

**SRIWIJAYA INTERNATIONAL JOURNAL OF DYNAMIC
ECONOMICS AND BUSINESS**
<http://ejournal.unsri.ac.id/index.php/sijdeb>

**Leadership, Work–Life Balance, and Organizational
Commitment on Managerial Performance: The Mediating
Role of Work Motivation in Plantation Companies**

Elperida Juniarni Sinurat¹, Abd. Rasyid Syamsuri², Afridayanti Surbakti³, and Muhammad Ikhlaash⁴

¹Faculty of Economics and Business, Universitas Methodist

²Faculty of Economics and Business, Universitas Riau, Pekanbaru

³Informatics Engineering Study Program, Universitas Mandiri Bina Prestasi

⁴Department Management and Business, Politeknik Negeri Batam, Batam

Corresponding author: ikhlaash@polibatam.ac.id

Abstract: Managerial performance is critical for organizational effectiveness in labor-intensive sectors such as plantation companies, yet empirical evidence from this context remains limited. This study examines the effects of leadership, work–life balance, and organizational commitment on managerial performance, with work motivation serving as a mediating variable. Using a quantitative approach, survey data were collected from 125 managers across 52 plantation companies in North Sumatra, Indonesia, and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results indicate that leadership, work life balance, and organizational commitment have significant positive effects on managerial performance, both directly and indirectly through work motivation. Work motivation partially mediates these relationships, highlighting its critical role in translating organizational practices into performance outcomes. This study extends organizational behavior literature by providing empirical evidence from the plantation industry in an emerging economy and offers practical insights for strengthening managerial performance through integrated human resource strategies.

Keywords: Leadership, Work Life Balance, Organizational Commitment, Work Motivation, Managerial Performance

Introduction

Since more than a century ago, the plantation subsector in North Sumatra has been essential to the country's economic growth, especially through the production of commodities like rubber and palm oil, (Purba, 2023; Ramadhani et al., 2021; Rambe et al.,

2023) Historically, the sector not only provided resources for domestic consumption but also served colonial and corporate interests (Heupner, 2020). Today, it remains a strategic driver of regional and national growth despite mounting challenges such as declining productivity, labor-related issues, and environmental sustainability concerns (Hayasaka, 2023; Komarudin, 2024; Safitri, 2024). Leaders in plantation companies, similar to those in other industries, face continuous pressure to enhance efficiency and maximize outputs (Kholik et al., 2022). However, managerial roles in plantations are uniquely complex due to operational reliance on human resources under challenging physical and environmental conditions. Issues of inadequate leadership capacity, limited adoption of modern technologies, and weak conflict resolution mechanisms have been observed, resulting in reduced employee morale and team performance (Mutiarum & Iqbal, 2021; Paais & Pattiruhu, 2020).

Leadership skills are critical for managers in this context, encompassing decision-making, motivation, communication, emotional regulation, and accountability (Firmansyah & Maria, 2022; Widhiantara et al., 2023; Syahputra et al., 2023; Syamsuarni et al., 2023). Nonetheless, a lot of plantation managers still struggle to motivate staff, adjust to changes in the market and in technology, and effectively match operations with long-term corporate objectives. This highlights the pressing need for sustained leadership development programs. Another important challenge relates to work–life balance. Plantation employees and managers often face long working hours, physically demanding environments, and limited flexibility, all of which reduce well-being and productivity. These conditions can result in stress, burnout, and high turnover, while weakening overall organizational effectiveness (Faisal, 2023; Mardikaningsih & Arifin, 2022; Siregar & Rizaldi, 2024). Although work-life balance is acknowledged as a factor in employee engagement and motivation, there is still a dearth of empirical data from plantation environments. Organizational commitment in plantation firms is also frequently reported to be low, undermined by limited rewards, poor communication, and restricted career opportunities. Low commitment reduces loyalty, increases turnover, and ultimately hampers long-term organizational sustainability productivity (Muhyi, 2021; Kirani, 2023; Shaleh & Firman, 2018).

Work motivation emerges as a central mechanism that links leadership, work–life balance, and commitment to performance outcomes. Motivation encourages employees to overcome challenges, sustain effort, and achieve organizational goals (Shah & Asad, 2018; Astuti et al., 2022). Its function as an intervening variable in determining the influence of organizational practices and leadership has been highlighted in earlier research, (Rahman et al., 2022; Romadhani et al., 2022; Kibar, 2023; Maulida et al., 2021). Yet, most of this evidence comes from contexts outside plantation enterprises, raising questions about its applicability in labor- and resource-intensive sectors. The majority of research on the relationship between organizational commitment, work-life balance, and leadership has been limited to formal service industries and urban corporate settings, (Putra, 2024; Poernamasari et al., 2023; Retnowati et al., 2023). According to a study by E-Vahdati et al. (2023), affective commitment serves as a mediator between social and environmental sustainability practices and workers' well-being in Malaysian oil palm plantations. Furthermore, in the realm of work–life balance in rural areas, Domagalska-Grędyś (2025) identified organizational and personal factors that influence perceptions of work–life balance. While promising, these studies have not yet specifically explored the comprehensive application of leadership, work–life balance, and organizational

commitment within plantation enterprises. This highlights a substantial study vacuum, especially with regard to motivation's mediating function in the explanation of managerial success in plantation environments.

Theoretically, examining human resource factors in plantation enterprises provides an opportunity to test the robustness of existing models of managerial performance across different industries. Plantation companies represent a distinctive institutional and cultural setting where leadership and commitment may operate differently compared to manufacturing or service organizations (Heupner, 2020; Komarudin, 2024). Thus, empirical investigation in this sector is not only contextually relevant but also enriches global understanding of human resource dynamics in emerging economies. Practically, plantation enterprises face intense global competition and increasing scrutiny over sustainability practices. Strengthening managerial performance is vital to address these challenges and to ensure long-term competitiveness. Identifying which human resource factors most strongly influence performance and how motivation functions as a mediator can guide organizational strategies and policy interventions for improving efficiency and resilience.

This study offers novel contributions in three respects. First, it integrates leadership, work–life balance, and organizational commitment within a single explanatory model of managerial performance, an integration rarely examined jointly in prior plantation-sector research. Second, it positions work motivation as the mediating mechanism linking these antecedents to managerial performance, addressing a gap noted in studies conducted outside plantation settings. Third, by drawing on primary survey data from managers across 52 plantation companies in North Sumatra, the study provides context-specific empirical evidence from a labor-intensive, resource-dependent industry that has received limited attention in organizational behavior research.

Literature Review

Leadership

In this context, leadership skills emerge as one of the key factors. Leadership skills are defined as a leader's ability to influence, motivate, and direct a team or all elements of the organization to work collaboratively and productively toward the achievement of desired goals (Syahputra et al., 2023; Syamsuarni et al., 2023). Additionally, leadership entails having the capacity to persuade people to support the leader's vision and direction both directly and indirectly through effective communication, (Frolich, et al., 2025). According to Firmansyah & Maria (2022), indicators of leadership include decision-making ability, motivational capacity, communication skills, subordinates' control, responsibility, and emotional regulation. Thus, as a psychological mechanism mediating this link, strong leadership qualities not only directly improve management performance but also increase job motivation.

