

The Effect of Work Environment and Work-Life Balance on Job Satisfaction and Organizational Commitment in Millennial Employees

*Work Environment
and Life-Balance on
Millennial Employee*

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ABSTRACT

The dynamics of work environment, work-life balance, job satisfaction, and organizational commitment are critical in shaping employee performance, especially among millennials who prioritize both career growth and personal well-being. This study aims to examine the influence of work environment and work-life balance on job satisfaction and organizational commitment. A quantitative approach was employed, surveying millennial employees in West Jakarta. Data were analyzed using structural equation modeling to assess direct and indirect effects. The results reveal that both work environment and work-life balance significantly affect job satisfaction, while job satisfaction strongly predicts organizational commitment. In contrast, work environment and work-life balance do not directly influence organizational commitment. These findings underscore that supportive work environments and balanced work-life practices alone may not guarantee organizational commitment unless they enhance job satisfaction. The study suggests that organizations seeking to retain millennial talent should prioritize strategies that foster both satisfaction and engagement, including workplace design, supportive policies, and career development opportunities, by emphasizing job satisfaction as the central link between workplace conditions and commitment.

Keywords: Job Satisfaction, Life Balance, Millennial Generation, Organizational Commitment, Work Environment, Work-Life Balance.

ABSTRAK

Dinamika lingkungan kerja, keseimbangan kerja-hidup, kepuasan kerja, dan komitmen organisasi sangat penting dalam membentuk kinerja karyawan, terutama bagi generasi milenial yang menekankan pertumbuhan karier sekaligus kesejahteraan pribadi. Penelitian ini bertujuan untuk menelaah pengaruh lingkungan kerja dan keseimbangan kerja-hidup terhadap kepuasan kerja dan komitmen organisasi. Pendekatan kuantitatif digunakan dengan menyurvei karyawan milenial di Jakarta Barat. Data dianalisis menggunakan pemodelan persamaan struktural untuk menilai pengaruh langsung dan tidak langsung. Hasil penelitian menunjukkan bahwa lingkungan kerja dan keseimbangan kerja-hidup berpengaruh signifikan terhadap kepuasan kerja, sementara kepuasan kerja memprediksi komitmen organisasi secara kuat. Sebaliknya, lingkungan kerja dan keseimbangan kerja-hidup tidak berpengaruh langsung terhadap komitmen organisasi. Temuan ini menegaskan bahwa lingkungan kerja yang mendukung dan praktik keseimbangan kerja-hidup saja tidak cukup untuk menjamin komitmen organisasi tanpa meningkatkan kepuasan kerja. Penelitian ini menyarankan agar organisasi yang ingin mempertahankan karyawan milenial memprioritaskan strategi yang mendorong kepuasan dan keterlibatan, termasuk desain tempat

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INTRODUCTION

Everything, including companies, is facing a problem in our modern day, when environmental changes are occurring at a rapid pace. Organizations are also currently being forced to adapt their old behaviors in order to keep up with the changing times (Nadler, 2024). There are many different types of employees in a company, but they are currently looking for employees from the millennial generation because they are familiar with the latest technology and because there are still many extraordinary ideas that can be implemented as a driving force for the company's business. Its purpose is to ensure that organizational goals are met so that employees may provide constructive feedback to the company. Technological advancements now have a significant impact on many parts of human existence; technology not only assists humans in their work, but it has also evolved into a necessity that humans cannot live without (Cascio & Montealegre, 2016). Because technological advancement is inextricably linked to human and scientific development, the industrial revolution 4.0 necessitates humans to be integrated into technological development.

