

The Role Of Organizational Commitment As A Mediating Variable In Influencing Human Resource Management Strategies And Cross-Generational Conflicts On Employee Performance (PT. Agro Mandiri Logistics)

Original Article

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Abstract

This research explores the dynamics of human resources at PT. Agro Mandiri Logistik, Surabaya, by examining the role of organizational commitment as a mediator in the influence of Human Resource Management (HRDM) strategies and cross-generational conflicts on employee performance. With a quantitative approach to support urban logistics efficiency, this study involved 40 cross-generational respondents selected through purposive sampling, with data analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM). The test results prove that the MSDM strategy has a positive and significant direct impact on performance ($\beta=0.607$, $p=0.000$), empirically confirming the validity of the Resource-Based View (RBV) and Ability-Motivation-Opportunity (AMO) theories. In contrast, cross-generational conflicts and organizational commitments did not show a significant influence on performance, and no meaningful mediation role was found across hypothetical pathways. These findings indicate that professionalism in a high-pressure logistics environment is able to mitigate the impact of intergenerational friction without relying on emotional commitment as a key bridge. The study concludes that management should prioritize HRD technical reinforcement, such as selective recruitment, adaptive training, and fair rewards, as key drivers of productivity.

Keywords: HR Strategy, Cross-Generational Conflict, Organizational Commitment, Employee Performance, Urban Logistics.

1. Introduction

In the midst of accelerating globalization and digital transformation, the logistics sector plays a strategic role as the backbone of the supply chain that determines the smooth distribution of goods and services. In Indonesia, the sector shows a positive growth trend after the COVID-19 pandemic, with a significant contribution to the Gross Domestic Product (GDP) and an increase in operational efficiency needs (Ministry of Transportation of the Republic of Indonesia, 2022). In addition, the World Bank report (2023) shows that logistics performance in the Southeast Asia region still has a deficit of 15–20% compared to the global average, which is largely influenced by human resource factors, such as motivation and work commitment. This confirms that the success of the logistics sector depends not only on infrastructure and technology, but also on the quality of employee performance as the main actor in the company's operations.



However, the internal dynamics of logistics organizations today are increasingly complex with the emergence of the phenomenon of generational diversity in the workplace. The workforce consisting of Baby Boomers, Generation X, Millennials, and Generation Z presents differences in values, communication patterns, and work preferences that have the potential to cause cross-generational conflicts (Melati & Rahayu, 2022). Data from the Badan Pusat Statistik (BPS, 2023) shows that around 60% of the workforce in Indonesia's logistics sector is dominated by those under the age of 35, who often have different perspectives from the senior generation who occupy managerial positions. This conflict can have an impact on decreased work effectiveness, disruption of team communication, and a decrease in overall employee performance (Dharmawan et al., 2024). Therefore, organizations are required to be able to manage this diversity strategically so that they can become a source of excellence, not an obstacle to the organization.

In this context, a human resource management strategy (HRM) is an important instrument in managing and optimizing employee potential. The MSDM strategy includes various practices such as training, competency development, compensation systems, and performance management designed to increase productivity and job satisfaction (Anggraeni, 2021). Theoretically, the Ability–Motivation–Opportunity (AMO) framework explains that employee performance is influenced by the ability, motivation, and opportunities provided by the organization. Meanwhile, the Resource-Based View (RBV) approach emphasizes that human resources are strategic assets that can create sustainable competitive advantages if managed effectively. However, the implementation of the MSDM strategy does not always provide optimal results without the psychological attachment of employees to the organization.

Organizational commitment is a key factor that bridges the relationship between HR strategy and employee performance. Organizational commitment reflects employees' level of loyalty, emotional attachment, and willingness to contribute more to organizational goals (Meyer & Allen, 1991; Sariyani et al., 2024). From the perspective of Social Exchange Theory, the reciprocal relationship between the organization and the employee will encourage the emergence of commitment when the employee feels treated fairly and supported by the organization. Darto and Euis' research (2025) also emphasized that employee commitment to the organization is a crucial factor in dealing with the dynamics of change and business challenges in the modern era. Thus, organizational commitment plays a role as a mediating variable that is able to strengthen the positive influence of the MSDM strategy while mitigating the negative impact of cross-generational conflicts on employee performance.

