



The Influence of Work Environment, Work Motivation, Transformational Leadership and Work-Life Balance on Employee Commitment at PT. Cogindo Daya Bersama Center

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ABSTRACT

The study aims to analyze the influence of work environment, work motivation, transformational leadership and work-life balance on employee commitment at PT. Cogindo Daya Bersama, South Jakarta. The population in this study was 100 respondents using a census sampling technique so that the entire population was sampled. Hypothesis testing was carried out using the Structural Equation Modelling Partial Least Squares (SEM-PLS) approach used in this study. The results indicate that transformational leadership, work motivation and work-life balance have a significant positive effect on employee commitment. Conversely, the work environment did not show a significant influence. The implication is that PT. Cogindo Daya Bersama needs to prioritize leadership development, motivation enhancement and work-life balance support to strengthen employee commitment.

INTRODUCTION

In an era of globalization and increasingly fierce business competition, companies are required to maintain and improve performance through quality human resources. Employee commitment to the organization is a key factor in achieving this goal. High levels of commitment reflect employee loyalty, dedication, and desire to contribute maximally to the company (Sari Apri Yani, 2019).

According to Sarah, a permanent employee of Human Resources Development at PT. Cogindo Daya Bersama, where job demands can be high and the pressure to perform consistently, examining these factors is crucial to understanding how to optimally cultivate employee commitment. PT. Cogindo Daya Bersama, a subsidiary of the PLN Group that focused on power generation services, is supported by company experienced significant growth in 2023, both in terms of the number of employees, which reached 215 people, and its organizational structure. Its human resources are managed by the Human Resources Directorate, which consists of three main departments to support organizational functions, work culture, and employee performance.

Despite its importance, the company faces a high employee turnover rate making PT. Cogindo Daya Bersama a key target for measuring employee commitment and motivation, as these factors are crucial in understanding the reasons behind employee turnover. Furthermore, this is particularly interesting to study as the company seeks to implement a work-life balance system as part of its efforts to improve employee well-being (PT. PLN Indonesia Power Service, 2023).

Analyzing employee perceptions of a company's work system can provide valuable insights into well an organization addresses employee needs, potentially identifying areas for improvement in its human resource policies to foster a more committed, motivated, and satisfied workforce (Setiawan et al., 2022). In this context, commitment is defined as an employee's level of trust and acceptance of the organization, indicating their desire to remain with the organization to achieve shared goals.

According to Allen & Mayer (1990), commitment is defined as an employee's emotional attachment, sense of moral responsibility, and practical considerations in maintaining a working relationship with the company. Work commitment plays a their organization. Committed employees tend to perform well due to a sense of loyalty and obligation to the organization (Agyeiwaah et al., 2022). At PT. Cogindo Daya Bersama, where operational demands are high, fostering strong commitment among employees can directly improve organizational sustainability.

The work environment encompasses all physical and non-physical conditions in the workplace and place a fundamental role in shaping employees daily experiences. According to Maslow's Hierarchu of Needs Theory (1943), individuals are motivated to fulfill a series of needs in a hierarchical manner, starting with physiological, safety, social, esteem, and self-actualization. In the context of the work environment, a supportive

environment such as adequate facilities (meeting physiological and safety needs) and harmonious relationships between colleagues (meeting social needs) helps employees meet their basic needs. When these needs are met, employees tend to feel more satisfied and secure, which in turn increases their commitment to the organization. Research by (H.A et al., 2023) confirms that a good work environment, both in terms of physical aspects (e.g., cleanliness and comfort) and non-physical aspects (e.g., superior support and relationships between colleagues), significantly contributes to increased employee commitment. A conducive environment can reduce stress and conflict, create a positive work atmosphere, and ultimately strengthen employee loyalty to the company (Irawan & Ie, 2022).

