

The Role of Commitment Organization as Mediation Influence Leadership Transformational and Work-Life Balance on the Performance of Sales General Employees

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ABSTRACT

Employee is part in a company, besides it's also in the environment employee there is a leader or someone who can set and carry direction coordination of goals organization. Besides leader every employee no free of the necessary work life balance they do for the sake of achieving it interest the totality of each individual employee. This study aims to test and analyze role commitment organization as mediation influence leadership transformational and work life balance towards performance general sales employees of PT. Bank Mandiri (Persero) Tbk Situbondo Cluster. This research includes in approach quantitatively using questionnaire as tool data collection from respondent. Respondents in this study were 52 sales employees using sample saturated. Method analysis use Partial Least Square Equation Model (SEM-PLS) structure using smartPLS 3.0 software. Research results shows that leadership transformational own no influence significant to commitment organization and performance employees, while the work life balance has significant influence to commitment organization and performance employees, as well as commitment organization own significant influence to performance employee. Commitment organization No can role as mediation from leadership transformational to performance, however commitment organization can role as mediation Partial from work life balance to performance employee.

Keywords: Leadership Transformational, Work Life Balance, Commitment Organization, Performance.



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INTRODUCTION

In realizing vision mission company, of course No regardless from the HR role of employees in carrying out each task and function every division. Besides employee there are also roles incumbent leader walk company in the future. Importance leader in implementing style his leadership is key key to influencing others. According to Hersey dan Blanchard dalam Chaniago (2017) "Leader is someone who can influence others or group to do show Work maximum has been set fit for purpose organization". Leadership style There is various type kind of one of them leadership

transformational. According to (Muhammad & Rahardja, 2021a) that leadership transformational influential to performance employee. Because leader give openness on input and suggestions in completing his job as well as with exists supervision from leaders, employees have active and capable finish in accordance targeted amount company so that produce efficient and optimal results. Which become element important to performance employees, because that work-life balance can influence a performance somebody (Soelistya, 2022).

Work life balance like took time time for family, taking care business side, formal or informal education or even hobby to be other activities so balance employees at work and live quality of life too become focus attention company that will make his employees the more perform well in running every his job. Study (Badrianto & Ekhsan, 2021) exists good work-life balance too grow desire employee still stay and survive in the organization. Commitment own role important to improve performance employee.

Fluctuation motivation to continue committed Of course Keep going move on and on employee feel, yet Again if exists leader company that has style leadership that doesn't in accordance hope employees, colleagues no work Can cooperate, facilities that do not in accordance hope is A feel yourself on each employee Because status Outsourcing. Their desire to get endure and achieve what is wanted they must works fine with no sacrifice one interests, then they are must still guard work-life balance goes well with stability in responsibilities answer personal and family order as a whole interest can accommodated and well resolved.

Leadership transformational

A leader capable make perception as an individual can supports and cares for the people he leads through a balance of individual, motivation and inspiring charisma. leadership models transformational, that is individual friendliness, stimulation intellectual, motivational inspirational, and the ideal (Tamengkel & Rumawas, 2022) influence addition it's in his book Bass dan Riggio (2006) four component from leadership transformational Idealized Influence or charisma is something leader behave in a way become role model for his subordinates, Inspiration motivation / inspiration is one from behavior leader transformational that inspires the employees in the environment, the Intellectual Stimulation or stimulation intellectual is capable leadership stimulate his subordinates think solutive, Individual Consideration or attention to individuals ie behavior giving leader attention at work. This means that leadership transformational so tight relation against the current era's leadership model that is not only pressure the employees / subordinates to do something it also motivates, cares for, directs, supports, and inspires regular subordinates put forward repair possible performance inspire to achieve objective organization in a manner effective and efficient to organization.

Work Life Balance

Work-life balance or balance life work is matter important thing to do done in every company. work-life balance is walk balance in life somebody between life personal, life family with task obligations at work every someone inside company However with No leave one or among them so that stability and flexibility on each interest fulfilled with ok. So for reach matter the need management self in apply balance life in work and life outside job. According to Hudson dalam (Saleh et al., 2015) work-life balance / balance life work is meant as level where somebody involved in a number of role his life in matter this guard alignment with his job. No something is sacrificed in every role, accommodating every interest well done.

According to (Fisher et al., 2009) say if work-life balance has 4 dimensions, namely:

1. WIPL (Work Interference with Personal Life), explains about as far as work can bother life personal individual. For example, work can make somebody difficult arrange time for life personal.

