

LEADERSHIP MODEL IN IMPROVING MINE INSPECTOR PERFORMANCE: A SYSTEMATIC REVIEW

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ABSTRACT

The mining industry plays a pivotal role in the global economy, but it faces significant challenges related to occupational safety, regulatory compliance, and operational efficiency. Mine inspectors are essential in ensuring mining operations adhere to safety standards and regulations. The supervisors' leadership styles heavily influence these inspectors' performance. This systematic review examines the impact of leadership models—transformational, transactional, situational leadership, and Herzberg's two-factor theory—on mine inspector performance. Researchers have found that transformational leadership, characterized by inspiration and motivation, significantly enhances job performance, satisfaction, and commitment among employees. Transactional leadership, which focuses on supervision, organization, and performance through rewards and punishments, is effective at ensuring compliance and efficiency. Situational leadership emphasizes the need for leaders to adapt their style to their followers' developmental levels, promoting flexibility and responsiveness. Herzberg's two-factor theory differentiates between motivators and hygiene factors, highlighting the importance of job satisfaction in enhancing performance. The path-goal theory, which outlines the leader's role in clearing the path toward goals, also provides valuable insights. The review concludes that transformational leadership is particularly effective in improving mine inspector performance, but a combination of leadership styles tailored to specific situations and needs is essential for optimal results. This understanding can guide mining industry leaders in adopting strategies that enhance safety, compliance, and overall operational efficiency.

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1. INTRODUCTION

The mining industry, a critical sector, significantly impacts the global economy (Zhang et al., 2022). Nevertheless, it encounters a plethora of obstacles, including regulatory compliance, operational efficiency, and occupational safety. Mine examiners are critical to ensuring that mining activities comply with established standards. Their leadership styles substantially determine the efficacy of management (Setiawan et al.,

2021). This systematic review endeavors to investigate the influence of diverse leadership models on the performance of mine inspectors, utilizing insights from Herzberg's two-factor theory and transformational, transactional, and situational leadership theories.

In Indonesia, there are numerous prospective natural resources, such as coal and minerals. Over the years, the mining sector has made a substantial contribution to state approval (Spiegel, 2012; Dutu, 2016). For example, in 2020, the non-tax state revenue (GNP) exceeded 70% in non-migratory sectors. The sector's state receipts experienced 19.62% growth, with the mineral and coal mining sector experiencing 22.02% growth. This is illustrated in Table 1.

Table 1. Realization of 2020 Non-Tax State Revenue (billion rupiah)

Description	APBN Perpres 72/2020	Realization until 30 Sept	Growth yoy (%)
Non-tax revenue	294,141.0	260,872.7	(13.57)
A Acceptance of Natural Resources	79,086.9	72,860.4	(33.46)
1 Oil and Gas	53,294.9	53,300.2	(37.42)
a Petroleum	40,385.9	39,588.1	(41.71)
b Natural Gas	12,909.0	13,712.1	(20.50)
2 Non-Oil and Gas	25,792.0	19,560.2	(19.62)
a Mineral and Coal Mining	19,351.5	14,859.1	(22.02)
b Forestry	4,197.2	2,921.6	(16.06)
c Fisheries	900.4	456.4	24.27
d Pend. Pert. Geothermal	1,342.9	1,323.1	(7.51)
B Income from Separated National Assets	65,000.0	64,642.0	(11.37)
C Other PNBP	100,053.8	75,560.1	(9.79)
D BLU income	50,000.3	47,810.2	34.21

Source: Kemenkeu

Because coal and minerals are non-renewable natural resources, we must manage them efficiently and sustainably. Furthermore, as mandated by Article 33 Paragraph 3 of the Basic Law of the Republic of Indonesia (RI) of 1945, we must direct its use towards maximizing the welfare and prosperity of the people. The purpose of the management of minerals and coal, according to RI Law No. 3 for 2020, is to increase the income of local people, regions, and the state, as well as to create jobs to improve the well-being of people (Yulianingrum et al., 2021; Jamil, 2022).