Leadership has long been recognized as critical in fostering employee work motivation. Classical theories like Vroom's expectancy theory (1964), explain motivation as a result of beliefs in effort–performance–reward linkages. However, contemporary research shows that leadership also involves empowerment and cultivating a supportive climate for psychological needs. Gustina, et al., (2025) for example, discovered that transformative

leadership dramatically raises employee engagement in public sector settings. Similarly, Kim & Beehr (2022) demonstrated that empowering leadership improves employees' psychological states like thriving at work leading to more favorable behaviors. Furthermore, Peral & Weitz (2025) study underscores that empowering leadership provides autonomy and skill development opportunities, fulfilling employees' developmental needs and enhancing motivation. Therefore, leadership enhances work motivation not only through direction but also by empowering and supporting intrinsic psychological needs.

A key factor in determining managerial effectiveness is leadership. According to the upper echelons theory (Hambrick & Mason, 1984), a leader's traits, such as their leadership abilities, affect organizational results and strategic choices. In the managerial context, leadership skills encompass decision-making abilities, communication building, and positively influencing others. Recent studies indicate a positive relationship between leadership skills and managerial performance. Afsar & Umrani (2020), found that transformational leadership significantly affects managerial performance through enhanced creativity and engagement. Jelaca et al. (2020), demonstrated that, under conditions of environmental uncertainty, transformational leadership significantly enhances organizational innovativeness among middle and upper managers. Kim & Yoon (2025), further emphasized that empowering leadership, by fostering knowledge sharing and employee agility, strengthens adaptive performance, thereby contributing to improved managerial effectiveness in dynamic organizational settings. Thus, effective leadership skills serve as a key determinant of managerial performance by enabling managers to efficiently manage teams, overcome challenges, and drive goal achievement. In the context of plantation companies where managers face complex issues such as labor productivity and environmental dynamics leadership skills become even more critical.

Although it is thought that managerial performance and leadership abilities are directly related, emphasis must be paid to the psychological processes that mediate this link. Work motivation theory emphasizes that supportive leaders can enhance subordinates' motivation, which in turn drives performance (Deci & Ryan, 2000). The mediating function of motivation in this relationship is supported by recent research. According to Afsar & Umrani (2020), the association between transformational leadership and supervisor performance is mediated by intrinsic motivation. According to Romadhani et al. (2022), the impact of participative leadership on managerial performance is mediated by work motivation. Additionally, Kibar (2023), noted that in the education sector, job motivation serves as a mediating mechanism in the relationship between performance and leadership. In the context of plantation companies, leadership skills are crucial for influencing managers' work motivation, which ultimately impacts performance.

Work-Life Balance

Apart from leadership, another important aspect affecting management effectiveness in plantation enterprises is work-life balance. A fair and balanced allocation of time, feelings, and attitudes between work-related obligations and non-work-related activities, including family, social life, spirituality, health, leisure, and personal growth, is known as work-life balance, (Siregar & Rizaldi, 2024). According to Mardikaningsih & Arifin (2022), When an employee can maintain equilibrium in their duties at work, at home, and in other areas of their personal lives, they are said to have attained work-life balance. Additionally, work-life

balance is defined as the extent to which people feel content and involved in both their personal and professional lives, according to Badrianto & Ekhsan (2021). Attaining a healthy work–life balance has been found to benefit not only employees but also organizations, leading to greater motivation and productivity while decreasing stress, absenteeism, and employee turnover. (Kurnia & Widigdo, 2021). Time balance, involvement balance, self-satisfaction, job contentment, and income are all indications of work-life balance, (Prastyawan & Suprapti, 2024). Therefore, work-life balance serves two purposes: it improves people's quality of life while also assisting in the accomplishment of corporate objectives. As a mediating variable that links working conditions with optimal performance outcomes, work-life balance is thought to have a direct impact on managerial performance as well as a reinforcing function in work motivation.

Work life balance (WLB) is defined as an individual's ability to manage work and personal life roles in a balanced manner. The work–family enrichment theory (Greenhaus & Allen, 2011) explains that role balance can enhance the quality of life experiences and foster work motivation. Within this framework, work–life balance is viewed as a factor that strengthens psychological well-being and work energy. Recent studies have highlighted the significant role of WLB in influencing work motivation. According to Kim et al. (2020) WLB increases job engagement and life satisfaction, which in turn positively correlates with work motivation. A cross-national study by Haar et al. (2019) across 37 countries also confirmed that WLB enhances intrinsic motivation while reducing work-related stress. Additionally, Karatepe (2013) showed that organizations that promote work-life balance typically have more motivated staff members and lower turnover rates. According to Rony (2023) preserving a healthy work-life balance can greatly lessen the negative impacts of stress, which frequently show themselves as mental strain, emotional tiredness, and even depressive symptoms. Achieving work–life balance not only protects employees from excessive psychological burdens but also provides them with better opportunities to recover their energy, thereby sustaining both their emotional well-being and physical health, which in turn fosters motivation and enhances overall workplace performance. In the context of plantation companies, which demand long working hours and operate under physically demanding conditions, WLB becomes a crucial factor in maintaining managerial well-being and work enthusiasm. A well-maintained balance can improve satisfaction, reduce stress, and boost motivation to achieve optimal performance.

By lowering stress and boosting work energy, work-life balance, or WLB, has been found to improve management effectiveness. The conservation of resources theory (Hobfoll, 1989), states that people who are able to maintain role balance have more psychological resources available to them for maximum performance. According to Haar et al. (2019), WLB has numerous advantages and is positively correlated with managerial effectiveness. Karatepe et al. (2013), reported that organizational support for WLB improves supervisor performance through increased job satisfaction. Work-life balance improves employee performance by lowering stress and increasing workplace engagement, which supports managerial effectiveness, according to a comprehensive literature review by David (2025). In the context of plantation companies, managers often face long working hours and physically demanding conditions. When work–life balance is achieved, managers have greater energy to focus on their managerial responsibilities.

It is believed that work-life balance (WLB) improves managerial performance both directly and indirectly through employee motivation. The work-family enrichment theory

emphasizes that role balance generates positive energy that can boost work motivation, thereby impacting performance. According to Haar et al. (2019) the impact of WLB on managerial performance is mediated across cultural boundaries by job motivation. According to Karatepe et al. (2021) supervisor performance and WLB support are mediated by work motivation. David (2025) recent review of the research demonstrates that work-life balance both directly enhances employee performance and serves as a mediator between job engagement and organizational support. In high-demand, labor-intensive settings like plantations, nurturing work-life balance through supportive policies can enhance managerial productivity by boosting engagement stemming from improved motivation.

Commitment

Organizational commitment is also a significant factor that contributes to managerial performance. According to Kirani (2023) commitment is naturally formed through daily routines and an individual's understanding of the work situation and organizational conditions. These routines serve as a foundation for developing a strong mentality, which in turn fosters enthusiasm, perseverance, and high consistency in work. According to Muhyi (2021) commitment is a manifestation of acceptance and willingness to work hard, accomplish objectives, and have a strong desire to stay with the business. In line with this, Shaleh & Firman (2018) explain that organizational commitment has three main indicators: employee willingness, loyalty to the organization, and a sense of pride in being part of the organization. Organizational commitment is not merely an emotional attachment; it also serves as a driving force that can enhance motivation and directly impact managerial performance. According to the study's theory, commitment is a key component that can improve the connection between organizational behavior and achieving the best possible managerial performance by mediating job motivation.

