

The Influence of Leadership on Performance with Work Life Balance as an Intervening Variable at BPJS Employment Sumbagut Regional Office

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Abstract

This research was conducted to determine the influence of leadership on performance with work life balance as an intervening variable at the BPJS Employment Regional Office of Sumbagut, this type of research uses quantitative, the data source for this research uses primary data, this research was conducted at the BPJS Employment Regional Office of Sumbagut, the population of this research is 130 employees using a sampling technique, namely Slovin, so the sample used is 97 employees. Collecting respondent data using and distributing questionnaires. The research method used is expert analysis and the measuring tool uses Smart PLS version 3. The results of this research are as follows: Leadership has a positive and insignificant effect on performance with an original sample value of 0.068 and a P value of 0.477. Leadership has a positive and significant effect on Work Life Balance with an original sample value of 0.686 and a P value of 0.000. Work Life Balance has a positive and significant effect on performance with an original sample value of 0.812 and a P value of 0.000. Work Life Balance is able to become an intervening variable and influence the Leadership variable on Performance indirectly with an original sample value of 0.557 and a P value of 0.000.

Keywords Leadership, Work Life Balance, Performance.

INTRODUCTION

Human resources have a very important position for an organization because humans play an important role in activities that occur in everyday life, especially in the work environment. Humans were created by God as the most perfect living creatures because they have reason among other living creatures. Without humans, a company cannot carry out its activities, meaning that humans are really needed. In this era of globalization, human resources are the foundation for companies to achieve success. Human resources are the main role in a company. Leadership can be said to be a leader's way of directing, encouraging and managing all elements within a group or organization to achieve a desired organizational goal so as to produce maximum employee performance.

Increasing employee performance means achieving the results of a person or employee's work in realizing organizational goals. The abilities and skills of a leader are important factors in motivating employees to work better. In this case, the influence of a leader really determines the direction of the organization's goals, because to realize the organization's goals it is necessary to implement a role in leading work that is consistent with the work situation faced. Apart from that, a leader in carrying out his duties must try to create and maintain good relationships with his subordinates so that they can work productively. Thus, indirectly employee motivation increases. The function of a leader is to guide, mentor, guide, develop work motivation, drive the organization, establish good communication, carry out regular supervision, and direct subordinates to the targets they want to achieve. In this regard, it is the obligation of every leader to motivate his subordinates to work better.



The leadership role is also a way that a person has to influence a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. The success of an organization, both as a whole and as a group within a particular organization, is very dependent on the effectiveness of leadership to arouse employee motivation or enthusiasm for their duties and responsibilities.

Performance in an organization is a benchmark for determining whether or not the organization is successful in achieving its stated goals. The performance of an organization is largely determined by the quality of the performance of the employees who work in it. Employee performance can be said to be good if the employee can carry out the tasks assigned to him completely, because in general performance is assessed by what the employee has done and what work results have been achieved during work. There are many factors that influence performance, some of which are competency factors, employee loyalty factors, and job training factors implemented by the company. Performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period. Performance can also be interpreted as an achievement achieved in carrying out services to the community within a period.

Working is a person's main goal in achieving self-actualization of their potential. On the way to work, most people begin to feel that there are other things they need to pay attention to besides work. What is meant is the personal life lived in daily life. Life at work, work and family, work and personal fulfillment, work and social life, all illustrate the issue of harmonious and balanced arrangements between work and other lives. Work-life conflict will occur if work activities can hinder the fulfillment of employees' other needs. One important factor is the extent to which work-life balance generally applies throughout the organizational hierarchy. Therefore, companies where you work are expected to create or form a work-life balance so that workers or employees can balance their dual roles. Not only companies are expected to create work-life balance policies, but employees should also be able to balance their roles and work professionally so that work balance can be realized well.

The phenomenon that occurs at BPJS Employment Sumbagut Regional Office is that many employees do not have a work-life balance so that employees only think about their own work and are unable to balance their own work if they are asked to do work outside of their job, so employees prefer to do other work until they are ready. , this also makes the leadership have to act better, namely providing training to build a work-life balance attitude for employees, but this is not what the organization's leaders do.

LITERATURE REVIEW

According to Kartono (2014), leadership is the traits, habits, temperament, character and personality that distinguish a leader in interacting with other people. According to Fahmi (2016), "Leadership is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with planned orders."