Employees are essential to a company's life cycle. To achieve a goal inside the organization, enough Human Resources (HR) are required, which must be compliant with the company's criteria and capable of performing the responsibilities assigned by the firm. Job Satisfaction (JS), according to Hasibuan (2007), it is a positive mental state or overall attitude about the disparity between prizes earned and those that should be obtained. JS is shaped by several factors, such as equitable and appropriate compensation, placement according to skills, the intensity or difficulty of tasks, the workplace atmosphere and environment, availability of tools that facilitate task performance, leadership quality and behavior, as well as the characteristics of the work itself, including whether it is repetitive or varied. According to research that has been done by Raziq and Maulabakhsh (2015), a healthy work environment boosts output and employee performance, which in turn increases organizational effectiveness and can save corporate costs. Meanwhile, Work-Life Balance (WLB), as defined by Lockwood (2003), refers to a state in which an individual's professional and personal demands are in equilibrium. Employees perceive life balance as the ability to manage and prioritize work responsibilities alongside personal or family obligations. Beyond the individual, achieving life balance is also an organizational responsibility, as it involves fostering a supportive culture that enables employees to concentrate on their work while on the job. Employees who demonstrate strong dedication to the organization are described as exhibiting Organizational Commitment (OC), which is defined as the alignment of an employee's values and efforts with the organization's goals (Sunuharjo & Ruhana, 2016).

Many organizations are presently recruiting employees from the millennial age in the hopes that by hiring millennials, they will be able to quickly adapt to rapidly changing technologies in order to meet the needs of clients and boost the company's revenues. This study will attempt to discover what parameters can be utilized to compare increasing profits in terms of enhancing management processing in terms of human resources, in order to determine preparedness to employ renewable technology. Previous studies have shown that the work environment and work-life balance influence job satisfaction and organizational commitment (Soomro et al., 2018; Aliya & Saragih, 2020; Simanjuntak, 2020). The mechanisms linking work environment and work-life balance to organizational commitment, especially among millennial employees, remain unclear. Several studies have found that the work environment and work-life balance influence job satisfaction, but their direct impact on organizational commitment is inconsistent

(Setiyani et al., 2019; Yang & Islam, 2020). This highlights the need for further examination of how the physical and non-physical dimensions of the work environment and the flexibility of work-life balance contribute to job satisfaction and shape organizational commitment among millennials.

This study focuses on how the work environment and work-life balance influence job satisfaction and organizational commitment, and how job satisfaction influences organizational commitment among millennial employees. This study aims to examine the influence of the work environment and work-life balance on job satisfaction and organizational commitment in West Jakarta.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of Work Environment and Work-Life Balance on Job Satisfaction

According to Sedarmayanti (2001), Work Environments (WE) can be categorized into physical and non-physical dimensions. The physical WE includes tangible factors that directly or indirectly affect employees, such as desks, chairs, and workstations, as well as broader conditions like temperature, humidity, air circulation, lighting, noise, and vibrations. Designing an effective workspace requires careful consideration of both physical and behavioral employee characteristics (Alhempri et al., 2025). In contrast, the non-physical WE encompasses social and relational aspects, such as interactions with supervisors, colleagues, and subordinates, which are equally critical in shaping employees' experiences and performance.

Work-Life Balance (WLB) is another essential factor, reflecting the prioritization between work (career and ambitions) and life (family, leisure, and personal growth) (Bella, 2023). Employees often struggle to maintain balance when work demands exceed reasonable limits, leading to overtime, reduced family time, emotional strain, and health deterioration. Tight deadlines, unexpected late meetings, and business trips can diminish personal time, while excessive workloads frequently lower productivity. These conditions highlight the importance of organizations actively supporting employees' work-life balance (Yaqin & Indradewa, 2025).

The work environment encompasses physical, social, and psychological aspects that directly affect employee productivity. The work environment includes all surrounding factors that influence employees' ability to perform their tasks (Utama, 2015). A supportive environment improves safety, comfort, and efficiency. Research has confirmed that a conducive work environment enhances job satisfaction and engagement (Hanaysha, 2016). Achieving work-life balance is a common aspiration among workers as it ensures well-being by balancing career and personal life (Soomro et al., 2018; García et al., 2019). Employees feel more satisfied when work and personal responsibilities are aligned (Jabeen et al., 2018; Capnary et al., 2018). This aligns with the findings of Aliya and Saragih (2020), which indicate that work-life balance influences job satisfaction. Conversely, the absence of balance often diminishes performance, underscoring the interconnection between work environment, work-life balance, job satisfaction, and organizational outcomes.

H1: Work environment has a significant effect on job satisfaction.

H2: Work-life balance has a significant effect on job satisfaction.

