

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, JOB TRAINING, AND WORK SAFETY ON EMPLOYEE PERFORMANCE THROUGH QUALITY OF WORK LIFE ON EMPLOYEES OF PT SWADAYA GRAHA



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Abstract

This study aims to examine and analyze the effects of Transformational Leadership, Job Training, and Work Safety on employee performance, with Quality of Work Life as a mediating variable among employees of PT Swadaya Graha assigned to the PT Amman Mineral mining site in West Nusa Tenggara. This research adopts a quantitative approach with a causal and comparative design. The population of this study consists of all employees of PT Swadaya Graha, with a total sample of 185 respondents selected using a saturated sampling technique. Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 3.0. The results indicate that Transformational Leadership, Job Training, and Work Safety have positive and significant effects on employee performance. These findings suggest that inspirational leadership, effective job training, and well-implemented work safety practices contribute to improved employee performance. However, Quality of Work Life does not significantly mediate the relationship between Transformational Leadership and employee performance. Meanwhile, Work Safety has a positive and significant effect on employee performance through Quality of Work Life, whereas Job Training does not show a significant indirect effect through Quality of Work Life. These results highlight the critical role of work safety in enhancing employees' quality of work life and sustaining long-term performance.

Keywords: Transformational Leadership, Job Training, Work Safety, Employee Performance, Quality of Work Life

INTRODUCTION

A company is an organized entity established to provide goods and services in order to meet consumer needs. PT Swadaya Graha is a national company engaged in construction, fabrication, and manufacturing, as well as the provision of engineering services for the industrial sector in Indonesia. Founded in 1977, the company has experienced significant growth and has played an important role in the development of various national strategic projects, particularly in the petrochemical, energy, and infrastructure sectors. With more than four decades of experience, PT Swadaya Graha is recognized as an Engineering, Procurement, and Construction (EPC) contractor with strong capabilities and a solid track record in delivering high-quality solutions to both national and international clients.

In supporting its operational and production processes, the company relies heavily on human resources and human resource management. Robbins and Coulter (2016:268) emphasize that in the modern business environment, an organization's competitive advantage no longer depends solely on products or technology, but on the ability of its human resources to adapt, think creatively, and provide added value to the organization. Therefore, human resources are considered a central and irreplaceable factor in driving organizational performance and sustainability. Suhermin (2019:11) also states that human resource management covers the strategic process of managing workforce-related issues, including employees, managers, and other personnel, to support organizational goals and the sustainable development of the company.

As a project-based company that relies heavily on the quality of its human resources, PT Swadaya Graha recognizes the importance of effective employee management. The dynamic and highly competitive construction industry requires visionary leadership, continuous job training, and a safe and comfortable working environment for employees. Therefore, employee development and the improvement of quality of work life have become key management priorities in enhancing productivity and achieving optimal work outcomes.

The increasing number of projects and the rising complexity of work require PT Swadaya Graha to continuously strengthen the quality of its internal organization, including employee performance as the main driving force in achieving the company's targets. One of PT Swadaya Graha's strategic projects is located at the mining site of PT Amman Mineral Sumbawa, which is currently ongoing with the following progress schedule

The project begins with site mobilization and preparation, which progresses from 20% in January, 43% in February, 60% in March, 83% in April, and reaches 100% in May. The procurement and delivery of suction pipes is planned for completion in January (100%). Meanwhile, the construction of the service pipe, 24-inch suction pipe installation, welding and NDT (X-ray), and hydrotest and pressure test gradually progress from 20% in February, 43% in March, 83% in April, 80% in May, and are scheduled to reach 100% completion in June. In addition, the manhole flange installation is targeted to achieve 28% progress in June, while the procurement of tools and consumables increases from 10% in January to 43% in February, 60% in March, 80% in April, 90% in May, and reaches 100% in June. Overall, the schedule demonstrates a phased and systematic implementation plan throughout the six-month project period.

