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**THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP AND WORK  
LIFE BALANCE ON EMPLOYEE PERFORMANCE AT PT. PAN PUTRA  
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**Abstract**

This study aims to analyze the influence of transformational leadership and work-life balance on employee performance at PT Pan Putra Samudra Cirebon. The research method used is an associative quantitative approach with data collection techniques through a Likert-scale questionnaire to 145 respondents who are company employees. Data analysis was conducted using Structural Equation Modeling based on Partial Least Square (SEM-PLS) to test the validity, reliability, and relationships between variables. The results show that transformational leadership has a positive and significant effect on employee performance with a t-statistic value of 5.582 and a path coefficient of 0.378. In addition, work-life balance also has a positive and significant effect on employee performance with a t-statistic value of 3.989 and a path coefficient of 0.315. Simultaneously, both variables are able to explain employee performance with an R-square value of 0.353, which is included in the moderate category. This indicates that inspirational leadership and balance between work and personal life are important factors in improving employee performance. Thus, companies are advised to develop transformational leadership styles and work-life balance policies on an ongoing basis.

**Keywords:** Transformational Leadership, Work Life Balance, Employee Performance, SEM-PLS, Human Resources



## INTRODUCTION

With increasing global competition and export pressures, employee performance issues in the seafood processing industry are becoming increasingly crucial. The seafood export industry requires companies to maintain product freshness, strict hygiene standards, export compliance, and production continuity within limited processing time. These conditions create high work pressure for employees, especially in production divisions that must meet daily production targets and international quality standards simultaneously. Consequently, human resource management becomes a strategic factor in maintaining organizational performance and competitiveness.

PT Pan Putra Samudra Cirebon is a company engaged in seafood processing, particularly canned pasteurized crab meat, soft shell crab, squid, and slipper lobster products for export markets. The company has operated for more than 25 years in the fisheries and seafood export industry and implements stringent quality control systems to meet international market standards. In operational practice, employees are required to work with high precision, production consistency, and strict processing schedules due to product perishability and export deadlines. Based on preliminary observations and interviews conducted with several employees, production activities frequently involve overtime during periods of high export demand, tight production schedules, and pressure to minimize product defects in order to maintain export quality standards. These conditions potentially affect employee comfort, fatigue levels, and work performance.

In this context, transformational leadership plays a crucial role in influencing employee performance. Leaders who are capable of inspiring, motivating, and empowering employees are considered able to improve employee performance through a clear vision, effective communication, individual consideration, and encouragement for self-development (Bass & Avolio, 1994). In industries characterized by high operational pressure such as seafood processing, transformational leadership is important because employees require not only technical supervision but also psychological support and motivation to maintain productivity and work quality. Previous research by Tamengkel & Rumawas (2022) demonstrated that transformational leadership significantly affects employee performance through organizational commitment as a mediating variable.

Besides leadership, work-life balance (WLB) is another important factor affecting employee performance. WLB refers to an individual's ability to balance work responsibilities with personal and family life. According to the Work-Life



Balance Framework Theory (Cooper & Schindler, 2014), WLB consists of three dimensions: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work–Personal Life Enhancement (WPLE). Previous studies indicate that poor work-life balance can increase stress, emotional exhaustion, and job dissatisfaction, which subsequently influence employee performance and productivity. In labor-intensive industries with demanding work schedules, imbalance between work and personal life may become more pronounced due to overtime intensity, repetitive work activities, and physically demanding production processes.

The phenomenon at PT Pan Putra Samudra indicates that employees face high production pressure, challenging work schedules, and strict export quality requirements. Employees working in seafood processing are required to maintain speed and accuracy simultaneously because production delays may affect product freshness and export quality. Such conditions potentially create work fatigue and difficulties in balancing occupational and personal responsibilities. Therefore, support from transformational leaders and organizational policies that promote work-life balance become essential in creating a conducive work environment and sustaining employee performance.

