

The Effect of Transformational Leadership and Worklife Balance on Employee Performance Mediated by Employee Commitment

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Abstract: Competitive advantage is one of the most important factors to ensure a company continues to move forward. and one of the important factors that contributes to this is the performance of qualified employees. There has been a lot of research examining factors that influence employee performance, including transformational leadership, commitment and since Covid-19, the work-life balance factor has also been widely researched. Even though many studies have been carried out, many of the results of these studies are still inconclusive. This research seeks to contribute to the development of literature on these factors, especially in the context of PT KPP. This research was conducted at section up and senior manager levels who had attended leadership training at PT KPP. The sampling method used was purposive and from a total population of 140 people, 100 sample people had successfully returned the questionnaires given. The research results show that Transformational Leadership influences employee commitment, and Transformational Leadership factors also influence employee performance. Meanwhile, other proposed hypotheses have failed to be proven.

Keywords: leadership transformation, worklife balance, employee performance, commitment

INTRODUCTION

In the current era of globalization, in order for companies to survive in competition, competitive advantage is needed in the business environment which refers to factors that enable a company to produce goods or services better or cheaper than its competitors. The main goal of competitive advantage is so that each company can win new customers and beat its competitors (Hana, 2013). A company's competitive advantage can be in the form of product or service characteristics and company resources that have higher performance. This will make an entity's product or service more desired by customers than other competitors (Porter, 1985). One of the factors that influences a company's competitive advantage is the company's Human Resources (HR). According to (Wright et al, 1994), efficient human resources are the main factor in supporting the creation of a competitive advantage.

PT Kalimantan Prima Persada (KPP) as a subsidiary of PT Pamapersada Nusantara (PAMA), is committed to becoming the top three biggest mining contractors in Indonesia. With the aim of becoming the largest integrated mining services company in Indonesia, PT KPP has developed several strategies to take advantage of opportunities to increase productivity. One of the strategies taken is people quality and employee performance which are continuously improved to ensure that PT KPP runs faster, more agile, more creative and more productive in order to be a winner in business competition. Performance is an important mechanism for management in explaining performance goals and standards, to motivate individual performance in the future for the sustainability of the organization (Shafini et al., 2016). Performance is one of the benchmarks used to determine whether a job is done well or not. Employee performance is behavior shown by all individuals as work achievements produced by employees (Rivai and Sagala, 2009).

The results of research conducted by Kurniawan (2012), showed that the job satisfaction obtained by employees at Bank Sulselbar was proven to be able to increase employee performance. The existence of employee job satisfaction with supervision and assessment as well as competence in assignments by superiors has been proven to be able to encourage employees to complete the amount of work. The ability of employees to complete their tasks reflects the condition of good employee performance. A study conducted by (Ling et al, 2008) has also examined the impact of transformational leadership on employee performance in companies.

The research results found that there is a significant positive relationship between CEOs who practice transformational leadership and employee performance. For millennial generation employees, work-life balance is also crucial when it comes to productivity and employee performance (Abioro, Oladejo, & Ashogbon, 2018). The results of research conducted by Abioro, Oladejo, & Ashogbon, (2018) stated that there would be a decrease in productivity and employee performance if an organization does not think about work-life balance properly. Work-life balance has a positive influence on employee performance (Wolor, et. al. 2020). This research reinforces the fact that control over work and relationships with family can improve employee performance (Aryee, Tan, & Srinivas, 2005). Employee commitment is also believed to reflect the emotional relationship between employees and the company (Mouhamaddou, 2015). It has been proven that employees who have a strong psychological relationship will automatically make employees have high commitment to the company (Aghdasi et al., 2011).

Problem Statement

Performance is an important mechanism for management in explaining performance goals and standards, to motivate individual performance in the future for the sustainability of the organization (Shafini et al., 2016). One of the important elements in efforts to improve employee performance is a leader who is able to influence his subordinates and actively involve them in achieving goals through an appropriate leadership style. Transformational leadership is a behavior that a leader has to motivate his followers and be able to share ideas and contribute to decision making. This behavior encourages critical thinking and development of an individual (Schweitzer, 2014). Several researchers have shown that transformational leadership plays an important role in providing support and encouraging motivation to employees, to involve employees in showing creativity (Gong et al., 2009; Elkins and Keller, 2003; Shin and Zhou, 2003). Research conducted by (Ling et al, 2008) also examined the positive impact of transformational leadership on employee performance in companies. However, there are also different research results, such as those conducted at Anwar Medika Hospital (Nurhuda, et al. 2020) which show that transformational leadership has no effect on employee performance.