The Mining Inspector (IT) is responsible for overseeing mining management, particularly in terms of mining engineering and environment. According to the Regulations of the Minister of State Appliances Financing and Bureaucratic Reform No. 36 of 2017, the Functional Department of Mining Inspectors (IT) oversees the implementation of mining activities. On the other hand, IT is the government official responsible for overseeing the implementation of mining activities, including mining inspection and technical oversight. The IT department oversees the execution of various mine activities, which include inspecting, testing, and exploring technical aspects of the mine, conserving mineral and coal resources, ensuring safety and health in mining, ensuring the safety of mine operations, managing environmental issues, handling complaints and post-mining, ensuring the use of goods, and ensuring security and health

at work. The Mining Inspector serves as a functional office that reports on task performance to its direct superiors, specifically the Chief Mine Inspector (KaIT), who in this case is the Director of Mining and Coal Engineering and Environment. KaIT is based in Jakarta and organizes IT in 36 (thirty-six) provinces. The Directorate of Mineral and Coal Engineering and Environment currently has 589 staff, with 16% located in Jakarta and 84% across the province of Indonesia. This condition necessitates a leader who can deal with problems, solve them in the administrative process, and execute technical mining surveillance tasks.

Transformational leadership is defined as the ability of leaders to inspire and motivate their followers to exceed their self-interests for the benefit of the organization (Khan et al., 2020). This leadership style includes four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Studies have shown that transformational leadership positively impacts employee performance, job satisfaction, and organizational commitment (Purwanto, 2020). Application in the Mining Industry: By providing a clear vision, encouraging innovation, and addressing individual needs, transformational leaders can foster a high level of motivation and commitment in the context of mine inspectors.

Transactional leadership focuses on the exchanges that occur between leaders and followers. This leadership style is effective in maintaining routine by managing and supervising followers' performance, rewarding compliance, and disciplining non-compliance (Young et al., 2021). Application in the Mining Industry: Transactional leadership can be beneficial for mine inspectors as it emphasizes adherence to safety protocols and regulatory standards. By providing clear expectations and rewards for compliance, transactional leaders can ensure a high level of discipline and efficiency among mine inspectors (Cheng et al., 2020).

Situational leadership, developed by Hersey and Blanchard, proposes that leaders must adjust their style to fit the development level of their followers (Mahapatra & Jain, 2023). This model includes four styles: directing, coaching, supporting, and delegating. The flexibility of this model allows leaders to be adaptive and responsive to the needs of their team members. Application in the Mining Industry: For mine inspectors, situational leadership means adapting the leadership style based on the inspectors' skills and experience levels. This adaptability can lead to enhanced performance as leaders provide the appropriate level of guidance and support, thereby promoting professional growth and job satisfaction.

Herzberg's two-factor theory distinguishes between motivators (factors that lead to job satisfaction) and hygiene factors (factors that prevent job dissatisfaction) (Lee et al., 2022). Motivators include achievements, recognition, and the nature of the work itself, while hygiene factors encompass aspects such as company policies, supervision, salary, and working conditions. Application in the Mining Industry: By incorporating Herzberg's theory, mining industry leaders can focus on enhancing motivators to improve mine inspectors' job satisfaction and performance. For instance, recognizing achievements and providing meaningful work can boost inspectors' morale and productivity.

House leaders developed the path-goal theory, which states that their primary function is to clear the path toward the followers' goal by providing direction, support, and removing obstacles (Saleem et al., 2021). This theory identifies four types of leadership behaviors: directive, supportive, participatory, and achievement-oriented. Application in the Mining Industry: By applying path-goal theory, leaders can help mine inspectors by clarifying tasks, offering support, and enhancing their motivation. Leaders can significantly improve performance and job satisfaction by adopting the appropriate leadership behavior based on inspectors' situations and needs.

The goal of this systematic review is to identify the most suitable model and leadership style for similar organizations, given that mining supervision responsibilities are crucial for proper mineral and coal mining management.

2. METHOD

We conducted this investigation as part of a literature review using the Systematic Literature Review (SLR) methodology. This approach involved the identification, examination, evaluation, and interpretation of all available research. Researchers evaluated articles that were relevant to the research question. Researchers conduct the review process in a systematic and structured manner, following predetermined phases (Valverde-Berrocoso et al., 2020; Mohamed Shaffril et al., 2021). The researchers then conducted a detailed review of the evaluated articles. The researchers execute the systematic literature review technique in five stages: (1) formulating research questions; (2) mapping and searching for relevant articles; (3) including, classifying, excluding, and evaluating the collected articles; (4) presenting and processing the data; (5) interpreting the article's findings; and (6) drawing conclusions.

