

Analysis of *Work-Life Balance* and Workload on Organizational Commitment Among Employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi

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Abstract

Rumah Makan Bebek and Ayam kampung Mas Budi Cimahi is a culinary business that relies heavily on the role and involvement of its employees in carrying out daily operations. To ensure smooth operations, strong employee engagement with the company, referred to as organizational commitment is essential. Therefore, the company must pay attention to work-life balance and workload, as both can influence employees' organizational commitment. The purpose of this study is to analyze work-life balance and workload, as well as their impact on organizational commitment among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. The study involved 7 informants, consisting of 6 employees and 1 key informant the restaurant manager. The research method used was a qualitative approach, with data collected through interviews, observation, documentation, and literature review. Data validity was assessed using the triangulation process. The results indicate that employees' work-life balance falls into the unbalanced category, particularly regarding time balance and involvement. Employees' workload is classified as fairly high, especially in terms of physical strain and time demands. Employees' organizational commitment falls into the fairly strong category however, it is dominated more by continuance commitment than by affectional commitment. This study also shows that an unbalanced work-life balance and a high workload impact employees' organizational commitment, where limited personal time and high job demands can reduce affectional commitment, job satisfaction, and employees' desire to remain with the organization.

INTRODUCTION

The culinary industry in Indonesia has grown rapidly in recent years. The food and beverage sector has become a vital part of the national economy because it employs a large workforce and has expanded to include small and medium-sized enterprises. According your data from the Central Statistics Agency (BPS 2024), the number of food and beverage businesses reached 5.28 million, with nearly half of them being restaurants or eateries. This growth in the culinary industry is characterized by long working hours, high quality service, and a heavy reliance on employee participation and performance. Eateries, as service oriented organizations, are highly dependent on employee attendance and engagement, as service quality is inextricably linked to employee performance and psychological well-being. Therefore, the success of a culinary business is determined not only by product quality but also by the organization's ability to effectively manage human resources . In this context, organizational commitment is a critical factor influencing the stability and sustainability of the company's operations.

However, various data indicate that levels of organizational commitment remain relatively low, both globally and in Indonesia. According to a report from Gallup (2025), the majority of employees

worldwide do not yet have a strong sense of commitment to their work. A similar situation exists in Indonesia, where the proportion of *disengaged* employees remains relatively high. Research by Dewi & Izzati (2025) and Jayanti & Abdurahman (2024) confirms that organizational commitment is closely related to loyalty, work engagement, and the desire to remain a member of the organization.

In the food service industry, low organizational commitment is often reflected in high employee *turnover* rates. Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi specializing in duck and free-range chicken, is a business operating in the food and beverage service sector. This restaurant focuses on serving ready-to-eat meals through a buffet-style concept. From January through August, employee *turnover* remained high, as evidenced by the *turnover* data for the past year in 2025:

Table 1: Employee *Turnover* Data at Duck and Chicken Restaurant Kampung Mas Budi Summit (January 2025 – August 2025)

Yes	A Month	Week	Number Employees	Login	Exit	%
1	January	1	8	-	-	12.5%
		2	8	-	-	
		3	8	1	1	
		4	8	-	-	
2	March	1	8	-	-	12.5%
		2	8	-	-	
		3	8	1	1	
		4	8	-	-	
3	April	1	7	-	1	12.5%
		2	8	1	-	
		3	8	-	-	
		4	8	-	-	
4	May	1	8	1	1	12.5%
		2	8	-	-	
		3	8	-	-	
		4	8	-	-	
5	June	1	8	1	1	12.5%
		2	8	-	-	
		3	8	-	-	
		4	8	-	-	
6	August	1	7	-	1	25%
		2	7	1	1	
		3	8	1	-	
		4	8	-	-	
		Total	7	7		

Source: Data Archive of Mas Budi Cimahi's Restaurant, Revised in 2025.