2. PLIW (Personal Life Interference with Work), explains about how far is life personal individual can bother his job. For example, if individual own problem in the life personally, this can disturbing performance individual at the time work.
3. PLEW (Personal Life Enhancement Work), explains about how far is life personal somebody can increase performance individual in work. For example, if individual feel like because life personal pleasant so matter this can make atmosphere heart individual at the time Work become fun.
4. WEPL (Work Enhancement of Personal Life), explains about as far as work can increase quality life personal individual. For example acquired skills individual at the time Work possible individual for utilize Skills the in life every day.

Commitment Organization

Commitment is something circumstances where an employee take sides and settle on something organization and its goals, as well intend look after membership in the organization.(Meyer & Allen, 1991) organizational commitment as something construct psychological which is characteristics connection member organization with its organization and have implication to individual decision to continue membership in the organization. It was concluded by Yusuf and Syarif (2018) that commitment organization is attitude of "loyalty". Employee to organization, by the way still survive in the organization, help reach objective organization and not own desire to leave organization for a reason whatever". behavior organization that commitment organization as which circumstances connection employees with their organizations each other influence is employee endure or No (Meyer & Allen, 1991), which is divided into three component namely :

1. Commitment affective (affective commitment), related with emotional, identification, and involvement employees inside something organization. commitment affective is a behavioral process Where through matter the somebody will think about connection they with organization in matter value and unity purpose. this rate is position Where objective individuals and values merges with estimated organization in a manner direct influence desire individual For still stay in organization so that employee with affective tall Still join with organization Because desire still become member organization.
2. Commitment sustainable (continuance commitment). Related with perception employee about losses to be he faced If leave organization. Employee with base organization the caused because employee the need organization. It can too see as something desire for still stay in organization because consideration cost when they remove.
3. Commitment normative (normative commitment), related with results from experience socialization, depending from so far what feeling obligations you have employee. Desire employee for stay in organization based on duty, loyalty, and moral obligation. Type This Possible originate from culture individual or ethics work, because they feel responsible answer for still stay in organization. Feeling loyalty and duty underlying commitment influencing normative individual for still stay in organization because that of course obligation them. Commitment this also raises feeling obligation to employee for give reply on what ever received from organization.

Performance

According to (Silaen 2021) job performance or the usual called performance is someone who does function responsibly answer and succeed in a manner quality nor quantity. Besides That according to Moeherson in (2021) performance is efforts to achieve objective legally, no violate according to law and in accordance with morals and ethics, in accordance with authority and responsibility answer each individually, both individually qualitative and quantitative. So by general performance is reach objective work in a manner quality nor maximum quantity according to be Rule Company. According to please et al (2021) there are five indicators in measuring performance employee:

1. Quality Work is perfection task to skills and abilities employees and perceptions employee to quality generated work. In matter this every employee must capable carry out his job with Skills quality work.

2. Quantity Work is the amount requested in units and cycles completed activities stated in quantity. In matter this every employee he said something work with still apply the amount / result that is done. At least every company usually already set minimum/ maximum performance in matter measurement.
3. Accuracy time is finish activity with appropriate time and maximize existing time with activity other. In matter this employee must can manage time with well, set time for work one with work other.
4. Effectiveness is raise results from each unit in use source Power with method maximizing level use source Power organization (labor, money, materials tray). In matter this employee must capable utilize facilities that are obtained by the company for the sake of support continuity job.
5. Commitment is level Where an employee can operate function work and responsibility the answer to company. Usually if every one of that correct commitment good in finish duties and functions so will get maximum results.

Hypothesis

H1: Leadership transformational influential significant to commitment organization

H2: Work-life balance influential significant to commitment organization

H3: Leadership transformational influential significant to performance employee

H4: Work-life balance influential significant to performance employee

H5: Commitment organization influential significant to performance employee

H6: Commitment organization mediate influence leadership transformational to performance employee.

H7: Commitment organization mediate influence work-life balance to performance employee.

