

Analysis of Leadership Style, Workload, and Work Culture on Company Performance, With Work-Life Harmony as a Moderator. A Case Study of PT PLN UP3 Banyuwangi

Nur Rella Catur Trisno Wahyudi*, **Sri Gunani Partiw**
Institut Teknologi Sepuluh Nopember Surabaya, Indonesia
Email: catur.trisno01@gmail.com*, sg.partiwi@its.ac.id

Keyword	Abstract
leadership style; workload; work culture; work – life harmony; company performance; SEM – PLS.	Organizations need to adapt proactively in the face of technological disruption and global uncertainty to sustain organizational performance. Human resource management has therefore become a key strategy, not only to achieve performance targets but also to maintain employee well-being and harmony between work and personal life. This study aims to examine the determinants of company performance by analyzing leadership style, workload, and work culture, with work-life harmony as a moderating variable, while also formulating evidence-based recommendations for human resource management policies. The study was conducted at PT PLN (Persero) UP3 Banyuwangi, which is characterized by a multigenerational workforce and high-performance targets. A quantitative approach was applied using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method through SmartPLS software. Data were collected from 84 employees using a digitally distributed Likert-scale questionnaire. The results indicate that leadership style, workload, and work culture do not have a significant direct effect on company performance. In contrast, work-life harmony has a positive and significant effect on performance ($\beta = 0.825$; $p < 0.001$). Furthermore, work-life harmony significantly moderates the relationship between leadership style and company performance ($\beta = 0.233$; $p = 0.002$), as well as the relationship between work culture and performance in a negative direction ($\beta = -0.184$; $p = 0.021$), while it does not significantly moderate the relationship between workload and performance.

INTRODUCTION

In the midst of technological disruption and the current uncertain global situation, a company must be able to adapt quickly. This aims to enable companies to decide on strategic steps to take in order to compete with their competitors (Fleisher & Bensoussan, 2015; Mikalef et al., 2018). The company must be quick and responsive in developing a strategy by mitigating all possible risks that occur so that the company's vision and mission can be achieved (Adepoju et al., 2023; Afifa & Santoso, 2022; Fiksel & Fiksel, 2015).

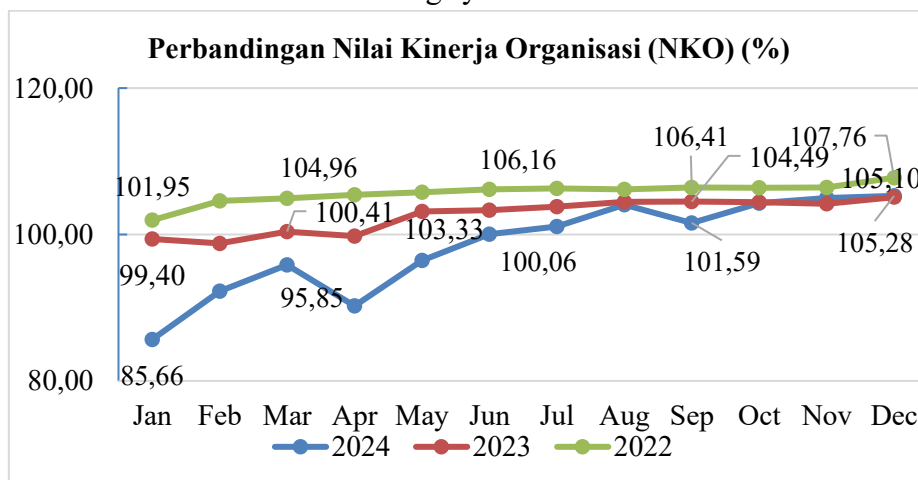
The manifestation of the company's strategy is reflected in the work program that has been set to be implemented by all members of the company in each division (Chanias et al., 2019; Engert & Baumgartner, 2016; Singh et al., 2020). The work program that is handed down to all employees becomes a key performance indicator (KPI) where there are specific and objective measures that are monitored for effectiveness and efficiency by management (Parmenter, 2015; Safonov et al., 2022). This will certainly make the employee's workload

increase because it is attached to their daily routine. At this stage, it is important for the company to have a quality leadership style that can mobilize all the resources it has. Rehman et al. (2024) say that democratic and transformational leadership styles are positively correlated with improved employee performance, especially in dynamic work environments.

