

Increasing Work Productivity through Workplace Wellbeing by Involving Transformational Leadership as a Moderating Variable at PT. PLN UP2D Kaltimra Balikpapan

Putut Wahyu Cahyono

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: pututwahyu30@gmail.com

Abstract. *The objectives of this study are: (1) to analyze the influence of workplace wellbeing on employee productivity at PT. PLN UP2D Kaltimra Balikpapan; (2) to analyze the influence of transformational leadership on employee productivity at PT. PLN UP2D Kaltimra Balikpapan; and (3) to analyze the role of transformational leadership in moderating the influence of workplace wellbeing on employee productivity at PT. PLN UP2D Kaltimra Balikpapan. This study uses a quantitative approach with a causal explanatory design. This study also employs a moderation model, namely transformational leadership, which moderates the relationship between workplace wellbeing and work productivity. The data collection technique used census (total sampling), and the data sources consisted of primary and secondary data. Data analysis techniques included descriptive analysis, normality and multicollinearity tests, and hypothesis testing using Smart Pls. The results of this study indicate that (1) Workplace wellbeing has a significant positive effect on employee work productivity. This means that the higher the level of wellbeing in the workplace, the more optimal employee work productivity will be. (2) Transformational leadership has a significant positive effect on employee work productivity. This means that the better the implementation of transformational leadership by leaders, the higher the employee work productivity will be. (3) Transformational leadership can strengthen/moderate the influence of workplace wellbeing on employee work productivity. This means that the better employee wellbeing in the workplace, supported by a visionary and supportive leader, the higher employee work productivity will be.*

Keywords: Transformational Leadership; Work Productivity; Workplace Wellbeing.

1. Introduction

In an era of increasingly complex global competition, organizations are faced with the challenge of maintaining a balance between high productivity and employee well-being. Employee well-being is a crucial aspect of holistic human resource (HRM) management. This approach integrates employees' physical, emotional, social, and professional needs to create a supportive work environment (Abidin et al., 2024). Employee well-being not only improves an individual's quality of life but also significantly impacts their work productivity. It triggers stress and fatigue, increases employees' desire to be absent from work (high absenteeism) so they choose to resign and look for another job, which increases the company's recruitment costs (Bonita, Jubaidi & Effendi, 2025).

Previous research has shown that good employee well-being can boost productivity by reducing stress levels, increasing job satisfaction, and encouraging employee engagement (Sipayung et al., 2023). In this context, work-life balance is also a key concern. According to research conducted by Wahdiniawati (2024), employees with high levels of psychological well-being tend to be more productive, have better work relationships, and contribute positively to achieving organizational goals.

However, despite its benefits, many organizations still view employee well-being as secondary to quantitative performance targets. This often leads to stressful work environments and high turnover rates (Andriani et al., 2020). Traditional approaches to HR management, which focus solely on efficiency and performance results, need to be reconsidered and adopted a more holistic perspective. Holistic HR management plays a role not only in meeting employee needs but also in ensuring the organization's continued productivity and competitiveness.

According to Gallup (nd), employee well-being is divided into several elements, including career, social, financial, physical, and community well-being. 71% of survey results indicate that organizations that care about employee well-being create a more supportive workplace. This aligns with research by Hudin and Budiani (2021), who stated that companies must maintain employee performance for the company to run well. To achieve good employee performance, companies cannot simply demand high-quality work from employees. Instead, companies must facilitate employee performance, such as providing motivation from leaders and paying attention to workplace well-being (Hudin & Budiani, 2021).

However, on the other hand, the phenomenon discovered by researchers at PT PLN (Persero) Distribution Regulatory Implementation Unit (UP2D) Kaltimra was an increase in requests for resignation and transfer.

Year	Number of Employees	Application Resign	Request for Transfer from Unit at Own Request
2023	110	1	2
2024	105	1	1
2025	118	1	3

Source: (PLN UP2D Kaltimra, 2026).

Based on data on the number of employees at PT PLN (Persero) East Kalimantan Distribution Regulatory Implementation Unit, it is known that every year there are resignation requests and transfer requests to move out of the unit at their own request. This condition indicates the existence of human resource dynamics that require company attention, because the high desire of employees to move units or leave the organization can affect workforce stability, work experience held by the organization, and the effectiveness of work implementation. Therefore, companies need to pay attention to factors related to employee welfare and work productivity as part of efforts to improve organizational performance.