A phenomenon related to organizational commitment observed among employees at Rumah Makan Bebek and Ayam Mas Budi Cimahi is the relatively high employee *Turnover* over the past year within a short timeframe the *Turnover* rate from January through June was 12.50% each month, while in August it rose significantly to 25.00%. Dessler (2013) states that a *Turnover* rate above 10% is generally considered high and requires management attention. Interview results show that almost every month, employees resigned or left the restaurant not due to retirement or the expiration of their employment contracts, but rather due to personal decisions or other factors. This aligns with the research by Jayanti & Abdurahman

(2024), which states that high commitment is associated with loyalty, dedication, good attendance, and low *Turnover*.

In addition to the phenomenon of organizational commitment, there is also the phenomenon of *work-life balance*. This is clearly evident in the restaurant's work schedule, which consists of a 6-day workweek with 12-hour shifts per day. The restaurant operates from 10:00 a.m. to 10:00 p.m. WIB, but employees must begin preparing for operations as early as 7:00 AM such as gathering the necessary ingredients even though the restaurant does not open until 10:00 AM. This is considered inconsistent with Law No. 13 of 2003 on Manpower, Article 77, paragraph (2), which states that working hours consist of 7 (seven) hours per day and 40 (forty) hours per week for a 6 (six) day workweek, or 8 (eight) hours per day and 40 (forty) hours per week for a 5 (five) day workweek. This provision aims to protect workers from excessive workloads and provide them with sufficient time to meet their needs for rest and personal life. This aligns with the research by Sawitri and Romi (2026), which states that *work-life balance* is a critical factor in preventing the physical and mental stress experienced by employees due to an imbalance between work demands and personal life. This phenomenon illustrates that an imbalance between work time and personal time, if left unaddressed, could negatively impact organizational commitment. This phenomenon illustrates an imbalance between work time and personal time if left unaddressed, there is concern that it will negatively impact organizational commitment.

In addition to *work-life balance*, it was noted that workload is one of the factors influencing organizational commitment Wangsa & Edalmen (2022). Based on interview findings, the limited number of employees and the absence of a shift system require each employee to handle various operational tasks simultaneously ranging from preparing raw materials and providing customer service to completing tasks after operations end. This is consistent with the research by Jayanti & Abdurahman (2024), which states that a heavy workload can increase work-related stress and potentially drive employees to leave their jobs. This is further supported by the research by Kusuma and Abdurahman (2026), which states that a high workload can still be managed if it aligns with the employees' capabilities and competencies.

Based on the discussion above, the purpose of this study is to analyze the effects of *work-life balance* and workload on organizational commitment among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. These conditions raise concerns that if an unbalanced *work-life balance* and high workload persist, they may lead to increased physical and mental fatigue, decreased job satisfaction, weakened emotional attachment, and a reduced desire among employees to remain with the organization which could ultimately affect the restaurant's operational stability and service quality. Therefore, better human resource management is needed through more balanced work schedules, clearer task allocation, and adjustments to staffing levels so that employee well-being and organizational commitment can improve. Consequently, the researcher is interested in conducting a study analyzing the effects of *work-life balance* and workload on organizational commitment among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi.

METHOD

This study employs a qualitative approach because it aims to present data that accurately reflects reality in the analysis of *work-life balance* and the impact of workload on organizational commitment among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. The subjects of this study were the employees of the Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. Informants were selected using purposive sampling, consisting of six employees who had been working there for one year and a key informant, namely the manager of the Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi.

Data collection was conducted using four main techniques. First, observation to observe natural behavior without disturbing the subjects. Second, structured interviews to obtain in-depth information through direct questions to the research informants. Third, documentation to analyze secondary data such as *turnover* records and employee headcount data. Fourth, a literature review was conducted to gather secondary data related to previous research published in academic journals or other scientific sources.

Data analysis was conducted by following the four data analysis processes outlined by Sugiyono (2019:322): (1) Data Collection, to gather a very large and diverse dataset to help gain an in-depth understanding of the context and dynamics at play; (2) Data Reduction, which involves selecting, focusing, and abstracting raw field data; (3) Data Presentation, to organize the data and arrange it into easily understandable patterns of relationships; (4) Conclusions and Verification, to confirm and test the accuracy of the research findings to ensure their credibility. To ensure the validity of the data, this study employed: (1) source triangulation (comparing data across informants); (2) methodological triangulation (comparing data from interviews, observations, and documentation); (3) theoretical triangulation (comparing the information obtained with relevant theoretical perspectives).