The Effect of Work Environment on Organizational Commitment

Work environment encompasses both physical and non-physical elements that shape employees' experiences within the workplace (Sedarmayanti, 2001). The physical work environment includes tangible components such as desks, chairs, workspace layout, and environmental conditions like lighting, temperature, noise, and ergonomics that influence comfort and productivity. Meanwhile, the non-physical work environment refers to social interactions and relationships among employees, supervisors, and colleagues, shaping workplace climate, communication, and emotional well-being. These two dimensions function together to determine employee satisfaction and overall work experience. A

positive workplace environment strengthens organizational commitment, which reflects employees' emotional attachment, identification with organizational values, and willingness to remain part of the organization (Alhempfi et al., 2025). When employees feel comfortable, supported, and valued in their environment, they are more likely to show loyalty and long-term dedication to organizational goals.

A supportive work environment plays a crucial role in strengthening organizational commitment, which reflects employees' willingness to remain with the organization and align with its goals. Employees who feel comfortable, respected, and supported are more likely to develop emotional attachment and dedication to the organization. Setiyani et al. (2019) found that a positive work environment significantly enhances commitment, especially among millennial employees who value comfort and adequate facilities that support work-life balance. Empirical results by Irawan and Ie (2022) also confirm a positive and significant effect of the work environment on organizational commitment, reinforcing its importance in retaining employees and sustaining performance.

H3: Work environment has a significant effect on organizational commitment.

The Effect of Work-Life Balance on Organizational Commitment

Work-life balance (WLB) refers to an individual's ability to manage responsibilities between work demands and personal life, including family, leisure, and self-development (Bella, 2023). When work intensity exceeds rational limits employees may experience stress, reduced family interaction, and declining health, ultimately lowering productivity. These challenges emphasize the need for organizations to actively support work-life balance through flexible arrangements and constructive policies (Yaqin & Indradewa, 2025). Meeting employees' personal needs enables them to perform optimally and maintain psychological well-being, positioning WLB as a crucial element of organizational effectiveness (Suryani, 2019; Ahmad, 2021).

Work-life balance is closely linked to organizational commitment, which reflects employees' emotional attachment and desire to remain within an organization. Employees who feel their personal lives are respected and supported are more likely to build loyalty and align themselves with organizational goals. Evidence shows that companies offering flexibility foster stronger commitment, particularly among millennials who highly value work-life integration (Sharkey & Caska, 2019). Job satisfaction reinforces this relationship by motivating employees to remain engaged and reducing turnover intentions (Munir & Rahman, 2016). Thus, WLB is a key determinant in strengthening organizational commitment through improved employee well-being and satisfaction.

H4: Work-life balance has a significant effect on organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction is critical because employees in a company are the most essential factor in deciding whether organizational operations operate smoothly or not. Employee job satisfaction should be maximized to sustain strong work morale, commitment, passion, and discipline. Job satisfaction is inherently personal, as each individual experiences different levels of contentment based on the factors that are relevant to them (Tranggono & Kartika, 2008; Tobing, 2009). The issue of JS is critical to address since high satisfaction fosters a pleasant working environment and encourages people to put forth remarkable effort in order to succeed (Susanti & Palupiningdyah, 2016; Kristine, 2017; Subariyanti, 2017). Employee job satisfaction can serve as a motivator to enhance workplace performance, whereas dissatisfaction with their job or work environment may lead to a decline in performance (Priyatama & Rahardja, 2014; Sunuharjo & Ruhana, 2016). Job satisfaction plays a critical role in shaping organizational commitment, which reflects an employee's willingness to remain within an organization and align their efforts with its values and goals (Luthans, 2006; Ilyas, 2018). When employees feel

satisfied with their work environment, responsibilities, and rewards, they are more likely to develop a stronger emotional attachment and loyalty, resulting in a higher level of commitment. This positive relationship is supported empirically by Simanjuntak (2020), who found that job satisfaction significantly enhances organizational commitment. Thus, increased satisfaction encourages employees to stay, contribute more effectively, and support long-term organizational success.

H5: Job satisfaction has a significant effect on organizational commitment.

