JSSH (Jurnal Sains Sosio Humaniora)
Vol. 10 (2), 2026
https://online-journal.unja.ac.id/jssh
e-ISSN: **2580-2305;** p-ISSN: **2580-1244**

The Influence of Remuneration, Work Environment, and Workload on Organizational Commitment and Employee Performance at Pondok Pesantren Islam Ulul Albab

Ahsan Imam Muttaqin[1]*, Ahmad Juwaini[2], Rudi Hartono[3]
[1,2,3] Universitas Ibn Khaldun Bogor, Jawa Barat, Indonesia.
Corresponding author e-mail: ahsan.alsheikh9@gmail.com

ARTICLE INFO

Keywords:
Employee Performance,
Organizational Commitment,
Remuneration,
Work Environment,
Workload

DOI:
10.22437/jssh.v10i2.58772

Received:
July 2nd, 2026

Reviewed:
July 14th, 2026

Accepted:
July 18th, 2026

ABSTRACT

This study examines the influence of remuneration, work environment, and workload on organizational commitment and employee performance at Pondok Pesantren Islam (PPI) Ulul Albab, South Lampung, Indonesia. An explanatory quantitative approach with a cross-sectional design was employed. Data were collected using a four-point Likert-scale questionnaire from 69 permanent employees (a 71.8% response rate out of a population of 96, obtained through total sampling) and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.1.1.8. Hypothesis testing shows that work environment has a positive and highly significant effect on both organizational commitment and employee performance. Remuneration significantly strengthens organizational commitment but has no significant effect on performance. Workload shows no significant effect on organizational commitment, yet has a positive and significant effect on employee performance, contrary to the initially hypothesized direction. The model explains 73.2% of variance in organizational commitment (strong) and 32.6% in employee performance (moderate). Within a religiously grounded pesantren work ecosystem, a socially and spiritually conducive work environment is the primary driver of commitment and productivity. Remuneration reinforces emotional attachment, while workload, reframed as religious trust, functions as a productive challenge. These findings offer strategic implications for designing holistic human resource policies aligned with Islamic values.

1. Introduction

In an increasingly complex era of organizational competition, institutional success is no longer determined solely by technology or capital, but by the quality of the human resources (HR) that run the organization's activities (Hasibuan, 2016). Organizational commitment (Meyer & Allen, 1991) and employee performance are two key outcomes reflecting the effectiveness of HR management, and both are influenced by a range of factors, including remuneration, work environment, and workload.

The issue of remuneration in Indonesia remains central to workforce welfare debates, given that a mismatch between compensation and workload frequently creates a sense of unfairness and reduces motivation (Milkovich et al., 2014). This concern is acutely relevant for pesantren-based educational institutions. Official data from the Directorate General of Islamic Education,

Ministry of Religious Affairs of the Republic of Indonesia, records more than 38,000 Islamic boarding schools (pesantren) educating millions of students across the nation (Hadziq et al., 2024). Yet behind this strategic role, many pesantren education staff navigate complex operational challenges regarding remuneration and heavy workloads.

Beyond remuneration, the work environment also plays a vital role in shaping employee commitment and performance. A conducive work environment covers both physical and non-physical aspects, such as work facilities, relationships among coworkers, and leadership support (Vischer, 2008). Meanwhile, workload refers to the number of tasks and responsibilities employees must complete within a given period, and the phenomenon of overwork has been reported to be rising across sectors. The Asia Pacific Workforce Hopes and Fears survey released by PwC (2023) shows a high prevalence of work-related stress across ASEAN countries due to an imbalance between productivity demands and available resources, while the Gallup Incorporated (2026) report notes that only around a quarter of workers in Southeast Asia feel they are in a supportive work environment.

Prior studies confirm that remuneration, work environment, and workload influence organizational commitment and employee performance, yet empirical findings remain fragmented across sectors (Anwar, 2021; Sumiatik et al., 2021; Indripriarko & Havidz Aima, 2022). Crucially, existing literature leaves two major gaps unaddressed. Theoretically, dominant organizational behavior models, namely Social Exchange Theory (Blau, 1964), Equity Theory (Adams, 1965), and the Job Demands-Resources framework (Bakker & Demerouti, 2017), assume a secular, utility-maximizing workforce where high workload functions primarily as a stressor (Cavanaugh et al., 2000; LePine et al., 2005). These frameworks offer limited explanatory power in faith-based environments where work demands are spiritually reframed through concepts like religious trust (*amanah*). Empirically, previous works frequently position commitment as a sequential mediator leading to performance (Sumiatik et al., 2021) or analyze them in isolation. Examining commitment (an attitudinal outcome) and performance (a behavioral outcome) as direct, parallel outcomes addresses this oversight, clarifying whether socio-structural drivers influence emotional alignment and task execution symmetrically or through divergent pathways.