The researcher's first step involved identifying the theme for the examination. The researcher selected the theme "The appropriate model and leadership style for comparable organizations" as the subject of the research. We gathered the data for the literature study by searching for Google Scholar articles using the keyword "model and leadership" in the Publish or Perish (PoP) application. From 2020 to 2024, the researchers restricted the number of articles to 50. The researchers subsequently filtered the articles through the selection phases, one by one. The analysis identified 20 articles that satisfied the specified criteria. From the diverse collection of articles, the researcher will select four articles for thorough review, analysis, and re-examination concerning the theme under investigation. The subsequent chart illustrates the phases that researchers undergo when conducting an SLR literature study through PoP.

3. RESULTS AND DISCUSSION

The analysis and summary of articles about the appropriate model and leadership style for analogous organizations are the outcomes of the research data included in this literature review. The following analysis identified 20 articles that satisfied the specified criteria, as presented in Table 2.

Table 2. The analysis of 20 articles satisfied about the most suitable model and leadership style for similar organizations.

No.	Title and Author	Result of Research
1	Responsible Leadership in Crisis Management: Lessons from the Cuban Missile Crisis and Russia-Ukraine War. (Ilyas, 2023).	Leaders who prioritize transparency, ethical decision-making, and a commitment to promoting the broader social, economic, and environmental interests of the population can build trust, reduce tensions, and promote peaceful solutions. The paper also highlights the consequences of leaders who prioritize their own interests over the broader interests of the population, disregard democratic norms, and engage in deceptive or unethical behavior, which can contribute to instability, escalation, and conflict.
2	Circadian leadership: A review and integration of chronobiology and leadership. (Volk et al., 2023)	A circadian perspective can help researchers to understand how time of day interacts with circadian processes to influence the effectiveness of task-, relational-, and change-oriented leadership activities. Our circadian perspective also extends research on leader and follower individual differences by explaining the effects of chronotypes on leadership behaviors and outcomes. We develop propositions based on the most promising insights that have emerged from the literature review, advance ideas for future theory development and research and discuss implications for leaders in practice.
3	A time-lagged study on health-centric leadership styles and psychological health: the mediating role of psychosocial safety climate. (Mirza et al., 2023)	Results confirm a positive association between health-centric leadership styles and psychosocial safety climate. Psychosocial safety climate was negatively related with psychological health. Further, the findings confirm the mediating role of psychosocial safety climate between health-centric leadership styles and psychological health among Malaysian oil and gas employees.
4	Ethical leadership and sustainability of agro-allied firms: moderating role of environmental dynamism. (Ogaga et al., 2023)	The result confirms that ethical leadership positively affects the sustainability of firms in the agro-allied sector and supports that environmental dynamism strengthens the relation between ethical leadership and sustainability of firms.
5	Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan. (Abdelwahed et al., 2023)	The leadership style perception of the employees makes a considerable contribution to generating a higher level of job performance. Hence, the study would provide the smoothness in enhancing EP with leadership behaviours' development. However, the mediation investigation of ETP between TLS and EP among the employees of Pakistan would give further guidelines for the policymakers of developing nation to observe the role of ETP.
6	How and when to activate hospitality employees' organizational citizenship behavior	The results showed that, in both samples, green authentic leadership served as a mediation channel for the link between green human resource practices and hospitality employees' harmonious environmental passion, which in turn mediated the linkage between green authentic leadership and hospitality