Work motivation is the internal and external drive that drives employees to act and contribute optimally to their work. Vroom's (1964) Expectancy Theory explains that employee motivation is influenced by three main factors: expectancy (the belief that effort will result in a reward) and valence (the value placed on that reward). Motivated employees tend to show higher levels of initiative and responsibility, and have a strong desire to achieve organizational goals. According to (Suyono et al., 2021), motivation, both intrinsic and extrinsic, plays a crucial role in shaping employee loyalty and responsibility. When employees feel their work is meaningful and appreciated, their motivation increases, which directly strengthens their commitment to the organization (Sanjaya & Indrawati, 2023).

Transformational leadership is known for its ability to inspire, motivate, and guide employees toward shared goals that transcend personal interests. Bass and Avolio's (1994) Transformational Leadership Theory identifies four key dimensions: idealized influence (the leader's charisma as a role model), inspirational motivation (the leader's ability to articulate a compelling vision), intellectual stimulation (encouraging creativity and innovation), and individualized consideration (paying attention to each employee's development needs). Leaders who employ this style are able to foster trust, emotional attachment, and a strong sense of belonging among their subordinates.

Research by (Yuan et al., 2022) found that transformational leadership significantly increases employee commitment because leaders are able to create a compelling vision and provide personal support. Furthermore, (Putri & Meria, 2022) also emphasized that transformational leaders who demonstrate integrity and attention to individual employee needs can effectively increase long-term commitment and loyalty.

Work-life balance (WLB) is a condition in which employees successfully balance the demands of their work with their personal lives, creating harmony that supports overall well-being. This concept aligns with Social Exchange Theory (Blau, 1964), where employees who perceive their company provides support and flexibility to manage their personal lives will reciprocate with higher levels of commitment. When employees achieve this balance, they tend to experience lower stress levels, higher job satisfaction, and deeper engagement with the organization. Inegbedion et al., (2024)

emphasized that well-maintained WLB can increase employee satisfaction and engagement, ultimately strengthening their commitment. Furthermore, Hidayati et al., (2021) also showed that company support for WLB can increase loyalty and work commitment because employees feel valued and cared for.

Given the importance of these variables, this study aims to analyze the influence of the work environment, work motivation, transformational leadership, and work-life balance on employee commitment at PT Cogindo Daya Bersama Pusat. Previous research by Cahyono et al. (2020) specifically examined the influence of transformational leadership dimensions (idealized effect, inspirational motivation, intellectual stimulation, and individualized consideration) on job satisfaction and organizational commitment. The results showed that not all dimensions of transformational leadership had a significant direct influence on organizational commitment. Looor-Zambrano et al. (2022) have shown that Corporate Social Responsibility (CSR) has a positive and significant relationship with employee commitment, which is mediated by work motivation and employee trust. Similarly, Aryateja et al. (2021) found that Work-Life Balance and Work Environment influence employee commitment through mediation employee engagement.

However, research specific to the context of PT Cogindo Daya Bersama, particularly in the energy and industrial sectors, is still limited. This study will contribute to existing knowledge by providing insight into how these factors interact and influence employee commitment in this particular organization. PT Cogindo Daya Bersama can gain valuable insights into improving employee commitment and retention through strategic interventions that improve the work environment, foster motivation and effective leadership, and foster a better work-life balance.

LITERATURE REVIEW

Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory (1943) explains that human needs are arranged in hierarchy, starting with basic physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. By meeting employee needs, companies can create a positive and motivating work environment, which in turn can increase employee commitment to their work and the organization. Employees whose needs are met are happier, more productive, and more loyal.

Abraham Maslow's (1943) Hierarchy of Needs theory explains that that individuals have five hierarchically arranged needs: physiological, safety, social, esteem, and self-actualization. Lower-level needs must be met before individuals can be motivated to fulfill higher-level needs. In the workplace, employees strive to fulfill these needs through their work environment and experiences, which directly impact their job satisfaction, retention, and performance. This theory is the primary basis for why fulfilling employees' core needs through various aspects of the organization can shape employee commitment to the organization.

Work Environment and Employee Commitment

The work environment refers to the physical, social, and psychological conditions in which the workplace influences employees in carrying out their daily tasks and work (HA et al., 2023). A good work environment includes physical aspects such as cleanliness, comfort, safety, and adequate facilities (Zega & Adawia, 2024).

