

The Influence of Work Life Balance and Transformational Leadership on Employee Performance with Work Engagement as an Intervening Variable in Hospitals

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Abstract. *Quality health services are the main foundation in maintaining community welfare. Sultan Agung Islamic Hospital Semarang, as a type C hospital that has received various awards, including certification as the first Sharia Hospital in Indonesia, faces challenges in human resource management. These challenges include issues of work-life balance, transformational leadership, and the level of work engagement that impacts employee performance. The balance between work demands and personal needs, an inspiring leadership style, and employee emotional involvement in work are key factors in creating a work environment that supports productivity and quality of health services. This study aims to analyze the effect of work-life balance and transformational leadership on employee performance with work engagement as an intervening variable at RSI Sultan Agung Semarang. With a deep understanding of the relationship between these variables, this study is expected to provide strategic recommendations in improving employee welfare while ensuring the sustainability of optimal health service quality for the community. This study uses a quantitative approach with a survey design. The study population was all permanent employees of RSI Sultan Agung Semarang, totaling 929 people. Sampling was carried out using the probability sampling method using the Slovin formula, resulting in 187 respondents as research samples. Data were collected through structured questionnaires to measure research variables and analyzed using statistical methods.*

Keywords: *Balance; Engagement; Leadership; Transformational.*

1. Introduction

Health services are an important sector in maintaining public welfare. Sultan Agung Islamic Hospital (RSI) Semarang, which was established in 1971, has experienced significant development from initially operating as a Health Center to becoming a Type C Madya Hospital. RSI Sultan Agung has also received various predicates and recognitions, including a plenary predicate from the Hospital Accreditation Commission (KARS) and certification as the first Sharia Hospital in Indonesia by the National Sharia Council of the Indonesian Ulema Council (DSN-MUI). However, behind these achievements, human resource management in the context of work-life balance, transformational leadership, work engagement, and employee performance are issues that deserve attention.

Employee performance is the result or achievement of employee work which is assessed in terms of quality and quantity based on work standards determined by the organization (Setiyawan & Waridin, 2016). Success or failure in an organization in carrying out tasks is closely related to employee performance, achievement of performance in the organization is a factor that must be considered to realize the company in achieving its predetermined goals. Employee performance is very important in order to contribute to achieving the progress of the company, good performance in an organization also depends on the quality of human resources. If the quality of human resources is good, the performance of an organization will also run well, conversely, the quality of human resources that is not or inadequate causes the organization not to run well or healthily (Abdillah & Waidji, 2021).

Work life balance is the ability of employees to be able to balance work with personal needs. So, work life balance is simply a condition in which an employee can manage time well or can align work at work and personal needs and family life. Someone who has or carries out a good work life balance is a worker who has productivity and high performance. In addition, employees can feel satisfied and happier and more creative because the environment outside the company such as at home, friendships and also in the office environment, namely company management, supports their activities. In conclusion, Work-life balance is a concept that refers to the desired balance between the time and energy spent on work with the time and energy spent on personal life, family, and other non-work activities. Research by Yusnandar (2022) states that work life balance has a significant positive effect on employee performance. Meanwhile, research by Sidik (2019) states that work life balance has a negative effect on employee performance.

Many factors can cause low or high employee performance, one of which is the leadership factor. In hospitals, transformational leadership is the key to creating an inspiring work environment. Leaders who are able to articulate a clear vision, motivate, and empower employees can shape a positive organizational culture. In this case, transformational leadership can be a major driver in improving employee performance at RSI Sultan Agung Semarang. Transformational leadership is a leadership style that focuses on inspiring and motivating others to achieve higher goals and drive positive change in the organization. Research by Simatupang (2022) states that leadership has an effect on employee performance, but research by Kurniati & Rojuaniah (2023) states otherwise that

Employee well-being and performance are key factors in providing quality healthcare. A good balance between work and personal life demands can increase employee motivation, productivity, and job satisfaction. Conversely, excessive workload can have a negative impact on employee well-being, including stress, fatigue, and decreased performance. Therefore, it is important to understand the extent to which Work-life balance and Workload affect employee performance at RSI Sultan Agung Semarang.

Sultan Agung Islamic Hospital has received full recognition in 2014 and 2017 by the Hospital Accreditation Commission (KARS), and has been certified as the first Sharia Hospital in Indonesia by the National Sharia Council of the Indonesian Ulema Council (DSN-MUI). This

predicate shows that the health services provided by this hospital have met the standards of service quality, patient safety, and psychospiritual health.

