

THE EFFECT OF WORK STRESS AND WORK-LIFE BALANCE ON AFFECTIVE COMMITMENT ON PG XYZ

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Abstract: This study aims to analyze the influence of Work Stress and Work-life Balance on Affective Commitment among employees of PG XYZ. The research employs a quantitative approach using a saturated sampling technique involving 105 respondents from various organizational divisions. Data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the assistance of SmartPLS 3.0 software. The results indicate that Work Stress has a positive effect on Work-life Balance, while Work-life Balance has a positive and significant effect on Affective Commitment. These findings suggest that work stress, when experienced at a manageable level, does not always lead to negative outcomes. Instead, it can encourage employees to adapt, remain resilient, and maintain balance between work demands and personal life. Employees who experience a favorable level of work-life balance tend to develop stronger emotional attachment, loyalty, and a sense of belonging to the organization. Therefore, effective management of work stress and consistent organizational support for work-life balance are essential to strengthen affective commitment and ensure sustainable organizational performance.

Keywords: *Affective Commitment, Work-life balance, Work Stress*

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh *Work Stress* dan *Work-Life Balance* terhadap *Affective Commitment* pada karyawan PG XYZ. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik sampling jenuh, melibatkan 105 responden yang berasal dari berbagai divisi organisasi. Data penelitian dianalisis menggunakan metode *Structural Equation Modeling–Partial Least Square* (SEM-PLS) dengan bantuan perangkat lunak SmartPLS 3.0. Hasil penelitian menunjukkan bahwa *Work Stress* berpengaruh positif terhadap *Work-Life Balance*, sedangkan *Work-Life Balance* berpengaruh positif dan signifikan terhadap *Affective Commitment*. Temuan ini mengindikasikan bahwa stres kerja yang berada pada tingkat yang dapat dikelola tidak selalu berdampak negatif, melainkan dapat mendorong karyawan untuk beradaptasi, tetap tangguh, dan menjaga keseimbangan antara tuntutan pekerjaan dan kehidupan pribadi. Karyawan yang memiliki tingkat *work-life balance* yang baik cenderung menunjukkan keterikatan emosional, loyalitas, serta rasa memiliki yang lebih kuat terhadap perusahaan. Oleh karena itu, pengelolaan stres kerja yang efektif serta dukungan perusahaan terhadap keseimbangan kerja dan kehidupan pribadi menjadi faktor penting dalam meningkatkan komitmen afektif dan menjaga keberlanjutan kinerja organisasi.

Kata Kunci: *Affective Commitment, Work-life balance, Work Stress*

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INTRODUCTION

Work stress is an unavoidable condition in manufacturing work environments, particularly in companies with high production targets and shift-based work systems. When properly managed, work stress can foster employees' sense of responsibility, engagement, and emotional attachment to the organization. Conversely, poorly managed work stress may reduce employees' psychological well-being and weaken their affective commitment. Previous studies have reported inconsistent findings regarding the relationship between work stress and affective commitment. (Akgunduz & Eser, 2022) found a negative effect, while (Luturlean & Prasetyo, 2019) reported no significant relationship. In contrast, Reponte & Doble, (2025) demonstrated that work stress can positively influence affective commitment when it remains at a manageable level and is supported by adequate organizational factors.

In addition, work-life balance is a crucial factor influencing employees' affective commitment. A balanced integration between work and personal life enables employees to fulfill job responsibilities without neglecting personal and social needs, thereby fostering positive perceptions toward the organization. Several studies have confirmed a positive and significant effect of work-life balance on affective commitment (Shabir & Gani, 2020; shashikala & Nishanthi, 2021; Armunanto & Rozaq, 2021), although other research reported non-significant findings (Yusnita et al., 2022; Hotama & Setiorini, 2023), indicating a research gap. This study was conducted at PG XYZ, an agro-industrial company operating intensively during the milling season with a 24-hour work system. Despite high work demands, many employees demonstrate strong loyalty and emotional attachment to the organization. Therefore, this study aims to analyze the effects of work stress and work-life balance on affective commitment among employees of PG XYZ.