Although numerous studies have examined the influence of transformational leadership and work-life balance on employee performance, research focusing specifically on seafood processing and export companies remains limited. This sector possesses distinctive characteristics compared with other manufacturing or service industries because it involves time-sensitive production processes, strict export compliance, repetitive manual work, product freshness maintenance, and intensive quality control pressure. These unique operational characteristics may influence how transformational leadership and work-life balance affect employee performance. Therefore, this study seeks to fill the existing research gap by examining the influence of transformational leadership and work-life balance on employee performance within the context of a seafood export processing company.

Thus, this study aims to analyze the influence of transformational leadership and work-life balance on employee performance at PT Pan Putra Samudra Cirebon. The findings are expected to contribute theoretically to the development of leadership and work-life balance literature and practically provide recommendations for improving human resource management strategies in seafood export industries.



## LITERATURE REVIEW

### **Transformational Leadership (Variable X1)**

Variable X1 in this study is Transformational Leadership. Transformational leadership is a leadership style that focuses on the leader's ability to inspire, motivate, and encourage positive change among employees through a strong vision, effective communication, and individual attention. Transformational leaders encourage subordinates to achieve their maximum potential and exceed organizational targets. This variable is based on Transformational Leadership Theory developed by Arifin et al. (2024). According to Bass, transformational leadership consists of four dimensions:

1. Idealized Influence

Leaders act as role models, demonstrate integrity, and gain employees' trust and respect.

2. Inspirational Motivation

Leaders inspire employees through a clear vision, motivation, and optimism toward organizational goals.

3. Intellectual Stimulation

Leaders encourage creativity, innovation, and critical thinking in solving problems.

4. Individualized Consideration

Leaders provide personal attention, coaching, and support according to individual employee needs.

Transformational leadership is considered important because leaders who provide inspiration and emotional support are able to increase employee confidence, motivation, and work commitment. Employees who feel valued and supported tend to demonstrate better productivity and work quality. Research by Tamengkel & Rumawas (2022) found that transformational leadership significantly improves employee performance through organizational commitment. Similarly, Firdaus & Damayanti (2023) stated that transformational leadership positively affects employee performance because leaders provide inspiration, support, and motivation that encourage employees to work more effectively.

Thus, transformational leadership can create a positive organizational climate that encourages employees to work beyond minimum standards and contribute more optimally to organizational goals.

### **Work-Life Balance (Variable X2)**

Variable X2 is Work-Life Balance (WLB). Work-life balance refers to an individual's ability to maintain balance between work responsibilities and



personal, family, and social life. This study adopts the Work-Life Balance Framework Theory developed by Fauzi & Dewi (2023), which views work-life balance as a multidimensional construct describing how work and personal life may interfere with or enrich one another. This theory is relevant because it explains the two-way interaction between work and non-work life. Fauzi & Dewi (2023) divide work-life balance into three dimensions:

1. Work Interference with Personal Life (WIPL)

This dimension describes situations where work demands interfere with personal life. Indicators include:

- a. workload reduces time with family,
- b. work pressure interferes with personal comfort,
- c. working hours hinder personal activities, and
- d. busy work makes it difficult to meet family needs.

2. Personal Life Interference with Work (PLIW)

This dimension explains situations where personal life disrupts work performance. Indicators include:

- a. family problems interfere with work concentration,
- b. household responsibilities delay work tasks
- c. personal conditions reduce work performance
- d. family matters cause work to be delayed.

3. Work–Personal Life Enhancement (WPLE)

This dimension reflects positive interaction between work and personal life. Indicators include:

- a. Work experience improves the quality of personal life,
- b. Work provides positive energy for personal life
- c. A harmonious personal life increases work motivation
- d. Work skills are beneficial for personal life.

Work-life balance is important because employees who can balance professional and personal responsibilities tend to experience lower stress levels, better psychological well-being, and higher job satisfaction. These conditions contribute positively to employee productivity and work effectiveness. Creswell & Creswell (2018) proved that enrichment between work and personal life contributes to increased productivity and more stable employee performance. Similarly, Greenhaus & Allen (2011) found that work-life balance positively influences employee productivity and emotional well-being.



Therefore, work-life balance is considered an important factor in maintaining employee energy, concentration, and work effectiveness, especially in industries with demanding workloads and high operational pressure.