Leadership Indicators

According to Kartono (2014), a person's leadership can be seen and assessed from several indicators as follows:

1. The ability to make decisions. Decision making is a systematic approach to the nature of the alternatives faced and taking action that according to calculations is the most appropriate action.
2. Ability to "motivate" Ability to motivate is the driving force that results in a member of an organization being willing and willing to mobilize his or her ability (in the form of expertise or skill) energy and time to carry out various activities for which he or she is responsible and fulfill his or her obligations, in order to achieve the goals and objectives of the organization. which has been determined previously.
3. Communication skills Communication skills are the skill or ability to convey messages, ideas or thoughts to other people with the aim of the other person understanding what is meant well, directly verbally or indirectly.
3. Ability to control subordinates A leader must have the desire to make other people follow his wishes by using personal power or position power effectively and appropriately for the long-term interests of the company. This includes telling other people what to do in a tone that varies from firm to demanding or even threatening. The goal is so that tasks can be completed well.
4. Responsibility A leader must have responsibility to his subordinates. Responsibility can be defined as an obligation that is obligatory to bear, assume responsibility, bear everything or give responsibility and bear the consequences.
5. Ability to control emotions The ability to control emotions is very important for the success of our lives. The better our ability to control our emotions, the easier it will be for us to achieve happiness.

Performance

According to Kasmir (2019) performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time, while according to Afandi (2021) performance is the willingness of a person or group of people to carry out or improve activities in accordance with their responsibilities with results. which are expected.

Performance Indicators

There are several performance indicators according to Kasmir (2019), namely:

1. Quality: Performance measurement can be done by looking at the quality of work produced by a particular process.
2. Quantity, namely measuring performance, can also be done by looking at the quantity (amount) someone produces.
3. Time, namely for certain types of work, there is a time limit for completing the work. If there is a violation or non-compliance with deadlines, it can be assumed that the performance is not good and vice versa.



4. Timeliness is where activities can be completed, or production results can be achieved within the specified time period.

Work Life Balance

According to Handayani (2013), work-life balance is a condition when a person is able to share roles and feels satisfaction in these roles as indicated by low levels of work family conflict and high levels of work family facilitation or work family enrichment. According to Ganapathi & Gilang, (2016) work-life balance means employees can freely use flexible working hours to balance their work or work with other commitments such as family, hobbies, art, studies and not only focus on their work. Khairi (2018) stated that work-life balance is an individual's ability to balance work and personal life so that individuals can minimize conflict.

Work Life Balance Indicator

The indicators put forward by Khairi (2018) are as follows:

1. Work interferes with personal life.
2. Personal life interferes with work.
3. Personal life enhances work.
4. Work improves personal life.

METHOD

This type of research uses quantitative research. According to Sugiyono (2017), quantitative research methods are: "Quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly. , data collection using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses."

The definition of population according to Sugiyono (2017) is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. "The population used in this research was 130 employees.

"The definition of a sample according to Sugiyono (2017) is part of the number and characteristics of the population." Thus, it can be concluded that the sample is part and/or representative of the number and characteristics of the population studied. The sample will be carried out using the Slovin sample as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$N = 130$$

$$e = 0.05 (5\%)$$

$$n = N/(1 + N \times e^2)$$

$$n = 130 / (1 + (130 \times 0.05))$$

$$n = 130 / 1 + (130 \times 0.0025)$$

$$n = 130 / 1 + 0.325$$

$$n = 130 / 1,345$$

$$n = 96,654$$

Rounded up the 97 samples used were 97 employees.

The research was carried out for 2 months from October to November, this research was carried out at BPJS Employment, Sumbagut Regional Office.

According to Sugiyono (2017) data sources that can be used are primary data sources and secondary data sources. Primary data sources are data sources that directly provide data to data collectors. The data source used is the primary data source in this research. Data collection in this research was carried out by distributing questionnaires to respondents. According to Sugiyono (2017) a questionnaire is a data collection method which is carried out by giving a set of questions or written statements to respondents for them to answer.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent



variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2014). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q² value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Models

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer model testing

In testing the outer model, the aim is to see the validity and reliability of a model. This test analysis will look at the influence of the Loading factor, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability.