Based on the monthly progress data of the 54" Seaater Pipe Replacement project carried out by PT Swadaya Graha at PT Amman Mineral Sumbawa, several challenges have

affected the project's smooth execution. Key issues include delays in Work Permit approvals (PTW), insufficient skilled labor, delayed mobilization, late procurement of tools and consumables, unpredictable weather, and slow installation. These challenges point to gaps in project management related to leadership, job training, work safety, and overall quality of work life (QWL), which ultimately impact employee performance. Transformational leadership is crucial in this context to provide a clear vision, motivate the team, and drive positive change even under challenging conditions (Mangkunegara, 2017).

Effective project execution requires competent workers, proper training, and strict safety standards. Lack of skilled labor makes work safety critical, especially during heavy technical tasks like welding and pipe installation. Delays due to slow PTW approvals indicate inefficiencies in safety procedures or limited technical understanding on site. Overall, these factors influence employee performance in terms of output, efficiency, and work quality, as well as their QWL, since uncertainty, workload pressure, and unfavorable conditions can cause stress and fatigue. By applying transformational leadership, effective job training, and strict safety measures, the company aims to improve employee work life quality, which in turn enhances overall performance and helps the project achieve its targets (Mangkunegara, 2017).

Quality of Work Life (QWL) is an important factor that can enhance employee performance. QWL is defined as a condition in which individuals can balance their work responsibilities and personal life, and it also reflects the objective conditions, organizational practices, and employees' perceptions of their physical and psychological experiences at work, including feelings of safety, satisfaction, and opportunities for growth (Robbins & Judge, 2017; Hermawati & Mas, 2016). An imbalance between work and personal life can cause stress, fatigue, and reduced performance. Therefore, organizations need to provide work flexibility and support employees in achieving this balance, which helps the company reach its goals more effectively and retain skilled employees.

Transformational leadership plays a key role in promoting QWL in the workplace. Leaders who inspire, attend to individual needs, motivate, and empower employees can create a flexible environment that respects work-life balance and encourages personal and professional development. Research shows that QWL significantly influences employee performance, although some studies find no significant effect (Leitão et al., 2019; Gayathri et al., 2021; Ishfaq et al., 2022). In facing increasing business competition, companies need high-performing, competitive human resources. Transformational leadership focuses on influencing followers through charisma, intellectual stimulation, individual consideration, and inspirational motivation, making it highly relevant for organizations with clearly defined roles and responsibilities (Yukl, 2010; Robbins & Judge, 2017).

Quality of Work Life (QWL) is a key factor in enhancing employee performance. It refers to the ability of individuals to balance work responsibilities and personal life, as well as the objective conditions and organizational practices that influence employees' perceptions of their physical and psychological experiences at work, including safety, satisfaction, and opportunities for growth (Robbins & Judge, 2017; Hermawati & Mas, 2016). An imbalance between work and personal life can lead to stress, fatigue, and lower performance. Therefore, organizations need to provide flexibility and support to help

employees maintain this balance, which in turn helps achieve organizational goals and retain skilled employees.

Transformational leadership plays an essential role in supporting QWL. Leaders who inspire, pay attention to individual needs, motivate, and empower employees can create a flexible work environment that respects work-life balance and promotes personal and professional development (Yukl, 2010; Robbins & Judge, 2017). Effective leadership ensures that employees feel valued and encouraged to grow, which strengthens their commitment and engagement in the organization.

Research shows that QWL significantly influences employee performance, although some studies report no significant effect (Leitão et al., 2019; Gayathri et al., 2021; Ishfaq et al., 2022). In a competitive business environment, companies require high-performing, capable human resources. Applying transformational leadership in organizations with clearly defined roles and responsibilities helps maximize employee potential, improve work satisfaction, and ultimately enhance overall organizational performance (Yukl, 2010; Robbins & Judge, 2017)

REVIEW OF LITERATURE

Human Resource Management (HRM) is a strategic element within organizations that includes recruitment, training, evaluation, rewarding, and managing employee relations to support the operational effectiveness of the company (Dessler, 2017; Suhermin, 2019). HRM functions include managerial functions such as planning, organizing, directing, and controlling, as well as operational functions such as staffing, development, compensation, integration, maintenance, discipline, and termination of employees (Hasibuan, 2016). Effective HRM aims to maximize individual potential, improve employee performance, and create a harmonious relationship between employees and the organization so that organizational goals can be achieved optimally.