To address these gaps, this study analyzes the parallel influence of remuneration, work environment, and workload on organizational commitment and employee performance at Pondok Pesantren Islam (PPI) Ulul Albab in South Lampung Regency. With 96 permanent employees, PPI Ulul Albab illustrates the tension between ideal HR expectations and operational realities regarding remuneration adequacy, workplace comfort, and workload distribution, a gap that risks triggering psychological fatigue and social envy. Unlike profit-oriented organizations, a pesantren is an educational and caregiving institution bound by Islamic values and a welfare-oriented mission, meaning financial incentives alone do not dictate employee behavior. Six direct hypotheses are tested: remuneration significantly affects organizational commitment (H1) and employee performance (H4); work environment significantly affects organizational commitment (H2) and employee performance (H5); and workload significantly affects organizational commitment (H3) and employee performance (H6).

This study offers two distinct contributions. Theoretically, by evaluating commitment and performance as parallel outcomes without intervening variables, it extends Western organizational theories, specifically Equity Theory (Adams, 1965), Social Exchange Theory (Blau, 1964), the Job Characteristics Model (Hackman & Oldham, 1976), and the JD-R Model (Bakker & Demerouti, 2017), into the context of faith-based educational institutions, uncovering how religious values moderate traditional exchange dynamics. Practically, the findings are intended to provide PPI Ulul Albab, and pesantren-based institutions more broadly, with an empirical basis for designing human resource policies that are not only administratively sound but also consistent with the values of justice ('adl), trustworthiness (amanah), and collective welfare (maslahah) that underpin the pesantren tradition.

The remainder of this article is organized into four sections. Section 2 reviews the theoretical foundations and empirical literature supporting the six hypotheses. Section 3 outlines the research methodology, including sampling, instrumentation, and PLS-SEM evaluation procedures (Hair et al., 2020, 2021; Henseler et al., 2015). Section 4 details the empirical results from measurement and structural model assessments. Section 5 discusses these findings against theoretical expectations, detailing theoretical contributions, managerial implications, and future research directions.

2. Literature Review

2.1 Remuneration and Organizational Commitment

Within the overarching Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2017), remuneration operates as a vital structural job resource that initiates a positive motivational pathway toward organizational outcomes. Remuneration refers to the total financial and non-financial compensation an employee receives in exchange for their contribution to an organization (Milkovich et al., 2014). In this framework, Equity Theory (Adams, 1965) and Social Exchange Theory (Blau, 1964) function as complementary explanatory mechanisms. First, Equity Theory explains the cognitive evaluation of this job resource: employees continuously compare the ratio of their inputs and outcomes with that of others, where perceived unfairness in this ratio reduces motivation and commitment. Second, Social Exchange Theory explains the relational reciprocation mechanism: when employees perceive the remuneration system as fair, adequate, and transparent, they feel a psychological obligation to reciprocate this favorable resource with greater emotional attachment and loyalty toward the organization.

Beyond its economic function, remuneration also carries symbolic value as an indicator of organizational recognition and respect toward employees' contributions. In religiously oriented workplaces, this symbolic dimension can be amplified: compensation is often interpreted not merely as a wage but as a manifestation of organizational amanah (trust) toward those who dedicate their labor to a shared educational or da'wah mission. Consequently, the perceived fairness and transparency of the remuneration process, carries substantial weight in predicting employees' affective bond with the institution (Milkovich et al., 2014; Anwar, 2021).

2.2 Work Environment and Employee Outcomes

Within the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2017), a conducive work environment functions as a fundamental job resource comprising both physical elements (facilities, safety, comfort) and non-physical elements (coworker relationships, leadership support, and organizational climate) (Vischer, 2008). In this framework, the Job Characteristics Model (Hackman & Oldham, 1976) and Social Exchange Theory (Blau, 1964) provide complementary explanatory mechanisms. First, the Job Characteristics Model explains how a well-designed work context provides meaningful and psychologically supportive conditions that foster intrinsic motivation and engagement. Second, Social Exchange Theory demonstrates that when an institution provides such high-quality environmental resources, employees feel a psychological obligation to reciprocate, which translates into stronger organizational commitment and enhanced performance. Consequently, prior studies consistently show that a supportive work environment serves as a key positive predictor of both organizational commitment and employee performance (Indripriarko & Havidz Aima, 2022; Sumiatik et al., 2021).

Within educational organizations bound by a shared religious identity, the work environment often extends beyond the conventional physical-psychosocial dichotomy to include a spiritual dimension, encompassing congregational worship, moral exemplification by leaders, and a pervasive sense of communal belonging. This spiritual dimension is theorized to reinforce the motivational mechanisms described by the Job Characteristics Model, as it imbues everyday tasks with transcendent meaning beyond their instrumental value, thereby strengthening both the affective and normative components of organizational commitment (Vischer, 2008; Hackman & Oldham, 1976).