RESULTS AND DISCUSSION

***Work-Life Balance* of Employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi.**

This section outlines the research findings on *work-life balance*, obtained through interviews with employees, interviews with restaurant managers, and field observations. Based on interviews with six employees, it was found that *work-life balance* remains unbalanced. Regarding the time balance subvariable, long working hours make it difficult for them to divide their time between work and personal needs, resulting in very limited time for rest, family, and personal activities. Regarding the engagement balance subvariable, the informants admitted that it was difficult to actively participate in family and social activities due to a lack of free time, even though they still tried to focus and take responsibility for completing their work. However, high operational demands and the often-hectic conditions in restaurants lead to fatigue, which sometimes causes a decline in work concentration. Meanwhile, regarding the satisfaction balance subvariable, the informants felt fairly satisfied with their work relationships, teamwork, income, and work experience. However, this satisfaction has not been fully achieved due to limited personal time and reduced opportunities to maintain relationships with family, friends, and their social circles outside of work. Regarding the work-life balance subvariable, all informants reported having good working relationships with colleagues and feeling fairly satisfied with their income, work experience,

and teamwork. However, this satisfaction is not yet fully balanced due to limited personal time and reduced opportunities to maintain relationships with family, friends, and their social circles. Consequently, satisfaction is felt more strongly in the aspects of work and working relationships than in the aspects of personal and social life.

To corroborate the findings, the researchers interviewed the manager of the Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. The interview results supported the findings from the six informants. He explained that long operating hours mean employees spend most of their time working, leaving limited time for family, personal, and social activities. The limited number of employees also demands a high level of commitment, the ability to handle various tasks, and mutual support among staff, especially during busy periods at the restaurant, which can lead to fatigue and reduced concentration. Nevertheless, employees still feel fairly satisfied with their jobs due to the income, work experience, and good working relationships with their coworkers.

After validating the *key informant* data, the researcher conducted field observations on July 6–7, 2026, which revealed that employees' work activities were intense from morning until night. Employees spent most of their time on operational activities, such as preparing raw materials, serving customers, cleaning work areas, and assisting coworkers, leaving them with limited time for personal, family, and social activities. As the number of customers increased, employees had to work faster and handle multiple tasks simultaneously, leading to fatigue and a decline in concentration amid the hectic operational conditions.

The following is a comparison of the results of interviews with six employees, an interview with the restaurant manager, and field observations:

Table 2: Comparison of Interview Results and Observations Regarding *Work-Life Balance*

Yes	Subvariable	Interview Results from 6 Informants	Interview Results from the Restaurant Manager	Field Observation Results
1	<i>Time balance</i>	All employees reported difficulty balancing their time between work and personal life. Time is mostly spent on work, leaving limited time for family, rest, and personal activities.	It was emphasized that the long operating hours of restaurants reduce the time employees have for their personal, family, and social lives.	Work activities appear to be intense from morning until night. Employees' free time during working hours is very limited and is mostly used for brief rest breaks.
2	<i>Balance Involvement</i>	Employees rarely have time to participate in family and social activities. They try to stay focused on their	It states that every employee is expected to demonstrate a high level of engagement and support one	Employees are seen actively collaborating and helping one another however, during peak customer hours, they must

		work, but their concentration wanes when the restaurant is busy and staffing levels are low.	another's work due to the limited number of employees and high operational demands.	handle multiple tasks simultaneously, resulting in noticeable fatigue and a decline in concentration.
3	<i>Satisfaction Balance</i>	Employees are fairly satisfied with their income, work experience, and relationships with coworkers, but are not yet satisfied regarding how work affects their personal time, relationships with family, and social life.	It is acknowledged that working relationships among employees are quite good and serve as a factor that helps employees stay in their jobs despite high work demands.	The work atmosphere appears quite friendly and fosters teamwork however, time constraints outside of work still seem to limit employees' opportunities to maintain social relationships outside the workplace.

