

The Role of Leadership Style, Organizational Culture, and Work-Life Balance in Increasing Organizational Commitment in Millennial Employees

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ABSTRACT

This study aims to analyze the influence of leadership style, organizational culture, and work-life balance on millennial employee organizational commitment using a purposive sampling approach to 115 respondents in Purwokerto. This research uses SEM-PLS analysis on the SmartPLS 4.0 application with Social Exchange Theory as the basis for the relationship approach between variables. The research findings show that the three independent variables, namely leadership style, organizational culture, and work-life balance, have a positive and significant effect on organizational commitment. With the Social Exchange Theory approach, these findings suggest that when organizations provide support through supportive leadership, positive work culture, and work-life balance, millennial employees will respond by increasing commitment to the organization.

INTRODUCTION

Human resources (HR) is one of the most important factors that are inseparable in a company (Nurjanah et al., 2020). Human resource is a crucial element for companies because the success or effectiveness of a company depends on the quality and performance of its human resources (Sara et al., 2023). The quality of human resources can be a determining factor in company performance supported by the contribution of its workforce (Fitri & Endratno, 2021). Therefore, it is important for companies to manage employees as human resources properly and wisely.

Understanding generational differences is critical to managing challenges related to differences in employees' attitudes and preferences towards their managers as well as HR practices within the organization (Ali et al., 2024). One group that is of major concern in today's workforce is the millennial generation, a generation born between the 1980s and mid-1990s (Leuhery, 2024). Millennials who work in various organizations have significant and strategic positions (Indrayani et al., 2024). The Deloitte Millennial Survey shows that millennial employees have a high turnover rate, reflecting their low commitment to the organization (Tugade & Arcinas, 2023). The importance of understanding the attitudes of millennials drives the need for research into the unique characteristics of this generation (Sakdiyakorn et al., 2021).

Every company expects employees to have high commitment (Denni, 2022). Less than optimal levels of commitment to the organization can be seen in high absenteeism, low participation in organizational activities, and inconsistent work performance (Adinata & Yunianto, 2024). Some employees will feel less enthusiastic in completing tasks. This requires serious attention, as employee commitment is key to maintaining operational stability and achieving organizational goals (Chaidir et al., 2023). This condition is also reflected in a number of private companies in Purwokerto, where there are still problems related to the low loyalty and active participation of employees in supporting the sustainability of the organization. Therefore, private employees in this region were chosen as research subjects to further examine the factors that influence organizational commitment, especially in the millennial generation.

Based on the results of interviews with researchers, especially among millennial generation employees, who are respondents in this study, there are indications that they have relatively low organizational commitment. This is in line with research by Tugade & Arcinas (2023) which states that millennials tend to have lower job loyalty and are more open to new job opportunities than previous generations. This condition is caused by several factors, one of which is their high attention to the organizational culture in the company. Work cultures that are considered too rigid, hierarchical, or not inclusive make them feel uncomfortable and not emotionally attached to the organization. In addition, millennials strongly consider their role as social individuals outside of work, so if work takes up too much personal time or does not support life balance, they tend to be less loyal to the organization.

Organizational commitment reflects the relationship between an organization and its members and influences the decision to remain in the

organization (Aras et al., 2022). Organizational commitment contributes greatly to the achievement of company goals and objectives (Widyanti et al., 2020). Highly committed employees will carry out tasks with deep involvement (Aida et al., 2024).

Leadership style is one of the factors in increasing organizational commitment (Atika et al., 2022). Leadership style is a leader's pattern of behavior that reflects his or her ability to lead (Masriani et al., 2021). Leadership style reflects a leader's ability to give full attention to employees by motivating them and increasing organizational commitment through delegation, responsibility, and employee empowerment (Musa & Yuliza, 2022). Employees tend to be more committed to the organization when they have trust in the leader (Kawiana et al., 2021).

Previous research from Atika et al. (2022), Izati & Munawaroh (2025), Kawiana et al. (2021), Masriani et al. (2021), and Musa & Yuliza (2022) stated that leadership style has a positive and significant effect on organizational commitment.