2.3 Workload and the Challenge-Hindrance Stressor Framework

Within the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2017), workload represents a primary job demand, denoting the volume of tasks and responsibilities an employee must complete within a given period. While classic JD-R theory posits that excessive demands without adequate resources lead to strain and diminished outcomes, the Challenge–Hindrance Stressor Framework (Cavanaugh et al., 2000; LePine et al., 2005) complements this model by refining how job demands are evaluated. Specifically, it distinguishes hindrance stressors which impede goal attainment, from challenge stressors, which, despite being demanding, are perceived as opportunities for growth and accomplishment. Consequently, within the JD-R structure, this framework explains how manageable workload demands can function as constructive predictors of engagement and performance rather than purely depleting stressors.

The distinction between challenge and hindrance stressors is particularly salient in value-driven organizations, where the subjective meaning attached to a demand can outweigh its objective magnitude. When workload is cognitively reframed, for instance, as a religious trust (amanah) or as a contribution to a collective educational mission, the same volume of tasks that might otherwise be experienced as a hindrance can instead function as a challenge stressor that mobilizes effort and engagement, rather than eroding it (LePine et al., 2005). This reframing

mechanism forms a central theoretical lens for interpreting the workload-related hypotheses of this study.

2.4 Organizational Commitment and Employee Performance

Functioning as the primary outcomes within the JD-R Model, organizational commitment and employee performance represent how workers relationally reciprocate institutional inputs under Social Exchange Theory (SET). Organizational commitment is conceptualized by Meyer and Allen (1991) as a three-component construct comprising affective, continuance, and normative commitment, reflecting an employee's emotional attachment, perceived cost of leaving, and sense of obligation toward the organization, respectively. Employee performance encompasses the quality, quantity, timeliness, responsibility, and cooperative behavior an employee demonstrates in carrying out their duties. Together, these constructs capture the ultimate attitudinal and behavioral responses driven by the evaluation of job resources (remuneration and work environment) and workload demands.

While organizational commitment and employee performance are conceptually distinct, they are theoretically interrelated: a strong affective and normative commitment is generally expected to translate into greater discretionary effort and, consequently, higher performance. However, this translation is not automatic and may depend on contextual moderators such as job resources, role clarity, and organizational culture (Meyer & Allen, 1991). This study treats both constructs as parallel dependent variables, allowing an examination of whether the antecedents of commitment and the antecedents of performance are indeed the same, or whether they diverge in ways that carry distinct managerial implications.

2.5 Prior Empirical Studies and Hypotheses Development

Empirical evidence on the relationships among remuneration, work environment, workload, organizational commitment, and employee performance remains fragmented across sectors. Anwar (2021) found that compensation significantly strengthens lecturers' organizational commitment in private higher education institutions, while Sumiatik et al. (2021) reported that compensation, motivation, work environment, and leadership jointly influence employee performance through organizational commitment as an intervening variable in a manufacturing context. Indripriarko and Havidz Aima (2022) demonstrated that work environment and compensation affect employee performance with job satisfaction as a mediator in a corporate setting, while Kurdi et al. (2025) found that motivation, workload, and work environment jointly influence teacher performance at Islamic religious schools (TPQ and Madrasah Diniyah), a context closely related to the present study.

Despite these contributions, most prior studies either examine the three antecedents in a mediated pathway (through job satisfaction or organizational commitment as an intervening variable) or focus on a single dependent variable, leaving the parallel, direct relationships with both organizational commitment and employee performance comparatively underexamined, particularly within Islamic educational institutions. Building on the theoretical foundations discussed in Sections 2.1 through 2.4, this study proposes the following six hypotheses, summarized in Table 1.

Table 1. Summary of Research Hypotheses

Hypothesis	Statement	Theoretical Basis (Integrated JD-R Framework)
H1	Remuneration has a significant effect on organizational commitment	JD-R Model (Job Resource), Equity Theory, & Social Exchange Theory
H2	Work environment has a significant effect on organizational commitment	JD-R Model (Job Resource), Job Characteristics Model, & Social Exchange Theory
H3	Workload has a significant effect on organizational commitment	JD-R Model (Job Demand)
H4	Remuneration has a significant effect on employee performance	JD-R Model (Job Resource), Equity Theory, & Social Exchange Theory
H5	Work environment has a significant effect on employee performance	JD-R Model (Job Resource), Job Characteristics Model, & Social Exchange Theory
H6	Workload has a significant effect on employee performance	JD-R Model (Job Demand) & Challenge–Hindrance Stressor Framework

3. Research Methodology

3.1 Research Design

This study employed a quantitative approach using a survey method with an explanatory (causal) design aimed at empirically testing cause-and-effect relationships among variables. A cross-sectional design was applied, with data collected during a single period (January 2026) at PPI Ulul Albab, located in Banjar Agung Village, Jati Agung District, South Lampung Regency. The explanatory design was selected because the primary research objective is to verify hypothesized causal pathways derived from established organizational behavior theories, rather than to generate new theory inductively. This design is considered appropriate given that the constructs under investigation, remuneration, work environment, workload, organizational commitment, and employee performance, are well established in the literature and possess validated measurement approaches, allowing the researchers to focus on testing the strength and direction of their relationships within the specific context of a pesantren-based educational institution.