Quality of Work Life (QWL) relates to the work environment conditions that support employee well-being, satisfaction, and development (Robbins & Judge, 2017; Hermawati & Mas, 2016). QWL includes factors such as job satisfaction, employee participation, perceived organizational support, job design, development opportunities, fair compensation, safety, health, and social integration (Soejipto, 2017; Nawawi, 2016). Proper implementation of QWL not only increases employee motivation and loyalty but also contributes to productivity, performance, and the sustainable achievement of organizational goals.

Leadership is the ability to influence individuals or groups to achieve shared goals effectively and efficiently by providing guidance, motivation, and fostering positive relationships (Robbins & Judge, 2017:360; Mangkunegara, 2017:80; Stoner, Freeman, & Gilbert, 1995:340). Leadership types include transactional, transformational, authentic, servant, charismatic, and Leader-Member Exchange (LMX), each with distinct approaches to influence and motivation (Robbins & Judge, 2017:424). Key leadership functions involve setting direction, building commitment, facilitating tasks, developing relationships, and driving organizational change (Yukl, 2010:54), while effective leaders often show traits like integrity, self-confidence, intelligence, emotional stability, and interpersonal skills (Yukl, 2010:143; Robbins & Judge, 2017:370). Transformational leaders, in particular, inspire followers to transcend self-interest for organizational goals through idealized influence,

inspirational motivation, intellectual stimulation, and individualized consideration (Robbins & Judge, 2017:393; Bass & Riggio, 2006:4; Yukl, 2010:322; Northouse, 2016:169).

Job training is a crucial part of human resource management, aimed at improving employee skills, performance, and productivity (Dessler, 2015:266). Effective training should be systematic, including needs analysis, program planning, implementation, and evaluation (Dessler, 2015:270). Factors influencing training effectiveness include training needs analysis, clear SMART objectives, program design and delivery methods, trainer competence, managerial support, and feedback (Dessler, 2015:267–296). Types of training include routine training, technical training, interpersonal and problem-solving training, and development and innovative training (Priansa, 2016:179). Training indicators cover objectives, materials, methods, participant qualifications, and trainer qualifications (Wahyuningsih, 2019:6).

Occupational safety aims to protect employees from accidents and work-related illnesses while creating a safe and productive work environment (Hadiningrum, 2008:23; Sinambela, 2012:299). The objectives of OSH include accident prevention, employee protection, and productivity improvement (Heinrich, 1980:17; Buntarto, 2015:6). Occupational health refers to the condition where workers are free from physical, mental, and social hazards at work (Kuswana, 2014:22; Mangkunegara, 2017:157; WHO). OSH programs include accident prevention, fire prevention, work-related disease control, personal protective equipment (PPE) usage, emergency preparedness, and workplace monitoring (Prawirosentono, 2002:113). Factors influencing OSH include human factors, work environment, equipment, safety culture, management, procedures, and education/training (Goetsch, 2019:98). OSH indicators cover PPE usage, safety training, workplace and equipment conditions, emergency readiness, incident reporting systems, and management support (Goetsch, 2019:150).

RESEARCH METHOD

This study employs a quantitative research method, which is a scientific approach used to obtain data for specific objectives by relying on empirical evidence and positivist philosophy (Sugiyono, 2018:14). Quantitative research typically involves surveys, experiments, and questionnaires, with data collected through research instruments and analyzed using statistical measures to describe and test predetermined hypotheses. The population of this study includes all employees of PT Swadaya Graha assigned to the mining site of PT Amman Mineral in West Nusa Tenggara, totaling 185 employees (Sugiyono, 2018:117). This entire population is considered the research object to ensure representative results. The sampling technique used is saturated sampling (census), meaning that all members of the population are included as research respondents, as this is deemed most relevant and representative for the study objectives (Sugiyono, 2018:81).

The data collected are self-reported, consisting of opinions, attitudes, experiences, or characteristics of the respondents, and are obtained as primary data through the distribution of structured questionnaires (Sugiyono, 2019:143). Questionnaires are distributed directly to the employees at the research site, and responses are measured using a five-point Likert scale to assess individual or group attitudes, opinions, and perceptions (Sugiyono, 2018:93). The Likert scale categories are: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA). This approach aims to collect accurate and

accountable data that can be analyzed to provide meaningful insights regarding the research variables.