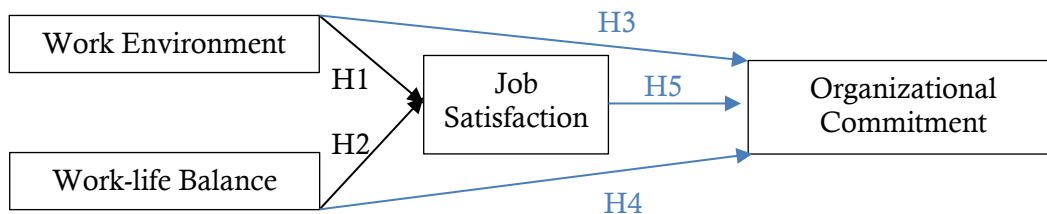


Figure 1. Research Framework

Based on Figure 1, this research framework suggests that both the work environment and work-life balance play a central role in shaping employee job satisfaction, which in turn strengthens organizational commitment. A supportive and conducive work environment is expected to directly enhance satisfaction while also fostering a stronger sense of commitment to organizational goals. Similarly, maintaining a healthy balance between work and personal life is anticipated to improve job satisfaction and encourage employees' commitment. Furthermore, job satisfaction itself is positioned as a key factor that significantly reinforces organizational commitment, reflecting its role in linking workplace conditions and personal balance with long-term employee dedication.

RESEARCH METHODS

This study employs a quantitative research approach with a causal design, specifically using Path Analysis. A causal design is useful for assessing the relationships between research variables or for analyzing how one variable influences another (Sugiyono, 2010). However, path analysis does not establish a definitive cause-and-effect relationship and cannot replace the researcher's theoretical assessment of causality between variables; the causal relationships in the model are derived from a theoretical framework. Quantitative research is rooted in the positivist philosophy and is designed to investigate populations or specific samples. It typically employs random sampling techniques, utilizes structured research instruments for data collection, and applies statistical or numerical methods for analysis, with the main objective of testing predetermined hypotheses (Sugiyono, 2010).

The collected data for this research consists of 2 types: primary data, which will be collected by questionnaire, observation, and interviews, and secondary data, which will be collected by books, online media articles, and published journals. The population of this research is millennial employees located in West Jakarta. According to Hair et al. (2012), the number of samples cannot be analyzed by factors if the number is less than 50; samples must be 100 or more. As a general rule, the minimum sample size is at least 5 times, and it will be more acceptable if the sample size is 10 times the number of variables to be researched and analyzed. The number of indicators in this research is 40 items; thus, $40 \times 5 = 200$ respondents will be taken for the sample. This study used purposive sampling, focusing on millennial respondents aged 20–30 years who are currently employed and reside in West Jakarta. All variables were measured using a Likert scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The data were analyzed using SEM-PLS, which involved assessing the measurement model through convergent validity, discriminant validity, and reliability, and the structural model using R^2 , Q^2 , path coefficients, and model fit indices (Henseler et al.,

2015; Hair et al., 2017). Hypotheses were tested with bootstrapping, where relationships were considered significant if the t-statistic exceeded 1.96 or the p-value was below 0.05.

This study measures four main variables through their key dimensions. Organizational commitment is reflected in continuity, affective, and normative commitment (Ilyas, 2018). Job satisfaction is captured through benefits and salary, co-worker support, managerial support, and career development (Munir & Rahman, 2016). The work environment is assessed based on both physical and nonphysical aspects (Utama, 2015; Nashar & Taru, 2020). Meanwhile, work-life balance is examined through time balance, involvement balance, and satisfaction balance (Soomro et al., 2018; Aliya & Saragih, 2020).

RESULTS

Validity and reliability tests are conducted to assess the latent variables and their indicators in measuring the constructed dimensions. This involves examining the correlation between reflexive indicator scores and the corresponding latent variable score. Ideally, the factor loading value should exceed 0.7; however, loadings between 0.5 and 0.6 are acceptable if the research model is still in the developmental stage, the measurement scale is being established, and the number of indicators per variable is relatively small, ranging from three to seven. Cronbach's Alpha (CA) is utilized to assess the reliability of indicators in measuring variables. When the Composite Reliability (CR) value exceeds 0.70, it signifies that the indicators are dependable for measuring the variables, confirming that all variables in the model satisfy the requirements of discriminant validity.