The selection of an appropriate leadership style can have a significant impact on the commitment of members in an organization (Masriani et al., 2021). However, there is research from Widayani et al. (2022) which states that leadership style has no effect on organizational commitment.

In addition to leadership style, organizational culture is one of the focuses in increasing organizational commitment (Izati & Munawaroh, 2025). Organizational culture is a system of beliefs and values developed by an organization, which plays a role in guiding the behavior of its members (Musa & Yuliza, 2022). Understanding organizational culture is important because of the diversity of employee cultures, so companies need to have a culture that is able to direct workers towards company goals and retain professional employees (Daslim et al., 2023).

Previous research from Daslim et al. (2023), Izati & Munawaroh (2025), Musa & Yuliza (2022), Nugraha (2023), and Siswadi et al. (2023). When the corporate culture created is conducive and comfortable, organizational commitment in employees will increase (Nugraha, 2023). On the other hand, there is research from Hidayat et al. (2024) and Jazilah (2023) which states that organizational commitment is not influenced by organizational culture.

Today's work demands make it difficult for people to balance work-related and non-work-related activities or work-life balance (Badrianto & Ekhsan, 2021). Work-life balance (WLB) is defined as the ability of individuals to maintain a balance between the demands of work and their personal and family relationships, in order to minimize interference or conflict in personal life and improve performance in carrying out roles at work and personal life (Aras et al., 2022). Companies need to ensure effective implementation of WLB if they want employees to be fully committed to their work (Alfianto & Hadi, 2024). When the company successfully implements WLB optimally, employees will feel attached to the company (Putri & Frianto, 2023). Therefore, WLB is an important factor that can increase organizational commitment.

Previous research from Abebe & Assemie (2023), Alfianto & Hadi (2024), Aras et al. (2022), Badrianto & Ekhsan (2021), dan Putri & Frianto (2023) explains that WLB has a significant and positive impact on organizational commitment. By feeling valued, less stressed, and more satisfied, employees will be more committed to the organization. However, there is research from Juanda & Efendi (2024) and Nugrawati & Prasetya (2021) which states that WLB has no impact on organizational commitment.

The gap in research results and the lack of literature on organizational commitment in millennial employees are the focus of this research. Therefore, this study aims to examine the factors that influence the increase in millennial employee organizational commitment such as leadership style, organizational culture, and work-life balance so that it can add insight into the literature in managing millennial employees in the company by making Social Exchange Theory as a reference basis for how the relationship between variables in this study is formed. This research is a development of research by Masriani et al. (2021) which states that organizational commitment can be increased through leadership style. By adding the variables of organizational culture and work-life balance, this research is expected to broaden insights into how organizational commitment, especially millennial employees, can be improved. In addition, this research also makes an empirical contribution to the development of human resource management literature, especially in understanding the dynamics of millennial generation behavior in the workplace through the Social Exchange Theory approach.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) highlights the properties that arise in interpersonal relationships and social interactions (Blau, 1967). SET explains that there is an exchange relationship between individuals, where employees will provide reciprocity in the form of their perceptions and performance in accordance with the treatment received from the organization (Liaquat & Mehmood, 2017). SETs emphasize that interdependent interactions occur based on specific actions, which ultimately result in a relationship with high potency (Liaquat & Mehmood, 2017).

Support from good supervisors and the culture developed by the organization can foster employee perceptions of their careers, so as to improve performance as well as employee commitment (Leonardi & Panggabean, 2021). In addition, WLB is one of the factors that influence organizational commitment when observed from the perspective of SET (Aida et al., 2024). On this basis, it can be said that when employees feel that the organization cares about their welfare and has good leadership, the organization can get reciprocity in the form of positive attitudes from employees.

SET states that employees will feel more satisfied and show higher commitment if the organization provides support and attention to their lives (Allen, 2001). This results in an understanding that the relationship between employees and the organization is based on reciprocal aspects, where the

mutually giving nature of this relationship can determine employee behavior towards their organization (Liaquat & Mehmood, 2017).