2. Research Methods

This research is included in the type of quantitative research data through surveys. The survey was conducted by distributing questionnaires containing structured questions and given to respondents designed to obtain more specific information (Sugiyono, 2019). Based on the research objectives that have been set, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the increase in work productivity through a workplace wellbeing program involving transformational leadership as a moderating variable at PT. PLN UP2D Kaltimra Balikpapan.

3. Results and Discussion

3.1. Description of Employee Characteristics at PT. PLN UP2D Kaltimra Balikpapan

This study involved a population of 118 employees of PT PLN UP2D Kaltimra Balikpapan. Questionnaires were distributed to all employees as a census. Of the distributed questionnaires, 100 met the requirements for analysis. The remainder were unusable due to

unreturned or incomplete completion. Therefore, the analysis used data from 100 respondents.

The respondent data in this study is described to provide an overview of the conditions and backgrounds of the sample subjects, namely 100 employees of PT PLN UP2D Kaltimra. The characteristics of the respondents studied include age, gender, education, and length of service. The data collected from the questionnaire are presented in the following description:

Table Characteristics of PT PLN UP2D Kaltimra Employees

Characteristics	Information	Frequency	Percentage
Gender	Male	75	75.0
	Female	25	25.0
Age	≥ 30 years	6	6.0
	31 – 40 years old	67	67.0
	41 – 50 years old	15	15.0
	>50 years	12	12.0
Education	High school equivalent D1 – D3	11	11.0
	S1 S2	36	36.0
		38	38.0
		15	15.0
Length of work	15 years	6	6.0
	6 – 10 years	19	19.0
	11 – 15 years	31	31.0
	16 – 20 years	25	25.0
	>20 years	19	19.0

Total	100	100%
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Table above provides information that as many as 75% of PT PLN UP2D Kaltimra Balikpapan employees are male, this condition indicates the dominance of male workers, which is generally caused by the nature of technical and operational electrical work in the field that requires high mobility and certain physical risks. Age characteristics show that as many as 67% of PT PLN UP2D Kaltimra Balikpapan employees aged 31-40 years are in their productive age, this age range tends to still have very good cognitive flexibility. This greatly supports their ability to absorb new innovations, operate modern electrical systems, and adapt to digital transformation in the PT PLN UP2D Kaltimra Balikpapan environment.

Educational characteristics show that as many as 38% of PT PLN UP2D Kaltimra Balikpapan employees have a Bachelor's degree, this reflects the company has a high and professional standard of human resource qualifications, employees with a Bachelor's degree background are assumed to have strong analytical reasoning, good problem solving skills, and a fast adaptation capacity to updates in electrical technology and the company's managerial system. Length of service characteristics show that as many as 31% of PT PLN UP2D Kaltimra Balikpapan employees have a work period of 11-15 years, this indicates that the company is dominated by a group of workers at the mature stage (mature workforce), employees have a deep understanding of work culture, operational intricacies, and dynamics of electricity services in the Balikpapan area.

3.2. Variable Description

This study examined the variables of workplace wellbeing, transformational leadership, and work productivity. To provide an overview of these variables, this section presents a descriptive analysis based on questionnaire data distributed to respondents. To group the response scores for each variable, a scale range was used with the following formula:

$$\text{Hos} : \frac{TT - TR}{\text{pital}}$$

Scale

Information

Hospital : Scale RangeTR : Score Lowest (1) TT : Score Highest (5)

Based on the formula above, the scale range can be calculated:

Hos : 5 - 1
 pital ____
 3

Hospital : 1.3

Thus the interval value can be explained as follows:

Low : 1 – 2.33

Currently : 2.34 – 3.67

Tall : 3.68 – 5.0

Details regarding respondents' perceptions for each variable are explained.

in the following description:

a. Workplace Wellbeing

Table *Workplace Wellbeing* PT. PLN UP2D Kaltimra Balikpapan

Code	Indicator	STS	TS	CS	S	SS	Mean	Criteria
WW1	<i>Job satisfaction</i> (job satisfaction)	2	13	10	43	32	3.90	Tall
WW2	<i>Work-related affect</i> (work-related affection)	3	11	13	46	27	3.83	Tall
WW3	<i>Work condition</i> (working conditions)	5	9	14	44	28	3.81	Tall

