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The Influence of Work Life Balance and Leadership Style on Employee Performance: The Mediating Role of Organizational Commitment (A Study at PT Media Group Asia)

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Abstract

This study analyzes the influence of work life balance and leadership style on employee performance, with organizational commitment as a mediating variable, at PT Media Group Asia Denpasar. A quantitative approach with a causal research design was applied. The population consisted of all 29 permanent employees of PT Media Group Asia Denpasar, so a saturated sample (census) was used. Data were collected through a Likert-scale questionnaire and analyzed using path analysis with the assistance of SPSS. The results show that work life balance and leadership style each have a positive and significant effect on organizational commitment, and also have a positive and significant direct effect on employee performance. Organizational commitment likewise has a positive and significant effect on employee performance. However, organizational commitment is not proven to mediate the effect of either work life balance or leadership style on employee performance, as confirmed through the Sobel test. These findings suggest that improving work life balance and implementing effective leadership are key factors that can directly enhance employee performance at PT Media Group Asia Denpasar.

Keywords: work life balance, leadership style, organizational commitment, employee performance, path analysis.

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INTRODUCTION

Human resources constitute a strategic asset for organizations in facing an increasingly dynamic business environment. Organizational success is determined not merely by technological sophistication or capital strength, but largely by the quality and performance of its employees (Robbins & Judge, 2022). Consequently, improving employee performance has become a primary concern for organizations across industries, including the fast-growing digital marketing sector.

The rapid pace of digital transformation, the demand for real-time information, and tight performance targets often increase employees' workload and psychological pressure, which can disturb the balance between work life and personal life. Work life balance refers to a condition in which individuals are able to harmonize the demands of work with personal and family life, so that both roles can be carried out optimally without interfering with one another (Lumunon et al., 2019). Employees with good work life balance tend to experience lower stress, higher job satisfaction, and more optimal performance (Allen et al., 2000), whereas an imbalance between work and personal life tends to reduce motivation, increase fatigue, and negatively affect performance.

Beyond work life balance, leadership style is another critical determinant of employee performance. Leadership style reflects how a leader influences, directs, and motivates employees toward organizational goals (Northouse, 2021). Leaders who are able to make timely decisions, communicate effectively, motivate subordinates, and manage their emotions well tend to create a conducive working environment that drives performance improvement, while an ineffective leadership style can lower morale, trigger conflict, and weaken employees' commitment to the organization.

PT Media Group Asia is a digital marketing agency operating under the brand SATUVISION, headquartered in Denpasar, Bali, with a branch office in Jakarta. The company was established in July 2021 with a primary focus on performance marketing, combining international agency experience with local market expertise across services such as strategy and planning, advertising, email marketing, customer relationship management, creative solutions, search engine optimization, content marketing, and social media management. As illustrated below, the company operates through a structured organizational hierarchy supporting its rapidly expanding digital service portfolio.

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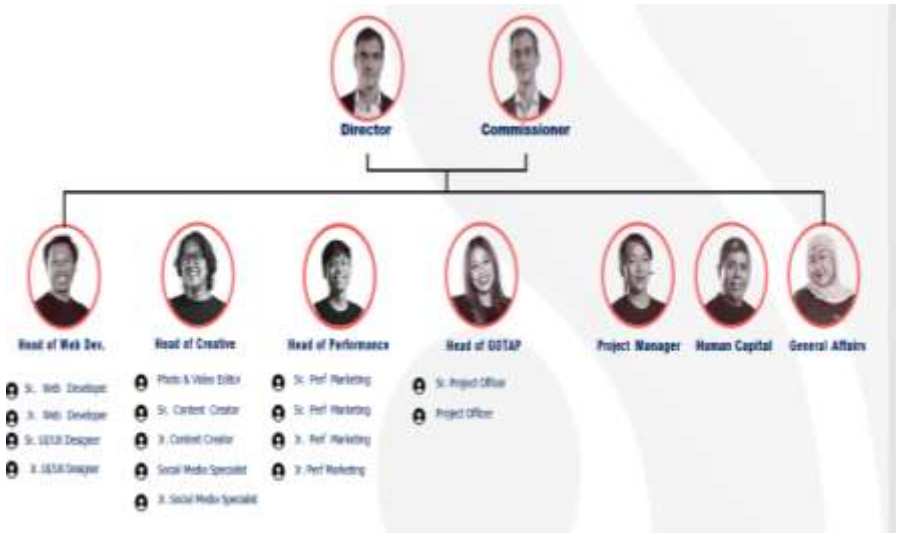


Figure 1. Organizational Structure of PT Media Group Asia

As a company operating in a fast-changing, target-driven, and client-oriented digital industry, PT Media Group Asia requires employees to work under high intensity, tight deadlines, and constant readiness to adjust campaign strategies. Preliminary observation revealed that leadership at PT Media Group Asia tends to focus primarily on target achievement, while attention to employees' workload and psychological condition remains suboptimal. Communication between leaders and employees is still dominated by a one-way pattern, with limited space for discussion, input, or feedback, which potentially reduces employee participation in decision-making and hinders the innovation that the digital marketing industry requires.