Source: Processed results of interviews and field observations (2026)

Based on Table 2, a comparison of data from employees, restaurant managers, and observational findings reveals a strong common thread regarding employees' *work-life balance* at the restaurant. In the time balance subvariable, employees struggle to divide their time between work and personal life due to long operating hours, resulting in limited time for family, rest, and social activities. In the engagement balance subvariable, employees' engagement is largely absorbed by work due to limited staffing and high operational demands, leading to fatigue and decreased concentration when the restaurant is busy. Meanwhile, regarding the satisfaction subvariable, employees still feel reasonably satisfied with their income, work experience, and relationships with coworkers, even though their satisfaction with their personal life has not been fully met. These findings align with the theory proposed by Greenhaus and Allen (2011), which states that *work-life balance* is achieved when individuals are able to maintain equilibrium across the dimensions of time, engagement, and satisfaction. In this study, the weakest aspect was time balance, which subsequently affected engagement, while the aspect of satisfaction remained relatively more balanced. These conditions have the potential to increase physical and mental fatigue, reduce focus and service quality, and, in the long term, may decrease job satisfaction, weaken employees' commitment to the organization, and increase *labor turnover*, thereby impacting the restaurant's operational stability.

Workload of Employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi.

This section outlines the research findings regarding workload, which were obtained through interviews with six employees, an interview with the restaurant manager, and field observations. Based on the interviews with the six employees, most informants shared the same perception that the workload at the restaurant is quite high and not yet fully optimized. Regarding the time workload subvariable, the

informants strive to complete their work on schedule but often face difficulties when the restaurant is busy and staff numbers are limited meanwhile, long working hours and limited break times hinder optimal physical and mental recovery. Regarding the mental workload subvariable, all informants understood their tasks and responsibilities through instructions from supervisors, assistance from coworkers, and work experience however, they reported difficulty maintaining focus and concentration when customer volume increased and multiple tasks had to be completed simultaneously, leading to heightened mental stress and fatigue. Regarding the physical strain subvariable, all informants performed various operational tasks simultaneously such as preparing ingredients, serving customers, cleaning work areas, and assisting with other tasks so the continuous nature of these activities during long work hours often led to fatigue, especially when the restaurant was busy or a coworker was absent.

To corroborate the findings and triangulate the data, the researcher interviewed the manager of the Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. The interview results supported the findings from the six informants and corroborated the employees' observation that the workload remains quite high. Long working hours limit break time, while employees must handle various operational tasks simultaneously, leading to frequent physical and mental exhaustion, especially when the restaurant is busy. Management continues to strive to organize the division of labor, maintain teamwork, and provide break time to ensure operations run smoothly. Field observations on July 6–7, 2026, also corroborated these findings, as employees were seen working intensely from morning to night, performing multiple tasks simultaneously, and working faster as the number of customers increased.

The following is a comparison of the results of interviews with six employees, an interview with the restaurant manager, and field observations:

Table 3 Comparison of Interview Results and Observations Regarding Workload

Yes	Subvariable	Interview Results from 6 Informants	Interview Results with the Restaurant Manager	Field Observation Results
1	Time Pressure	There are still employees who say it is quite difficult to complete their work on time when the restaurant is busy and the number of employees is limited. They also feel that break times are not long enough to fully recover physically and mentally. However, most of them say they are still able to complete their work on time.	We acknowledge that the restaurant's long operating hours limit employees' rest time, even though efforts have been made to distribute work so that operations run smoothly.	Work activity is intense from morning until night. Rest periods are relatively short, and employees often have to handle multiple tasks simultaneously during busy periods.

2	Mental Strain	Employees understand their tasks through instructions from supervisors and work experience, but they have also experienced difficulty maintaining focus and concentration when the restaurant is crowded and work piles up.	Recognizing that employees must continue to work faster and maintain their concentration as the number of customers increases to ensure that service runs smoothly.	It is evident that employees strive to remain focused on serving customers, but during peak hours, a decline in concentration and work-related stress are quite noticeable.
3	Physical strain	All employees reported having to perform various operational tasks simultaneously, such as preparing raw materials, serving customers, cleaning the work area, and assisting coworkers. Employees also often feel tired due to long working hours.	Recognizing that the limited number of employees means each employee must be highly physically involved and support one another's work to ensure that service runs smoothly.	Employees can be seen constantly moving from one task to another. Physical exhaustion is quite evident, especially when the restaurant is busy and the number of customers increases.