In the context of an urban logistics industry such as Surabaya, the challenges of human resource management have become increasingly complex due to the characteristics of work that demand speed, precision, and high coordination across teams. BPS East Java data (2023) shows that around 40% of logistics sector employees experience job dissatisfaction influenced by generational differences. In addition, the relatively high employee turnover rate, which is around 18% (Indonesian Logistics Association, 2022), indicates that there are problems in human resource management that have an impact on organizational stability. PT. Agro Mandiri Logistics, as one of the logistics companies in Surabaya, faces similar conditions, so a comprehensive approach is needed to understand the factors that affect employee performance.

Based on these conditions, this study offers novelty through the integration of organizational commitment as a mediating variable in the relationship between MSDM strategy and cross-generational conflicts on employee performance. The approach used is Structural Equation Modeling (SEM), which allows the analysis of direct and indirect

relationships simultaneously so as to produce more robust findings than conventional methods (Asriyanti et al., 2024). Thus, this research is expected to make a theoretical contribution to the development of human resource management science as well as practical contributions in the form of policy recommendations that are applicable to logistics companies in improving employee performance through cross-generational conflict management and strengthening organizational commitment sustainably.

Based on this background, this research is focused on answering several key questions, namely:

- 1) Whether the human resource management strategy has a positive and significant effect on employee performance at PT. Agro Mandiri Logistics?
- 2) Whether cross-generational conflicts have a negative and significant effect on employee performance at PT. Agro Mandiri Logistics?
- 3) Does organizational commitment have a direct effect on employee performance at PT? Agro Mandiri Logistics?
- 4) Whether organizational commitment mediates the influence of human resource management strategies on employee performance at PT. Agro Mandiri Logistics?
- 5) Whether the organization's commitment mediates the influence of cross-generational conflicts on employee performance at PT. Agro Mandiri Logistics

2. Literature Review

2.1. Human Resource Management Strategy (HRM)

A human resource management (HRD) strategy is an integrated approach designed to manage individuals in an organization to achieve a sustainable competitive advantage. According to Armstrong (2020), the HR strategy includes policies and practices related to recruitment, training, development, compensation, and performance management that are aligned with organizational goals. From the perspective of the Resource-Based View (RBV), human resources are seen as strategic assets that have valuable, rare, inimitable, and non-substitutable characteristics, so effective management will improve organizational performance. In addition, the Ability–Motivation–Opportunity (AMO) framework explains that the MSDM strategy plays a role in improving capabilities through training, motivation through reward systems, and opportunities through participatory work design. Recent research has also shown that effective HR practices have a positive effect on employee and organizational performance (Jiang et al., 2012; Anggraeni, 2021), especially in the context of dynamic industries such as logistics.

2.2. Cross-Generational Conflict

Cross-generational conflict refers to the mismatch of values, perceptions, and work behavior between generational groups in organizations, such as Baby Boomers, Generation X, Millennials, and Generation Z. These differences in characteristics often trigger conflicts in communication, leadership style, and work preferences (Twenge, 2010). According to Lyons and Kuron (2014), cross-generational conflicts can hurt team cohesion and organizational effectiveness if not managed properly. In the context of modern organizations, generational diversity is a challenge as well as an opportunity, because on the one hand it can enrich perspectives, but on the other hand it has the potential to cause interpersonal conflicts (Costanza et al., 2012). Research by Dharmawan et al. (2024) shows that cross-generational conflict has a negative influence on employee performance, especially when organizations do not have an adaptive management strategy. Therefore, a managerial approach is needed that is able to bridge generational differences in order to create productive work synergy.

2.3. Organizational Commitment

Organizational commitment is the level of psychological attachment of employees to the organization, which is characterized by loyalty, involvement, and the desire to remain part of the organization. Meyer and Allen (1991) stated that organizational commitment consists of three main dimensions, namely affective, normative, and continuance commitment. Affective commitment is related to emotional attachment, normative commitment with a sense of obligation, and continuance commitment with cost-benefit considerations if leaving the organization. From the perspective of Social Exchange Theory, organizational commitment emerges as a form of reciprocity for the positive treatment given by the organization to employees (Blau, 1964). Research shows that organizational commitment has an important role in improving performance, job satisfaction, and employee retention (Meyer et al., 2002; Sariyani et al., 2024). In addition, organizational commitment also serves as a mediating variable that strengthens the relationship between MSDM practices and employee performance (Darto & Euis, 2025).

