



The Influence of Work life Balance and Transformational Leadership on Employee Performance Mediated by Employee Engagement among Educators and Education Personnel (PTK) at SMK BLUD SMK Negeri 1 Nanggulan

Syamsul Hadi^{1*}, Iin Widiyastuti^{3*}
Kusuma Chandra Kirana^{2*}

^{1,2,3}Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia
¹syamsul.hadi@ustjogja.ac.id, ²iinwidiyastuti@yoo.co.id,
³kusumack@ustjogja.ac.id

Abstract. Leadership styles and the ability to strike a healthy work-life balance are two of the most important factors in determining an employee's performance in a modern organization. The purpose of this research is to examine, via the medium of employee engagement, the relationship between transformational leadership, work-life balance, and employee performance. Using Smart Partial Least Square (PLS) as an analytical tool, data was obtained from a questionnaire that was distributed to 82 teachers and education staff members at SMKN 1 Nanggulan. The research concluded that transformational leadership increases employee engagement, which in turn improves performance and reduces the need for a work-life balance. On the other hand, work-life balance does not directly affect productivity. Additionally, the mediating function of employee engagement is taken into account with respect to transformational leadership, work-life balance, and employee performance. According to these findings, organizational performance is driven by employee engagement, and the work theoretical view of organizational performance suggests that there is a connection. Practically speaking, the job suggests that transformational leadership and engaged employees are necessary for performance, not just work-life balance.

Keywords: Work Life Balance, WLB, Transformational Leadership, Employee Engagement, Job Performance.

1. Introduction

Performance is one of the key measures of an individual's success in carrying out their duties. Performance is important role in supporting the overall achievement of organizational objective. Performance describes the results, both qualitatively and quantitatively, attained by an employee while executing the tasks assigned to them, in line with what the company expects as per the set criteria, standards, or benchmarks [1]. There is a correlation between work-life balance and employee performance. Workers are able to give their full attention to their work when their personal and professional lives are more harmonious. The term "work life balance" refers to the difference between an employee's workload and their personal life. It can be seen as a way to improve employees' health by allowing them to juggle their work and family responsibilities, hence reducing stress on the job [4]. Previous research has shown that work-life balance (WLB), which refers to the degree to which one's personal and professional lives can be harmoniously integrated, is a strong predictor of work-family conflict (WFC) [2], [3], [6]. On contrary, [7] recorded an opposite of common belief on work life balance and employee performance. There is no relationship between work life balance and employee performance even in the case of employee performance. [1] also note the emaciated work life balance and low staff efficiency as correlations.

Another factor that can enhance performance is the role of leadership. Leaders with a transformational leadership style can improve employee performance. Transformational leaders not only communicate a vision and rally people around it but also align that vision with organizational goals, inspiring and energizing people [8]. A leader's confidence can empower employees tremendously and is an important factor in determining their productivity [9]. Studies by [10], [11], [12], [13] have indicated that Transformational leadership creates outcomes that have an effect on employee performance.

This study is born out of the desire to find out why there are inconsistencies in the relationship between work life balance and performance. To sum up by and large, work life balance is good. Different studies have tackled positive and significant home work balance effect on performance as evidenced by [2], [3], [6], [14], [15]. Furthermore, studies by [16] and [14] corroborate Investigate influence of work life balance on employee performance: The mediating role organizational commitment and job satisfaction. However, there are other studies like [7], [17], and [1], it has negative effect.

There is some theoretical support for the idea that employee engagement mediates the connection between work-life balance, transformational leadership, and performance. Research in [7]. lends credence to this claim. Workers' mental and emotional investment in their employer is what we mean when we talk about employee engagement [18]. According to studies done in Indonesian manufacturing facilities, employee engagement significantly improves productivity [19] Employee engagement is a key component influencing performance. Employees that pitch in and help out around the office are more likely to be resourceful, creative, and goal oriented [14]. The connection between work-life balance and employee performance is mediated by employee engagement.

Employee performance is a fundamental to a company's success. Work life balance is a crucial rule in improving employee performance [2], [4]. Similar results were also demonstrated by [3] which is further corroborated by [6] and [5]. Nonetheless, some research found that those who are in balance do not have a superior performance in their job [1]. Also, transformational leadership may potentially contribute in enhancing employee performance could be possible. Transformational leadership (specifically the inspiring motivation and individual consideration) has a substantial positive influence on employee engagement, as evidence by high vigor, dedication and absorption in work [20]. In evaluating work life balance and performance literature, employee engagement is identified as an important intermediary variable [7].

