

# Transformational Leadership and Work–Life Balance Effects on Job Satisfaction: Organizational Commitment as a Mediator

Aulia Ridhani & Rini Rahmawati\*

Department of Management, Faculty of Economics and Business, Universitas Lambung Mangkurat,  
Jl. Brigjen H. Hasan Basri, Kayu Tangi, Banjarmasin, South Kalimantan 70123, Indonesia

## Abstract

Employee job satisfaction is a critical determinant of organizational performance, with transformational leadership and work–life balance emerging as significant factors. However, the literature reveals inconsistent relationships between these variables across different organizational contexts, indicating the need for further investigation into potential mediating variables. This study investigated the impact of transformational leadership and work–life balance on job satisfaction, with organizational commitment serving as an intervening variable at PTs. PLN (Persero) Marabahan Customer Service Unit. Using a quantitative methodology, data were collected via questionnaires from 58 technical employees selected through purposive sampling. Variables were assessed via Likert scales, and analysis was conducted via structural equation modeling–partial least squares (SEM-PLS) facilitated by Smart PLS-4 software. The findings revealed that both transformational leadership style and work–life balance positively and significantly influenced job satisfaction among technical personnel. Furthermore, organizational commitment was demonstrated to function effectively as a mediating variable in the relationship between the independent variables (transformational leadership and work-life balance) and the dependent variable (job satisfaction) and to directly enhance employee satisfaction levels. These findings suggest that an inspiring leadership style and a well-balanced work-life environment not only directly improve job satisfaction but also do so through increased organizational commitment, ultimately contributing to employee well-being and productivity.

*Keywords:* Transformational leadership style, Work–life balance, Job satisfaction, Organizational commitment, Electricity service industry, Employee well-being.

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## 1. Introduction

Employee job satisfaction is a decisive factor influencing organizational performance and productivity. High job satisfaction cultivates greater enthusiasm, loyalty, and dedication among employees, directly supporting the achievement of organizational objectives. Conversely, low satisfaction levels lead to increased stress, reduced productivity, and higher turnover rates (Aulia and Putra, 2024; Julianti and Mardianty, 2024; Lutfillah and Nurhayaty, 2024; Vecchio, 2007). Within PT. The PLN (Persero) Marabahan Customer Service Unit, as the primary electricity service provider, maintains employee job satisfaction and is fundamental in delivering quality public services. The technical department faces particular challenges, with overtime data revealing significant variations across units, with some recording up to 377 hours monthly, potentially compromising the work–life balance. Field observations indicate that employees are concerned about compensation policies that affect their welfare and motivation.

Two critical factors influencing job satisfaction, transformational leadership and work–life balance, have demonstrated inconsistent relationships in the literature (Aulia and Putra, 2024; Jessica et al., 2023; Mubarokah and Nuvriasari, 2024; Sugiarto, 2018). Transformational leadership, characterized by inspiring and empowering subordinates, has contradictory effects on job satisfaction. Zuhariyyah (2019) reported significant positive influences in various organizational settings, whereas Prayekti and Pangestu (2022) and Parada and Arifin (2023) reported no significant relationships. Similarly, work–life balance research has shown divergent results. Indra and Rialmi (2022) identified positive effects on employee satisfaction at PTs. Bio Farma, supported by studies from (Surya and Riana, 2023)

\* Corresponding author.

E-mail address: [rinirahmawati@ulm.ac.id](mailto:rinirahmawati@ulm.ac.id)

examining millennials in nonstar hotels and Indra and Rialmi (2022) at PT. Meka Eduversity Komunikasi. However, Greenhaus et al. (2003) reported no significant relationship, suggesting that contextual variations affect this dynamic.