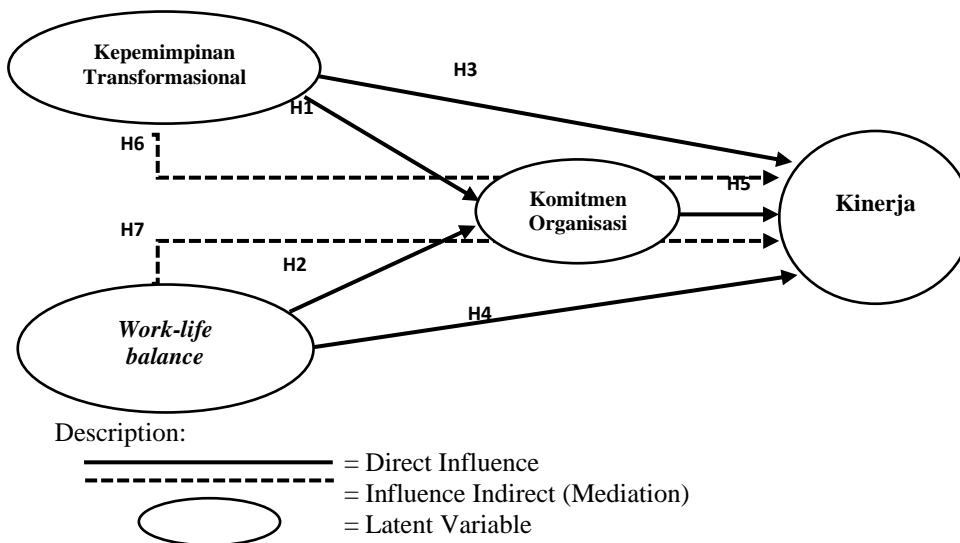


Figure 1. Framework Conceptual
 Source : 2023 research and data processing

METHODS

This research uses approach quantitative where population is as many as 52 sales employees with the sample used is sample saturated, 52 employees it consists from productive general sales (SGP) and genera sales consumer (SGK). The consideration is that researchers can see results later for more representative. Data collection is done by using questionnaire using scale likert 1-5. Researcher use method analysis Structural Equation Modeling -Partial Least Square (SEM-PLS), so measurement can is known between magnitude indicators and influences between the variables. Software used is

SmartPLS 3.0. SEM is a class of multivariate techniques that combine aspects of factor analysis and regression, allowing researchers to simultaneously examine / analyze relationship between indicator variables to variables and relationships variable latent (Hair et al, 2017)

RESULTS AND DISCUSSION

This research did model analysis using 2 model methods in SEM PLS, namely the measurement model or the usual one called the outer model and structural model (Structural model) or the usual called the Inner Model. Before do testing below is characteristics the respondent to be population and sample.

Characteristics Respondents Based on Type Sex

This characteristic is based on all sales at PT. Bank Mandiri (Situbondo Cluster) spread across 2 Situbondo Regencies /Cities and Bondowoso Regencies /Cities. The sales are also in the jobdesk divided on Productive General Sales (SGP) and Consumptive General Sales (SGK). Those results is as following:

Table 1. Characteristics Respondents Based on Type Gender.

No	Type Sex Respondents	Amount Respondents	Percentage (%)
1	Man	44	84.6
2	Woman	8	15.4
Total		52	100

Source: Internal data of PT. Bank Mandiri (Persero) Tbk 2023

MEASUREMENT MODEL OR OUTER MODEL

Measurement model testing based on convergent validity testing in it can be through factor loading and Average Variance Extracted (AVE), while discriminant validity inside can also be through former larker, cross loading, and heteroite monotraits (HTMT). Next process is use reliability testing in it there is method with Cronbach Alpha and Composite Reliability.

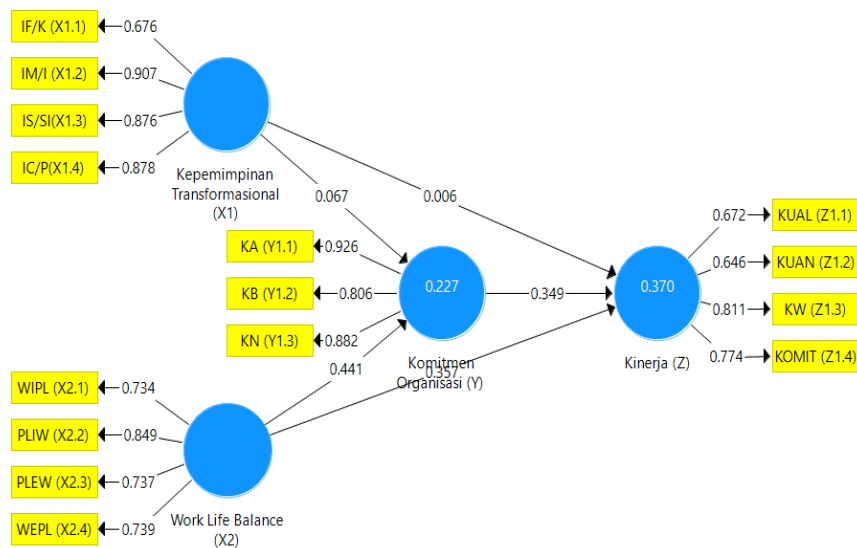


Figure 2. Measurement model or outer model in smart PLS data processing

Convergent Validity with Loading Factor

Loading factor at stage development scale, loading 0.50 to 0.60 still can accepted (Ghozali, 35: 2021). So that researcher use value 0.6. For the Rule of thumb to be reference. Those results is as following:

Table 2. Convergent validity test results with factor loading

Variable	Indicator	Loading Factor	Rule Of Thumb	Results
KT-IF/K	X1.1	0.676	0.600	Valid
KT-IM/I	X1.2	0.907	0.600	Valid
KT-IS/SI	X1.3	0.876	0.600	Valid
KT-IC/P	X1.4	0.878	0.600	Valid
WLB-WIPL	X2.1	0.734	0.600	Valid
WLB-PLIW	X2.2	0.849	0.600	Valid
WLB-PLEW	X2.3	0.737	0.600	Valid
WLB-WEPL	X2.4	0.739	0.600	Valid
ka	Y1.1	0.926	0.600	Valid
KB	Y1.2	0.806	0.600	Valid
KN	Y1.3	0.882	0.600	Valid
K-QUAL	Z1.1	0.672	0.600	Valid
K-KUAN	Z1.2	0.646	0.600	Valid
K-KW	Z1.3	0.811	0.600	Valid
K-COMMIT	Z1.4	0.774	0.600	Valid

Source : 2023 smartPLS data processing

Convergent Validity with AVE (Average Variance Extracted)

The AVE value is used to measure the accuracy of each indicator on each variable. Recommended results is a good AVE score is required own mark more big of 0.5 (Ghozali, 2021: 68). Those results is as following:

Table 3. Results of convergent validity testing with AVE

	AVE value	Rule Of Thumb	Results
Leadership transformational	0.704	0.500	Valid
Work-life balance	0.587	0.500	Valid
Commitment	0.762	0.500	Valid
Performance	0.818	0.500	Valid

Source: 2023 smartPLS data processing

Discriminant validity with forner larker

Forner larker considered achieved if top value from every column more tall from column column underneath. Those results is as following:

Table 4. Results of discriminant validity testing with Former Larker

	Leadership transformational	Performance	Commitment organization	Work-life balance	Results
Leadership transformational	0.839	-	-	-	Achieved
Performance	0.269	0.729	-	-	Achieved

Commitment Organization	0.274	0.519	0.873	-	Achieved
Work-life balance	0.470	0.524	0.473	0.766	Achieved

Source : 2023 smartPLS data processing

Discriminant Validity with Cross Loading

The cross loading value shows magnitude correlation between indicators other. Measurement models has good discriminant validity if correlation mark the indicator taller rather than correlation with indicators other. Indicator every variable compared with indicators on variables other.

Table 5. Discriminant validity test results with cross loading

	Leadership transformational	Performance	Commitment Organization	Work-life balance	Results
IC/P (X1.4)	0.878	0.262	0.258	0.476	Achieved
IF/K (X1.1)	0.676	0.142	0.237	0.171	Achieved
IM/I (X1.2)	0.907	0.233	0.235	0.365	Achieved
IS/SI (X1.3)	0.876	0.251	0.187	0.527	Achieved
KA (Y1.1)	0.243	0.537	0.926	0.444	Achieved
KB (Y1.2)	0.060	0.333	0.806	0.235	Achieved
KN (Y1.3)	0.348	0.450	0.882	0.497	Achieved
COMMIT (Z1.4)	0.153	0.774	0.346	0.539	Achieved
QUALITY (Z1.1)	0.038	0.672	0.356	0.259	Achieved
KUAN (Z1.2)	0.233	0.646	0.274	0.340	Achieved
KW(Z1.3)	0.332	0.811	0.516	0.355	Achieved
PLEW (X2.3)	0.392	0.260	0.401	0.737	Achieved
PLIW (X2.2)	0.324	0.466	0.382	0.849	Achieved
WEPL (X2.4)	0.313	0.423	0.426	0.739	Achieved
WIPL (X2.1)	0.439	0.437	0.222	0.734	Achieved

Source : SmartPLS data processing

Discriminant Validity with Heteroite-Monotrait (HTMT)

Hanseler in ghozali (2021) states that HTMT <0.90 is very good and discriminant validity has been achieved between partner construct reflective

Table 6. Results of discriminant validity with heteroite-monotrait (HTMT)

	Leadership transformational	Performance	Commitment Organization	Work-life balance
Leadership transformational				
Performance	0.364			
Commitment Organization	0.295	0.641		
Work-life balance	0.582	0.689	0.576	

Source : Smart PLS data processing

Reliability with Cronbach Alpha

Cronbach alpha value is used to view magnitude mark reliability something variable (Ghozali, 2014:41). Dahlan et al (2014) scale of Cronbach alpha grouped to 5, namely (0.00-0.20) very not reliable, (0.21-0.41) no reliable, (0.42-0.60) enough reliable, (0.61-0.80) reliable, (0.81-1) very reliable.