Loading factor

Factor loading is the initial stage in testing the validity of a model, the condition for factor loading is that it must be > 0.6 , so that the indicator is said to be valid. If it is not valid

then it must be removed from the model (Husein. 2015). To find out the outer model analysis for this research, see below:

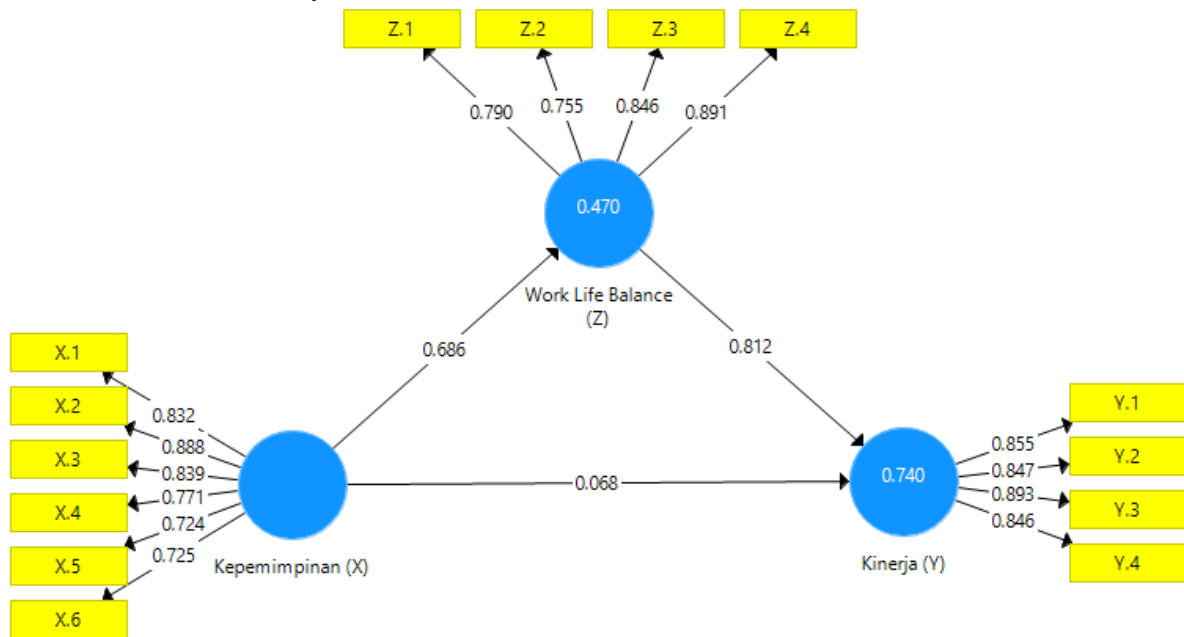


Figure 1. Loading Factor

The regression equation in this research is as follows:

$$Z = X + e$$

$$Z = 0.686 X + 0.470$$

$$Y = X + Z + e$$

$$Y = 0.068 X + 0.812Z + 0.740$$

Cross Loading

Cross Loading is a construct correlation with measurement items that is greater than other construct measures, so it shows that the latent construct measures in their block are better than other block measures (Fornell and Larcker, in Ghazali, 2014). The test results from Cross Loading can be seen in the image below:

Table 1. Cross Loading

	Leadership (X)	Performance (Y)	Work Life Balance (Z)
X.1	0.832		
X.2	0.888		
X.3	0.839		
X.4	0.771		
X.5	0.724		
X.6	0.725		
Y.1		0.855	
Y.2		0.847	
Y.3		0.893	



Y.4		0.846	
Z.1			0.790
Z.2			0.755
Z.3			0.846
Z.4			0.891

Source: Smart PLS

In the table above there is a cross loading value that is greater than 0.6, so the research is valid and can proceed to the next stage.

Discriminate Validity

Discriminant validity can be tested by looking at the cross-loading table. This output is used to test discriminant validity at the indicator level with the condition that the correlation between the indicator and the late variable is > compared to the correlation between the indicator and other latent variables (outside the block). For more clarity, see the table below:

Table 2. Discriminate Validity

	Leadership (X)	Performance (Y)	Work Life Balance (Z)
X.1	0.832	0.470	0.567
X.2	0.888	0.580	0.638
X.3	0.839	0.475	0.528
X.4	0.771	0.481	0.427
X.5	0.724	0.547	0.618
X.6	0.725	0.408	0.458
Y.1	0.483	0.855	0.804
Y.2	0.458	0.847	0.672
Y.3	0.575	0.893	0.748
Y.4	0.635	0.846	0.721
Z.1	0.579	0.665	0.790
Z.2	0.415	0.685	0.755
Z.3	0.675	0.631	0.846
Z.4	0.573	0.835	0.891

Source: Smart PLS

In this research, the value of the cross-loading factor is greater than that of each cross loading factor on each variable and the indicator has a value that is greater than each of the other latent variables, meaning that this research is discriminantly valid.