Organizational Commitment

Commitment is an attitude that describes an employee's loyalty to the organization and the ongoing stage in which organizational participants show their concern for the continuity and prosperity of the organization (Luthans, 2011). Organizational commitment is the level of trust in which an employee sides with an organization and its goals and intends to maintain membership in the organization, and reflects a loyal attitude towards the organization (Nurjanah et al., 2020). In addition, organizational commitment is also defined as an attitude that describes a person's loyalty to the organization and shows his concern for the sustainability of the organization (Surya & Riana, 2023). According to Raharjo et al. (2023), Organizational commitment describes the extent to which employees have a psychological attachment to their work.

Organizational commitment is measured using Meyer & Allen (1991) Three-Component Model of Commitment which includes continuance, normative, dan affective (Luthans, 2011). Affective commitment refers to an employee's emotional attachment, sense of identification, and involvement with the organization (Meyer & Allen, 1991). This commitment is reflected when employees feel part of the organization. Continuance commitment refers to employees' awareness of the costs or consequences that must be borne if they leave the organization (Meyer & Allen, 1991). Finally, normative commitment describes an employee's feeling of obligation to remain with the organization (Meyer & Allen, 1991).

Leadership Style

Leadership is the ability to influence individuals or groups to have the willingness to work effectively and efficiently in achieving certain goals in accordance with the situation at hand (Atika et al., 2022). While leadership style is a pattern of behavior applied by a person when trying to influence the actions or attitudes of others (Masriani et al., 2021). Leaders who are able to empower and develop employee potential can improve organizational performance, commitment, and profits (Kawiana et al., 2021). Leadership style is measured using indicators from Bass's Multifactor Leadership Questionnaire (MLQ) which includes eight dimensions of leadership style (Den Hartog et al., 1997).

Organizational Culture

Organizational culture is a pattern of thinking, feeling, and response that develops within the organization or its parts (Musa & Yuliza, 2022). Organizational culture is important because it determines how members achieve the goals that have been set (Izati & Munawaroh, 2025). Organizational culture is also defined as a set of values and norms adopted and obeyed by employees, which plays a role in uniting perceptions of the company's vision and mission (Nugraha, 2023). Organizational culture can be measured using indicators from Lee & Choi (2003) which includes collaboration, trust, and learning.

Work-Life Balance

Work-life balance (WLB) is the achievement of harmony through a balanced relationship between work, health, happiness, leisure, and family life (Abebe & Assemie, 2023). WLB is a work pattern in which employees are able to maintain a balance between professional responsibilities in the company and other obligations in personal life (Putri & Frianto, 2023). Optimal WLB can encourage employees to stay in the organization (Badrianto & Ekhsan, 2021). According to Parkes & Langford (2008), WLB is measured using four indicators including work-life balance, fulfillment of responsibilities, social life and engagement, and support and flexible work policies.

Leadership Style and Organizational Commitment

Leadership style reflects a leader's ability to give full attention to employees by motivating them and increasing organizational commitment through delegation, responsibility, and employee empowerment (Musa & Yuliza, 2022). The selection of an appropriate leadership style can have a significant impact on the commitment of members in an organization (Masriani et al., 2021).

From the Social Exchange Theory (SET) perspective, when employees feel that their leaders provide support, trust, and recognition, they will reciprocate by showing loyalty and commitment to the organization (Leonardi & Panggabean, 2021). Previous research from Atika et al. (2022), Izati & Munawaroh (2025), Kawiana et al. (2021), Masriani et al. (2021), dan Musa & Yuliza (2022) stated that a good leadership style can significantly increase organizational commitment. Employees who have trust in company leaders tend to be more committed to the organization (Kawiana et al., 2021).