Research Hypothesis

This study aims to examine the effect of transformational leadership, job training, and work safety on employee performance, with quality of work life serving as a mediating variable among employees of PT Swadaya Graha at the PT Amman Mineral mining site in West Nusa Tenggara. Based on the theoretical framework and the literature review, the hypotheses proposed in this study are as follows: H1: Transformational leadership has a positive and significant effect on employee performance through the mediating role of quality of work life among employees of PT Swadaya Graha at the PT Amman Mineral mining site in West Nusa Tenggara. H2: Job training has a positive and significant effect on employee performance through the mediating role of quality of work life among employees of PT Swadaya Graha at the PT Amman Mineral mining site in West Nusa Tenggara. H3: Work safety has a positive and significant effect on employee performance through the mediating role of quality of work life among employees of PT Swadaya Graha at the PT Amman Mineral mining site in West Nusa Tenggara.

Research Model

The research model describes the relationship between the independent variables, namely transformational leadership, job training, and work safety, and the dependent variable, employee performance, with quality of work life serving as a mediating variable. This relationship is examined using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which enables the simultaneous analysis of direct and indirect effects among the variables. In this model, transformational leadership (TL), job training (JT), and work safety (WS) are treated as exogenous variables, quality of work life (QWL) functions as the mediating (intervening) variable, and employee performance (EP) is the endogenous variable. The path coefficients (β) represent the strength and direction of the relationships between the variables in the structural model. It is hypothesized that transformational leadership, job training, and work safety positively influence employee performance both directly and indirectly through quality of work life. Data for this study will be collected using a structured questionnaire and analyzed using PLS-SEM to evaluate the proposed structural relationships. The findings are expected to provide empirical evidence and practical implications for improving employee performance by strengthening transformational leadership, enhancing job training programs, ensuring workplace safety, and promoting a higher quality of work life.

The Validity Test

The validity test in this study was conducted using the Pearson Product Moment correlation technique to evaluate the extent to which each questionnaire item accurately measures the intended construct. In quantitative research, the Pearson Product Moment correlation is one of the most widely used methods for assessing item validity because it measures the linear relationship between the score of each item and the total score of the corresponding construct. An item is considered valid if the calculated correlation coefficient (r-count) exceeds the critical value (r-table) at a significance level of 0.05 or if the

significance value (p-value) is less than 0.05. The validity analysis was performed using SPSS version 26, and the results are presented in the following figure.

Based on the validity test results, all questionnaire items for each research variable produced Corrected Item–Total Correlation values that exceeded the required r-table value for the study sample. Furthermore, all significance values were below the threshold of 0.05, indicating that each item was significantly correlated with the total score of its respective construct. These findings confirm that all measurement items are valid and suitable for use in the subsequent stages of data analysis. The satisfactory validity results also indicate that the respondents were able to understand the questionnaire items clearly and consistently, with no items found to deviate from the intended research constructs. Consequently, the research instrument can be considered capable of providing accurate and reliable data to support further statistical analysis.

Reliability Test

The reliability test was conducted to assess the consistency and stability of the research instrument in measuring the variables under study. A reliable instrument is expected to produce consistent results when administered repeatedly under similar conditions. In this study, reliability was evaluated using Cronbach's Alpha coefficient, with a value of 0.70 or higher indicating acceptable internal consistency. The reliability analysis was performed using SPSS version 26, and the results are presented in the following figure.

The results of the reliability test show that all research variables achieved Cronbach's Alpha values above the recommended threshold of 0.70, indicating satisfactory internal consistency for all measurement scales. These findings demonstrate that the questionnaire items within each construct consistently measure the same underlying concept and produce stable responses rather than random variations. The high Cronbach's Alpha values also indicate a strong level of homogeneity among the items, confirming that each statement effectively represents its respective construct. Since all research variables satisfy both the validity and reliability requirements, the questionnaire can be considered an appropriate and dependable measurement instrument for examining the relationships among transformational leadership, job training, work safety, quality of work life, and employee performance in the subsequent stages of data analysis.