Table 7. Reliability Test Results with cronbach alpha

Variable	ca	Rule Of Thumb	category
Leadership transformational	0.855	0.700	Very reliable
<i>Work-life balance</i>	0.765	0.700	Reliable
Commitment	0.848	0.700	Very reliable
Performance	0.704	0.700	Reliable

Source: Smart PLS data processing

Measurement results variable work-life balance, commitment and performance, Cronbach Alpha achieved because value > 0.70 means mark reliable and for its category variable leadership transformational and committed enter very reliable category.

Reliability with Composite Reliability

Besides Cronbach alpha reliability testing can also be use composite reliability, composite reliability can stated reliable if composite reliability value with a value of > 0.7.

Table 8. Reliability test results with composite reliability

Variable	CR	Rule Of Thumb	Results
Leadership transformational	0.904	0.700	Reliable
<i>Work-life balance</i>	0.850	0.700	Reliable
Commitment	0.906	0.700	Reliable
Performance	0.818	0.700	Reliable

Source: smart PLS data processing

All composite values variable is at on value 0.7. The value It means variable own mark good reliability in accordance with the minimum value limits that have been required.

STRUCTURAL MODEL OR INNER MODEL

Testing the inner model or structural model is used to see connection between variable construct. R-Square testing to find out how much big influence the independent variable that is formulated, then next F-Square testing to find out how much big influence variable exogenous to endogenous and final variables testing coefficient path (Path Coefficient) to measure significance magnitude influence the so that testing hypothesis then do testing direct relationship (direct effect) and relationship indirectly (indirect effect) through the smartPLS software. So that later can explained type the mediation.

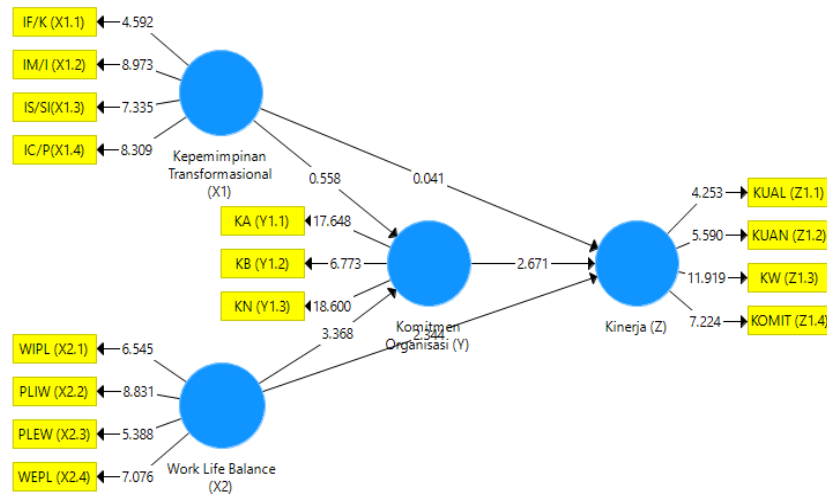


Figure 3. Structural model or inner model in Smart PLS data processing

R-Square test

R2 analysis or a test of determination that is to know how much big influence the independent variable in this case is leadership transformational (X¹) and work-life balance (X²) to variable dependent that is commitment organization (Y) and performance (Z).

Table 9. R-Square test results

Variable	R Square	Adjusted R Square	Category
Performance	0.370	0.330	Moderate
Commitment Organization	0.227	0.195	Moderate

Source: SmartPLS data processing

Evaluation the from the value that is affected / dependent just. Based on the above data, found result of R² from performance (Z) ie of 0.370, this is significant by 37% performance influenced by leadership transformational, work-life balance and commitment organization, the rest as much as 63% is explained by other variables outside variable those that do n't discussed in this study. Results R² of commitment organization (Y) ie of 0.227, this means 22.7 % commitment organization influenced by leadership transformational and work-life balance, the rest of 77.3% commitment organization explained by other variables that are not discussed in this study.

