

The Effect of Work-life Quality and Transglobal Leadership on Employee Performance of Sharia Saving-load and Finance Cooperative

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ABSTRACT

This study aims to examine the effect of work-life quality and transglobal leadership on employee performance of Sharia Saving-Loan and Finance Cooperative. The population of this study consisted of employees of sharia saving-loan and finance cooperative in Banten. Sampling was carried out using the minimum criteria from the SEM-PLS, ranging from 35 to 100. Data was obtained by using a questionnaire. This research is a quantitative study. The data were analyzed using Structural Equation Modelling (SEM) and processed using Partial Least Square (PLS) analysis with the Smartpls 3.0 application. This study found that the work-life quality has a positive and significant effect on organizational commitment, the work-life quality has a positive and significant effect on employee performance, transglobal leadership has a positive and significant effect on organizational commitment, transglobal leadership does not have any effect on employee performance, organizational commitment has a positive effect and significant on employee performance, organizational commitment mediates the effect of work-life quality on employee performance and organizational commitment mediates the effect of transglobal leadership on employee performance.

Keywords: Employee Performance; Work-Life Quality; Transglobal Leadership; Organizational Commitment

INTRODUCTION

The existence of cooperatives has contributed to the economy in Indonesia. Based on the latest data from the Ministry of Cooperatives and SMEs (2019), the contribution of cooperatives to Gross Domestic Product (GDP) has increased. In 2014 it was 1.7%, while in 2018 it was 5.1%. This means that cooperatives have made a significant contribution to the welfare of the lower middle class, poverty alleviation and job creation (Azhari et al., 2017). According to the Central Statistics Agency, the number of cooperatives in Indonesia for the 2015-2016 period was 212.135 units, while the number of active cooperatives was 150.223 units (70%) and the remaining 61.912 units (30%) were inactive. The number of active cooperative members is 37.783.160 people. The number of inactive cooperatives in Indonesia shows that cooperatives are

currently facing many problems that hinder and complicate their development.

Among the biggest obstacles faced by cooperatives are the lack of business capital and the lack of reliable and skilled human resources (Widyani, 2015). Human resources are the key factors in achieving the expected employee performance of an organization (Northouse, 2019). Employee performance is the result achieved by employees in working according to certain criteria that apply for a job, measured by work results, work behavior and personal characteristics (Wirawan, 2009). Among the factors that are believed to improve employee performance is the work-life quality. This statement is in line with research conducted by Thakur and Sharma (2019) that the work-life quality can improve employee performance.

Work-life quality is an employee's effort to improve working conditions, duties,

work safety, benefits and compensation (Jabeen et al., 2018). According to David and Edward (1983) the main focus of the work-life quality is not only how employees do their jobs better, but how work can affect employees for the better. According to Lumbantoruan (2015) the work-life quality has a positive and significant effect on employee performance. In contrast to the research conducted by Asharini et al., (2018) that the work-life quality was found to have no positive effect on employee performance. The inconsistency of research results creates a gap for further research to be carried out.

In addition to the work-life quality factors, leadership factors in organizations are seen as strategic and important factors in improving employee performance (Shin et al., 2015). A leader must understand in choosing a leadership style that can be applied in his company (Pawirosumarto et al., 2017). Based on research conducted by Sharkey et al., (2012) explained that there are theoretical problems between transactional and transformational leadership that are still categorized into local leadership types. Furthermore, Sharkey et al., (2012) provide development in the type of leadership, namely transglobal leadership, meaning that leadership behavior is forward-looking and consistent when adapting to a new environment that is more universal and has a major contribution to the development of human resources and creates a way of life that is more interesting, meaningful and dignified. Research conducted by Pujiono et al., (2020) explains that transglobal leadership has a significant effect on employee performance. However, other studies such as Hermawati (2015) proves that transglobal leadership does not directly affect employee performance. The occurrence of inconsistent relationships creates opportunities for further research or gaps that can be investigated.

