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Work-Life Balance, Organizational Commitment, and Job Satisfaction to Improve Millennial Generation Employee Performance at PT Aneka Coffee Industry

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Abstract

This study aims to analyze the influence of work-life balance, organizational commitment, and job satisfaction on employee performance of millennial generation at PT Aneka Coffee Industry. This research uses quantitative method with multiple linear regression analysis. The population consists of 120 millennial employees at staff level in Production and HRD & GA departments, with 95 respondents selected using purposive sampling technique. Data collection was conducted through questionnaires using Likert scale. The results show that work-life balance has a positive and significant effect on employee performance ($\beta=0.258$, $p=0.008$), organizational commitment has a positive and significant effect on employee performance ($\beta=0.162$, $p=0.034$), and job satisfaction has a positive and significant effect on employee performance with the most dominant influence ($\beta=0.525$, $p<0.001$). Simultaneously, the three variables significantly influence employee performance with R^2 value of 0.781 (78.1%). This study provides practical implications for companies to develop HR policies that support work-life balance, strengthen organizational commitment, and increase employee job satisfaction to optimize millennial employee performance.

Keywords: work-life balance, organizational commitment, job satisfaction, employee performance, millennial generation.

INTRODUCTION

In today's modern era, companies face increasingly fierce business competition. To survive and thrive, companies must have quality human resources (HR). HR are no longer merely ordinary workers, but valuable assets that determine a company's progress. In the ever-evolving industrial world, the role of HR is not merely an implementer but also a driving force for innovation, competitiveness, and organizational excellence amidst the rapid flow of globalization and technological change (Hasibuan, 2019).

Human Resource Management (HRM) plays a strategic role in maximizing employee contributions to achieving organizational goals. Dessler (2020) explains that HRM encompasses the processes of recruiting, training, assessing, and rewarding employees. Armstrong & Taylor (2020)

highlight that modern HRM focuses on a values-based approach that emphasizes the importance of creating a conducive work environment, developing employee competencies, and establishing mutually beneficial relationships between the organization and the individual.

Employee performance is a crucial indicator in measuring the effectiveness of HRM management in an organization. According to Bataineh (2019), employee performance is the result of the development of behavior, mindset, and skills acquired through learning and training. Good performance not only helps a company achieve its goals but also demonstrates effective HR management.

This study uses Social Exchange Theory (Blau, 1964) as its primary foundation. This theory explains that the relationship between a company and its employees is based on the principle of reciprocity. When a company supports work-life balance, creates a work environment that fosters commitment, and provides conditions that foster job satisfaction, employees will respond by increasing their performance, loyalty, and contribution to the organization. Recent research indicates that millennials and Gen Z face particular challenges in the workplace. A survey conducted by Johns Hopkins University. (2024) found that 68% of young workers feel stressed all the time at work. A Deloitte global survey (2025) involving nearly 23,000 respondents in 44 countries showed that Gen Z and millennials are not solely focused on money, but also pursuing career growth, learning, meaning in work, and well-being.

Work-life balance can be understood as a state in which employees successfully fulfill both work responsibilities and personal roles in a balanced manner (Rahmawati, 2020). Research by Triana Bella & Hasya (2025) shows that work-life balance has a positive and significant effect on employee performance. This finding aligns with research by Eldon et al. (2024) and Hardiyanti & Purnomo (2024) .

Organizational commitment reflects an employee's level of loyalty, sense of belonging, and emotional attachment to the company's vision, mission, and values. According to Metin (2018), organizational commitment is a crucial aspect because it influences an individual's attachment to employees, the organization, and society as a whole. Research by Badrianto & Ekhsan (2021) demonstrates that organizational commitment has a positive and significant effect on employee performance.

Job satisfaction is a state in which an individual feels satisfied with the results of their work and derives enjoyment from their work (Apriliana, 2024). Research by Elisabeth Ambalele (2023) shows that job satisfaction has a positive and significant effect on employee performance. A similar finding was also found by Suryawan & Salsabilla (2022). This research was conducted at PT Aneka Coffee Industry, a coffee production and processing company located at Jl. Raya Trosobo Km. 23, Bebekan Village, Taman District, Sidoarjo, East Java. This study aimed to analyze the influence of

work-life balance, organizational commitment, and job satisfaction on improving the performance of millennial employees.