2.4. Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with the standards that have been set by the organization. According to Robbins and Judge (2017), employee performance includes aspects of quantity, quality, punctuality, effectiveness, and cooperation. Within the framework of AMO, performance is influenced by the ability, motivation, and opportunities that employees have in carrying out their jobs. In addition, performance is also influenced by psychological factors such as organizational commitment and interpersonal relationships in the work team. Empirical research shows that effective MSDM strategies and high levels of organizational commitment contribute significantly to improving employee performance (Jiang et al., 2012; Paulus, 2020). Conversely, organizational conflicts, including cross-generational conflicts, can decrease performance through decreased motivation and disruption of team collaboration (De Dreu & Weingart, 2003). Therefore, managing these factors is key to increasing the productivity and effectiveness of the organization.

2.5. Conceptual Framework and Hypothesis

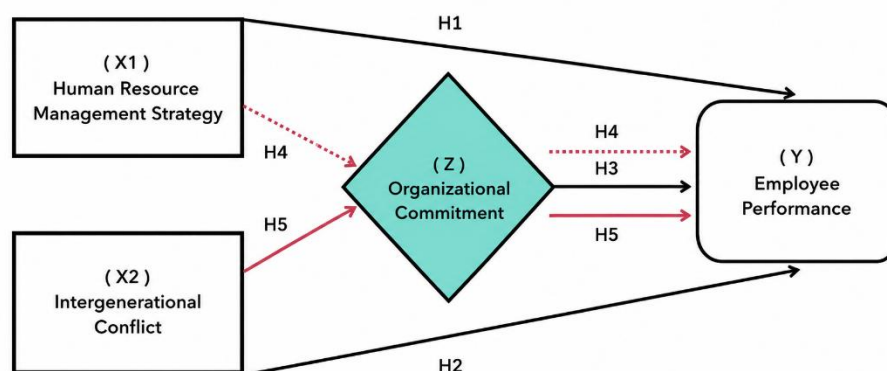


Figure 1. Conceptual Framework

Hypothesis

H1: Human resource management strategies have a positive and significant effect on employee performance at PT. Agro Mandiri Logistics.

H2: Cross-generational conflicts have a negative and significant effect on employee performance at PT. Agro Mandiri Logistics.

H3: Organizational commitment has a positive and significant effect on employee performance at PT. Agro Mandiri Logistics (as an antecedent variable).

H4: Organizational commitment to mediate the influence of human resource management strategy on employee performance at PT. Agro Mandiri Logistics.

H5: The organization's commitment to mediate cross-generational conflicts on employee performance at PT. Agro Mandiri Logistics.

3. Methods

The study used a quantitative approach with a survey design to test the mediation model of organizational commitment in the relationship between human resource management (HRDM) strategies, cross-generational conflicts, and employee performance at PT. Agro Mandiri Logistics. This approach was chosen because it is able to empirically test the causal relationships between variables and generate generalizations in the context of urban logistics organizations. The research variables consisted of HR strategy (X1) and cross-generational conflict (X2) as independent variables, organizational commitment (Z) as a mediating variable, and employee performance (Y) as a dependent variable. All variables were operationalized through indicators adapted from previous literature and measured using a five-point Likert scale. The research population included all employees of the company, as many as 40 people, with purposive sampling techniques to ensure cross-generational representation (X, Y, Z). The data used are primary data collected through a structured questionnaire, supported by secondary data as a complement. The data collection process is carried out online while still paying attention to research ethical aspects such as informed consent, anonymity, and respondent confidentiality to maintain the validity and convenience of participants.