These conditions indicate a gap between the company's need for a productive, digitally competitive workforce and the extent to which work life balance and leadership style have been optimally managed to support employee commitment and performance. Consequently, empirical research is required to comprehensively examine how work life balance and leadership style jointly influence employee performance, with organizational commitment serving as a mediating mechanism. This study therefore aims to analyze these direct and indirect relationships, contributing both theoretically to human resource management literature and practically to PT Media Group Asia's strategic management decisions.

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OBJECTIVES

This study aims:

1. To analyze the influence of work life balance on organizational commitment at PT Media Group Asia.
2. To analyze the influence of leadership style on organizational commitment at PT Media Group Asia.
3. To analyze the influence of work life balance on employee performance at PT Media Group Asia.
4. To analyze the influence of leadership style on employee performance at PT Media Group Asia.
5. To analyze the influence of organizational commitment on employee performance at PT Media Group Asia.
6. To analyze the influence of work life balance on employee performance through organizational commitment at PT Media Group Asia.
7. To analyze the influence of leadership style on employee performance through organizational commitment at PT Media Group Asia.

Research Design

This study employs a quantitative approach with a causal (explanatory) research design intended to explain the causal relationships between work life balance and leadership style on employee performance, with organizational commitment as a mediating variable. The independent variables are work life balance (X_1) and leadership style (X_2), the mediating variable is organizational commitment (Y_1), and the dependent variable is employee performance (Y_2). Data were analyzed using path analysis with the assistance of SPSS software, examining both the direct and indirect effects among variables, with indirect effects further tested using the Sobel test.

Population and Sample

The population consists of all permanent employees of PT Media Group Asia, totaling 29 people. Following Arikunto (2018), who suggests that when a population is fewer than 100, the entire population should be used as the sample, this study applied a saturated sampling (census) technique, in which all 29 employees were included as respondents.

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Research Variables and Instrument

The research variables comprise work life balance (X_1), measured through time balance, involvement balance, and satisfaction balance (Ganapathi, 2016); leadership style (X_2), measured through decision-making ability, motivating ability, communication ability, ability to control subordinates, and emotional control (Sari & Putra, 2019); organizational commitment (Y_1), measured through affective, continuance, and normative commitment (Wibawa et al., 2019); and employee performance (Y_2), measured through work quality, work quantity, timeliness, effectiveness, and independence (Dewi, 2019). All items were measured using a five-point Likert scale. The complete indicator and questionnaire item structure is summarized in the table below.

Table 1. Research Variables, Indicators, and Questionnaire Items

Variable	Indicator	Sample Questionnaire Item
Work Life Balance (X_1)	Time balance; involvement balance; satisfaction balance	I have enough time for my family despite work demands; I can focus on work without neglecting personal responsibilities
Leadership Style (X_2)	Decision-making ability; motivating ability; communication ability; ability to control subordinates; emotional control	My leader is able to make decisions quickly when needed; My leader conveys work information clearly
Organizational Commitment (Y_1)	Affective commitment; continuance commitment; normative commitment	I feel proud to be part of PT Media Group Asia; Staying with this company provides benefits for me
Employee Performance (Y_2)	Work quality; work quantity; timeliness; effectiveness; independence	I complete my work neatly and carefully; I am able to complete tasks without always being guided by my supervisor

Source: Ganapathi (2016); Sari & Putra (2019); Wibawa et al. (2019); Dewi (2019)

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Data Collection Technique

Primary data were collected through a closed questionnaire distributed to all 29 employees, both directly on paper and online via Google Form. Secondary data were obtained through company documentation, including employee records and the organizational structure of PT Media Group Asia, to support the theoretical framework and interpretation of results.