Table 1. Validity and Reliability Test

Variable	Items	Loading factor	Standard Error	t-statistics	CR	AVE	CA
Work Environment (WE)	WE1	0.694	0.070	9.891	0.927	0.595	0.914
	WE2	0.809	0.040	20.247			
	WE3	0.813	0.039	21.045			
	WE4	0.624	0.089	6.990			
	WE5	0.691	0.071	9.731			
	WE6	0.597	0.092	6.488			
	WE7	0.730	0.064	11.467			
	WE8	0.698	0.070	9.993			
	WE10	0.688	0.066	10.465			
	WE11	0.746	0.047	15.737			
	WE12	0.726	0.053	13.696			
	WE13	0.661	0.079	8.421			
	WE14	0.627	0.092	6.781			
	Work-Life Balance (WLB)	WLB1	0.760	0.061			
WLB2		0.808	0.044	18.364			
WLB3		0.825	0.038	21.893			
WLB5		0.515	0.141	3.645			
WLB6		0.746	0.082	9.064			
WLB7		0.751	0.071	10.529			
Job Satisfaction (JS)		JS1	0.780	0.055	14.279	0.940	0.637
	JS2	0.797	0.046	17.202			
	JS3	0.735	0.071	10.325			
	JS4	0.746	0.067	11.215			
	JS5	0.811	0.050	16.169			
	JS6	0.813	0.047	17.131			
	JS7	0.798	0.047	16.982			
	JS8	0.843	0.037	23.020			
	JS9	0.855	0.033	26.026			
Organizational Commitment (OC)	OC1	0.730	0.046	15.950	0.890	0.549	0.865
	OC2	0.598	0.102	5.836			
	OC3	0.654	0.087	7.510			
	OC4	0.704	0.065	10.815			
	OC5	0.693	0.088	7.874			

Variable	Items	Loading factor	Standard Error	t-statistics	CR	AVE	CA
	OC6	0.718	0.070	10.314			
	OC7	0.612	0.094	6.498			
	OC8	0.599	0.099	6.061			
	OC9	0.669	0.080	8.399			
	OC10	0.705	0.069	10.218			

Based on Table 1, the second measurement model for the work environment, after eliminating WE9, and for work-life balance, after eliminating WLB4, both demonstrate improved reliability, with Composite Reliability (CR) values exceeding 0.7, confirming that their dimensions and indicators are reliable. Similarly, the outer model for job satisfaction shows valid indicators with factor loadings above 0.50 and t-values greater than 1.96, alongside CR values above 0.7, indicating strong reliability. The same applies to organizational commitment, where valid indicators and CR values above 0.7 confirm that all variables consistently demonstrate good reliability and validity across the measurement models.

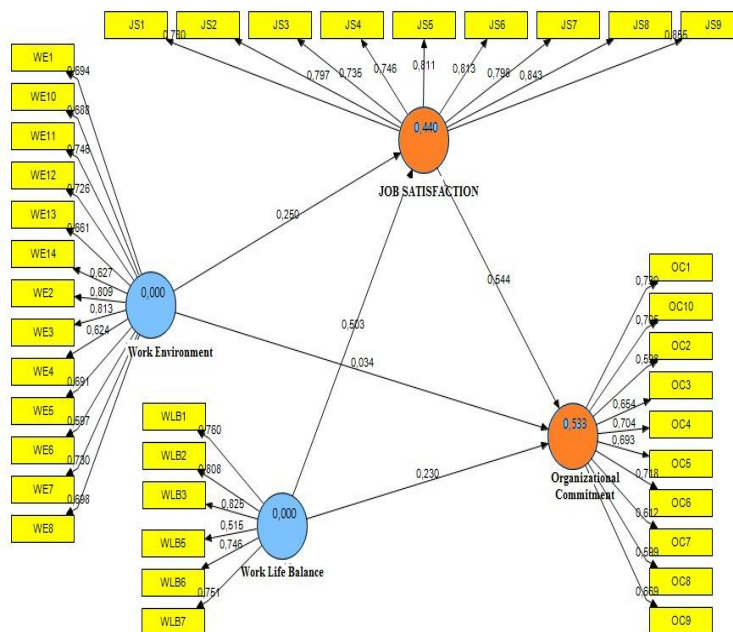


Figure 2. Complete Path Diagram of Research Model (Coeff. Estimation)

