

Boosting Organizational Commitment Through Visionary Leadership and Work Life Balance

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ABSTRACT

This research aims to analyze the relationship between visionary leadership, organizational commitment and work life balance among employees of PT. Indocement Tunggul Prakarsa Tbk. Bogor. This study uses a quantitative approach by applying the multivariate analysis method. The population consists of all employees of PT. Indocement Tunggul Prakarsa Tbk. Bogor as many as 2,700 people. Among them, a total of 337 employees were selected in the sample based on the Morgan table. Data were collected using a questionnaire and literature study and then analyzed using the SEM (Structural Equation Modeling) data analysis method, namely Amos Software. The results showed that: (1) Visionary Leadership has a positive and significant effect on Organizational Commitment, (2) Visionary Leadership has a positive and significant effect on Work Life Balance, (3) Work Life Balance has a positive and significant effect on Organizational Commitment, and (4) Visionary Leadership has a positive and significant effect on Organizational Commitment mediated by Work Life Balance. The results of this research fill in the lack of references that provide explanations about the influence of Visionary Leadership on Organizational Commitment mediated by Work Life Balance. This study also proves that the Visionary Leadership theory which is formulated in different social settings is still relevant in the realm of leadership in Indonesia.

Keywords: Visionary Leadership, Organizational Commitment, Work Life Balance, Quality Job, Decent Job

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INTRODUCTION

Achievements and job sustainability achieved by PT. Indocement Tunggul Prakarsa Tbk., Is inseparable from the important role played by its employees. There are certain obligations that must be carried out by employees to maintain the sustainability of the company besides of course a number of rights that they must receive from the company. Obligations given to employees should not be interpreted as a form of exploitation by the company towards its workers but should be understood more as a way to gain performance that is rewarded (salary). It can be concluded that wages will be directly proportional to the performance shown by employees in carrying out their obligations (Azeem & Akhtar, 2014; Winkler, 2010).

In the midst of quite good achievements achieved by PT. Indocement Tunggul Prakarsa Tbk., There are still several weaknesses that sometimes hinder company performance. Among them are the frequent demonstrations by employees to demand their unfulfilled rights. Some of the employee demands that have not been realized by the management are differences of opinion regarding core and non-core workers regarding outsource workers, KJK (Excess Working Hours) or overtime, determination of retirement age, unfit time for employees who are continuously sick, health services, compensation employee leave for retirement, leave rights for employees who want to run Umrah, severance pay for resigned employees, K3 policies, and union busting

Many problems related to fulfilling the rights of employees can weaken the organizational commitment of employees. Organizational commitment is employee loyalty to the company that recruits them, which is marked by a strong desire to give the best performance and at the same time shows their desire to maintain their status as an employee of the company (Azeem & Akhtar, 2014).

Employee organizational commitment (OC) is influenced by many factors. One of the factors considered to have an important influence among employees is visionary leadership (VL) and work life balance (WLB). VL is suspected of having a direct influence on OC. In addition, VL is also suspected of influencing OC via WLB.

LITERATURE REVIEW

Organizational Commitment (OC)

Organizational commitment has a number of dimensions that have been developed by management and psychology experts and have been tested in various studies. Newstrom and Davis (2002) explain that organizational commitment has three dimensions, namely emotional commitment, continuous commitment, and normative commitment (Newstrom & Davis, 2002; Nobarieidishe, Somayyeh Chamanifard, Raheleh Nikpour, 2014; Oztekin, Isci, & Karadag, 2015) In business organizations such as PT. Indocement Tunggul Prakarsa Tbk., The main task of employees as professionals is to operate machines, so in carrying out their duties it is hoped that they will be able to implement various company policies with specific goals and have a strong commitment to the company where they work. Emotional commitment is a mental condition that is inherent in an employee to always try his best to do the best for the organization. Continuous commitment is the presence of a strong and definite desire in employees to continue to exist in the organization. Normative commitment is the existence of a strong belief in an employee and his acceptance of the values and goals of the organization where he works wholeheartedly (Newstrom & Davis, 2002; Zurnali, 2010).