2. Literature review and theoretical framework

2.1. Work Life Balance

Workers are said to have achieved work-life balance (WLB) when they feel that their personal lives are not adversely affected by their job responsibilities. The result is a state of balance that is good for your health and happiness. [4]. The three main parts of work-life balance (WLB) are as follows: (a) work does not intrude on personal life; (b) personal life does intrude on work; and (c) components that encourage balance between the two. This indicator shows how one's health is impacted by the interplay between one's professional and personal activities. [20] Multiple studies have demonstrated that work-life balance positively affects important workplace variables, such as employee engagement and performance. Workers who are able to strike a healthy balance between their work and personal lives are more invested in their work, enjoy what they do more, and are able to concentrate better. [20], [21], [22], [23], [24], [25]. Workers who receive enough WLB are more invested in their work, which boosts their productivity and helps the company achieve its objectives. When people have a healthy work-life balance (WLB), they are able to devote equal time and energy to both their professional and personal lives without sacrificing either. The stress-reduction, health-improvement, and happiness-inducing benefits of this balance make it an essential component of a happy and fulfilling life. To keep one's own health and productivity in check while working in an organizational setting, WLB is a great tool for keeping one's attention, excitement, and positive energy levels high. In order to foster a positive work atmosphere and motivate employees to perform at their best, work-life balance is essential.

2.2. Transformational Leadership

Transformative leadership is characterized by a focus on the collective emotional and mental health of team members. The goal of this management style is to get employees to stay committed to their work over time and make innovation work better. Five things that make transformational leadership stand out are idealized leadership influence, idealized behavioral influence, personalized consideration, inspirational motivation, and intellectual stimulation. Being a leader means more than just setting an example. It also means giving people the attention they need, sharing motivational messages, and making sure that ideas can grow, more studies have shown that transformative leadership has a big and positive effect on how well followers do their jobs. Leaders with this style make the workplace a place where people feel supported, motivated, and inspired, which helps them get the most out of their workers. When employees get emotional support, have a clear vision for the future, and are intellectually challenged, they are more motivated, engaged, and able to give their all. [9], [10], [11], [12], [26], [27]. The two separate factors, IC and IS contribute to an effective transformational leadership. These point to the need for leaders to listen to employees and enable creativity within the organization [28]. Additionally, a large body of literature indicates that transformational leadership significantly and positively affects employee engagement. While some studies have found a correlation between transformational leadership and higher levels of employee engagement, others have found the opposite to be true. Furthermore, different research has shown that a transformational leader can significantly and positively affect employee engagement. When leaders demonstrate motivating or individual consideration behaviors, their followers develop subjective work values and self-esteem. However, various forms of CWB have been shown to have a negative correlation with these outcomes. [20], [21], [28], [29], [30], [31], [32].

2.3. Employee Engagement

As [29], described, employee engagement is the situation where organizational members incorporate themselves into their job positions. Employee engagement Strong sense of belonging and connection to the goals of the organisation is strongly linked to employee engagement. Employees with high engagement do not merely work to fulfill their duties but are also driven to make maximum contributions, face challenges, and demonstrate strong loyalty and responsibility [20], [24]. [20] explain that employee engagement consists of four dimensions. The three most common ways to measure how engaged employees are are zeal, dedication, and immersion. A worker's energy, commitment, and ability to focus are all signs of how emotionally involved they are in their job and how well they do their work. These three things describe how a worker's mind, emotions, and body are involved in their job.

Employees who are very engaged are good for businesses, especially when it comes to improving performance. Employees who are motivated, dedicated, and involved are more likely to go above and beyond to help the company reach its goals. This has a multiplying effect, making not only individual work better, but also group work and the company's bottom line. Research by [33] determined that Employee Engagement and Job Performance in Healthcare Organizations. Work and life balance To some extent, work life balance has an influence upon millennial employee engagement [20]. Moreover, when it comes to employee engagement the transformative leadership has an impact on it, as reported by [21], that transformational leadership reasonably increased the employee engagement in wrought iron design industry. [25] further added that leadership style, work life balance, and job challenges collectively influence the level of employee engagement in the national shipping industry.

