

**THE EFFECT OF WORK-LIFE BALANCE, COMPETENCE,
AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE
PERFORMANCE THROUGH JOB SATISFACTION AS A
MEDIATING VARIABLE**

**(Study of Millennial Procurement Officers
in the Ministry of Immigration and Correctional Affairs)**

THESIS



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UNIVERSITAS BAKRIE
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YEAR OF 2025**

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All sources of information, quotations, and references used in the preparation of this thesis have been appropriately acknowledged and cited.

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ACKNOWLEDGEMENTS

to mother and son,
whose presence continues to encourage me every step of the way

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ABSTRACT

This study explores the impact of work-life balance, competence, and organizational commitment on employee performance, with job satisfaction as a mediating variable, focusing on Millennial procurement officers at the Ministry of Immigration and Correctional Affairs. Using a quantitative approach and Partial Least Squares Structural Equation Modeling (PLS-SEM), data were collected from 110 respondents to examine both direct and indirect relationships among the variables.

The findings reveal that work-life balance has a positive and significant effect on both job satisfaction and employee performance. This suggests that employees who perceive better balance between their work and personal life tend to feel more satisfied and perform better. However, job satisfaction does not significantly mediate the effect of work-life balance on performance, indicating that this relationship operates more directly. Competence also shows a significant direct impact on employee performance, reinforcing the importance of knowledge, skills, and attitude in the workplace. However, its effect on job satisfaction is not significant, and job satisfaction does not mediate its link to performance. In contrast, organizational commitment significantly influences employee performance through job satisfaction, though not directly. This emphasizes the role of emotional connection, shared values, and loyalty in fostering satisfaction, which in turn leads to improved performance. Additionally, job satisfaction itself has a strong positive effect on performance, underscoring its central role in driving work outcomes.

The study offers both theoretical and practical contributions, particularly in the public sector context. It highlights the importance of enhancing supportive work environments, recognizing employee competence, and building organizational commitment to enhance satisfaction and performance—especially among the Millennial workforce navigating the complexities of government procurement.

Keywords: Work-life balance, competence, organizational commitment, job satisfaction, employee performance, millennial, SEM-PLS

TABLE OF CONTENT

STATEMENT OF ORIGINALITY	ii
THESIS APPROVAL PAGE	iii
ACKNOWLEDGEMENTS	iv
PUBLICATION APPROVAL STATEMENT	v
ABSTRACT	vi
TABLE OF CONTENT	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER I	1
INTRODUCTION	1
1.1 Research Background	1
1.2 Research Problem	8
1.3 Research Objective	10
1.4 Significance of the Study	11
CHAPTER II	12
LITERATURE REVIEW	12
2.1 Employee Performance	12
2.2 Job Satisfaction	13
2.3 Work-life Balance	14
2.4 Competence	17
2.5 Organizational Commitment	19
2.6 Cohort Theory	21
2.7 Hypothetical Framework	22
2.8 Prior Research	24
CHAPTER III	33
METHODOLOGY	33
3.1 Object of the Research	33
3.2 Research Method	33
3.3 Operationalization of Variables	33

3.4 Population and Sample	39
3.4.1 Population	39
3.4.2 Sample.....	39
3.5 Data Collection Techniques.....	40
3.5.1 Primary Data	40
3.5.2 Secondary Data	40
3.6 Assessment of the Measurement Model	41
3.6.1 Assessment of the Measurement Model (Outer Model)	41
3.6.2 Assessment of the Structural Model (Inner Model).....	43
3.7 Hypothesis Testing	43
3.8 Path Analysis	44
CHAPTER IV	45
RESULT AND DISCUSSION.....	45
4.1 Research Findings	45
4.1.1 Respondent Characteristics	45
4.1.2 Variable Description	47
4.1.3 Structural Equation Model - Partial Least Squares (SEM-PLS) Data Analysis Results.....	56
4.2 Research Discussion.....	72
4.2.1 The Impact of Work-Life Balance on Employee Performance.....	72
4.2.2 The Impact of Work-Life Balance on Job Satisfaction.....	74
4.2.3 The Impact of Competence on Employee Performance.....	76
4.2.4 The Impact of Competence on Job Satisfaction.....	77
4.2.5 The Impact of Organizational Commitment on Employee Performance 79	
4.2.6 The Impact of Organizational Commitment on Job Satisfaction.....	81
4.2.7 The Impact of Job Satisfaction on Employee Performance	82

4.2.8 The Impact of Work-Life Balance on Employee Performance through Job Satisfaction	85
4.2.9 The Impact of Competence on Employee Performance through Job Satisfaction.....	86
4.2.10 The Impact of Organizational Commitment on Employee Performance through Job Satisfaction	87
CHAPTER V	89
CONCLUSION AND RECOMMENDATIONS	89
5.1 Conclusion.....	89
5.1.1 Summary of Findings	89
5.1.2 Theoretical Implications.....	90
5.1.3 Empirical Contributions	91
5.2 Recommendations	92
5.2.1 Recommendations for Government Organizations / Ministry of Immigration and Correctional Affairs	92
5.3 Limitations of the Study	93
5.4 Suggestions for Future Research	94
REFERENCES.....	95
ATTACHMENTS	110

LIST OF TABLES

Table 2.01 Cut-off Comparison for Generational Categories	22
Table 2.02 Prior Research	30
Table 3.01 Definition and Measurement of Variables	38
Table 3.02 Outer Model Validity Measures	42
Table 3.03 Inner Model Validity Measure	43
Table 4.01 Respondents' Characteristics	45
Table 4.02 Description of Respondents' Responses to Work-Life Balance	49
Table 4.03 Description of Respondents' Responses to Organizational Commitment	51
Table 4.04 Description of Respondents' Responses to the Variable of Competence	52
Table 4.05 Description of Respondents' Responses to Job Satisfaction.....	53
Table 4.06 Description of Respondents' Responses to Employee Performance ..	55
Tabel 4.07 Outer Loading Before Elimination.....	59
Table 4.08 Outer Loading After Elimination	62
Table 4.09 Average Variance Extracted (AVE).....	64
Table 4.10 Cross Loading Value.....	66
Table 4.11 Fornell-Larcker Criterion	66
Table 4.12 Heterotrait-Monotrait (HTMT) Ratio	68
Table 4.13 Construct Reliability and Validity	68
Table 4.14 R-Square Value	69
Table 4.15 Path Coefficient.....	70
Table 4.16 Specific Indirect Effect	71

LIST OF FIGURES

Figure 1.01 Factors Millennials Look for in a Workplace	5
Figure 1.02 Job Aspirations in Indonesia (%)	7
Figure 2.01 Maslow's Needs of Hierarchy	13
Figure 2.02 Conceptual Framework	23
Figure 4.01 AlgorithmPLS Test Results (Before Elimination)	57
Figure 4.02 AlgorithmPLS Test Results (After Elimination)	63