Furthermore, organizational commitment is a factor that is believed to affect employee performance. This statement is in line with the research conducted by Rafiei et al., (2014) that organizational commitment has a significant effect on employee performance. Organizational commitment is a psychological condition that characterizes the relationship between an employee and the organization and influences an employee's decision to continue or leave as a member of the organization (Meyer and

Allen, 1991). According to Hettiarachchi and Jayaeathua (2014) employees with a high level of organizational commitment will show positive behavior towards the organization, have high loyalty to the organization and have a desire to stay in the organization which has an impact on improving employee performance. In previous research, it is believed that it requires efforts to improve employee performance on the work-life quality and transglobal leadership through organizational commitment as a mediating variable so that there is a significant influence between the related variables.

Sharia cooperatives have different characteristics from conventional cooperatives. Sharia cooperatives are driven by profit-seeking and social motives, operations are based on sharia principles and applicable laws in the country as well as profits derived from various sharia financing models. While conventional cooperatives only rely on the profit motive, operations are based on legal regulations and profits are derived from interest charged (Irfan Beik and Purnamasari, 2011). According to the data from the Ministry of Cooperatives and Small and Medium Enterprises, the number of Sharia Savings and Loans and Financing Cooperatives in Indonesia in 2016 reached 2.253 business units or about 1.5% of the total active cooperatives, while the number of members is 1.4 million people. Its total capital reached 968 billion and external capital was 3.9 trillion with a business volume of 5.2 trillion rupiahs. This means that the development of Sharia Savings and Loans Cooperatives has very potential and very good performance, quality in terms of cooperative health, human resources and information technology.

Previous research including Suci (2021) was conducted on employees of UKM Malang Raya. Nurluviyana and Sudarma (2020) on employees of the Wimarion Semarang hotel. Rita et al., (2018) on employees of the regional secretariat in Papua. Insan et al., (2021) on cooperative employees of Makassar city government agencies. The difference between this study and previous research is that it was conducted on employees of Sharia Saving-Loan and Finance Cooperative in Banten.

LITERATURE REVIEW

Employee Performance

Performance is an abbreviation of the kinetics of work energy. Performance is the result of work from the functions and indicators of a job or other profession at a certain time. Employee performance is the result achieved by an employee at work according to certain criteria for applying for a job measured by work, work behavior, and personal characteristics (Wirawan, 2009). Mangkuprawira and Hubeis (2007) stated that employee performance is a planning process in an organization to get work results at the time and place where employees work. Employee performance in the view of Islam is one of the means of living and activities that have an important role in social life and work is often used as a benchmark for assessing someone (Fahmi et al., 2021). Work is worship to Allah Subhanahu Wata'ala by following all His rules and having sincere intentions and carrying out human duties as caliphs on earth (Qardhawi, 1997). According to Hakim (2012) that the performance of a Muslim is based on the Qur'an and Hadith, there are five indicators, including work performance, speed and accuracy in doing all work, intention to serve others sincerely, quality of work, payment of zakat from income. The factors that influence employee performance according to Thakur and Sharma (2019) are the work environment, compensation, training and career development, job security, leadership and interpersonal relationships. Wirawan (2009) states that employee performance includes four dimensions, including: work results, work behavior and personal characteristics.

Work-Life Quality

Hermawati and Mas (2016) stated that work-life quality is an objective condition and organizational practice or an employee's perception and reaction regarding their physical and psychological conditions to the work they do in a safe, satisfied and able to grow and develop like humans. According to David and Edward (1983) work-life quality is a way of thinking about people, work and organizations. The basic concept in human resources is the work-life quality in the Islamic concept (Ibrahim, 2006). This means that in applying the Islamic concept, the organization ensures the realization of

the work-life quality for employees. According to Rahman (2017), the basic concepts of work-life quality in Islam, it can be seen from several aspects including establishing a transparent and fair wage mechanism. According to Davis and Werther (1996) that the factors that affect the work-life quality include supervision, working conditions, wages/salaries, benefits and job design. David and Edward (1983) have four dimensions of the work-life quality, including: participation, growth and development, compensation and work environment.

