

Work-Life Balance as a Predictor of Organizational Commitment: A Cross-Sectional Study at Kedai Kopitiam Budiman

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ABSTRACT

Work-life balance has become an important factor shaping employee attitudes and organizational outcomes, especially in service-based sectors such as food and beverage businesses. This study examined the relationship between work-life balance and organizational commitment among employees of Kedai Kopitiam Budiman, focusing on whether employees who experience better balance between work and personal life tend to show stronger commitment to their organization. A quantitative cross-sectional design was used, and data were collected through an online questionnaire completed by all 44 employees using a total sampling approach. Both constructs were measured with validated Likert-scale instruments, and analysis included descriptive statistics, normality testing, and the Spearman rank correlation due to the non-normal distribution of one variable. The findings revealed a moderate and positive correlation between work-life balance and organizational commitment. Employees who reported higher perceived balance were more likely to demonstrate stronger loyalty and attachment to the organization. This statistically significant finding suggests that healthy work-life balance practices may contribute to organizational stability. These results highlight the importance of supportive scheduling, equitable workload distribution, and employee-centered policies in strengthening organizational stability. Future research may explore causal mechanisms or examine which specific work-life balance practices have the strongest long-term impact on employee outcomes.

Keywords: Work-Life Balance; Organizational Commitment; Employee Well-Being; Food and Beverage Industry; Quantitative Study



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INTRODUCTION

Organizations operate within a complex network of stakeholder relationships, where various internal and external groups hold differing expectations, interests, and claims. As emphasized by Freeman *et al.* (2018) in their discussion of stakeholder theory, organizations must continuously balance the needs and priorities of diverse stakeholders to maintain legitimacy, sustain performance, and ensure long-term viability. Employee-related factors such as satisfaction, commitment, and well-being are now recognized as core indicators of whether organizations successfully meet the expectations of their internal stakeholders. When these needs are unmet, outcomes such as burnout, turnover intention, and low performance arise, ultimately weakening organizational effectiveness (Bakker & Demerouti, 2017).

Recent scholarship in organizational behavior consistently emphasizes Work-Life Balance (WLB) as one of the most influential predictors of employee well-being and positive job attitudes. WLB refers to an individual's perceived ability to manage work responsibilities alongside personal roles without experiencing overwhelming conflict or strain. Numerous empirical studies have documented that employees with stronger WLB experience lower stress show higher levels of job satisfaction (Sirgy & Lee, 2018), and demonstrate greater organizational commitment (Casper *et al.*, 2018). From a stakeholder theory perspective, work-life balance can be viewed as part of the value an organization provides to its internal stakeholders, in this case, employees. When organizations fail to offer adequate support for employees' well-being, the quality of the stakeholder relationship deteriorates (Efawati, 2020). In such situations, employees may reciprocate with reduced engagement or lower contributions, which can ultimately weaken organizational stability (Freeman *et al.*, 2018).

Organizational Commitment remains a foundational concept in organizational behavior, particularly because it influences how employees feel, behave, and form long-term relationships with their organizations (Efawati, 2023). The widely accepted three-component structure of commitment; affective, continuance, and normative; has been reaffirmed by Noraaizian & Khalip (2016), who build on the original framework proposed by Meyer and Allen. Through this model, commitment is understood as the extent to which employees stay because they want to, need to, or feel obliged to. These dimensions collectively help explain why employees choose to remain with an organization and how deeply they identify with its goals.

Although the relationship between Work-Life Balance and Organizational Commitment has been examined extensively in various contexts, notable gaps remain, particularly in small service-sector businesses in Indonesia. Much of the existing research focuses on hospitals, educational institutions, corporate offices, or industrial settings, leaving smaller food-service establishments relatively understudied. These environments often involve shift-based work, irregular schedules, and minimal formal HR structures, conditions that can uniquely influence both WLB and employee commitment. Recent findings by Nurul & Yuniawan (2024) also highlight that employees in dynamic, service-oriented workplaces often experience heightened work-life challenges, which in turn affect their turnover intention. Their study reinforces the idea that WLB plays a critical role in shaping employees' attachment to the organization, particularly in fast-paced and labor-intensive settings. However, despite such insights, few studies explicitly examine this relationship within small food-service businesses using a stakeholder-theoretical lens, even though such a perspective is essential for understanding how organizations negotiate internal demands and maintain stability.