These aspects are directly related to the fulfillment of employees' physiological and safety needs in Maslow's hierarchy. When employees feel safe and comfortable at work, their basic needs are met, reducing the potential for stress and increasing focus on work.

Furthermore, non non-physical work environments, such as harmonious relationships among coworkers and support from superiors, are crucial. These aspects fulfill employees' social and esteem needs. Employees who feel part of a solid team and are recognized for their contributions will feel more valued and have a sense of belonging to the organization. Research by Irawan & Ie (2022) studies show that a healthy work environment contributes to reduced stress and conflict, which in turn increases employee loyalty and engagement. When the work environment supports the fulfillment of various levels of employee needs, they tend to develop a stronger commitment to the organization.

H1: Work environment has a positive effect on employee commitment.

Work Motivation and Employee Commitment

Work motivation is an internal and external drive that influences the enthusiasm and desire of employees to work optimally (Sumantri & Mujiati, 2023). Strong motivation drives employees to make maximum contributions and have a direct influence on the level of commitment they demonstrate (Loor-Zambrano et al., 2022). Within the framework of Maslow's Hierarchy of Needs Theory (1943), work motivation can be seen as an employee's effort to fulfill higher-level needs, such as the need for esteem and self-actualization.

When employees are motivated by the need for achievement, recognition for their accomplishments, career development opportunities, and incentives and rewards, they feel valued and have a clear sense of purpose in their work. Fulfilling the need for esteem (through recognition and incentives) and self-actualization (through career development and achievement) will encourage employees to be more emotionally and professionally engaged in their tasks. (Suyono et al., 2021) emphasized that work motivation, both intrinsic and extrinsic, plays a crucial role in shaping employee loyalty and sense of responsibility towards the company. Employees who feel motivated and supported tend to be more loyal and committed to the organization (Sanjaya & Indrawati, 2023).

H2: Work Motivation has a positive effect on Employee Commitment.

Transformational Leadership and Employee Commitment

Transformational leadership is a leadership style that inspires, motivates, and guides employees toward shared goals, while creating

stronger and more meaningful working relationships (Putri & Meria, 2022). Transformational leaders, through idealized influence and inspirational motivation, are able to inspire enthusiasm and a sense of belonging in employees. This directly impacts employees' esteem and self-actualization needs in Maslow's hierarchy.

When leaders provide intellectual stimulation, they encourage employees to think critically and innovatively, which fulfills the need for self-actualization. Furthermore, leaders individualized consideration, namely attention to the personal and professional needs of subordinates, fulfills employees social and esteem needs. Employees feel valued as individuals, not just as resources. Yuan et al. (2022) added that transformational leaders are able to foster employee trust and emotional engagement, which positively impacts loyalty and commitment to the organization. Through this approach, leadership focuses not only on achieving targets but also on developing employees' potential and enthusiasm for continued contribution (Sumantri & Mujiati, 2023).

H3: Transformational Leadership has a positive effect on Employee Commitment.

Work-Life Balance and Employee Commitment

Work-life balance is a condition in which employees are able to balance the demands of work with their personal lives, thus creating harmony that supports overall well-being (Inegbedion, 2024a). This concept is highly relevant to the fulfillment of physiological (rest), safety (mental health), and social (family or personal relationships) needs in Maslow's hierarchy. When employees have the ability to manage their time between work and personal life, perceived stress levels tend to be lower, and satisfaction with time away from work increases (Sumantri & Mujiati, 2023).

A company's support for work-life balance demonstrates its concern for the overall well-being of its employees. This fulfills employees' social and esteem needs, making them feel valued and cared for. Employees who maintain a balance between work and personal life tend to demonstrate greater loyalty and dedication because they feel cared for and appreciated by the company (Hutagalung et al., 2020).

(Emre & De Spiegeleare, 2021) found that work-life balance has a direct influence on increasing organizational commitment because employees who are able to maintain boundaries between work and personal life feel more satisfied, motivated, and enthusiastic in carrying out their duties.

H4: Work-Life Balance has a positive effect on Employee Commitment.