Transglobal Leadership

Transglobal leadership is a leadership style that refers to the ability and process to influence, regulate and control others (Wijayanto et al., 2021). Trans in the word transglobal refers to the type of global leader who transcends boundaries, further Sharkey et al., (2012) stated that transglobal leadership is leadership that is universally influential across cultures and nations and contributes significantly to the human spirit in changing human civilization. Fahmi et al., (2021) the notion of leader in Islam refers to the meaning of the term, namely, umara or often called ulil amri and *Khadimul Ummah* (servant of the Ummah), namely the leader positions himself as a servant to the community. A leader who is serving will think about how he leads to progress and prosperity. Trans in the word transglobal refers to the type of global leader who transcends boundaries, further Sharkey et al., (2012) stated that transglobal leadership is leadership that is universally influential across cultures, nations and contributes significantly to the human spirit in changing human civilization. Sharkey et al., (2012) stated that the six types of intelligence include cognitive intelligence, emotional intelligence, business intelligence, cultural intelligence, global intelligence, and moral intelligence. Transglobal leaders must also possess the five behavioral traits. The five behaviors reflect uncertainty resilience, team connectivity, pragmatic flexibility, perspective responsiveness and talent orientation (Sharkey et al., 2012).

Organizational Commitment

Organizational commitment is an action that harmoniously combines employee identity with the organization, organizational goals and employees (Meyer and Allen, 1997). According to Luthans (2011) organizational commitment is an attitude of employee loyalty to the organization and a continuous process in which participants or members of the organization arouse their interest in the organization. According to Meyer and Herscovitch (2001) organizational commitment is a binding force between employees and the organization. Farrell and Rusbult (1981) state that commitment is related to the likelihood that an employee will leave his or her job and involves feelings of psychological attachment regardless of influence. Organizational commitment in Islam is a form of the strong belief in working hard in achieving the maximum results obtained by employees in achieving common goals (Hamidah and Annisa, 2020). According to Mowday (1998) the factors that influence organizational commitment, include personal characteristics, employee characteristics, employee skills and structural characteristics. Meyer and Allen (1991) explain that organizational commitment can be measured by 3 models, including: affective commitment, continuance commitment and normative commitment.

SIGNALING THEORY

Based on the previous literature review, the researcher wants to develop a framework that will discuss employee performance as the dependent variable that will be influenced by the work-life quality and transglobal leadership as independent variables, and want to know more about organizational commitment as a mediating variable that will mediate the work-life quality and transglobal leadership on

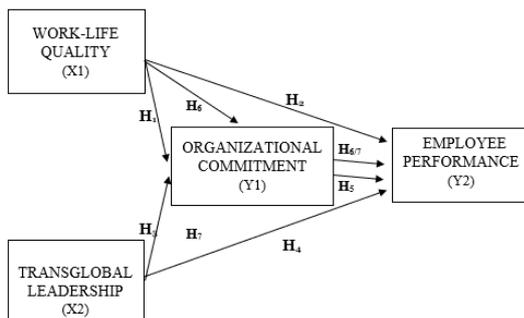
employee performance. So, the researcher tried to illustrates the theoretical framework as illustrated in the following figure:

Figure 1. Research Framework Model
The hypothesis in this study is as follows:

- H1: Work-life quality affects organizational commitment.
- H2: Work-life quality affects employee performance.
- H3: Transglobal leadership has an effect on organizational commitment.
- H4: Transglobal leadership effects employee performance.
- H5: Organizational commitment affects employee performance.
- H6: Organizational commitment mediates the influence work-life quality on employee performance.
- H7: Organizational commitment mediates the influence of transglobal leadership on employee performance