F-Square test

This test knows is influence something variable exogenous to endogenous variables belong weak influence, medium or strong. class the value of f square f² is 0.02 classified weak (small), 0.15 classified as medium (medium), 0.35 classified strong (big) (Ghozali, 2021: 75)

Table 10. F-Square test results

	Leadership transformational	Performance	Commitment Organization	Work-life balance
Leadership transformational	-	0.000	0.004	-
Performance	-	-	-	-
Commitment Organization	-	0.149	-	-
Work-life balance	-	0.131	0.196	-

Source: Smart PLS data processing

Result of influence something variable exogenous endogenous with explanation as following:

- F Square value (f^2) leadership transformational (X_1) to commitment organization (Y) is of 0.004 (<0.02) classified very weak influence
- F Square value (f^2) leadership transformational (X_1) to performance (Z) is of 0.000 (<0.02) classified very weak influence
- The F Square value of commitment organization (Y) against performance (Z) is of 0.149 (≥ 0.02 to -0.15) classified medium influence
- Value of F Square work-life balance (X_2) against performance (Z) is of 0.131 (≥ 0.02 to -0.15) is classified medium influence
- Value of F Square work-life balance (X_2) against commitment organization (Y) is of 0.196 (≥ 0.15 to -0.35) classified strong influence (big)

Direct Influence Path Coefficient Test

Testing using the bootstrapping menu on the smartPLS software. Hypothesis accepted or rejected with care mark significance between variable of T- statistics and P-values.

Table 11. Coefficient results track direct influence

	Sample (O)	Sample Average)	Standard Deviation	T Statistics	P Values	Results
Leadership transformational on Performance	0.006	0.027	0.148	0.041	0.968	No Significant
Leadership transformational to Commitment Organization	0.067	0.082	0.120	0.558	0.577	No Significant
Commitment Organization on Performance	0.349	0.365	0.152	2,671	0.008	Significant
Work-life balance on Performance	0.357	0.365	0.152	2,344	0.019	Significant
Work-life balance to Commitment Organization	0.441	0.444	0.131	3,368	0.001	Significant

Source: SmartPLS data processing

Hypothesis first (H1), test is leadership transformational (X_1) effect significant to commitment organization (Y). Test results shows that value leadership transformational (X_1) to commitment organization (Y) is worth positive with the T- statistic value <1.96 , namely 0.558 and P-values > 0.05 , namely 0.577 means hypothesis first rejected so that leadership transformational (X_1) effect No significant to commitment organization (Y)

The second hypothesis (H2) tests is work-life balance influential significant to commitment organization. Test results shows that value work-life balance (X_2) against commitment organization (Y) is worth positive with the T- statistic value > 1.96 which is 3.368 and the P-value is <0.05 which is 0.001 meaning hypothesis second accepted so that work-life balance (X_2) effect significant to commitment organization (Y)

The third hypothesis (H3) tests is leadership transformational (X_1) effect significant to performance (Z). Test results shows that value leadership transformational to performance worth positive with

the T- statistic value < 1.96 , namely 0.041 and the P-value is > 0.05 , namely 0.968, which means hypothesis third rejected so that leadership transformational (X_1) effect No significant to performance (Z).

The fourth hypothesis (H4) tests is work-life balance (X_2) effect significant to performance (Z). Test results shows that value work-life balance to performance worth positive with the T- statistic value > 1.96 , namely 2.344 and P-value < 0.05 , namely 0.019, it means fourth hypothesis accepted so that work-life balance (X_2) effect significant to performance (Z)

The fifth hypothesis (H5) tests is commitment organization (Y) influence significant to performance (Z). The results show that the value commitment organization to performance worth positive with the T- statistic value > 1.96 which is 2.671 and P-value < 0.05 which is 0.008 means the fifth hypothesis is accepted so that commitment organization (Y) influence significant to performance (Z).

Influence Path Coefficient Indirect

Table 12. Influence Path Coefficient Results Indirect

	Origin Sample	Sample Average	Standard Deviation	T-Statistics (O/ Stdev)	P Values	Results
Leadership Transformational through Commitment Organization to performance	0.023	0.029	0.047	0.495	0.620	No significant
Work-life balance through commitment Organization to Performance	0.154	0.156	0.077	2.003	0.045	Significant

Source : SmartPLS data processing

The sixth hypothesis (H6) is tested is commitment organization (Y) can mediate influence leadership transformational (X_1) to performance employee (Z). Test results shows that value leadership transformational through commitment organization to performance worth positive with a T- statistic < 1.96 , namely 0.495 and a P-value > 0.05 , namely 0.620, the hypothesis rejected It means commitment organization (Y) does not can mediate influence leadership transformational (X_1) to performance employee (Z).