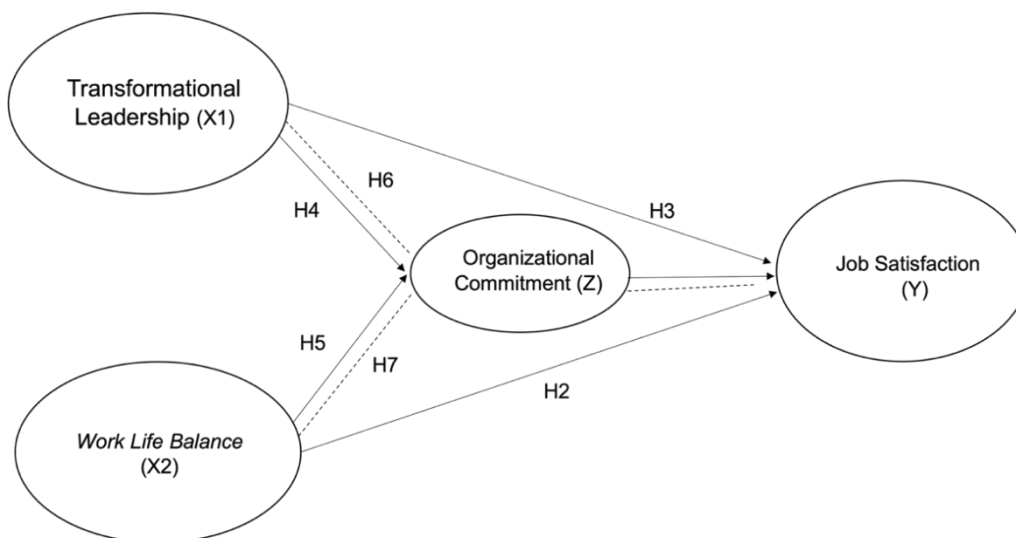
Organizational commitment may mediate these relationships. Employees with high commitment demonstrate emotional attachment, professional dedication, and consistent contributions despite workplace challenges. Setyawan and Rahmawati (2021) established that transformational leadership enhances both organizational commitment and job satisfaction, underscoring their interconnection in sustaining healthy work environments. These research inconsistencies highlight critical gaps that require further exploration, particularly in examining potential mediating variables across different organizational contexts and employee characteristics. This study addresses these gaps by investigating how transformational leadership and work–life balance influence job satisfaction, with organizational commitment serving as a mediating variable among technical department employees at PTs. PLN (Persero) Marabahan Customer Service Unit.

This study aims to determine whether (1) transformational leadership influences employee satisfaction; (2) work–life balance affects employee satisfaction; (3) organizational commitment impacts employee satisfaction; (4) transformational leadership influences organizational commitment; (5) work–life balance affects organizational commitment; (6) transformational leadership influences employee satisfaction, with organizational commitment as a mediating variable; and (7) work–life balance influences employee satisfaction, with organizational commitment as a mediating variable. This study contributes to the advancement of human resource management knowledge, particularly with respect to organizational commitment, work–life balance, and transformational leadership. These findings provide valuable insights for PTs. In formulating effective leadership approaches and work–life balance policies that increase employee satisfaction and organizational commitment, PLN (PERSERO) ultimately improves service quality and operational effectiveness.

## 2. Methods

### 2.1. Research design and approach

This study employed an associative research design to examine the relationships between transformational leadership, work-life balance, organizational commitment, and job satisfaction (Figure 1). This study follows a quantitative approach in which structural equation modeling is used to test the hypothesized relationships and mediation effects (Darwin et al., 2021). The conceptual framework builds on established theoretical foundations from the leadership and organizational behavior literature, particularly Bass (2015) transformational leadership theory, Meyer et al. (1993) the organizational commitment model, and the Greenhaus et al. (2003) work–life balance concept.



**Figure 1.** A visual representation of the conceptual framework

## 2.2. Population and sampling

The population comprised all 58 employees in the technical department of PT. PLN (Persero) Marabahan Customer Service Unit. This study implements a probability sampling technique with a saturated sampling approach, in which all population members are included in the sample to ensure comprehensive representation (Adnyana, 2021). This approach aligns with the recommendation of Darwin et al. (2021) for smaller populations, where including all members improves reliability and statistical power. Each respondent served as a unit of analysis, providing individual perceptions of leadership practices, work–life balance experiences, organizational commitment, and job satisfaction levels.

## 2.3. Data collection methods

Primary data were collected via two complementary methods. First, a structured questionnaire with a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) was used to assess respondents' perceptions across all the research variables. Second, semistructured interviews with selected employees provided a deeper contextual understanding and validation of the questionnaire findings. The interviews explored the nuanced aspects of organizational dynamics, leadership experiences, and work–life integration challenges specific to the electricity service industry. Secondary data from company documents and reports supplement the analysis, providing the organizational context and supporting information on patterns and departmental structures over time.