RESEARCH METHDOLOGY

This study uses a quantitative research approach. The implementation of this research uses a survey method to obtain data from the field. The data analysis method used is Structural Equation Modeling (SEM). Furthermore, the data will be processed using Partial Least Square (PLS) with Smartpls 3.0 software. The population in this study are employees of the Sharia Saving-Loan and Finance Cooperative in Banten including the Benteng Mikro Indonesia Sharia Cooperative, Abdi Kerta Raharja Sharia Cooperative and Banda Madani Syariah Cooperative. The criteria used as objects of research are Sharia Savings-Loan and Financing Cooperatives registered as active cooperatives in the cooperative and SMEs services and regularly holding annual member meetings. The minimum number of samples in the SEM-PLS analysis is 35-100 (Hair et al., 2017). The sampling technique in this study was carried out proportionally to the number of employees in each Sharia Saving-Loan and Finance Cooperative.



RESULT AND DISCUSSION

The following are the results and process stages of data analysis using SEM-PLS:

Convergent Validity

Test Convergent Validity of the reflective measurement model the indicator is assessed based on the correlation between item score with construct score calculated by PLS. The individual reflective measure is said to be high if it has a correlation of more than 0,70 with the construct to be measured.

Table 1 Convergent Validity Test Results

Indicator	Work-life quality	Transgl obal Leadership	Orga nizational Commitment	Empl oyee Perfo rman ce	Interpr etation
X1.1	0,746				Valid
X1.2	0,763				Valid
X1.3	0,794				Valid
X1.4	0,764				Valid
X1.6	0,811				Valid
X1.9	0,710				Valid
X1.11	0,768				Valid
X1.12	0,781				Valid
X2.1		0,816			Valid
X2.2		0,820			Valid
X2.3		0,854			Valid
X2.4		0,821			Valid
X2.5		0,904			Valid
X2.6		0,900			Valid
X2.7		0,883			Valid
X2.8		0,832			Valid
X2.9		0,797			Valid
X2.10		0,772			Valid
X2.11		0,808			Valid
X2.12		0,856			Valid
X2.13		0,891			Valid
X2.15		0,811			Valid
X2.17		0,846			Valid
Y1.1			0,876		Valid
Y1.2			0,768		Valid
Y1.3			0,775		Valid
Y1.6			0,806		Valid

Y1.7			0,899		Valid
Y1.9			0,805		Valid

Source: The data results are processed using SEM-PLS, 2022

Based on table 1 above, the results of the second Convergent Validity test all indicators have an outer loading factor value of >0,70. So, all the indicators of the variables above are declared valid for continued research and can be used for further analysis.

Discriminant Validity

Discriminant validity can be known by looking at the Average Variance Extracted (AVE) value. For a good model, each indicator value must be >0.50 (Hair et.al, 2014). Discriminant validity can be known by looking at the Average Variance Extracted (AVE) value. For a good model, each indicator value must be >0.50 (Hair et al., 2014).

Table 2 AVE Value

Variable	Average Extracted Variance (AVE)
Work-life quality	0,589
Transglobal Leadership	0,708
Organizational Commitment	0,678
Employee performance	0,709

Source: The data results are processed using SEM-PLS, 2022

Based on table 2 above, the AVE value of each variable is >0.50. Thus, it can be stated that each variable has discriminant validity the good one.

Composite Reliability and Cronbach's Alpha

Composite Reliability will test the reliability of the indicators on each variable. Cronbach's Alpha is another measure to test whether the variable is reliable, but its value is lower than Composite reliability. A variable can be declared reliable or fulfills composite reliability and Cronbach's Alpha, when the value of composite reliability and Cronbach's Alpha >0,70 (Hair et al., 2014).

Table 3. Cronbach's alpha value and composite reliability

Variable	Cronbach's Alpha	Composite Reliability

Work-life quality	0,900	0,920
Transglobal Leadership	0,970	0,973
Organizational Commitment	0,904	0,926
Employee performance	0,941	0,951

Source: The data results are processed using SEM-PLS, 2022

Based on table 3 above, the value of composite reliability and Cronbach's Alpha for all research variables >0.70. This means that all variables have a high level of reliability.

