



The Effect of Work Stress And Worklife Balance on Employee Performance with Organizational Commitment as a Mediating Variable

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Abstract

The purpose of this study was to analyze the effect of work stress, Work-life balance and organizational commitment on employee performance at PT. Astra Daihatsu International Branch Cokroaminoto Denpasar and Tabanan. The research sample of 92 respondents was selected using purposive sampling technique. Data were collected through a questionnaire with a Likert scale and analyzed to see the relationship between these variables. Data analysis used inferential analysis using SEM PLS. The results showed that work stress had a negative but insignificant effect on employee performance and organizational commitment. Work-life balance had a positive and significant effect on employee performance and organizational commitment. In addition, organizational commitment also had a positive and significant effect on employee performance. However, organizational commitment was unable to mediate the effect of work stress on employee performance, but it could partially mediate the effect of Work-life balance on employee performance.

Keywords: employee performance, organizational commitment, work stress, Work-life balance

Introduction

The automotive industry in Indonesia is a very important sector because this industry is one of the largest contributors to Indonesia's economic growth (Faturrochman and Yaasiin, 2024) ^[15]. Currently, the strength of the automotive industry in Indonesia is supported by at least 26 four-wheeled motor vehicle industry companies with a total production capacity of 2.35 million units per year. The automotive industry has also absorbed 38 thousand direct workers, as well as more than 1.5 million people working along the automotive supply chain from tier 1 to 3 (Website of the Coordinating Ministry for Economic Affairs, 2024). The workforce in this case human resources (HR) is one of the main assets that must be considered in order to maintain its position in the automotive industry. This is because individual performance will determine the overall performance of the organization (Kasmawati, 2017) ^[25].

Employee performance is the result of work, both in quality and quantity, achieved by a person in carrying out tasks according to the responsibilities given (Mangkunegara, 2017: 67) ^[35]. Employee performance plays a central role in the success of the organization (Kasmawati, 2017) ^[25]. Companies need to monitor employee performance to ensure that employees carry out their duties and obligations as expected. Employee performance assessments can determine whether the company will continue to cooperate with employees or terminate employment. The factors that can determine employee performance according to Kaswan (2016: 179) ^[26] are the first individual factors related to their ability to complete a job and situational factors including work methods or situations and social factors. These two factors are closely related to work stress as an individual factor that can create employee performance while employee Work-life balance is a situational factor that motivates employees to work better. This is also expressed in equity theory that in personal, social, and community relationships, there are two things that are of primary concern, namely how much reward a person gets from a particular social relationship and how fair and equitable the relationship is because employees will feel most comfortable when the relationship that occurs is maximally beneficial (Hatfield *et al* 2023) ^[20]. This causes work stress and Work-life balance to be determinants in creating a sense of fairness in employees. Job stress as a condition of tension that creates physical and psychological imbalance, which affects emotions, thought processes,

and the condition of an employee. Job stress has become one of the serious problems that befalls every employee in their workplace (Kelly *et al*, 2020) ^[27]. Job stress is considered an uncomfortable condition felt by employees due to pressure at work (Lestari *et al*, 2020) ^[32]. Stress arises as a result of pressure or tension that comes from a disharmony between a person and their environment. Stress experienced by employees due to the environment they face will affect employee performance (Pandey, 2020) ^[36]. Job stress can also be caused if a job done by an employee exceeds the limits of his abilities which ultimately causes pressure to be experienced by (Hakman *et al*, 2021) ^[18]. Research conducted by Lengkey *et al* (2020) ^[31], Pandey (2020) ^[36], Hakman *et al* (2021) ^[18], Buulolo (2021) ^[12], and Yang *et al* (2021) ^[54] found that job stress has a significant negative effect on employee performance. This is different from the research of Ahmad *et al* (2019) ^[2], Ratnasari *et al* (2021) ^[40], and Ariansy & Kurnia (2022) ^[7] which concluded that work stress does not have a significant effect on employee performance.