### **Employee Performance (Variable Y)**

The dependent variable in this study is Employee Performance. This variable is based on the Performance Theory developed by Mulyadi et al. (2024). Rachman et al. (2024) explains that performance refers to behaviors relevant to organizational goals and contributing to work achievement. Performance is not only measured by final output but also by behaviors supporting organizational effectiveness.

According to Robbins & Judge (2016), employee performance consists of four dimensions:

- a. Task Performance is the employee's ability to carry out main tasks effectively, including completing work according to specified targets and standards.
- b. Contextual Performance is an employee's contribution outside of their main duties, including helping coworkers, complying with rules, and participating in organizational activities.
- c. Adaptive Performance is the ability of employees to adapt to changes in tasks, work conditions, and the organizational environment.
- d. Counterproductive Work Behavior is employee behavior that is detrimental to the organization, for example being absent without reason, sabotage, or interpersonal conflict.

Performance indicators in this study include:

- a. quality of work
- b. productivity
- c. ability to adapt to change
- d. work initiative
- e. minimal behavior that is detrimental to the organization.

Employee performance is strongly influenced by both organizational and psychological factors. Transformational leadership can improve employee motivation, confidence, and commitment, while work-life balance helps employees maintain emotional stability, energy, and focus at work. Research conducted by Rozak (2024) found that transformational leadership indirectly improves performance through quality of work life and organizational citizenship behavior. In addition, Kholifah & Fadli (2024) showed that transformational leadership and work-life balance positively influence employee performance both directly and indirectly through work engagement.



Thus, Campbell's Performance Theory provides a relevant framework for explaining how transformational leadership and work-life balance influence employee performance.

### **Literature Synthesis**

Based on the reviewed literature, employee performance can be influenced by both leadership and individual well-being factors. Transformational leadership improves performance by inspiring employees, building trust, stimulating creativity, and providing individual support. Meanwhile, work-life balance supports performance by reducing stress, improving psychological well-being, and helping employees maintain energy and focus at work. In the context of seafood processing industries, where employees face production pressure, strict quality standards, repetitive work activities, and export deadlines, these two factors may complement each other in improving employee performance. Therefore, organizations require not only effective leadership but also policies that support employee well-being to maintain sustainable productivity and work quality.

### **Hypothesis Development**

Based on the theoretical framework and previous studies, the hypotheses proposed in this study are as follows:

**H1:** Transformational leadership has a positive effect on employee performance.

**H2:** Work-life balance has a positive effect on employee performance.

**H3:** Transformational leadership and work-life balance simultaneously influence employee performance.

## **RESEARCH METHOD**

This study employed a quantitative associative approach to analyze the influence of Transformational Leadership (X1) and Work-Life Balance (X2) on Employee Performance (Y). This approach was selected because it is appropriate for examining the relationship and influence between independent and dependent variables simultaneously (Sugiyono, 2021).

The population of this study consisted of all 225 employees of PT Pan Putra Samudra Cirebon. The study used a saturated sampling technique, in which all members of the population were targeted as respondents because the population size was still manageable (Sugiyono, 2021). Questionnaires were distributed to all 225 employees; however, only 145 questionnaires were returned completely and



considered valid for further analysis. Therefore, the final sample used in this study consisted of 145 respondents.

The type of data used in this study was quantitative data in the form of numerical responses processed statistically (Sugiyono, 2021). Primary data were obtained through questionnaires distributed directly to employees to measure perceptions regarding transformational leadership, work-life balance, and employee performance. Secondary data were obtained from company documents, employee reports, organizational records, and relevant previous studies.

The research instrument used a Likert scale ranging from 1 to 5, where 1 indicated strong disagreement and 5 indicated strong agreement. The questionnaire indicators were developed based on the theoretical framework of each variable. The transformational leadership variable, based on Sekaran & Bougie (2016), consisted of 8 questionnaire items covering idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The work-life balance variable, based on Sarjono & Julianita (2022), consisted of 7 questionnaire items covering Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work–Personal Life Enhancement (WPLE). Meanwhile, the employee performance variable, based on Tsalsabila et al. (2025), consisted of 8 questionnaire items measuring task performance, contextual performance, adaptive performance, and counterproductive work behavior.