2.4. Employee Performance

Employee performance: It refers to the work by an employee [34]. The only thing that matters for achieving goals in a business or organization is how well you do your job. Performance includes both the end result and the steps taken to finish a task in order to reach the goals. Instead, a person's performance is the only thing that matters for the success of the organization. The way an employee does their tasks shows how well they can do their job. When we talk about adaptive performance, we mean the ability to adjust to and overcome problems that come up in new situations. On the other hand, contextual performance includes things that people do outside of their job description that make the workplace better, like helping coworkers or taking the lead. All three of these things give us a full picture of how workers are involved in and benefit from their jobs. [34]. In [6], performance is defined by how well an individual executing its job, quality, quantity and timeliness of how employee done the tasks. Organizational factors such as work life balance, transformational leadership and employees engagement are the major antecedent which affects employee performance [5] states that work lifebalance has an indirect positive influence on organizational performance by increasing job satisfaction and affective commitment. Moreover, performance improvement is highly relative to transformational type of leadership. Studies by [9], [10] argue that leaders who motivate, exhibitIndividualized consideration, and promote innovate can enhance employee's motivation and work outcomes. Furthermore, employee engagement has been identified as a significant factor for job performance [29], [35] posited that engaged employees are motivated to reach work-related goals. In general, the performance of employees is one of the elements that is indispensable for success and influenced by a variety of factors, such as leadership, training, self-efficacy and discipline [36].

2.5. Work Life Balance , Transformational Leadership, Employee Engamenet on Employee Performance

Balancing work and life is crucial to every single company on the face of the planet. A work/life balance, for example, is related to increased job satisfaction and engagement and therefore this latter should positively impact on generic performance [14]. Likewise, [17] exposed that nurses with high WLB is expected to perform better because they can manage the job-stress effectively.

Thus, greater Work Life Balance that employees can achieve, the better performs they have. This argument in general would stress the importance of WLB as a factor towards employee performance. Similary, [37] explained that WLB had direct effect on performance and knowledge risk as moderating. This finding implies that part of the versatility of workers in fast changing and turbulent conditions at work is due to their ability to balance between their working and nonworking lives. This argument in general would stress the importance of WLB as a factor towards employee performance.

In addition to Work life Balance, Transformational Leadership is found has significantly contribute to productivity and work performance [11], [13], [26], [27]. They have been shown to underline lecturer achievement through the digital approach and innovative leadership [8]. Other studies have revealed that transformational leadership significantly and positively influences employee engagement. The charisma of a

leader in the organization is an important factor that assists employees in developing self-confidence, which might subsequently affect not only the quality, but also quantity of work between them [9]. Taken together, these results call for transformational leadership in organizations to enhance work performance.

Significant amount of research has been carried out on Employee Engagement and its connection with Performance further supporting its strong influence. Employee engagement is all about employees' levels of enthusiasm, commitment and motivation to their work – which has been shown time and again to drive individual performance and overall company success. In the study by [19], employee engagement was found to be a positive and significant antecedent for improving employees' job performance among Indonesian's manufacturing companies. There are two major implications to be drawn from this study: the more employees engaged in a job, the higher level of their performance, [18] employee engagement was also found to be a positive predictor of employee performance in manufacturing sector in Zimbabwe. GEM employees who are more involved in their job tend to perform well as they are more responsible and feel motivated towards the achievement of organizational goals. Additionally, studies carried out in Cape Coast hospitals showed job performance practitioners employee engagement and that this has a direct impact on the functional level. Employees who are more engaged tend to deliver them better service and are also more efficient, and have a focus on maintaining good standards of work [38]. Overall, these findings underscore that employee engagement plays a vital positive role in improving employee performance.

Hypothesis 1: Work life Balance, has a positive impact on employee performance.

Hypothesis 2: Transformational leadership positively associates with employee performance.

Hypothesis 3: engagement, and employee performance effect on employee

2.6. Work Life Balance and Transformational Leadership on Employee Engagement

In Various Contexts, WLB and Employee Engagement Have Been Defined. In particular, WLB has a positive and statistically significant effect on employee engagement in the study of [7] It appears that the ability to balance one's personal and professional life increases the likelihood that an individual will be engaged and committed to the organ when they fancy DE roofs what you pay for. Accordingly, WLB affects employee engagement and implied, as demonstrated in the study by [4] Employee engagement, which in turn affects job performance, may increase in a flexible work environment that allows for a work-life balance [22], [23]. All things considered, these findings point to a favorable correlation between WLB and employee engagement.

The effect of transformational leadership on employee commitment has been demonstrated in several recent studies. Employees' value and engagement in their work are enhanced when leaders can inspire them with a compelling vision, offer emotional support, and stimulate their minds. Consistent with previous research, this finding indicates that employees are far more invested in their work when their leaders are able to form strong relationships with them and motivate them. According to other studies, such as [20], transformational leadership influences employee engagement in the workplace in two ways: directly and indirectly. Other factors that contribute to a deeper attachment to the job itself are the primary means by which this leadership style affects engagement. Employees are less likely to leave their jobs as a result of this increased engagement, which increases job satisfaction and retention rates. [5]. In line with previous research showing that transformational leadership has a positive effect on employee engagement and the establishment of digital transformation in Indonesia's banking industry, this result confirms what was previously found [32]. Within Indonesia's creative industry, transformational leadership has a direct impact on employee engagement, but only to a limited extent [21]. Employees' engagement is boosted, leading to the achievement of organizational goals, by leaders with a high level of transformational leadership, which includes individual consideration and inspirational motivation [30]. Nonetheless, a strong correlation exists between engaged employees and transformational leadership.