3.2 Population and Sample

The population of this study consisted of all 96 permanent employees of PPI Ulul Albab, distributed across twelve work units. Given the relatively small population size, the sampling technique used was total sampling (census). Of the 96 questionnaires distributed, 69 were returned complete and consistent and were thus deemed valid for analysis, corresponding to a response rate of 71.8%, a level categorized as very good for survey research in management and organizational studies (Baruch & Holtom, 2008). The structural model contains a maximum of 3 to 4 structural paths directed toward any single endogenous construct. Under the traditional 10-times rule (Hair et al., 2021), the required minimum sample size is 30 to 40 responses. Additionally, referencing statistical power tables for PLS-SEM (Hair et al., 2021), a sample size of 69 exceeds the minimum threshold required to achieve a statistical power of 0.80 at a 5% significance level ($\alpha = 0.05$) for detecting medium effect sizes ($f^2 = 0.15$). This confirms

that the sample size provides adequate sensitivity for structural model estimation and hypothesis testing.

The use of total sampling rather than a probability-based subsampling technique was deliberate: given that the entire population of permanent employees at PPI Ulul Albab was accessible and of a manageable size, surveying the full population minimizes sampling error and enhances the representativeness of the findings relative to the institution's actual workforce, even though the resulting sample size places some constraints on the statistical power available for detecting smaller effect sizes.

3.3 Instruments

The data collection instrument was a closed-ended questionnaire using a four-point Likert scale (Strongly Agree = 4 to Strongly Disagree = 1), constructed based on the operational indicators of each variable, as summarized in Table 2.

Table 2. Operationalization of Research Variables

Variable	Definition	Indicators
Remuneration (X1)	All financial and non-financial rewards given to employees in return for their contribution to the organization	1) Salary-workload alignment; 2) Fairness of the remuneration system; 3) Adequacy of income; 4) Timeliness of payment; 5) Transparency of remuneration
Work Environment (X2)	The physical and non-physical setting in which an employee works, which affects the conduct of their duties	1) Lighting and work facilities; 2) Comfort of the workspace; 3) Workplace security; 4) Coworker relationships; 5) Leadership support; 6) Work atmosphere
Workload (X3)	The tasks and activities that must be completed by an employee within a given period	1) Task-ability alignment; 2) Adequacy of working time; 3) Clarity of work targets; 4) Established work standards
Organizational Commitment (Y1)	The degree of an employee's belief in and acceptance of organizational goals, and their willingness to remain with the organization	1) Affective commitment; 2) Continuance commitment; 3) Normative commitment
Employee Performance (Y2)	The outcome of an employee's work evaluated against established standards	1) Quality of work; 2) Quantity of work; 3) Timeliness; 4) Responsibility; 5) Cooperation

Source: Adapted from the operational indicators developed by the author (2026)

Each indicator was translated into one or more questionnaire items, resulting in a total instrument that captured the full conceptual breadth of each variable while remaining concise enough to sustain respondent attention. Prior to distribution, the instrument was reviewed for content validity by the research team and refined based on input from the institution's leadership to ensure that item wording was contextually appropriate for a pesantren work setting.

3.4 Data Collection Procedure

Questionnaires were distributed directly to all permanent employees at PPI Ulul Albab following coordination with the institution's leadership. Respondents completed the questionnaire independently, and completed forms were checked for completeness and consistency before being included in the final analysis.

3.5 Data Analysis Procedure

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.1.8, given its capability to test complex structural models on moderate sample sizes without requiring a multivariate normal distribution assumption (Hair Jr. et al., 2021). The analysis was conducted in two stages. First, the measurement model (outer model) evaluation covered convergent validity (loading factors > 0.70 and AVE > 0.50), discriminant validity (Fornell-Larcker criterion and HTMT < 0.85–0.90; Henseler et al., 2015), and reliability (Cronbach's Alpha and Composite Reliability ≥ 0.70). Second, the structural model (inner model) evaluation covered the coefficient of determination (R^2), categorized as strong (>0.67), moderate (0.33–0.67), or weak (0.19–0.33) following Chin's (1998) criteria; predictive relevance (Q^2) through the blindfolding procedure; and hypothesis testing through bootstrapping with 5,000 subsamples, with a hypothesis accepted when T-statistics > 1.96 or p-value < 0.05 at a 5% significance level (Hair et al., 2020).