Work-life balance is also a way to create a healthy work environment that allows employees to have a balance between work and personal life so that it can improve employee performance (Delecta, 2011; Dhas, 2015). In research, Kelliher & Anderson (2009) explained that in relation to encouraging employees to produce the best performance, the implementation of flexible working arrangements is projected to be one of the solution methods in the future to increase job satisfaction, organizational commitment and work life balance. Wolor, Kurnianti, Zahra, & Martono (2020) conducted research on the importance of work-life balance on employee performance. This research found that work-life balance has a positive influence on the behavior, attitudes and employee performance of the millennial generation. Soomro et al. (2018), also found that balance between work and family has a significant positive influence on performance and individuals who can achieve this balance can be committed to the organization. This is also supported by research (Anwar et al., 2013) which found that work life balance has a positive effect on employee performance. Similar research results were also shown by Lingga (2020), Dina (2018), Badrianto et al. (2021) and also Arifin et al. (2022). However, several other studies such as those conducted by Rahmawati et al. (2021) stated that work-life balance produces a negative and insignificant influence on employee performance variables because workers are unable to divide their time or balance work with life outside, thereby reducing employee performance. The results of this research are also supported by previous research conducted by Sidik, AR (2019) which stated that work life balance had a negative effect on employee performance at BMT Permata Jatim.

Employee commitment is also believed to be an emotional connection between employees and the company (Mouhamaddou et al., 2015). It has been proven that employees who have a strong psychological relationship will make the employee have a high commitment to the company (Aghdasi et al., 2011). Employee commitment can be related to employee loyalty and devotion to the organization and their desire to be part of the organization. Research conducted by (Waqas et al., 2018) shows that organizations and leaders who can provide confidence in employees' work status can make employees highly committed to the organization. The results of this research are in accordance with previous research (Danish et al., 2014; Dlamini et al., 2017; Sanjaya & Anindita, 2020; Waqas et al., 2018, and Anggraeni & Budiani, 2021). However, there are also studies that show different results, such as those conducted by Yusnita et al. (2022) who state that there is no influence between work-life balance on organizational commitment.

Previous research as shown above shows that there are still many inconsistencies in these studies regarding factors that influence employee performance. Currently there is still not much research that more comprehensively combines the factors that influence employee performance, such as Transformational Leadership and Work-life Balance mediated by Employee-Commitment in coal mining service companies in Indonesia. So the aim of this research is to determine the influence of (1) transformational leadership on employee performance, (2) work-life balance on employee performance, (3) transformational leadership on employee performance mediated by employee commitment and (4) work-life balance on employee performance. mediated by employee commitment.

Literature Review

Employee Performance

Employee performance is an employee's ability to complete the work that has been assigned to him and can influence organizational goals (Mathis and Jackson, 2016). According to Rivai & Basri (in Masram & Mu'ah, 2017: 138), performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or goals and predetermined criteria. have previously been mutually agreed upon. Employee performance, which can be considered as their behavior in certain situations, is a function of their willingness, ability and opportunity to work well. The model above also emphasizes that to change a person's performance, we must change his abilities, will and opportunities. Employee performance will appear higher in employees who are happy and satisfied with management and they will be motivated to provide higher performance so that the company can achieve the targets set (Kinicki and Kreitner, 2007). According to Afsana et al. (2016), employees are the most important asset for every company because they have a big impact on the success and profitability of the organization. Employee performance is directly related to increasing work productivity and the success of a company (Pawirosumarto et al., 2017). Organizations have realized the importance of increasing employee performance in recent years, because this has become an inseparable variable in an organization's work cycle (Gridwichai et al., 2020). (Jankingthong & Suthinee, 2012) said that employee performance has a very beneficial role in the organization, and this will indirectly have an impact on the progress and development of the organization. The progress of an organization cannot be separated from the contribution of each employee. Therefore, in HR management (Ferine et al., 2021), every organization will definitely make continuous efforts to improve the performance of all its employees. Human resources in an organization must be managed specifically and professionally with the aim of creating a balance between the interests of the organization and the interests of its employees (Mappamiring et al., 2020). (Khtatbeh et al., 2020) stated that employee performance is the main result that can determine that an employee has contributed to their productivity, therefore an organization is required to be able to analyze and understand employee performance factors along with efforts to develop these employees.

Transformational Leadership

The definition of Transformational Leadership is a leader who has the ability to inspire his subordinates by making their personal interests not a top priority for the good of the company and superiors are able to have a great influence on their subordinates (Robbins, 2008). They seek to instill new understanding where leaders can change the consciousness of their employees by looking at old problems and solving them in new ways. According to Bass (1985) in Deinert et al. (2015) say that understanding can be stimulated by transformational leadership so that it can inspire their employees to recognize leadership positions from new perspectives. By inspiring employees, managers can gain personal recognition as individuals who can care for their employees. A study conducted by Chaerunissa (2018), shows that Transformational Leadership is the most effective leadership style in the merger or acquisition process. The transformational leadership model is also a recommended model that can be implemented in an organization based on the willingness to move forward and adapt to current situations and conditions (Thamrin, 2012). This shows that transformational leadership can bring perspectives to new situations and conditions.