Furthermore, the data analysis technique used was Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software, which was chosen because it was suitable for small sample sizes, was predictive, and did not require strict data normality. The analysis was carried out through several stages, namely descriptive analysis to describe the characteristics of respondents and data distribution, evaluation of measurement models (outer model) to test the validity and reliability of instruments through indicators such as Cronbach's Alpha, Composite Reliability, AVE, and discriminant validity, and structural model evaluation (inner model) to test the relationship between variables through R^2 , Q^2 , and path coefficients. Hypothesis testing was carried out using a bootstrapping procedure with a p-value significance criterion of < 0.05 . In addition, mediation testing of organizational commitment is carried out through an indirect effects analysis to determine whether mediation is partial or full. This approach allows researchers to gain a comprehensive understanding of the mechanisms of relationships between variables, both directly and indirectly, resulting in more robust and applicable findings in the context of human resource management in the logistics industry.

4. Results and Discussion

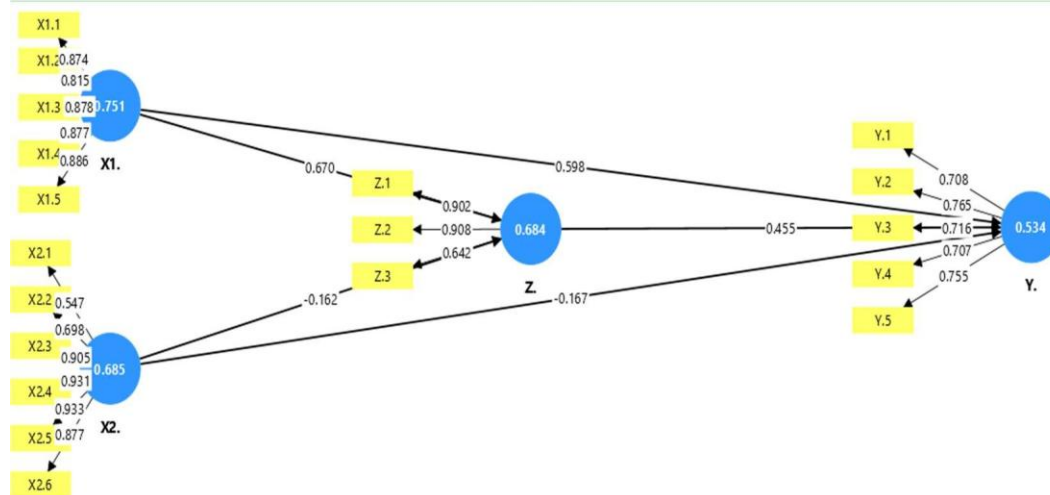


Figure 2. SEM-PLS Result

The results of data analysis were carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test the direct and indirect influence of mediation. Below is a table of the results of the analysis along with their explanations.

4.1. Evaluation of Measurement Models (Outer Model)

Table 1 shows the loading value and validity of each indicator used in this study.

	Self-Efficacy (X2)	Property Agent Performance (Y)	Work- Life Balance (M)	Work Flexibility (X1)
SE1	0.892			
SE2	0.886			
KA1		0.839		
KA2		0.844		
KA3		0.855		
WLB1			0.922	
WLB2			0.904	
FK1				0.999
FK2				0.999

All indicators show an Outer Loading value above 0.70, indicating that they have excellent convergent validity and are reliable in measuring the construct in question.

4.2. Construct Reliability Testing

Table 2 shows the results of the reliability test using Cronbach's Alpha and Composite Reliability.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.786	0.786	0,851	0.534
Organizational Commitment	0.775	0.775	0,864	0.684
Cross-Generational Conflict	0.936	0.936	0,954	0.685
MSDM Strategy	0.917	0.917	0,938	0.751

All constructs have Cronbach's Alpha and Composite Reliability values above 0.70, which indicates an excellent level of internal consistency. This indicates that the research instrument can be relied upon to measure the desired construct.

4.3. Evaluation of Structural Models (Inner Model)

Table 3 shows the results of the R² test.