## 2.4. Operational definition of the variables

This study examines four key variables: two exogenous variables (transformational leadership and work–life balance), one mediating variable (organizational commitment), and one endogenous variable (job satisfaction). Transformational leadership was measured via Northouse (2023) four dimensions: idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation. Work–life balance follows the framework of Brough et al. (2014), which includes three dimensions: time balance, involvement balance, and satisfaction balance. For organizational commitment, Meyer et al. (1993) three-component model is adopted: affective, continuance, and normative commitments. Job satisfaction was assessed via Aulia and Putra (2024) five dimensions: work itself, supervision, salary, promotion, and coworkers.

## 2.5. Instrument validation and reliability

The instrument validation process employed partial least squares structural equation modeling (PLS-SEM) via Smart PLS 4.0 software. Convergent validity was established through factor loadings exceeding 0.7 and average variance extracted (AVE) values surpassing 0.5, with allowances made for newly developed scales, where factor loadings between 0.5 and 0.6 were deemed acceptable during initial validation. Discriminant validity assessment utilized cross-loading values greater than 0.7 or the square root of AVE values exceeding 0.5 for construct correlations. Reliability was determined through composite reliability and Cronbach's alpha values above 0.7, with emphasis placed on composite reliability due to its higher values.

## 2.6. Data analysis techniques

This study implemented PLS-SEM as the primary analytical method because of its resilience against distributional assumptions and efficacy with limited sample sizes. The analysis proceeded through a dual-stage approach, first evaluating the measurement model to confirm indicator reliability, internal consistency, and validity measures, followed by structural model assessment examining path coefficients, R-squared values, predictive relevance, and model fit indices. The R-squared interpretation followed the Haryono (2016) framework, categorizing values of 0.75, 0.50, and 0.25 as having strong, moderate, and weak predictive power, respectively. Hypothesis testing utilized bootstrapping with 5,000 subsamples to generate t statistics and p values, with significance determined at the 0.05 level ( $t \geq 1.96$ ). The goodness-of-fit assessment adhered to the criteria of Martínez and Cervantes (2021), who classified models as good ( $\geq 0.36$ ), moderate ( $\geq 0.25$ ), or low ( $\geq 0.10$ ) on the basis of the geometric mean of the average communality and R-squared values. The mediation analysis employed a specific indirect effects methodology to determine the mediating role of organizational commitment between transformational leadership, work-life balance, and job satisfaction.

### 3. Result and Discussions

#### 3.1. Respondent characteristics

The study involved 58 technical department employees at the PTs. PLN (Persero) Marabahan Customer Service Unit (Table 1). All the respondents (100%) were male, reflecting the gender composition of the technical department. The majority (43%) were aged 40-50 years, indicating a mature and experienced workforce. The educational background predominantly consisted of high school/vocational school graduates (69%), whereas professional positions were concentrated in network operators (89%). Most respondents (91%) were married and had substantial organizational tenure, with 40% having worked for 15-20 years at the company.

**Table 1.** Respondent characteristics

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	58	100%
	Female	0	0%
Age	20-30 years	10	17%
	30-40 years	16	28%
	40-50 years	25	43%
	50-56 years	7	12%
	Junior High School	1	2%
Education	High School/Vocational	40	69%
	Diploma	10	17%
	Bachelor's Degree	7	12%
Marital Status	Married	53	91%
	Single	5	9%
	Coordinator	1	2%
Job Position	Health and Safety	1	2%
	Network Operator	52	89%
	Maintenance Team	4	7%
Tenure	< 5 years	9	15%
	5 to < 10 years	10	17%
	10 to < 15 years	16	28%
	15 to < 20 years	23	40%

#### 3.2. Descriptive analysis of research variables

A descriptive analysis of each research variable is presented in Table 2. Transformational leadership demonstrated a high overall mean score of 4.15, indicating the strong implementation of this leadership style among managers. Inspirational motivation received the highest rating, revealing the effectiveness of managers in communicating their vision and generating enthusiasm. Intellectual stimulation strongly encouraged innovative thinking and problem-solving approaches. The relatively low score for individualized consideration suggests potential room for improvement in addressing individual employee needs and development, although it still reflects a positive assessment. The work–life balance variable displayed the highest overall mean (4.42) among all the constructs, indicating excellent equilibrium between the professional and personal life domains. Both time balance and satisfaction balance received identical high scores, demonstrating that employees have adequate time for personal activities and are satisfied with their current work–life arrangements. The slightly lower score for involvement balance suggests that, while still strong, employees may experience occasional challenges in maintaining equal engagement across work and nonwork domains.

