



Leadership relationship, employee stress level, employee commitment to employee performance with job satisfaction as intervening variable

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ABSTRACT

This research aims to test the extent of employee performance, individual employee stress levels, the commitment of each employee, the role of leadership and employee job satisfaction at the We Art Visual Pekalongan company, using quantitative research methods and data analysis techniques with path analysis of individual employees. The results of this research are; That this leadership has a direct effect on employee job satisfaction. Employee work stress has a direct effect on job satisfaction. Employee commitment also has a direct effect on job satisfaction. Job satisfaction has a direct effect and is not true if it affects employee performance. Leadership has a direct effect and it is not true if it affects employee performance. Employee stress levels have a direct effect on employee performance. Employee commitment has a direct effect on employee performance. Leadership has a direct effect through job satisfaction on employee performance. Employee stress levels have a direct effect through job satisfaction on individual employee performance. Employee commitment has a direct effect and it is not true if it influences job satisfaction on employee performance

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1. Introduction



The development of a company greatly depends on the performance of its employees. The higher the enthusiasm of employees in their work, the more it will enhance the potential of a company. Employee enthusiasm also greatly depends on the attitude of good leadership, responsibility that can create fairness, and the ability to see the needs of employees. Good leadership will be able to build employee commitment, thus creating job satisfaction that can reduce the level of employee stress at work. Based on data from previous research findings that leadership has a positive and significant influence on employee performance (Soleha, et al., 2012). This is reinforced by research findings that show that leadership has a positive and significant influence on employee performance (Sari, et al., 2012).

Research findings (Poniasih & Dewi, 2015) state that job stress has a negative and significant impact on employee job satisfaction. The higher the stress experienced by employees, the lower their performance may be. Job stress is a condition of tension that creates an imbalance in physical and psychological aspects, affecting emotions, thinking processes, and an employee's condition (Sari, et al., 2012). The higher the job stress felt by employees, the lower the job satisfaction (Poniasih & Dewi, 2015).

Research results indicate that organizational commitment has a significant positive influence on employee performance (Darmawan, 2015). Likewise, organizational commitment significantly influences employee performance (Respatiningsih & Sudirjo, 2015). There is also a simultaneous and partial positive and significant influence of job satisfaction and organizational commitment on employee performance. Therefore, companies need to maintain and enhance employee job satisfaction to keep them motivated and improve employee commitment and performance (Wahyudi & Sudibya, 2016). Commitment can be achieved when individuals in the organization are aware of their rights and obligations within the organization, regardless of their position and status, as achieving organizational goals is the collective result of the work of all members of the organization (Respatiningsih & Sudirjo, 2015).

Leadership has a positive and significant influence on employee performance. The quality of a leader is not determined by the magnitude of the results achieved, but by the leader's ability to achieve those results through others, namely through subordinates, and the influence exerted by the leader on their subordinates. A leader must be able to motivate their subordinates to work with enthusiasm to achieve good performance (Potu, 2013).

We Art Visual is one of the companies engaged in media services. The media services provided by the company include photography services, shooting documentation, cinematography, and live streaming. The company will grow if the performance of employees within the company is good. The greater the enthusiasm of employees in their work, the more it will enhance the potential of a company to achieve its goals. Many employees resign, so this research is expected to improve the company's management system. Therefore, the research objectives are to examine and analyze: (1) The influence of leadership on job satisfaction; (2) The influence of job stress on job satisfaction; (3) The influence of organizational commitment on job satisfaction; (4) The influence of job satisfaction on employee performance; (5) The influence of leadership on employee performance; (6) The influence of job stress on employee performance; (7) The influence of organizational commitment on employee performance; (8) The indirect effect of leadership through job satisfaction on employee performance; (9) The indirect effect of job stress through job satisfaction on employee performance; and (10) The indirect effect of organizational commitment through job satisfaction on employee performance.

2. Literature Review



Audiovisual Media

According to (Munadi, 2013), audiovisual media is a medium that involves both hearing and sight senses simultaneously in one process. The nature of messages that can be conveyed includes both verbal and non-verbal messages that are visible, such as audiovisual media, as well as verbal and non-verbal messages. According to (Sanjaya, 2014), audiovisual media is a type of media that, in addition to containing sound elements, also contains visual elements that can be seen, such as video recordings, various sizes of films, sound slides, and so on.