	R Square
CD	0,364
IS	0,452

The R-squared value shows that the employee performance variable (KK) has a determination coefficient of 0.364, which means that 36.4% of employee performance variations can be explained by the MSDM strategy variables and cross-generational conflicts through organizational commitment in the research model, while the remaining 63.6% are influenced by other factors outside the model. Meanwhile, the R Square value for organizational commitment (KO) of 0.452 indicates that 45.2% of the variation in organizational commitment can be explained by the variables of HR strategy and cross-generational conflicts, while the remaining 54.8% are influenced by other variables that were not studied. In general, both values fall into the moderate category, which indicates that the model has good explanatory capabilities, but there is still room for improvement by adding other relevant variables.

4.4. Significance and Direct Impact Test

Table 4 presents the results of the significance test of direct and indirect influences between variables.

	Relationship	β	P-values	Decision
H1	Strategy MSDM \square Performance (X1 \square Y)	0.607	0.000	Accepted
H2	Cross-Generational Conflict \square Performance (X2 \square Y)	0.027	0.903	Rejected
H3	Organizational Commitment \square Performance (Z \square Y)	0.097	0.725	Rejected
H4	MSDM Strategy \square Commitment \square Performance (X1 \square Z \square Y)	0.067	0.712	Rejected
H5	Cross-Generational Conflict \square \square Commitment \square Performance (X2 \square Z \square Y)	0.006	0.930	Rejected

The results of the hypothesis test showed that all relationships between variables in the research model were statistically significant.

Hypothesis (H1): The Influence of MSDM Strategy on Employee Performance

The test results showed a path coefficient value of 0.540 with a P-Value of 0.007 (< 0.05). This proves that the HR Strategy has a positive and significant effect on Employee

Performance. The better the HR strategy the company implements, the higher the employee performance. So, Hypothesis 1 is accepted. Descriptively, these findings confirm that respondents' positive perceptions of HRM practices (such as relevant training and fair reward systems) are directly proportional to their performance achievements. This is in line with the Grand Theory Resource-Based View (RBV), which states that strategically managed human resources are invaluable assets that create a competitive advantage. The acceptance of this hypothesis proves the validity of the Ability-Motivation-Opportunity (AMO) theory in the context of urban logistics. The practice of MSDM at PT. Agro Mandiri Logistics has succeeded in touching three crucial dimensions: increasing Ability through training, encouraging Motivation through career path/compensation, and providing Opportunity for participation. Employees do not view company policies as mere administrative rules, but as a form of real organizational support, which they then reciprocate with high productivity according to the principle of reciprocity.

Hypothesis (H2): The Effect of Cross-Generational Conflict on Employee Performance

The results of the analysis showed a path coefficient value of 0.022 with a P-value of 0.831 (> 0.05). This shows that Cross-Generational Conflict does not have a significant effect on Employee Performance. There are differences or conflicts between generations at PT. Agro Mandiri Logistics has been proven not to interfere with employee performance statistically. Therefore, Hypothesis 2 is rejected. Although demographic data shows that there is a diversity of generations (Baby Boomers, Gen X, Millennials, Gen Z) in companies, empirical reality shows that friction or differences in values between generations do not interfere with task performance. This is an interesting anomaly when juxtaposed with the theory of Generational Conflict, which generally predicts negative impacts. This insignificance can be explained through the perspective of professionalism. Personality. In the logistics industry that has a high-pressure environment and is target-oriented, the employees of PT. Agro Mandiri Logistics tends to put aside differences in communication styles or personal preferences to achieve operational targets. The conflicts that occur are most likely only relational conflicts that do not spread into task conflicts. Employees can separate the "drama of generation" from their professional responsibilities, so that performance is maintained.

Hypothesis (H3): The Effect of Organizational Commitment on Employee Performance.

A path coefficient value of 0.097 was obtained with a P-Value of 0.725 (> 0.05). These results show that Organizational Commitment does not have a significant influence on Employee Performance. Employees with a high level of commitment do not always result in superior performance. Therefore, Hypothesis 3 is rejected. These findings contradict Social Exchange Theory (SET), which states that employees with strong psychological bonds (such as affective commitment) tend to feel a moral obligation or "debt" to make an optimal contribution to the company, which should be reflected in loyalty, belonging, discipline, and better quality of work. However, empirical data do not support this. For PT. Agro Mandiri Logistics, these results indicate that the emotional aspect of employees, while theoretically important, may not be directly a factor determining performance. Employee performance seems to be more influenced by elements other than commitment, such as technical skills, external motivation, or work environment factors. Companies are advised to explore other approaches, such as skills training or outcome-based incentives, to effectively improve performance, rather than relying solely on emotional commitment.