WW4	<i>Proper use of time</i> (use timethe best)	3	13	17	40	27	3.75	Tall
WW5	<i>Recognition US</i> <i>an individual(award</i> as <i>individual)</i>	1	13	15	53	18	3.84	Tall
Average							3.83	Tall

Based on table, workplace wellbeing at PT. PLN UP2D Kaltimra Balikpapan is classified as high with an average score of 3.83, indicating that employees feel good job satisfaction, strong organizational support, and healthy physical and mental environmental conditions. The highest indicator was achieved in the statement "Job satisfaction" (mean 3.90), which means employees feel satisfied working at the company. Meanwhile, the lowest indicator was found in the statement "Proper use of time" (mean 3.75). Despite being the lowest indicator, the score is still in the high category, indicating that employees are basically still able to manage and use their time optimally while working.

b. Transformational Leadership

Table Transformational Leadership of PT. PLN UP2D Kaltimra Balikpapan

Code	Indicator	STS	TS	CS	S	SS	Mean	Criteria
KT1	<i>Idealized influence</i>	1	13	15	53	18	3.74	Tall
KT2	<i>Inspirational motivation</i>	4	8	14	53	21	3.79	Tall
KT3	<i>Intellectual simulation</i>	4	10	18	54	14	3.64	Currently
KT4	<i>Individualized consideration</i>	5	10	11	54	20	3.74	Tall
Average							3.73	Tall

Based on table, the transformational leadership of PT. PLN UP2D Kaltimra Balikpapan is classified as high with an average score of 3.73, which indicates that the leadership of PT. PLN UP2D Kaltimra Balikpapan has implemented a very good, visionary leadership style and is able to motivate employees optimally. The highest indicator was achieved in the statement "Inspirational motivation" (mean 3.79), which means that employees assess the leader as being able to inspire and motivate the team optimally to achieve common goals. Meanwhile, the lowest indicator is in the statement "intellectual simulation" (mean 3.64) which is in the medium category, which indicates that the leadership is considered sufficient but needs to be more in encouraging subordinates to think creatively and innovatively.

c. Work Productivity

Table Work Productivity of PT. PLN UP2D Kaltimra Balikpapan

Code	Indicator	STS	TS	CS	S	SS	Mean	Criteria
PK1	Quantity of work	2	10	12	58	18	3.80	Tall
PK2	Quality of work	3	9	14	56	18	3.77	Tall
PK3	Punctuality	4	8	9	67	12	3.75	Tall
PK4	Ability and skills	3	7	13	65	12	3.76	Tall
PK5	Safety work (K3)	2	11	10	57	20	3.82	Tall
Average							3.78	Tall

Based on table, the work productivity of PT. PLN UP2D Kaltimra Balikpapan is classified as high with an average score of 3.78, which indicates that the work ability, achievement of results, and efficiency of PT PLN (Persero) employees have been running optimally. The highest indicator was achieved in the statement "occupational safety (K3)" (mean 3.82), which means that employees are considered very disciplined in complying with Standard Operating Procedures (SOP) when handling network maintenance or disruptions. Meanwhile, the lowest indicator is in the statement "punctuality" (mean 3.64). Although it is the lowest indicator, the score is still in the high category, which indicates that employees are still able to complete work with a good level of time efficiency.

3.3. Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

The data analysis in this study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to test the causal relationships between latent variables. Data processing was carried out through the SmartPLS 4 evaluation steps, which include:

a. Outer Model Evaluation (Model Measurement)

This evaluation was conducted to test the questionnaire's feasibility and accuracy as a measuring tool. In the conceptual model being tested, the relationship between latent variables and their indicators is described using the following path diagram:

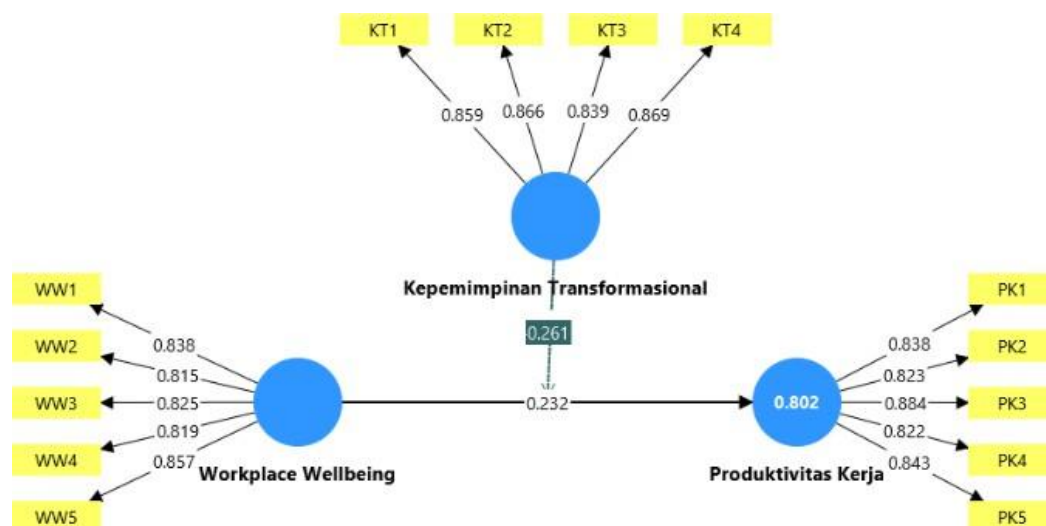


Figure Outer Model (Measurement Model)

Testing the outer model involves assessing the validity and reliability of the indicators that form the variable construct. The main criteria evaluated include Convergent Validity, Discriminant Validity, Cronbach's Alpha, and Composite Reliability.

b. Convergent Validity

The convergent validity test aims to measure the level of correlation between each indicator and its latent variable construct. Evaluation of this measurement model is conducted by examining the outer loadings and Average Variance Extracted (AVE) values for each indicator.

Table Evaluation of Outer Loadings

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Transformational Leadership	KT1 KT2 KT3	0.859	0.857	0.028	30,582	0.000
	KT4	0.866	0.864	0.030	28,457	0.000
		0.839	0.835	0.040	21,021	0.000
		0.869	0.868	0.028	31,519	0.000
Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Work Productivity	PK1 PK2 PK3 PK4	0.838	0.837	0.036	22,967	0.000
	PK5	0.823	0.819	0.044	18,615	0.000
		0.884	0.882	0.027	32,184	0.000
		0.822	0.820	0.040	20,502	0.000
Workplace Wellbeing		0.843	0.839	0.044	19,167	0.000
	WW1 WW3	0.838	0.838	0.025	33,411	0.000
	WW4 WW5	0.815	0.812	0.042	19,442	0.000
		0.825	0.822	0.043	19,041	0.000
		0.819	0.817	0.037	22,220	0.000
		0.857	0.855	0.033	26,275	0.000

Based on Table above, it can be seen that all indicators in the variables (transformational leadership, work productivity, and workplace wellbeing) have outer loadings above 0.70. This indicates that each indicator meets convergent validity requirements and adequately measures its latent variable.

Table Evaluation of Average Variance Extracted (AVE)

No	Variables	AVE	Information
1	Transformational Leadership	0.736	Valid
2	Work Productivity	0.710	Valid
3	<i>Workplace Wellbeing</i>	0.690	Valid

Based on the analysis results in the table above, it can be seen that all Average Variance Extracted (AVE) values for each variable have met the required value, namely > 0.50 . This indicates that all indicators used in this study are valid in measuring and representing their respective latent variables.

c. Discriminant Validity

Discriminant validity testing is conducted to ensure that each construct or variable in the study is truly distinct and empirically unique compared to other constructs. Discriminant validity testing in this study was evaluated using cross-loading values.