Organizational commitment is the dependent variable which is influenced by many independent variables. Many studies have proven that organizational commitment is influenced by various dependent variables such as

visionary leadership (Dhammika, 2016; Ubaidillah, Chistiana, & Sahrandi, 2019). Several other studies have found that organizational commitment is influenced by talent management (Al Ariss, Cascio, & Paauwe, 2014; Cheese, Thomas, & Craig, 2008; Gapersz, 2013; Lewis, 2006; Marwan, Alshaboul, & Daud, 2020; Nobarieidishe, Somayyeh Chamanifard, Raheleh Nikpour, 2014; Pramarta & Netra, 2018). There are also studies that conclude that organizational commitment is influenced by work-life balance and job satisfaction (Azeem & Akhtar, 2014; Gregory, Abigail and Milner, 2009; Naiemaha, Azizirb, & Ruswahidac, 2019; Nayak & Sahoo, 2015; Wijaya & Dewi, 2017).

Visionary Leadership (VL)

Visionary leadership has a slightly different dimension from the carimastic and strategic forms of leadership. A leader is said to be a visionary if he has the ability to articulate his leadership realistically, and can convince and direct the organization to achieve organizational goals better than before. The visionary leadership style is always consistent and focused on achieving the vision and in the process is not rigid to budget constraints as is the case with a strategic leadership model. This leadership style is more suitable for companies that carry out innovative system planning (Ates, Tarakci, Porck, Knippenberg, & Groenen, 2020; Fashola et al., 2016; Newstrom & Davis, 2002; Westley & Mintzberg, 1989; Zurnali, 2010).

Visionary leadership as an independent variable has received wide attention from researchers. Several studies that focus on this variable generally find that visionary leadership variables have a positive and significant relationship with organizational and employee outcomes. The majority of the research results found that the visionary leadership variable affects the dependent variable directly. Few of these studies pay attention to the indirect effect of these independent variables. One of the studies is from Dhammika (2016) which has tested the effect of visionary leadership on organizational commitment (OC). In his analysis, which selected 100 respondents as the research sample using the random sampling method, he included the Leader Member Exchange (LMX) as the mediating variable. The hypothesis was tested by Structural Equation Modeling (SEM) and found that there was a positive and significant relationship between VL and OC. In addition, he found a significant indirect effect of LMX on the correlation between VL and OC (Dhammika, 2016). VL has also been found to be a significant determinant of team innovation that is mediated by team cohesion (Voet & Steijn, 2020).

Work Life Balance

Work Life Balance is a condition in which an employee can manage his time properly or in a balance between the world of work and the fulfillment of personal needs, recreation, and family life. An employee is said to have a good balance between work and personal life if he is productive, high-performing, happy and creative because the quality of the atmosphere outside the world of work such as in family and friends supports his work performance (Newstrom & Davis, 2002; Wibowo, 2016).

Work life balance can be created through good working hour management applications, rejection of something unnecessary in the workplace, and time distribution based on priority (Azeem & Akhtar, 2014; Gregory, Abigail and Milner, 2009; Newstrom & Davis, 2002; Wibowo, 2016). Many studies have been conducted by researchers on the effect of work life balance on organizational commitment both as an independent variable and as a mediating variable. The results of these studies generally show a significant positive relationship between work life balance and organizational commitment (Azeem & Akhtar, 2014; Dhammika, 2016; Gupta & Gupta, 2013; Nayak & Sahoo, 2015; Wijaya & Dewi, 2017).

Hypothesis Development

Based on the review above, this research is urgent to do. This research is focused on testing 4 hypotheses as follows:

Visionary Leadership and Organizational Commitment

Organizational commitment is a condition that is determined by many factors, including visionary leadership. The two variables have a positive and significant relationship as found by several studies, including by Kas Dhammika (2016).

H1: There is a positive and significant direct relationship between visionary leadership (VL) and organizational commitment (OC).

Visionary Leadership and Work Life Balance

Visionary Leadership is a very important factor in creating a Work Life Balance for employees. This is in accordance with the findings of several studies conducted, among others, by Mattock (Mattock, 2015).

H2: There is a positive and significant relationship between visionary leadership (VL) and work life balance (WLB) at PT. Indocement Tunggal Prakarsa Tbk. Bogor.

Work Life Balance and Organizational Commitment

Work Life Balance shows a significant positive relationship with Organizational Commitment (Azeem & Akhtar, 2014; Dhammika, 2016; Gupta & Gupta, 2013; Nayak & Sahoo, 2015; Wijaya & Dewi, 2017).