The study aims to examine the influence of the work environment, work motivation, transformational leadership and work life balance on employee commitment. The research model developed to accommodate these variables is shown in Figure 1.

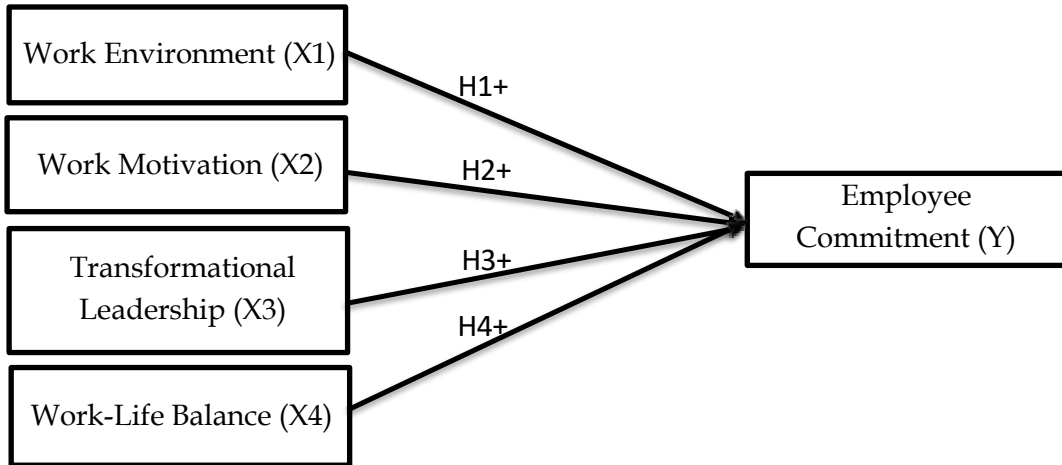


Figure 1. Research Method

METHODOLOGY

This study uses a quantitative approach to analyze the influence of the work environment, work motivation, transformational leadership, and work-life balance on employee commitment. The survey method used a questionnaire distributed to 100 permanent employees of PT. Cogindo Daya Bersama, South Jakarta. The questionnaire was distributed to 100 employees, designed with a five-point Likert scale ranging from agree to disagree. The analysis used census data.

The population of this study was all 100 permanent employees of PT. Cogindo Daya Bersama South Jakarta. The research sample consisted of 100 respondents. Data processing used SmartPLS version 4. The data analysis process included convergent validity test, discriminant validity test (Fornell Larcker), reliability and validity test, R-square, f-square test, path coefficient and goodness of fit.

Respondent Profile

Table 1. Descriptive Analysis

Category	Characteristics	Frequency	Presentation
Gender	Man	67	13,48%
	Woman	33	6,64%
Age	18 - 30	38	7,65%
	31 - 40	47	9,46%
	41 - 50	11	2,21%
	> 50	3	0,60%
Years of Service	< 1 year	7	1,41%
	1 - 4 years	22	4,43%
	> 5 years	70	14,08%
Education	SMA/SMK	21	4,43%
	S1	55	11,07%
	S2	8	1,61%
	D3	14	2,82%

	D4	1	0,20%
Department	Planning	47	9,46%
	Human Resource Development	43	8,65%
	Industrial Relations	10	2,01%

The respondents in this study were all permanent employees of PT. Cogindo Daya Bersama Center. Looking at the characteristics of the 100 respondents in terms of gender, it was found that male respondents dominated the number of respondents. When viewed in terms of age, respondents were predominantly aged 31 - 40 years. Then in terms length of service, respondents were predominantly respondent with > 5 years. When viewed in terms of last education, respondents were predominantly respondents with a bachelor's degree.