In the era Nowadays, effective management efforts in achieving work-life balance and transformational leadership are becoming increasingly essential. RSI Sultan Agung Semarang as a quality health service institution needs to ensure that employees have working conditions that support their productivity and well-being, so that the health services provided can remain optimal.

In addition, this study will also help hospital management in identifying areas that need improvement in human resource management and in developing better policy recommendations to improve the well-being and performance of their employees. With a deeper understanding of how work-life balance and transformational leadership influence employee performance with work engagement as an intervening variable, hospitals can take more appropriate actions to ensure the continuity of quality healthcare services for the communities they serve.

2. Research Methods

This type of research uses a quantitative approach and the research design uses a survey technique. According to Yusuf (2017) The quantitative research approach is used when the data obtained can be measured or other forms of data that can be measured and processed using statistical procedures. Related to the type of research, there are three types of research based on the type of research problem, namely: explanatory, descriptive, and causal. This study uses an explanatory type. Sekaran and Bougie (2017) stated that explanatory research is the core of the scientific approach to research. Researchers use an explanatory design with the aim of determining the direction of the relationship or correlation between work life balance and transformational leadership on employee performance with work engagement as an intervening variable at RSI Sultan Agung Semarang.

3. Results and Discussion

Respondent Description

The questionnaire in this study was distributed to 187 permanent employee respondents of Sultan Agung Islamic Hospital Semarang who had previously been selected using the Simple Random Sampling method. The questionnaire was distributed via the "bit.ly" link which contained a form to facilitate data collection. From the distributed questionnaire form, 187 respondent data were successfully collected. After checking the completeness and validity of the data, 187 data were declared valid and could be used for further analysis.

Variable Description or Descriptive Statistics

Variable description is done to provide an overview of the respondents' perception of each indicator in each variable. In this study, variable description analysis was carried out on 5 variables, namely Wok Life Balance (X1), Transformational Leadership (X2), Work Engagement (Z) and Employee Performance (Y).

This analysis develops the respondents' answers from the submitted questionnaire. In this section, the data will be analyzed one by one based on the respondents' answers collected based on the questionnaires that have been filled out by the respondents during the research on each variable. Primary data collected through the distribution of questionnaires is formed in a measurement scale. The scale is used in measurement and will produce quantitative data. Therefore, each variable is measured using a Likert scale to see the weight of the respondents' answers using the categories strongly agree, agree, neutral, disagree and strongly disagree with the following formula:

$$\text{Index Value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)) / 5 \times 100$$

Information:

F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

TotalThe index is 100 using the three-box method by dividing the answers into three categories. Respondents' answers have a value of 1-5, so that the resulting perception is as follows:

$$\text{Lowest: } (\%F \times 1) / 5 = (100 \times 1) / 5 = 20$$

$$\text{Highest: } (\%F \times 5) / 5 = (100 \times 5) / 5 = 100$$

$$\text{Range: } 20 - 100 = 80$$

$$\text{Class Interval Length: } 80 : 3 = 26.7$$

Sothe index value obtained from the calculation above starts from the number 20-100 with a range of numbers worth 26.7. With the length of the interval class is 100 divided into 3 parts, thus obtaining a range of each worth 26.7 which is used as the interpretation of the perception value below:

Category:

$$\text{Low} = 20 - 46.6$$

$$\text{Medium} = 46.7 - 73.3$$

$$\text{Height } 73.4 - 100$$

Work Life Balance Variable Description

Based on the distribution of research questionnaires on the influence of the Training Quality variable on 187 respondents, the respondents' answers can be seen in the following table:

Table Work Life Balance Variable Description

NO	Research Scale						Flat			
	STS (1)		TS (2)		N (3)			S (4)		SS (5)
Work Life Balance Statement	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)