Multicollinearity

The multicollinearity test is done by looking at the value of the Inner VIF. If the collinearity level is very high as indicated by a tolerance value of 0.20 or lower. If the value of VIF ≥5, it should be considered to remove one of the indicators. Score variance inflation factor (VIF) each indicator must be less than 5.

Table 4 Inner VIF

Influencing Variables	Employee performance	Organizational Commitment
Work-life quality	3,558	2,751
Transglobal Leadership	3,099	2,751
Organizational Commitment	2,999	

Source: The data results are processed using SEM-PLS, 2022

Based on table 4 above, the Inner VIF value of each indicator in the variable is less than 5. So, all indicators in this research variable are free from multicollinearity.

Predictive Relevance

To assess Predictive Relevance, blindfolding can be done, namely by looking at the Q2 value of the dependent variable. The size of the Q2 values, namely 0.02, 0.15, and 0.35 indicates that the exogenous construct has a small, medium, and large predicate relevance for endogenous constructs (Hair et al., 2014).

Table 5 Q2 Value

Variable	SSO	SSE	Q ² (=1- SSE/SSO)
Work-life quality	792,000	792,000	
Transglobal Leadership	1485,000	1485,000	

Organizational Commitment	594,000	332,983	0,439
Employee performance	792,000	458,937	0,421

Source: The data results are processed using SEM-PLS, 2022

Based on table 5, it can be concluded that the predictive capacity of each of the variables forming the organizational commitment and employee performance variables as endogenous variables is very strong, because it is above 0,35, namely 0,439 and 0,421.

Determination (R-Square or R2)

R-Square to measure how much the endogenous variable is influenced by other variables. R-square is used to measure the relationship between variables.

Table 6 R-Square

Variable	R Square	R Square Adjusted
Organizational Commitment	0,667	0,660
Employee performance	0,613	0,600

Source: The data results are processed using SEM-PLS, 2022

Based on table 6 above, it can be seen that the R-Square value on the Organizational Commitment variable is 0.667, this value explains that Organizational Commitment can be explained by Work-life quality, Transglobal Leadership of 66.7%. Furthermore, the R-Square value on the employee performance variable is 0.613, these results explain that the percentage of employee performance can be explained by the variables Work-life quality, Transglobal Leadership and Organizational Commitment of 61.3% and 38.7% explained by other variables outside the research model.

Model Fit

The model fit test is done by looking at the SRMR value from the Model fit table. The SRMR value is said to be accurate, if it is less than 0.10.

Table 7 Model fit

	Saturated Model	Estimation Model
SRMR	0,064	0,064

Source: The data results are processed using SEM-PLS, 2022

Based on table 7 above, the SRMR value in this study was 0.064. So, it can be concluded that the predictive value of the model tends to predict the response in other samples accurately.

Hypothesis Testing

Hypothesis testing is done by testing each direct influence path and indirect influence through mediating variables. Hypothesis testing in this study was carried out by looking at the value of Path Coefficient, T-Statistics, and P-Values. The research hypothesis can be declared accepted if the Path Coefficient value is >0 , the T-Statistics value is >1.96 with (5% significance level) and the P-Values value is $<0,5$.

Table 8 Results of Direct Relationship between Variables

H	Influence	Path Coefficient	T Statistics	P Values	Analysis Hypothesis	Description
H1	Work-life quality to Organizational commitment	0,519	4,173	0,000	Positive Significant	Accepted
H2	Work-life quality to Employee performance	0,387	3,305	0,001	Positive Significant	Accepted
H3	Transglobal leadership to Organizational commitment	0,341	2,635	0,008	Positive Significant	Accepted
H4	Transglobal leadership to Employee performance	0,091	0,763	0,446	No Significant	Rejected
H5	Organizational Commitment to Employee performance	0,360	3,178	0,001	Positive Significant	Accepted