Table 2. Research Variable Indicators

Variables	Definition	Indicator
Employee Commitment (Y)	Employee commitment is level emotional attachment and loyalty employee to organization, which reflected in desire for keep working and contribute in a way maximum.	a. Affektive Commitment (1-8) b. Continuous Commitment (2-16) c. Normative Commitment (17-24) (Herwan, 2021)
Work Environment (X1)	Environment work is a physical condition, social and psychological in the workplace that affects employee in his job duties every day.	a. Cleanliness and comport work environment (1,9) b. Facility work which adequate (7,8,10) c. Connection between coworkers (2,3,4,6) d. Support from superiors (5) (Zega & Adawia, 2024)
Work Motivation (X2)	Work motivation is internal drive and external which influence spirit and desire employee to work in a optimal.	a. Need will achievement (4) b. Recognition of achievemnet (3) c. Chance development career (5) d. Provision of incentives and awards (1) e. Comfortble working conditions (2) (Sumantri & Mujiati, 2023)
Transformasional Leadership (X3)	Style leadership which inspiring and motivating employee for reach performance which more tall through vision and change which positive.	a. Ideal influences b. Inspirational motivation (1,3,4) c. Intellectual stimulation (7,8) d. Individual considerations (5,6) (Sumantri & Mujiati, 2023)

Work-Life Balance (X4)	Work-Life Balance it demands work and life personal which allow employee to live both of them is a way harmonious.	a. Ability for arrange time between jobs and life personal (1,2) b. Level stress which felt (4) c. Satisfaction to time spent outside of work (3,6) d. Support company againts balance life (5,7,8) (Sumantri & Mujiati, 2023)
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RESEARCH RESULT

Convergent Validity Test

The convergent validity test was conducted by measuring the correlation between items and the construct. This test showed that all indicators in this research model met the convergent validity requirements., The outer loading value has been above the minimum threshold of 0.60 and the AVE has passed the minimum threshold of 0.50 (Edeh et al., 2023). Thus, the Work Environment variable has an outer loading value ranging from 0.638 to 0.891 and an AVE of 0.586, while the Work-Life Balance variable even shows a very high outer loading value (up to 0.929) and an AVE of 0.733, indicating excellent convergent validity. Overall, these results conclude that all indicators in this research model meet the requirements for convergent validity.,because the outer loading values have exceeded the minimum threshold of 0.60 and the AVE has exceeded the minimum threshold of 0.50 (Edeh et al., 2023).

The results of the measurement instrument used to measure the influence of the four independent variables on employee commitment were declared valid.

Diskriminant Validity Test (Fornell Larcker)

Table 3. Diskriminant Validity Test (Fornell Larcker)

Variables	Transformational Leadership	Employee Commitment	Work Environment	Work Motiavtion	Work-Life Balance
Transformational Ledership	0.820				
Employee Commitment	0.912	0.728			
Work Environment	0.902	0.898	0.766		
Work Motivation	0.513	0.650	0.639	0.759	
Work-Life Balance	0.971	0.916	0.910	0.494	0.856

The Discriminant Validity Test (Fornell-Larcker) shows that each variable in this study actually measures different concepts empirically. Although there are several high correlation values between constructs (for example, between Work-Life Balance and Transformational Leadership = 0.971), but because the AVE root value remains higher than the other correlation

values, the instruments in the model are declared discriminant valid and can be used to test the relationship between variables structurally (Hair et al., 2019).

Reliability and Validity Test

Table 4. Reliability and Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational Ledership	0.928	0.943	0.942	0.672
Employee Commitment	0.961	0.967	0.964	0.530
Work Environment	0.921	0.936	0.933	0.586
Work Motivation	0.817	0.828	0.871	0.576
Work-Life Balance	0.947	0.953	0.956	0.733

The results of the validity and reliability tests show that Cronbach’s Alpha: Measures the internal consistency of items within a construct. Minimum limit: ≥ 0.70 (Hair et al., 2019). This means that all constructs are reliable in terms of internal consistency. Composite Reliability is a combination of latent indicators. Minimum limit: ≥ 0.70 (preferably ≥ 0.80). All constructs in the model meet the recommended reliability requirements: Cronbach's Alpha ≥ 0.817 : indicators in each construct are consistent, Composite Reliability ≥ 0.828 is a reliable and stable construct. All constructs (Transformational Leadership, Employee Commitment, Work Environment, Work Motivation, and Work-Life Balance) have excellent reliability and can be trusted.