Hypothesis seventh (H7) test is commitment organization (Y) can mediate influence work-life balance (X_2) against performance (Z). Test results shows that value work-life balance through commitment organization to performance worth positive with a T- statistic > 1.96 , namely 2.003 and a P-value < 0.06 , namely 0.045, the hypothesis accepted It means commitment organization (Y) can mediate influence work-life balance (X_1) against performance employee (Z).

Table 13. Summary results type mediation from direct and indirect influence

Connection Variable		Mark P-Value	Conclusion	Type Mediation
Direct Hub	Leadership transformational to Performance	0.968	Influential No Significant	No Mediation (No Mediation Effect)
Indirect Hub	Leadership Transformational Through Commitment organization Against Performance	0.620	Influential No significant	No Mediation Effect)
Direct Hub	Work-life balance to performance	0.019	Influential significant	Mediation Partial
Indirect Hub	Work-life balance through commitment organization to performance	0.045	Influential significant	(Partial Mediation)

DISCUSSION

1. Leadership transformational To Commitment Organization

Leadership transformational influential No significant to commitment organization. It shows If leader apply leadership transformational with Good so sales commitment will increase although the increase No significant, because soul leadership applied transformation a leader no sales feel completely, chief No always is at close and in direct contact with the sales, because there are a lot of sales work and activity outside office For seek and visit customer, besides That another thing too that though exists leader apply leadership transformational, sales already hold commitment before, because basically unit leader always change in period certain then sales can adapt quickly because sales are used to it will change style leadership, besides it's used to sales adapt to new people because of course activity Lots meet new people, like meet every customer day change replace to find. Application culture the morals of BUMN in it there is a point "Adaptive" in fact Correct implemented by sales employees so to leader even then the sales will capable adapt quickly and well. The results of this study support study Purmawati *et al* (2017) leadership transformational influential positive and no significant to commitment organization.

2. Work-life balance To Commitment Organization

Work-life balance influential significant to commitment organization. This show if work-life balance sales are increasing Good so increasing sales commitment increase. Increasing sales commitment to endure because sales believe that working at PT. Bank Mandiri (Persero) Tbk get facilities and standards operational standard operating procedures (SOPs). run in accordance standardization company such as working hours, leave, portions work and others in accordance with applicable conditions so that all outside affairs work will still walk Because company No make employee the more stressed and bored. Sales apart must think about work, they also have to to spare For life privately, them must capable think For do scale priority order each interest / business can accommodated with good and done with smoothly. Become No balance if one or whole activity No resolved, yes So they will lost one or including, like if sales are too busy at work, management time No well, then time For family will reduced, same case like if the sales don't capable prioritize which comes first like too attach importance matter personal until forget work, p the will influence his job is not visit done, assessment superior become bad Because No Can Work with good and lost work become the choice to be received. Research results this support research conducted by Ardiansyah & Surjanti (2020) that proves that work-life balance own positive influence significant to commitment organization. Another research conducted by (Badrianto & Ekhsan, 2021) that work-life balance influential positive significant to commitment organization.

3. Leadership transformational Against Performance

Leadership transformational influential No significant to sales performance, so If leadership transformational that the more Good so No become something very influential thing completely. In principle No Who the leader but because they used to see all something on task and focused to job. Enactment rewards and punishments become the main thing, because sales are required reach the target or at least reach the specified minimum limit company. Sales apart not enough get touch direct nor feel direct in a manner consistent to style applied leadership a sales leader, Bank Mandiri also being develop several systems on sales performance through the digitalization process job, the main priority sales task is seek and collect documents to be filed and processed, communications direct to neither does the leader Lots Because they focus to what are they will get No of flavors and properties applied by each leader. It that's what can become something base why leadership transformational influence No significant. Research results this support research conducted Priyo (2018) that proves that leadership transformational influential No significant to performance. Besides that support research conducted by Novitasari & Asbari (2020) that leadership transformational influential No significant to performance employee.

4. Work-life balance Against Performance

Work-life balance influential significant to performance employee, so if work-life balance the more Good so performance employees will too the more ok. Sales assume if affairs personal is the same importance with affairs job, they will the more enthusiastic Work if affairs outside work still the same the same walk. Work-life balance seen from how much balance performance work they can resolved because if they No can carry out work-life balance so matter that will impact on performance them. Work they are one of them must meet and have time For visit meet customers and debtors, the first Because as form empathy an employee to customer, guard connection Good with nasabah, dig potency on each other support between they if customers need something that is in Bank Mandiri of course the sales immediately offer and give solution on need customer. this means during working hours they will maximizing work the done with well, and so do they can be professional thing This signify that problem personal No they take it to work and when they can finish affairs personal, create they focus return to job. Research results this support research conducted by those (Badrianto & Ekhsan, 2021) who prove it that work-life balance influential significant to performance employee. There is positive relationship compared straight with performance employee so that when work-life balance walk with Good so performance will too the more Good