Construct Reliability and Validity

In this research, to see the reliable and valid results in a research result, namely if the Coranbach alpha value is greater than 0.6 then the research is considered reliable, if the composite reliability is greater than 0.7 then the research is considered valid, if the AVE

value is greater of 0.6 then the research is considered reliable which can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership (X)	0.885	0.913	0.638
Performance (Y)	0.883	0.919	0.741
Work Life Balance (Z)	0.839	0.893	0.676

Source: Smart PLS

It can be seen in table 3 above that there is a Cronbach alpha value greater than 0.6 in each variable, the reliable composite value has a value greater than 0.7 in each variable, the AVE value has a value greater than 0.6 in Each variable means that this research is valid and reliable so that it meets the research requirements and can carry out the next research stage.

Inner model testing

Coefficient of Determination R2 (R-Square)

The goodness of fit in PLS can be determined by the Q2 value. The Q2 value has the same meaning as the coefficient of determination (R-Square) in regression analysis.

Table 4. R Square Value

	R Square	Adjusted R Square
Performance (Y)	0.740	0.735
Work Life Balance (Z)	0.470	0.465

Source: Smart PLS

You can see in table 4 above that there is an R square value for the Performance variable with a value of 0.740 if the percentage is 74.0%, meaning that the influence of the Leadership and Work Life Balance variables has an effect on Performance by 74.0% and the rest on other variables. The R square value of the Work Life Balance variable is 0.470 if the percentage is 47.0%, meaning that the influence of Leadership on Work Life Balance is 47.0%, the rest is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:



Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership (X) -> Performance (Y)	0.068	0.712	0.477	Rejected
Leadership (X) -> Work Life Balance (Z)	0.686	11,842	0,000	Accepted
Work Life Balance (Z) -> Performance (Y)	0.812	10,699	0,000	Accepted

Source: Smart PLS

In this research, there are hypothesis values in the table above and the discussion will be explained as follows:

1. Leadership has a positive and insignificant effect on performance with an original sample value of 0.068 and a P value of 0.477. This means that if leadership increases then performance will not necessarily increase and if leadership decreases then performance will potentially decrease.
2. Leadership has a positive and significant effect on Work Life Balance with an original sample value of 0.686 and a P value of 0.000. This means that if leadership increases, the employee's Work Life Balance will increase and if leadership decreases, Work Life Balance will decrease.
3. Work Life Balance has a positive and significant effect on performance with an original sample value of 0.812 and a P value of 0.000. This means that if work life balance increases, performance will increase and if work life balance decreases, performance will also decrease.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership (X) -> Work Life Balance (Z) -> Performance (Y)	0.557	10,726	0,000	Accepted

Source: Smart PLS

Table 6 above shows the results of the hypothesis indirectly and can be explained as follows: Work Life Balance is able to become an intervening variable and influence the Leadership variable on Performance indirectly with an original sample value of 0.557 and a P value of 0.000. This means that having work life balance improves employee performance and the leadership that is carried out is also very good so that employees indirectly have work life balance characteristics.

CLOSING

Conclusion

1. Leadership has a positive and insignificant effect on performance at the BPJS Employment Sumbagut Regional Office
2. Leadership has a positive and significant effect on Work Life Balance at BPJS Employment Sumbagut Regional Office
3. Work Life Balance has a positive and significant effect on performance at the BPJS Employment Sumbagut Regional Office
4. Work Life Balance is able to become an intervening variable and influence the Leadership variable on Performance indirectly at BPJS Employment Sumbagut Regional Office

Suggestion

1. Organizations must choose leaders who have a responsible nature and have intelligence in acting so that what is planned for the organization in the future runs well and according to the wishes of the organization.
2. Organizations must increase employee awareness to be able to balance work in the organization and work outside the organization, so that it does not cause problems in work in the organization by conducting short training and motivation for employees so they can improve their performance and be able to balance with other needs outside the organization.
3. Organizations must improve employee performance to a better level by conducting regular training for organizational needs and organizational progress.

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