Organizational commitment received a positive assessment, with an overall mean of 4.10. The highest score was for normative commitment, indicating strong loyalty on the basis of moral obligations and organizational values. Continuance commitment followed closely, reflecting employees' recognition of the costs associated with leaving the organization. Affective commitment scored the lowest, suggesting that, while still positive, emotional attachment to the organization represents an area for potential enhancement. Job satisfaction received exceptionally high ratings, with an overall mean of 4.64. Coworker relationships had the highest satisfaction score, indicating a strong collaborative work culture. This was closely followed by promotion opportunities, which demonstrated perceived fairness in career

advancement. The consistently high scores across all job satisfaction dimensions reflect a comprehensive positive evaluation of the work environment, with minimal variation between the highest- and lowest-rated aspects.

**Table 2.** Descriptive analysis of research variables

Indicator	Mean	Average
Transformational Leadership		
Idealized Influence	4.13	
Intellectual Stimulation	4.20	4.15
Individualized Consideration	4.06	
Inspirational Motivation	4.22	
Work-Life Balance		
Time Balance	4.46	4.42
Involvement Balance	4.34	
Satisfaction Balance	4.46	
Organizational Commitment		
Affective Commitment	4.06	4.10
Continuance Commitment	4.10	
Normative Commitment	4.14	
Job Satisfaction		
Work Itself	4.65	
Supervision	4.54	4.64
Salary	4.62	
Promotion	4.68	
Coworkers	4.71	

### 3.3. Measurement model assessment

The assessment of the measurement model confirmed robust validity and reliability across all the constructs under examination. Convergent validity was established through factor loadings that substantially exceeded the requisite threshold of 0.7, with values ranging from 0.799-0.959. Additionally, the average variance extracted (AVE) values ranged from 0.740-0.902, which was well above the minimum criterion of 0.5. Discriminant validity was thoroughly verified through heterotrait–monotrait ratio (HTMT) analysis, with all values falling below the acceptable maximum of 0.9, specifically ranging from 0.675-0.758. The analysis further demonstrated strong internal consistency reliability, as evidenced by composite reliability metrics between 0.920 and 0.966, alongside Cronbach's alpha coefficients between 0.884 and 0.961, all substantially surpassing the standard threshold of 0.7. These comprehensive results provide compelling evidence that the measurement instruments effectively captured their intended constructs with precision and reliability, thereby establishing a solid foundation for subsequent structural-model analysis.

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The structural model evaluation revealed significant direct effects for all the hypothesized relationships (Table 3). Transformational leadership had a significant positive effect on job satisfaction ( $\beta=0.299$ ,  $t=2.328$ ,  $p=0.020$ ) and organizational commitment ( $\beta=0.481$ ,  $t=4.457$ ,  $p<0.001$ ). Similarly, work-life balance had significant positive effects

on job satisfaction ( $\beta=0.292$ ,  $t=2.147$ ,  $p=0.032$ ) and organizational commitment ( $\beta=0.400$ ,  $t=4.289$ ,  $p<0.001$ ). The particularly strong influence of transformational leadership on organizational commitment ( $\beta=0.481$ ) indicates the effectiveness of this leadership style in cultivating employee loyalty and identification with organizational goals. Additionally, organizational commitment significantly influenced job satisfaction ( $\beta=0.340$ ,  $t=3.102$ ,  $p=0.002$ ), supporting its role as a mediator (Table 3).

**Table 3.** Direct effects

Relationship	Path coefficient	t-statistics	p value
Transformational Leadership → Job Satisfaction	0.299	2.328	0.020*
Transformational Leadership → Organizational Commitment	0.481	4.457	0.000***
Organizational Commitment → Job Satisfaction	0.340	3.102	0.002**
Work-Life Balance → Job Satisfaction	0.292	2.147	0.032*
Work-Life Balance → Organizational Commitment	0.400	4.289	0.000***

Remarks: Significance is expressed as  $p<0.05$  with a 95% confidence level.

The mediation analysis yielded statistically significant indirect effects for both primary independent variables on job satisfaction through organizational commitment. Specifically, transformational leadership had a significant indirect effect ( $\beta=0.164$ ,  $t=2.489$ ,  $p=0.013$ ) on job satisfaction when it was mediated by organizational commitment. Similarly, work–life balance had a significant indirect effect ( $\beta=0.136$ ,  $t=2.319$ ,  $p=0.020$ ) on job satisfaction through the same mediating variable, as documented in Table 4. These empirical findings establish organizational commitment as an effective partial mediator in the research model, substantiating its crucial role in enhancing the positive influence of both transformational leadership and work–life balance on employee job satisfaction levels. The partial mediation effect indicates that while transformational leadership and work–life balance directly affect job satisfaction, their impact is significantly amplified when channeled through organizational commitment, highlighting the strategic importance of fostering commitment to maximize employee satisfaction outcomes (Table 4).