1	I often have enough time for my family because there are no work demands.	0	0%	16	9%	33	18%	94	50%	44	24%	77.8
2	The demands of work do not reduce my ability to enjoy time with my family.	0	0%	16	9%	35	19%	92	49%	44	24%	77.5
3	My behavior at home is not affected by the stress I experience at work.	0	0%	15	8%	35	19%	83	44%	54	29%	78.8
4	I never reduce my working hours because of urgent family needs.	0	0%	16	9%	36	19%	98	52%	37	20%	76.7
5	Worries about family problems made it difficult for me to concentrate at work.	0	0%	13	7%	40	21%	91	49%	43	23%	77.5
6	I can always focus at work even if my mind is distracted by problems at home.	0	0%	15	8%	38	20%	80	43%	54	29%	78.5
7	My job helps me develop skills that are useful for family life.	0	0%	11	6%	39	21%	92	49%	45	24%	78.3
8	The feeling of satisfaction and joy from my work makes me happier when I am with my family.	0	0%	17	9%	34	18%	98	52%	38	20%	76.8
9	The experience and knowledge I gain from work helps me in managing family affairs.	0	0%	16	9%	37	20%	94	50%	40	21%	76.9
10	My experience in managing family affairs helps me become better at my job.	0	0%	16	9%	34	18%	90	48%	47	25%	78.0
Average X1											77.8	

Based on the Table, it can be seen that the (mean) average value answered by respondents on the Work Life Balance variable is 77.8 which is included in the high category (73.4 - 100). Based on these results, it shows that the Work Life Balance of employees of the Sultan Agung Islamic Hospital Semarang is at a high level.

Description of Work Engagement Variables

Based on the distribution of research questionnaires on the influence of Application Performance variables on 187 respondents, the respondents' answers can be seen in the following table:

Table Description of Work Engagement Variables

NO	Research Scale					Flat
	STS (1)	TS (2)	N (3)	S (4)	SS (5)	

	Statement of Work Engagement	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	
1	The physical conditions at my workplace are comfortable and safe.	0	0%	0	0%	49	26%	6	3%	132	71%	88.9
2	Psychological factors in my workplace support well-being and productivity.	0	0%	1	1%	51	27%	5	3%	130	70%	88.2
3	My work environment has a positive influence on my level of engagement.	0	0%	1	1%	49	26%	5	3%	132	71%	88.7
4	My leader creates a comfortable and safe work environment.	0	0%	1	1%	50	27%	13	7%	123	66%	87.6
5	My leader supports employee well-being and productivity.	0	0%	2	1%	50	27%	5	3%	130	70%	88.1
6	My leader has a positive influence on the level of employee engagement.	0	0%	0	0%	50	27%	7	4%	130	70%	88.6
7	I have a good relationship with my coworkers on my team.	0	0%	0	0%	51	27%	5	3%	131	70%	88.6
8	My work team supports my well-being and productivity.	0	0%	1	1%	48	26%	12	6%	126	67%	88.1
9	Relationships with coworkers have a positive influence on my level of engagement.	0	0%	1	1%	47	25%	11	6%	128	68%	88.4
10	I received training that helped my career development.	0	0%	0	0%	50	27%	0	0%	137	73%	89.3
Average Z											88.4	

Based on the table, it can be seen that the (mean) average value answered by respondents on the Work Engagement variable is 88.4, which is included in the high category (73.4 – 100). The work engagement variable indicated by the indicator “employees receive training that helps employee career development” shows the highest average value of 89.3 in the high

category. The high average value indicates that most employees feel that the training provided by the company is effective in supporting their career development.

The work engagement variable indicated by the indicator “leaders create a comfortable and safe work environment” shows an average value of at least 87.6 and is still in the high category. This shows that even though the average value of the indicator is the lowest compared to other indicators, employees still feel that leaders have created a comfortable and safe work environment overall.

Overall, the results of the 10 questionnaire indicators in Table 4.3 show that work engagement has a high value and contributes to improving employee performance.

Description of Employee Performance Variables

Based on the distribution of research questionnaires on the influence of Employee Performance variables on 187 respondents, the respondents' answers can be seen in the following table:

Table Description of Employee Performance Variables

NO	Employee Performance Statement	Research Scale										Flat
		STS (1)		TS (2)		N (3)		S (4)		SS (5)		
		f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	
1	I always carry out tasks with a high degree of precision and accuracy.	0	0%	0	0%	50	27%	133	71%	45	24%	97.0
2	My work results always meet or exceed established quality standards.	0	0%	0	0%	50	27%	136	73%	52	28%	102.0
3	I have the ability to produce products or services with a level of excellence.	0	0%	0	0%	50	27%	137	73%	48	26%	100.3
4	I am able to produce a high amount of work or output.	0	0%	0	0%	50	27%	136	73%	47	25%	99.4
5	My productivity in completing tasks or projects is always optimal.	0	0%	1	1%	49	26%	135	72%	52	28%	101.5
6	I always ensure the availability of adequate resources to achieve	0	0%	0	0%	50	27%	136	73%	44	24%	97.8

	quantitative targets.												
7	I always complete work according to the deadline.	0	0%	0	0%	50	27%	132	71%	54	29%	101.4	
8	I have a high level of regularity and discipline in completing tasks according to schedule.	0	0%	1	1%	50	27%	134	72%	51	27%	100.9	
9	I always meet time targets to achieve operational efficiency.	0	0%	0	0%	49	26%	134	72%	47	25%	98.2	
10	I always achieve my goals and desired results.	0	0%	0	0%	49	26%	136	73%	2	1%	75.0	
Average Y												97.3	