4. Findings

4.1 Overview of the Research Object

PPI Ulul Albab is located in Banjar Agung Village, Jati Agung District, South Lampung Regency, and operates under the auspices of Yayasan Al-Atsar. The institution was established in 1995 with the aim of providing an Islamic education that integrates a formal curriculum with a pesantren-style boarding and character-formation system. Originally located in Sukarame District, Bandar Lampung City, the pesantren was relocated to its current site in 2002 to accommodate a growing student population. Its vision is to cultivate individuals with sound Islamic creed (aqidah salimah), noble character (akhlakul karimah), and a salaf-oriented methodology (manhaj salafus solih) who are of benefit to the wider community, realized through a mission of instilling religious knowledge, character formation, fostering independence, and preparing a generation ready for da'wah.

Organizationally, the institution's highest leadership rests with the Head of the Foundation, assisted by a daily management board and unit coordinators, and is structured into formal education units and supporting units that coordinate closely under a shared familial culture and exemplary leadership. As of the study period, the institution's operations were supported by 96 permanent employees comprising educational and administrative staff, with supporting facilities including classrooms, student dormitories, a mosque, a library, laboratories, and sports fields, all of which contribute directly to the physical dimension of the employees' work environment. Amid a growing student population and increasingly complex service demands, PPI Ulul Albab faces strategic human resource management challenges, particularly concerning gaps in the remuneration system, the optimization of the work environment, and the proportional distribution of workload, which together make it a relevant and information-rich setting for examining the relationships proposed in this study.

4.2 Respondent Profile

The respondents in this study were 69 permanent employees of PPI Ulul Albab. A summary of respondent characteristics is presented in Table 3.

Table 3. Respondent Characteristics (n = 69)

Category	Sub-category	Number	Percentage
Gender	Male	40	58%
	Female	28	41%
	Not stated	1	1%
Employment Status	Teacher / Educator	12	17%
	Administrative / Managerial Staff	43	63%
	Support Staff	11	16%
	Not stated	3	4%
Length of Service	Less than 1 year	11	16%
	1 to 3 years	21	30%
	More than 3 years	36	53%
	Not stated	1	1%

Source: Primary data processed by the author (2026)

4.3 Measurement Model Results

As presented in Table 4, all constructs demonstrate Composite Reliability (rho_c) values ranging from 0.792 to 0.916. It confirms that all value above the recommended threshold of 0.70 and strong internal consistency across the measurement model (Hair et al., 2020). Most constructs also met the standard convergent validity threshold with Average Variance Extracted (AVE) values exceeding 0.50.

Table 4. Construct Reliability and Validity

Variable	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE
Remuneration	0.869	0.909	0.901	0.605
Work Environment	0.897	0.904	0.916	0.548
Workload	0.670	0.775	0.792	0.491
Organizational Commitment	0.853	0.862	0.894	0.629
Employee Performance	0.883	0.906	0.907	0.585

Source: Primary data processed by the author (2026)

The Workload construct recorded an AVE of 0.491 and a Cronbach's alpha of 0.670, slightly below the standard benchmarks. However, the construct was retained based on Fornell and Larcker's (1981) guideline, which posits that an AVE under 0.50 remains methodologically acceptable if Composite Reliability exceeds 0.60, a condition fulfilled by Workload's rho_c of 0.792 and rho_a of 0.775. Additionally, all Workload indicators exhibited individual outer loadings exceeding the minimum acceptable cutoff of 0.50 (Hair et al., 2021). Retaining these indicators preserves the content validity and conceptual breadth of workload dynamics in faith-based educational settings without sacrificing internal consistency.

Discriminant validity was evaluated using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio (Henseler et al., 2015). Under the Fornell-Larcker criterion, discriminant validity was satisfied as the square root of each construct's AVE exceeded its correlations with all other constructs. However, the HTMT assessment yielded a ratio of 0.926 between Work Environment and Organizational Commitment, exceeding the conservative

0.85–0.90 threshold. Nevertheless, the measurement model was deemed adequate for structural evaluation for two reasons. First, all variance inflation factors (VIF) remained well below the critical threshold of 5.0, confirming that collinearity does not distort structural estimations (Hair et al., 2021). Second, this empirical proximity may represent a plausible contextual alignment within a pesantren ecosystem, where socio-spiritual working conditions and organizational attachment are closely interconnected. The theoretical and empirical implications of this potential overlap are further examined in Section 5.

4.4 Structural Model Results

The coefficient of determination (R^2) and predictive relevance (Q^2) of the research model are presented in Table 5.