PT PLN (Persero) is an Indonesian state-owned company that provides public services to the energy sector, especially in the field of electricity. As one of the state-owned enterprises with the largest assets, of course, PLN has complexities in running its business which is divided into several core business processes, namely generation, transmission, distribution and other support (Assagaf, 2015; Kurniawati, 2022; Wardah, 2025). PLN is undergoing a transformation process to achieve its long-term goal, which is to become one of the global companies included in the world's top 500 list. To realize this, PLN focuses on developing company growth, digitalization in business processes, and achieving the Net Zero Emission target (Bałamut, 2025; Firdaus et al., 2025; Rizki, 2024).

The novelty of this research lies in several aspects. First, it positions work-life harmony as a moderating variable rather than an independent or dependent variable, testing whether harmony strengthens or weakens the effects of leadership style, workload, and work culture on performance (Kamboj & A, 2025; Rachmat & Ramly, 2026). This represents a theoretical contribution to the work-life literature. Second, the study is conducted in a unique context: a state-owned electricity company with a multigenerational workforce, high-stakes operational demands, and ongoing digital transformation. Third, the use of SEM-PLS with a census sample (84 of 85 permanent employees, 98.8% response rate) provides robust statistical power and minimizes sampling error. Fourth, the study addresses the under-researched moderating role of work-life harmony in a bureaucratic, public-sector organizational context (Ahmad, 2023; Lee & Kim, 2025; Osei-Gyasi, 2024).

PT PLN (Persero) Customer Service Implementation Unit (UP3) Banyuwangi is a business line in the field of distribution with a coverage of service areas in Banyuwangi Regency, East Java, Indonesia. Every year, PLN UP3 Banyuwangi receives a derivative Key Performance Indicator (KPI) as a performance target that must be achieved and even exceeded in that year in accordance with the cascading system from the head office.



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In Figure 1 above, it can be seen that in the last three years the achievement of the main KPIs has shown significant variation in performance. The Organizational Performance Value (NKO) was recorded at 107.76% in 2022, decreased to 105.10% at the end of 2023, and declined again to 85.66% in January 2024 before increasing to reach 100.06% in July and closing at 105.28% in December 2024. This reflects the fluctuating dynamics of achievements, but still shows a recovery trend in 2024.

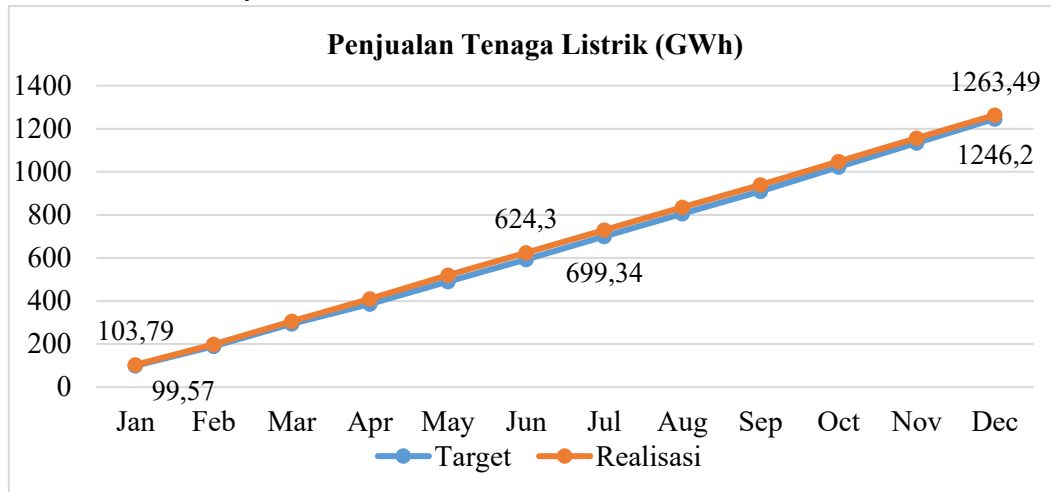


Figure 1 Achievement of Electricity Sales KPI in 2024 (data obtained from the Internal Report of PLN UP3 Banyuwangi, 2024)