Data collection techniques included questionnaires and documentation. Documentation data included organizational structure, employee profiles, and company operational reports (Indrawati, 2021; Joshi et al., 2015). Instrument validity testing was conducted by evaluating loading factor values greater than 0.70 and Average Variance Extracted (AVE) values greater than 0.50. Reliability testing used Cronbach's Alpha and Composite Reliability with criteria above 0.70 (Ghozali, 2021; Hair et al., 2019; Haq & Almanshur, 2024).

Data analysis was conducted using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. The analysis consisted of outer model evaluation to assess validity and reliability, and inner model evaluation to analyze the structural relationship among variables. The coefficient of determination ( $R^2$ ) was used to determine the explanatory power of the independent variables on the dependent variable. Hypothesis testing was conducted through bootstrapping procedures with criteria of T-statistic  $> 1.96$  and P-value  $< 0.05$ .



This research was conducted at PT Pan Putra Samudra Cirebon from January 2025 until completion. All research procedures complied with research ethics principles, including maintaining respondent confidentiality, ensuring voluntary participation, and using the collected data solely for academic purposes (Hasanah, 2021; Marsyanda & Rozaq, 2024).

## RESULTS AND DISCUSSION

### 1. Data Analysis Results

Data analysis in this study was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software. The SEM-PLS method was used because it can simultaneously test the relationship between latent variables and is suitable for research with small to medium sample sizes.

Furthermore, SEM-PLS does not require normal data distribution and is more oriented towards the model's predictive ability, making it relevant for analyzing the relationship between Transformational Leadership, Work-Life Balance, and Employee Performance. Through this approach, researchers can evaluate the quality of the research instrument (outer model) while simultaneously testing the strength of the relationships between variables in the structural model (inner model).

### 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
<b>Gender</b>	Man	73	50.3
	Women	72	49.7
<b>Total</b>		145	100
<b>Age (Years)</b>	<25	73	50.3
	25-35	32	22.1
	36-45	24	16.6
	>45	16	11.0
<b>Total</b>		145	100
<b>Work</b>	Staff	23	15.9
	Production	54	37.2
	QC	10	6.9
	Packing	35	24.1
	Other	23	15.9
<b>Total</b>		145	100
<b>Years of service</b>	< 1 Year	39	26.9



	1-5 Years	34	23.4
	>5 Years	72	49.7
		145	100

Based on the results of data collection on 145 respondents, the characteristics of respondents in this study can be explained as follows.

Based on gender, the study respondents consisted of 73 (50.3%) men and 72 (49.7%) women. This indicates a relatively balanced male-female sample, allowing the data to represent the perceptions of both groups proportionally.

Judging from the respondents' age, the majority of respondents were under 25 years old, namely 73 people (50.3%). Next, respondents aged 25–35 years numbered 32 people (22.1%), followed by respondents aged 36–45 years with 24 people (16.6%), and respondents aged over 45 years with 16 people (11.0%). This distribution indicates that respondents are predominantly of productive age who tend to be active and relevant to the research object.

Based on occupation, the majority of respondents came from the production department, with 54 people (37.2%). Next, there were 35 respondents working in packing (24.1%), followed by 23 staff and others (15.9%), and 10 quality control (QC) personnel (6.9%). This composition indicates that respondents came from various fields of work, providing diverse perspectives.

Based on length of service, respondents with more than 5 years of service dominated, amounting to 72 people (49.7%). Furthermore, respondents with less than 1 year of service numbered 39 people (26.9%), and respondents with 1–5 years of service numbered 34 people (23.4%). This indicates that the majority of respondents have considerable work experience, thus being able to provide objective and in-depth assessments of the variables studied.

**3. Outer Model Analysis**

Outer model analysis aims to evaluate the relationship between indicators and latent variables. This evaluation is conducted through convergent validity, discriminant validity, and reliability tests. These tests are essential to ensure that the research instrument accurately and consistently measures the intended construct.

**a. Convergent Validity Test**

Convergent validity testing was conducted to determine the extent to which the indicators were able to represent the latent variables studied. Convergent validity was assessed through loading factor and Average Variance Extracted (AVE) values. An indicator is considered valid if it has a loading factor value of ≥



0.70 and an AVE value of  $\geq 0.50$ . The results of the convergent validity test in this study are presented in Table 1 below.