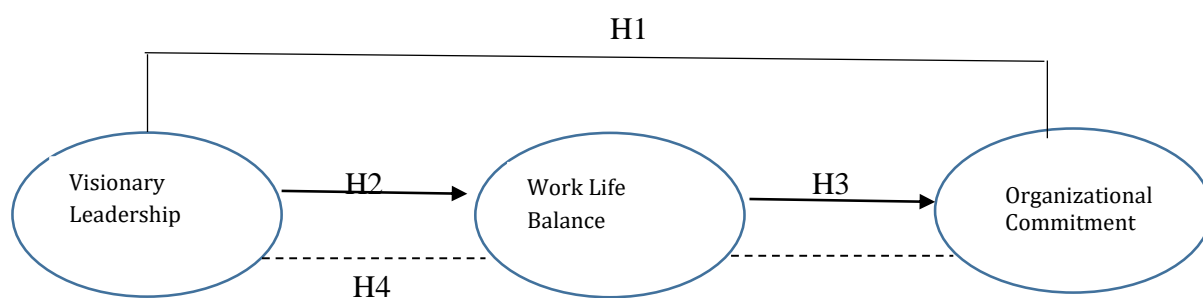
H3: There is a positive and significant relationship between work life balance (WLB) and Organizational Commitment at PT. Indocement Tunggal Prakarsa Tbk. Bogor.

Visionary Leadership and Organizational Commitment through Work Life Balance

Visionary leadership and organizational commitment are two variables that have a positive and significant relationship, either directly or indirectly. Work life balance as a mediating variable has contributed to organizational commitment. This is in accordance with the findings of research conducted by Dhammika (2016).

H4: There is a positive and significant relationship between visionary leadership (VL) and organizational commitment (OC) through work life balance (WLB) at PT. Indocement Tunggal Prakarsa Tbk. Bogor.

Based on the literature review above, the framework for this research can be summarized as follows.



RESEARCH METHODS

The object of this research is the employees and management of PT. Indocement Tunggal Prakarsa Tbk. Bogor, Indonesia. This research uses a quantitative approach and applies the multivariate analysis method. The study population was all employees of PT. Indocement Tunggal Prakarsa Tbk. Bogor as many as 2,700 people. A total of 337 employees were selected in the sample based on the Morgan table. Data were collected using questionnaires and literature study. Then analyzed using the SEM (Structural Equation Modeling) data analysis method using Amos Software. The combination of quantitative approaches is very good for analyzing various phenomena of society, companies, organizations, and other groups that involve humans as objects of direct research (Saebani & Sutisna, 2018). The questionnaire was distributed to all employees and management who were

sampled in this study. The questionnaire is the most important data collection technique in this study. Literature study is applied to collect data in the form of theories and findings from the results of research that has been carried out in this topic.

RESEARCH FINDINGS

Test of the Measurement Model by Confirmatory Factor Analysis (CFA)

Testing the Validity of Indicators

Validity testing is seen from the loading factor value. While the AMOS output is seen in the standardized parameter flow chart. An indicator is said to be valid if the loading factor is greater than 0.6. Based on Table 1, all indicators are declared valid because the value is more than 0.60 so there is no need to re-estimate.