Hypothesis 4: Work life Balance has positive relation to employee engagement.

Hypothesis 5: Transformational leadership has a positive impact on employee engagement.

2.7. The The Mediating Effect of Employee Engagement in the Relationship Between Work life Balance, Transformational Leadership and Employee Performance

Keeping the Balance can potentially lead to greater employee work involvement that leads to better performance. Hence, these reasons suggest that y is beneficial for. In other words, a balance person does not only help achieve which means employees who are able to manage effectively between work and hone responsibilities are more likely to experience greater engagement and commitment on the job. In addition to that. This has been supported

by the research from [4], [21] indicates that, job peredormance act as a mediator, with employee engagement as a narrow but more specific. Employees who achieve good work life balance tend to feel more satisfied, motivated, and involved in their work [4]. This commitment results from employees who believe they are appreciated and can integrate personal and professional responsibilities, ultimately mitigating physical stress and fatigue. Employee engagement as an antecedent of employee performance. Engaged employees are generally more productive, creative, and motivated to achieve organizational goals [14]. therefore, job peredormance act as a mediator, with employee engagement as a narrow but more specific. Employee engagement also serves as a mechanism in the relationship between leadership style (independent variable) transformational leadership and performance. This implies that the relationship between worklife balance and performance is mediated by employee engagement.

In addition, as the findings of previous studies have revealed, transformational leadership does influence employee engagement successively influencing performance. There is ample evidence that transformational leadership leads to better employee performance. Method This study employed a quantitative research design and involved all the 82 employees in the sample population from educators to educations staff at SMK Negeri 1 Nanggulan, Kulon Progo. Transformational leadership with its dimensions of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration, has been proven to enhance employee engagement by providing clear direction, emotional support, and inspirational motivation [20], [39]. Employee engagement is found to be a prominent driver for performance enhancement, as employees with greater job engagement demonstrate higher motivation and better in-job performance [29], [32]Therefore, employee engagement functions as a mediating variable that links the direct influence of transformational leadership on employee performance. Under such conditions, transformational leadership becomes a driving force to promote employees engagement and further foster better performance results in organizational behaviors [12], [40]

Hypothesis 6: Employee engagement plays the mediator of work life balance on employee engagement.

Hypothesis 7: The mediating role of employee engagement in the influence of transformational leadership on employee engagement.

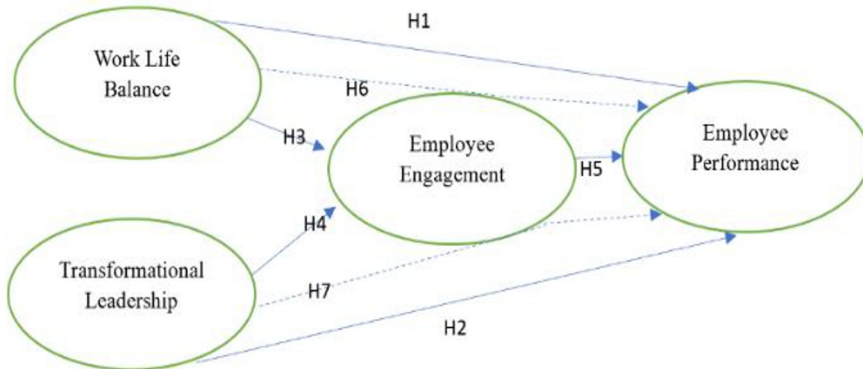


Fig. 1. The theoretical model of the study.

3. Methods

3.1. Study Setting and Sampling Procedure

Hence, we utilized all the data that was accessible for our analysis. All of the data came from the same point in time, so the primary sources are reliable. The questionnaire used a Likert scale with 1 being very disagree and 5 being very agree, and the ratings ranged from 1 to 5. Using SmartPLS 4.1.1.4, we checked the data for validity and reliability and ran the inferential analysis. Factor loadings greater than 0.70 (or 0.60 is considered acceptable) and an AVE value greater than 0.50 were used to evaluate convergent validity. The cross-loading values and the loading of each indicator on its own construct, which should be greater than for other constructs, were used to evaluate discriminant validity. Composite Reliability (CR) values above 0.70 (or 0.60 as acceptable) were used to assess composite reliability, which was measured using Cronbach's Alpha. After that, we compared the SRMR, d_ ULS, d_ G, Chi-Square, and NFI criterion values to see if the model was a good fit. Last but not least, the suggested hypotheses' direct and indirect effects were tested using a bootstrapping procedure.