Source: Processed results of interviews and field observations (2026)

Based on Table 3, a comparison of data from employees, the restaurant manager, and observational findings reveals a strong common thread regarding the workload conditions of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. Regarding the time-related subvariable, employees struggle to complete their work during peak operating hours when staff numbers are limited, while relatively short break times prevent optimal physical and mental recovery. Regarding the mental workload subvariable, employees understand their job tasks and responsibilities however, their focus and concentration often decline as the number of customers increases and multiple tasks must be completed simultaneously. Meanwhile, regarding the physical workload subvariable, employees must perform various operational tasks simultaneously during long work hours, making physical fatigue the most dominant aspect they experience. These findings align with Bakker and Demerouti (2007) *Job Demands–Resources Theory*, which states that high job demands can lead to physical and mental fatigue if not balanced by adequate job resources. In this study, the most significant aspect was physical strain, which subsequently influenced time strain and mental strain, whereas peer support and teamwork remained factors that helped employees complete their work. These conditions have the potential to increase prolonged fatigue, reduce focus and service quality, and, in the long term, can decrease productivity, lower job satisfaction, increase the risk of work errors, and drive up *labor turnover*, thereby affecting the operational stability of the restaurant.

Commitment of the Employee Organization at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi.

This section outlines the research findings regarding *work-life balance*, which were obtained through interviews with six employees, an interview with the restaurant manager, and field observations. Based on the interviews with the six employees, it was found that the organizational commitment of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi is fairly good, though not yet fully optimal. Most of the informants felt comfortable at work, had good relationships with their coworkers, understood the importance of service and cooperation, and were willing to help their coworkers, indicating the presence of affective and normative commitment. They also feel a sense of responsibility to complete their work and remain with the organization because they have earned trust and fit well with the existing work culture. However, long working hours, limited personal time, and working conditions mean that their emotional attachment and motivation to stay in the long term are not yet fully strong. Additionally, continuance commitment appears to be the most dominant factor, as most employees consider their regular income, workplace benefits, and the difficulty of finding another job if they leave the organization.

To corroborate the findings and triangulate the data, the researcher interviewed the manager of the Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. The interview results supported the finding that employee organizational commitment is fairly strong. Employees were assessed as having a strong sense of responsibility, being willing to help coworkers, and ensuring smooth operations. Close working relationships foster a comfortable work environment, while the need for income and work experience are the main reasons employees stay with the company. Field observations on July 6–7, 2026, also showed that cooperation and communication among employees were strong; however, long working hours led to fatigue, which affected the enthusiasm and emotional attachment of some employees.

The following is a comparison of the results of interviews with six employees, an interview with the restaurant manager, and field observations:

Table 4 Comparison of Interview Results and Observations Regarding Organizational Commitment

Yes	Subvariable	Interview Results from 6 Informants	Interview Results with the Restaurant Manager	Field Observation Results
1	Affective commitment	Most employees reported feeling comfortable at work, having good relationships with coworkers, understanding the restaurant's goals and values of cooperation, and actively assisting their coworkers with their tasks. However, there are still some employees who feel their emotional attachment to the organization is not yet very strong due to long working	They stated that a friendly work atmosphere and good relationships among employees are factors that help employees feel comfortable and develop a sense of attachment to the restaurant.	The employees were seen helping one another, communicating well, and actively participating in the restaurant's operations, although during busy periods, fatigue did affect their enthusiasm for work.

		hours and limited personal time.		
2	<i>Commitment regulations</i>	Most employees stated that they feel a sense of responsibility to perform their jobs well, embrace a culture of cooperation and mutual assistance, and feel the need to maintain the restaurant's smooth operations. However, there are still some employees who stated that their loyalty is influenced more by personal needs than by a desire to stay with the company long-term.	. It was noted that employees generally demonstrate a strong sense of responsibility and maintain teamwork to ensure the restaurant's operations run smoothly.	It is evident that employees continue to perform their duties according to their responsibilities and help one another when the restaurant is busy, resulting in strong teamwork.
3	<i>Continuity of commitment</i>	The majority of employees stated that they are staying on because of their income, work experience, and concerns about the difficulty of finding another suitable job. All employees also stated that the loss of income and workplace benefits are the main considerations if they were to leave the restaurant, although there are still some employees who would consider looking for another job if a better opportunity arose.	It is acknowledged that the need for income and work experience are the main reasons why most employees continue to work at the restaurant.	It appears that permanent employees are consistently present and performing their duties, although in some situations, fatigue resulting from long working hours does affect their energy levels.