In addition to work stress, the balance between work and personal life or Work-life balance of an employee is an important factor that can determine the results of work or tasks assigned (Lukmiati, 2020) ^[34]. The balance between work and personal life is a condition in which a person can allocate time and energy in a balanced way between work and aspects of personal life such as family, recreation, and social activities (Wood *et al*, 2020) ^[53]. The Work-life balance program implemented in a company is expected to be able to increase the level of performance produced (Roopavathi and Kishore, 2021) ^[42]. The better the employee's Work-life balance the more likely it is to increase the performance produced by the employee. Research conducted by Wiradendi *et al* (2020) ^[52], Wood *et al* (2020) ^[53], Lukmiati (2020) ^[34], Ardiansyah and Surjanti (2020) ^[6], and Khoeriyah and Widarta (2024) ^[28] concluded that Work-life balance has a positive and significant effect on employee performance. This is different from research by Foanto *et al* (2020) ^[16] and Anugrah and Priyambodo (2021) ^[4] which found that Work-life balance did not have a significant effect on employee performance.

The existence of differences in research results that have been explained above provides a gap in the current research so that in this study we try to use organizational commitment as a variable that is thought to be able to mediate the relationship between work stress and Work-life balance on employee performance. Employees are committed to the organization on an affective or normative basis, causing employees to be psychologically bound and when the bond between individuals and organizations is based on ongoing commitment, it has an impact on real results, namely performance (Sungu *et al*, 2019) ^[48]. Employees with high commitment generally have good attendance and performance records, show a desire for loyalty to company policies, have a lower turnover rate and have high productivity, satisfaction, and work motivation (Sembiring *et al*, 2020). Based on the results of research by Sungu *et al* (2019) ^[48], Lengkey *et al* (2020) ^[31], Yanner *et al* (2020) ^[55], Badrianto and Ekhsan (2021) ^[10], and Khoeriyah and Widarta (2024) ^[28] obtained results that organizational commitment has a positive and significant effect on employee performance. In addition, research by Lengkey *et al* (2020) ^[31], Hendriyaldi (2021) ^[21], and Ardana & Rizqi (2024) ^[5] found that organizational commitment can mediate the effect of stress on performance. Research by Ardiansyah and Surjanti (2020) ^[6], Badrianto & Ekhsan (2021) ^[10], and Putri & Frianto (2023) ^[39] found that organizational commitment can mediate the effect of Work-life balance on performance.

There are two brands in the automotive industry under Astra, namely Toyota and Daihatsu, which remain the best-selling brands throughout 2023 and are still competing to this day (www.cnbcindonesia.com, 2024). Meanwhile, Daihatsu's performance in Indonesia has recorded retail sales of more than 179 thousand units, or an increase of around 3.8% compared to the same period last year of around 172 thousand units (Astra Daihatsu, 2024). However, in early 2024, Daihatsu's global performance declined due to product quality problems, resulting in very low sales, far different from its rival Toyota, so that currently Daihatsu is starting to pay more attention to improving the quality of Human Resources (HR) through synergy between vocational and Indonesian media industries. Daihatsu continues to strengthen its commitment to supporting the improvement of HR quality through education, especially vocational in Indonesia. This commitment is also in line with one of the pillars of corporate social responsibility or CSR (Corporate Social Responsibility), namely Smart with Daihatsu (Astra Daihatsu, 2024).

One of the popular Daihatsu dealers in Bali is PT Astra Daihatsu Centra Cokro in Denpasar which consists of Daihatsu Cokroaminoto, Daihatsu Gianyar and Daihatsu Tabanan which have the best performance. This company is one of the companies that distributes various types of four-wheeled vehicles with the Daihatsu brand in Indonesia, as well as playing a direct role in distribution and sales including vehicle service. During its journey, this company also experienced obstacles in human resources. Human resources are one of the important factors in an organization (Kasmawati, 2017) ^[25]. Based on the phenomenon and research gap of previous research results, it is necessary to conduct a study entitled "The Effect of Work Stress and Worklife Balance on Employee Performance with Organizational Commitment as a Mediating Variable at PT. Astra Daihatsu International Centra Cokro in Denpasar".