An individual's emotional attachment, loyalty, and sense of belonging to the organization are all considered aspects of organizational commitment. Social exchange theory (Blau, 1964), states that workers who feel appreciated and gain from their employers are more likely to return the favor by being more devoted and motivated at work. Therefore, organizational commitment functions as a psychological driver that enhances work motivation. Workplace commitment and motivation are positively correlated, according to recent research. According to Azis et al. (2019), employees who are internally motivated are more likely to be emotionally invested in their company and to be actively involved in their work. They also demonstrated that intrinsic motivation has a beneficial impact on affective commitment and employee engagement. Chen (2023), demonstrated that individuals who feel committed to their organization are more likely to be motivated and perform better, proving that organizational commitment has a direct and beneficial impact on work motivation and job performance. Kim & Beehr (2022), found that empowering leadership enhances employees' positive psychological states, which in turn fosters greater motivation and favorable workplace behaviors. It seems to reason that managers or staff that are highly committed are more likely to stay motivated to meet organizational objectives, contribute effectively, and retain consistency in their job. Organizational commitment is a vital source of motivation in the setting of plantation enterprises, where working conditions frequently put managerial loyalty to the test.

A psychological force that ties people to an organization and affects their performance and conduct is called organizational commitment. Social exchange theory (Blau, 1964), states that highly committed workers typically return organizational support with better work. Recent studies have continuously stressed the key role of organizational commitment in boosting managerial performance. Affective commitment has a major and favorable impact on work performance in industrial firms, as shown by Kaplan & Kaplan (2018), highlighting the significance of commitment in improving management effectiveness. In addition, Herrera & Rosas (2021), argued that organizational commitment, reinforced by the psychological contract, helps reduce absenteeism and turnover, thereby supporting higher levels of organizational performance. Further evidence of organizational commitment's influence on managerial outcomes was provided by Chen (2023), who discovered that it considerably improves job performance through the mediating impacts of work motivation and organizational communication. In support of these conclusions, Gadzali (2023), demonstrated that organizational commitment is a critical factor in managerial success, enhancing the impact of career planning, performance evaluation, and employee involvement on performance. Collectively, these studies affirm the hypothesis that organizational commitment is a fundamental determinant of managerial performance. In the plantation sector, organizational commitment is a crucial factor to ensure managers consistently manage resources and achieve organizational goals. Managers that exhibit high levels of dedication are more likely to work hard, stick with their team, and focus on the end goal.

Managerial effectiveness is directly correlated with organizational commitment. Nonetheless, in modern management research, the function of work motivation as a mediating variable has grown in significance. Based on social exchange theory, individuals with high organizational commitment are intrinsically motivated to reciprocate organizational support through improved performance (Fauziah, Wibowo, & Zien, 2025). Recent studies reveal that work motivation serves as a mediating mechanism between organizational commitment and employee performance. According to, Sudarti & Riyanto (2025), for example, the relationship between organizational commitment and human resource performance in the energy sector is totally mediated by job motivation.. Similarly, Hasan & Koraag (2025) in a public sector context, concluded that commitment and motivation are key drivers of managerial behavioral effectiveness. Sutoni & Sugiyarti (2025) further demonstrated that achievement motivation and the quality of human resources serve as crucial links between commitment and performance. These results support the idea that high organizational commitment increases managerial job motivation, which in turn improves resource management efficiency and the accomplishment of organizational objectives in the setting of plantation enterprises.

Managerial Performance

One psychological component that is essential to improving managerial performance and overall organizational success is work motivation. Motivation is a critical component that propels employees' willingness to stick with the company, enabling the accomplishment of organizational goals, claim Shah & Asad (2018). In a similar vein, Astuti et al. (2022), define motivation as a force that arises both internally and externally within an individual, generating enthusiasm and persistence in pursuing desired goals. Robbins (2015), outlines that work motivation can be measured through several indicators, including rewards, social relationships, fulfillment of life needs, and success in work. Work motivation serves not

only as an intrinsic factor that strengthens individual resilience and determination, but also as a mediating variable that bridges the effects of leadership, work–life balance, and organizational commitment on improved managerial performance.

The outcome of a manager's efficacy and efficiency in carrying out duties and obligations to accomplish organizational goals is referred to as managerial performance. According to Armstrong & Taylor (2020), managerial performance encompasses not only the achievement of operational targets but also the ability to manage human resources, formulate strategies, and create a productive work environment. Aguinis (2019), emphasizes that managerial performance is closely related to decision-making, conflict management, and the creation of added value for the organization. Meanwhile, recent research by Umoh (2025), indicates that effective communication including well-designed channels, coherent patterns, and smooth information flow significantly enhances managerial performance. In the context of plantation companies, managerial effectiveness plays a pivotal role in navigating an industry fraught with challenges such as commodity price volatility, environmental sustainability pressures, and workforce limitations. Therefore, internal elements such as organizational dedication, leadership, and work-life balance influence management performance, with work motivation acting as a key mediating mechanism to guarantee the best results.

Work motivation is one of the most consistently identified psychological factors associated with performance improvement. The self-determination theory (Deci & Ryan, 2000), emphasizes that intrinsic motivation, supported by basic psychological needs, directly contributes to optimal performance. Managerial performance and work motivation are positively correlated, according to recent research. Afsar & Umrani (2020), found that intrinsic motivation enhances supervisor performance through increased job engagement. While Maulida et al. (2021), found that motivation is a significant predictor of managing success in the public sector, Kibar (2023) emphasized that job motivation affects managerial performance in the education sector. Logically, work motivation provides the energy, perseverance, and consistency managers need to achieve organizational goals. In the plantation sector, work motivation serves as a critical driver for managers facing complex work challenges.

Based on the theoretical review above, this study proposes a conceptual framework in which leadership skills, work–life balance, and organizational commitment serve as exogenous variables influencing managerial performance both directly and indirectly through work motivation as a mediating variable. Figure 1 presents the proposed research model, illustrating how work motivation channels the effects of the three antecedent variables into managerial performance outcomes among plantation company managers.

Methods

This study used a cross-sectional methodology, an explanatory research design, and a quantitative technique. The main goal was to investigate empirically how work motivation mediated the relationship between management performance, organizational commitment, work-life balance, and leadership abilities in North Sumatra, Indonesian plantation enterprises. Executives from plantation firms made up the study's population, and the main responders were line managers and operations directors in the human resources department. Purposive sampling was the method employed, and the criteria were based on

managerial experience and positional significance. The poll successfully surveyed 125 managers from 52 plantation enterprises. The sample size was determined using the ten-times rule commonly applied in PLS-SEM research, whereby the minimum sample size should be at least ten times the largest number of structural paths directed at a single construct in the model (Hair et al., 2019). In this study, the construct with the highest number of incoming paths is Managerial Performance, with four predictors, requiring a minimum sample of 40 respondents; the achieved sample of 125 managers therefore exceeds this minimum threshold and supports the adequacy of the sample size for PLS-SEM estimation. Table 1 displays the characteristics of the respondents.