H1: Leadership style has a significant and positive effect on Organizational Commitment

Organizational Culture and Organizational Commitment

Organizational commitment can be formed because it is influenced by various factors, including organizational culture (Nugraha, 2023). Organizational culture has a major influence on employee behavior in the workplace because it is formed from the value system adopted by employees (Izati & Munawaroh, 2025). If the corporate culture that is formed is conducive and comfortable for employees, then commitment to the organization from employees will increase, so that it can support the achievement of company goals (Nugraha, 2023).

In the Social Exchange Theory perspective, a positive organizational culture provides a sense of security, appreciation, and self-development opportunities that encourage employees to reciprocate with high commitment to the organization (Liaquat & Mehmood, 2017). Previous research from Daslim et al. (2023), Izati & Munawaroh (2025), Musa & Yuliza (2022), Nugraha (2023), and Siswadi et al. (2023) found that organizational culture has a positive and significant effect on organizational commitment. A good organizational culture that can make employees comfortable will increase their organizational commitment (Daslim et al., 2023).

H2: Organizational Culture has a significant and positive effect on Organizational Commitment

Work-Life Balance and Organizational Commitment

An increasingly competitive environment demands a balance between personal life and work or work-life balance (Putri & Frianto, 2023). Companies need to ensure effective implementation of WLB if they want employees to be fully committed to their work (Alfianto & Hadi, 2024). When employees are able to balance their work and personal lives, it increases their commitment (Aras et al., 2022). On the other hand, when work-life balance is achieved, employees tend to be more focused, feel positive, and avoid stress, which in turn increases their dedication to work (Badrianto & Ekhsan, 2021).

In the Social Exchange Theory perspective, organizational attention to employees' work-life balance, such as through flexible work policies or social support, is perceived as fulfilling expectations that encourage employees to reciprocate with increased commitment to the organization (Aida et al., 2024). Previous research from Abebe & Assemie (2023), Alfianto & Hadi (2024), Aras et al. (2022), Badrianto & Ekhsan (2021), and Putri & Frianto (2023) explains that WLB has a significant and positive impact on organizational commitment. Having a good WLB policy and system is essential for supporting work and personal life, and increasing employees' organizational commitment (Abebe & Assemie, 2023). By feeling valued in the fulfillment of work-life balance, employees will be more committed to the organization.

H3: Work-Life Balance has a significant and positive effect on Organizational Commitment.

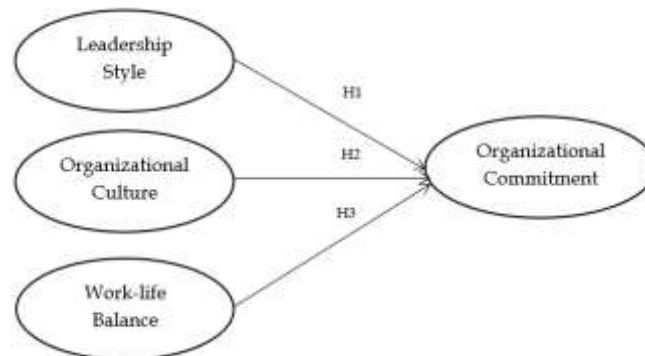


Figure 1. Conceptual Framework

METHODOLOGY

This research is quantitative research. Data was collected through questionnaires collected from millennial employees at several companies in Purwokerto. Organizational commitment can be measured using Meyer & Allen (1991) Three-Component Model of Commitment which includes continuance, normative, dan affective. Leadership style is measured using Bass's Multifactor Leadership Questionnare (MLQ) which includes eight dimensions of leadership style (Den Hartog et al., 1997). Meanwhile, organizational culture is measured using measurements from Lee & Choi (2003) which includes collaboration, trust, and learning. Finally, WLB is measured using four indicators from Parkes & Langford (2008) which includes work-life balance, fulfillment of responsibilities, social life and involvement, as well as support and flexible work policies. The Likert scale is used for measurement, which utilizes indicators or dimensions of

the variables presented in the form of statements on the questionnaire (Sugiyono, 2019).