Literature Review

Equity theory

Equity theory or justice theory is a motivational theory proposed by Stacy Adams in 1963. This theory explains that employee motivation in the workplace is driven by a sense of justice felt by employees. Justice and fairness are very important for any organization because they have an impact on effective performance. This equity theory is relevant in explaining the influence of work stress and Work-life balance on employee performance mediated by organizational commitment.

Employee performance

According to Hasibuan (2017:94) ^[19], employee performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Employee performance must be planned continuously, because increasing employee performance is not an instant event but requires well-organized planning and action for a certain period of time. The performance indicators used in this study refer to the opinions of Mangkunegara (2017:75) ^[35] and Badrianto and Ekhsan (2021) ^[10], including quality, quantity, effectiveness, timeliness, independence, and implementation of tasks.

Job Stress

According to Sinambela (2017:472) ^[45] work stress is a feeling of pressure experienced by employees in dealing with work. Stress is a condition of tension that affects a person's emotions, thought processes and condition. People who

experience stress become nervous and feel chronic anxiety. The individual will often become angry, aggressive, unable to relax or show a cooperative attitude. The indicators used to measure work stress cite the opinions of Robbins and Judge (2017:597) ^[41] and Gumilar and Rismawati (2022) ^[17] including environmental stress, organizational stress, individual stress, physical stress, psychology, and behavior.

Work Life Balance

Work-life balance is the extent to which an individual is bound together in work and family, and is equally satisfied with his/her role in work and role in family (Wiradendi *et al.*, 2020) ^[52]. Work-life balance can be interpreted as a state of balance in two demands where an individual's work and life are the same. The indicators of Work-life balance adopt the opinions of Hudson (2005) ^[22] and Pratama and Setiadi (2021) ^[37], namely time balance, involvement balance, satisfaction balance, work-life enhancement, personal life interference with work.

Organizational Commitment

According to Wibowo (2017: 430) ^[51], organizational commitment is a measure of the desire of workers to remain in the company in the future. This organizational commitment is shown by a strong desire to be a member of a group, a high willingness to work for the organization, a certain belief and acceptance of the values and goals of the organization. The indicators used to measure organizational commitment use measurements from Langoy *et al.* (2019) ^[30] and Busro (2018:86) ^[11], namely affective commitment, continuous commitment, and normative commitment.

Research Methods

This research was conducted at PT. Astra Daihatsu

International Centra Cokro in Denpasar Bali with three branches, namely Cokroaminoto, Gianyar and Tabanan, which are branches with the highest achievements compared to other areas, but internal problems are still rarely considered so it is necessary to research more deeply related to human resources. The sampling in this study used purposive sampling where the sample was only focused on staff at PT. Astra Daihatsu Area Cokroaminoto Denpasar and Tabanan Branch because the two branches are still not optimal in achieving the targets set by the company with a total of 92 people. The data analysis technique used is Partial Least Square-Structural Equation Modeling (PLS-SEM) to answer the research questions.

Results

Hypothesis testing will be conducted using SEM based on PLS (Partial Least Squares). This method is suitable for analyzing complex relationships between variables without strict assumptions about data distribution. This analysis includes an external model assessed through convergent validity, discriminant validity, and composite reliability and cronbach alpha. The model in R-Square (R^2), Q-Square Predictive Relevance (Q²), Goodness of Fit (GoF). Furthermore, hypothesis testing and mediation role testing are carried out.

Path analysis and hypothesis testing

The path coefficient value (t-value) is used to test the significance of a construct or latent variable through the estimation of the path coefficient value (t-value) obtained by the bootstrapping procedure with a value considered significant if the p value < 0.05. The test results are presented in Table 1.