Table 1. **Characteristics of Respondents**

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	82	65.6
	Female	43	34.4
Age (years)	25–34	22	17.6
	35–44	41	32.8
	45–54	39	31.2
	55–60	23	18.4
Education	Diploma	12	9.6
	Bachelor's Degree	78	62.4
	Master's Degree	35	28.0
Position	Operations Director	50	40.0
	HR Line Manager	75	60.0
Tenure (years)	1–5	20	16.0
	6–10	44	35.2
	11–15	38	30.4
	16–20	23	18.4

According to the table, the majority of respondents (65.6%) were men, (32.8%) were between the ages of 35 and 44, and (62.4%) had a bachelor's degree. The highest percentage of respondents had tenures of 6–10 years (35.2%) and 11–15 years (30.4%), while the majority held the post of HR line manager (60.0%). A systematic questionnaire using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree), was used to gather primary data. The questionnaire was developed based on validated indicators from previous studies and adapted to the plantation industry context. A pilot test with 30 respondents was conducted prior to the main data collection to ensure clarity, validity, and reliability of the instrument.

The measurement items were adapted from previously validated instruments: leadership skills indicators were adapted from Firmansyah & Maria (2022), work–life balance indicators from Prastyawan & Suprpti (2024), organizational commitment indicators from Shaleh & Firman (2018), and work motivation indicators from Robbins (2015). Each item was translated into Indonesian and refined for contextual relevance to the plantation industry based on the results of the pilot test.

Instrument and structural model testing were the two phases of data analysis. Cronbach's Alpha was used to quantify reliability, with a threshold of ≥ 0.70 , while Pearson correlation was used to evaluate validity, with a cut-off value of ≥ 0.50 . Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software was used to evaluate the hypothesized associations, and SPSS was used to examine descriptive statistics. Composite

reliability (>0.70), average variance extracted (AVE >0.50), and indicator loadings (>0.70) were used to assess the measurement model (outer model). Path coefficients, significance levels ($p < 0.05$), and R^2 values were used to evaluate the structural model (inner model). 5,000 resamples were used in bootstrapping for mediation testing. This study complied with research ethics guidelines. This study complied with research ethics guidelines. Informed consent was acquired, participation was entirely voluntary, and answer confidentiality was guaranteed. All information was presented in aggregate form and utilized only for scholarly research.

Findings

The purpose of this study's validity test was to make sure the research tool measured the desired variables precisely. According to the minimal standards frequently used in quantitative research, an indicator is deemed legitimate if its Pearson correlation coefficient is higher than 0.50. Thirty pilot test participants who were not included in the primary research sample were used for the validity test. This process was put in place to ensure that the instrument underwent quality testing before to being given to the actual respondents. All research variable indicators exhibited correlation values higher than 0.50 and were significant at the 95% confidence level, according to the validity test results. As a result, every item used in this investigation was deemed legitimate and appropriate for additional examination. Table 2 displays the specifics of the test results.

Table 2. Findings from the Research Instruments Validity Test

Construct	Indicator	Pearson Correlation	Cut-off Value	Status	Remarks
Leadership Skills (X ₁)	Decision-making ability	0.813	0.50	Valid	Acceptable
	Motivational ability	0.742	0.50	Valid	Acceptable
	Communication ability	0.761	0.50	Valid	Acceptable
	Subordinate control	0.807	0.50	Valid	Acceptable
	Responsibility	0.698	0.50	Valid	Acceptable
	Emotional regulation	0.662	0.50	Valid	Acceptable
	Time balance	0.793	0.50	Valid	Acceptable
Work–Life Balance (X ₂)	Involvement balance	0.819	0.50	Valid	Acceptable
	Self-satisfaction	0.802	0.50	Valid	Acceptable
	Job satisfaction	0.788	0.50	Valid	Acceptable
	Income adequacy	0.754	0.50	Valid	Acceptable
Organizational Commitment (X ₃)	Employee willingness	0.749	0.50	Valid	Acceptable
	Employee loyalty	0.906	0.50	Valid	Acceptable
	Employee pride	0.868	0.50	Valid	Acceptable
	Rewards	0.873	0.50	Valid	Acceptable
Work Motivation (Z)	Social relationship	0.761	0.50	Valid	Acceptable
	Life needs	0.738	0.50	Valid	Acceptable
	Work achievement	0.672	0.50	Valid	Acceptable
Managerial Performance (Y)	Completed work	0.694	0.50	Valid	Acceptable
	Target achievement	0.712	0.50	Valid	Acceptable
	Timeliness	0.756	0.50	Valid	Acceptable

Construct	Indicator	Pearson Correlation	Cut-off Value	Status	Remarks
	Teamwork	0.761	0.50	Valid	Acceptable
	Independence	0.694	0.50	Valid	Acceptable
	Communication	0.865	0.50	Valid	Acceptable

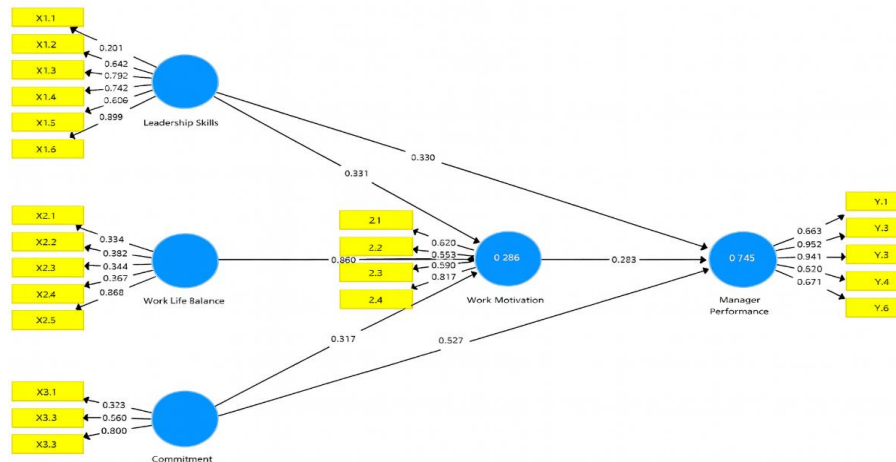
An essential step in evaluating the internal consistency of research tools is reliability testing. Ghozali (2018) states that a measurement tool is deemed dependable if it consistently yields consistent results when used repeatedly. In this case, when the Cronbach's Alpha (CA) coefficient is greater than the cutoff point of 0.70, the reliability of an indicator in a questionnaire can be acknowledged. All of the variables in this study had Cronbach's Alpha values above 0.70, according to the reliability test results, demonstrating the validity and consistency of the instruments employed to measure the desired constructs. Table 3 displays the comprehensive findings.

Table 3. Reliability Test Results

Construct	CA	Threshold (≥ 0.70)	Status
Leadership Skills	0.796	≥ 0.70	Reliable
Work-Life Balance	0.853	≥ 0.70	Reliable
Organizational Commitment	0.847	≥ 0.70	Reliable
Work Motivation	0.756	≥ 0.70	Reliable
Managerial Performance	0.862	≥ 0.70	Reliable

Tables 2 and 3 collectively show that the research instrument met the criteria of validity and reliability. All items in the validity test had Pearson correlation coefficients above 0.50, while all constructs in the reliability test produced CA values better than 0.70. These findings support the statistical validity and internal consistency of the questionnaire items, indicating that they are suitable for additional examination. To further strengthen the quality of the measurement model, reliability and convergent validity were also assessed using Cronbach's Alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE). According to Hair et al. (2019), a construct is considered reliable if Cronbach's Alpha and CR exceed 0.70, while convergent validity is achieved if the AVE value is greater than 0.50. The SmartPLS output confirmed that all constructs in this study satisfied these criteria. The full PLS-SEM model illustrating the structural relationships among the research variables is presented in Figure 1.