Leadership

Leadership is the process of influencing or setting an example by leaders to their subordinates in an effort to achieve organizational goals. As a process, leadership focuses on what leaders do, namely the process in which leaders use their influence to clarify organizational goals for employees, subordinates, or those they lead, motivate them to achieve those goals, and help create a productive culture within the organization (Potu, 2013). Meanwhile, leadership involves influence processes related to facilitating collective task performance. This implicitly explains that there is a close relationship between leadership and performance (Yukl, 2010).

Employee Stress

Stress is a condition of tension that can affect a person's emotions, thinking processes, and condition (Handoko, 2009), while according to (Umar, 2009), stress has the potential to disrupt employee job satisfaction, depending on the level of stress. Job stress will incur significant costs in terms of low productivity, sick employees, and lost time. This statement indicates that excessive stress leads to behavioral, psychological, and emotional changes in an employee, thus affecting their performance, including unsatisfactory quality and quantity of work results (Han & Netra, 2013).

Employee Commitment

Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to stay or leave the organization. However, the nature of the psychological condition for each form of commitment varies greatly. In this study, the selection of the organizational commitment variable is because organizational commitment demonstrates strong beliefs and support for the values and goals that the organization wants to achieve (Darmawan, 2015). Also, organizational commitment is an important focus point based on the premise that individuals form a connection with the organization (Sijabat, 2011).

Employee Job Satisfaction

Low job satisfaction can be seen from the fact that some employees often come late and leave before the end of working hours, indicating dissatisfaction with work. In addition, the lack of recognition when the work is done well causes employees to be less motivated to work, so some employees do not perform their duties responsibly during working hours, such as reading newspapers and chatting with colleagues. Some employees also feel dissatisfied because they are not given the opportunity for job promotion according to their work achievements (Han & Netra, 2013).

Employee Performance



Performance is the manifestation of work performed by employees, which is usually used as the basis for evaluating employees or organizations (Hasibuan, 2009). Meanwhile, according to (Dewi & Wibawa, 2016), employee performance is the result of work achieved by an individual to achieve a goal. Good performance is optimal performance that follows procedures or standards that have been established.

3. Method, Data, and Analysis

This research is a quantitative study that emphasizes theory through research variables with numerical data and conducts data analysis with statistical procedures. Based on its nature, this research is classified as associative research because it consists of several variables (Rumengan, 2013). The study aims to analyze the influence between several research variables, namely Leadership (X1), job stress (X2), employee commitment (X3), and one intervening variable, Job Satisfaction (Y), as an exogenous variable, as well as the variable of Employee Performance (Z) as an endogenous variable.

This study is quantitative research with the research object being the Employees of We Art Visual Company in Pekalonga with a population and sample size of 224 respondents. The type of data used in this study is primary data in the form of answers from 224 respondents collected through an electronic survey distributed via a link to respondents with questions about leadership, job stress, employee commitment, job satisfaction, and employee performance variables. The data collection technique used in this study is by creating and distributing questionnaires using Google Forms from December 5th to 24th, 2023.

The indicators for each variable used in this study are as follows:

- a. Leadership according to (Usman, 2013), are as follows:
 1. Achievement orientation, which includes responsibility and hard work for success.
 2. Intelligence, which involves using mature judgment, having clear reasons, and thinking abilities.
 3. Decision-making ability, which entails making difficult decisions without hesitation.
 4. Initiative, which starts from oneself, performing tasks well with minimal supervision.
 5. Supervisory skills, which involve working cooperatively with others.
- b. Job stress according to (Sunyoto, 2013), includes:
 1. Intrinsic job factors, such as physical job conditions and task demands. Physical job conditions causing stress include noise, vibration, and hygiene, while task demands encompass various activities typical of each job type.
 2. Organizational role, covering role conflict and role ambiguity. Role conflict arises when there are conflicting conditions between tasks to be performed and responsibilities or duties.
 3. Career development, including job dissatisfaction, early promotions, and delayed promotions.
 4. Work relationships, encompassing relationships among employees and leadership styles.
 5. Organizational structure and characteristics.
- c. Organizational commitment according to (Respatiningsih & Sudirjo, 2015), consists of:
 1. Affective commitment, occurs when employees want to be part of the organization due to emotional attachment.
 2. Continuance commitment, arises when employees stay with an organization because they need salary and benefits or cannot find another job, thus out of necessity.