Given these gaps, the present study investigates how Work-Life Balance relates to Organizational Commitment among employees of Kedai Kopitiam Budiman in Purwokerto. Drawing on the stakeholder perspective presented by Freeman *et al.* (2018), which emphasizes the importance of aligning organizational actions with stakeholder needs to sustain cooperative relationships, this research aims to explain how work–life balance operates as a crucial mechanism for maintaining stability among internal stakeholders in small business environments.

Based on previous empirical findings and theoretical arguments, the study expects that employees with higher Work-Life Balance will demonstrate correspondingly higher levels of Organizational Commitment. Such an outcome would not only support the results of prior studies but also reinforce broader theoretical views emphasizing that meeting employee needs is crucial for sustaining organizational legitimacy and performance over time (Casper *et al.*, 2018).

LITERATURE REVIEW

Definition of Work-Life Balance

Work–Life Balance (WLB) has emerged as one of the most widely discussed topics in organizational behavior over the past twenty years, especially as modern job demands continue to escalate and the line between personal and professional roles grows increasingly fluid. In this context, WLB is seen as a crucial foundation for employee well-being, performance, and the long-term health of an organization. Broadly, WLB describes an individual's ability to organize and navigate work responsibilities alongside family and personal commitments without feeling overwhelmed by conflict or pressure. More recent perspectives emphasize that balance is largely subjective, it is shaped not by the exact number of hours spent in each domain, but by whether employees feel their roles fit together comfortably, provide satisfaction, and do not interfere excessively with one another (Sirgy & Lee, 2018).

Conceptually, the idea of WLB draws from several contemporary theoretical perspectives. Recent research shows that work–life balance is closely connected to role demands and the experience of interrole conflict, in which incompatible expectations from work and family roles create strain and reduce employees' sense of balance (Sirgy & Lee, 2018). Beyond conflict, more recent frameworks highlight the importance of enrichment, emphasizing that resources such as autonomy, supportive supervisors, and flexible scheduling can enable positive spillover between work and personal life (McDowall & Kinman, 2017). Parallel to this, the Job Demands–Resources (JD–R) Model provides an updated lens suggesting that balance is shaped by the dynamic interplay between job demands (e.g., workload or emotional strain) and job resources (e.g., support, autonomy, recovery opportunities). When demands exceed available resources, imbalance becomes more likely, whereas strong resources foster well-being, reduce burnout, and support sustained organizational commitment (Bakker & Demerouti, 2017).

A substantial body of empirical evidence supports the argument that work–life balance has important implications for individuals and organizations. For instance, a recent study found that better work–life balance significantly improves both job satisfaction and mental health among employees, with job satisfaction acting as a mediator in the relationship (Mariangodo & Lahindah, 2025). Similarly, Sirgy & Lee (2018) emphasize that WLB fosters more positive work attitudes, including stronger attachment to the organization and greater engagement. Support for this relationship is

further reinforced by Casper *et al.* (2018), whose meta-analysis demonstrates consistent links between WLB, affective commitment, and lower turnover intentions.

The relevance of WLB becomes even more pronounced in work environments with irregular hours or intense customer interaction. In hospitality work-environments, unpredictable working hours, such as split shifts or weekend shifts, significantly contribute to work-family conflict, which in turn drives stress, emotional exhaustion, and higher turnover intention (Abdou *et al.*, 2022). Supporting this pattern, Nurul & Yuniawan (2024) emphasize that employees working under demanding schedules often experience heightened stress and greater difficulty maintaining balance when organizational support is lacking. Their findings reinforce the need to investigate WLB not only in well-structured corporate environments but also in smaller, labor-intensive businesses where informal management practices and operational pressures may amplify conflicts between work and personal life.