3.2. Measures

Research variables were based on dimensions from previous studies. Interference between work and personal life is one of four indicators used to measure work-life balance. 1, work is affected by personal life: 2, personal life benefits of employment: three and work improves one's personal life [20]. The four pillars of transformational leadership are as follows: intellectual stimulation, inspirational motivation, idealized influence, and personalized consideration [20]. Task performance, contextual performance, and adaptive performance were the three primary dimensions used to measure employee performance [34], [41]. Each item was evaluated using a five-point Likert scale, where 1 indicates a strong disagreement and 5 indicates a strong agreement.

4. Results

4.1. Respondence Profile

Table 1 Descriptive statistics: In Table 1, the descriptive statistics summary illustrates that predominantly more male respondents (n =43, 52.4%) than female respondents (n =39, 47.6%) participated in this study. In terms of age distribution, most participants were older than 40 (n = 58, 70.7%), followed by those aged 30–39 years (n = 18, 22%) and individuals between the ages of 20 to-29 years (n=6,7.3%). None of the participants were aged less than 20 years (n = 0, 0%). With respect to job position, the majority of respondents (n = 59, 72%) had a functional role; whereas 22 (26.8%) were administrative and one respondent held a structural appointment. With regards to academic rank, most respondents had degrees at undergraduates level (D-4/S-1) (n = 57; 69.5%), followed by high school graduates degree level (n = 18; 22%), D-3 (n = 2;2.4%) and those with postgraduate degrees level S-2 (n =5,6.1%).

Table 1. The Demographic Characteristics of respondents

Characteristics	Jumlah	% of sample
Gender		
Male	43	52,4%
Female	39	47,6%
Age		
< 20 years	0	0%
20 – 29 years	6	7,3%
30 – 39 years	18	22%
> 40 years	58	70,7%
Jabatan		
Administrative Staff	22	26,8%
Functional Position	59	72%
Structural Position	1	1,2%
Education		
Junior High School	0	0%
Junior High School	18	22%
Associate Degree (D-III)	2	2,4%
Bachelor's Degree (S1/D-IV)	57	69,5%
Master's Degree (S2)	5	6,1%

4.2. Validity & Reliability

Figure 2 presents the graphical output of the PLS Algorithm representing the research model.

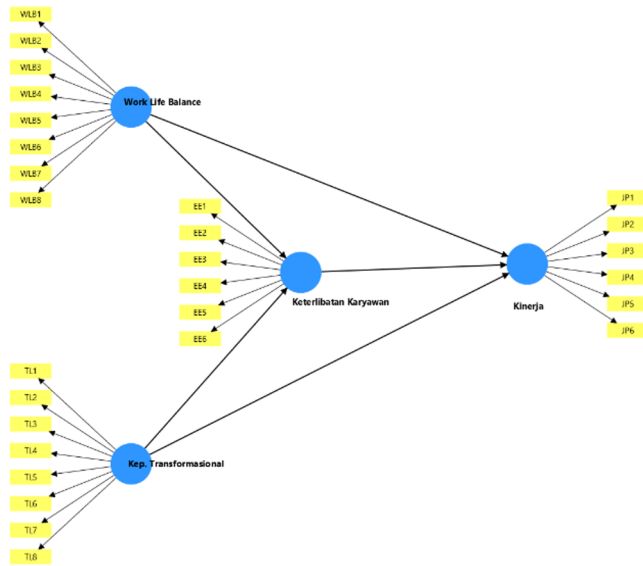


Fig. 2. Research Graphical Output Model

According to the data in Figure 2, results for the outer model testing imply that all constructs of this study satisfy acceptable reliability and convergent validity standards. The values for Cronbach’s Alpha (CA) and Composite Reliability (CR) for all constructs are greater than 0.8, demonstrating an extremely high degree of internal consistency. The AVE values of all constructs are greater than 0.5, which indicates that all the constructs fulfill the criterion for convergent validity. Almost all indicators show factor loadings above 0.7, suggesting that each item effectively represents its respective construct. As such, the research instrument is accepted as valid and reliable for structural model analysis. Detailed results can be seen in Table 2.

Table 2. Summary of factor loadings, Reliability, AVE and CR.