Worklife Balance

According to Smelzer et al., 2015, the concept of work-life balance is defined as the ability to achieve and maintain a balance between work and life outside work. This balance needs to be a concern for top level employees so that employees are not too burdened with excessive workloads. Delecta (2011) added that work-life balance is an individual's ability to fulfill their duties in every job they do and

remain committed to their family and other non-work responsibilities. This is something that employees need to pay attention to regarding how good a person is at balancing or separating personal interests from work interests without disturbing the work they are doing. A study conducted by Surjanti (2017) also stated that work-life balance is a form of company procedure or policy. Employees should have the freedom to manage their time between their workplace responsibilities and other interests outside the company such as taking care of family, hobbies, etc.

Employee Commitment

Employee commitment is a psychological state that binds an employee to an organization thereby reducing the problem of employee attrition and as a form of mindset that binds a person to a series of actions or decisions that are important to certain goals (Meyer and Herscovitch, 2001 in Ulabor, 2019). Employee commitment is the attachment of each individual to the company (Pathak, 2018). High levels of employee job satisfaction are associated with high levels of productivity, low turnover rates, low levels of absenteeism, and high levels of organizational commitment (Cherif, 2020). Employees who have a high level of job satisfaction will tend to show high commitment, while employees who have low job satisfaction show behavior that is detrimental to the organization (Ocen et al., 2017). Employee commitment is also believed to be an emotional connection between employees and the company (Mouhamaddou et al., 2015). It has been proven that employees who have a strong psychological relationship will make the employee have a high commitment to the company (Aghdasi et al., 2011).

Relationship Between Variables

According to Rivai, transformational leadership has a positive and significant effect on employee performance (Rivai, 2020). Leadership is the main key in management and plays an important role in maintaining the continuity of a company. Transformational leadership not only improves interpersonal relationships between leaders and their subordinates, but can also help develop levels of trust, respect and loyalty (Kuswady and Hendarsjah, 2022). Research conducted by (Ling et al, 2008) has examined the positive impact of transformational leadership on employee performance in companies. This is in line with research by Pawirosumarto et al (2017)) which shows that leadership style has a positive and significant effect on performance. Based on the discussion above, this research proposes the following hypothesis:

H1: Transformational Leadership has a positive relationship with Employee Performance

In research, Kelliher & Anderson (2009) explained that in relation to encouraging employees to produce the best performance, the implementation of flexible working arrangements is projected to be one of the solution methods in the future to increase job satisfaction, organizational commitment and work life balance. Wolor, Kurnianti, Zahra, & Martono (2020) conducted research on the importance of work-life balance on employee performance. This research found that work-life balance has a positive influence on the behavior, attitudes and employee performance of the millennial generation. Currently, more and more organizations are providing comprehensive policies to accommodate a balanced work life. It is hoped that this policy will have an impact on job satisfaction, organizational commitment which will ultimately affect organizational performance and productivity. Soomro et al. (2018), also found that balance between work and family has a significant positive influence on performance and individuals who can achieve this balance can be committed to the organization. This is also supported by research (Anwar et al., 2013) which found that work life balance has a positive effect on employee performance. Work life balance is very beneficial for employees and organizations. When there is balance in their lives, employees will be happy, satisfied and less stressed. They will work better and harder. Therefore, it is very necessary for organizations to create a balance in improving employee performance. Based on the discussion above, this research proposes the following hypothesis:

H2: Worklife Balance has a positive relationship with Employee Performance

Employee commitment is the attachment of each individual to the company (Pathak, 2018). High levels of employee job satisfaction are associated with high levels of productivity, low turnover rates, low levels of absenteeism, and high levels of organizational commitment (Cherif, 2020). Employees who have a high level of job satisfaction will tend to show high commitment, while employees who have low job satisfaction show behavior that is detrimental to the organization (Ocen et al., 2017). Employee commitment is also believed to be an emotional connection between employees and the company (Mouhamaddou et al., 2015). It has been proven that employees who have a strong psychological relationship will make the employee have a high commitment to the company (Aghdasi et al., 2011).

There are many factors that need to be considered in increasing organizational commitment, which in this research is determined by leadership and work life balance factors.