Source: Processed results of interviews and field observations (2026)

Based on Table 4, a comparison of data from employees, the restaurant manager, and observational findings indicates a strong consistency regarding employees' organizational commitment at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. Regarding the affective commitment subvariable, employees feel quite comfortable at work, have good relationships with coworkers, understand the importance of cooperation, and are willing to assist their coworkers however, their emotional attachment to the organization is not yet fully strong due to long working hours and limited personal time. Regarding the normative commitment subvariable, most employees feel a sense of responsibility to perform their jobs well, maintain teamwork, and ensure the restaurant's smooth operations. Meanwhile, regarding the continuance commitment subvariable, the majority of employees remain at the restaurant due to considerations of income, work experience, workplace facilities, and concerns about the difficulty of finding another suitable job. These findings align with the theory proposed by Meyer and Allen (2011), which states that affective commitment relates to employees' emotional attachment and sense of belonging toward the organization normative commitment relates to a sense of responsibility and moral obligation to remain with the organization and continuance commitment relates to considerations of benefits, costs, and risks associated with leaving the organization. In this study, affective commitment was the weakest aspect, while

continuance commitment was the most dominant, and normative commitment remained relatively balanced. This situation has the potential to prevent strong long-term loyalty and emotional attachment from forming among employees consequently, if a job opportunity is perceived as better, employees are more likely to consider changing jobs. In the long term, this could affect organizational engagement, workforce stability, and the operational sustainability of the restaurant, even though work responsibilities and teamwork remain relatively well-maintained.

DISCUSSION

The Impact of *Work-Life Balance* on Job Commitment

Based on the results of interviews, *Key informant* validation, and field observations, the researcher found that *Work-life balance* comprising the subvariables of time balance, engagement balance, and satisfaction balance has an impact on the organizational commitment of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. Regarding the time balance subvariable, most informants stated that long working hours made it difficult for them to divide their time between work and personal life. This situation limited the time available for family, rest, and social activities, thereby affecting employees' comfort and emotional attachment to the organization. This finding aligns with the research by Mahohoma & Harpal (2025), which shows that long working hours and a lack of personal time can weaken employees' organizational commitment. This aligns with the view of Greenhaus & Allen (2011), who state that *Work-life balance* is achieved when individuals are able to strike a balance in terms of time, engagement, and satisfaction between work and personal life. This means that the limited personal time experienced by employees indicates that work-life balance has not yet been optimally achieved, which has the potential to reduce employees' emotional attachment and loyalty to the organization.

Furthermore, regarding the subvariable of *Work-life balance*, the informants revealed that they still tried to stay focused and engaged in their work, but their opportunities to participate in family and social activities became very limited. High operational demands, a limited number of employees, and the need to cover for one another's work meant that employees' engagement was largely absorbed by their jobs rather than their lives outside of work. This situation can diminish the quality of social relationships and affect employees' sense of belonging to the organization. This finding is supported by research by Marseno & Muafi (2021), which states that a good *Work-life balance* can increase *Work Engagement* and ultimately strengthen employees' commitment to the organization. This is also consistent with the views of Robbins & Judge (2022), who explain that balanced employee involvement in various aspects of life can increase satisfaction and commitment to the organization. This means that engagement that is overly focused on work leads to a reduction in social relationships outside of work, causing employees' sense of belonging and attachment to the organization to weaken.