From a broader, organizational standpoint, WLB can also be understood through the lens of stakeholder theory. According to Freeman *et al.* (2018), employees represent a central internal stakeholder group whose needs must be meaningfully addressed for an organization to remain legitimate and sustainable. Within this perspective, WLB functions as an important organizational offering that helps secure employee contributions such as loyalty, performance, and long-term commitment. When workers feel their boundaries and personal well-being are respected, they tend to respond with higher levels of engagement and stronger emotional ties to the organization (Casper *et al.*, 2018). Conversely, when balance is neglected, frustration and reduced productivity often follow, potentially culminating in turnover and disrupting the internal stakeholder relationships that support organizational functioning.

Definition of Organizational Commitment

Organizational commitment has long been regarded as one of the most influential concepts in organizational behavior, especially because it shapes how employees feel, act, and build long-term relationships with the organizations they work for. At its core, commitment reflects the depth of an employee's psychological connection to the organization, whether they choose to stay, contribute, or gradually disengage. This psychological bond plays a crucial role in maintaining organizational stability; employees who feel committed tend to show loyalty, deliver consistent performance, and support broader organizational objectives. These behaviors collectively strengthen the internal stakeholder network that underpins an organization's overall effectiveness (Freeman *et al.*, 2018).

Organizational Commitment remains a central construct in organizational behavior, and its most widely recognized theoretical foundation is the Three-Component Model originally developed by Meyer and Allen. This model continues to be reaffirmed in recent literature, including the work of Noraaizian & Khalip (2016), who emphasize that commitment comprises affective, continuance, and normative dimensions.

Affective commitment captures an employee's emotional attachment and identification with the organization, leading them to stay because they genuinely want to (Chaniago *et al.*, 2025). Continuance commitment reflects an evaluation of the costs associated with leaving, meaning employees remain because they feel they need to. Normative commitment involves feelings of moral duty or obligation, so individuals stay because they believe they ought to. Although all three components contribute to employees' overall commitment, contemporary research consistently notes that affective commitment is the most advantageous for organizations, as it is closely linked to stronger

performance, greater willingness to contribute beyond formal roles, and more sustained loyalty (Noraazian & Khalip, 2016).

Recent studies also emphasize the importance of well-being and personal resources in shaping commitment. Factors such as emotional exhaustion, diminished meaning, or chronic work–life conflict can erode affective commitment, as employees begin to perceive the organization as unsupportive or incompatible with their personal needs. On the other hand, when employees feel they can maintain a healthy balance between work and personal responsibilities, they are more likely to strengthen their emotional attachment and remain dedicated to the organization (Casper *et al.*, 2018).

In small business and service-sector contexts, the role of organizational commitment becomes even more significant. These settings typically rely heavily on frontline employees whose interactions with customers directly influence service quality and business continuity. Research in hospitality and café environments illustrates that supportive scheduling, fair work distribution, positive interpersonal relationships, and a sense of belonging are critical predictors of commitment. Without strong commitment, organizations in this sector often face high turnover, staffing instability, and inconsistencies in service delivery (Abdou *et al.*, 2022).

From the standpoint of stakeholder theory, employee commitment constitutes a significant stakeholder contribution that organizations must cultivate to maintain competitiveness and long-term viability (Freeman *et al.*, 2018). By offering meaningful inducements such as fairness, recognition, development opportunities, and healthy work–life balance, organizations can sustain the ongoing contributions of employees in the form of loyalty, performance, and service quality. In this sense, organizational commitment is not merely an internal psychological construct but also a reflection of the overall quality and stability of the relationship between employees and the organization as one of its most essential stakeholder groups.

Relationship Between Work-Life Balance and Organizational Commitment

Research over the years consistently shows that Work–Life Balance (WLB) plays a meaningful role in shaping Organizational Commitment (OC). Employees who feel they can realistically manage work demands alongside personal responsibilities tend to develop a stronger emotional connection with their organization. They also show greater loyalty and willingness to contribute to organizational goals. This pattern is supported by findings from Hutagalung *et al.* (2020), who demonstrated that higher levels of perceived WLB significantly enhance employees' organizational commitment, particularly by reducing strain and improving overall work attitudes. Drawing from Social Exchange Theory, this pattern makes intuitive sense: when an organization demonstrates genuine support for employees' needs beyond the workplace, such as offering reasonable scheduling or ensuring workloads are manageable, employees often respond by deepening their commitment and willingness to stay (Blau, 2017).