Figure 1. Full PLS-SEM model



The SEM diagram illustrates the constructs Leadership Skills, Work Life Balance, Commitment, Work Motivation, and Manager Performance. Most outer loading values exceed 0.70, confirming indicator validity, while the R^2 values for Work Motivation (0.286) and Manager Performance (0.745) indicate substantial predictive power. These findings align with Table 4:

Table 4. **Construct Reliability and Convergent Validity**

Construct	CA	rho_A	CR	AVE	Threshold Criteria	Status
Commitment	0.899	0.909	0.937	0.831	$\alpha \geq 0.70$; CR ≥ 0.70 ; AVE ≥ 0.50	Reliable & Valid
Leadership Skills	0.911	0.941	0.930	0.691	$\alpha \geq 0.70$; CR ≥ 0.70 ; AVE ≥ 0.50	Reliable & Valid
Manager Performance	0.941	0.953	0.954	0.776	$\alpha \geq 0.70$; CR ≥ 0.70 ; AVE ≥ 0.50	Reliable & Valid
Work–Life Balance	0.928	0.940	0.946	0.778	$\alpha \geq 0.70$; CR ≥ 0.70 ; AVE ≥ 0.50	Reliable & Valid
Work Motivation	0.936	0.944	0.954	0.840	$\alpha \geq 0.70$; CR ≥ 0.70 ; AVE ≥ 0.50	Reliable & Valid

The construct reliability and convergent validity test results are shown in Table 4. The results show that every construct satisfies the minimal threshold requirements. In particular, all constructs have Cronbach's Alpha and Composite Reliability (CR) values above 0.70, indicating good internal consistency. Additionally, the indicators for each construct sufficiently explain the variance of their latent variables, as indicated by the Average Variance Extracted (AVE) values being above 0.50. These findings demonstrate the validity and reliability of the measuring approach employed in this investigation. The high reliability coefficients reflect the stability and consistency of the measurement items, while the AVE values highlight sufficient convergent validity. Thus, the constructs of leadership skills, work–life balance, organizational commitment, work motivation, and managerial performance are statistically sound and appropriate for subsequent hypothesis testing using the structural model.

The coefficient of determination (R^2) and the adjusted R^2 values are commonly used to assess the explanatory power of the structural model. R^2 reflects the proportion of variance in the endogenous variable that can be explained by the exogenous variables included in the model, while adjusted R^2 provides a more conservative estimate by accounting for the number of predictors relative to the sample size. According to Hair et al. (2019), higher R^2 values indicate a stronger explanatory capacity of the model. In general, an R^2 value greater than zero demonstrates that the model has predictive relevance, whereas higher values suggest greater effectiveness in explaining variance. In this study, both R^2 and adjusted R^2 were calculated to evaluate the predictive strength of the research model. The adjusted R^2 values are particularly useful as they provide a corrected estimate that avoids overestimating the explanatory power of the model. Table 5 presents the adjusted R^2 values obtained in this study, which serve as the basis for interpreting the robustness and explanatory adequacy of the structural model.

Table 5. **Coefficient of Determination (R^2 and Adjusted R^2)**

Endogenous Construct	R^2	Adjusted R^2	Interpretation*
Managerial Performance	0.745	0.736	Substantial
Work Motivation	0.356	0.340	Moderate

Table 5 shows the coefficient of determination (R^2) and adjusted R^2 values for the endogenous constructs. The results indicate that managerial performance has an R^2 value of 0.745 and an adjusted R^2 value of 0.736, suggesting that approximately 74% of the variance in managerial performance can be explained by leadership skills, work–life balance, organizational commitment, and work motivation. According to Hair et al. (2019), this value falls into the “substantial” category, reflecting a strong explanatory power of the research model. Meanwhile, work motivation records an R^2 value of 0.356 and an adjusted R^2 of 0.340, which means that around 34% of the variance in work motivation is explained by leadership skills, work–life balance, and organizational commitment. Based on the interpretive guidelines, this falls under the “moderate” category. These findings demonstrate that the structural model has adequate explanatory capacity, particularly in predicting managerial performance, while also showing that work motivation is influenced by other external factors beyond the scope of this study.

The subsequent analysis employed the p-value approach to test the significance of direct relationships among variables. A path coefficient is considered significant when the p-value is less than 0.05, whereas a p-value greater than 0.05 indicates that the effect is not statistically significant. In addition to p-values, the analysis also considered the original sample estimate (O), sample mean (M), standard deviation (STDEV), and t-statistics as supporting indicators to evaluate the robustness of the results. Table 6 presents the findings of the direct effect analysis, covering the relationships between leadership skills, work–life balance, organizational commitment, work motivation, and managerial performance. The results indicate that all hypothesized direct relationships are statistically significant, as all p-values are below 0.05, thus confirming the proposed theoretical framework.

Table 6. **Direct Effects between Constructs**

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Sig
Commitment Performance → Managerial	0.327	0.318	0.072	4.542	0.000	Sig
Commitment Motivation → Work	0.315	0.310	0.090	3.491	0.001	Sig
Leadership Skills → Managerial Performance	0.300	0.296	0.064	4.724	0.000	Sig
Leadership Skills → Work Motivation	0.261	0.263	0.078	3.348	0.001	Sig
Work–Life Balance → Managerial Performance	0.293	0.291	0.068	4.304	0.000	Sig
Work–Life Balance → Work Motivation	0.260	0.260	0.078	3.328	0.001	Sig
Work Motivation → Managerial Performance	0.293	0.292	0.073	4.001	0.000	Sig

Table 6 reports the results of the direct effect analysis. The findings reveal that all hypothesized relationships between constructs are statistically significant, as indicated by p-values below 0.05 and t-statistics greater than the critical value of 1.96. Specifically, organizational commitment shows a significant positive effect on both managerial performance ($\beta = 0.327$; $p < 0.001$) and work motivation ($\beta = 0.315$; $p = 0.001$), underscoring its dual role in enhancing motivation and directly improving performance. Similarly, leadership skills exert a significant influence on managerial performance ($\beta = 0.300$; $p < 0.001$) and work motivation ($\beta = 0.261$; $p = 0.001$), suggesting that effective leadership not only boosts motivation but also directly impacts managerial outcomes. Additionally, work-life balance is a significant predictor of work motivation ($\beta = 0.260$; $p = 0.001$) and managerial performance ($\beta = 0.293$; $p < 0.001$), showing its crucial role in promoting sustainable performance. The importance of work motivation as a mediating factor in the model is validated by the fact that it has a significant impact on managerial performance ($\beta = 0.293$; $p < 0.001$). All things considered, our findings show that organizational commitment, work-life balance, and leadership abilities influence managerial performance both directly and indirectly. Work motivation serves as a critical mediator that enhances the structural model's overall explanatory power.

This study not only tested the direct effects but also looked at how work motivation mediated the relationship between management performance, organizational commitment, work-life balance, and leadership abilities. Using bootstrapping with 5,000 resamples, the significance of the indirect effects was assessed; a p-value of less than 0.05 denotes a statistically significant mediation effect. The findings of the particular indirect effects study are shown in Table 7.