This study uses a non-probability sampling method, which is a sampling method where each part or member of the population has an unequal probability of being selected as a sample by applying a purposive sampling approach. Purposive sampling is a sampling technique with certain considerations (Sugiyono, 2019). In this context, researchers consider only millennial employees aged 25-30 years with more than one year of work experience as many as 115 employees who are sampled in this study.

The data was analyzed using PLS-SEM through the SmartPLS 4 application. This technique was chosen because it is able to provide a direct analysis of the relationship between variables while allowing path testing (Hair et al., 2017). The analysis was conducted in two main stages: measurement model evaluation (outer model) and structural model evaluation (inner model). Convergent validity was tested based on factor loading values (> 0.7) and Average Variance Extracted (AVE > 0.5) values, while discriminant validity was tested using cross-loading values and Fornell-Larcker criteria. Indicator reliability was measured through Cronbach's alpha and Composite Reliability, with a threshold value of > 0.7 as a good reliability indicator (Hair et al., 2017).

RESEARCH RESULTS

Demographic Analysis of Respondents

The first analysis in this study is the demographic analysis listed in Table 1. The demographic analysis aims to provide additional information to future researchers.

Table 1. Respondent Identity Profile

Category	Total	%
Gender		
Male	88	76,5
Female	27	23,5
Age		
25 – 30 tahun	115	100
Marriage Status		
Married	48	41,7
Unmarried	67	58,3
Education		
SLTA/SMA	13	11,3
D3	19	16,5
D4	18	15,7
S1	51	44,3
S2	14	12,2
Length of Service		
1 - 5 years	104	90,4
6 - 10 years	11	9,6
Section/Division		
Dev-Ops	15	13,0

Marketing	9	7,8
Finance	6	5,2
Data Science	11	9,6
Operations	7	6,1
Quality Assurance	10	8,7
Product Management	14	12,2
Human Resources	12	10,4
Development	9	7,8
Design	8	7,0
Other	14	12,2

The demographic analysis of respondents in Table 1 shows that the majority of respondents were male (76.5%), with an age group of 25 to 30 years (millennials). The majority of respondents also had work experience between 1 to 5 years (90.4%), indicating that respondents with greater experience were more involved in the study.

Measurement Model Analysis (Outer Model)

The first measurement model analysis carried out is the loading factor analysis as one of the requirements for convergent validity. Convergent validity will be achieved with a loading factor value > 0.7 and AVE > 0.5 (Hair et al., 2017).

Table 2. Convergent Validity & Reliability

Items	Loading Factor	CA	CR	AVE
Organizational Commitment (Y)		0,977	0,978	0,651
(KO1) I would love to spend the rest of my career in this organization/company	0,838			
(KO2) I enjoy discussing the organization/company with people outside the organization/company	0,842			
(KO3) I feel that the problems of this organization/company are my own	0,800			
(KO4) I don't feel easily associated with other organizations/companies	0,801			
(KO5) I feel like a "family member" in this organization/company	0,848			
(KO6) I feel "emotionally attached" to this organization/company	0,802			
(KO7) This organization/company means a lot to me personally	0,841			
(KO8) I feel very attached to this organization/company	0,779			
(KO9) I felt that leaving this job would pose a great risk to my career	0,809			
	0,838			

(KO10) It is very difficult for me to leave the current organization/company, even if I wanted to	0,825
(KO11) Too many things in my life will be disrupted if I decide to leave this organization/company	0,799
(KO12) It is too expensive for me to leave this organization/company	0,772
(KO13) Staying in an organization/company today is a matter of needs and wants	0,799
(KO14) I felt I had little choice in considering leaving the organization	0,803
(KO15) A serious consequence of leaving this organization/company is the lack of available alternatives	0,759
(KO16) One of the main reasons I continue to work for this organization is that leaving would require significant personal sacrifice, other organizations may not be able to match the overall benefits I have here	0,825
(KO17) I think people today change organizations/companies too often	0,780
(KO18) I believe that one should always be loyal to their organization/company	0,839
(KO19) To me, moving from one organization to another seemed unethical	0,833
(KO20) I feel a moral obligation to stay with this organization/company	0,788
(KO21) If I got another offer for a better job elsewhere, I would not feel right about leaving this organization/company	0,765
(KO22) I learned to believe in the value of staying loyal to an organization	0,771
(KO23) Things get better when people stay with one organization/company for most of their career	
(KO24) I stayed with the organization because I felt it was the right thing to do	0,804