Leadership plays an important role in determining employee commitment, several studies have found that an employee will be more attached to his organization if he is treated with respect and appreciated by his superiors. Bushra et al. (2011). Transformational leadership is a significant contributor to organizational change because of a leader's ability to motivate and support employee commitment for the implementation of effective human resource management (Farahnak, Ehrhart, Torres, & Aarons, 2020). The second factor that influences organizational performance and commitment is work life balance. A good work-life balance can improve employee performance as stated by Mendis & Weerakkody (2017) that work-life balance is the interaction between work and other activities which include family, community, free time and personal development. Work-life balance is not only about family but it is about working "smartly" where employees must provide what is needed in terms of work and family without endangering or sacrificing either one. As stated by Maslichah (2017), work life balance is a balance between life and work which will produce a feeling of satisfaction with one's work and a sense of full responsibility both in one's work and one's personal life. The better the work life balance, the greater the work commitment of each employee. Research by Yuan Badrianto and Muhamad Ekhsan (2021) also found that work life balance has a positive and significant effect on work commitment.

Based on the discussion above, this research proposes the following hypothesis:

H3a: The influence of Transformational Leadership on Employee Performance with Employee Commitment as a mediator

H3b: Effect of Worklife Balance on Employee Performance with Employee Commitment as a mediator

Framework Research

From the basic theory and hypotheses that have been presented, the model for this study is as in the figure 1 below:

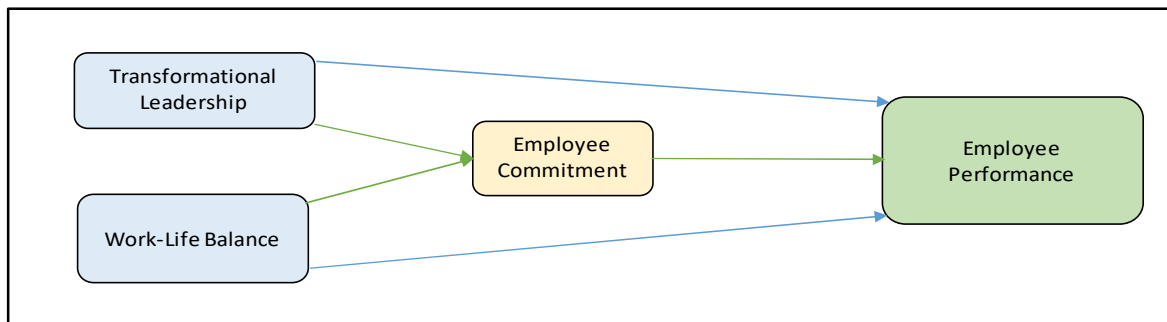


Figure 1. Research Model

METHODOLOGY

The sampling targets were employees at section up and senior group leader levels in all PT KPP job sites from 2020 - 2022. Section up and senior group leader positions who had attended intermediate leadership training were selected because this research wanted to measure the extent to which the training had an influence on Employee Performance and Employee Commitment. The sampling technique used is non-probability sampling, namely the purposive sampling method, namely a sampling technique by selecting samples from a population with the criteria desired by the researcher related to the research objectives. Determining the sample size using the Slovin (1960) method from a population of 140 people resulted in a sample size of 100 people.

The data collection method used in this research is by using a questionnaire instrument, which is a set of questions to obtain information from respondents. On this research questionnaire sheet there are two types of statements, questions: (1) statements related to variable measurement; (2) questions related to respondent data. Questionnaires are made from structured statements/questions and provide

answers in the form of a scale with answers adapted to the statements/questions to be made. It is easier for respondents to answer and avoid bias. The scale measurement used is Likert where each statement has the answers 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). The variables to be measured consist of (1) Employee Performance using the measurement scale from Mahfouz et al (2021), (2) Transformational Leadership using the measurement scale from Suifan et al (2018), (3) Worklife Balance using the measurement scale from Hayman (2005) and (4) Employee Commitment using a measurement tool adapted by Mahfouz et al (2021).

The collected data will then be analyzed quantitatively, where quantitative methods are used to measure research that involves inferential statistics. These data will then be tested using the outliers test, validity and reliability tests before finally using PLS SEM to test the proposed hypothesis. For this, SmartPLS software ver.3.0. used in this research.

RESULTS AND DISCUSSION

The demographic profile of respondents is presented in Table 1 below.

Table 1. Analysis of Respondent Demographic Data

Profil Responden	Kategori	Frekuensi	Persentase
Jenis Kelamin	1. Pria	143	89%
	2. Wanita	17	11%
Usia	1. < 25 Tahun	3	2%
	2. 25 - 34 Tahun	72	45%
	3. 35 - 44 Tahun	72	45%
	4. 45 - 55 Tahun	11	7%
	5. > 55 Tahun	2	1%
Masa Kerja	1. < 5 Tahun	8	5%
	2. 6 - 10 Tahun	69	43%
	3. 11 - 15 Tahun	68	43%
	4. 16 - 20 Tahun	10	6%
	5. > 20 Tahun	5	3%
Pendidikan Terakhir	1. SLTA atau Sederajat	7	4%
	2. Diploma (D1 - D3)	20	13%
	3. Sarjana atau D4	126	79%
	4. S2	6	4%
	5. S3	1	1%
Divisi	1. CPMD	5	3%
	2. PLANT & ICT	34	21%
	3. HCGS	30	19%
	4. OPR & SHE	32	20%
	5. BUSDEV & SM	8	5%
	6. FAT	29	18%
	7. ENG	22	14%