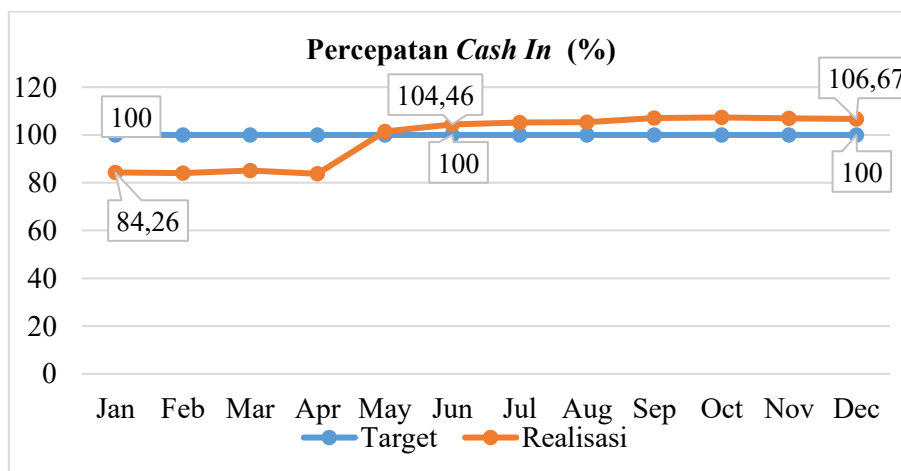


Figure 3 Achievement of Electricity Sales KPI in 2024 (data obtained from the Internal Report of PLN UP3 Banyuwangi, 2024)

The development of technology and communication has allowed work to be done flexibly, but it also has the potential to cause technostress and blur the boundaries between work and personal life, thus demanding a wise balance so that performance is not disrupted. This phenomenon is the basis for the study to assess the influence of leadership style, workload, and work culture on the performance of PLN UP3 Banyuwangi, with work-life harmony as a moderation variable. The research aims to analyze the influence of these factors, assess the role of work-life harmony, and provide recommendations for adaptive HR management strategies to support the achievement of KPIs. The results are expected to have theoretical benefits in

expanding the management literature as well as practical benefits for companies and employees, including improvements in work culture, leadership, and individual competencies. The scope of the research was limited to permanent employees due to their direct involvement in the achievement of KPIs and strategic decision-making.

METHOD

The following flowchart provided an explanation of the systematic stages carried out in this study. The research process begins with the preparation of the background and the formulation of the research objectives as explained in the introductory chapter. After that, a literature study and field observation were conducted to understand the extent to which this research topic had been studied in previous research and to identify relevant research gaps.

The next stage is the identification of research variables, which aims to determine constructs and indicators that are appropriate to the topic and needs of the research. After the variables were identified, a research questionnaire was prepared which was designed based on the indicators of each variable. The questionnaire that has been compiled is then used in data collection by involving the entire population in accordance with the research criteria. Data processing is carried out through the Structural Equation Modeling - Partial Least Squares (SEM – PLS) approach. The analysis process begins with an examination of the external model to assess the validity and reliability of the indicators. If at that stage indicators are found that do not meet the valid or reliable criteria, then the questionnaire instrument must be revised and data collection repeated. If all indicators have met the requirements of validity and reliability, the analysis is proceeded to the next stage.

The next process is the evaluation of the inner model which includes collinearity testing, path coefficient analysis, determination coefficient (R^2) testing, effect size calculation (f^2), predictive relevance testing (Q^2), and model goodness of fit assessment. After the inner model is declared to meet the criteria, a moderation test is carried out to evaluate the influence of the moderator variable in strengthening or weakening the relationship between variables. Furthermore, hypothesis testing was carried out to assess the significance of the relationship between variables in accordance with the previously determined formula. This closing stage is in the form of formulating conclusions and preparing managerial implications based on the results of the analysis that have been obtained.

This study uses primary and secondary data to obtain comprehensive information. Primary data was collected through a questionnaire distributed to all permanent employees of PLN UP3 Banyuwangi, with instruments based on variable indicators from previous research and using a 5-point Likert scale. Secondary data were obtained from performance reports, organizational documents, official publications, and scientific literature to support the validity of results through triangulation. The research variables consisted of independent, dependent, and moderation, with details: Leadership Style (X1), Workload (X2), Work Culture (X3) as independent variables; Company Performance (Y) as a dependent; and Work-Life Harmony (M) as the moderation variable. Each variable is elaborated operationally through indicators that can be measured empirically, such as communication skills and motivation for leadership, perception of workload, work culture values, integration of work roles and personal life, and organizational performance achievements.