No.	Title and Author	Result of Research
7	<p>for the environment in South Korea and Vietnam. (Luu, 2024)</p> <p>Green transformational leadership and green innovation in megaprojects: is green knowledge sharing a missing link? (Chen et al., 2023)</p>	<p>employees' OCBE. Shared green vision among managers was positively linked with green authentic leadership as well as positively interacted with green HRM practices to predict green authentic leadership.</p> <p>GTL has a significant positive impact on two aspects of GI, including green product innovation (GPDI) and green process innovation (GPCI). Besides, GKS mediates the relationship between GTL and the two aspects of GI. Moreover, IC plays a significantly positive moderating role in the relationship between GTL and GKS and the relationship between GKS and the two aspects of GI.</p>
8	<p>Responsible Leadership and Innovation during COVID-19: Evidence from the Australian Tourism and Hospitality Sector. (Yildiz et al., 2023)</p>	<p>We found evidence of leaders who (1) responded to the needs of owners, employees, customers, and community stakeholders and (2) developed not only incremental innovations but substantial ones benefiting stakeholders in business and society. We discuss responsible leadership as a pathway for transforming the tourism and hospitality industry towards a more sustainable and community-centred 'new normal'.</p>
9	<p>Relationship among leadership styles, employee's well-being and employee's safety behavior: an empirical evidence of COVID-19 from the frontline healthcare workers. (Hassan et al., 2023)</p>	<p>The findings propose that healthcare management should invest to aware employees regarding their well-being. The findings also suggest that leaders should influence their followers to adopt safety measures at the workplace. Furthermore, leaders must be role models to attain a competitive advantage and make a balance between management and workers.</p>
10	<p>A review of different ideas concerning the characteristics of a good leader and shaping new ideas of an effective 21st century leader. (Em, 2023)</p>	<p>Finally, a comprehensive assessment or investigation could still be made into what makes a sound or effective leader in the 21st century. It is also important to analyze or conduct a comparison of an efficient manager and a good leader. Generally, it is essential to consider how to successfully lead an organization by combining the qualities of a skilled manager and an effective leader.</p>
11	<p>Playing the cards right: exploring the way leadership influences organizational citizenship behavior for the environment in megaprojects. (Wang et al., 2023)</p>	<p>Both TFL and TSL styles are effective in motivating OCBEs, although the EC of subordinates partially mediates these relationships. The power distance (PD) orientation significantly moderates the relationship between TFL and OCBEs, with the relationship being more positive when the PD of subordinates is lower. Unexpectedly, a collectivist orientation (CO) was found to elevate the effect of TSL but weaken the effect of TFL.</p>
12	<p>Understanding the effect of leadership styles on employee well-being through</p>	<p>Results validated the hierarchical structure of employee well-being and revealed that transformational, empowering, and servant leadership promotes employee well-being directly. Except for servant leadership, all other leadership styles were</p>

No.	Title and Author	Result of Research
	leader-member exchange. (Das & Pattanayak, 2023).	indirectly associated with employee well-being through LMX. Servant leadership only affected employee well-being directly. Findings highlight the theoretical and practical significance of leadership styles and LMX for employee well-being.
13	Examining the impact of environmental management accounting practices and green transformational leadership on corporate environmental performance: the mediating role of green process innovation. (Hanif et al., 2023)	Depict that EMA also has a significant impact on CEP. Our study contributed theoretically to NRBV by contributing to the role of GPI in attaining environmental performance. The results of the study also have practical implications by indicating that managers and policymakers should employ practices of EMA along with GTL style to satisfy the environmental sustainability concerns of the stakeholders and sustain their competitive edge in the market.
14	A study on managerial leadership in education: A systematic literature review. (Karim et al., 2023)	Theoretical review was conducted to examine the classification of accuracy of articles which were using the term ML in title with four consistency and accuracy indicators on the article structures starting from the problem, aim, literature, results and discussion, as well as conclusion sections.
15	Coal mining reclamation as an environmental recovery effort: a review. (Pambudi et al., 2023)	The demand for the role of the mining inspector in overseeing the optimization of the management of mineral and coal resources and their transformation is increasing. A competent mine inspector becomes crucial for reducing the burden and ensuring the security of the organization and all its members, from the leadership to the executive, through achieving positive work outcomes
16	Global leadership for sustainability. (Fry & Egel., 2021).	In the context of an organization, sustainable, necessary leadership focuses on achieving objective period long and attentive dimensions economic, social, and environmental. There are several effective leadership models for ensuring organizational sustainability, including (1) transformational leadership, which covers leaders who can motivate employees to achieve objective, long-term organizational goals and strengthen the culture of sustainable organizations. Employees also push to adopt necessary innovation and change to reach target sustainability. (2) Participative leadership encourages employees to participate in decision-making and strengthens employee involvement in achieving organizational goals. Approach: This can increase creativity and innovation within an organization. (3) The leadership-based mark covers empowering leaders, culture, and organization sustainability, emphasizing sustainability, responsibility, and social and