The demographics of respondents included 89% men, 45% aged 25-34 years and 35-44 years, and 79% had a Bachelor's or D4 education. For the current period of work at the company, as many as 43% have worked for more than 6-10 years and 11-15 years and most have worked in the plant and ICT department at 21%. The outlier test was carried out to avoid bias in the results of this research, one of which is by ensuring that there are no extreme data processed. Outliers testing was carried out by calculating the univariate Z-Score value and the multivariate outliers test using Mahalanobis Distance to see the probability value of each respondent. From the multivariate results, three respondents were obtained who had a probability value below 0.001, namely respondent 78 (probability: 0.00005), respondent 96 (probability: 0.00022) and respondent 98 (probability: 0.00000). These three respondents are outliers because they have extreme values. Therefore, the researchers decided that respondents 78, 96 and 98 would not be included in further testing, so they would continue the research with 157 respondents.

In this study, data normality was tested using the Kolmogorov-Smirnov test. Based on the results of the One-Sample Kolmogorov-Smirnov test, the Asymp significance value was obtained. Sig (2-tailed) is <0.001, where this number is smaller than 0.05, so in accordance with the basis for decision making in the Kolmogorov-Smirnov normality test, it can be concluded that the data is not normally distributed. So the assumption or statement of normality in the regression cannot be fulfilled. Apart from

that, the multivariate normality test can also be seen with the histogram and PP plot for each variable involved. From the graphic results as can be seen in figure 2, it shows that the distribution of points is spread along a straight line (diagonal) and slightly away from a straight line (diagonal), so it can be concluded that this data is not normally distributed. Based on the normality test, the results obtained were that the data distribution was not normal, so that to test the hypothesis the next research used Partial Least Square (PLS) analysis with Smart-PLS 3.0 software as one of the methods in the Structural Equation Model (Hair JH, Risher, Sarstedt, & Ringle, 2019).

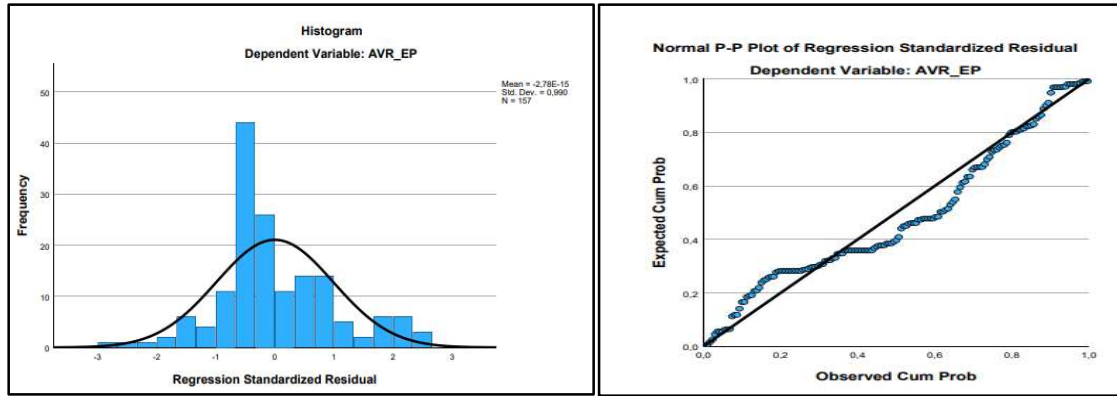


Figure 2. Histogram and Normal PP Plot

Outer Model Testing (Measurement Model)

Based on the results of the validity test, the indicators ECo02, ECO09, ECo12, EP02, EP06, TL12, TL13 and TL14 have an outer loading value below 0.70, so these indicators are excluded for subsequent analysis. Discriminant validity was then carried out which showed that the correlation value of the construct with the indicator was greater than the correlation value with other constructs. So that all constructs or latent variables have good discriminant validity, where the indicators for these constructs are better than the indicators for other variables.

Next, look at reliability by estimating Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) values as can be seen in table 3. The values that meet the requirements are: alpha > 0.6, CR > 0.6, and AVE > 0.5. From the results of the validity and reliability tests, the AVE values obtained for all variables were above 0.5, so it was said that all the variables were reliable. Meanwhile, composite reliability for all constructs is above 0.6.