The research framework shows the direct influence of X1, X2, and X3 on Y, as well as the role of M moderation in strengthening or weakening these relationships. Based on this framework, six hypotheses were formulated that tested the influence of each variable and the interaction of moderation on company performance. All permanent employees of PLN UP3 Banyuwangi, totaling 85 people, were used as population and research respondents through the census method to ensure the accuracy, representation, and validity of the data. Respondents' criteria included a minimum of one year of service, involvement in achieving KPIs, direct interaction with leadership style and work culture, and experience working in a digital environment. The collected data was analyzed using a quantitative method with a Likert scale, where respondents' answers ranged from "Strongly Disagree" to "Strongly Agree" to assess the level of agreement with the given statement.

RESULT AND DISCUSSION

PT PLN (Persero) Banyuwangi Customer Service Implementation Unit (PLN UP3 Banyuwangi) Banyuwangi is one of the implementing units under PLN UID East Java and is responsible for providing electricity services in the Banyuwangi Regency area and its surroundings. In carrying out its duties, UP3 oversees five Customer Service Units (ULP), namely Banyuwangi City, Muncar, Rogojampi, Jajag, and Genteng. These five ULPs are at the forefront of providing direct services to customers, starting from the electricity connection process to handling disturbances in the field.

The organizational structure of UP3 is led by a Manager who is assisted by six Assistant Managers according to their respective fields. They play a role in ensuring that all operational, administrative, and service processes can run according to standards. At the executive level, there are 14 team leaders who coordinate daily tasks, maintain smooth communication, and ensure that every operational activity throughout the ULP is properly monitored. At the ULP level, each unit is led by a Unit Manager who is directly responsible to the UP3 Manager. They work closely with the Assistant Managers to maintain program alignment and performance targets. ULP managers are assisted by four to five team leaders who manage their respective operational areas and coordinate with staff and outsourced personnel. The organizational structure of PLN UP3 Banyuwangi can be seen in Figure 4.1 below.

PLN UP3 Banyuwangi runs an electricity supply business with the vision of becoming a Top 500 global company and the customer's main choice for energy solutions. This vision reflects the company's commitment to continue to grow, innovate, and ensure customers' energy needs are met reliably, efficiently, and sustainably. To realize this vision, the company has a mission that focuses on providing safe, quality, and able to improve the quality of life of the community, while supporting economic activities and still paying attention to environmental sustainability. This mission is a guideline for all work units, including UP3 Banyuwangi, in maintaining the reliability of the power grid and providing the best service to customers, in line with the company's motto, "Electricity for a better life." In addition to the vision and mission, PLN UP3 Banyuwangi instills the AKHLAK value system as the basis for employee work behavior. This value includes Trust, which is holding fast to trust; Competent, i.e. continuing to learn and develop capabilities; Harmonious, caring for each other and respecting differences; Loyal, dedicated and prioritizing the interests of the nation; Adaptive, innovative and enthusiastic in facing change; and Collaborative, building synergistic

cooperation. This value system is the foundation of work ethics for all employees in achieving company goals and improving service quality.

Respondent Characteristics

Characteristics of Respondents by Gender

The results showed that of 84 respondents, as many as 73 people (86.90%) were male and 11 people (13.10%) were female. This shows that the composition of PLN UP3 Banyuwangi employees in this study is dominated by men, as shown in Figure 4.

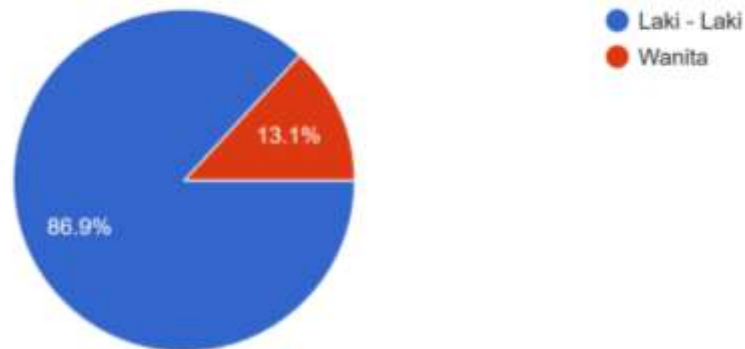


Figure 4. Distribution of Respondents by Gender in PT PLN UP3 Banyuwangi

Characteristics Based on Age and Position

The age of the respondents was classified into three groups, namely less than 30 years, 31–45 years, and more than 45 years. This grouping is then analyzed based on position level to illustrate the age distribution of employees at each level of position at PLN UP3 Banyuwangi, as shown in Figure 5