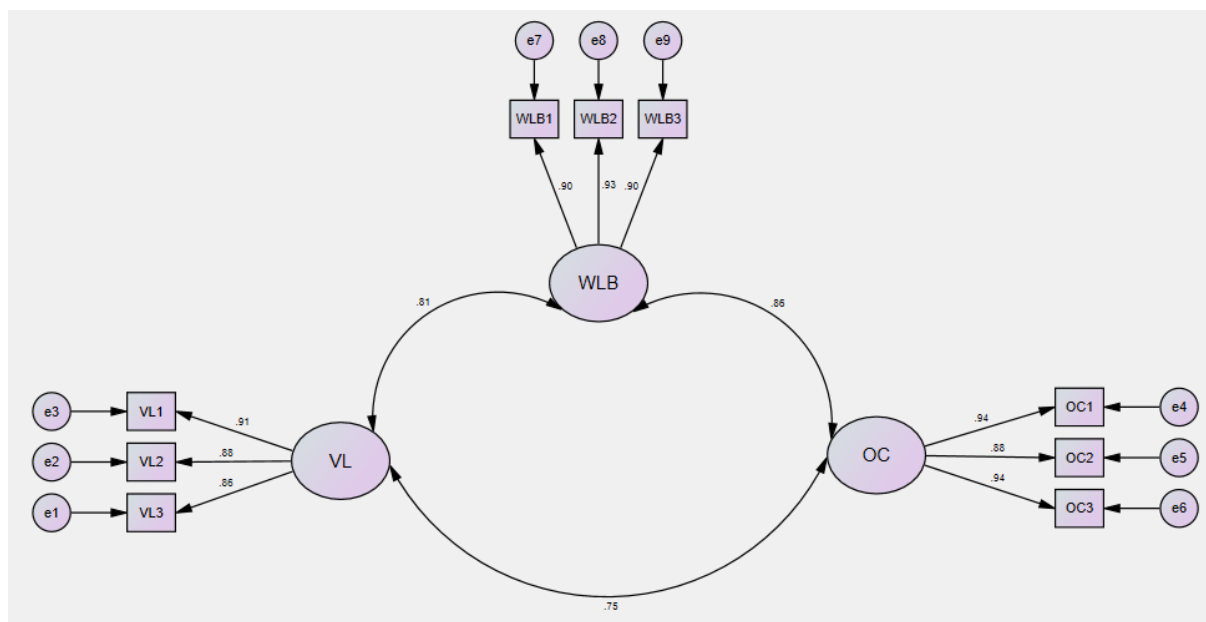


Figure 1. Test of the Measurement Model by CFA.

Table 1. Value of Standardized Loading Factor

Indicator		Latent Variables	Estimate
VL3	<---	VL	0.86
VL2	<---	VL	0.885
VL1	<---	VL	0.907
WLB1	<---	WLB	0.895

WLB2	<---	WLB	0.933
WLB3	<---	WLB	0.902
OC1	<---	OC	0.936
OC2	<---	OC	0.875
OC3	<---	OC	0.941

Based on the results in table 1, the loading factor for all indicators is more than 0.60. Thus, it can be concluded that all indicators are declared valid and the model evaluation process can be continued.

Average Variance Extracted (AVE)

The AVE value describes the amount of variance that can be explained by the question items (indicators) compared to the variance caused by measurement error. The default is if the AVE value is above 0.5 then the latent variable has good convergent validity. This means that the latent variable can explain the average of more than half the variance of the indicators.

Table 2. The AVE value for each latent variable

Latent Variables	AVE
VL	0.781825
WLB	0.828373
OC	0.842401

Table 2 shows that all latent variables have AVE values greater than 0.5. This means that the latent variable already has a good convergent validity where the latent variable can explain an average of more than half the variance of the indicators.

Reliability Test

Reliability can be measured by calculating the CR value with the following formula:

Construct Reliability

$$= \frac{(\sum \text{Std. Loading Factor})^2}{(\sum \text{Std. Loading Factor})^2 + \sum e_j}$$

The reliability test uses the construct reliability value whose value must be greater than 0.6. If the construct reliability value on each latent variable is greater than 0.6, it indicates that the indicators have consistency in measuring their respective latent variables. The value of construct reliability is presented in Table 3.

Table 3. Value of construct reliability on latent variables

Latent Variabel	CR
VL	0.91486
WLB	0.93538
OC	0.94124

Based on the results of the above calculations, all variables have a value of construct reliability > 0.60, meaning that each indicator has consistency in measuring its respective latent variables.

Structural Model Evaluation Testing: The Goodness-of-fit-Model Test

The structural model is the relationship between the independent latent variable and the dependent latent variable (Bollen, 1989). The results of the structural model test can be seen in Figure 2.