R-Square Test

Table 5. R-Square Test

Employee Commitment	Value
R-square	0,896
R-square adjusted	0,892

Based on Table 4, the R-square value for the Commitment variable is 0.896 and the adjusted R-square is 0.892. This means that 89.6% of the variation in employee commitment can be explained by the independent variables in the model, namely Work Environment, Work Motivation, Transformational Leadership, and Work-Life Balance. These four variables together contribute significantly to employee commitment, while the remaining 10.4% is explained by other variables outside the research model.

f-Square Test

Table 6. f-Square Test

Hipotesis Penelitian	f-square
Transformational Leadership -> Commitment	0.029
Work Environment -> Commitment	0.011
Work Motivation -> Commitment	0.269
Work-Life Balance -> Commitment	0.114

The results of the f-squares test in Table 5. It is known that Work Motivation has the greatest influence on Commitment with an f-square value of 0.296 which is included in the medium effect category (Delgado et al. 2020), followed by Work-Life Balance with a value of 0.114 which is in the small but close to medium effect category (Julianti & Mardianty, 2024). Meanwhile, Transformational Leadership and Work Environment each show an f-square value of 0.269 and 0.011, both of which are in the small effect category. This indicates that although all independent variables have a contribution to the formation of employee commitment at PT. Cogindo Daya Bersama South Jakarta, the contribution of Work Motivation is the most dominant, followed by Work-Life Balance, while the contribution of Transformational Leadership and Work Environment tends to be low in practice.

Path Coefficient

Table 7. Path Coefficient

Research Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transforational Leadership -> Commitment	0.231	0.227	0.117	1.973	0.049
Work Environment -> Commitment	0.097	0.120	0.163	0.593	0.553
Work Motivation -> Commitment	0.226	0.228	0.063	3.619	0.000
Work-Life Balance -> Commitment	0.492	0.472	0.159	3.090	0.002

The p-value shows that Transformational Leadership has a significant effect on Employee Commitment with an original sample value of 0.231, a t-value of 1.973 (> 1.96), and a p-value of 0.049 (< 0.05). This indicates that the better the transformational leadership implemented, the higher the employee commitment. Work Motivation has a significant effect on Employee Commitment with an original sample value of 0.226, a t-statistic of 3.619, and a p-value of 0.000, which indicates a very strong statistical effect (Edeh et al., 2023). This means that high employee motivation is directly able to encourage increased commitment to the company.

Goodness of Fit

Table 8. Fit Model

Indicator	Saturated Model	Estimated Model	Admission Criteria	Description
SRMR	0.072	0.072	≤ 0.08	Accepted (good of fit)
NFI	0.921	0.921	≥ 0.90	Accepted (good of fit)

The structural model in this study demonstrated a good level of goodness of fit. The SRMR value of 0.072 is below the maximum limit of 0.08, indicating a low residual error between the constructed model and the actual data, thus the model can be said to be appropriate. The NFI value of 0.921 exceeds the minimum threshold of 0.90, indicating a high level of goodness of fit. Thus, all model fit indicators meet the acceptance criteria, making the model used in this study suitable for further analysis (Edeh et al., 2023).

DISCUSSION

Based on the results of data analysis, this study found several important findings regarding the influence of the work environment, work motivation, transformational leadership, and work-life balance towards employee commitment at PT. Cogindo Daya Bersama South Jakarta.

The Influence of Transformational Leadership on Employee Commitment

These findings indicate that a leadership style that is able to inspire, motivate, and provide individual attention to subordinates effectively increases employees' sense of belonging and attachment to the company. This significant positive influence of transformational leadership can be explained through Transformational Leadership Theory (Bass & Avolio, 1994). Transformational leaders build commitment by:

- a) Idealized Influence: (Employees identify with charismatic leaders and role models, so they feel proud to be part of the organization they lead. This sense of pride strengthens affective commitment.
- b) Inspirational Motivation: Leaders articulate a clear and compelling vision, inspiring employee enthusiasm and optimism for the organization's future. This encourages employees to strive harder for shared goals.
- c) Intellectual Stimulation: Leaders encourage employees to think critically, innovatively, and creatively in solving problems. When employees feel their ideas are valued and they are given the opportunity to develop intellectually, this fulfills the need for self-actualization (Maslow, 1943), which in turn increases commitment.
- d) Individual Consideration: Leaders show genuine concern for the needs and development of each employee. This personal attention makes employees feel valued and treated as individuals, not simply as

resources. This fulfills social and esteem needs (Maslow, 1943), strengthening their emotional bond with the organization.