Item	CA	FL	AVE	CR
Work Life Balance (WLB)	0.887		0.747	0.922
My personal activities provide positive energy that helps me work better.		0.791		
A harmonious family relationship keeps me more motivated at work.		0.872		
My work experience helps me face challenges in my personal life.		0.893		
Success at work makes me feel more confident in my daily life.		0.896		
Transformational Leadership (KP)	0.925		0.691	0.940
My leader demonstrates behavior that serves as a good role model.		0.888		
My leader is respected for acting with honesty.		0.879		
My leader frequently provides new ideas to improve work performance.		0.870		
My leader helps me view problems from different perspectives.		0.829		
My leader shows concern when I face difficulties at work.		0.741		
My leader encourages me to perform better.		0.789		
My leader inspires me to stay committed to organizational goals.		0.814		
Employee Engagement (EE)	0.935		0.755	0.949
I always feel enthusiastic when working every day.		0.913		
I have enough energy to complete my work.		0.888		

I feel proud of my current job.		0.835		
I am committed to performing my work to the best of my ability.		0.831		
I am so focused while working that I lose track of time.		0.858		
When performing tasks, I am not easily distracted by other things.		0.885		
Job Performance (JP)	0.915		0.702	0.934
I complete my job tasks on time according to established standards.		0.876		
I can perform my duties well according to my job description.		0.832		
I can adapt to changes in work methods.		0.881		
I can maintain good performance even when working conditions change.		0.852		
I often help colleagues when they need assistance.		0.745		
I strive to maintain good relationships with all team members at work.		0.835		

Note: CA=Cronbach's Alpha, FL=Factor Loading, AVE=Average Variance Extracted, CR=Composite Reliability

4.3. Goodness of Measurement Model

For the fit of model, it is able to be seen from the outcome levels of SRMR (0.079), which is less than 0.08 that indicates a good overall fit for this model. Although the NFIs value of 0.757 is not yet approaching the ideal level (≥ 0.90), it should be noted that in PLS-SEM, the SRMR is indeed a more

Table 3. Summary of model fit tests using smartPLS

	Saturated model	Estimated model
SRMR	0.079	0.079
d_ULS	1.702	1.702
d_G	1.724	1.724
Chi-square	645.412	645.412
NFI	0.693	0.693

preferred measure of model fit. It is thus safe to conclude that the model developed in this study satisfies the fit criteria and can be used for further analysis.

4.4. Bootstrapping (Hypotesis testing)

Out of the seven possible outcomes, six have been found to be statistically significant, as shown in the table above. With $\beta = 0.527$, $t = 5.064$, and $p = 0.000$, the results support Hypothesis 1 (H1), which asserts that employee engagement is positively impacted by transformational leadership. The second hypothesis, which states that transformational leadership has a significant impact on employee performance ($\beta = 0.250$, $t = 2.314$, $p = 0.010$), is also supported by the data. The significance of employee engagement in improving and maintaining their performance is supported by the results of the test ($\beta = 0.580$, $t = 4.789$, $p = 0.000$), which lend credence to the hypothesis that employee engagement has positive effects on performance. With $\beta = 0.323$, $t = 2.532$, and $p = 0.006$, the following path also supports Hypothesis 4 (H4), which states that work-life balance positively impacts employee engagement. With $\beta = 0.128$, $t = 1.281$, and $p = 0.100$, it is clear that Hypothesis 5 (H5), which suggests a direct positive correlation between work-life balance and employee performance, is not proved. In addition, with $\gamma = 0.306$, $t = 3.490$, $p < 0.01$, the mediation analysis supports Hypothesis 6 (H6), which states that employee engagement via transformational leadership impacts employee performance. The statistical evidence for Hypothesis 7 (H7), which states that employee engagement has an effect on work-life balance, is as follows: $\beta = 0.188$, $t = 2.152$, $p = 0.016$.

Table 4. Hypotesis testing result

Hipotesis Testing	Original sample (O)	T statistics	P values	Keterangan
H1: Transformational Leadership → Employee Engagement	0.527	5.064	0.000	Supported
H2: Transformational Leadership → Employee Performance	0.250	2.314	0.010	Supported
H3: Employee Engagement EE→ Employee Performance	0.580	4.789	0.000	Supported
H4: Work life Balance WLB→ Employee Engagement	0.323	2.532	0.006	Supported
H5: Work life Balance WLB → Employee Performance	0.128	1.281	0.100	Not Supported
H6: Transformational Leadership → Employee Engagement → Employee Performance	0.306	3.490	0.000	Supported
H7: Work life Balance → Employee Engagement → Employee Performance	0.188	2.152	0.016	Supported

. The results show that employee engagement has a significant influence through a strengthened transformational leadership, an even stronger impact through a relationship with a work life balance on employee performance. Hence, six hypotheses confirmed (H1, H2, H3, H4, H6, and H7), while one was not (H5).