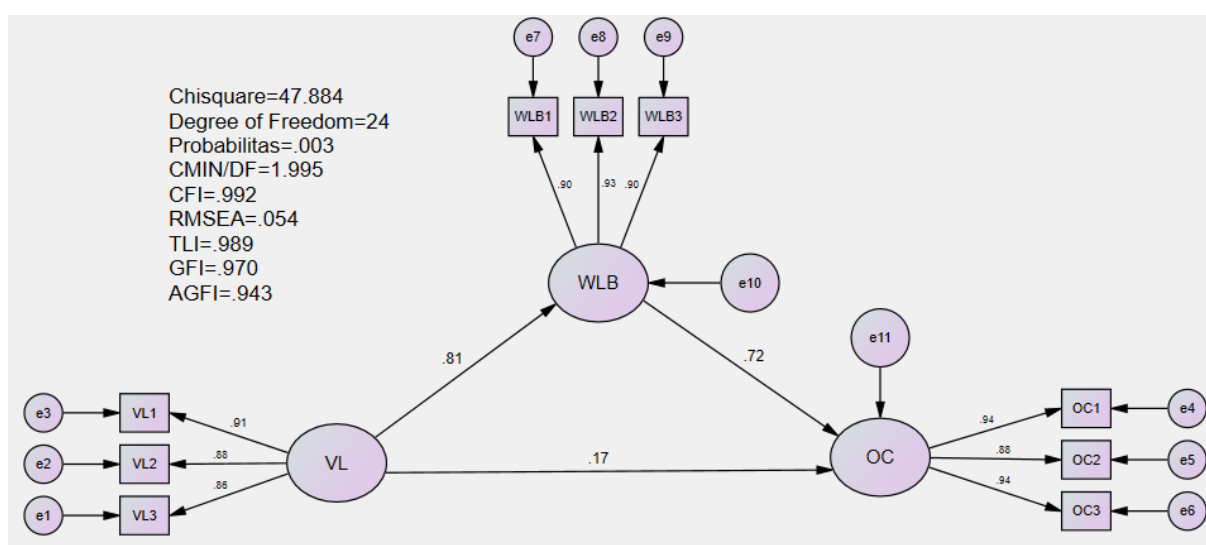


Figure 2. Structural Model Test

Table 4. Goodness-of-fit model test results

<i>GOF</i>	Critical Value	Result	Model Match with Data
<i>Chi-square</i>	Almost zero	47.884	Good
Probability Level	≥ 0.05	0.003	Bad
CMIN/DF	< 2.00	1.995	Good
CFI	≥ 0.95	0.992	Good
RMSEA	≤ 0.08	0.054	Good
TLI	≥ 0.90	0.989	Good
GFI	≥ 0.90	0.970	Good
AGFI	≥ 0.90	0.943	Good

The structural model above shows a Chi-Square of 47,884 and a degree of freedom of 24. Table 4 shows that the values of CMIN / DF, RMSEA, TLI, CFI, GFI and AGFI match the criteria. The results in table 4 show that the model used is acceptable. In an empirical study, a researcher is not required to meet all the goodness of fit criteria, but it depends on the judgment of each researcher. The Chi-Square value in this study was 47,884. Joreskog and Sobron in Haryono (2012) say that Chi-Square cannot be used as the only measure of the fit of the whole model, one reason is that Chi-Square is sensitive to sample size. When the sample size increases, the Chi-Square value will also increase and leads to rejecting the model even though the difference between the sample covariance matrix and the model covariance matrix is minimal or small (Haryono & Wardoyo, 2012).

Chi-Square is also closely related to the value of the degree of freedom, if the degree of freedom is greater, it will affect the value of Chi-Square. The degree of freedom value in the study is quite large, namely 24, so it affects the Chi-Square value.

Evaluation of Outliers

According to Hair et al, (1988) outlier evaluation is carried out to see the condition of observations from data that has unique characteristics that look very different from other observations and appear in extreme forms, either for a single variable or for combined variables (Ghozali, 2004). Outlier detection is done to see univariate and multivariate outliers. To see the multivariate outliers, it is done by looking at the Mahalanobis Distance value.

The Mahalanobis distance value is compared to the Chi-Square value. If there is a Mahalanobis distance value that is greater than the Chi-Square value, it means that there is a multivariate outlier problem (Ferdinand, 2000). Based on these provisions, in this study the Chi-Square value was obtained 47,884 and the greatest value was at the Mahalanobis distance 80,529. Therefore, it can be concluded that in this study there are several outliers. However, for the most part, the Mahalanobis distance value is below the Chi-Square value so that the data is still feasible to use.

Table 5 Mahalanobis Distance

Observation number	Mahalanobis d-squared	p1	p2
183	80.529	0	0
32	52.917	0	0
4	52.913	0	0
145	39.352	0	0
291	37.339	0	0
111	36.671	0	0
251	36.176	0	0
212	35.91	0	0
215	35.089	0	0
202	34.345	0	0
159	33.686	0	0
134	29.363	0.001	0
325	29.001	0.001	0
311	28.814	0.001	0
219	28.586	0.001	0

287	28.314	0.001	0
136	28.3	0.001	0
39	25.257	0.003	0
247	24.965	0.003	0
216	24.706	0.003	0
207	24.45	0.004	0
197	24.188	0.004	0
178	24.155	0.004	0
102	24.119	0.004	0
142	23.459	0.005	0
31	23.416	0.005	0
93	23.131	0.006	0
220	22.694	0.007	0
9	22.667	0.007	0
5	21.903	0.009	0
235	21.855	0.009	0
84	21.649	0.01	0
208	21.249	0.012	0
180	20.984	0.013	0
332	20.723	0.014	0
283	20.059	0.018	0
144	19.915	0.018	0
62	19.914	0.018	0
98	19.842	0.019	0
306	19.791	0.019	0
50	19.02	0.025	0
321	19.01	0.025	0
337	19.01	0.025	0
302	18.543	0.029	0
51	18.507	0.03	0
63	18.336	0.031	0
227	18.248	0.032	0
255	18.192	0.033	0
6	17.972	0.035	0
147	17.879	0.037	0
323	17.213	0.045	0
268	17.102	0.047	0
138	17.03	0.048	0
273	16.842	0.051	0
206	16.777	0.052	0
271	16.776	0.052	0
27	16.748	0.053	0
25	16.6	0.055	0