RESEARCH METHODS

This study used a quantitative approach with an associative research type. The study population was all millennial generation employees (born 1980-1996) at the staff level at PT Aneka Coffee Industry, specifically in the Production and HRD & GA departments, totaling 120 people. The sample size was determined using the Slovin formula with a 5% error rate, resulting in a sample of 95 respondents. The sampling technique used purposive sampling with the following criteria: (1) Millennial Generation, (2) Working for at least one year, (3) Employees in the Production or HRD & GA Department, (4) Occupying a staff-level position.

Data were collected through a questionnaire using a Likert scale of 1-5. Data analysis used multiple linear regression analysis with the help of SPSS. Testing was carried out through instrument testing (validity and reliability), classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, coefficient of determination (R^2) tests, F tests (simultaneous), and t tests (partial).

RESULTS AND DISCUSSION

Results

Research Objective Overview

PT Aneka Coffee Industry is an agro-industrial company focused on coffee processing. The company was founded in 1991 under the name PT Citra Aroma Abadi. In October 1995, it entered into a joint venture with a Japanese company to become a Foreign Investment Company (PMA). On May 22, 2023, PT Aneka Coffee Industry was acquired by PT Berlian Kilau Sejahtera Maju (BKSM).

Respondent Characteristics

Based on gender, 65 respondents (68.4%) were male and 30 respondents (31.5%) were female. By department, 53 respondents (44.1%) were from the Production department and 42 respondents (55.8%) were from the HRD & GA department. By age, respondents ranged from 29 to 44 years old, with the largest age group being 44 years old, with 11 respondents (11.6%) representing the 44-year-old age group.

Descriptive Variable Analysis

The results of the descriptive analysis show that:

1. Work-life balance has an average value of 4.46 (very high category).
2. Organizational commitment has an average value of 4.42 (very high category).
3. Job satisfaction has an average value of 4.43 (very high category).
4. Employee performance has an average value of 4.44 (very high category).

Validity & Reliability Test

The validity test showed that all statement items had a calculated r value > r table (0.202), thus all items were declared valid. The reliability test showed Cronbach's Alpha values for all variables > 0.70, namely work-life balance (0.838), organizational commitment (0.868), job satisfaction (0.960), and employee performance (0.941), thus all instruments were declared reliable.

Table 1. Results of the Work-life Balance Validity Test (X₁)

Statement	r-count	r-table	Description
X1.1	0.817**	0.202	Valid
X1.2	0.789**	0.202	Valid
X1.3	0.735**	0.202	Valid
X1.4	0.752**	0.202	Valid
X1.5	0.759**	0.202	Valid
X1.6	0.608**	0.202	Valid

Source: Processed data (2025)

Table 1 shows the validity test results for the work-life balance variable (X₁), which consists of six statement items. All statement items have a computed r value > r table (0.202), with the highest correlation value for item X_{1.1} (0.817) and the lowest for item X_{1.6} (0.608). This indicates that all statement items are valid and capable of measuring the work-life balance construct well.

Table 2. Results of the Organizational Commitment Validity Test (X₂)

Statement	r-count	r-table	Description
X2.1	0.758**	0.202	Valid
X2.2	0.826**	0.202	Valid
X2.3	0.786**	0.202	Valid
X2.4	0.795**	0.202	Valid
X2.5	0.779**	0.202	Valid
X2.6	0.727**	0.202	Valid

Source: Processed data (2025)

Table 2 show the validity test results for the organizational commitment variable (X₂), which consists of 6 statement items. All items have a calculated r value > r table (0.202), with highest correlation value in item X_{2.2} (0.826), which measures emotional connection with the company. This indicates that all items are valid and consistent in measuring employee' level of organizational commitment.