3. Normative commitment, arises from employees' self-values. Employees remain members of the organization because they feel obligated to do so, as they believe commitment to the organization is something they should do.
- d. Job satisfaction according to (Darmawan, 2013), includes:
 1. Salary, related to the amount of compensation for one's work performance.
 2. Job contentment, pertains to whether the job contains elements that satisfy the individual.
 3. Colleagues, relates to interactions with coworkers during work.
 4. Leadership, relates to leadership style when giving orders or instructions.
 5. Promotion or career development, can contribute to job satisfaction based on performance and should be transparent and clear through job promotions.
- e. Employee performance according to (Wirawan, 2009), comprises:
 1. Job skills, the mastery of procedures by employees in carrying out their duties.
 2. Job quality, the ability of employees to demonstrate quality work in terms of precision and tidiness.
 3. Responsibility, the willingness of employees to fully engage in their work and bear the consequences of errors or negligence in task execution.
 4. Initiative, the ability of employees to develop ideas or actions that support task completion.
 5. Discipline, the willingness of employees to adhere to company regulations regarding punctuality, attendance, and leaving the office for non-official reasons.
 6. Cooperation, the ability of employees to foster relationships with other employees to accomplish tasks.
 7. Quantity of work, the ability of employees to complete a certain amount of task outputs each day.

Here is the research model that will be conducted:

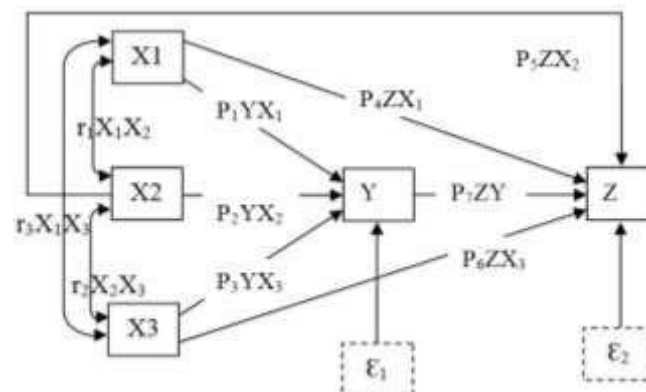


Figure 1 Research Model

Path analysis will be used for data processing, which is a quantitative analysis technique that is an extension of multiple linear regression. Path analysis can identify direct and indirect effects in the relationship between variables through intermediary variables. And it will be tested: Validity Test, Reliability Test, Normality Test, Linearity Test, Path Analysis, Total Effect, Hypothesis Design, and Implications.



4. Result and Discussion

Data Analysis Test

Table 1. Results of Validity Test

Item Pernyataan	Koefisien korelasi				Keterangan
Kepemimpinan	Tingkat stres karyawan	Komitmen Karyawan	Kepuasan kerja karyawan	Kinerja Karyawan	Valid
X1_1 = 0,785	X2_1 = 0,733	X3_1 = 0,440	Y1 = 0,648	Z1 = 0,460	Valid
X1_2 = 0,704	X2_2 = 0,398	X3_2 = 0,677	Y2 = 0,571	Z2 = 0,664	Valid
X1_3 = 0,681	X2_3 = 0,573	X3_3 = 0,552	Y3 = 0,623	Z3 = 0,478	Valid
X1_4 = 0,710	X2_4 = 0,484	X3_4 = 0,797	Y4 = 0,579	Z4 = 0,470	Valid
X1_5 = 0,732	X2_5 = 0,601	X3_5 = 0,616	Y5 = 0,675	Z5 = 0,428	Valid
X1_6 = 0,670	X2_6 = 0,733	X3_6 = 0,728	Y6 = 0,612	Z6 = 0,575	Valid
X1_7 = 0,648	X2_7 = 0,514	X3_7 = 0,725	Y7 = 0,660	Z7 = 0,503	Valid