Recent research shows that employees who experience a healthier balance between work and personal life tend to report higher affective commitment and stronger attachment to their organization. For example, Yusnita *et al.* (2022) found that WLB, together with job satisfaction, acts as a significant predictor of organizational commitment across service-oriented workplaces. Similarly, Casper *et al.* (2018) found that employees who perceive good work-family balance are more inclined to stay with their organization and less likely to consider leaving. When viewed through the lens of the Job Demands–Resources (JD-R) Model, these findings reflect the idea that WLB reduces work-related stress and emotional exhaustion, which ultimately strengthens employees' intention to remain (Bakker & Demerouti, 2017).

Within the stakeholder framework, WLB can be understood as a form of value or support that organizations provide to employee stakeholders to maintain their ongoing contributions. When employees perceive this support as adequate, they are more likely to strengthen their commitment; however, when the balance is disrupted, the stakeholder relationship may weaken and lead to reduced engagement (Freeman *et al.*, 2018).

Evidence from Asian and Indonesian workplace contexts reinforces these dynamics. Nurul & Yuniawan (2024) found that employees who perceive better work-life balance tend to report lower job stress and reduced intention to leave, illustrating how WLB contributes to greater stability in the workforce. This trend is particularly relevant in service-driven sectors such as cafés, where irregular scheduling, fluctuating workloads, and physical job demands can make maintaining balance more difficult. In such environments, even small improvements like predictable shift patterns or fairer task distribution can have a noticeable impact on employee loyalty.

Taken together, the literature offers strong and consistent support for the idea that WLB enhances organizational commitment. It does so by improving employee well-being, reinforcing perceptions that the organization values its people, and reducing the stressors commonly associated with demanding work environments. Ultimately, when employees feel supported both as workers and as individuals, they are far more likely to stay engaged, remain loyal, and contribute positively to their organization's long-term success. Based on the theoretical framework and previous empirical findings discussed above, this study proposes the following hypothesis:

H1: There is a positive and significant relationship between Work-Life Balance and Organizational Commitment among employees of Kedai Kopitiam Budiman.

RESEARCH METHOD

This study was carried out at Kedai Kopitiam Budiman, a food and beverage establishment located in Purwokerto, Central Java. A quantitative research approach with a cross-sectional design was selected to investigate the relationship between work-life balance (X) as the predictor variable and organizational commitment (Y) as the outcome variable. Using a cross-sectional design allowed the researcher to capture all variables at a single point in time, making it possible to identify patterns, tendencies, and associations within the employee population efficiently. This design is widely considered appropriate for studies in organizational behavior, especially when the aim is to examine correlations rather than causality (Sugiyono, 2021; Chaniago *et al.*, 2023).

The population included all staff members employed at Kedai Kopitiam Budiman, such as baristas, kitchen staff, cashiers, management personnel, and supervisors. A total sampling technique was applied, meaning that every individual who met the inclusion criteria was invited to participate. This strategy aligns with Sugiyono's (2021) recommendation that total sampling is suitable when the population is relatively small and when including all available individuals can enhance representativeness and reduce sampling bias. In total, 44 employees participated and provided complete responses that were suitable for analysis.

Two main variables were examined through validated measurement instruments. Work-Life Balance (WLB), the independent variable, was measured using the Work-Life Balance Scale adapted and validated by Gunawan *et al.* (2019). The scale consists of items rated on a 1–5 Likert scale, with higher average scores indicating a more favorable perception of balance between personal and professional responsibilities. Organizational Commitment (OC), the dependent variable, was measured using items adapted from the

Indonesian version of the Organizational Commitment Questionnaire (OCQ) developed and validated by Rahmania and Islaha (2023), which refines Meyer and Allen's original three-component model (affective, continuance, and normative commitment) for use in the Indonesian context. This instrument also uses a 1–5 Likert response format, where higher scores reflect stronger employee commitment. In this study, both WLB and OC were treated as continuous variables for analytical purposes.