Table 3. Results of the Job Satisfaction Validity Test (X₃)

Statement	r-count	r-table	Description
X3.1	0.574**	0.202	Valid
X3.2	0.702**	0.202	Valid
X3.3	0.786**	0.202	Valid
X3.4	0.864**	0.202	Valid
X3.5	0.839**	0.202	Valid
X3.6	0.876**	0.202	Valid
X3.7	0.807**	0.202	Valid
X3.8	0.811**	0.202	Valid
X3.9	0.751**	0.202	Valid
X3.10	0.836**	0.202	Valid
X3.11	0.760**	0.202	Valid
X3.12	0.770**	0.202	Valid
X3.13	0.868**	0.202	Valid
X3.14	0.791**	0.202	Valid
X3.15	0.811**	0.202	Valid
X3.16	0.800**	0.202	Valid

Source: Processed data (2025)

Table 2 shows the validity test results for the job satisfaction variable (X₃), which consists of 16 statement items covering various dimensions of the job satisfaction. All items have a calculates r value > r table (0.202), with the highest correlation value in item X_{3.6} (0.876), which measures comfort with superior's leadership style. High validity across all items indicates that the instrument is able to comprehensively measure employee job satisfaction.

Table 4. Results of the Employee Performance Validity Test (Y)

Statement	r-count	r-table	Description
Y.1	0.705**	0.202	Valid
Y.2	0.803**	0.202	Valid
Y.3	0.832**	0.202	Valid
Y.4	0.833**	0.202	Valid
Y.5	0.809**	0.202	Valid
Y.6	0.724**	0.202	Valid
Y.7	0.744**	0.202	Valid
Y.8	0.712**	0.202	Valid
Y.9	0.808**	0.202	Valid
Y.10	0.747**	0.202	Valid
Y.11	0.848**	0.202	Valid
Y.12	0.798**	0.202	Valid

Source: Processed data (2025)

Table 4 shows the validity test results for the employee performance variable (Y), which consist of 12 statement items. All items have a calculated r value $> r$ table (0.202), with the highest correlation value in item Y.11 (0.848), which measures working relationships with colleagues. The excellent validity of all items indicates that the instrument is able to measure employee performance accurately and consistently.

Table 5. Results of the Reliability Test

Variable	Cronbach Alpha	Description
Work-Life Balance (X1)	0,838	Reliabel
Organizational Commitment (X2)	0,868	Reliabel
Job Satisfaction (X3)	0,960	Reliabel
Employee Performance (Y)	0,941	Reliabel

Source: Processed data (2025)

Table 5 shows the reliability test results for a research variable. The Cronbach's Alpha values for all variables were above 0.70, the minimum reliability limit. The Job Satisfaction variable had the highest reliability value (0.960), indicating excellent internal consistency. These results indicate that all research instruments are reliable and can be relied upon to consistently measure the variable studied.

Classical Assumption Test

The normality test using the Kolmogorov-Smirnov test showed a significance value of $0.200 > 0.05$, indicating that the data were normally distributed. The multicollinearity test showed a Tolerance value > 0.10 and a VIF < 10 for all variables, indicating that multicollinearity did not occur. The heteroscedasticity test using the Glejser test showed a significance value > 0.05 for all variables, indicating that heteroscedasticity did not occur.

Coefficient of Determination

The R^2 value of 0.781 indicates that 78.1% of the variation in employee performance can be explained by work-life balance, organizational commitment, and job satisfaction, while 21.9% is explained by other factors outside the study.

Hypothesis Testing

F Test (Simultaneous)

Table 6. Results of the F Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4577.549	3	1525.850	108.062	.000 ^b
	Residual	1284.935	91	14.120		
	Total	5862.484	94			
a. Dependent Variable: <i>Employee Performance</i>						
B. Predictors: (Constant), <i>Work-Life Balance</i> , <i>Organizational Commitment</i> , <i>Job Satisfaction</i>						

Source: Processed data (2025)

Table 6 shows the results of the F test (Simultaneous) with a calculates **F value (108.062)** which is much greater than the **F table (2.70)** at a significance level of 5% with df1 =3 and df2 =91, indicating that the three independent variables together provide a very significant contribution in explaining variations in employee performance of the millennial generation at PT. Aneka Coffee Industry. Thus, the fourth **hypothesis (H4)** which states that *Work-Life Balance*, *Organizational Commitment*, and *Job Satisfaction* Simultaneously have a significant effect on employee performance can be accepted.