Table 5. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Dependent Variable	R-Square	Category (Chin, 1998)	Q-Square
Organizational Commitment	0.732	Strong	0.218
Employee Performance	0.326	Moderate	0.101

Source: Primary data processed by the author (2026)

The research model explains 73.2% of the variance in Organizational Commitment, indicating that remuneration, work environment, and workload jointly constitute strong predictors of employee commitment within this setting. For Employee Performance, the model explains a more moderate 32.6% of the variance, suggesting that a substantial portion of the variability in employee performance is attributable to factors outside the three antecedents examined here, such as individual competence, intrinsic motivation, task complexity, or supervisory quality. Both Q^2 values are positive (0.218 and 0.101, respectively), confirming that the structural model possesses adequate predictive relevance for both dependent variables, in accordance with the blindfolding-based criterion recommended by Hair Jr. et al. (2021).

4.5 Hypothesis Testing Results

Hypothesis testing was conducted through a bootstrapping procedure with 5,000 subsamples. A summary of the results for the six hypotheses is presented in Table 6.

Table 6. Hypothesis Testing Results (Path Coefficients)

Hypothesis	Path	β	T-Stat	P	Decision
H1	Remuneration → Organizational Commitment	0.185	2.417	0.016	Supported
H2	Work Environment → Organizational Commitment	0.756	10.635	0.000	Supported
H3	Workload → Organizational Commitment	0.040	0.459	0.646	Not supported
H4	Remuneration → Employee Performance	-0.084	0.808	0.419	Not supported
H5	Work Environment → Employee Performance	0.352	2.822	0.005	Supported
H6	Workload → Employee Performance	0.345	2.723	0.006	Supported

Source: Primary data processed by the author (2026)

Of the six hypotheses proposed, four were supported (H1, H2, H5, H6) and two were not supported (H3, H4).

5. Discussion

Remuneration was predicted to have a positive and significant effect on organizational commitment (H1 supported), consistent with Equity Theory (Adams, 1965) and Social Exchange Theory (Blau, 1964): employees who perceive the remuneration system as fair, adequate, and transparent tend to reciprocate with greater emotional attachment and loyalty, as also found by Anwar (2021) and Sumiatik et al. (2021) in different contexts. Within pesantren culture, remuneration is not solely understood as an economic transaction but also as a form of religious trust (amanah) and recognition of service, so its transparent management further reinforces employees' perception of leadership fairness and, by extension, their willingness to remain committed to the institution's mission.

However, remuneration did not demonstrate a statistically significant effect on employee performance (H4 not supported). This suggests that within value-based institutions like pesantrens, financial compensation functions primarily as a baseline fulfillment of basic needs and a signal of organizational fairness rather than the main driver of daily task performance. Because employees frequently view their responsibilities through a framework of worship (*ibadah*) and moral duty, performance is driven more strongly by intrinsic and spiritual motivation. This pattern diverges from findings in profit-oriented sectors, pointing to a critical boundary condition for Equity Theory (Adams, 1965): while its predictive power for attitudinal outcomes like commitment holds across organizational types, its capacity to predict behavioral outcomes such as performance appears attenuated in mission-driven, non-profit religious institutions where non-monetary motivators dominate.

Work environment was showed to have a positive and highly significant effect on both organizational commitment (H2 supported, $\beta = 0.756$) and employee performance (H5 supported, $\beta = 0.352$), making it the most dominant factor in this study. This result is consistent with the Job Characteristics Model (Hackman & Oldham, 1976) and Social Exchange Theory (Blau, 1964), and aligns with the findings of Indripriarko & Havidz Aima (2022) and Sumiatik et al. (2021). Within the PPI Ulul Albab context, the work environment carries distinctive pesantren dimensions, including a strong religious climate, a familial culture, exemplary leadership, and social support among coworkers, which together make the work environment meaningful both spiritually and emotionally, building an authentic and durable commitment while directly enhancing employees' focus, collaboration, and productivity.

The magnitude of the path coefficients associated with the work environment. It represents the strongest predictive relationships observed in this study across both outcome variables, indicates that within a religiously grounded organizational setting, the work environment operates less as a peripheral background condition and more as a core motivational resource (Bakker & Demerouti, 2017; Vischer, 2008). This structural relationship aligns closely with the institutional context described in Section 4.: physical facilities, a familial coordination style across operational units, and exemplary leadership jointly characterize a workspace that employees perceive as deeply linked to the institution's broader socio-spiritual identity (Kurdi et al., 2025; Sumiatik et al., 2021), rather than as an isolated, purely instrumental condition of employment.

Workload was not indicated to have a significant effect on organizational commitment (H3 not supported), differing from the initial prediction based on the Job Demands-Resources Model (Bakker & Demerouti, 2017); this suggests that the level of workload does not directly erode the psychological attachment of PPI Ulul Albab employees to the institution, as their commitment is more strongly driven by values of service and emotional bonds rather than by the volume of tasks assigned to them. The most notable finding is the positive and significant effect of workload on employee performance (H6, although the initial direction was hypothesized as negative). This result aligns with the Challenge-Hindrance Stressor Framework (LePine et al., 2005; Cavanaugh et al., 2000): when workload is perceived as a meaningful challenge rather than an obstacle, employees are spurred toward greater engagement and effort.