65	16.49	0.057	0
141	16.45	0.058	0
57	16.4	0.059	0
324	16.374	0.059	0
74	16.19	0.063	0
18	15.663	0.074	0
278	15.434	0.08	0
265	15.33	0.082	0
95	15.309	0.083	0
37	15.259	0.084	0
114	15.258	0.084	0
168	15.258	0.084	0
71	15.142	0.087	0
155	14.894	0.094	0
270	14.709	0.099	0
101	14.342	0.111	0
262	14.071	0.12	0
154	13.779	0.13	0
70	13.7	0.133	0
264	13.619	0.137	0
280	13.501	0.141	0
10	13.407	0.145	0
221	13.389	0.146	0
16	13.314	0.149	0
164	13.154	0.156	0
79	13.065	0.16	0
334	12.689	0.177	0
48	12.637	0.18	0
24	12.621	0.181	0
22	12.404	0.192	0.001
64	12.187	0.203	0.004
226	12.177	0.204	0.003
72	12.069	0.209	0.005
170	11.967	0.215	0.007
213	11.967	0.215	0.005
282	11.967	0.215	0.003
156	11.94	0.217	0.003
17	11.854	0.222	0.004
103	11.854	0.222	0.003
8	11.794	0.225	0.003
117	11.717	0.23	0.004
200	11.717	0.23	0.003

Hypothesis Test Analysis

The criteria for goodness of fit of the estimated structural model can be fulfilled, then the next stage is the analysis of the structural model relationship (hypothesis testing) as shown in Figure 2 previously. The relationship between

constructs in the hypothesis, according to [Hair et al, \(1998\)](#) is shown by the value of regression weights ([Ghozali, 2004](#)). To analyze more clearly the structural model in this study, it can be seen in Table 6.

Table 6. Regression Weights Direct Effect Variable POS

Hypothesis	Latent Relationship Variable	Estimate	S.E.	P-value	Note
1	VL --> OC	0.18	0.067	0.007*	Significant
2	VL --> WLB	0.903	0.056	0.000*	Significant
3	WLB --> OC	0.666	0.062	0.000*	Significant
4	VL --> WLB --> OC	0.6014	0.09	0.023*	Significant

Information: * = significant at the 5% significance level

Direct Positive Effects of Visionary Leadership (VL) on Organizational Commitment (OC)

The positive effect of VL on OC has a p-value of 0.007 (<0.05), so H_0 is rejected. This means that there is a positive and significant effect of VL on OC at a significance level of 5%. The estimated value is positive, namely 0.18, it can be concluded that any increase in Visionary Leadership (VL) will increase Organizational Commitment (OC).

Positive Effects of Visionary Leadership (VL) on Direct Work Life Balance (WLB)

The positive effect of VL on WLB has a p-value of 0.000 (<0.05), so H_0 is rejected. This means that there is a positive and significant effect of VL on WLB at a significance level of 5%. The estimated value is positive, namely 0.903, it can be concluded that any increase in Visionary Leadership (VL) will increase Work Life Balance (WLB).

Direct Positive Effect of Work Life Balance (WLB) on Organizational Commitment (OC)

The positive effect of WLB on OC has a p-value of 0.000 (<0.05), so H_0 is rejected. This means that there is a positive and significant effect of WLB on OC at a significance level of 5%. The estimated value is positive, namely 0.666, it can be concluded that any increase in Work Life Balance (WLB) will increase Organizational Commitment (OC).

Positive Effects of Visionary Leadership (VL) on Organizational Commitment (OC) Mediated by Work Life Balance (WLB)

The effect of VL on WLB mediated OC has a significant effect because the direct relationship between VL to WLB and WLB to OC is significant. This means that there is a significant effect of VL on OC through WLB at a significance level of 5%. The estimated value is positive, namely 0.6014, it can be concluded that any increase in Visionary Leadership (VL) will increase Organizational Commitment (OC) through Work Life Balance (WLB).