Figure 2 shows the estimated coefficient values. And the following is the calculated value for each of the coefficients above. The structural model analysis with 200 respondents shows varied effects across the tested hypotheses. Work Environment (WE) has a significant positive effect on Job Satisfaction (JS) ($\beta = 0.250$, $t = 2.015$), though the effect size is relatively modest compared to other predictors. In contrast, Work-Life Balance (WLB) demonstrates a stronger and highly significant influence on JS ($\beta = 0.503$, $t = 3.948$), indicating that balance between personal and professional life contributes more substantially to employees' job satisfaction than the work environment alone. When predicting Organizational Commitment (OC), however, the direct effect of WE is weak and not significant ($\beta = 0.0334$, $t = 0.393$), while WLB also fails to reach significance despite a moderate coefficient ($\beta = 0.230$, $t = 1.835$, < 1.96 threshold). The strongest predictor of OC is JS, with a significant positive relationship ($\beta = 0.540$, $t = 5.076$), highlighting job satisfaction as a central factor in fostering organizational commitment. The findings emphasize that while both WE and WLB

contribute to satisfaction, only satisfaction directly and significantly translates into higher commitment among employees.

Table 2. The Hypothesis Test Result

Hypothesis	Path	Coefficient	t-statistic
H1	Work Environment → Job Satisfaction	0.250	2.015
H2	Work-life Balance → Job Satisfaction	0.503	3.948
H3	Work Environment → Organizational Commitment	0.0334	0.393
H4	Work-life Balance → Organizational Commitment	0.230	1.835
H5	Job Satisfaction → Organizational Commitment	0.054	5.076

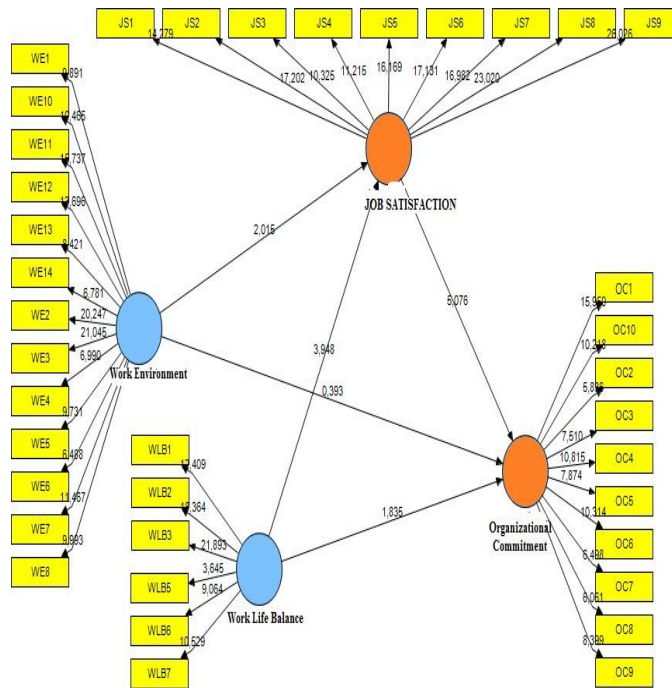


Figure 3. Complete Path Diagram of Research Model (t-statistics)

Figure 3 and Table 2 show that the t-statistic results indicate that work environment ($t = 2.015$) and work-life balance ($t = 3.948$) significantly influence job satisfaction, while job satisfaction strongly affects organizational commitment ($t = 5.076$). In contrast, the direct effects of work environment ($t = 0.393$) and work-life balance ($t = 1.835$) on organizational commitment are not significant. These findings suggest that job satisfaction serves as a key for linking work factors to organizational commitment.

DISCUSSION

The findings of this study provide several insights into the dynamics between work environment, work-life balance, job satisfaction, and organizational commitment among millennial employees in West Jakarta. The analysis revealed that work environment and work-life balance significantly affect job satisfaction, while job satisfaction strongly predicts organizational commitment. In contrast, the direct effects of work environment and work-life balance on organizational commitment were not significant, suggesting that job satisfaction acts as a crucial factor (Afrianty et al., 2016).