Within PPI Ulul Albab's institutional context, a plausible interpretation of this positive predictive relationship aligns with the Challenge-Hindrance Stressor Framework, wherein a manageable workload operates as a challenge stressor rather than a hindrance. Although constructs such as religious meaning, Islamic work ethic, and *amanah* orientation were not directly measured in this study, it is contextually plausible that staff view assigned tasks through a lens of moral trust (*amanah*) and institutional mission, turning work demands into a driver of productive engagement (Kurdi et al., 2025). This interpretation carries an important caveat. However, the challenge-stressor function of workload is likely to hold only within a bounded range of task volume. Should workload continue to increase without adequate resource allocation or staffing support, these same demands could plausibly transition from a challenge into a hindrance stressor, ultimately eroding performance. While this cross-sectional study design cannot directly track such temporal dynamics, institutional leadership should treat this balance as a critical operational priority.

The discriminant validity concern noted in Section 4 (HTMT ratio of 0.926 between Work Environment and Organizational Commitment) offers a plausible contextual explanation regarding faith-based workplaces. Within the PPI Ulul Albab ecosystem, a work environment grounded in Islamic values and a familial culture may naturally align with employees' affective commitment, making these two domains empirically close. Rather than asserting this overlap as a confirmed empirical finding, given that the precise psychological mechanisms were not directly tested in this model. It is more appropriately framed as a contextual hypothesis. It suggests that in religiously embedded workplaces, the conceptual boundary between the working environment and organizational attachment may be thinner than in standard secular frameworks, a nuance elaborated as a study limitation and direction for future research.

5.1 Theoretical Implications

This study contributes to organizational behavior theory in three ways. First, it demonstrates that Equity Theory and Social Exchange Theory retain explanatory power for organizational commitment in a religiously embedded, non-profit setting, even as their applicability to performance outcomes appears more limited, suggesting that the theories' attitudinal and behavioral predictions should be tested separately rather than assumed to move in tandem. Second, it extends the Challenge-Hindrance Stressor Framework by showing that the classification of a given demand as a challenge or a hindrance stressor can be shaped by

organizational and religious meaning-making processes, rather than being an intrinsic property of the demand itself. Third, by modeling organizational commitment and employee performance as parallel, non-mediated outcomes, this study empirically demonstrates that their antecedent structures are not identical, work environment predicts both, but remuneration and workload each predict only one, an insight that would have been obscured had a single composite outcome variable been used.

5.2 Managerial Implications

These findings offer actionable strategic insights for the leadership of PPI Ulul Albab and administrators of pesantren-based educational institutions. First, institutional investments should prioritize socio-spiritual climate optimization. Strategic priorities should include structured team-building initiatives, routine fellowship forums, exemplary leadership practices, and transparent two-way feedback mechanisms, as these non-material workspace improvements represent the highest-return operational strategy.

Second, although remuneration showed no direct significant relationship with task performance, its structural influence operates indirectly through organizational commitment. Leadership should periodically review compensation structures to maintain internal equity and external benchmark alignment. It is expected to reinforce affective attachment.

Third, workload should be proactively structured as a constructive challenge stressor. Administrators can achieve this through equitable task redistribution, delegation workshops, time-management training, and clear standard operating procedures (SOPs). Crucially, because cross-sectional designs cannot observe temporal threshold shifts, leadership must continuously monitor administrative workloads to prevent manageable tasks from escalating into performance-eroding hindrance stressors.

Fourth, given that the structural model accounts for 32.6% of the variance in employee performance ($R^2 = 0.326$), institutional effectiveness is also influenced by unmeasured exogenous factors. Management should adopt an integrated human resource strategy that addresses individual competencies, intrinsic motivation, and long-term career development systems beyond the three structural antecedents evaluated in this study.

6. Conclusion

Based on a PLS-SEM analysis of 69 permanent employee respondents at PPI Ulul Albab, this study concludes that work environment is the dominant factor with a positive and highly significant effect on both organizational commitment and employee performance. Remuneration plays a strategic role in strengthening organizational commitment but does not directly boost performance. Conversely, workload does not affect organizational commitment, but has a positive effect on employee performance, a finding that runs counter to the negative relationship pattern commonly reported in conventional organizations. The research model explains 73.2% of the variance in organizational commitment (strong) and 32.6% of the variance in employee performance (moderate).