**Table 1.**  
**Convergent Validity Test Results**

Variables	Indicator	Loading Factor	AVE
Transformational Leadership	X1.1	0.794	
	X1.2	0.773	
	X1.3	0.778	
	X1.4	0.787	0.592
	X1.5	0.721	
	X1.6	0.740	
	X1.7	0.764	
	X1.8	0.794	
Work Life Balance	X2.1	0.706	
	X2.2	0.772	
	X2.3	0.752	
	X2.4	0.767	0.598
	X2.5	0.824	
	X2.6	0.808	
	X2.7	0.781	
Employee performance	Y.1	0.818	
	Y.2	0.833	
	Y.3	0.772	
	Y.4	0.868	0.624
	Y.5	0.759	
	Y.6	0.731	
	Y.7	0.805	
	Y.8	0.720	

Based on Table 1, the Transformational Leadership variable has eight indicators (X1.1–X1.8) with loading factor values ranging from 0.721 to 0.794. All of these indicators have exceeded the minimum limit of 0.70, indicating that each indicator has a strong contribution in forming the Transformational Leadership construct. The AVE value of 0.592 indicates that more than 59% of the indicator



variance can be explained by the Transformational Leadership construct, so this variable is declared to meet the convergent validity criteria.

Furthermore, the Work Life Balance variable consists of seven indicators (X2.1–X2.7) with loading factor values ranging from 0.706 to 0.824. Although there are indicators with loading factor values approaching the minimum limit, all indicators remain above 0.70 and are therefore still considered valid. The AVE value of the Work Life Balance variable of 0.598 indicates that this construct is able to explain approximately 59.8% of the indicator variance, indicating that the indicators used have adequately represented the concept of Work Life Balance.

The Employee Performance variable is measured using eight indicators (Y.1–Y.8) with loading factor values ranging from 0.720 to 0.868. The highest loading factor value is found in indicator Y.4, indicating that this indicator has the strongest contribution in measuring Employee Performance. The AVE value of 0.624 indicates that more than 62% of the indicator variance can be explained by the Employee Performance construct, so this variable has a good level of convergent validity.

Overall, the results of the convergent validity test indicate that all indicators for each variable have met the established criteria, both in terms of loading factor values and AVE values. Therefore, it can be concluded that the research instrument used was able to measure Transformational Leadership, Work-Life Balance, and Employee Performance variables precisely and accurately, making it suitable for use in the next stage of analysis.

**b. Discriminant Validity Test**

The discriminant validity test aims to ensure that each construct has a clear distinction from other constructs. Discriminant validity can be seen from the correlation values between latent variables. The results of the discriminant validity test are presented in Table 2 below.

**Table 2.**  
**Results of Discriminant Validity Test**

	X1.	X2.	Y.
X1.			
X2.	0.479		
Y.	0.544	0.481	

Based on Table 2, the correlation value between Transformational Leadership (X1) and Work-Life Balance (X2) is 0.479, indicating a moderate relationship. The correlation value between Transformational Leadership (X1)



and Employee Performance (Y) is 0.544, while the correlation between Work-Life Balance (X2) and Employee Performance (Y) is 0.481. All correlation values are below the limit indicating construct overlap.

The low correlation values indicate that each variable has different measurement characteristics and does not measure the same concept. This indicates that the indicators for each construct are able to clearly differentiate between Transformational Leadership, Work-Life Balance, and Employee Performance.

Thus, it can be concluded that each construct in this study has met the discriminant validity criteria, so that the measurement model is considered feasible and can be used for structural model analysis in the next stage.

**c. Reliability Test**

Reliability testing was conducted to determine the level of internal consistency of the indicators in measuring the research variables. A construct is considered reliable if it has a Cronbach's Alpha and Composite Reliability value of  $\geq 0.70$ . The results of the reliability test are presented in Table 3 below.