DISCUSSION

The results of statistical tests on the data presented in the previous section show that all hypotheses have been proven. All independent variables either directly or through the mediating variable have a positive and significant effect on the dependent variable. Although the degrees of significance differ, they are all in very significant ranges.

Positive Effect of Visionary Leadership (VL) on Organizational Commitment (OC) Directly (H1)

Visionary Leadership (VL) has a positive and significant effect on Organizational Commitment (OC) with a p-value of 0.007 (<0.05) at a significance level of 5%. Based on a positive estimated value of 0.18, each increase in Visionary Leadership will increase Organizational Commitment.

The results of this study reinforce the findings of research conducted by [Kas Dhammika \(2016\)](#). In his research of 100 respondents who also tested the hypothesis using Structural Equation Modeling (SEM), it was found that there was a positive and significant relationship between visionary leadership and organizational commitment ([Dhammika, 2016](#)). The visionary leadership behavior of a leader will increase the organizational commitment of the employees they lead. The better the visionary leadership behavior of a leader, the stronger the organizational commitment of the employees under his leadership. This finding is not much different from the findings claimed by other researchers ([Voet & Steijn, 2020](#)). For subordinates, visionary leadership behavior that is owned by their superiors and is supported by good communication means that the leader's behavior is very attractive and becomes a trigger for employees to strengthen their commitment to the organization. Then, according to Kas Dhammika, because visionary leaders involve karwayan in decision making, this employee empowerment makes them feel valued so that they feel a big responsibility to achieve the vision set by the organization. In other words, this method is able to motivate subordinates to devote their attention and ability to the realization of the vision so as to produce commitment to the vision and organization.

The influence of visionary leadership on organizational commitment at PT. Indocement Tunggul Prakarsa Tbk. Bogor in this study, was tested using more visionary leadership indicators which were adapted from various previous studies. There are 21 indicators used which include: (1) the ability to formulate a vision and mission, (2) the leadership of new ideas to solve existing problems, and (3) the level of confidence that the company's goals will be achieved. All indicators were included in a questionnaire using a Likert scale and submitted to 337 employees who were sampled from a population of 2,700 based on the Morgan table. The results are very convincing that visionary leadership behavior has a positive and significant effect on organizational commitment. Adhering to a positive estimated value of 0.18, it means that the better the visionary leadership behavior in a leader, the stronger the organizational commitment of the employees.

The key to the strength of the influence of visionary leadership behavior on employees' organizational commitment lies in several indicators and the most important lies in the ability of a visionary leader to treat individuals (employees) well. With a feeling of being recognized, valued, valued, contributing to the company, employees automatically reciprocate that joy in the form of their strong commitment to the organization.

Positive Direct Effects of Visionary Leadership (VL) on Work Life Balance (WLB) (H2)

This study found that Visionary Leadership (VL) had a positive and significant effect on Work Life Balance (WLB) as indicated by a p-value of 0.000 (<0.05). The estimated value is positive, namely 0.903, which means that any increase in Visionary Leadership (VL) will increase Work Life Balance (WLB).

The results of this study are in line with, and strengthen the findings of research conducted by Sarah L. Mattock (2015). He found that Work Life Balance (WLB) is influenced by various aspects inherent in the leader, such as the vision the leader has and the type of leadership (Mattock, 2015). According to Mattock, the balance in the work life of employees is strongly influenced by visionary leadership behavior. According to him, every improvement in the quality of visionary leadership behavior in a leader will improve the quality of the work-life balance of employees. According to him, the most prominent reason is the award given by a leader as a form of visionary leadership behavior to employees in various forms such as acknowledging and appreciating their achievements, making their lives psychologically calmer and this calm resulting in them having high concentration in work and based on a high awareness in allocating time being where and what to do. Thus, when at work they focus on their job at work; and when at home they focus on their responsibilities at home (Mattock, 2015).

The work-life balance in this research is analyzed using a fairly complete indicator by combining the indicators that have been used in previous studies. There are three indicators of work-life balance involved in this study, namely (1) the amount of time given, (2) psychological involvement, and (3) perceived satisfaction. Based on the estimated value obtained is positive, namely 0.903, with certainty it can be understood that any increase in the visionary leadership behavior of a leader will increase the balance in the work life of its employees. When a leader treats employees well, it makes employees more productive or more effective in using time, is more involved in their work not only physically, but also psychologically, and they also get psychological satisfaction in addition to financial satisfaction from the work they do.

