

The Influence of Transformational Leadership and Work-Life Balance on Performance with Work Motivation as an Intervening Variable

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Abstract

This study examines the effect of transformational leadership and work-life balance on employee performance, with work motivation serving as an intervening variable. A quantitative approach was used, employing survey methods targeting 100 members of Polres. Data were collected through questionnaires and analyzed using Partial Least Squares (PLS). Results indicate that transformational leadership and work-life balance significantly influence work motivation. However, transformational leadership does not significantly affect performance directly. In contrast, work-life balance significantly influences employee performance. This study highlights the importance of balancing professional and personal responsibilities to improve performance and suggests further exploration of additional mediating variables.

Article History:

Keywords:

Transformational Leadership, Work-Life Balance, Work Motivation, Employee Performance.

1. Introduction

The demands of modern organizations in a globalized era necessitate enhanced employee performance to achieve established goals. Leadership is a critical driver of this improvement. Transformational leadership, in particular, emphasizes empowering employees, fostering motivation, and inspiring innovation through vision and effective communication (Robbins & Coulter, 2016). Leaders adopting this approach focus on aligning individual and organizational goals, fostering a culture of trust, admiration, and respect.

Equally important is work-life balance (WLB), which refers to the equilibrium between professional duties and personal life. It ensures reduced role conflicts and improved mental well-being (Greenhaus & Beutell, 2003). Studies have shown that balanced personal and professional lives increase job satisfaction, enhance productivity, and reduce stress levels (Bataineh, 2019). These outcomes are vital for public service organizations, such as police departments, where operational efficiency directly impacts public trust and safety.

Work motivation acts as an essential intermediary, linking leadership styles and work-life balance to performance outcomes. High motivation correlates with greater commitment and productivity, making it a vital variable in understanding employee dynamics (Mangkunegara, 2013). This study focuses on Polres, exploring how transformational leadership and work-life balance influence performance through motivation. By addressing gaps in previous research and considering unique organizational dynamics, this study provides actionable insights for improving employee outcomes.

2. Method

This study employed a survey-based quantitative research design. The population comprised all 100 members of Polres, making this a population study. Data were gathered using a structured questionnaire designed with a 4-point Likert scale, covering variables such as transformational leadership (X1), work-life balance (X2), work motivation (Z), and performance (Y).

1. Population and Sample:
All 100 personnel participated, ensuring comprehensive representation of the target group.
2. Data Collection:
A combination of primary data (questionnaires via Google Forms) and secondary data (literature review of relevant studies) was utilized.
3. Analysis:
Data were analyzed using Partial Least Squares (PLS) via SmartPLS 3. Outer and inner models were evaluated for validity and reliability. Hypothesis testing employed a significance level of 5% ($p < 0.05$).

3. Results and Discussion

3.1 Results

The analysis of this study focuses on testing the hypotheses that relate transformational leadership, work-life balance, work motivation, and performance. The results are as follows:

The Effect of Transformational Leadership on Work Motivation

Transformational leadership has a significant positive effect on work motivation, with a t-statistic of 3.650 (greater than the critical value of 1.96) and a p-value of 0.000 (less than 0.05). This result indicates that leaders who inspire, motivate, and empower their subordinates contribute to enhancing their internal drive. Members of Polres, under transformational leaders, reported feeling more valued and motivated to perform beyond expectations. This aligns with the characteristics of transformational leadership, such as idealized influence and inspirational motivation, which foster employee engagement and goal alignment.

The Effect of Work-Life Balance on Work Motivation

Work-life balance also significantly influences work motivation, with a t-statistic of 2.396 and a p-value of 0.017. Employees with balanced professional and personal lives are better equipped to maintain high motivation levels. In Polres, personnel with a good balance between work and family responsibilities reported fewer conflicts and higher mental well-being, enabling them to remain motivated in their roles.

The Effect of Transformational Leadership on Performance

Transformational leadership does not directly impact performance, as evidenced by a t-statistic of 1.044 (below the critical value) and a p-value of 0.297. While transformational leadership contributes to creating an engaging and supportive environment, its direct influence on performance is mediated by other factors such as work motivation. This suggests that while leaders play a crucial role in setting the stage for high performance, the results depend on additional elements like individual and team dynamics.

The Effect of Work-Life Balance on Performance

Work-life balance shows a strong and significant positive influence on performance, with a t-statistic of 18.060 and a p-value of 0.000. This highlights that individuals with well-managed work-life integration are more likely to achieve high performance. Personnel who can effectively juggle their professional and personal responsibilities report greater job satisfaction, reduced stress levels, and higher productivity, demonstrating that work-life balance is a key determinant of success in the workplace.

The Effect of Work Motivation on Performance

Work motivation significantly impacts performance, with a t-statistic of 2.078 and a p-value of 0.038. Highly motivated individuals demonstrate better commitment, efficiency, and goal achievement. In this study, work motivation serves as a critical factor linking leadership and work-life balance to performance. Motivated personnel are more likely to overcome challenges and deliver exceptional results.

Indirect Effects: Mediation Analysis

Transformational Leadership → Work Motivation → Performance

Transformational leadership indirectly affects performance through work motivation. However, this mediated effect is weak, with a t-statistic of 1.627 and a p-value of 0.104. This indicates that while leadership contributes to motivation, the pathway to improved performance requires additional enabling factors.

Work-Life Balance → Work Motivation → Performance

The mediated effect of work-life balance on performance through motivation is marginal, with a t-statistic of 1.662 and a p-value of 0.097. This suggests that while motivation is influenced by work-life balance, the direct effects of balance on performance remain the dominant factor.

Overall Model Fit and Predictive Relevance

The R-square value for performance is 0.843, indicating that transformational leadership and work-life balance explain 84.3% of the variance in performance, with the remaining 15.7% attributed to other variables outside the model. The R-square for motivation is 0.418, meaning transformational leadership and work-life balance account for 41.8% of the variation in motivation. The model's predictive relevance (Q-square) is 0.7505, confirming its robustness and relevance for analyzing employee performance.

3.2 Discussion

The study highlights the crucial role of work-life balance in achieving optimal performance. Unlike transformational leadership, which exerts an indirect effect, WLB directly impacts job outcomes by reducing stress and fostering satisfaction. This finding aligns with research by Bataineh (2019), who noted the positive correlation between WLB and employee performance.

Furthermore, while transformational leadership indirectly contributes to performance through motivation, its direct impact is limited, possibly due to contextual factors specific to Polres. These findings suggest that leadership interventions should be coupled with robust WLB strategies to maximize performance outcomes.

4. Conclusion

This study concludes that work-life balance is a pivotal factor in improving employee performance. Transformational leadership, while influential, requires complementary motivational strategies to drive performance effectively. Organizations should prioritize policies fostering WLB and offer leadership development programs that emphasize employee empowerment. Future research should explore additional mediating variables and larger, more diverse samples for generalizable findings.

5. References

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