**Table 3.**  
**Reliability Test Results**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X1.	0.902	0.912	0.921
X2.	0.893	0.933	0.912
Y.	0.914	0.925	0.930

Based on Table 3, the Transformational Leadership variable (X1) has a Cronbach's Alpha value of 0.902 and Composite Reliability (rho\_a) of 0.912 and (rho\_c) of 0.921. These values indicate a very high level of internal consistency. The Work Life Balance variable (X2) also shows good reliability with a Cronbach's Alpha value of 0.893 and Composite Reliability (rho\_a) of 0.933 and (rho\_c) of 0.912. Furthermore, the Employee Performance variable (Y) has a Cronbach's Alpha value of 0.914 with Composite Reliability (rho\_a) of 0.925 and (rho\_c) of 0.930, which indicates that the indicators are very consistent in measuring the intended construct.

Overall, all research variables had Cronbach's Alpha and Composite Reliability values above the minimum threshold. Therefore, it can be concluded that this research instrument has a high level of reliability, making it suitable for further analysis of the structural model.



#### 4. Inner Model Analysis

Inner model analysis is conducted to evaluate the relationships between latent variables in the constructed research model. This analysis aims to determine the extent to which the independent variables explain the dependent variable and to assess the strength and feasibility of the overall structural model. One of the main measures used in inner model analysis is the coefficient of determination (R-Square).

##### a. Coefficient of Determination Test (R-Square)

The coefficient of determination test was conducted to determine the ability of the independent variable to explain the dependent variable. The results of the R-Square test are presented in Table 4 below.

Table 4.

Results of the Determination Coefficient Test (R-Square)

	R-square	R-square adjusted
Y.	0.353	0.344

Based on Table 4, the R-Square value of 0.353 indicates that 35.3% of the variation in Employee Performance can be explained by Transformational Leadership and Work-Life Balance. Meanwhile, the remaining 64.7% of the variation is influenced by factors outside the research model, such as work motivation, work environment, compensation, or individual employee characteristics.

The R-square value falls into the moderate category, indicating that the research model has sufficient explanatory power. Thus, the constructed structural model is deemed suitable for use in hypothesis testing.

#### 5. Hypothesis Testing

Hypothesis testing was conducted to determine the direct influence of Transformational Leadership and Work-Life Balance variables on Employee Performance. This testing was conducted using SEM-PLS analysis results on the structural model, which included path coefficients, t-statistics, and p-values.

The research hypothesis is accepted if the t-statistic is  $\geq 1.96$  and the p-value is  $\leq 0.05$ , indicating that the influence between variables is statistically significant. The results of the hypothesis testing will be explained in detail in the following subchapters, in accordance with the hypotheses formulated in this study.

##### a. Partial Effect Test

Hypothesis testing was conducted to determine the partial effect of the independent variable on the dependent variable. The results of the hypothesis testing are presented in Table 5 below.



Table 5.

Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1> Y.	0.378	0.383	0.068	5,582	0.000
X2. -> Y.	0.315	0.322	0.079	3,989	0.000

6. Discussion of Hypothesis

H1: The Influence of Transformational Leadership on Employee Performance

The results of the hypothesis testing indicate that transformational leadership has a positive and significant effect on employee performance. This is evidenced by the t-statistic value of 5.582 (greater than the critical value of 1.96) and the p-value of 0.000 (less than 0.05). The path coefficient value of 0.378 indicates a positive relationship between transformational leadership and employee performance. Thus, the better the implementation of transformational leadership in the organization, the higher the level of employee performance produced. Therefore, the first hypothesis (H1) is declared accepted.

Empirically, the results of this study indicate that transformational leadership indicators such as idealized influence, inspiration, and individualized attention are perceived positively by employees. Leaders who are able to motivate, build trust, and provide emotional and intellectual support to subordinates will create a work environment conducive to improved performance. This encourages employees to perform better, increase productivity, and contribute optimally to achieving organizational goals.

This finding is consistent with research (Oroh, Ariyadi, & Fadlan, 2024) showing that transformational leadership has a positive effect on employee performance. For example, research by shows that transformational leadership has a significant influence on employee motivation and work performance in the banking industry, stating that an inspirational leadership style can directly increase employee motivation and performance.

In addition, a literature review (Nauli, 2025) also shows that transformational leadership is often associated with better work results because transformational leaders are able to build employee engagement, commitment, and intrinsic motivation, which ultimately has a positive impact on their work performance.