Table 1: Path Statistical Analysis and Testing

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WORK STRESS -> EMPLOYEE PERFORMANCE	-0.065	0.105	0.623	0.534
WORK STRESS -> ORGANIZATIONAL COMMITMENT	-0.038	0.148	0.259	0.796
WORKLIFE BALANCE -> EMPLOYEE PERFORMANCE	0.307	0.130	2,362	0.019
WORKLIFE BALANCE -> ORGANIZATIONAL COMMITMENT	0.477	0.152	3.148	0.002
ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0.503	0.500	0.111	4,522

Source: Processed data (2025)

The calculation results in Table 1 can be explained as follows.

- The effect of work stress on employee performance obtained an original sample value of -0.065 with a p value of 0.534 > 0.05, meaning that work stress has a negative but not significant effect on employee performance.
- The effect of work stress on organizational commitment obtained an original sample value of -0.038 with a p value of 0.796 > 0.05, meaning that work stress has a negative and insignificant effect on employee organizational commitment.
- The effect of Work-life balance on employee performance has an original sample value of 0.307 with

- a p value of 0.019 < 0.05, meaning that Work-life balance has a significant positive effect on employee performance.
- Work-life balance has an original sample value of 0.477 with a p value of 0.002 < 0.05, meaning that Work-life balance has a significant positive effect on organizational commitment.
- The effect of organizational commitment on employee performance obtained an original sample value of 0.503 with a p value of 0.000 < 0.05, meaning that organizational commitment has a significant positive effect on employee performance.

Table 2: Direct Effect: The Role of Job Satisfaction in Mediating the Relationship between Leadership and Organizational Culture on Employee Performance

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
WORK STRESS -> ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	-0.019	0.076	0.254	0.799
WORKLIFE BALANCE -> ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0.240	0.093	2,957	0.010

Source: Processed data (2025)

- f. Based on Table 2, it can be seen that the direct influence of work stress on performance is not significant with a coefficient of -0.065 and a p value of 0.534. > 0.05 , whereas based on Table 2 the indirect effect between work stress and performance through organizational commitment is also not significant with a coefficient of -0.019 and a p value of 0.799. > 0.05 . This result explains that organizational commitment is not able to mediate the influence between work stress and employee performance.
- g. Based on Table 2, it can be seen that the direct influence of Work-life balance on performance is significant with a coefficient of 0.307 and a p value of 0.019. < 0.05 , while based on Table 2 the indirect effect between Work-life balance and performance through organizational commitment is also significant with a coefficient of 0.240 and a p value of 0.010. < 0.05 . This result explains that organizational commitment partially mediates the influence between Work-life balance and employee performance.

Discussion

The impact of work stress on employee performance

Based on the results of the analysis, work stress has a negative but insignificant effect on employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar. This result means that increasing work stress has not been able to improve employee performance. Based on the theory of equity, it explains that individuals compare the ratio of input consisting of effort, time, and skills to output in the form of awards, salary, or recognition of themselves with others to determine whether the treatment received is fair. In the context of the relationship between stress and performance in this study, when individuals feel that they are treated fairly despite facing stress, the individual will be motivated to work well but this does not happen consistently. Some individuals who have good adjustment strategies will have the perception that injustice can be corrected by good work stress management.

This study proves that work stress can have a negative impact on the psychological, physical, and behavioral conditions of employees. As seen in the descriptive analysis, this behavior arises because of fatigue at work and frequent delays. However, although there is a tendency for a negative influence between work stress and employee performance, the magnitude of the influence is not significant. When viewed from the average value of respondents' answers related to work stress, it is in the fairly high category, meaning that on average employees do not have high problems with work stress so that it does not significantly affect changes in performance (Sanjayani *et al*, 2024) ^[43].