The measurement instruments used in this research have been extensively validated. The Work–Life Balance Scale Indonesian adaptation is based on the original dimensions proposed by Fisher *et al.* but has undergone rigorous psychometric testing, including confirmatory factor analysis, demonstrating strong validity and high reliability (Gunawan *et al.*, 2019). Similarly, organizational commitment was assessed using items adapted from the Indonesian version of the Organizational Commitment Questionnaire (OCQ) developed by Rahmania and Islaha (2023). Their adapted instrument refines Meyer and Allen's original three-component model to better align with the cultural and linguistic context of Indonesian employees. Their adaptation demonstrated reliability coefficients above the acceptable threshold (Cronbach's $\alpha > 0.70$) across all commitment dimensions. Using such validated instruments helps ensure measurement accuracy, consistency, and methodological rigor, which are essential principles in quantitative research.

Data collection took place after the researcher obtained formal approval from the management of Kedai Kopitiam Budiman. Since the study used a total sampling technique, all employees were asked to participate by completing an online questionnaire via Google Forms. To avoid disrupting daily operations, respondents were encouraged to fill out the survey during non-peak work hours. Before accessing the questionnaire, employees were required to provide informed consent, confirming voluntary participation and understanding of the study's purpose. Data collection lasted for three days, during which all employees submitted complete responses. Each submission was reviewed to ensure accuracy and completeness prior to inclusion in the final dataset.

Data analysis was conducted using SPSS version 26. Descriptive statistics were generated to describe participant demographic characteristics and summarize the mean scores of work-life balance (WLB) and organizational commitment (OC). Before testing the research hypothesis, the normality of the data was examined using the Shapiro–Wilk test, which is recommended for sample sizes under 50 (Sugiyono, 2021). For variables that met normality requirements, Pearson correlation was used, while non-normally distributed variables were analyzed with the Spearman rank correlation (Chaniago *et al.*, 2023). A significance threshold of $p < 0.05$ was applied to determine statistical significance.

RESEARCH RESULTS

A total of 44 employees from Kedai Kopitiam Budiman took part in this study, resulting in a full 100% response rate, as every staff member invited to participate completed the questionnaire. Most respondents were male (63.7%), while the remaining 36.3% were female. The age distribution reflected a predominantly young workforce: 3 employees (6.8%) were younger than 20, 22 employees (50%) were between 20–25 years old, 11 employees (25%) were between 26–30 years, 5 employees (11.3%) fell within the 31–35 age range, and another 3 employees (6.8%) were over 35. In terms of marital status, the majority were unmarried (59.1%), with 40.9% reporting that they were married. Job positions also varied, with 12 respondents (27.3%) working in the kitchen, 5 (11.3%) as cashiers, 16 (36.3%) as baristas, 8 (18.2%) in management, and 3 (6.8%) serving as

supervisors. Employee tenure ranged from those who had worked for less than six months (11.3%) to those with more than two years of service (15.9%), while the largest groups had tenures of 6–12 months (34.1%) and 1–2 years (38.6%).

Table 1. Characteristics of Respondents

Category	Sub-categories	Numbers (Person)	Percentage (%)
Gender	Male	28	63.7%
	Female	16	36.3%
Age Distribution	< 20 years years old	3	6.8%
	20 – 25 years old	22	50%
	26 – 30 years old	11	25%
	31 – 35 years old	5	11.3%
	> 35 years old	3	6.8%
Marital Status	Married	18	40.9%
	Not Married	26	59.1%
Job Position	Kitchen staff	12	27.3%
	Cashiers	5	11.3%
	Baristas	16	36.3%
	Management	8	18.2%
	Supervisors	3	6.8%
Tenure	< 6 months	5	11.3%
	6-12 months	15	34.1%
	1-2 years	17	38.6%
	>2 years	7	15.9%

Source: Own Compilation (2025)

The average Work–Life Balance (WLB) score of 3.2 ± 0.14 suggests that employees generally view their work–life balance as moderate. While the mean value sits slightly above the midpoint of the scale, it indicates that although employees are able to maintain a certain degree of balance, there remain noticeable pressures or inconsistencies that prevent them from achieving a more ideal or well-rounded equilibrium between personal life and professional responsibilities.