Reliability Test

Table 2. Results of Reliability Test

Variabel	Cronbach alpha	Keterangan
Kepemimpinan	0,774	Reliabel
Tingkat stres karyawan	0,736	Reliabel
Komitmen karyawan	0,760	Reliabel
Kepuasan kerja karyawan	0,752	Reliabel
Kinerja karyawan	0,703	Reliabel

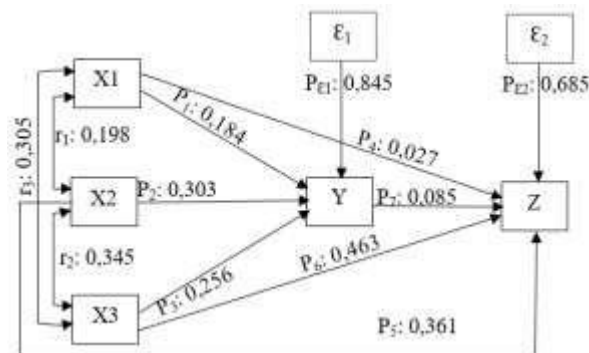
Normality Test

Table 3. Results of Normality Test

	Unstandardized Residual
N	224
Normal Parameters ^{a,b} Mean	.0000000
Std. Deviation	1.77182314
Most Extreme Absolute	.051
Differences Positive Negative	.035
	-.051
Kolmogorov-Smirnov Z	.761
Asymp. Sig. (2-tailed)	.608



Figure 3 Results of Model Coefficient Values for Path Equations I, II, and III



1. Analysis of the first hypothesis

Leadership has a significant direct effect on job satisfaction.

The coefficient value of 0.184 indicates that improved leadership will increase job satisfaction by. It also has a significance value for the direct effect of 0.002. This means that $0.002 < 0.05$, indicating a significant relationship between leadership and job satisfaction. Therefore, leadership has a significant positive effect on job satisfaction, meaning changes in job satisfaction levels are strongly influenced by the conduciveness of leadership. Thus, the hypothesis in this study is accepted.

2. Analysis of the second hypothesis

Job stress has a significant direct effect on job satisfaction.

The coefficient value of 0.303 suggests that an increase in stress management will lead to increased job satisfaction. It also has a significance value for the direct effect of 0.000. This means that $0.000 < 0.05$, indicating a significant relationship between job stress and job satisfaction. Therefore, job stress has a significant positive effect on job satisfaction, meaning changes in job satisfaction levels are highly influenced by the effectiveness of job stress management experienced by employees. If job stress is handled well, it will certainly enhance job satisfaction. Thus, the hypothesis in this study is accepted.

3. Analysis of the third hypothesis

Organizational commitment has a significant direct effect on job satisfaction. The coefficient value of 0.256 implies that an increase in organizational commitment will increase job satisfaction. It also has a significance value for the direct effect of 0.000. This means that $0.000 < 0.05$, indicating a significant relationship between organizational commitment and job satisfaction. Therefore, organizational commitment has a significant positive effect on job satisfaction, meaning changes in job satisfaction levels are strongly influenced by the values of organizational commitment within a company. Thus, the hypothesis in this study is accepted.

4. Analysis of the fourth hypothesis

Job satisfaction has a significant direct effect on employee performance.

The coefficient value of 0.085 explains that an increase in job satisfaction will increase employee performance. It also has a significance value for the direct effect of 0.120. This means that $0.120 > 0.05$, indicating that the influence of job satisfaction on employee performance is not significant. Therefore, job satisfaction has a positive but not significant effect on employee performance,



meaning that changes in employee performance levels are not entirely determined by employee job satisfaction in the company. Thus, the hypothesis in this study is not accepted.

5. Analysis of the fifth hypothesis

Leadership has a significant direct effect on employee performance.

The coefficient value of 0.027 suggests that improved leadership will increase employee performance. It also has a significance value for the direct effect of 0.589. This means that $0.589 > 0.05$, indicating that the influence of leadership on employee performance is not significant. Therefore, leadership has a positive but not significant effect on employee performance, meaning that changes in employee performance levels are not determined by how well leaders deal with employees. Thus, the hypothesis in this study is not accepted.