**Table 4.** Indirect effects

Relationship	Path coefficient	t-statistics	p value
Transformational Leadership → Organizational Commitment → Job Satisfaction	0.164	2.489	0.013**
Work-Life Balance → Organizational Commitment → Job Satisfaction	0.136	2.319	0.020**

Remarks: Significance is expressed as  $p<0.05$  with a 95% confidence level.

### 3.5. Model fit and predictive power

The structural model demonstrated strong explanatory power, with  $R^2$  values of 0.643 for job satisfaction and 0.584 for organizational commitment, indicating that the model explained 64.3% and 58.4% of the variance in these constructs, respectively. These values represent moderate-to-substantial explanatory power according to the established PLS-SEM criteria. After adjusting for the number of predictor variables, the  $R^2$  adjusted values remained robust at 0.623 and 0.569, confirming the model's stability. The predictive relevance of the model was confirmed by a  $Q^2$  value of 0.8515, which substantially exceeded the threshold of zero, indicating excellent predictive power. Additionally, the goodness-of-fit (GoF) value of 0.486 exceeded the 0.36 threshold for large effect sizes, confirming the model's overall fit and quality in representing the empirical data.

3.6. Hypothesis testing results

Hypothesis testing yielded comprehensive support for all seven research propositions (Figure 2). Data analysis confirmed that transformational leadership exerted a positive and significant influence on job satisfaction (H1) and demonstrated a positive effect on organizational commitment (H4). In parallel, work–life balance positively affected both job satisfaction (H2) and organizational commitment (H5), establishing the direct effects of both independent variables on the two dependent constructs. Furthermore, the analysis substantiated the proposed relationship between organizational commitment and job satisfaction (H3), confirming that higher levels of commitment correspond to increased satisfaction among employees. Of particular significance were the findings related to the mediation hypotheses, which verified that organizational commitment functions as a partial mediator in the relationships between transformational leadership and job satisfaction (H6) and between work-life balance and job satisfaction (H7).