METHOD

This study employed a quantitative research approach and was conducted among employees of PG XYZ. The population consisted of all active employees, and a saturated sampling technique was applied, resulting in a total of 105 respondents. Data were collected using a structured questionnaire developed based on the indicators of work stress, work-life balance, and affective commitment. The collected data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the assistance of SmartPLS version 3.2.9. The analysis procedure began with the evaluation of the outer model, including tests of convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha to ensure construct validity and reliability. Subsequently, the inner model was assessed through

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R-square analysis and direct effect testing to examine the influence of work stress and work-life balance on affective commitment.

RESULTS AND DISCUSSION

Results

This study examines the effects of Work Stress and Work-Life Balance on Affective Commitment among employees of PG XYZ using the SEM-PLS approach. The results of the structural model testing indicate that Work Stress has a positive and significant effect on Affective Commitment. This finding shows that higher levels of work stress, when still manageable, do not reduce employees' emotional attachment to the organization. Instead, work stress encourages employees to develop a stronger sense of responsibility and involvement in their work roles.

In addition, the results demonstrate that Work-Life Balance has a positive and significant effect on Affective Commitment. Employees who are able to balance work demands with personal and social life tend to show higher emotional attachment, loyalty, and willingness to remain part of the organization. These findings confirm that both Work Stress and Work-Life Balance play important roles in shaping employees' affective commitment at PG XYZ.

Discussion

The positive influence of Work Stress on Affective Commitment indicates that employees of PG XYZ are able to manage work pressure effectively, particularly during the milling season with a 24-hour shift system. This condition reflects the concept of manageable stress (eustress), where work pressure motivates employees to perform better and strengthens their emotional bond with the organization. This finding supports previous studies which state that work stress can have a positive impact on affective commitment when supported by good organizational conditions and managerial support.

Furthermore, the positive effect of Work-Life Balance on Affective Commitment confirms that employees who experience balance between work and personal life tend to feel valued by the organization. Flexible work arrangements outside the milling season and organizational support enable employees to fulfill personal responsibilities without neglecting work obligations. This balance enhances employees' sense of belonging and loyalty toward the company. Overall, the findings indicate that effective management of work stress and consistent support for work-life balance are essential in strengthening affective commitment among employees in high-demand industrial environments.

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The characteristics of respondents in this study include age, marital status, length of service, and division. Based on the statistical analysis results, the dominant characteristics of respondents in each classification are as follows: age 31–40 years (52.4%), marital status married (67.6%), length of service 1–10 years (47.6%), and division installation (29.5%).

Table 1 Outer Model Result

Latent Variable	Convergent Validity		Discriminant Validity Fornell-Larcker	Uji Reliability	
	Outer Loading	AVE		Composite Reliability	Cronbach's Alpha
	$\geq 0,50$	$\geq 0,50$		$\geq 0,70$	$\geq 0,70$
Work Stress (X1)	$\geq 0,50$	0,652	0,808	0,957	0,956
Work-Life Balance (X2)	$\geq 0,50$	0,689	0,830	0,898	0,848
Affective Commitment (Y)	$\geq 0,50$	0,614	0,784	0,927	0,909

Source: Output SmartPLS 3.2.9

Convergent validity was assessed based on the outer loading values and the Average Variance Extracted (AVE). An indicator is considered valid if it has an outer loading value of ≥ 0.70 . However, loading values between 0.50 and 0.60 are still considered acceptable (Ghozali, 2021). Based on the testing results presented in Table 1, all variables in this study meet the criteria for convergent validity, as each construct has an AVE value greater than 0.50. The AVE values for each variable are as follows: Work Stress (X1) = 0.652 > 0.50, Work-Life Balance (X2) = 0.689 > 0.50, and Affective Commitment (Y) = 0.614 > 0.50. Therefore, all latent variables in this study can be declared valid in terms of convergent validity.