Table Cross Loading Evaluation

Indicator	Transformational Leadership	Work Productivity	<i>Workplace Wellbeing</i>
KT1	0.859	0.757	0.730
KT2	0.866	0.740	0.703
KT3	0.839	0.709	0.670
KT4	0.869	0.710	0.734
PK1	0.687	0.838	0.675
PK2	0.705	0.823	0.668

PK3	0.792	0.884	0.724
PK4	0.737	0.822	0.682
PK5	0.649	0.843	0.678
WW1	0.738	0.780	0.838
WW2	0.664	0.677	0.815
WW3	0.692	0.652	0.825
WW4	0.620	0.604	0.819
WW5	0.709	0.646	0.857

Based on the discriminant validity test using the cross-loading method, it can be seen that the correlation value of each indicator with the intended construct/variable is higher than the correlation value of the indicator with other constructs/variables. This indicates that each latent variable in this research model has been able to predict the indicators in its block well compared to the indicator blocks of other variables, so that all indicators are declared valid and meet the established discriminant validity requirements.

Table Evaluation of the Fornell-Larcker Criterion

Variables	Transformational Leadership	Work Productivity	Workplace Wellbeing
Transformational Leadership	0.858		
Work Productivity	0.850	0.842	
Workplace Wellbeing	0.827	0.814	0.831

Based on the analysis results, the Fornell-Larcker Criterion values for all research variables were higher than their correlation values with other variables. This indicates that the model

has good discriminant validity, where each construct in this study is able to explain the variable it measures uniquely and differently from other constructs.

d. Cronbach's Alpha and Composite Reliability

Reliability testing in this study was conducted to demonstrate the instrument's accuracy, consistency, and precision in measuring the research variables. Reliability testing was measured using two parameters: Cronbach's Alpha and Composite Reliability.

Table Evaluation of Composite Reliability and Cronbach Alpha

Variables	<i>Composite Reliability</i>	<i>Cronbach Alpha</i>	Information
Transformational Leadership	0.881	0.881	Reliable
Work Productivity	0.900	0.897	Reliable
<i>Workplace Wellbeing</i>	0.893	0.888	Reliable

Based on the reliability test results presented in Table, it can be seen that the Composite Reliability values for all constructs are above the required limit, namely >0.70 . Furthermore, the Cronbach's Alpha values for each construct also meet the standard, namely was > 0.60 . This indicates that all research instruments have a high level of internal consistency. Therefore, it can be concluded that all constructs or variables in this study are reliable and suitable for further data analysis.

e. Inner Model Evaluation (Structural Model)

This evaluation was conducted to determine the level of significance of the causal relationships between latent variables and to test the research hypotheses that had been developed. The following is a visual representation of the resulting structural model.

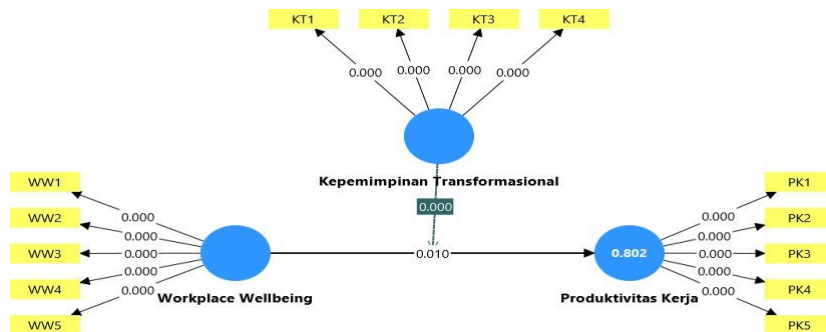


Figure Inner Model (Structural Model)

This test is conducted to see the causal relationship between latent variables by looking at the path coefficient value and the coefficient of determination (R^2), effect size (F^2) and goodness of fit.

4. Conclusion

Based on the discussion of the research results, the following conclusions can be drawn:

1. *Workplace wellbeing* has a significant positive effect on employee productivity. This means that the better the working conditions, satisfaction, and rewards received, the higher the quality, quantity, and punctuality of employee work.
2. Transformational leadership has a significant positive effect on employee productivity. This means that the better the implementation of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, the higher the level of employee productivity, reflected in improvements in the quality, quantity, and punctuality of work.
3. Transformational leadership can strengthen/moderate the influence of workplace well-being on employee productivity. This means that the better aspects of well-being, such as satisfaction and working conditions, supported by leaders who apply idealized influence, inspirational motivation, intellectual stimulation, and individual attention, the higher the quality, quantity, and punctuality of employees' work.

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