RESULTS AND DISCUSSION

Respondents' Responses to the Variables: Transformational Leadership, Job Training, Work Safety, Quality of Work Life, and Employee Performance

The classification of responses helps the researcher interpret quantitative data and assess employees' perceptions of each variable, including independent variables (transformational leadership, job training, work safety), the mediating variable (quality of work life), and the dependent variable (employee performance). Overall, employees at PT Swadaya Graha's mining project at PT Amman Mineral Sumbawa responded positively across all variables. Transformational leadership scored an average of 4.16, reflecting strong integrity, motivation, openness, and guidance from leaders. Job training received a mean score of 3.98, indicating that training programs were relevant, participatory, and delivered by competent trainers. Work safety scored 4.04, showing employees felt well-supported with safety equipment, SOPs, fire prevention, accident reporting, and management oversight.

Quality of work life averaged 3.98, with employees perceiving opportunities for skill development, recognition, fair compensation, work-life balance, and team support. Finally, employee performance achieved an average of 4.03, demonstrating high effectiveness, quality, efficiency, initiative, and collaborative ability. These results suggest overall positive perceptions and satisfaction among employees regarding leadership, training, safety, work life quality, and performance.

Transformational Leadership has a Significant Impact on Employee Performance

The research findings reveal that Transformational Leadership positively and significantly influences Employee Performance. This means that the higher the implementation of transformational leadership, the higher the performance of employees within the company. Respondents rated the indicator "leaders have integrity and uphold organizational values" with the highest mean score of 4.23, followed by support for optimism and providing guidance to subordinates. These results show that leaders who are committed, open, and supportive of the development of their subordinates create a positive and productive work environment. Transformational leadership, which focuses on motivation, inspiration, and attention to individual development, helps build strong emotional bonds with employees, which, in turn, fosters better performance outcomes. The findings align with previous studies, such as those by Davis (2023), who concluded that transformational leadership significantly affects employee performance.

This leadership style encourages intrinsic motivation and loyalty among employees, leading to higher achievement of work targets and operational efficiency. The findings highlight that when employees feel valued, given space to innovate, and supported by their leaders, they tend to show better performance. These results emphasize the importance of implementing transformational leadership practices to create an environment that nurtures growth and performance.

Job Training has a Significant Impact on Employee Performance

Job Training significantly impacts Employee Performance, as indicated by the positive results in the research. This suggests that the higher the quality of the job training provided, the higher the performance of the employees. The respondents rated the indicator related to work ethics and the expertise of the trainers, with the highest mean score of 4.03, reflecting that the training was effective in instilling work values and improving competencies. Additionally, the training methods that encouraged active participation created meaningful and applicable learning experiences. Job training is an essential investment in human resources, with relevant, practical, and job-specific training improving technical skills and understanding of work procedures. Ultimately, this contributes to achieving targets and improving operational efficiency. This result aligns with studies by Lama et al. (2024) and Saudi et al. (2021), which found that job training significantly impacts employee performance.

The findings also suggest that while job training provides value in terms of skills development, further evaluation and adjustment of training programs are necessary to ensure they meet the changing needs of the employees and the organization. The positive impact of well-structured training on job performance underscores the importance of designing training programs that not only focus on technical competencies but also foster personal growth and job satisfaction.

Work Safety has a Significant Impact on Employee Performance

The study shows that work safety has a positive and significant impact on Employee Performance, meaning that the better the work safety measures implemented, the higher the employee performance. The respondents rated work safety with an average score of 4.04, with the highest rating for "management support in safety supervision" at 4.15, indicating that employees feel secure and supported in their work environment. A safe work environment reduces the risk of accidents and health issues, enabling employees to focus on their tasks. Safety measures such as providing appropriate Personal Protective Equipment (PPE) and adhering to Standard Operating Procedures (SOPs) reflect the company's commitment to creating a safe and healthy work environment. This finding aligns with Robbins and Judge (2017:125), who emphasized that a safe work environment reduces anxiety and physical risks, allowing employees to perform without distractions.

Moreover, work safety plays a critical role in employee well-being and motivation. When employees feel protected, they are more likely to engage in their work and contribute effectively to achieving organizational goals. This study supports the findings of Baczyńska (2024) and Mutegi et al. (2023), who also demonstrated that work safety has a significant influence on employee performance. Ensuring work safety not only enhances physical protection but also promotes a sense of belonging and commitment among employees, leading to better overall performance.