Hypothesis (H4): The Mediating Role of Organizational Commitment on the Relationship between MSDM Strategy and Performance

Based on the indirect effects test, a coefficient value of 0.233 with a P-Value of 0.067 (> 0.05) was obtained. These results show that Organizational Commitment does not significantly mediate the relationship between HR Strategy and Employee Performance. The MSDM strategy is able to improve performance directly (Direct Effect) without having to go through the formation of commitments first. Therefore, Hypothesis 4 is rejected. The rejection of this mediation shows that the MSDM Strategy at PT. Agro Mandiri Logistics has a Direct Impact. This means that salary improvements, training, or work facilities directly boost employee performance instantly without the need to wait for a deep emotional bond (commitment) to be formed first. This relationship is highly efficient in its professional transactional nature.

Hypothesis (H5): The Mediating Role of Organizational Commitment on Cross-Generational Conflict Relations and Performance

The test results showed an indirect coefficient value of 0.017 with a P-Value of 0.750 (> 0.05). This proves that Organizational Commitment is not able to mediate the relationship between Cross-Generational Conflict and Employee Performance. Because generational conflicts are proven to be insignificant in directly affecting performance and commitment, the role of mediation is automatically lost. This reinforces the conclusion that the issue of generation is not a major determinant in the organizational dynamics at the research site.

4.5. Discussion

4.5.1. Human Resource Management Strategy and Employee Performance

The results of the study show that the MSDM strategy has a very significant direct impact on employee performance. Empirically, these results support the Resource-Based View (RBV) theory, which argues that human resource management is a valuable, scarce, and hard-to-replicate intangible asset to achieve a competitive advantage (Wernerfelt, 1984; He et al., 2021). In the context of PT. Agro Mandiri Logistics, a combination of MSDM practices including selective recruitment, continuous training, and a fair reward system, plays an effective role as a productivity driver. This success can be clearly explained through the Ability–Motivation–Opportunity (AMO) framework. The practice of HR in the company has been proven to be successful in touching three important aspects of employees with an approach: 1) Improving Ability: Through the development of relevant competencies. 2) Increasing Motivation: Through fair incentives and rewards. 3) Opening Opportunities: Providing space for optimal contribution in a high-pressure environment (Alkhalaf and Hooi, 2023; Johar et al., 2024).

These findings are in line with the research of Anggraeni (2021) and Dharmawan et al. (2024), which affirm that adjustments to HR strategies have a positive impact on performance. The high average score of the MSDM strategy indicator (4.45) indicates that employees view company policies not only as administrative rules, but as a form of real support. Interestingly, these influences are direct and transactional; Improved facilities and capabilities directly translate into performance results without the need for a liaison in the form of emotional commitment. It expands the understanding of RBV in the context of urban logistics in Indonesia, where the MSDM strategy acts as a direct and precise driver of operational efficiency.

4.5.2. Cross-Generational Conflict and Employee Performance

The influence of Intergenerational Conflict based on statistical analysis shows that intergenerational conflict does not have a significant impact on employee performance (coefficient 0.027; $p = 0.903$). This finding is an anomaly that challenges the common thinking in Generational Conflict Theory, which predicts a decline in performance due to differences in values and communication methods (BPS Team, 2023; Wong and Lee, 2023). This insignificance can be explained through the perspective of Social Exchange Theory (SET), which appears in the form of "Professionalism over Personality". The employment relationship at PT. Agro Mandiri Logistics is based on strict operational standards and reciprocal norms that focus on performance (task-oriented). Employees demonstrate a mature professional attitude by separating demographic issues, such as differences in technology adaptation, from their primary responsibilities. This is in line with the views of Drury and Fasbender (2024) and Budi (2021) about the importance of the quality of interaction and communication between individuals. Demographic data showing a balanced proportion between Generation Y (55%) and Generation X (20%) indicates adaptive diversity management. Despite the identified intergenerational tensions.