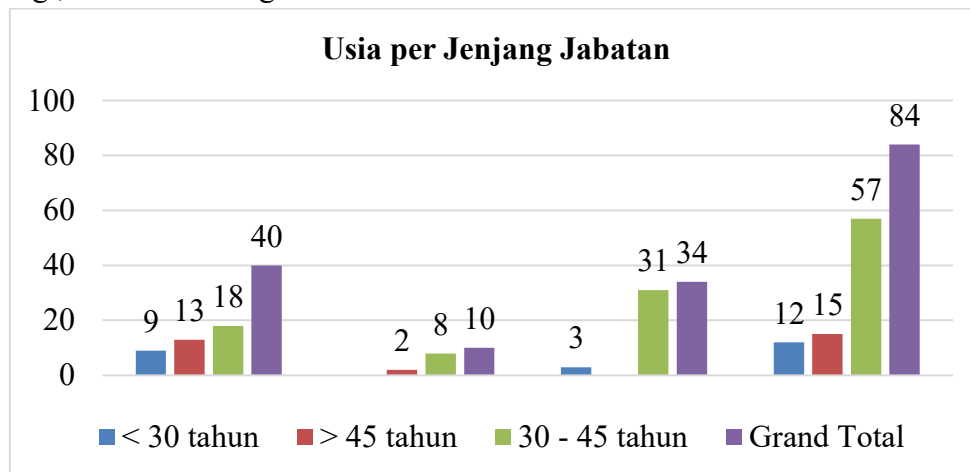


Figure 5. Distribution of Respondents by Age Group and Position Level

Characteristics Based on Working Time

A total of 84 PLN UP3 Banyuwangi employees who were respondents in this study had different variations of working periods. Based on the results of the questionnaire, most of the respondents had a working period of more than 5 years, namely 66 employees or 78.57%. Furthermore, respondents with a working period between 1-5 years amounted to 14 employees or 16.67%, while respondents with a working period of less than 1 year amounted to 4

employees or 4.76%. The distribution of the respondents' working period is presented in Figure 6

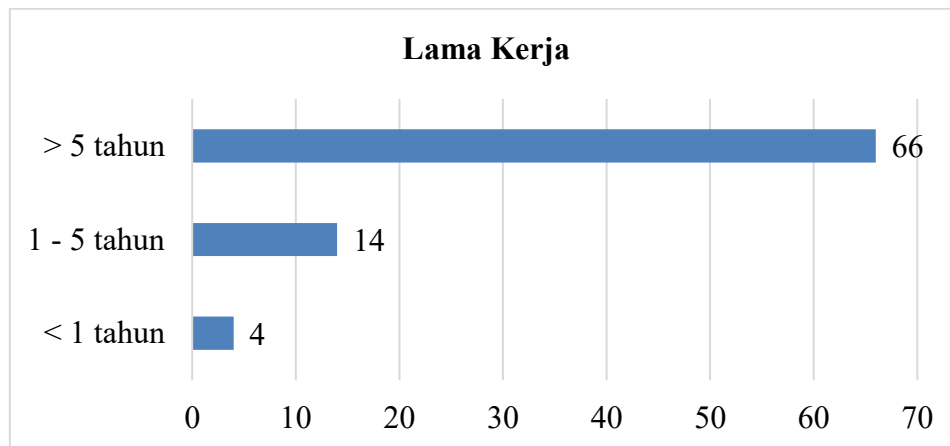


Figure 6. Distribution of Respondents by Working Period

Data Analysis of Research Results

Descriptive Analysis of Questionnaire Results

Descriptive analysis aims to determine how much respondents' perception is in responding to each variable indicator.

Table 1 The variable indicators

Variable	Indicator	Mean	Category
Leadership Style (X1)	X1.1	4,14	Height
	X1.2	4,10	Height
	X1.3	4,12	Height
Workload (x2)	X2.1	3,23	Medium
	X2.2	3,32	Medium
	X2.3	3,45	Medium
Work Culture (X3)	X3.1	4,54	Very High
	X3.2	4,60	Very High
	X3.3	4,50	Very High
<i>Work – Life Harmony</i> (M)	M1.1	4,41	Very High
	M1.2	4,19	Height
	M1.3	4,06	Height
Company Performance (Y)	Y1.1	4,33	Height
	Y1.2	4,35	Height
	Y1.3	4,31	Height

Based on Table 1 above, the leadership style indicator in general is in the high category, which shows that respondents consider that leadership practices at PLN UP3 Banyuwangi have gone well. The workload variable has an average value in the medium category, which indicates that there is a variation in employees' perception of the demands of the job they are facing.