Table 7. **Specific Indirect Effects**

Indirect Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Mediation Sig
Commitment → Work Motivation → Managerial Performance	0.092	0.094	0.044	2.112	0.035	Sig
Leadership Skills → Work Motivation → Managerial Performance	0.077	0.079	0.037	2.076	0.038	Sig
Work-Life Balance → Work Motivation → Managerial Performance	0.076	0.078	0.034	2.227	0.026	Sig

Table 7 reports the results of the specific indirect effects analysis, testing the mediating role of work motivation. The findings indicate that all indirect relationships are statistically significant, as shown by p-values below 0.05 and t-statistics greater than 1.96. Specifically, organizational commitment exerts a significant indirect effect on managerial performance through work motivation ($\beta = 0.092$; $p = 0.035$). This suggests that employees with stronger commitment are more motivated, which in turn enhances their managerial performance. Similarly, leadership skills demonstrate a significant mediating effect ($\beta = 0.077$; $p = 0.038$), indicating that effective leadership fosters higher levels of motivation

that translate into improved performance outcomes. In addition, work–life balance also shows a significant indirect effect ($\beta = 0.076$; $p = 0.026$), confirming that a balanced work environment positively influences motivation, which subsequently strengthens managerial performance. Collectively, these findings highlight that work motivation serves as an important mediator, amplifying the influence of leadership, work–life balance, and commitment on managerial performance.

Discussion

The results confirm that organizational commitment, work–life balance, and leadership skills influence managerial performance both directly and through work motivation as a partial mediator, reflecting the interplay of behavioral, psychological, and organizational dynamics rather than purely technical or operational factors. The structural model analysis also shows that work motivation amplifies the impacts of commitment, leadership, and work–life balance on performance by acting as a partial mediator. These results add to the body of literature by demonstrating how organizational context, motivational factors, and individual capabilities interact to explain managerial effectiveness, particularly in the plantation industry where managerial roles are extremely demanding and complex.

Theoretically, the results pertaining to leadership abilities lend credence to transformational leadership theory, which highlights the part that leaders play in inspiring, encouraging, and directing their followers, (Bass & Avolio, 2000). Managers who possess strong decision-making skills, effective communication, and emotional regulation are better equipped to cultivate a motivational climate that enhances performance. This is in line with other research that emphasizes leadership as a factor in determining job motivation and performance outcomes (Afsar & Umrani, 2020). In the plantation sector, where managers must deal with large workforces, remote operations, and environmental uncertainties, leadership skills become even more critical. The results of this study therefore extend leadership theories into a sector that has received limited attention in organizational behavior research.

Likewise, the impact of work–life balance on performance and motivation highlights the applicability of the Conservation of Resources Theory, (Hobfoll, 1989). Managers are more likely to maintain high levels of motivation and productivity when they feel that the demands of their jobs and their personal lives are balanced. These findings are consistent with research in other sectors (Greenhaus & Allen, 2011; Haar et al., 2019; Karatepe, 2013) and confirm that work–life balance is a universal determinant of performance. Work–life balance is a crucial factor in fostering resilience and effectiveness in the plantation business, which is marked by lengthy workdays and demanding physical surroundings. Thus, this study adds to the body of literature by showing that obtaining sustainable management effectiveness requires striking a balance between work and home life, especially in businesses with strong demand.

The findings further support the idea that organizational commitment is a key component that affects performance and motivation. Grounded in Social Exchange Theory (Blau, 1964), the findings suggest that when managers feel proud and committed to their organizations, they are likely to reciprocate through higher motivation and improved performance outcomes. This is supported by prior research emphasizing the mediating role of motivation in shaping employee performance (Mutiarum & Iqbal, 2021; Paais &

Pattiruhu, 2020). What distinguishes this study is its contextual focus: in plantation companies, where working conditions are often physically demanding and socially hierarchical, organizational commitment functions not only as a psychological bond but also as a key resource that buffers stress and sustains performance (Heupner, 2020; Purba, 2023). This reinforces the importance of commitment in labor-intensive sectors as a foundation for resilient motivation and managerial effectiveness.

The mediating role of work motivation emerges as particularly significant. In this study, motivation effectively channels the influence of leadership, work–life balance, and organizational commitment into enhanced managerial performance. This finding is consistent with empirical research in labor-intensive sectors, which emphasizes motivation as a central driver linking managerial inputs to performance outcomes (Mutiarum & Iqbal, 2021; Paaïs & Pattiruhu, 2020). Moreover, in the plantation industry where operational challenges are high motivation serves not only as a psychological outcome but also as a pivotal mechanism through which organizational resources are converted into managerial effectiveness (Purba, 2023; Syahputra et al., 2023). Rather than being a passive variable, motivation actively mediates complex interactions between organizational practices and performance, offering a valuable theoretical lens for performance improvement in resource-intensive environments.

Practically speaking, the findings have important ramifications for plantation industry human resource management. Establishing leadership development programs should be a top priority for organizations in order to improve managers' decision-making, communication, and motivational abilities. To maintain motivation and productivity, work-life balance measures including flexible work schedules, wellness and health programs, and stress management techniques should also be prioritized. Similarly, tactics to increase organizational commitment, such as professional development opportunities, equitable incentive structures, and recognition, are essential to building managers' pride and loyalty. When combined, these strategies can produce an inspiring environment that boosts management effectiveness and increases organizational competitiveness in the plantation sector.

This study has several drawbacks in spite of its contributions. Generalizability may be limited by the fact that the data were gathered from a single industry and in a particular geographic area. To capture dynamic changes over time, future research should think about performing longitudinal studies or cross-industry comparisons. Furthermore, self-reported survey data, which could be biased, were used in this study. Multi-source data, like objective performance measurements or supervisor ratings, could be useful in future research to validate results. Comparative insights into the universality of the observed correlations may also be obtained by extending research into other resource-intensive industries, such as forestry, mining, or fisheries.

All things considered, this study adds to the body of knowledge on organizational behavior by demonstrating that contextual elements like work-life balance and organizational commitment, as well as job motivation, have a significant mediating effect on management performance. The results fill a gap in the literature by validating well-established theories and applying them to the plantation industry. The study bridges theory and practice to offer practical insights for firms looking to improve managerial performance through

integrated tactics that foster work-life balance, boost commitment, and develop leadership all at once.

Conclusion

This study examined the direct and indirect effects of leadership skills, work-life balance, and organizational commitment on managerial performance, with work motivation as a mediating variable. All hypothesized relationships were supported: leadership skills, work-life balance, and organizational commitment each had significant positive direct effects on both managerial performance and work motivation, and work motivation in turn had a significant positive effect on managerial performance. Bootstrapping results further confirmed that work motivation partially mediates the effects of all three antecedent variables on managerial performance, supporting the study's proposed conceptual framework. These findings demonstrate how psychological processes, in addition to organizational structures and individual competencies, influence managerial performance, enhancing the model's total explanatory capacity.

This study's theoretical, empirical, and contextual contributions are what make it novel. Contextually, the study applies theories of organizational behavior to the plantation business, which is a little-studied field despite its strategic significance and distinctive working conditions. The study theoretically supports the idea that work motivation is a process that channels the effects of organizational commitment, work-life balance, and leadership into management performance rather than just a consequence. Empirically, the findings offer new proof that work-life balance, which is frequently disregarded in resource-intensive industries—is a critical factor in determining management effectiveness. By confirming and expanding on pre-existing models like the Job Demands-Resources model, Social Exchange Theory, and transformational leadership theory, these contributions enhance the body of literature.