In comparison, the mean Organizational Commitment (OC) score of 3.7 ± 0.58 reflects a relatively strong sense of commitment among employees. This score suggests that, overall, employees hold positive attitudes toward the organization, feel a meaningful sense of belonging, and show willingness to stay and contribute. A value in this range typically signifies that employees perceive their relationship with the organization as stable and worthwhile.

The Shapiro–Wilk test showed that the Work–Life Balance (WLB) variable did not meet the assumption of normality ($p = 0.004$), as the significance value fell below the 0.05 threshold. Conversely, the Organizational Commitment (OC) variable demonstrated normal distribution ($p = 0.671$). Because only one of the variables was normally distributed, the study used the Spearman rank correlation for hypothesis testing. This non-parametric method is recommended when one or more variables fail to meet normality assumptions, ensuring that the statistical analysis remains valid and appropriate for the data characteristics.

For analytical purposes, the WLB and OC variables were treated as numerical values, calculated by averaging each respondent’s scores across the items in their respective questionnaires. These mean values served as the core dataset for the correlation analysis. Given the failed normality assumption for the WLB variable, the Spearman rank correlation test was used to assess the relationship between the two constructs. The analysis yielded a correlation coefficient of $\rho = 0.597$ with a p -value < 0.001 . This outcome indicates a moderate and positive relationship, showing that employees who

perceive higher levels of work–life balance also tend to report stronger organizational commitment. The significance level below 0.05 reinforces that this finding is statistically robust and unlikely to be due to chance.

Table 2. Distribution of Mean Scores for WLB and OC

No	Respondent	WLB	OC
1	A	3.27	3.39
2	B	3.27	3.78
3	C	3.27	3.94
4	D	3.27	3.83
5	E	3.07	4.11
6	F	3.13	3.56
7	G	3.27	3.44
8	H	3.27	4.28
9	I	3.27	4.72
10	J	3.40	5.00
11	K	3.27	3.33
12	L	3.40	3.94
13	M	3.33	4.50
14	N	3.27	3.61
15	O	3.07	3.89
16	P	3.33	4.28
17	Q	3.07	3.17
18	R	3.07	3.61
19	S	3.07	2.28
20	T	3.20	3.39
21	U	3.47	4.33
22	V	2.87	2.67
23	W	3.27	4.50
24	X	2.93	2.67
25	Y	3.07	3.44
26	Z	3.27	4.17
27	AA	3.20	4.33
28	AB	3.07	2.89
29	AC	3.07	4.06
30	AD	3.27	3.94
31	AE	3.07	3.17
32	AF	3.27	4.06
33	AG	3.20	3.89
34	AH	3.20	3.28
35	AI	3.47	4.44
36	AJ	3.27	3.78
37	AK	2.73	3.17
38	AL	3.20	4.11
39	AM	3.20	4.17
40	AN	3.33	3.50
41	AO	3.13	4.39
42	AP	3.13	2.94
43	AQ	3.27	3.89
44	AR	3.33	4.28

Source: Own Compilation (2025)

Table 3. Normality Test Result

	Statistic	Saphiro Wilk	
		df	significance
WLB	0.91	44	0.004
OC	0.98	44	0.671

Source: Own Compilation (2025)

Table 4. Spearman correlation test result

		Spearman's rho	
		WLB	OC
WLB	Correlation Coefficient	1.000	.597
	Sig. (2-tailed)	.	.000
	N	44	44
OC	Correlation Coefficient	.597	1.000
	Sig. (2-tailed)	.000	.
	N	44	44

Source: Own Compilation (2025)

DISCUSSION

The findings of this study show a clear, moderate, and positive relationship between Work-Life Balance (WLB) and Organizational Commitment (OC) among employees at Kedai Kopitiam Budiman. This pattern is consistent with earlier studies that suggest employees who feel their work and personal lives are more manageable tend to express a stronger emotional bond and sense of loyalty toward their workplace (Yusnita *et al.*, 2022). A similar conclusion is emphasized by Hutagalung *et al.* (2020), who found that WLB significantly strengthens organizational commitment by reducing strain and allowing employees to engage more positively with their work environment.