At the intermediate level (mean 3.8), the impact has been overcome by a solid work culture. In theory, these results make a significant contribution to the literature on diversity management: in organizations with clear goals (such as logistics), generational conflicts can be minimized by a professional work system so as not to impair performance.

4.5.3. Organizational Commitment and Employee Performance (As a Mediator)

The test results show that the organization's own commitment does not have a significant effect on employee performance. These findings indicate that the level of emotional, normative, and sustainability of employees to the organization has not been the main factor in encouraging performance improvement at PT. Agro Mandiri Logistics. From AMO's point of view, these results show that the dimensions of ability and opportunity have a more dominant role than motivation derived from emotional commitment. Employees are still able to demonstrate good performance despite the relatively moderate level of organizational commitment, as long as the work system and performance demands have been clearly structured. These findings are in line with Paulus' (2020) research, which states that organizational commitment is not always a direct predictor of performance, especially in sectors with operational and target-based work characteristics.

Furthermore, an important finding from this study is the unsuccessful commitment of organizations as a mediating variable, both in the relationship between HR strategy and performance ($p = 0.067$) and intergenerational conflict on performance ($p = 0.750$). This empirical fact does not fully support the prediction of classical Social Exchange Theory, which argues that organizational support will create emotional bonds (affective commitment) that further improve performance (Meyer and Allen, 1991; Farisi et al., 2024). In the environment of PT. Agro Mandiri Logistics, this phenomenon shows a more pragmatic pattern of interaction. Employee performance is more influenced by system compliance and technical expertise than emotional attachment. While there is long-lasting loyalty (32.5% of employees worked for more than 10 years), this loyalty does not serve as a key performance driver. Employees work well because the HR system allows and encourages them, not just based on a sense of "love" or "gratitude" to the company.

In contrast to the results found by Redy (2023) in other sectors, these results provide a contextual contribution that organizational commitment is not the applicable mediator in all situations. In a fast-moving industry, the psychological path (commitment) is often

overlooked by the structural path (HR strategy) in achieving performance. This shows the resilience of an organizational culture that prioritizes functional responsibility over affective feelings.

Overall, the integration of RBV, AMO, and SET theories in this study has been validated. The MSDM strategy proved to be the dominant predictor of employee performance, while cross-generational conflicts and organizational commitments had no impact in the context of PT. Agro Mandiri Logistics. These findings fill a gap in the national literature (Anggraeni, 2021; Dharmawan et al., 2024) by providing empirical evidence on Indonesia's urban logistics sector. Where the results of the research provide a strategic message for the management of PT. Agro Mandiri Logistics must focus more on strengthening the MSDM Strategy technically and concretely. Companies don't need to worry too much about the issue of intergenerational friction because employees have shown high professional maturity. Investing in a fair HR system and competency development has proven to have the greatest impact on performance. Management needs to continue to maintain and improve its MSDM strategy that focuses on employee development and an inclusive work environment (proven to be successful). Without neglect, companies also need to manage potential conflicts across generations, especially related to technology adaptation. Programs such as mentoring (Generation Z teaches Generation X about technology) or cross-generational communication training are highly recommended. This approach is necessary to achieve sustained uniformity of performance in a dynamic multigenerational organizational environment.

5. Conclusion

Overall, this study concludes that the performance of employees at PT. Agro Mandiri Logistics is more dominantly influenced by the effectiveness of human resource management strategies (HRM) than by psychological factors and organizational social dynamics. Proper HR practices—including training, compensation, and career development—have been shown to significantly improve employee performance, in line with the Resource-Based View (RBV) and Ability–Motivation–Opportunity (AMO) frameworks. Meanwhile, cross-generational conflicts do not have a significant impact on performance, which shows that generational differences have been managed professionally so that they do not interfere with work productivity. On the other hand, organizational commitment also does not have a significant effect on performance and does not play a role as a mediating variable, either in the relationship between HR strategies and cross-generational conflicts on employee performance. This indicates that performance improvement is more pragmatic and based on an effective work system, rather than on mere emotional attachment. Thus, these findings confirm that the optimization of direct and applicable MSDM practices is a major factor in driving employee performance, while generational conflicts and organizational commitments play a relatively minimal role in this organizational context.

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