From a practical perspective, the findings underscore the importance of integrated human resource strategies that combine leadership development, work-life balance initiatives, and organizational commitment enhancement. Plantation companies, in particular, should design leadership training programs, promote policies that enable work-life integration, and strengthen commitment through fair recognition and career advancement opportunities. These measures are expected to foster motivation, which in turn enhances managerial performance and supports long-term organizational competitiveness.

This study has limitations in spite of its contributions. Because only one sector and one location were used to acquire the data, generalizability may be limited. To strengthen the knowledge of causal links and increase the robustness of findings, future research should take into account multi-source data collecting, longitudinal research designs, and cross-industry comparisons. However, this study confirms that organizational commitment, work-life balance, and leadership abilities all influence management performance through the crucial mediating role of work motivation. It also provides useful theoretical enrichment and practical guidance.

References

- Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402–428.
- Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page Publishers.
- Astuti, Hutahut, J., & Safina, W. D. (2022). The effect of management information system and work motivation on employee performance at the Regional Secretariat of the Deli Serdang Regent's Office [Pengaruh Sistem Informasi Manajemen Dan Motivasi Kerja Terhadap Kinerja Pegawai Sekretariat Daerah Pada Kantor Bupati Deli Serdang]. *Jurnal Bisnis Mahasiswa*, 2(3), 335–350.
- Azis, E., Prasetyo, A. P., Gustiana, T. T., Putri, S. F., & Rakhmawati, D. (2019). The mediation of intrinsic motivation and affective commitment in the relationship of transformational leadership and employee engagement in technology-based companies. *Polish Journal of Management Studies*, 20(1), 54–63.
- Badrianto, Y., & Ekhsan, M. (2021). The effect of work-life balance on employee performance mediated by organizational commitment [Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi]. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 4(2), 951–962.
- Bass, B. M., & Avolio, B. J. (2000). *Multifactor leadership questionnaire manual* (2nd ed.). Mind Garden.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Chen, K.-S. (2023). A study on organizational commitment, work motivation, and job performance after the COVID-19 epidemic in Taiwan—The mediating effects of work motivation and organizational communication. *Management Studies*, 11(1), 65–74.
- David, J. (2025). Work-life balance: The key to employee engagement and performance. *LifeSciFi Journal*, 1(1), 647.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- Domagalska-Grędyś, M. (2025). A balanced professional and private life? Organisational and personal factors influencing perceived work–life balance in rural areas. *Sustainability*, 17(16), 7390.
- E-Vahdati, S., Noor, N. A. M., Mah, P. Y., Chuah, F., & Md Isa, F. (2023). Social and environmental sustainability, workers' well-being, and affective organizational commitment in palm oil industries. *Sustainability*, 15(12), 9514.
- Faisal, F. (2023). The influence of work-life balance, work stress on work engagement and performance at PT. PLN (Persero) UIW Aceh during the COVID-19 pandemic: Collectivism and individualism as moderators. *International Journal of Scientific and Management Research*, 6(11), 111–121.
- Fauziah, F., Wibowo, C. Y., & Zien, N. H. R. (2025). Mitigating climate change through green leadership: A study of the coal mining sector. *Journal of Trade Science*.
- Firmansyah, N. A., & Maria, V. (2022). The effect of leadership, organizational culture, and work motivation on employee performance at PT. The Univenus Serang [Pengaruh Kepemimpinan, Budaya Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. The Univenus Serang]. *Jurnal Inovasi Penelitian*, 2(12), 3841–3848.

- Frølich, N., & Stensaker, B. (2025). Leadership communication during organizational transformation: Case studies in higher education. *Journal of Educational Administration and History*, 57(2), 145–163.
- Gadzali, S. S. (2023). The review of organisational commitment: The effects of performance assessment, career planning, and employee's participations. *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, 9(3).
- Ghozali, I. (2018). *Multivariate analysis application with IBM SPSS 25 program* [Aplikasi analisis multivariate dengan program IBM SPSS 25] (9th ed.). Badan Penerbit Universitas Diponegoro.
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association.
- Gustina, Y., Arianto, T., Merta, M., & Herfianti, M. (2025). Transformational leadership and work motivation as predictors of employee engagement: A study at Bawaslu Bengkulu Province. *International Journal of Finance and Business Management*, 3(4), 407–424.
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2019). A cross-national study on the antecedents of work–life balance from the fit and balance perspective. *Social Indicators Research*, 142(1), 261–282.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193–206.
- Hasan, Z. M., Koraag, S. T. G., & Sista, K. (2025). The effect of organizational behavior on employee performance through motivation: A study at the Tourism Office of Yogyakarta [Pengaruh organizational behavior terhadap kinerja karyawan melalui motivasi: Studi pada Dinas Pariwisata DI Yogyakarta]. *Jurnal Administrasi Bisnis*, 6(2), 145–160.
- Hayasaka, H. (2023). Fire weather conditions in plantation areas in northern Sumatra, Indonesia. *Atmosphere*, 14(10), 1480.
- Herrera, J., & De Las Heras-Rosas, C. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*, 11, 609211.
- Heupner, S. (2020). Continuity of hegemonic power? The case of modern plantation labour in North Sumatra, Indonesia. *Journal of the Asia Pacific Economy*, 26(3), 429–441.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524.
- Jelača, M. S., Milićević, N., Bjekić, R., & Petrov, V. (2020). The effects of environment uncertainty and leadership styles on organisational innovativeness. *Engineering Economics*, 31(4), 472–486.
- Kaplan, M., & Kaplan, A. (2018). The relationship between organizational commitment and work performance: A case of industrial enterprises. *Journal of Economic and Social Development*, 5(1), 46–50.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132–140.
- Kholik, K., Sudirman, I., & Arifin, Y. (2022). The role of leadership on sustainable improvement in improving product quality in the division of PT. North Sumatra