(Efthymiopoulos & Goula, 2024)		0,970	0,972	0,637
Leadership Style (X1)				
(GK1) My leader makes others feel good to be around	0,787			
(GK2) My leader often uses encouraging words and gives clear directions	0,811			
(GK3) My leader encourages me to think creatively and find innovative solutions to problems	0,799			
(GK4) My leader actively provides guidance and advice tailored to my potential and career goals	0,816			
(GK5) I have full confidence in my leader	0,885			
(GK6) My leader is able to provide encouragement and motivation that makes me feel enthusiastic at work	0,821			
(GK7) My leader gives me new ways to look at problems at work	0,780			
(GK8) My leader tells employees how they should do their jobs	0,760			
(GK9) I feel proud of my leader	0,907			
(GK10) My leader helps me find meaning in my work	0,733			
(GK11) My leader always opens a discussion room to analyze problems from various perspectives in order to make the best decision	0,774			
(GK12) My leader understands my personal and professional needs	0,835			
(GK13) The leader told me what to do if I wanted to get the award	0,782			
(GK14) I feel satisfied and not harassed by my leader if I follow the agreed work standards	0,818			
(GK15) I receive recognition or rewards from leaders when I achieve set goals	0,829			
(GK16) As long as the work is going well, the leader does not try to change anything	0,765			
(GK17) Leaders highlight the benefits or rewards I can get for my achievements	0,720			
	0,731			
	0,865			

(GK18) Leaders set standards that I must understand to do my job	0,680*			
(GK19) I was left to work in the same way as before with no changes if they were not needed	0,711			
(GK20) Leaders tend to let me work at my own pace without much intervention				
(GK21) The leader only expects me to complete tasks that are absolutely necessary				
(Dhingra et al., 2024)				
Organizational Culture (X2)		0,935	0,949	0,756
(BO1) I am satisfied with the level of collaboration within the organization	0,868			
(BO2) My colleagues and I have a willingness to collaborate across units in the organization	0,880			
(BO3) I have confidence in my coworkers' ability to perform their duties	0,836			
(BO4) I have confidence that my colleagues are acting in accordance with organizational goals	0,867			
(BO5) The company provides various formal training programs to improve my performance in carrying out my duties	0,875			
(BO6) The company encourages me to attend seminars, symposiums and other similar activities	0,890			
(Lam et al., 2021)				
Work-Life Balance (X3)		0,944	0,952	0,690
(WLB1) I feel like I am an asset to the company or my employer	0,816			
(WLB2) My boss has never made any complaints against me	0,809			
(WLB3) I am considered a role model by my subordinates or coworkers	0,834			
(WLB4) My coworkers are happy with the way I interact with them	0,828			
(WLB5) The way I provide services to customers makes them satisfied	0,868			
(WLB6) My work does not interfere with the time I have for family and personal activities	0,839			
	0,867			

(WLB7) I feel that I can fulfill my role both at work and at home effectively	0,833
(WLB8) I am able to fulfill my work responsibilities without compromising my personal obligations	0,775
(WLB9) I can still make time to socialize with friends and family outside of work hours	
(Iddagoda et al., 2021)	

The results in Table 2 show a loading factor <0.70 on item GK20 so it is necessary to reconstruct by removing items from the model. From the results of the loading factor output after reconstruction, all items of each variable > 0.70 so that it can be one of the requirements for testing convergent validity. In addition, all Composite Reliability (CR) and Cronbach's alpha (CA) values are > 0.70 (Hair et al., 2017), shows good reliability for each variable.