Meanwhile, regarding the satisfaction balance subvariable, most respondents stated that they still felt fairly satisfied with their income, work experience, and relationships with coworkers, although they were not yet satisfied with their personal time and relationships with family. Satisfaction with these aspects of work helps employees stay on the job and fulfill their responsibilities effectively. This finding aligns with

the research by Sapta et al. (2025), which shows that *Work-life balance* is associated with job satisfaction, and job satisfaction contributes to increased organizational commitment. This is reinforced by the view of Meyer & Allen (1991), who state that satisfaction with work experiences and *Interpersonal* relationships can strengthen employees' affective commitment to the organization. This means that employees' satisfaction with their income and work relationships serves as a factor that helps maintain organizational commitment even when work-life balance has not been optimally achieved.

Based on the overall findings above, the researchers concluded that *the work-life balance* of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi remains in the unbalanced category, particularly in terms of time balance and engagement. Limited personal time and high job demands have the potential to reduce employees' emotional attachment, sense of belonging, and desire to remain with the organization. However, relatively good working relationships, as well as satisfaction with income and work experience, remain factors that help maintain employees' commitment to the organization. Thus, according to the researchers, the better the *Work-life balance* employees perceive, the stronger the tendency for affective commitment, engagement, and loyalty to the organization to emerge.

The Impact of Workload on Organizational Commitment

Based on the results of interviews, *Key informant* validation, and field observations, the researcher found that workload comprising the subvariables of time burden, mental burden, and physical burden has an impact on the organizational commitment of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi.

Regarding the time pressure subvariable, most informants stated that they were still able to complete their work however, when the restaurant was busy and the number of employees was limited, it became more difficult to finish tasks on time, and break times were perceived as insufficient to recover both physically and mentally. This situation indicates that high time pressure can affect work comfort and reduce employees' energy to maintain long-term commitment to the organization. This finding aligns with the concept of workload as defined by Tarwaka (2019), who states that time pressure relates to time constraints in completing work and can lead to stress if not balanced by effective work management. This is also supported by research by Widianoro & Gaol (2024), which shows that high work-related time pressure can affect employee satisfaction and commitment. According to the researchers, limited break times and high operational demands make employees more prone to fatigue, which can lead to a gradual decline in their commitment to the organization.

Furthermore, regarding the mental workload subvariable, the informants revealed that they understood their job duties and responsibilities through instructions from their supervisors and work experience however, their focus and concentration often declined when the number of customers increased and multiple tasks had to be completed simultaneously. Nevertheless, most employees still strove to maintain their sense of responsibility and engagement in their work. This finding aligns with the view of Robbins & Judge (2016:21), who state that job responsibilities and mental demands can have a positive

impact if the assigned tasks align with an individual's abilities and competencies. This is supported by research by Fatihin et al. (2022), which shows that mental workload does not always have a negative impact if individuals possess sufficient ability and experience in managing job demands. This means that work experience and support from coworkers help employees maintain a sense of responsibility and commitment to their work even as operational pressures increase.

Meanwhile, regarding the physical workload subvariable, all informants stated that they had to perform various operational tasks simultaneously, such as preparing raw materials, serving customers, cleaning the work area, and assisting coworkers. Long working hours often led to physical fatigue, especially when the restaurant was busy. Persistent fatigue has the potential to reduce employees' work motivation, concentration, and commitment to the organization. This aligns with the *Job Demands–Resources Theory* proposed by Bakker & Demerouti (2007), which states that high job demands can lead to physical and mental fatigue if employees lack sufficient work resources. This is also supported by research by Novitasari & Dessyarti (2022), which shows that excessive physical workload can reduce job satisfaction and weaken employees' organizational commitment. This means that physical workload is the most dominant factor influencing organizational commitment because persistent fatigue can reduce work motivation, job satisfaction, and employees' desire to remain with the organization.

Based on the overall findings above, the researchers concluded that the workload of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi tends to fall into the fairly high category, particularly in terms of physical and time-related demands. High operational demands, limited workforce, and the need to multitask make employees more prone to fatigue and decreased concentration. These conditions can affect organizational commitment, particularly in the form of reduced emotional attachment, diminished job satisfaction, and a weakened desire to remain with the organization in the long term. However, cooperation among employees, work experience, and social support in the workplace remain factors that help employees maintain their sense of responsibility and loyalty toward the organization. Thus, according to the researchers, the higher the workload that is not balanced by adequate workforce resources, the greater the potential for a decline in employees' organizational commitment.