In addition, if seen from the characteristics of the respondents, most of whom were male employees (56.5%), they generally have higher work resistance to work pressure, especially in the technical field. Although work in this field often requires specific technical skills, male employees are able to focus more on their tasks without feeling too much

stress as a factor that inhibits performance. The majority of respondents (89.2%) are under the age of 40, which is included in the productive age category. Younger employees tend to have greater energy, better resistance to work pressure, and the ability to adapt to challenging work environments.

This can also happen because there are other factors that may be more dominant in influencing employee performance, so that the effects of work stress are covered up or not clearly visible. One of them is the ability to manage stress well by employees so that the impact of work stress on performance can be minimized. These results are in line with research by Ahmad *et al* (2019) ^[2], Ratnasari *et al* (2021) ^[40], and Ariansy & Kurnia (2022) ^[7] which concluded that there was no significant influence between work stress and employee performance. However, it is not in line with research such as Hakman *et al* (2021) ^[18], Buulolo (2021) ^[12] and Yang *et al* (2021) ^[54] found that work stress has a significant negative effect on employee performance.

The influence of work stress on organizational commitment

Based on the results of the analysis, it was found that work stress did not have a significant effect on organizational commitment to employees of PT. Astra Daihatsu International Centra Cokro in Denpasar. This result means that work stress will reduce employee commitment to the organization, but the effect is not significant. According to equity theory, individuals will compare the ratio between input and output received where when the perception of injustice arises, commitment to the organization tends to decrease. However, the effect that occurs is not significant because the perception of justice in the organization is unable to reduce the direct impact of the stress. Employees who believe that the organization as a whole is fair or have long-term expectations of future rewards tend to remain committed despite facing work stress.

Stress can have a negative impact on the psychological and biological conditions of employees as indicated by their behavior. Work stress is also a negative cause such as disloyalty (Hikmah and Lukito, 2021). Employees who feel stressed will be less motivated to support organizational goals or feel less comfortable continuing to work in it. In this study, the effect of work stress will reduce organizational commitment, but the effect is not significant. As expressed by Sugiyati *et al* (2021) ^[47] who argue that not all stress has a negative impact. This can be caused by the average stress being in a fairly high category so that it has not been able to reduce employee commitment because when viewed from the results of the descriptive analysis, the average employee has a high organizational commitment.

In addition, it can be caused because not all employees react to work stress by reducing their commitment. The need to continue a formal contract with the organization is a need and factor that best reflects employee commitment (Dharmanegara *et al*, 2016) ^[14]. Some may remain committed because they are able to manage their work stress because the

response to stress often varies depending on the personal characteristics of the employee, such as the average age of employees under 40 years and are still in the productive age category so that they are able to manage stress well. These results are in accordance with the research of Indrianingsih & Yudianto (2022) ^[24] which concluded that work stress had a negative and insignificant effect on organizational commitment. However, it does not support the research of Yanner *et al* (2020) ^[55], Wang *et al* (2020) ^[49], Li *et al* (2021) ^[33], Kulachai *et al* (2022) ^[29], and Wangsa and Edalmen (2022) ^[50] which concluded that work stress had a significant negative impact on organizational commitment.

The influence of worklife balance on employee performance

Based on the results of the analysis, it was found that Work-life balance has a positive and significant effect on employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar. Based on equity theory, each individual will be motivated to contribute optimally if the employee feels that the organization provides fair treatment in meeting their professional and personal needs. Employees who feel that the organization supports Work-life balance, this perception creates a sense of justice that improves performance.

Based on the results of descriptive analysis, the average employee assessed that their Work-life balance was in the high category. This means that Work-life balance can help employees manage their time and energy optimally between work and personal needs and work so that they feel that their personal needs are met, encouraging them to give their best performance at work. This Work-life balance will encourage employees to work more effectively, complete work according to SOP, and achieve the specified targets. This proves that although there are obstacles in the opportunity to use holidays and the separation of emotions between work and personal life, based on the results of the descriptive analysis, overall Work-life balance remains high and has a positive effect on performance.