Table 3. Discriminant Validity: Heterotrait-Monotrait Ratio

Variables	OC	LS	OC	WLB
Organizational Culture				
Leadership Style	0,599			
Organizational Commitment	0,624	0,554		
Work-Life Balance	0,514	0,420	0,490	

Furthermore, the discriminant validity analysis using the Heterotrait-Monotrait Ratio (HTMT) in Table 3 shows that all HTMT values are below the 0.90 threshold, which indicates that each construct in the model has a clear distinction from each other (Hair et al., 2017).

Table 4. Discriminant Validity: Fornell-Larcker

Variables	OC	LS	OC	WLB
Organizational Culture	0,870			
Leadership Style	0,575	0,798		
Organizational Commitment	0,610	0,559	0,807	
Work-Life Balance	0,486	0,409	0,486	0,830

Finally, Table 4 shows that the Fornell-Larcker criterion is well met, which is characterized by the square root value of AVE on the diagonal being higher than the other values for each variable (Hair et al., 2017). Therefore, discriminant validity in the model can be stated to have been fulfilled.

Structural Model Analysis (Inner Model)

Evaluation of the structural model aims to analyze the relationship between constructs, assess the significance value, and determine the R-square value of the research model. The first stage of the inner model is model test or model fit.

Table 5. Model Test (Model Fit)

Model	Saturated Model	Estimated Model
SRMR	0,081	0,081
NFI	0,501	0,501

The Standardized Root Mean Square Residual (SRMR) value <0.1 indicates that the model structure is considered suitable. While the Normal Fit Index (NFI) shows the suitability of the model in the study with a value of 0 - 1 where the closer to 1, the better or the more suitable the model built (Hair et al., 2017).

Table 6. R-Square

Variables	R-Square
Organizational Commitment	0,468

The R-square assessment in Table 6 shows good results. The R-square value of 0.468 for organizational commitment indicates that 46.8% of the variation in this variable can be explained by the independent variables, the rest is influenced by other factors outside the study (Hair et al., 2017).

Table 7. Hypothesis Test

Hypothesis		Path Coefficients (β)	T Statistic	P Values	Conclusion
LS $\rightarrow$ OC	H1	0,272	2,267	0,012	Retrieved
OC $\rightarrow$ OC	H2	0,355	3,285	0,001	Retrieved
WLB $\rightarrow$ OC	H3	0,202	2,018	0,022	Retrieved

The last stage in SEM-PLS analysis is hypothesis testing. Hypothesis testing assumes the influence of independent variables on the dependent variable if the T statistical value > 1.960 and the P value is less than 0.05. The test results in Table 7 show that all variable relationships have positive path coefficients (β) and all hypotheses are accepted.

DISCUSSION***Effect of Leadership Style on Organizational Commitment***

The results showed that leadership style has a positive and significant effect on organizational commitment in millennial employees. Leaders who are able to provide clear direction, show concern, and involve employees in decision making will create a sense of value and emotional attachment to the organization. Effective leadership styles, such as transformational or participative styles,

motivate employees to be more engaged and feel a sense of responsibility towards company goals, thus increasing their commitment to the organization.

From the perspective of Social Exchange Theory (SET), the relationship between leadership style and organizational commitment can be understood as a form of reciprocal relationship. When employees feel that their leaders provide support, trust, and recognition, they will reciprocate by showing loyalty and commitment to the organization. This give-and-take attitude creates a positive work climate, where employees feel an important part of the organization. This finding is in line with previous research conducted by Atika et al. (2022), Izati & Munawaroh (2025), Kawiana et al. (2021), Masriani et al. (2021), dan Musa & Yuliza (2022), which states that the right leadership style can significantly increase organizational commitment. The implication of this finding is that it is important for organizations to develop supportive and participative leadership styles to strengthen organizational commitment, especially among millennial employees who tend to value engagement and respectful working relationships.

Effect of Organizational Culture on Organizational Commitment

The results showed that organizational culture has a positive and significant effect on organizational commitment. A strong and positive organizational culture, characterized by the values of cooperation, trust, openness, and respect will be able to create a comfortable and supportive work environment. In such a situation, employees feel more emotionally attached to the organization and have a higher drive to remain part of the company. An inclusive and consistent culture also helps unify employees' perceptions of the organization's vision and mission, thereby strengthening their commitment.