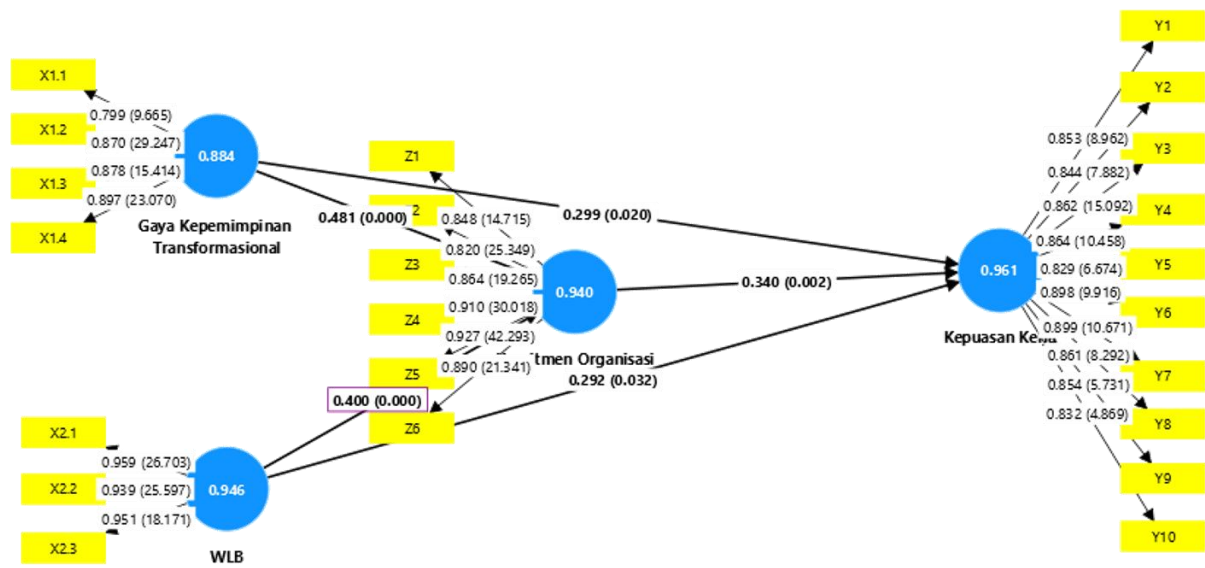


Figure 2. Confirmation of Hypothesis

3.7. Discussion

This study investigated the complex interrelationships among transformational leadership, work–life balance, organizational commitment, and job satisfaction among technical personnel at PTs. PLN (Persero) Marabahan Customer Service Unit. The empirical analysis confirmed all seven hypothesized relationships, validating both the direct effects and the mediating mechanisms proposed in the research framework. The findings demonstrated that transformational leadership exerted a significant positive influence on job satisfaction ( $\beta=0.299$ ), thereby supporting H1. This result corroborates previous research by Zuhariyyah (2019), Mishra and Upadhyay (2022), and Sartika (2014), who consistently documented the beneficial impact of transformational leadership practices across various organizational contexts and sectors.

Leaders who inspire, intellectually stimulate, and show individualized consideration create positive work environments that increase employee satisfaction. The particularly high ratings for inspirational motivation reveal that communicating a compelling vision represents the strongest aspect of leadership at PTs. PLN Marabahan, whereas the relatively lower score for individualized consideration identifies a potential area for leadership development. As Vecchio (2007) theorized, employee satisfaction emerges from positive evaluations of work characteristics, which transformational leaders effectively influence by creating meaningful work experiences and bridging the gap between employee expectations and workplace realities.

Work–life balance had a significant positive effect on job satisfaction ( $\beta=0.292$ ), confirming H2. The exceptionally high overall score for work–life balance (4.42) indicates successful organizational policies supporting the employee balance between professional and personal domains. This result corroborates the findings of Prajnaparamita Leman and

Gustomo (2023) at PT. Bio Farma and research by Latupapua et al. (2021) and Indra and Rialmi (2022) in the banking and education sectors demonstrated the cross-industry relevance of this relationship. Greenhaus et al. (2003) theoretical framework emphasizing time balance, involvement balance, and satisfaction balance provides the explanatory mechanism for these findings. When employees can effectively balance their professional responsibilities with their personal needs, they develop more positive evaluations of their work environment, as reflected in the high job satisfaction scores observed in this study.

Organizational commitment had a significant positive effect on job satisfaction ( $\beta=0.340$ ), supporting H3. This finding reinforces previous research by Dinata et al. (2019), Setyawan and Rahmawati (2021), and Sandy and Selamet Riadi (2023). The relatively stronger presence of normative commitment than of affective commitment suggests that loyalty based on moral obligations and organizational values currently prevails over emotional attachment at PTs. PLN Marabahan. This pattern may reflect an organizational culture or management practices that emphasize duty and responsibility over emotional connections. Meyer et al. (1993) three-component model provides the theoretical foundation for understanding how different dimensions of commitment influence employee attitudes and behaviors. The findings suggest that strengthening affective commitment could further enhance job satisfaction, as emotional attachment typically generates the strongest positive outcome in the workplace.

The data analysis substantiated the significant positive influence of transformational leadership on organizational commitment ( $\beta=0.481$ ), confirming Hypothesis H4. This coefficient represents the strongest direct relationship identified in the research model, emphasizing the critical role of effective leadership approaches in cultivating employee commitment to organizational objectives and values. The magnitude of this relationship underscores how transformational leadership practices characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence create a foundation for heightened organizational commitment among technical personnel. This finding suggests that when leaders articulate compelling visions, demonstrate genuine concern for employee development, and model exemplary behavior, employees respond with stronger psychological bonds to the organization. These results align with those of Chai et al. (2017) and Andi et al. (2023), who identified similar relationships across diverse organizational contexts. Northouse (2023) transformational leadership theory explains how inspirational leadership behaviors build trust, create a shared vision, and establish emotional bonds with employees. Leaders who demonstrate these qualities foster organizational identification and loyalty, particularly in hierarchical structures, such as those common in state-owned enterprises (PTs). PLN.