5. Commitment Organization Against Performance

Commitment organization own significant influence to performance. Those results show that if commitment the more strong so performance will too the more increase. Sales commitments are set by them yourself, and commitment the will guard stability work them, another thing if they feel commitment they down so will also impact on his work, because company want a permanent employees Want to committed For work at the company so that No maybe sales will replaced by employees other. Kindly principle committed strong matter this will make somebody do something with maximum because they have commitments held, the same like a committed salesperson to his job Of course will impact on its performance, though in the reality performance that relative to size each person however at least reach performance best will going on with itself. Research results this support research conducted by Ardiansyah & Surjanti (2020) that commitment and performance employee own significant relationship. Besides it also supports research conducted by Siswatiningsih (2018) that there is significant influence between commitments organizational to performance employee.

6. Leadership transformational Against Through Performance Commitment Organization

Commitment organization No capable mediate from influence leadership transformational to performance. Leadership transformational No influence performance employee although every

employee Already own commitment organization, so matter This commitment organization no choice The main thing is to increase sales performance, other options that affect performance a number of possibility among them more compensation, the environment work, load work, and so on. Sales when do outside activity leaders ' offices Of course still make an effort carry out his job with well, like still do communication and coordination, monitoring work, as well do maintenance to what to be source problem matter This Of course will A little help the sales in manage every his job. Sales more focus to what will he get, like Work with maximum and exceeded the target that has been set company so will get incentives, productivity grading sales employees will also following, assessment and opportunity promotions too choice to be he got. No exists mediation (No mediation effect) commitment organization from influence leadership transformational to performance employees, results study This different with Muhammad & Rahardja (2021) his research show commitment organization capable become intervening variable in between style leadership transformational to performance employee.

7. Influence Work-life balance Against Through Performance Commitment Organization

Kindly Partial commitment organization capable mediate influence work-life balance to performance sales employee. Work -life balance important for performance employee let alone the sales own commitment strong organization matter this make sales performance increases increase. Sales assume life No only about work but time for family needed because not quite enough answer in the House stairs, usefulness work to task personal or otherwise. Work -life balance need done for harmony inside and outside work accommodated Good so that every interest No each other disturbed. There is mediation in a manner partial (partial mediation) role commitment organization from influence work-life balance to performance sales employee. Research results this in line with what was done by Badrianto & Ekhsan (2021)) that work-life balance proven influential positive significant to performance employee through commitment organization.

CONCLUSION

H1) Leadership transformational influential positive No significant to commitment organization. Many time outside office where sales work make style, pattern, and leadership model applied by each leader not yet Of course felt by sales. So from That leader must capable communicate and search something solutions so that leadership is applied by each leader can felt by the sales, so leader know extent to which sales are committed to company. H2) Work-life balance influential positive significant to commitment organization. Sales assume that work-life balance it really affects commitment, basically the sales assume that when company can give no time too Lots For Work so employee will Certain on mental health implemented by the company, because actually life That No only about work, but also about anything else there is outside work like, time For family, worship, and so on.

H3) Leadership transformational influential positive No significant to performance employee. Sales in Work they will focus to what are they do, because company implement the desired achievement targets achieved sales each month, p This make more sales focus to what to be task he For achieve the target that has been determined, because sales are not employee fixed / only employee contract outsourcing which is the concept is measurement sales success is determined by its achievements, consequences if sales don't can achieve the target that has been determined in period and term time certain so guarantee stay at PT. Bank Mandiri (Persero) tbk become small. H4) Work-life balance influential positive significant to performance employee. Work-life balance become beginning source from mental health in Work so that performance employee can achieved with ok. So sales aside business at work resolved they want too affairs personal can they finish it, sales are capable be professional between affairs work and affairs outside work so that if sales feel affairs outside work can resolved so performance will get impact the positive Because company has apply good work -life balance and employees No fed up will his job.

H5) Commitment organization influential positive significant to performance employee. Commitment this is to be one form that sales will Work as good Possible Because with have

commitment strong organization will become reason sales performance becomes maximum because of their sense of commitment Keep going is in yourself them. H6 Commitment organization No capable role as mediation from influence leadership transformational to performance, because applied leadership a leader No touch direct against sales because sales activities always work outside office. H7 Commitment organization can role as mediation in a manner Partial from influence work-life balance to performance employee. Commitment become part from influence work-life balance to performance, because in matter this commitment organization role in a manner Partial to performance PT. Bank Mandiri (Persero) Tbk.

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