This finding is consistent with research by Yuan et al. (2022), which states that transformational leadership can create employee trust and commitment through a charismatic and supportive leadership approach. Furthermore, (Hussain & Khayat (2021) also confirmed that transformational leadership significantly increases employee engagement and long term employee commitment. At PT. Cogindo Daya Bersama, employees are more likely to respond positively to visionary and caring leaders, leading to greater engagement and loyalty.

The Influence of Work Motivation on Employee Commitment

Work motivation has a significant positive effect on employee commitment. Employees who have high work motivation will be more committed to the organization because they feel their work is meaningful and in line with their personal goals.

Work motivation has a significant influence on employee commitment, which can be explained through Expectancy Theory (Vroom, 1964) and Hierarchy of Needs Theory (Maslow, 1943).

- a) Expectancy Theory: When employees have high expectations that their efforts will result in good performance (expectancy), that performance will result in rewards (instrumentality), and that those rewards are valuable to them (valence), their motivation will increase. This high motivation leads them to invest more emotionally and physically in their work, leading to commitment.
- b) Hierarchy of Needs Theory: Work motivation is often driven by the desire to fulfill esteem needs (recognition, status, achievement) and self-actualization needs (development of potential, personal achievement). When companies provide an environment that allows employees to achieve their personal and professional goals, and provides recognition for accomplishments, employees feel their higher-order needs are being met. The fulfillment of these needs directly strengthens their bond with the organization.

Research by Suyono et al. (2021) supports these findings by explaining that intrinsic motivation plays a crucial role in increasing individual commitment and performance. Furthermore, Kuswati (2020) also stated that high work motivation can strengthen loyalty and increase employee emotional attachment to the company. At PT Cogindo Daya Bersama, reward systems, career development opportunities, and recognition for good performance are likely the primary drivers of motivation, which then lead to strong commitment.

The Influence of Work-Life Balance (WLB) on Employee Commitment

The results on variables Work-Life Balance (WLB) shows a significant influence on commitment, with a value of original sample of 0.492, t-statistic 3,090, and p-value 0.002. This shows that employees who are able to balance

the demands of work and personal life tend to have a higher commitment to organization.

This significant influence of Work-Life Balance can be explained through Social Exchange Theory (Blau, 1964) and its relevance to Maslow's basic needs.

- a) Social Exchange Theory: When companies provide support for WLB (e.g., flexible work policies, adequate leave, or wellness programs), employees perceive a positive "exchange." They feel the company cares about their well-being outside of work. In return, employees tend to feel obligated to demonstrate greater loyalty and commitment to the company.
- b) Maslow's Needs: Good WLB helps employees meet physiological needs (adequate rest), safety needs (maintained physical and mental health), and social needs (quality time with family and friends). When these needs are met, employees feel happier, healthier, and have more energy for their work. Lower stress levels and higher life satisfaction are directly correlated with stronger engagement with their work and organization.

This finding is consistent with research by Inegbedion, (2024) which states that work-life balance plays a role in improving employee well-being and loyalty. Hutagalung et al. (2020) also emphasize that organizations that support work-life balance can create healthier workplace relationships and increase employee retention by enhancing affective commitment. At PT Cogindo Daya Bersama, the company's efforts to implement a work-life balance system have likely succeeded in creating an environment where employees feel valued and supported, thus increasing their commitment.

The Influence of Work Environment on Employee Commitment

The work environment has a positive but insignificant effect on employee commitment. In the context of PT. Cogindo Daya Bersama, South Jakarta, the physical and social conditions of the work environment have not been the main factors that directly influence the level of employee commitment significantly. This insignificant result could be caused by several factors, although the work environment is theoretically important:

Different Employee Perceptions: While the work environment is generally perceived as favorable, there may be a perception that basic aspects of the work environment (cleanliness, amenities) have become the minimum expected standard, no longer being significant differentiators that significantly increase commitment. Employees may prioritize other factors that are perceived as more personal or transformative.