Another reason is because the characteristics of employees who are still young and of productive age have good work endurance and help them manage these challenges without experiencing a decline in performance. Young employees have more energy and are more flexible in dealing with busy work schedules. In addition, education that is predominantly S1 and in accordance with the job allows employees to have better skills and strategies in managing time and work pressure. So that the better the Work-life balance is, in the end it can improve the performance produced. This is in line with research by Wiradendi *et al* (2020) ^[52], Wood *et al* (2020) ^[53], Lukmiati (2020) ^[34], Ardiansyah and Surjanti (2020) ^[6], and Khoeriyah and Widarta (2024) ^[28] which concluded that Work-life balance has a significant positive effect on employee performance.

The influence of worklife balance on organizational commitment

Based on the results of the analysis, it was found that Work-life balance has a positive and significant effect on organizational commitment to employees of PT. Astra Daihatsu International Centra Cokro in Denpasar. According to equity theory the relationship between Work-life balance and organizational commitment can be explained through the perception of justice felt by employees in relation to their sacrifices at work and the rewards received, including support for Work-life balance. Organizations that provide adequate support for Work-life balance will make employees feel that

the organization values their personal needs. This creates a sense of justice that encourages employees to be more committed to the organization (Saputra & Laksmi, 2024) ^[44]. Based on the average value of Work-life balance in the results of the descriptive analysis, it is in the high category, meaning that the respondents' perception of Work-life balance is appropriate. Although the perception of being able to use holidays for personal interests and being able to separate emotions at work and in personal life is still in the fairly high category, on average, employee commitment to all indicators is in the high category. In addition, employees with a work period of less than 5 years are still in the early stages of their careers and prefer to explore the work environment. Ultimately, a well-managed Work-life balance will foster long-term commitment. These results are in line with research by Ardiansyah and Surjanti (2020) ^[6], Hutagalung *et al* (2020) ^[23], Aruldoss *et al* (2021) ^[9], Badrianto and Ekhsan (2021) ^[10], Choeriyah and Utami (2023) ^[13] that Work-life balance has a significant positive effect on organizational commitment.

The influence of organizational commitment on employee performance

Based on the results of the analysis, it was found that organizational commitment has a significant positive effect on employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar. According to equity theory someone who feels that the organization treats employees fairly will encourage them to be more emotionally and psychologically attached to the organization. This commitment will create a condition where employees are willing to make the best contribution to the success of the organization. Increasing commitment to the organization shows that employees feel that the efforts given are not only beneficial to the organization but also personally valuable. This causes employees to be willing to improve their performance to achieve organizational goals.

Commitment plays an important role, especially in improving employee performance, because commitment makes employees more responsible for their obligations (Soraya & Sugiyati, 2021) ^[46]. On average, organizational commitment in descriptive analysis is in the high category, as is employee performance in the high category. This means that individuals who have organizational commitment will try to give their best effort to produce the best performance. Responsibility for every event carried out by the company and the desire to continue to contribute to the company are commitments with the highest value in the company so that employees who have a high commitment to the organization will work according to SOP, work efficiently and are willing to achieve the specified targets. Employees will see the company's goals as part of their personal goals, so they are motivated to give their best performance. These results are in line with research by Sungu *et al* (2019) ^[48], Lengkey *et al* (2020) ^[31], Yanner *et al* (2020) ^[55], Badrianto and Ekhsan (2021) ^[10], Khoeriyah and Widarta (2024) ^[28] who obtained results that organizational commitment has a significant positive effect on employee performance.

The role of organizational commitment in mediating the effect of work stress on employee performance

The mediation role test found that organizational commitment was unable to mediate the influence between work stress and employee performance. This means that when employees feel high work stress, it cannot have a positive impact on the performance produced by employees at PT. Astra Daihatsu International Centra Cokro in Denpasar

Bali even though there is a high commitment in the employee. Based on equity theory, this can happen because when individuals feel that their efforts are not fairly appreciated by the organization (imbalance in equity), the existing commitment to the organization decreases, and the impact of high work stress can hinder performance even though employees are committed to working well (Arienata *et al*, 2024) ^[8].