- Coal Inalum. *International Journal of Health Economics and Social Sciences (IJHESS)*, 4(1), 48–56.
- Kibar, Y. (2023). The effect of work stress and work discipline on employee performance with work motivation as an intervening variable at PT HKI Jakarta. *IJMEA*, 1(2), 668–682.
- Kim, M., & Beehr, T. A. (2022). Empowering leadership improves employees' positive psychological states to result in more favorable behaviors. *The International Journal of Human Resource Management*, 33(12), 2344–2375.
- Kim, S.-S., & Yoon, D.-Y. (2025). Impact of empowering leadership on adaptive performance in hybrid work: A serial mediation effect of knowledge sharing and employee agility. *Frontiers in Psychology*, 16, 1448820.
- Kirani, A. (2023). The effect of work experience, educational background, organizational commitment, and performance appraisal on performance [Pengaruh Pengalaman Kerja, Latar Belakang Pendidikan, Komitmen Organisasi, dan Penilaian Kerja Terhadap Kinerja]. *JIBEMA: Jurnal Ilmu Bisnis, Ekonomi, Manajemen, dan Akuntansi*, 1(1), 43–53.
- Komarudin, N. (2024). Implementation of environmental policies by six oil palm plantation companies in South Sumatra. *IOP Conference Series: Earth and Environmental Science*, 1308(1), 012060.
- Kurnia, C., & Widigdo, A. M. N. (2021). Effect of work-life balance, job demand, job insecurity on employee performance at PT Jaya Lautan Global with employee well-being as a mediation variable. *European Journal of Business and Management Research*, 6(5), 147–152.
- Mardikaningsih, R., & Arifin, S. (2022). The effect of employee involvement and work-life balance on turnover intention [Pengaruh Keterlibatan Karyawan Dan Keseimbangan Kehidupan Kerja Terhadap Turnover Intention]. *Jurnal Baruna Horizon*, 5(1), 40–49.
- Maulida, M., Darwanis, D., & Diantimala, Y. (2021). Self-efficacy, work motivation, budgetary participation, budget targets, accountability and managerial performance: Evidence from Aceh, Indonesia. *Journal of Accounting Research, Organization and Economics*, 4(2), 127–139. <https://doi.org/10.24815/jaroe.v4i2.17935>
- Muhyi, H. A. (2021). The effect of affective commitment, continuance commitment, and normative commitment on cooperative management performance in Sukabumi City, West Java. *AdBispreneur: Jurnal Pemikiran Dan Penelitian Administrasi Bisnis Dan Kewirausahaan*, 6(1).
- Mutiaram, R., & Iqbal, M. (2021). The influence of leadership and organizational culture on employee performance of PT Georg Fischer Indonesia through motivation as intervening variable. *Dinasti International Journal of Management Science*, 3(2), 257–275.
- Paaais, M., & Pattiruhu, J. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Peral, S. L., & Weitz, A. (2025). Empowering leadership, playful work design, and work engagement. *South African Journal of Psychology*, 1–12.
- Poernamasari, I. O., Muhajirin, A., & Ali, H. (2023). The effect of leadership, work-life balance, and career development on organizational performance [Pengaruh Kepemimpinan, Keseimbangan kehidupan kerja dan Pengembangan Karir terhadap Kinerja Organisasi]. *Jurnal Ilmu Manajemen Terapan*, 5(1), 30–38.
- Prastyawan, H., & Suprapti, S. (2024). Analysis of self-efficacy, career development, and work-life balance on employee performance at BLU UPTD TRANS Semarang [Analisis Efikasi Diri, Pengembangan Karir, Dan Keseimbangan Kehidupan Kerja

- Terhadap Kinerja Karyawan BLU UPTD TRANS Semarang]. *Serat Acitya*, 13(1), 98–111.
- Purba, N. (2023). Analysis of leading plantation sub-sector commodity growth centers in North Sumatra. *International Journal of Agricultural Social Economics and Rural Development (IJASERD)*, 3(1), 14–24.
- Putra, I. (2024). *The effect of leadership, organizational commitment, and job satisfaction on employee performance at LPD Desa Adat Kerobokan* [Pengaruh Kepemimpinan, Komitmen Organisasi, dan Kepuasan Kerja terhadap Kinerja Karyawan di LPD Desa Adat Kerobokan] [Unpublished thesis]. Universitas Mahasaraswati Denpasar.
- Rahman, P., Arifin, Z., Firdausi, I., Safril, S., & Tanujaya, K. (2022). Effect of work environment and leadership on employee performance through work motivation during the COVID-19 pandemic. *Journal of International Conference Proceedings*, 5(1). <https://doi.org/10.32535/jicp.v5i1.1474>
- Ramadhani, F., Kasimin, S., & Arida, A. (2021). Analysis of plantation sub-sector contribution to economic growth in North Sumatra Province [Analisis kontribusi subsektor perkebunan terhadap pertumbuhan ekonomi provinsi sumatera utara]. *Jurnal Ilmiah Mahasiswa Pertanian*, 6(2), 9–17.
- Retnowati, E., Darmawan, D., Putra, A. R., Putra, R. S., & Issalillah, F. (2023). The effect of psychological capital, quality of work life, and leadership on employee performance [Pengaruh Modal Psikologis, Kualitas Kehidupan Kerja, dan Kepemimpinan terhadap Kinerja Pegawai]. *Jurnal Baruna Horizon*, 6(1), 31–38.
- Robbins, S. P. (2015). *Organizational behavior* [Perilaku Organisasi]. Salemba Empat.
- Romadhani, D., Kirana, K., & Subiyanto, E. (2022). Work culture and job satisfaction on performance with motivation as intervening variable. *Jurnal Riset Bisnis Dan Manajemen*, 15(1), 7–14. <https://doi.org/10.23969/jrbm.v15i01.5164>
- Rony, M. K. K. (2023). The association between work-life imbalance, employees' unhappiness, work impact on families, and family impact on work among nurses: A cross-sectional study. *Informatics in Medicine Unlocked*, 38, Article 101226.
- Safitri, L. (2024). Potential for low-emissions oil palm production in Indonesia: Insights from spatiotemporal dynamics. *Environmental Research Letters*, 19(5), 054045.
- Shah, M., & Asad, M. (2018). Effect of motivation on employee retention: Mediating role of perceived organizational support. *European Online Journal of Natural and Social Sciences*, 7(2), 511–520.
- Shaleh, M., & Firman, S. P. (2018). *Organizational commitment on employee performance* [Komitmen organisasi terhadap kinerja pegawai]. Penerbit Aksara Timur.
- Siregar, J. R. R., & Rizaldi, A. (2024). The effect of job burnout and work-life balance on employee satisfaction at PT. FVS Arthadharma Indonesia Bandung City [Pengaruh Kejenuhan Kerja Dan Keseimbangan Kehidupan Kerja Terhadap Kepuasan Karyawan Pada PT. Fvs Arthadharma Indonesia Kota Bandung]. *Journal of Economics, Management, Business and Accounting (JEMBA)*, 4(1), 104–110.
- Sudarti, K., & Riyanto, D. (2025). Improving human resource performance through transformational leadership, organizational commitment, and work motivation at the Kotabaru Fuel Terminal. *Sultan Agung Management Journal*.
- Sutoni, S., & Sugiyarti, G. (2025). Optimizing employee performance through achievement motivation and human resource quality with organizational commitment as an intervening variable. *Saudi Journal of Business and Management Studies*, 10(7), 317–331.
- Syahputra, F. P., Badri, J., Susanti, F., & Ramafina, S. F. (2023). The effect of leadership and motivation on employee performance at the Department of Manpower and Industry of Padang City [Pengaruh Kepemimpinan Dan Motivasi Terhadap Kinerja

- Pegawai Dinas Tenaga Kerja Dan Perindustrian Kota Padang]. *Economina*, 2, 1075–1087. <https://ejournal.45mataram.ac.id/index.php/economina/article/view/520>
- Syamsuarni, Suriyanti, & Serang, S. (2023). The effect of leadership, motivation, and work enthusiasm on employee performance at PT. Semen Tonasa [Pengaruh Kepemimpinan, Motivasi, dan Semangat Kerja Terhadap Kinerja Karyawan PT. Semen Tonasa]. *Nobel Management Review*, 6(1), 465–475.
- Umoh, E. B. (2025). *The impact of effective communication on managerial performance: Exploring channels, patterns, and information flow in organizational success*. SSRN.
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Widhiantara, P. A. W., Sujana, I. W., & Novarini, N. N. A. (2023). The effect of leadership, work discipline, and work motivation on employee performance at FIFGroup Kuta Branch [Pengaruh Kepemimpinan, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan FIFGroup Cabang Kuta]. *Jurnal Emas*.