No.	Title and Author	Result of Research
17	Comparing Empowering, Transformational, and Transactional Leadership on Supervisory Coaching and Job Performance: A Multilevel Perspective. (Lee & Ding, 2020).	ethical principles. Approach: This can produce a positive overall impact on the environment and society. (4) Leadership-based collaboration encourages leader-based cooperation between employees, partners, and other stakeholders to reach sustainable objectives. Approach: This can increase effectiveness and efficiency for organizations in reaching an objective period According to an appropriate leadership model for organizations that do not have quite enough answers, coaching and control can involve elements from style, empowerment, and transactional leadership. Empowering leadership styles positively correlate with behavior, training, supervision, and performance. This model covers elements of empowerment and encourages autonomy for employees to perform superior implementation tasks.
18	The Impact of Sustainability and Leadership on the Innovation Management of Michelin-Starred Chefs. (Mrusek et al., 2021).	Leadership sustainability highlights the growth of the leadership merger economy with social and environmental aspects. Principle leadership is sustainable: observe the creation nature of value for organizations and society thoroughly, considering the social and environmental consequences of decisions and steps taken by the organization. Leadership sustainability also involves governance sources. Power with efficiency and responsibility answer while pushing innovation and cooperation to reach target continuity (Liao, 2022). Leadership sustainability positively contributes to various aspects of performance sustainability, including performance environment, performance finance company, and efficiency organization. Sustainability and effective leadership have a significant positive effect not only on the environment and society but also on the performance of organizations overall, especially in the context of the era of globalization
19	Smart sustainable city roadmap as a tool for addressing sustainability challenges and building governance capacity. (Viale Pereira et al., 2021)	The resulting roadmap contains 11 key governance conditions for developing strategies for smart sustainable city initiatives that were classified into three main phases: (1) planning; (2) implementing; and (3) adopting, monitoring, and evaluating. In terms of contribution, this research provides a tool to support the development of initiatives, addressing sustainability challenges and strengthening governance capacity to ensure the long-term impacts of smart sustainable cities.
20	Sustainable Leadership: A Literature Review and Prospects for Future Research. (Liao, 2022)	At the level of organization, sustainable leadership is understood as activity leadership embedded throughout the organization and shaping the self-esteem of the organization through relevant practices so the company can guard balance economic, social, and environmental throughout the cycle of life and at the same time help the organization reach sustainable development for an extended period

Based on Table 2 of the research above, transformational leadership, characterized by inspiration and motivation, significantly enhances job performance, satisfaction, and commitment among employees. Transactional leadership, which focuses on supervision, organization, and performance through rewards and punishments, is effective at ensuring compliance and efficiency. Situational leadership emphasizes the need for leaders to adapt their style to their followers' developmental levels, promoting flexibility and responsiveness.

Article 141, paragraph 2 of the Republic of Indonesia Act Number 3 of 2020 mandates mining inspectors as civil state officials, tasked with the duty, responsibility, and authority to supervise the implementation of mining technical standards, principles of processing, and purification techniques (Yulianingrum et al., 2021). This article confirms that the mining inspector is accountable for the supervision of technical aspects of the mine, the conservation of mineral and coal resources, the safety of work in the mining sector, environmental protection, complaints, and post-mining processes, as well as the management of the use of goods, services, technology, and domestic engineering capacity following the provisions of the legislative regulations.

Given the scope of oversight involving Indonesia's entire territory, the Mining Inspector requires proper leadership as a state civil apparatus responsible for overseeing national mineral and coal mining. Currently, the Mining Inspectorate operates in 36 provinces throughout Indonesia, with its headquarters in one location. A leader with a suitable leadership style is necessary to ensure the effectiveness of these supervisory tasks (Lee & Ding, 2020; Setiawan et al., 2021). According to previous systematic literature and research, service-based, integrity-based, and transformational leadership are the most appropriate leadership models for improving mining inspectors' performance.

4. CONCLUSION

This systematic review highlights the significant impact of various leadership models on the performance of mine inspectors. Transformational leadership emerges as particularly effective in inspiring and motivating inspectors, leading to enhanced performance and compliance with safety standards. Transactional and situational leadership styles also offer valuable strategies for maintaining discipline and adapting to the needs of inspectors. Furthermore, Herzberg's two-factor theory and path-goal theory provide additional insights into factors that can enhance job satisfaction and performance. Future research should continue to explore these models in the mining industry to develop comprehensive leadership strategies that ensure the safety and efficiency of mining operations.

These models collectively meet the need for leadership to generate commitment, demonstrate ethical behavior, and develop staff, which is critical for organizations with construction and supervision responsibilities. We need further research to test the submitted model.

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