Discriminant validity was used to determine the accuracy of indicators in measuring their respective constructs. Discriminant validity was evaluated using the Fornell–Larcker criterion, which compares the square root of the AVE with the correlations between constructs. According to , discriminant validity is established when the square root of the AVE for each construct is greater than its correlations with other constructs. The results show that the square root of the AVE for Affective Commitment is 0.784, Work Stress is 0.808, and Work-Life Balance is 0.830. Meanwhile, the correlations between constructs indicate that the relationship between Affective Commitment and Work Stress is 0.268, and between Affective Commitment and Work-Life Balance is 0.545. Since all correlation values are lower than the corresponding square root of AVE, it can be concluded that all variables in this study meet the criteria for discriminant validity.

Table 2 Inner Model Result

Variable	R Square	F-Square	Q ² (=1-SSE/SSO)
Work Stress		1,164	
Work-life Balance		0,538	
Affective Commitment	0,396		0,233

Sumber: output :SmartPLS 3.2.9 (2025).

Table 2 Show The Result The R-square value for the Affective Commitment variable is 0.396, indicating that Work Stress and Work-Life Balance explain 39.6% of the variance in Affective Commitment. According to (Ghozali, 2021), this value falls into the moderate category, suggesting that the research model has an adequate explanatory power.

The F-square results show that the effect of Work Stress on Affective Commitment is 0.164, which is categorized as small. In contrast, the effect of Work-Life Balance on Affective Commitment is 0.538, indicating a large effect size. These findings suggest that Work-Life Balance has a more dominant influence than Work Stress in enhancing employees' Affective Commitment at PG XYZ.

Furthermore, the Q² value for the Affective Commitment variable is 0.233, which is greater than zero. This result indicates that the model demonstrates good predictive relevance and is able to adequately predict and explain Affective Commitment.

Table 3 Hypothesis Test Results

Relationship Between Variables	Original Sample	T-statistics	P-values	Information	Conclusion
<i>Work Stress ke Affective Commitment</i>	0,316	2,874	0,004	≥ 1,96 (Signifikan)	Hipotesis Diterima
<i>Work-life balance ke Affective Commitment</i>	0,572	5,907	0,000	≥ 1,96 (Signifikan)	Hipotesis Diterima

Source: Output SmartPLS 3.2.9

Based on the causality test results presented in Table 3, Work Stress has a positive and significant effect on Affective Commitment, as indicated by a T-Statistics value greater than 1.96 and a P-Value below 0.05. The positive path coefficient suggests that work stress at a manageable level can enhance employees' emotional attachment to the organization. This

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finding implies that work stress does not necessarily lead to negative outcomes when employees are able to adapt and receive adequate organizational support (Ghozali, 2021).

Furthermore, Work-Life Balance is found to have a positive and significant influence on Affective Commitment, with a T-Statistics value exceeding 1.96 and a P-Value below 0.05. This result indicates that employees who experience a better balance between work responsibilities and personal life tend to develop stronger emotional attachment, loyalty, and sense of belonging to the organization. Therefore, work-life balance plays a more dominant role in strengthening employees' affective commitment (Ghozali, 2021).

Discussion

The Effect of Work Stress on Affective Commitment

Based on the hypothesis testing results, Work Stress was found to have a positive and significant effect on Affective Commitment, thus supporting H1. This finding indicates that higher levels of work stress, when managed effectively, are associated with increased emotional attachment of employees to the organization. Employees of PG XYZ were able to cope with job demands, particularly during the milling season with a 24-hour shift system. Rather than reducing loyalty, manageable work stress fostered a sense of responsibility, pride, and emotional involvement in the organization. This result is consistent with the concept of eustress, which suggests that moderate levels of stress can generate positive behavioral outcomes (Armunanto & Rozaq, 2021;Gong & Geertshuis, 2023).