When viewed through the perspective of Social Exchange Theory, a positive organizational culture provides stimulus in the form of security, appreciation, and self-development opportunities to employees. In response to this positive treatment, employees will give back in the form of high commitment to the organization. This reciprocal relationship is a strong foundation in building long-term bonds between employees and the company. This finding is in line with research by Daslim et al. (2023), Izati & Munawaroh (2025), Musa & Yuliza (2022), Nugraha (2023), and Siswadi et al. (2023) which shows that organizational culture has a positive and significant influence on increasing employee commitment. The implication of this finding is that organizations need to build and maintain a work culture that is inclusive, collaborative, and oriented towards shared values to increase employee loyalty and attachment to the company.

Effect of Work-Life Balance on Organizational Commitment

The results showed that work-life balance has a positive and significant effect on organizational commitment. Employees who are able to balance the demands of work and personal life tend to feel more satisfied, more focused at work, and have lower stress levels. In this condition, employees feel comfortable in carrying out their role in the organization without having to sacrifice important aspects of their personal life. This supportive situation will encourage employees' loyalty and emotional attachment to the company, thus strengthening their commitment to keep contributing in the long run.

If examined through the perspective of Social Exchange Theory, organizations that pay attention to employee work-life balance are considered to have met employee expectations in reciprocal relationships. When employees feel that the organization cares about their well-being, for example through flexible work policies or social support, they will respond by increasing their commitment to the organization. This result is consistent with the findings of Abebe & Assemie (2023), Alfianto & Hadi (2024), Aras et al. (2022), Badrianto & Ekhsan (2021), dan Putri & Frianto (2023) which states that work-life balance has a significant influence in increasing organizational commitment, especially among millennial generation employees who highly value the balance between work and personal life. The implication of this finding is that companies need to design and implement policies that support work-life balance, such as work time flexibility and support for employees' personal needs, in order to increase organizational loyalty and commitment, especially among the millennial generation.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that leadership style, organizational culture, and work-life balance have a positive and significant effect on millennial employees' organizational commitment. An inclusive and supportive leadership style, an organizational culture that is collaborative and trusted by employees, and a balance between work and personal life are proven to increase employees' loyalty and emotional attachment to the organization. These findings reinforce the concept that managerial strategies and a supportive work environment are key in building organizational commitment, especially in millennials who have a tendency of high job mobility.

From the Social Exchange Theory point of view, this result confirms that when organizations provide attention, appreciation, and support to their employees, either through a leadership style that values contributions, a trusting organizational culture, or policies that support life balance, employees will reciprocate with higher commitment to the company. Based on the results of descriptive analysis, in the organizational commitment variable, the lowest value indicates that some employees still consider leaving the organization if they get a better job offer. Therefore, it is important for companies to strengthen employees' emotional bonds and sense of belonging to the organization, for example through career development, direct involvement in decision making, or long-term rewards. On the leadership style variable, the statement with the lowest mean value indicates that some leaders still tend to be oriented towards minimal task completion. For this reason, it is recommended that leaders be more proactive in providing constructive challenges, building open communication, and encouraging the development of employee potential. Furthermore, in the organizational culture variable, low values are seen in the aspects of collaboration and trust in colleagues. This indicates the need for increased cross-team cooperation and the establishment of a culture of mutual trust, which can be realized through team activities, cross-departmental training, and the establishment of a culture of trust.

ADVANCED RESEARCH

This study has several limitations, including the limited research area that only covers companies in the Purwokerto area and the use of quantitative methods that do not capture the deep dynamics of employee perceptions. Future research is expected to expand the coverage area and use a qualitative or mixed approach to dig deeper into the factors that influence organizational commitment. In addition, adding mediating variables such as job satisfaction or employee engagement is also recommended in order to provide a more comprehensive picture of the factors that influence organizational commitment in millennial employees.

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