5. Discussion and Implication

5.1. Work life Balance, Transformational Leadership, and Employee Engagement on Employee Performance

The results indicated that there is no theoretical basis as well as practical concern for the relationship between WLB and performance of employee's which make scientific contributions. This implies that a balance between work and personal life on its own does not necessarily equate to enhanced performance. In other ways, so what if people feel highly work life balanced – it doesn't necessarily lead to better performance at work. Our findings are similar to those of [20], who observed that work-life balance is not a direct predictor for performance in different industries and reported an association towards the negative relationship which has as well been established by [1] In practice, the effect of WLB on employee performance is influenced by other mediating variables such as motivation, work engagement, and leadership practices respectively. As such, this study adds to the theoretical development by questioning the general supposition that work life balance is always beneficial for performance. From a managerial perspective and when aiming to improve performance, results of this study suggest that organizations should not only make use of work-life balance policies to do so but also other variables with greater direct influence factors such as transformational leadership, reward systems or engagement cycle oscillation. Consequently, the implication is that organizations need to be more selective in designing performance improvement strategies so that these strategies do not rely solely on work life balance initiatives.

High significant positive effect of Transformational leadership on employee performance was found, Which offer important theoretical and practical implications. This leadership style has the ability to enhance productivity while simultaneously fostering employee engagement within the organization. In simple terms, the more vision, inspiration and support that a leader transmits to subordinates, the more he or she will improve employee performance. This result is in line with that of prior research [9], [10], [26], that transformational leadership was significantly related to employee performance in other sectors. Moreover, Madrid et al. (2024) emphasized that innovation- and digital-based leadership strengthens the transformational role in enhancing lecturer performance, while [39] concluded that idealized influence and inspirational motivation are the most useful among some of them in the hospitality sector. Theoretically, these findings broaden the understanding that transformational leadership not only contributes to general performance improvement but is also effective across different cultural contexts and occupational types, establishing it as a key variable in performance enhancement models. From a practical standpoint, the results underscore the importance of promoting transformational leadership through leadership training programs, strengthened vision communication, and the development of an inspiring organizational culture. Thus, organizations that cultivate transformational leaders are likely to excel in creating motivated, productive employees who are more adaptive to change.

Employee engagement continues to show a prominent and positive impact to enhance organizational performance. Thus, this is in line with previous studies across all areas of interest. [19] found that the higher the level of employee engagement in manufacturing companies in Indonesia, the better the performance achieved. Similarly,[18], in their study on the manufacturing sector in Zimbabwe, highlighted that engaged employees tend to be more responsible and motivated to achieve organizational goals. [38] also stressed that employee commitment in hospitals in Cape Coast help to increase the quality level of service as well as work focused ideas and efficiency. Similary, [33] reported that healthcare employees who perceive themselves as engaged have higher

levels of loyalty, initiative and performance outputs. Practically, these results reinforce the need for organizations to implement policies aimed at promoting employee's involvement (i.e., reward plans, open communication, employee autonomy and participative work climates) providing them with a sense of commitment to their organization. For theoretical implications, this research continues to reinforce the notion that employee engagement is an important variable within organizational behavior theory that connects management-level constructs to both individual level and organizational performance. In conclusion, organizations must continually build and sustain employee engagement to achieve superior and sustainable performance, thereby enhancing overall organizational competitiveness.

5.2. The Influence of Work life Balance and Transformational Leadership on Employee Engagement

Balance between work & personal life (WLB) has a positive and significant impact on the improvement of employee engagement. Consistent with previous literature, research have consistently indicated that achieving work-life balance is an important factor in cultivating employees' concentration, excitement and dedication towards organisations. [7] in their study on employees working in manufacturing, banking, hospitality and service sectors of Surabaya proved that WLB is significantly positively related to engagement employees who can manage both personal and professional lives portray high attachment to the organization. This is also consistent with that found WLB can mitigate job stress and enhance job satisfaction, consequently it will increase employee engagement. Also [22], [23] have confirmed that a well-balanced work life significantly impacts employees' engagement which in turn boost job performance. From a practical perspective, this study underscores the need for firms and organisations to develop flexible work policies, maintain a proportional workload, and provide support for employee well-being in order to foster harmony between work and personal life. From a theoretical standpoint, the findings reinforce the notion that WLB is a strategic variable within organizational behavior theory that directly enhances employee engagement and indirectly contributes to better performance. In conclusion, organizations that successfully maintain employees' work life balance will have a more engaged, committed, and productive workforce in the long term.