CONCLUSION

Based on the results of the research and discussion conducted by the researcher *regarding work-life balance*, workload, and organizational commitment among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi, the researcher draws the following conclusions:

1. *The work-life balance* among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi can be categorized as suboptimal and tends to be unbalanced. This conclusion is based on the subvariables studied, which indicate relatively better conditions in the dimension of *satisfaction balance* but reveal weaknesses in the dimensions of *time balance* and *involvement balance*. Long working hours make it difficult for employees to divide their time between work and personal life, limit

their participation in family and social activities, and reduce their focus and emotional engagement in their work as operational demands increase.

2. The workload of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi can be categorized as quite high, particularly in terms of physical strain. This assessment is based on the subvariables of time pressure, mental strain, and physical strain. Employees are still able to complete their work and understand the tasks assigned to them, but they must perform various operational tasks simultaneously, such as preparing ingredients, serving customers, cleaning the work area, and assisting their coworkers. The hectic operational conditions and limited number of employees make physical fatigue the most dominant aspect experienced by employees.
3. The organizational commitment of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi is fairly strong, though not yet fully robust across all dimensions. This assessment is based on the three dimensions of organizational commitment: affective commitment, normative commitment, and continuance commitment. Most employees demonstrate an emotional attachment to their work and good working relationships, understand the restaurant's rules and work values, and feel a sense of responsibility to continue performing their duties. However, there are differences in the level of understanding regarding the organization's vision and mission, as well as the reasons for staying in their jobs. Some employees remain due to economic needs, income, and concerns about losing their jobs or income.
4. An analysis of the impact of *work-life balance* and workload on the organizational commitment of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi shows that *work-life balance* and workload affect the organizational commitment of employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi. A suboptimal *work-life balance* particularly in terms of time balance and engagement can affect employees' emotional attachment and sense of belonging to the organization. Meanwhile, a high workload especially in terms of physical strain and time demands can increase fatigue and reduce employees' job satisfaction. Therefore, the better the management of *work-life balance* and workload, the higher the employees' organizational commitment.

Recommendations

Based on the findings and conclusions of this study regarding the relationship between *Work-life balance* and workload on organizational commitment among employees at Rumah Makan Bebek and Ayam Kampung Mas Budi Cimahi, the researcher offers the following recommendations:

1. Recommendations for the Company

To improve *Work-life balance*, manage workload, and strengthen, the restaurant should pay attention to the following matters :

- a. Conduct periodic evaluations and adjustments to work hours, break times, and operational schedules so that employees have more adequate opportunities to rest, spend time with their families, and engage in personal activities. A more balanced approach to

work-time management is expected not only to improve employee well-being but also to help maintain consistent service quality and operational productivity in the long term.

- b. Develop a more strategic workforce planning strategy, whether through adjusting headcount, establishing clearer task assignments, or implementing a more structured work system. This measure is expected to reduce the workload on specific employees, alleviate physical and mental fatigue, and improve work effectiveness when operational demands increase.
- c. Establish a human resource management system that fosters employee engagement with the organization through open communication, strong teamwork, recognition of employee contributions, and a focus on employee development and well-being. In this way, it is hoped that the commitment of employees will be driven not only by economic needs but also by a sense of comfort, appreciation, and connection to the organization, thereby ensuring long-term workforce loyalty and stability.

2. Suggestions for Future Researchers

The results of this study are expected to serve as a reference for the development of human resource management (HRM), particularly regarding work-life balance, workload, and organizational commitment. Future researchers are advised to:

- a. Conduct research at restaurants or similar culinary businesses in different regions to obtain a broader and more comprehensive picture of *work-life balance*, workload, and organizational commitment in the culinary sector.
- b. Use a mixed-methods or quantitative approach so that the relationships between variables can be measured more specifically and compared statistically.
- c. Incorporate other variables that influence organizational commitment, such as job satisfaction, work environment, compensation, leadership, organizational culture, and social support.
- d. Conducting long-term research on the impact of *work-life balance* and workload on employee loyalty, retention, engagement, and organizational performance to gain a more strategic understanding of sustainable human resource management in the culinary industry.

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