Table 3. Construct Reliability and Validity Results

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Commitment	0.974	0.975	0.976	0.732
Employee Performance	0.956	0.961	0.961	0.654
Transformational Leadership	0.969	0.970	0.973	0.765
Worklife Balance	0.975	0.979	0.977	0.743

The final test carried out was to look at the results of the discriminant validity tested based on the Fornell-Larcker Criterion. The results obtained were that the value of the Fornell-Larcker Criterion for each variable had a value greater than the average value of the cross loading for each variable as can be seen. in table 4 below:

Table 4. Fornell-Larcker Criterion results

Fornell-Larcker Criterion

	Employee Commitment	Employee Performance	Transformational Leadership	Worklife Balance
Employee Commitment	0.856			
Employee Performance	0.481	0.809		
Transformational Leadership	0.731	0.604	0.875	
Worklife Balance	0.392	0.420	0.567	0.862

The diagram of the outer model calculation results can be seen in Figure 3 below:

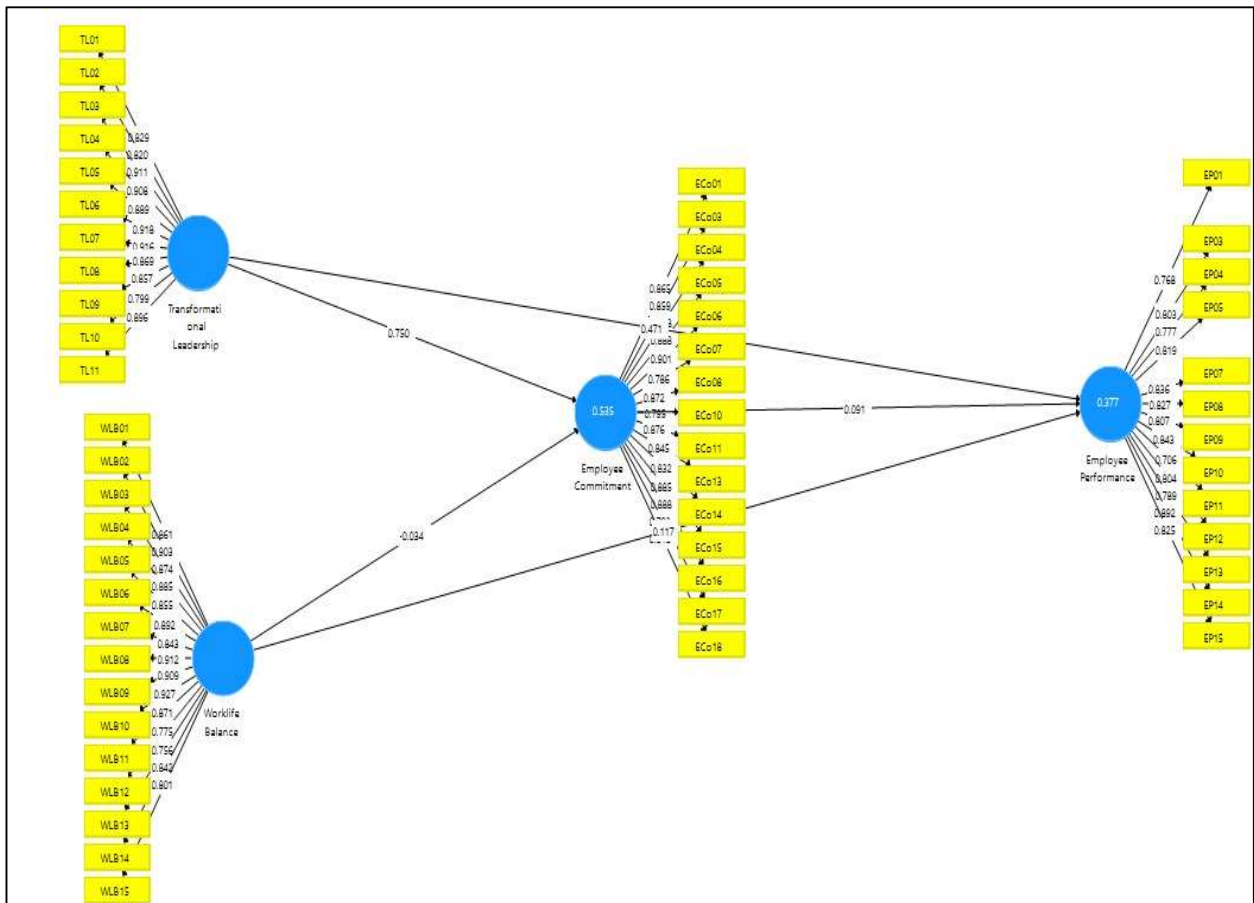


Figure 3. Outer model calculation results

Inner Model Testing (Structural Model)

To test the proposed hypothesis, the path coefficient value can be seen in table 5. The relationship between the variables transformational leadership, work life balance, employee commitment, and employee performance shows that for the variable transformational leadership, it shows a significant positive relationship with employee performance ($\beta=4.866$, $p=0.000$). Thus, transformational leadership has a direct effect on employee performance (**H1 is accepted**). In another relationship between the worklife balance variable and employee performance, it shows a t-statistic value <1.96 and a p-value >0.005 ($\beta=1.454$, $p=0.146$). So work-life balance does not have a positive effect on employee performance (**H2 is rejected**).