Overall, this study contributes to the human resource management literature by demonstrating that the antecedents of organizational commitment and employee performance

are not interchangeable, even when drawn from the same set of predictors. Within an Islamic value-based educational organization, a psychologically and spiritually supportive work environment emerges as the most consistent lever for both outcomes, while remuneration and workload each play more circumscribed roles that depend on which outcome is being targeted. These insights carry both theoretical values, by refining the boundary conditions of established organizational behavior theories, and practical value, by offering PPI Ulul Albab and comparable institutions a clearer basis for prioritizing their limited human resource management resources.

This study has several limitations: the cross-sectional design does not capture changes in the variables over time; it is an indication of conceptual overlap between the Work Environment and Organizational Commitment constructs (HTMT ratio of 0.926) is characteristic of value-based organizational contexts; the sample scope is limited to a single institution, so generalization should be made with caution; and the purely quantitative approach does not explore subjective meaning qualitatively. Future research is recommended to apply a longitudinal design, expand the sample through comparative studies across pesantren, integrate qualitative methods, and test additional variables such as Islamic Work Ethic, work engagement, or spiritual leadership as mediators of the relationships among variables. Comparative studies across pesantren of different sizes, geographic regions, and organizational maturity would also help clarify whether the dominance of the work environment observed here generalizes across the broader population of Islamic educational institutions in Indonesia.

References

Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), Advances in Experimental Social Psychology (Vol. 2). Academic Press. https://doi.org/10.1016/S0065-2601(08)60108-2

Anwar, Y. (2021). The effect of compensation on lecturer's commitment (Survey on lecturers of private universities in North Sumatera). Jurnal Ilmiah Ekonomi dan Pajak (EJAK), 1(1), 20–24. https://doi.org/10.51688/ejak.v1i1.41

Bakker, A. B., & Demerouti, E. (2017). The Job Demands-Resources model: State of the art. Journal of Managerial Psychology, 22(3), 309–328. https://doi.org/10.1108/02683940710733115

Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. Human Relations, 61(8), 1139–1160. https://doi.org/10.1177/0018726708094863

Blau, P. M. (1964). Exchange and power in social life. John Wiley & Sons.

Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among U.S. managers. Journal of Applied Psychology, 85(1), 65–74. https://doi.org/10.1037/0021-9010.85.1.65

Gallup Incorporated. (2026). State of the global workplace 2026 report: The human side of the AI revolution.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16(2), 250–279. https://doi.org/10.1016/0030-5073(76)90016-7

Hadziq, A., Sulthon, M., Amin, N., & Raharjo. (2024). Pesantren dan disabilitas: Praktik sosial dan dinamika pendidikan anak berkebutuhan khusus. At-Tarbawi: Jurnal Kajian Kependidikan Islam, 9(2). https://doi.org/10.22515/attarbawi.v9i2.11147

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. Journal of Business Research, 109, 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069

Hair Jr., J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook. Springer Nature Switzerland AG. https://doi.org/10.1007/978-3-030-80519-7

Hasibuan, M. S. P. (2016). Manajemen sumber daya manusia. Bumi Aksara.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Indripriarko, G., & Havidz Aima, M. (2022). Effect of work environment and compensation on employee performance with job satisfaction as a mediation variable. JRSSEM: Journal Research of Social Science, Economics, and Management, 2(2), 134–148. https://doi.org/10.36418/jrssem.v2i2.249

Kurdi, S., Fauzi, M., & Hani, U. (2025). Pengaruh motivasi, beban kerja, dan lingkungan kerja terhadap kinerja guru TPQ dan Madin Futuhiyah Candiroto Kendal. Jurnal Manajemen dan Bisnis Ekonomi, 3(1), 397–422. https://doi.org/10.54066/jmbe-itb.v3i1.2874

LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2005). A meta-analytic test of the challenge stressor–hindrance stressor framework. Academy of Management Journal, 48(5), 764–775. https://doi.org/10.5465/AMJ.2005.18803921

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61–89. https://doi.org/10.1016/1053-4822(91)90011-Z

Milkovich, G. T., Newman, J. M., & Gerhart, B. (2014). Compensation (11th ed.). McGraw-Hill/Irwin.

PwC. (2023). Asia Pacific workforce hopes and fears survey 2023: Is the workforce ready for reinvention? www.pwc.com/asiapacific

Sumiatik, S., Sarkum, S., & Ritonga, Z. (2021). Analisis pengaruh kompensasi, motivasi, lingkungan kerja, kepemimpinan terhadap kinerja karyawan dengan komitmen organisasi sebagai variabel intervening. Jurnal Akuntansi dan Ekonomika, 11(2), 213–221. https://doi.org/10.37859/jae.v11i2.2720

Vischer, J. C. (2008). Towards an environmental psychology of workspace: How people are affected by environments for work. Architectural Science Review, 51(2), 97–108. https://doi.org/10.3763/asre.2008.5114