6. Analysis of the sixth hypothesis

Job stress has a significant direct effect on employee performance.

The coefficient value of 0.361 implies that better stress management will increase employee performance. It also has a significance value for the direct effect of 0.000. This means that $0.000 < 0.05$, indicating a significant relationship between job stress and employee performance. Stress management has a significant positive effect on employee performance, meaning that changes in employee performance levels are strongly influenced by the conduciveness of job stress. Thus, the hypothesis in this study is accepted.

7. Analysis of the seventh hypothesis

Organizational commitment has a significant direct effect on employee performance. The coefficient value of 0.463 indicates that an increase in organizational commitment will enhance employee performance. It also has a significance value for the direct effect of 0.000. This means that $0.000 < 0.05$, indicating a significant relationship between organizational commitment and employee performance. This value shows that organizational commitment significantly influences employee performance, meaning that changes in employee performance levels are strongly determined by the consistency of organizational commitment. Therefore, the hypothesis in this study is accepted.

8. Analysis of the eighth hypothesis

The indirect effect of leadership through job satisfaction on employee performance.

The total effect of leadership on employee performance can be observed based on the values of both direct and indirect effects. The coefficient value of the indirect effect $>$ the coefficient value of the direct effect, which is $0.0156 > 0.027$ based on the results. Therefore, it can be said that job satisfaction as an intervening variable mediates the relationship between leadership and employee performance. Thus, this indicates that the actual influence between leadership and employee performance is indirect. Therefore, the hypothesis in this study is accepted.

9. Analysis of the ninth hypothesis

The indirect effect of job stress through job satisfaction on employee performance.

The total effect of job stress on employee performance can be observed based on the values of both direct and indirect effects. The coefficient value of the indirect effect $>$ the coefficient value of the direct effect, which is $0.3867 > 0.361$ based on the results. Therefore, it can be said that job satisfaction as an intervening variable mediates the relationship between job stress and employee performance. Thus, this indicates that the actual influence between job stress and employee performance is indirect. Therefore, the hypothesis in this study is accepted.

10. Analysis of the tenth hypothesis



The indirect effect of organizational commitment through job satisfaction on employee performance.

The total effect of organizational commitment on employee performance can be observed based on the values of both direct and indirect effects. The coefficient value of the indirect effect $<$ the coefficient value of the direct effect, which is $0.0217 < 0.463$. Therefore, it can be said that job satisfaction does not mediate the relationship between organizational commitment and employee performance. Thus, this indicates that the actual influence between organizational commitment and employee performance is direct. Therefore, the hypothesis in this study is rejected.

5. Conclusion and Suggestion

Conclusion

Leadership has a significant positive effect on employee job satisfaction. Handling employee stress has a significant positive effect on job satisfaction. Employee commitment has a significant positive effect on job satisfaction. Employee job satisfaction has a positive but not significant effect on employee performance. Leadership has a direct and insignificant effect on employee performance. Handling employee stress has a significant positive effect on employee performance. Employee commitment has a significant positive effect on employee performance. Leadership has a significant positive effect on employee performance through employee job satisfaction. Handling employee stress has a significant positive effect on employee performance through job satisfaction. Employee commitment does not have a significant effect on employee performance through job satisfaction.

This study has a limitation in its sample, which is only conducted in the We Art Visual company, so the results obtained may differ when conducted in different organizations such as educational institutions and other public sector organizations. The data collection method only utilizes responses from the respondents.

Suggestion

1. Recommendations for the company or management

It is hoped that the leaders in this visual media-aligned company pay attention to how they manage all resources, particularly their employees, by avoiding intimidating them and showing openness to all suggestions and complaints from employees during evaluations. Additionally, it's important to foster commitment among employees to the company's goals, leading to improved and enhanced employee performance. Therefore, attention should be given to leadership attitudes, levels of work stress, and employee commitment, which will boost employees' confidence, leading to their happiness and satisfaction in completing assigned tasks, ultimately resulting in optimal employee performance.

2. Recommendations for readers or the general public

This research still has many limitations due to researcher constraints, including time and cost. Therefore, it is hoped that the results of this study can serve as a reference for readers or future researchers by discussing and adding other variables not addressed in this study.



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