Positive Direct Effects of Work Life Balance (WLB) on Direct Organizational Commitment (OC) (H3)

This study found that Work Life Balance (WLB) has a positive effect on Organizational Commitment (OC) with a p-value of 0.000 (<0.05). This value indicates that there is a positive and significant effect of WLB on OC at a significance level of 5%. In addition, by obtaining a positive estimated value of 0.666, it indicates that any increase in Work Life Balance (WLB) will also increase Organizational Commitment (OC).

This study conclusively strengthens the findings of several previous studies conducted by Azeem & Akhtar (2014); and Wijaya & Dewi (2017). Azeem and Akhtar (2014) who examined 275 health employee respondents found a

significant relationship between work-life balance, job satisfaction and organizational commitment (Azeem & Akhtar, 2014). Wijaya & Dewi (2017) conducted a study among employees of the Mercure Hotel, Kuta Bali. They found a significant positive effect on work-life balance on organizational commitment (Wijaya & Dewi, 2017).

In this study, organizational commitment is represented by three indicators, namely (1) the existence of a psychological bond with the company, (2) staying in a company, and (3) feeling obliged to commit. The results of the analysis show that the estimated value obtained is positive at 0.666. This means that any increase in Work Life Balance (WLB) will increase Organizational Commitment (OC). The argument that can be built on the basis of data is that the perceived satisfaction in the form of financial satisfaction and psychological satisfaction in carrying out daily work due to various factors makes employees have a psychological bond with feelings so that they want to stay in the company, as evidenced by the emergence of a strong feeling that committing to the organization is an obligation. In other words, it can be said that the better an employee's work-life balance is, the better his commitment to the organization will be.

Positive Effects of Visionary Leadership (VL) on Organizational Commitment (OC) Mediated by Work Life Balance (WLB) (H4)

This research conclusively proves that there is a significant effect of VL on OC mediated by WLB because of the significant direct effect of VL to WLB and WLB to OC. The direct effect of VL on OC has a positive and significant effect, and the effect of VL on OC which is mediated by WLB also has a positive and significant effect. Thus, it can be concluded that the WLB variable is a good mediating variable in explaining the effect of Visionary Leadership (VL) on Organizational Commitment (OC).

This is the originality of this research. To date, there are no published research results that specifically test the positive effect of Visionary Leadership (VL) on Organizational Commitment (OC) mediated by Work Life Balance (WLB). Research that is similar to this research is research conducted by Kas Dhammika (2016). The difference lies in the intermediate variables used. The author uses Work Life Balance (WLB) as an intermediate variable, while Dhammika Cash uses Leader Member Exchange (LMX). The difference also lies in the sample size used, Kas Dhammika only uses 100 respondents who were selected using the random sampling method, while the author used 337 employees as the sample selected based on Morgan's table. The similarity between this study and the research conducted by Kas Dhammika lies in the end result that visionary leadership behavior has a positive and significant effect on organizational commitment.

CONCLUSION

This study found that: (1) Visionary Leadership (VL) has a positive and significant effect on Organizational Commitment (OC) with a p-value of 0.007 (<0.05), (2) Visionary Leadership (VL) has a positive and significant effect on Work Life Balance (WLB) with a p-value of 0.000 (<0.05), (3) Work Life Balance (WLB) has a positive and significant effect on Organizational Commitment (OC) with a p-value of 0.000 (<0.05), and (4)) there is a positive and significant effect of VL on OC mediated by WLB because of the significant direct effect of VL to WLB and WLB to OC with a positive estimated value of 0.6014. Researchers concluded that Visionary Leadership (VL) is a very important variable for growing Organizational

Commitment (OC) and the WLB Work Life Balance variable is a good mediating variable in explaining the effect of Visionary Leadership (VL) on Organizational Commitment (OC).

THEORETICAL AND PRACTICAL IMPLICATIONS OF RESEARCH

The findings of this study have a large and significant influence on the development of practical theory. In theory, the findings of this study further confirm the importance of visionary leadership behavior in increasing employee organizational commitment. In other words, the results of this study strengthen the results of research in this field.

On the other hand, this study highlights the fact that the nature of the relationship between the behavior of leaders and subordinates is something that is important to study. By finding a significant effect of VL on WLB-mediated OC, in practical terms, this study brings important insights to practitioners.

RESEARCH SUGGESTIONS

Based on the findings of this study, the authors suggest that a study be conducted to re-examine the influence of the Visionary Leadership (VL) variable on Organizational Commitment (OC) by using other variables. Consequently, more research is needed to further identify the intervening factors on the relationship between VL leadership and OC.

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