Source: The data results are processed using SEM-PLS, 2022

Table 9 Results of Indirect Relationships between Variables

H	Influence	Path Coefficient	T Statistics	P Values	Analysis Hypothesis	Description
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H6	Work-life quality to Organizational Commitment to Employee performance	0,186	2,378	0,017	Positive Significant	Accepted
H7	Transglobal leadership to Organizational Commitment to Employee performance	0,122	2,108	0,035	Positive Significant	Accepted

Source: The data results are processed using SEM-PLS, 2022

Based on tables 8 and 9 the results of the analysis can be seen that from the seven hypotheses proposed in this study six hypotheses have a positive and significant effect including: H1, H2, H3, H5, H6 and H7 with P-Values $<0,50$ and P-Values and T-Statistics $>1,96$, meaning that all hypotheses are accepted. The one influential and not significant hypothesis is H4, because the P-Values $>0,50$ and T-Statistics $<1,96$, meaning that the hypothesis is rejected.

Hypothesis Testing Results

The results of the first hypothesis state that the work-life quality has a positive and significant effect on organizational commitment. This means that the better the work-life quality, the better the organizational commitment. The results of this study are in line with previous research, namely the research of Ayal et al., (2019), good work-life quality can increase organizational commitment. The results of the second hypothesis state that the work-life quality has a positive and significant effect on employee performance. This means that the better the work-life quality, the better the employee's performance. The results of this study are in line with previous research, namely the research of Thakur and Sharma (2019) that the work-life quality has a positive and significant effect on employee performance. The results of the third hypothesis state that the transglobal leadership style has a positive and significant effect on organizational commitment. This means that the better the transglobal leadership style, the better the organizational commitment. The results of this study are in line with previous research,

namely the research of Insan et al., (2021) that transglobal leadership has a positive and significant effect on organizational commitment. The result of the fourth hypothesis states that the transglobal leadership style has no significant effect on employee performance. This means that the good or bad of a transglobal leadership style will not affect the good or bad performance of employees. The results of this study are in line with previous research, namely Hermawati (2015) research that the transglobal leadership style does not directly affect employee performance.

The results of the fifth hypothesis state that organizational commitment has a positive and significant effect on employee performance. This means that the better the organizational commitment, the better the employee's performance. The results of this study are in line with the previous research, namely the research of Rafiei et al., (2014) shows that organizational commitment has a significant effect on employee performance. The results of the sixth hypothesis state that the higher the work-life quality, the higher the employee's performance, if mediated by organizational commitment is also higher. Thus, organizational commitment is a variable that mediates the relationship between work-life quality and employee performance. The results of this study are in line with previous research, namely the research of Nurluviana and Sudarma (2020) that organizational commitment can mediate the relationship between the work-life quality and employee performance. The results of the seventh hypothesis state that the higher the transglobal leadership style, the higher the employee's performance, if mediated by organizational commitment is also higher. Thus, organizational commitment is a variable that mediates the relationship between transglobal leadership style and employee performance. The results of this study are in line with the previous research, namely research by Lin and Shiqian (2018) that organizational commitment mediates the influence of leadership on employee performance.

SUGGESTIONS

Based on the results of research and discussion in the previous chapter, various conclusions can be drawn. Work-life quality has a positive and significant effect on organizational commitment. Work-life quality has a positive and significant effect on organizational commitment and employee performance. The transglobal leadership style has a positive and significant effect on organizational commitment. Transglobal leadership style has no direct effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment mediates the effect of work life quality on employee performance. Organizational commitment mediates the effect of transglobal leadership on employee performance.

CONCLUSION

The researcher's suggestion is based on the first fact that the work-life quality has a positive effect on employee performance, indicating that the Sharia Savings and Loans Cooperative should improve the work-life quality by providing training, career development and compensation in by the quality of work and creating a comfortable working environment for employees. The second fact that organizational commitment can mediate the influence of transglobal leadership styles on employee performance, indicates that the Sharia Savings-Loan and Cooperatives and Financing in Banten should pay special attention to maintaining employee membership, making employees part of the institution, giving responsibility for institutional problems, increase employee loyalty and provide assistance to employees in need.

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