Data Analysis Technique

Data were analyzed using path analysis, an extension of multiple linear regression used to estimate causal relationships among variables that have been theoretically established, employing SPSS software. The analysis included instrument testing (Pearson product-moment validity and Cronbach's alpha reliability), classical assumption testing (normality, multicollinearity, and heteroscedasticity), coefficient of determination testing, and hypothesis testing of direct effects. The significance of indirect (mediating) effects was further examined using the Sobel test, where a Z-value greater than 1.98 at the 5% significance level indicates that the mediating variable significantly mediates the relationship between the independent and dependent variables, while a Z-value below 1.98 indicates the absence of a significant mediation effect.

DISCUSSION

Respondent Profile and Instrument Quality

The study involved 29 respondents, predominantly female (58.6%), with tenure of less than six years (72.4%), aged below 26 years (48.3%), and holding a bachelor's degree (65.5%). This profile indicates that PT Media Group Asia is supported by a relatively young, well-educated workforce with strong potential for career development. All research instruments were confirmed valid and reliable, with Pearson correlation coefficients above 0.30 and Cronbach's alpha values above 0.60 across all constructs. Descriptive results further showed that work life balance (mean 4.06), leadership style (mean 3.80), organizational commitment (mean 3.81), and employee performance (mean 4.10) fell into the "good" to "high" category, indicating generally favorable employee perceptions across all constructs.

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Table 2. Respondent Characteristics

Characteristic	Category	Number (persons)	Percentage (%)
Gender	Male / Female	12 / 17	41.4 / 58.6
Length of Service	< 6 years / 6–10 years / > 10 years	21 / 4 / 4	72.4 / 13.8 / 13.8
Age	< 26 years / 26–35 years / 36–45 years	14 / 12 / 3	48.3 / 41.4 / 10.3
Education	Diploma / Bachelor's Degree / Master's Degree	9 / 19 / 1	31.0 / 65.5 / 3.4

Source: Appendix 3

Structural Model and Hypothesis Testing

Classical assumption tests confirmed that the regression model was normally distributed (Kolmogorov-Smirnov Asymp. Sig. = 0.177 > 0.05), free from multicolinearity (VIF < 10; tolerance > 0.10), and free from heteroscedasticity (Glejser test, all significance values > 0.05). The coefficient of determination indicated that the model explains employee performance variation reasonably well, with a total coefficient of determination (R^2) of 0.331, meaning that 33.1% of the variance in employee performance is explained by work life balance, leadership style, and organizational commitment jointly, while the remaining 66.9% is explained by other factors outside the model. Hypothesis testing results are summarized below.

Table 3. Direct Effect Test Results

Path	Path Coefficient	Sig.	Result
Work life balance (X_1) → Organizational commitment (Y_1)	0.466	0.009	H1 accepted
Leadership style (X_2) → Organizational commitment (Y_1)	0.347	0.045	H2 accepted
Work life balance (X_1) → Employee performance (Y_2)	0.598	0.003	H3 accepted
Leadership style (X_2) → Employee performance (Y_2)	0.551	0.003	H4 accepted

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Organizational commitment (Y_1) → Employee performance (Y_2)	0.428	0.029	H5 accepted

Source: Appendix 8 and 9

Table 4. Indirect Effect Test Results (Sobel Test)

Path	Indirect Effect	Z Value	Result
Work life balance (X_1) → Organizational commitment (Y_1) → Employee performance (Y_2)	0.199	1.790	H6 rejected (Z < 1.98)
Leadership style (X_2) → Organizational commitment (Y_1) → Employee performance (Y_2)	0.149	1.553	H7 rejected (Z < 1.98)

Source: Appendix 8 and 9

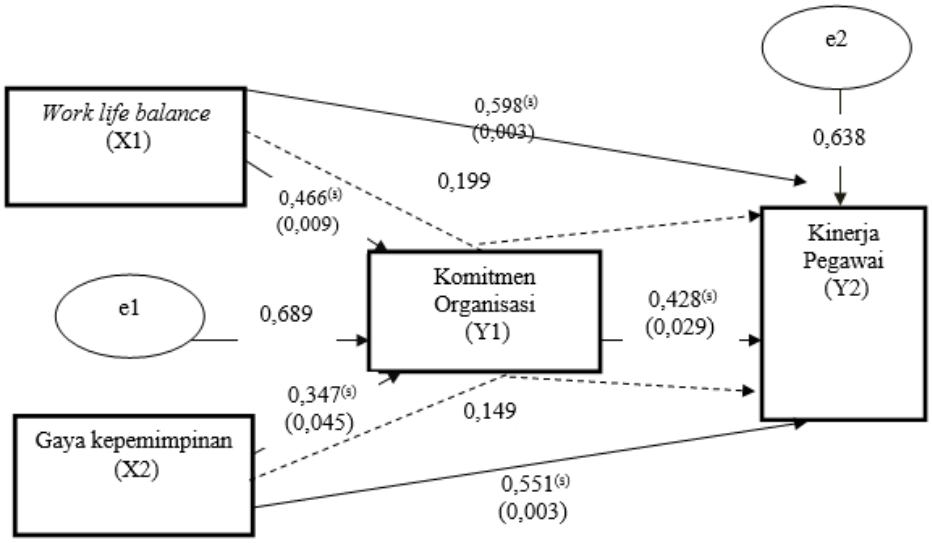


Figure 2. Path Analysis Model (Final Results)

