequate support or recognition. Organizational commitment therefore appears to be an important psychological and relational resource that is highly vulnerable to job stress.

Effect of Job Stress on Job Satisfaction

H2 was supported ($\beta = -0.677$, $t = 18.695$, $p < 0.001$; 95% normal-based CI [-0.748, -0.606]). Job stress had a large practical effect on job satisfaction ($f^2 = 0.847$), showing that stressful demands are closely associated with how favorably employees evaluate their work. In service settings, continuous interaction, emotional regulation, and workload intensity can increase the perceived cost of work. Consistent with SET, satisfaction declines when these demands are experienced as greater than the support, recognition, or rewards received in return; COR Theory further explains how resource depletion makes the work experience progressively less favorable.

Effect of Job Stress on Employee Performance

H3 was supported ($\beta = -0.275$, $t = 4.063$, $p < 0.001$; 95% normal-based CI [-0.408, -0.142]). Job stress therefore has a statistically significant negative direct effect on employee performance. However, its effect size on performance was small ($f^2 = 0.096$), which is materially weaker than its large effects on commitment and satisfaction. This distinction suggests that stress impairs performance partly through immediate depletion of attention and energy, as predicted by COR Theory, but that a considerable portion of its practical influence is likely carried through changes in employee attitudes rather than through the direct path alone.

Effect of Organizational Commitment on Employee Performance

H4 was supported ($\beta = 0.293$, $t = 4.909$, $p < 0.001$; 95% normal-based CI [0.176, 0.410]). Organizational commitment positively influences employee performance, with a small effect size that approaches the medium threshold ($f^2 = 0.141$). Commitment can



function as a psychological resource by giving employees a stronger sense of identification, continuity, and responsibility toward organizational goals. SET links this attachment to reciprocity in a supportive employment relationship, while TRA explains how a favorable organizational attitude can strengthen intentions to contribute and persist in service tasks.

Effect of Job Satisfaction on Employee Performance

H5 was supported ($\beta = 0.389$, $t = 6.365$, $p < 0.001$; 95% normal-based CI [0.269, 0.509]). Job satisfaction has a significant positive effect on employee performance and produced a medium effect size ($f^2 = 0.266$), making it the stronger of the two attitudinal predictors of performance in this model. Satisfied employees are more likely to preserve motivation, concentration, and enthusiasm during demanding service encounters. From SET and TRA perspectives, a favorable evaluation of the work exchange supports a positive work attitude and, in turn, stronger performance-oriented behavior.

Indirect Effects

Table 9 summarizes the indirect effects obtained from the SmartPLS 4.1 bootstrapping analysis.

Table 9.
Indirect-Effect Hypothesis Tests

Path	H	β	t	p	95% CI*
Job Stress → Organizational Commitment → Employee Performance	H6	-.263	5.780	<0.001	[-0.352, -0.174]
Job Stress → Job Satisfaction → Employee Performance	H7	-.207	4.602	<0.001	[-0.295, -0.119]

Source: Primary data (2026)

Effect of Job Stress on Employee Performance through Organizational Commitment

H6 was supported (indirect $\beta = -0.263$, $t = 5.780$, $p < 0.001$; 95% normal-based CI [-0.352, -0.174]). Organizational commitment significantly transmits part of the negative influence of job stress to employee performance. Because the direct job stress-performance path remains significant, the result indicates partial rather than full mediation. The mechanism is consistent with the integrated theoretical model: stress depletes resources (COR), an unfavorable demand-support balance weakens reciprocal attachment (SET), and weaker commitment reduces the intention to persist and



contribute (TRA). Commitment is therefore not merely an additional predictor; it is one of the processes through which stressful work conditions become lower performance.

Effect of Job Stress on Employee Performance through Job Satisfaction

H7 was supported (indirect $\beta = -0.207$, $t = 4.602$, $p < 0.001$; 95% normal-based CI [-0.295, -0.119]). Job satisfaction also significantly mediates the negative relationship between job stress and employee performance, and the continuing direct effect again indicates partial mediation. Stressful demands can deplete resources and make the employment exchange feel less favorable, which lowers satisfaction; this negative job attitude can then weaken motivation and performance-oriented behavior. The indirect coefficient is smaller than the commitment-mediated coefficient, but job satisfaction simultaneously shows the stronger direct contribution to performance, indicating that both mediators are meaningful and operate in complementary ways.

Synthesis of Key Findings

Taken together, the findings show that job stress reduces employee performance through one direct and two complementary indirect routes. The large f^2 values from job stress to organizational commitment and job satisfaction, compared with the small direct f^2 on performance, indicate that the most practically important consequences of stress occur first in employees' psychological attitudes. For Generation Z service employees, commitment can operate as a resource of belonging and purpose, while satisfaction functions as a positive evaluation that helps sustain motivation in customer-facing work. COR Theory explains why continuing demands erode these resources, SET explains why inadequate reciprocity weakens attachment and job evaluations, and TRA explains how those attitudes are translated into intentions and performance behavior. The mediation results therefore support the integrated theoretical model rather than three independent theoretical explanations. From a managerial perspective, service organizations should address the source of resource loss and simultaneously protect the two attitudinal resources identified in the model. Workload management can include staffing aligned with peak service demand, clearer task allocation, reasonable recovery time, and escalation procedures for difficult customer interactions. Supervisors can provide regular check-ins, coaching, and fair scheduling; recognition systems should make employee contributions visible and timely; and employee well-being programs should support recovery, psychological safety, and access to assistance when work pressure becomes excessive. These interventions are especially relevant because the results suggest that preserving commitment and satisfaction may limit the translation of job stress into lower service performance.



CONCLUSION

This study demonstrates that job stress has significant negative effects on organizational commitment, job satisfaction, and employee performance among Generation Z employees in Semarang's service sector. Organizational commitment and job satisfaction both improve performance and partially mediate the relationship between job stress and employee performance. The pattern of path coefficients and effect sizes shows that stress affects performance not only through direct resource depletion, but more strongly by weakening employees' attachment to the organization and their favorable evaluation of the job. Service organizations should therefore combine balanced workload allocation with supportive supervision, transparent recognition, employee involvement, and well-being initiatives that protect both commitment and satisfaction. The study is limited by its cross-sectional design, purposive sample, and use of self-reported measures in a single questionnaire, which leaves the possibility of common method bias and does not establish temporal causality. Future studies should use longitudinal or time-lagged designs, incorporate supervisor-rated or objective performance indicators, test additional personal and organizational resources, and compare Generation Z employees across service industries or cities.

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