The analysis confirmed that work–life balance had a significant positive effect on organizational commitment ( $\beta=0.400$ ), validating H5. This finding aligns with the research of Irfan and Marynta (2021) and Oyewobi et al. (2022), who established that organizational policies and practices supporting employees' balance between professional and personal lives substantially enhance their commitment to the organization. When examined through the theoretical framework of the Bakker and Demerouti (2014) job demands-resources model, work-life balance functions as a crucial resource that simultaneously reduces work-related stress while enhancing employee motivation and commitment. This dual mechanism explains how work–life balance initiatives contribute to stronger psychological bonds between employees and their organizations.

The mediation analysis demonstrated that organizational commitment significantly mediated the relationship between transformational leadership and job satisfaction ( $\beta=0.164$ ), supporting H6. This finding makes an important contribution to the literature by elucidating the psychological mechanisms through which leadership practices influence employee satisfaction outcomes. This result extends the research conducted by Setyawan and Rahmawati (2021) and Fisher et al. (2009) by providing empirical evidence of the intervening role of commitment in the leadership-satisfaction relationship. The significant mediating effect indicates that transformational leadership not only directly enhances job satisfaction but also indirectly enhances it by fostering stronger organizational commitment, which subsequently leads to higher satisfaction levels.

Transformational leadership establishes emotional and normative bonds between employees and the organization, which subsequently enhances how employees evaluate their work experiences. The presence of partial mediation indicates that while leadership directly influences satisfaction, its effect is augmented when it successfully builds the organization's commitment. This dual-pathway mechanism emphasizes the importance of leadership approaches that simultaneously address immediate workplace experiences and longer-term organizational attachments.

The mediation analysis revealed that organizational commitment significantly mediated the relationship between work-life balance and job satisfaction ( $\beta=0.136$ ), confirming H7. This finding enriches the scholarly understanding of how

work–life balance policies translate into enhanced employee satisfaction, supporting previous research by Oyewobi et al. (2022) and Surya and Riana (2023). The identified mediation mechanism clarifies that work–life balance enhances job satisfaction by fostering stronger organizational commitment. When employees perceive organizational support for their work–life integration needs, they develop a stronger psychological attachment to the organization, which subsequently enhances their overall work evaluation and satisfaction.

The model demonstrated substantial explanatory power, with  $R^2$  values of 0.643 for job satisfaction and 0.584 for organizational commitment, indicating that the research framework captures the major determinants of these outcomes. The high  $Q^2$  value (0.8515) further confirmed the model's strong predictive ability. These statistical indicators validate the theoretical framework integrating transformational leadership and work–life balance as antecedents, with organizational commitment as a mediating mechanism influencing job satisfaction (Sari and Hasyim, 2022; Sugiarti et al., 2021; Sylvyani and Ramli, 2023).

This research yields valuable insights into the dynamics of transformational leadership, work–life balance, organizational commitment, and job satisfaction at PTs. The PLN (Persero) Marabahan Customer Service Unit has several noteworthy limitations. The exclusively male sample in technical roles restricts gender-based generalizability, whereas the stronger influence of transformational leadership on organizational commitment than its direct effect on job satisfaction highlights the strategic importance of building employee loyalty as an intermediary pathway to satisfaction. Additionally, the observation that affective commitment scores were lower than normative commitment scores suggests an opportunity for the organization to strengthen emotional connections with employees, who currently demonstrate commitment on the basis of perceived obligation rather than emotional attachment to the organization. These considerations provide a strategic direction for enhancing leadership effectiveness and work–life initiatives to foster deeper organizational commitment and greater job satisfaction among technical personnel.

These findings have practical implications for PT. PLNs and similar organizations in Indonesia. Leadership development programs should emphasize transformational leadership behaviors, particularly individualized considerations, which receive the lowest ratings among leadership dimensions. Work–life balance policies should be maintained and potentially enhanced, with particular attention given to involvement balance, which scores slightly lower than other dimensions. Finally, organizational initiatives should seek to strengthen affective commitment by creating more opportunities for emotional connections with the organization's mission and values.

#### 4. Conclusions

In conclusion, this study confirms that transformational leadership and work–life balance enhance job satisfaction both directly and indirectly through organizational commitment among technical employees at PTs. PLN Marabahan. The dual-pathway model integrates previously separate research streams into a coherent, explanatory framework. For practitioners, simultaneously developing transformational leadership capabilities, maintaining supportive work–life policies, and fostering organizational commitment, especially affective commitment, represent complementary approaches to maximizing employee satisfaction and organizational outcomes. By addressing all three components, organizations can create synergistic effects that enhance employee well-being and productivity.

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