Effect of Work Life Balance on Organizational Commitment

Work life balance showed a positive and statistically significant effect on organizational commitment (β = 0.466; p = 0.009), so Hypothesis 1 is accepted.

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Employees who are able to balance work and personal life tend to feel more comfortable and secure, which strengthens their sense of belonging and loyalty to the organization. This finding is consistent with Putri and Hadi (2024) and Meisy and Putra (2025), who reported that work life balance significantly enhances organizational commitment.

Effect of Leadership Style on Organizational Commitment

Leadership style showed a positive and statistically significant effect on organizational commitment (β = 0.347; p = 0.045), so Hypothesis 2 is accepted. Employees who perceive their leaders as capable of motivating, communicating clearly, and guiding subordinates tend to develop stronger trust and attachment to the organization. This aligns with Sebastian and Andri (2024), who found that leadership plays a critical role in shaping employees' organizational attitudes.

Effect of Work Life Balance on Employee Performance

Work life balance showed a positive and statistically significant effect on employee performance (β = 0.598; p = 0.003), so Hypothesis 3 is accepted the strongest direct path in the model. Employees who successfully balance work and personal responsibilities tend to have better physical and psychological conditions, greater focus, and higher work motivation. This finding supports Arifin et al. (2025) and Putri and Hadi (2024), who confirmed the positive contribution of work life balance to employee performance and productivity.

Effect of Leadership Style on Employee Performance

Leadership style showed a positive and statistically significant effect on employee performance (β = 0.551; p = 0.003), so Hypothesis 4 is accepted. Effective leadership creates a conducive and harmonious working environment that encourages employees to work more productively and responsibly. This is consistent with Arifin et al. (2025) and Arfandi and Kasran (2023), who found that leadership style significantly strengthens performance outcomes.

Effect of Organizational Commitment on Employee Performance

Organizational commitment showed a positive and statistically significant effect on employee performance (β = 0.428; p = 0.029), so Hypothesis 5 is accepted. Employees with high organizational commitment tend to work more diligently, disciplined, and

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responsibly to support organizational goals. This finding aligns with Putri and Hadi (2024), reinforcing organizational commitment's role in driving performance.

Mediating Role of Organizational Commitment between Work Life Balance and Employee Performance

The indirect effect was positive but statistically insignificant (indirect effect = 0.199; Z = 1.790 < 1.98), so Hypothesis 6 is rejected. Work life balance appears to influence employee performance more dominantly through a direct pathway, such as improved focus, energy, and work motivation, rather than through strengthened organizational commitment. This result contrasts with Haar et al. (2014) and Kim and Park (2021), who found organizational commitment to mediate this relationship in different organizational contexts.

Mediating Role of Organizational Commitment between Leadership Style and Employee Performance

The indirect effect was positive but statistically insignificant (indirect effect = 0.149; Z = 1.553 < 1.98), so Hypothesis 7 is rejected. Leadership style appears to affect employee performance directly through work direction, motivation, and communication, without necessarily being channeled through a strengthened sense of organizational commitment. This finding diverges from Arifin et al. (2025) and Caillier (2020), who reported organizational commitment as a significant mediator between leadership and performance, suggesting that the mediating mechanism may vary across organizational and cultural settings.

CONCLUSION

This study concludes that work life balance and leadership style each have a positive and significant effect on organizational commitment among employees of PT Media Group Asia Denpasar. Both variables also have a positive and significant direct effect on employee performance, with work life balance showing the strongest direct influence. Organizational commitment itself significantly and positively influences employee performance, confirming its relevance in the employee performance process. However, organizational commitment does not significantly mediate the relationship between either work life balance or leadership style and employee performance, as confirmed by the Sobel test results for both pathways. These findings indicate that the improvement of employee performance at PT Media Group Asia is more strongly

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determined by directly optimized work life balance and leadership practices than by pathways operating through organizational commitment, highlighting the strategic importance of workload management and leadership development as immediate performance levers within the company.

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