- a) Other More Dominant Factors: In the context of PT. Cogindo Daya Bersama, factors such as transformational leadership, work motivation, and work-life balance may have a much greater and more direct impact on employee commitment. Although the work environment is adequate, it is not a major driver of commitment compared to other psychological and relational factors.

- b) **Fulfilled Needs:** Referring to Maslow's Hierarchy of Needs Theory (1943), it is possible that physiological and safety needs related to the physical environment have been well met at PT. Cogindo Daya Bersama. Therefore, further fulfillment at this level no longer provides significant motivation, commitment, because employees have shifted their focus to fulfilling higher needs (social, esteem, self-actualization) which may be more influenced by motivation, leadership, and WLB.
- c) **Focus on Other Aspects:** Employees may focus more on deeper, non-physical aspects, such as organizational culture, development opportunities, or fairness in treatment, which may not be fully captured by the work environment indicators used in this study.

These results are in line with a study conducted by (Irawan & Ie, 2022) which also showed that employee perceptions of the work environment tend to vary and do not always correlate strongly with organizational commitment, depending on the context and employee priorities.

The implications of these findings for PT Cogindo Daya Bersama South Jakarta indicate that to increase employee commitment, the company needs to focus more on strengthening transformational leadership, increasing work motivation, and supporting work-life balance. Training leaders to inspire, provide clear direction, and demonstrate attention to individual needs is crucial. Furthermore, the company needs to create a reward and recognition system that fosters intrinsic employee motivation, as well as provide flexible work policies or supportive employee wellness programs work-life balance.

Meanwhile, because the work environment does not significantly influence commitment, companies can reevaluate the elements of the work environment that employees consider important so that in the future they can become additional supporting factors in building stronger loyalty and engagement. This could mean conducting further surveys to understand employees' specific perceptions of the work environment and identify areas for improvement that truly impact commitment. Based on the overall research results, it can be concluded that variables such as transformational leadership, work motivation, and work-life balance plays a crucial role in shaping employee commitment. An important implication of these findings is the need for organizational management, particularly in the energy sector, such as PT Cogindo Daya Bersama, South Jakarta, to adopt a more holistic approach to human resources. This strategy involves not only improving leadership quality but also addressing the psychological aspects and well-being of employees. By building a work environment that supports an inspirational leadership style, facilitates intrinsic motivation, and creates a balance between work and personal life, companies can foster long-term commitment, leading to increased employee productivity and loyalty. Furthermore, these findings provide an important foundation for developing more effective HR policies. human-centered and adaptive to the needs of today's employees.

CONCLUSION AND RECOMMENDATION

This study concludes that transformational leadership, work motivation, work-life balances have a positive and significant influence on employee commitment at PT Cogindo Daya Bersama, South Jakarta. These three factors can trigger emotional attachment and employee loyalty to the company. In contrast, work environment variables did not show a significant influence on employee commitment. This indicates that in the context of this company, elements such as leadership style, intrinsic motivation in work, and work-life balance have a more dominant role than aspects of the physical and social work environment.

ADVANCED RESEARCH

Future research is recommended to expand the scope of respondents to other units or regions to gain a more comprehensive understanding. Furthermore, the work environment dimension in this study should be expanded by adding aspects such as ergonomics, organizational culture, or relationships between colleagues, which may have a greater influence on commitment if measured more specifically.

Practically, the results of this study provide strategic guidance for the management of PT Cogindo Daya Bersama South Jakarta to prioritize investment in transformational leadership development and work motivation enhancement programs. Companies also need to implement flexible work policies and support work-life balance so that employees feel more valued and emotionally engaged. Leadership training programs, performance-based reward systems, and the provision of counseling services or wellness programs can be concrete steps that companies can take. Finally, even though the work environment is not yet significant, companies are still advised to identify aspects that are considered less supportive and make gradual improvements.

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