Meanwhile, the indicators of work culture and work-life harmony show mean values in the high to very high categories, which reflects that the work environment and work-life balance of employees are perceived positively. The company's performance variables are also

in the high category, which shows that employees assess that performance achievements are in accordance with the targets and responsibilities set. These descriptive results provide a preliminary overview before testing the relationship between variables through SEM-PLS analysis.

SEM Result Analysis – PLS

The data from the respondents' questionnaires was processed using the Smart PLS application version 4.1.1.6. The results of the data processing resulted in research modeling as can be seen in Figure 7 below. Furthermore, the data was evaluated by the measurement model (Outer Model) to test the level of validity and reliability of the overall research instrument.

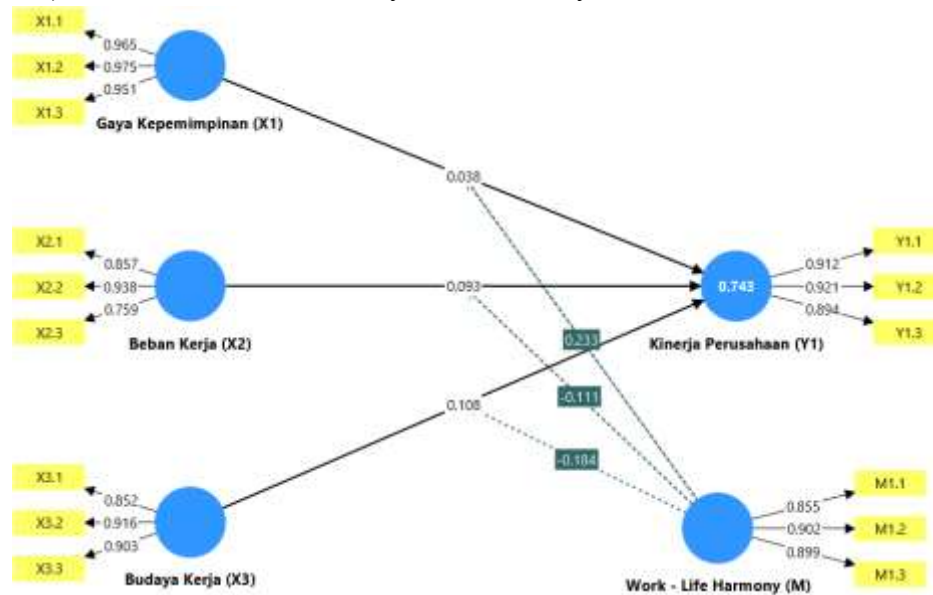


Figure 7. Initial SEM-PLS Research Model for PT PLN UP3 Banyuwangi

The results of the study show that leadership style, workload, and work culture do not directly determine the performance of PLN UP3 Banyuwangi. Employee performance is more influenced by an established work system, structured targets, and formal supervision mechanisms. These organizational variables play a role more as a supporting factor than a main driver, especially in public organizations with a bureaucratic character. In contrast, work-life harmony emerged as the dominant factor in explaining performance. Employees who are able to maintain a balance between the demands of work and personal life show higher focus, energy, and commitment, so that performance can be maintained consistently.

Work-life harmony also acts as a moderation variable, reinforcing the influence of leadership style on performance and weakening the influence of work culture, although it does not significantly moderate the relationship between workload and performance. Overall, the company's performance is determined more by the welfare and harmony of the lives of employees than by organizational structural factors. Performance improvement strategies need to focus not only on targets, leadership, or work culture, but also be supported by practices that maintain work-life harmony as the foundation of employee productivity and well-being.

CONCLUSION

Based on the results of data analysis using the SEM – PLS method on 84 respondents of PT PLN (Persero) UP3 Banyuwangi employees, the conclusion of this study was prepared in

accordance with the formulation of the problem with the following results: Leadership style, workload, and work culture do not have a significant direct effect on the company's performance at PLN UP3 Banyuwangi. Work life harmony has been proven to positively and significantly moderate the influence of leadership style on company performance. Work-life harmony does not significantly moderate the influence of workload on company performance. Work-life harmony has been proven to significantly moderate the influence of work culture on company performance in the direction of negative relationships. PLN UP3 Banyuwangi needs to pay special attention to strengthening work-life harmony as the basis for human resource management, leadership, and work culture to improve company performance.

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