**H2: The Effect of Work Life Balance on Employee Performance**

The results of the hypothesis testing indicate that Work-Life Balance has a positive and significant effect on Employee Performance. This is evidenced by the t-statistics value of 3.989 (greater than the critical value of 1.96) and the p-value of 0.000 (smaller than 0.05). The path coefficient value of 0.315 indicates that the direction of the relationship between Work-Life Balance and Employee Performance is positive. This means that employees who are able to balance the demands of work and personal life tend to show better performance than employees who do not have a work-life balance. Therefore, the second hypothesis (H2) is declared accepted.

Theoretically, work-life balance plays a crucial role in determining an employee's psychological and physical well-being while working. Employees who feel a balance between work and personal life will experience lower stress levels and higher job satisfaction because they have sufficient time for rest, family, and other non-work activities. This contributes to increased work focus, sharper cognitive abilities, and higher intrinsic motivation—all of which have a direct impact on overall employee productivity and performance.

The findings of this study are consistent with previous empirical studies showing a positive relationship between work-life balance and employee performance. For example, research by (Asari, 2022) showed that work-life balance positively influences employee performance by increasing job satisfaction, so employees who experience work-life balance are more motivated to deliver optimal work results.

In addition, a systematic review by Yani & Saleh (2022) concluded that Work Life Balance is positively correlated with employee performance because WLB can increase work engagement, reduce fatigue levels, and strengthen psychological well-being.

**H3: The Influence of Transformational Leadership and Work Life Balance on Employee Performance**

The third hypothesis tests whether Transformational Leadership and Work-Life Balance jointly influence Employee Performance. The test is based on the R-Square value, not the T-Statistic or partial P-Value test, because R-Square describes the ability of the independent variable to explain the overall variation in the dependent variable.

The results of the determination coefficient test show that the R-Square is 0.353, which means that 35.3% of the variation in Employee Performance can be explained simultaneously by Transformational Leadership and Work-Life Balance. This percentage indicates that the combination of these two variables has



a significant role in influencing employee performance in the organization. Therefore, the third hypothesis (H3) is accepted.

Logically, the integration of effective leadership and work-life balance creates a holistic working environment: transformational leadership provides direction, support, and motivation to employees, while work-life balance ensures that employees can work in optimal physical and psychological conditions. When these two work together, employees are not only psychologically motivated but also have sufficient energy to complete work tasks, thus maximizing their overall performance.

Other empirical research supports this concept. For example, a study by Marsyanda & Rozaq (2024) showed that the combination of transformational leadership and work-life balance significantly improves employee performance through increased job satisfaction, which serves as the primary explanatory mechanism in the relationship.

## CONCLUSION

Based on the results of the data analysis and discussion conducted in Chapter IV, the following conclusions can be drawn:

1. Transformational Leadership has a positive and significant effect on Employee Performance. The results of the hypothesis testing indicate that transformational leadership has a strong influence on improving employee performance. This is evidenced by a t-statistic of 5.582, a p-value of 0.000, and a positive path coefficient of 0.378. These findings indicate that the better the implementation of transformational leadership—such as providing motivation, inspiration, and individual attention—the higher the employee performance within the organization.
2. Work-Life Balance has a positive and significant effect on Employee Performance. The test results show that Work-Life Balance has a positive effect on employee performance with a t-statistic of 3.989 and a p-value of 0.000, as well as a path coefficient of 0.315. This indicates that employees who are able to balance the demands of work and personal life tend to have better performance levels due to more optimal physical and psychological conditions.
3. Transformational Leadership and Work-Life Balance simultaneously influence Employee Performance. The coefficient of determination (R-Square) value of 0.353 indicates that 35.3% of the variation in Employee Performance can be explained jointly by Transformational Leadership and Work-Life Balance. Meanwhile, the remaining 64.7% is influenced by other factors outside the research model. These results indicate that the combination of effective leadership and work-life balance is an important factor in improving employee performance.



4. The research instrument was declared valid and reliable. All indicators in this study met the criteria for convergent validity, discriminant validity, and reliability. This indicates that the instrument used was able to accurately and consistently measure the variables of Transformational Leadership, Work-Life Balance, and Employee Performance.

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