Transformational leadership positively impacts enrichment of employee involvement. The results of this study support the findings of other studies that have suggested that a leader who gives individual concern, clear vision and inspirational encouragement are more probably to develop higher involvement employees at work. [20] emphasized that transformational leadership affects the engagement of millennial employees in Indonesia, Similar findings are also obtained [14]. [32] have discovered that the transformational leadership style of leadership contributed to the enhanced level of employee engagement, particularly with respect to digital transformation within the banking sector. In addition to that, [21] demonstrate that transformational leadership as in the Javanese culture continues to impact organizational behavior "though (relatively) less". According to [30] the leadership aspects such as individualized consideration and inspirational motivation can enhance employee flair. This study reinforces transformational leadership's proposition as a crucial variable in organizational behavior theory. This is further supported by [24] who demonstrated that transformational leadership significantly enhances engagement among medical professionals in Saudi Arabia. Moreover, [23] emphasized the interconnection between work life balance, work engagement, and transformational leadership within Zimbabwe's retail sector. From a practical standpoint, these findings underscore the importance for organizations to equip leaders with transformational capabilities through training, coaching, and the cultivation of open communication cultures to improve employee engagement. Theoretical implications for theory This study from a theoretical point of view confirms that transformational leadership is an important construct within organisational behaviour theory as it indeed increases employee engagement which in turn results in improved performance and the sustain- ability of the organization

5.3. The Mediating Role of Employee Engagement in the Influence of Work life Balance and Transformational Leadership on Employee Performance

There is a strong correlation between WLB (work-life balance) and higher levels of employee engagement. Consistent with previous research, it has been found that facilitating a healthy work-life balance is a key factor in increasing employees' engagement, enthusiasm, and dedication to their organization. According to previous research, this study lends credence to the idea that employee engagement plays a significant mediating role between work-life balance, inspirational leadership, and employees' emotional, psychological, and affective commitment to their organization [21], [25]. When workers are enthusiastic about what they do for a living, it leads to higher levels of dedication, output, and quality [23]. The results are in line with previous research showing that WLB and transformational leadership do not have an immediate impact on performance [14], [20], but that

employees must be involved as a strategic link for these ideas to be effective. In a practical sense, the results highlight how critical it is for businesses to create long-term policies that promote work-life balance and boost employee engagement by providing opportunities for praise, growth, and positive emotional connections to the company. Empirical research has shown that employee engagement is a key factor in organizational success and competitiveness, and that it acts as a full mediator between WLB, transformational leadership, and employee performance.

Theoretical advancements, like HR practices, benefit from the mediating role of employee engagement in the relationship between transformational leadership and employee performance. The findings add to the body of evidence supporting the idea that transformational leaders have an instrumental mechanism, via the mediating effect of employee engagement, that affects the performance outcomes of their employees. If this research holds, it will add to the growing body of literature on leadership styles that explains how transformational leadership influences workers' affective engagement, cognitive engagement, and emotional feelings, all of which contribute to improved performance [21], [31]. In order to achieve organizational goals, transformational leaders inspire their employees to become more enthusiastic, focused, and committed through their idealized influence, intellectual stimulation, inspirational motivation, and personalized consideration behaviors [39]. Across a variety of industries, prior research has shown that transformational leadership boosts organizational performance by increasing employee engagement, which in turn boosts organizational performance. These results have real-world implications for the importance of encouraging transformational leadership among company executives. targets that do not directly relate to performance, and enhancing employee involvement as a means to a higher level of output. For long-term organizational success and competitiveness, employee engagement is an important component to consider, and the results show that it mediates the connection between transformational leadership and performance.

6. Conclusion

There was a lot of focus on this aspect, especially on transformational leadership's ability to engage employees, because the current study found that it has a direct and significant impact on employee engagement and, indirectly, on performance via work-life balance. asserts that a key mediator in the connection between transformational leadership and the impact of work-life balance on employee performance is employee engagement. Improving the view that employee engagement is a strategic tool for advancing organizational performance is the theoretical contribution of this study. Conversely, in order to achieve higher employee engagement and sustain continuous improvement in organization performance, practical implications center on promoting an enabling transformational leadership style and effective work-life balance programs.

7. Limitations and Further Directions

The scope of this investigation is limited. To begin with, the information gathered was cross-sectional and relied on self-reported surveys, which are susceptible to bias and restrict respondents' perspectives to the items specifically asked for. To delve further into the constructs of work-life balance, transformational leadership, employee engagement, and job performance, additional research should think about using a longitudinal design, or else use experimental or qualitative methods. In addition, the results could not be applied to other vocational high schools in the Special Region of Yogyakarta because this study only included one. Either comparing this with other regions and the cultures of other organizations is necessary for future research, or increasing the sample size is. Additionally, future research could investigate whether absorptive capability strengthens or weakens the established relationships by examining the mediating role of employee engagement, which was the sole focus of this study. It is believed that these caveats and recommendations will lead to a fuller comprehension and lay the groundwork for future advancements in this field of study.

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