Viewed through the lens of Social Exchange Theory, this makes intuitive sense, when employees perceive that the organization supports them by offering reasonable workloads and schedules they can realistically manage, they are more inclined to return that support through higher commitment (Blau, 2017). The results also align with the JD-R Model, which emphasizes that reducing work-related strain through supportive job conditions enhances employee well-being and strengthens their connection to the organization (Bakker & Demerouti, 2017). Evidence from Indonesian settings also reflects this trend. Nurul & Yuniawan (2024) demonstrate that employees with healthier work-life balance report lower stress levels and reduced turnover intention, reinforcing the idea that supportive working conditions strengthen employees' psychological attachment to their organization.

In service-based environments such as the food and beverage (F&B) industry, maintaining a committed workforce is essential for daily operations, service consistency, and overall customer satisfaction. Freeman *et al.* (2018) emphasize that organizations must maintain a balanced exchange between what employees contribute and the support or benefits offered to them to maintain stability over time. In this context, WLB becomes more than just a welfare consideration, it acts as a strategic tool that enhances employee attachment. For Kedai Kopitiam Budiman, ensuring that employees have a reasonable balance between their work shifts and personal lives functions as a meaningful inducement. When employees feel their needs are acknowledged and supported, they tend to reciprocate with stronger loyalty, reduced intentions to leave, and more stable performance, all of which contribute directly to organizational outcomes.

From a practical standpoint, several managerial implications arise from these findings. Many cafés and F&B businesses operate with rotating shifts, unpredictable customer flow, and extended operating hours, making it easy for the balance between work and life to tip unfavorably for employees. Managers may consider implementing more flexible scheduling, limiting excessive overtime, or distributing responsibilities more evenly across team members to help maintain a healthier balance. These kinds of strategies reflect the managerial role highlighted by Freeman *et al.* (2018), where leaders are responsible for allocating resources and designing workflows that support employee

well-being while still ensuring the organization meets its operational goals. Small adjustments in daily management practices can have a substantial impact on employees' overall sense of balance and, consequently, their commitment.

Freeman *et al.* (2018) emphasize that organizations must continuously respond to and balance stakeholder expectations to maintain long-term legitimacy and viability. For Kedai Kopitiam Budiman, strengthening employees' WLB not only bolsters internal stability but also indirectly enhances customer satisfaction, since a committed, less-stressed workforce tends to deliver more consistent and high-quality service. Strengthening WLB initiatives therefore positions the organization more favorably within its broader stakeholder ecosystem. On a larger scale, the findings reinforce that WLB should be treated as a core component of human resource strategy in the F&B sector, not merely an optional add-on. As turnover rates in this industry are notoriously high, adopting WLB-supportive policies can serve as a competitive advantage. These findings align with Freeman *et al.* (2018) argument that organizations must continually refine the value they offer to key stakeholders to sustain engagement and ensure alignment between individual needs and organizational objectives.

CONCLUSIONS

This study found a moderate yet meaningful positive relationship between work–life balance and organizational commitment among employees of Kedai Kopitiam Budiman. In practical terms, the findings show that when employees feel they are able to navigate their responsibilities at work without sacrificing their personal lives, they are more likely to feel emotionally connected to the organization. This sense of balance appears to translate into stronger loyalty and a clearer intention to remain part of the workplace. The pattern also suggests that fostering healthier work–life balance does more than support individual well-being, it contributes to maintaining internal stability, lowering the likelihood of turnover, and sustaining consistent performance within food and beverage service environments.

From a practical standpoint, the results highlight how organizational efforts such as fair and predictable scheduling, a more proportional distribution of duties, and managerial practices that genuinely acknowledge employees' needs can have a tangible impact on employee commitment. In the food and beverage industry where long hours, shifting schedules, and high customer flow are often unavoidable, these supportive approaches may serve as effective strategies to enhance both service quality and the overall sustainability of the organization. When employees experience a sense of fairness and support in managing their daily workload, they tend to respond with greater engagement and dedication.

Looking ahead, future studies could enrich these findings by examining other variables that may shape organizational commitment, such as leadership style, levels of job satisfaction, or dimensions of organizational culture. Broadening the research to include larger samples or data collected from multiple business locations may also help strengthen the generalizability of the results and provide a more comprehensive understanding of how work–life balance contributes to long-term organizational outcomes.

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