Partial T Test

The results of the partial t-test are presented in the following table:

Table 6. Partial T-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.713	2.511		.497
	<i>Work-Life Balance</i>	.592	.219	.258	.008
	<i>Organizational Commitment</i>	.300	.139	.162	.034
	<i>Job Satisfaction</i>	.389	.072	.525	.000

a. Dependent Variable: *Employee Performance*

Based on Table 6, the partial t-test results show that:

1. Work-life balance (X_1): t-count = **2.702** > **t-table (1.986)** with a significance of $0.008 < 0.05$. This indicates that work-life balance has a positive and significant effect on employee performance. **Hypothesis 1 (H1) is accepted.**

2. Organizational commitment (X_2): t-count = 2.153 > t-table (1.986) with a significance of 0.034 < 0.05. This indicates that organizational commitment has a positive and significant effect on employee performance. Hypothesis 2 (H2) is accepted.
3. Job satisfaction (X_3): t-count = 5.444 > t-table (1.986) with a significance of 0.000 < 0.05. This indicates that job satisfaction has a positive and significant effect on employee performance. Hypothesis 3 (H3) is accepted.

Based on the Standardized Coefficients (Beta) values, job satisfaction ($\beta = 0.525$) is the variable that most dominantly influences employee performance, followed by work-life balance ($\beta = 0.258$) and organizational commitment ($\beta = 0.162$).

Discussion

The Effect of Work-Life Balance on Employee Performance

The results of this study indicate that work-life balance has a positive and significant effect on employee performance. This is consistent with research by Triana Bella & Hasya (2025), Eldon et al. (2024), and Hardiyanti & Purnomo (2024). PT Aneka Coffee Industry's busy work environment, particularly in the production department, which uses large-scale machinery, requires a good balance between work and personal life to prevent employees from experiencing physical or mental fatigue.

The Influence of Organizational Commitment on Employee Performance

The results of this study indicate that organizational commitment has a positive and significant effect on employee performance. This finding aligns with research by Badrianto & Ekhsan (2021), Rizal et al. (2023), and Ardiansyah & Surjanti (2020). Organizational commitment is formed due to a clear organizational structure, a stable company reputation, and a corporate culture that emphasizes discipline and loyalty.

The Influence of Job Satisfaction on Employee Performance

Research results show that job satisfaction has the most dominant influence on employee performance. This aligns with research by Elisabeth Ambalele (2023), Suryawan & Salsabilla (2022), and Muliawati (2020). Employee job satisfaction is shaped by an adequate compensation system, good work facilities, superior support, and clear promotion opportunities.

Simultaneous Effects

The F-test results show that all three variables simultaneously have a significant effect on employee performance, contributing 78.1%. This finding aligns with research by Eldon et al. (2024), Wibowo & Ahmadi (2024), and Wahyudin et al. (2025). The combination of a good work-life balance, company loyalty, and high levels of job satisfaction creates a harmonious work environment that enables employees to make optimal contributions.

CONCLUSION

Based on the research results and discussion, it can be concluded that:

1. Work-life balance has a positive and significant effect on the performance of millennial employees at PT Aneka Coffee Industry, with a significance value of $0.008 < 0.05$ and a positive regression coefficient (0.592).
2. Organizational commitment has a positive and significant effect on the performance of millennial employees at PT Aneka Coffee Industry, with a significance value of $0.034 < 0.05$ and a positive regression coefficient (0.300).
3. Job satisfaction has a positive and significant effect and is the most dominant variable on the performance of millennial employees at PT Aneka Coffee Industry, with a significance value of $0.000 < 0.05$ and the highest regression coefficient (0.389).
4. Work-life balance, organizational commitment, and job satisfaction simultaneously have a significant effect on the performance of millennial employees at PT Aneka Coffee Industry, with a significance value of $0.000 < 0.05$ and an R^2 value of 0.781 (78.1%).

This research provides practical implications for PT Aneka Coffee Industry to strengthen policies that support work-life balance, increase organizational commitment, and maintain employee job satisfaction levels to optimize employee performance of the millennial generation.

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