Table 5. Results of Path Coefficients Direct Effects

Path Coefficients

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Commitment -> Employee Performance	0.091	0.082	0.099	0.917	0.360
Transformational Leadership -> Employee Commitment	0.750	0.745	0.048	15.794	0.000
Transformational Leadership -> Employee Performance	0.471	0.477	0.097	4.866	0.000
Worklife Balance -> Employee Commitment	-0.034	-0.032	0.053	0.628	0.530
Worklife Balance -> Employee Performance	0.117	0.123	0.080	1.454	0.146

To test hypotheses 3a and 3b, regarding the mediating effect of employee commitment, the indirect effect estimated using the bootstrap approach from Hayes and Preacher (2010) was carried out. Table 6 shows the results of the mediation analysis. The indirect influence of transformational leadership and work-life balance on employee performance through employee commitment is not significant because the t-statistic value is <1.96 and the p-value is >0.005, respectively. So, it can be concluded that all proposed mediation hypotheses are not accepted from the standardized path coefficient evidence test (**H3a and H3b are rejected**) .

Table 6. Results of Path Coefficients Indirect Effects

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Employee Commitment -> Employee Performance	0.068	0.061	0.075	0.912	0.362
Worklife Balance -> Employee Commitment -> Employee Performance	-0.003	-0.003	0.007	0.424	0.672

CONCUSSION

Transformational Leadership has a direct effect on Employee Performance

The results of testing hypothesis 1 (H1) regarding the positive influence of transformational leadership on employee performance are proven so that H1 is accepted. The results of this research show a positive significant relationship because the t-statistic value of transformational leadership on employee performance is 4.866, which has a greater meaning than the t-table, namely 1.96. After that, the resulting p-value was 0.000, below the predetermined standard of <0.05. Thus, it can be concluded that transformational leadership has a positive influence on employee performance. The results of this research are in line with research by Pawirosumarto et al (2017) which found that leadership style can have an influence on performance. An employee's satisfaction with a leadership style that is able to direct, coordinate and closely supervise the implementation of employee work can indirectly improve employee performance. Based on employee responses to transformational leadership, in general the transformational leadership perceived by employees is quite high. Overall, employees also agree that a transformational leadership style can motivate them to develop creative ideas to contribute to decision making. If you look at the results of the descriptive analysis of the transformational leadership variable, employees feel that their superiors provide opportunities for self-development. This is also seen in the highest mean value of the TL11 statement "My leader encourages me to re-examine all assumptions made" with a mean value of 4.08. This means that leaders give employees confidence to make decisions. This will increase the level of trust and loyalty (Kuswady and Hendarsjah, 2022). Based on this, it can be concluded that transformational leadership at PT KPP has been running well. A balanced leadership role in implementing business strategies at PT KPP which is implemented in accordance with statutory regulations in the form of a governance structure, which includes the GMS, Board of Commissioners and Directors. Each structure has an important role in implementing Good Corporate Governance (GCG) in carrying out its functions, duties and responsibilities for the benefit of the company.

Worklife Balance does not have a positive effect on Employee Performance

The results of testing hypothesis 2 (H2) regarding the positive influence of work-life balance on employee performance were not proven so H2 was rejected. The results of this study show a negative significant relationship because the t-statistic value of work-life balance on employee performance is 1.454, which is smaller than the t-table, namely 1.96. After that, the resulting p-value was 0.146, exceeding the predetermined standard of <0.05. Thus, it can be concluded that work-life balance does not have a positive influence on employee performance. The results of this research contradict previous research conducted by Wolor, Kurnianti, Zahra, & Martono in 2020 which found that work-life balance had a positive influence on behavior, attitudes and employee performance. In contrast to research presented by Lingga (2020), the work-life balance variable has a significant effect on employee performance variables. Dina (2018) also proves that simultaneously work-life balance produces a significant influence on performance. This also contradicts the results of research (Anwar et al., 2013) which found that work life balance has a positive effect on employee performance. Based on employee responses to work-life balance, employees still feel there is interference between their personal life and work and vice versa. In fact, this is very likely to happen, especially for employees who have to travel for work on Saturdays or Sundays. If we look at the results of the descriptive analysis of the work-life balance variable, the statement WLB02 (My work makes my personal life difficult) has a mean value of 3.57. This shows that work demands almost make it difficult for employees to manage their personal lives. At PT KPP itself, it is actually very possible for there to be a gap between time at work and outside work. The impact of an imbalance in work-life balance may be felt by employees with job site positions located in remote areas or remote areas. Job Site is a PT KPP work location which is a mining project or other project within a certain period of time which is determined by the Company.