Work stress due to organizational changes, feelings of pressure, feelings of disturbance, and inability to concentrate cannot be overcome by organizational commitment so that it does not have an impact on the resulting performance. This means that organizational commitment to employees is not enough to overcome the pressure that occurs. Even though employees have high commitment, in fact the physical and mental conditions of employees still limit their ability to work optimally. This is in line with research by Anam & Prasetyo (2024) ^[3] that organizational commitment is unable to mediate the effect of work stress on performance. However, it cannot prove the research of Lengkey *et al* (2020) ^[31], Yanner *et al* (2020) ^[55], Kulachai *et al* (2022) ^[29], Badrianto & Ekhsan (2021) ^[10], and Khoeriyah & Widarta (2024) ^[28] who obtained the results of organizational commitment mediating the effect of work stress on employee performance.

The role of organizational commitment in mediating the effect of worklife balance on employee performance

The second mediation role test shows that organizational commitment partially mediates the influence between Work-life balance and employee performance, meaning that organizational commitment is only able to explain part of the influence of Work-life balance on employee performance. This result explains that although organizational commitment has an important role, Work-life balance still has a direct influence on performance and in this context organizational commitment acts as a link to that influence.

Based on equity theory, it is known that the balance between effort (input) and reward (output) in a relationship will create organizational commitment which acts as a mediator in the influence of Work-life balance on performance. Employees who feel that there is a balance between work and personal life will feel fairly valued and will have high commitment. In the end, committed employees will always try to be able to give and do their best because they have positive feelings towards the organization, where this is shown through work efforts which then increase the performance displayed (Putra *et al*, 2019) ^[38]. These results are in accordance with research by Lengkey *et al* (2020) ^[31], Yanner *et al* (2020) ^[55], Kulachai *et al* (2022) ^[29], Badrianto & Ekhsan (2021) ^[10], and Khoeriyah & Widarta (2024) ^[28] who in their research also found that organizational commitment is able to mediate the influence of Work-life balance on employee performance.

Conclusion

1. Work stress has a negative and insignificant effect on employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that the higher the level of stress, the lower the employee performance, but in this study, work stress has not been able to affect performance.
2. Work stress has a negative and insignificant effect on organizational commitment at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that the higher the level of stress, the lower the organizational commitment, but in this study, work stress has not been able to reduce organizational commitment.
3. Work-life balance has a positive and significant effect on

employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that the higher the Work-life balance, the higher the employee performance will be.

4. Work-life balance has a positive and significant effect on organizational commitment at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that the higher the Work-life balance, the higher the organizational commitment.
5. Organizational commitment has a positive and significant effect on employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that the higher the organizational commitment, the higher the employee performance will be.
6. Organizational commitment is unable to mediate the influence between work stress and employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that organizational commitment cannot suppress negative influences.
7. Organizational commitment is able to partially mediate the influence of Work-life balance on employee performance at PT. Astra Daihatsu International Centra Cokro in Denpasar, meaning that the higher the Work-life balance, the better the performance when employee organizational commitment is high.

Suggestion

Based on the research results, PT. Astra Daihatsu International Centra Cokro in Denpasar is advised to involve employees in determining targets, pay attention to the rest system, and provide stress management through counseling and an appropriate reward & punishment system. Management also needs to organize work schedules well, develop Work-life balance programs, and strengthen employee relationships with the organization through activities outside the office. In addition, increased supervision, employee training, and routine evaluations are needed to improve performance. Meanwhile, employees are expected to be able to manage stress well through effective work planning, separating personal and work emotions, and increasing a sense of belonging to the organization. Discipline in attendance, completing work on time independently, and learning from experience are also emphasized to improve performance. This research can be further developed by considering other factors outside of work stress and Work-life balance that affect organizational commitment and employee performance, or by expanding the research object using different methods to obtain more in-depth results.

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