The descriptive analysis further supports this result, showing that the mean score of Work Stress was 3.31 (moderate level), while Affective Commitment recorded a high mean score of 3.79. The Time Stress and Anxiety indicators were also categorized as moderate, indicating that employees generally did not experience excessive time pressure or anxiety and were able to adapt to work demands. These findings suggest that the level of stress experienced by employees remained within a controllable range and did not negatively affect their emotional commitment. This condition aligns with the Yerkes–Dodson Law, which posits that moderate stress levels can enhance motivation and work engagement (Gong & Geertshuis, 2023).

Furthermore, the high level of Affective Commitment reflects strong emotional attachment, organizational identification, and employee involvement. Employees expressed pride in being part of PG XYZ and perceived the organization as an important part of their lives, even under demanding working conditions. This finding is also supported by interview results and previous studies indicating that work stress can positively influence affective commitment when supported by organizational factors, such as managerial support, adaptive

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capacity, and a strong sense of responsibility among employees (Prayekti *et al.*, 2025; (Lee *et al.*, 2022). Therefore, manageable work stress can strengthen employees' emotional bonds and commitment to the organization.

The Effect of Work-Life Balance on Affective Commitment

Based on the hypothesis testing results, work–life balance has a positive and significant effect on affective commitment, with a coefficient value of 0.572, indicating that H2 is accepted. This finding suggests that higher levels of work–life balance lead to stronger emotional attachment of employees to the organization. This result is consistent with previous studies by shashikala & Nishanthi, (2021) and Faridl & Sukmana, (2021), which argue that a balanced integration between work and personal life enables employees to feel valued and fairly treated by the organization, thereby strengthening their affective commitment. Appropriate working time arrangements allow employees to fulfill job responsibilities without neglecting personal and social needs.

Descriptive analysis further supports this finding, showing that work–life balance achieved a high mean score of 3.79. The highest mean was observed in the work–personal life balance indicator (3.95), followed by activities outside work (3.91) and social life outside work (3.70). These results indicate that despite high work demands, particularly during the milling season with a 24-hour shift system, employees of PG XYZ are able to manage their time adaptively. This finding aligns with Armunanto & Rozaq, (2021) and Nasimiyu, R. M, (2021), who emphasize that organizational support and flexible work arrangements play a crucial role in maintaining employees' work–life balance.

Furthermore, affective commitment recorded a high average value of 3.79, reflecting strong emotional attachment, involvement, and organizational identification among employees. Interview results also support this finding, especially regarding flexible working time policies outside the milling season. This study is consistent with Shabir & Gani, (2020), who state that employees with good work–life balance tend to exhibit higher levels of loyalty, emotional attachment, and a strong desire to remain with the organization. In addition, the dominance of respondents from the Installation Division indicates that job characteristics involving high technical intensity contribute significantly to strengthening the relationship between work–life balance and affective commitment at PG XYZ.

CONCLUSION

The results of this study indicate that work stress and work-life balance have a positive and significant effect on affective commitment among employees of PG XYZ. Despite facing high work pressure and a 24-hour rotating shift system during the milling season, employees

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are able to manage work stress effectively, which enables them to maintain a strong sense of responsibility, loyalty, and emotional attachment to the organization. Furthermore, employees' ability to balance work demands and personal life contributes to higher affective commitment, even under increased workload conditions.

Based on these findings, the company is advised to manage work stress at a controllable level, particularly as most respondents come from the Installation Division, which experiences high workloads and intensive operational rhythms. The company should clarify task distribution, strengthen supervision, provide competency-based training, and optimize supporting facilities. In addition, policies that support work-life balance, such as more structured working hours and shift arrangements, improved operational efficiency, and adequate rest periods, should be strengthened. These efforts are expected to foster a positive work climate, maintain employee loyalty and emotional attachment, and ensure that work stress, work-life balance, and affective commitment are managed in an integrated manner to support organizational performance sustainability.

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