Employee Commitment does not mediate the relationship between Transformational Leadership and Employee Performance

The results of testing Hypothesis 3a (H3a) regarding the mediating role of Employee Commitment in the relationship between Transformational Leadership and Employee Performance were not proven so H3a was rejected. The direction of the relationship can be seen from the Original Sample number value in Bootstrapping of 0.068. Meanwhile, the significance is not significant because the t-statistic value of Transformational Leadership (X2) on Employee Performance (Y) with Employee Commitment (M1) as a mediator is 0.912, which is smaller than the t-table, namely 1.96. After that, the resulting p-value was 0.362, exceeding the predetermined standard of <0.05. The interpretation in this research is that the increasing role of Transformational Leadership will not necessarily be followed by increased Employee Performance even though it has been mediated by Employee Commitment. The results of this research contradict previous research, including research by Waqas et al (2018). The results of this research show that organizations and leaders who can provide confidence in the employment status of employees can make these employees highly committed to the organization. The results of this research also contradict research (Danish et al., 2014; Dlamini et al., 2017; Sanjaya & Anindita, 2020; Waqas et al., 2018) which proves that leaders with a transformational leadership style can convince their employees to always be committed. towards the company and shows consistency with the organization's values. Based on the results of descriptive statistics from Employee Commitment, it shows that the mean score of all Employee Commitment (ECo) indicators reaches a value of 3.72, indicating that almost all employees agree with their commitment to the company and their work. The results of descriptive statistics from Transformational Leadership show that the mean score of all Transformational Leadership (TL) indicators reaches 3.94. This shows that in general the role of transformational leadership felt by employees is quite high.

Employee Commitment does not mediate the relationship between Worklife Balance and Employee Performance

The results of testing Hypothesis 3b (H3b) regarding the role of Employee Commitment in the relationship between Worklife Balance and Employee Performance were not proven so H3b was rejected. The direction of the relationship can be seen from the Original Sample number value in Bootstrapping of 0.003. Meanwhile, the significance is not significant because the t-statistic value of Worklife Balance (X2) on Employee Performance (Y) with Employee Commitment (M1) as a mediator is 0.424, which is smaller than the t-table, namely 1.96. After that, the resulting p-value was 0.672, exceeding the predetermined standard of <0.05. The interpretation in this research is that the greater role of Worklife Balance will not necessarily be followed by increased Employee Performance even

though it has been mediated by Employee Commitment. Companies must realize that even though employees are committed to completing the work stated in the KPI (Key Performance Indicator), companies must know that all employees still need balance so as not to cause fatigue, both psychologically and physically. And this Worklife balance factor does not contribute to the increase in the commitment variable. As normal humans who have personal lives, employees also need time for their families, social lives, and pursuing their hobbies. A balanced career and life will have an impact on employee happiness and well-being as well as long-term work resilience. Management must also believe that even though it appears to be an employee benefit, work-life balance also has a positive impact on the company, including:

- Prevent boredom at work so that you can maintain continuous productivity
- having healthy and productive employees can reduce employee medical costs
- increase employee retention and retain the best talent in the company

It is important for PT KPP management to be able to maintain a high level of employee commitment, one way is to build trust between superiors and subordinates. Trust is the main key that must be applied when building a relationship, both personally and professionally. However, high employee commitment can definitely produce higher productivity, which means higher profits for the company.

Suggestion

This research still has several limitations that can be corrected for further research, including:

- 1) The research instrument used was a questionnaire so that the data obtained was only based on the results of filling in the questionnaire. So that the research results can be comprehensive, it is recommended that for further research, validation of research results can be added to prove and strengthen that the series of data obtained by researchers corresponds to what happens in the field.
- 2) For future researchers, it is recommended to increase other variables that influence employee performance that have not been used in this research, such as motivation, rewards, employee engagement, work environment, and other variables. Apart from that, it is recommended to carry out research per company location or site so that it can have greater implications for the company in driving the company's business strategy, especially in terms of Human Resources management.
- 3) The sample size in this study was only 160 data samples grouped at senior leader level and heads up section. In order to get more overall results in future research, it is recommended to expand the sample data to get broader results.
- 4) In this study, research was conducted on coal mining service companies in Indonesia. For this reason, it is necessary to develop and carry out further research on other companies outside the non-coal sector. Thus, replication of research in the non-coal sector can explain the similarities or differences in the phenomena that occur

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