First, the results confirm that the work environment significantly influences job satisfaction, aligning with previous studies, which suggest that the work environment encompasses all aspects surrounding employees that shape how they perform their tasks (Utama, 2015). A supportive environment, including adequate facilities, strong peer relationships, and comfortable conditions, enhances employee satisfaction (Nashar &

Taru, 2020). For millennials, who value flexibility and a positive atmosphere, the physical and non-physical environment is especially important for maintaining morale and motivation. These findings underscore the importance of workplace design and supportive conditions in fostering satisfaction among younger employees.

Similarly, work-life balance was found to significantly influence job satisfaction. This result is consistent with Soomro et al. (2018), who argue that achieving a harmonious balance between professional and personal life enhances overall well-being and happiness. Millennials in particular prefer workplaces that provide flexibility and time to socialize, build networks, and pursue self-development (Aliya & Saragih, 2020). This study confirms that employees who can align work demands with personal needs are more likely to experience job satisfaction, reinforcing the view that work-life balance is a critical factor in managing today's workforce.

However, the analysis showed that the work environment does not directly influence organizational commitment. This finding reflects that while a comfortable environment can improve satisfaction, it may not necessarily foster long-term commitment unless coupled with opportunities for self-development. As Ilyas (2018) defines, organizational commitment reflects not only loyalty but also the willingness to contribute optimally to the organization. For millennial employees, the opportunity for growth, competence development, and career advancement outweighs the comfort of the workplace alone. Without these elements, even a supportive environment may not bind them to the organization. Likewise, work-life balance did not have a direct impact on organizational commitment, consistent with Yang and Islam's (2020) findings in Bangladesh that workplace support for work-life balance does not necessarily translate into commitment. This may be due to varying access and awareness of work-life balance policies within organizations (Afrianty et al., 2016). Millennials may value balance, but unless it is tied to meaningful career pathways and recognition, it may not strengthen their attachment to the organization.

In contrast, JS was shown to significantly influence organizational commitment. Employees who feel fulfilled at work, supported by supervisors, and assured of career development are more likely to demonstrate loyalty and engagement (Munir & Rahman, 2016; Jabeen et al., 2018; Capnary et al., 2018). This finding affirms that job satisfaction acts as a motivator that drives employees to remain committed and align with organizational goals (Simanjuntak, 2020). For millennials, satisfaction derived from recognition, growth opportunities, and meaningful work experiences becomes a strong determinant of organizational loyalty.

The role of job satisfaction also became evident. Job satisfaction and organizational commitment are indirectly related through job satisfaction. For the work environment, this implies that while the environment alone does not secure commitment, it does so when it enhances satisfaction, motivating employees to engage more fully in organizational objectives (Setiyani et al., 2019). For work-life balance, the same pattern holds, balance contributes to satisfaction, which then fosters stronger organizational commitment. Millennials are especially drawn to workplaces offering clear career paths and developmental opportunities (Nurhasan, 2017), and once satisfied, they are more willing to remain committed (Suryani, 2019; Sharkey & Caska, 2019). The results highlight job satisfaction as a pivotal link between workplace conditions and organizational loyalty. Organizations seeking to retain millennial talent should thus prioritize creating supportive environments and fostering work-life balance, while also ensuring that these elements translate into meaningful job satisfaction. In doing so, firms can not only improve employee morale but also strengthen long-term commitment.

CONCLUSION

This study found that both work environment and work-life balance significantly influence job satisfaction among millennial employees in West Jakarta. However, neither factor directly affects organizational commitment. Instead, job satisfaction plays a crucial role by significantly influencing organizational commitment. These findings highlight job

satisfaction as the key determinant linking workplace conditions to employee commitment.

Organizations should create a comfortable and quiet work environment to support focus and reduce distractions, while also encouraging positive communication among colleagues to strengthen coordination and teamwork. Providing clear career development opportunities is essential, as millennial employees value growth and self-development more than long-term attachment to one company. Job satisfaction should remain a priority, since it directly fosters organizational commitment and enhances employee performance. This study is limited by its focus on millennial employees in West Jakarta, which may restrict the generalizability of the findings to other regions or age groups. Future research could expand the scope by including more diverse demographics and industries, as well as incorporating longitudinal data to examine how work environment, work-life balance, and job satisfaction influence organizational commitment over time.

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