Quality of Work Life has a Significant Impact on Employee Performance

The research indicates that Quality of Work Life (QWL) has a positive and significant effect on Employee Performance. The findings show that the higher the perceived quality of work life, the better the performance of employees. The respondents rated the quality of work life with a mean score of 3.98, suggesting that employees who experience better support from the company—such as safe work facilities, fair compensation, personal development opportunities, and harmonious work relationships—tend to perform better. When employees feel their needs are met, they are more motivated and committed to achieving project goals optimally. The results align with the theory of Mangkunegara (2017:67), which asserts that quality of work life is a key factor in enhancing employee performance.

This result underscores the importance of maintaining a positive work environment where employees feel valued and supported. A high quality of work life leads to increased job satisfaction, greater work engagement, and improved overall performance. The findings also support research by Soleharti and Suhermin (2019), which highlighted that quality of work life significantly impacts employee performance. Organizations that invest in improving their employees' work environment and well-being can expect higher levels of productivity and achievement.

Transformational Leadership does not Significantly Affect Employee Performance through Quality of Work Life

The mediation test shows that transformational leadership has a positive but not significant effect on Employee Performance through Quality of Work Life. This suggests that while transformational leadership directly influences performance, its effect is not significantly mediated by the quality of work life. The quality of work life score of 3.98 is

relatively low compared to the higher transformational leadership scores, which indicates that quality of work life has not yet become a strong mediator between leadership and performance. This result suggests that other factors, such as personal development opportunities or work-life balance, might play a larger role in bridging the gap between leadership and performance. The findings contrast with Walton's (1973) theory, which argues that quality of work life should be integral to leadership strategies aimed at improving performance. It also aligns with studies by Chen et al. (2018) and Ishfaq et al. (2022), which found that quality of work life does not significantly affect employee performance.

Job Training does not Significantly Affect Employee Performance through Quality of Work Life

The study indicates that job training has a positive but not significant impact on Employee Performance through Quality of Work Life. Despite the positive effects of job training on performance, it does not significantly enhance work life quality. While job training scores are relatively high (3.98), it seems that the focus is more on technical skills rather than improving aspects of work-life quality, such as decision-making participation or work-life balance. This result challenges the theory proposed by Dessler (2015:270), which states that well-designed training helps organizations achieve strategic goals by enhancing human resource quality. It also aligns with the research of Ishfaq et al. (2022) and Mehale (2021), who found that job training does not significantly affect employee performance.

Work Safety has a Significant Impact on Employee Performance through Quality of Work Life

The mediation test shows that work safety positively and significantly impacts Employee Performance through Quality of Work Life. This means that when employees feel safe at work, their sense of well-being improves, which enhances their performance. A safe work environment not only improves physical safety but also contributes to psychological well-being, increasing motivation and job satisfaction. This finding supports Goetsch's (2019:127) theory, which states that work safety is a shared responsibility between management and workers, and it aligns with research by Baczyńska (2024) and Mutegi et al. (2023), which showed that work safety significantly affects employee performance. Ensuring work safety is therefore essential for boosting employee performance and engagement in the workplace.

CONCLUSION

Based on the data analysis and hypothesis testing, the study concludes that transformational leadership, job training, and work safety significantly influence employee performance. Transformational leadership positively impacts performance by inspiring and motivating employees while fostering open communication and a positive work environment. Job training enhances employee performance by improving technical skills and efficiency, while also boosting intrinsic motivation and loyalty. Work safety significantly contributes to performance by reducing accidents and improving focus. Quality of work life also plays a crucial role in enhancing employee performance, as employees who perceive a healthy work environment, fair compensation, and development opportunities exhibit higher motivation. However, transformational leadership and job training do not significantly

impact performance through quality of work life, with training mainly improving competencies rather than work-life balance. Conversely, work safety positively influences performance through quality of work life, as a safe work environment not only ensures physical protection but also boosts psychological well-being, leading to improved overall performance. These findings underscore the importance of leadership, training, safety, and work-life quality in driving both employee performance and organizational success.

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