Based on Table 4.4, it can be seen that the (mean) average value answered by respondents on the Employee Performance variable is 97.3, which is included in the high category (73.4 – 100).

The employee performance variable indicated by the indicator “employee work results always meet or exceed the set quality standards” shows the highest average value of 102.0 in the high category. This indicates that employees are consistently able to produce high-quality work according to or exceeding company expectations, reflecting excellent performance.

Data analysis

The model in this study was carried out using the Partial Square (PLS) method supported by Smartpls 3.0 software.

Reliability Test

Reliability test can be seen through the Average Variance Extraced (AVE), Composite Reliability, and Cronbach Alpha values. The results can be seen in the following table 4.8

Table Reliability value

	Cronbach's Alpha	Composite Reliability (rho_α)	Composite Reliability (rho_c)	AVE
Transformational Leadership (X2)	0.937	0.954	0.942	0.621
Job Engagement (Z)	0.988	0.988	0.989	0.899
Employee Performance (Y)	0.990	0.991	0.992	0.921
Work life balance (X1)	0.987	0.989	0.989	0.899

In the reliability test from the table, it can be seen that the five variables obtained composite reliability and to determine the reliability of an item, the Cronbach alpha and composite reliability values must be more than 0.7 and 0.6 - 0.7 is still acceptable.

Structural Model Evaluation/Inner Model Analysis

Inner Model Analysis is to evaluate by examining the square of the dependent constellation r and the higher the R Square value, the better the predictive model capability of the research conducted and the better the coefficient test statistics.

Table Results of Determination Coefficient Test

	R-Square	R-Square Adjusted
Job Engagement (Z)	0.667	0.663
Employee Performance (Y)	0.979	0.979

The R-Square results data in the table show that the R-Square value is 0.667 and 0.979. These values indicate that the variables of Work Engagement and Employee Performance have an effect on the variables of Work Life Balance and Employee Performance through Work Engagement by 66.7% and the variables of Transformational Leadership and Employee Performance through Work Engagement have an effect on the variable of Work Engagement by 97.9%.

The R-Square value given in the table shows how much the independent variable is able to explain the dependent variable. For Work Engagement (Z), with an R-Square value of 0.667, it means that 66.7% of the variation that occurs in Employee Performance (Y) can be explained by Work Engagement (Z). This shows that the relationship between work engagement and employee performance is quite strong, but there is still 33.3% of the variation that cannot be explained by the variable, which may be influenced by other factors.

Meanwhile, for Employee Performance (Y), with an R-Square value of 0.979, this indicates that 97.9% of the variation in Employee Performance (Y) can be explained by the independent variables in this model, indicating a very strong relationship. Overall, the high R-Square value for Employee Performance indicates that this model is able to explain almost all of the variation in employee performance, while the R-Square value for Work Engagement still leaves room for other factors to consider.

Hypothesis Test Results

In hypothesis testing (bootstrapping) will analyze whether there is a significant influence between the dependent variables. Testing the hypothesis can be seen from the value of T. Statistics and P. Value. Testing the hypothesis using statistical values then for the error rate value of 5 the value of T. Statistics used is 1.96. so that the criteria for accepting the hypothesis is accepted when T. Statistics > 1.96. to accept the hypothesis using P. Value then it can be accepted if P. Values < 0.05. seen from the Original Sample if the original sample value is negative then the direction of the influence is negative between the SmartPLS output. Table 4.16 is the result of the T. Statistics and P. Value values

Table Hypothesis Test Analysis Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Information
Transformational Leadership (X2) -> Work Engagement (Z)	-0.009	-0.003	0.046	0.197	0.844	Rejected
Transformational Leadership (X2) -> Employee Performance (Y)	-0.009	-0.003	0.046	0.197	0.844	Rejected
Job Engagement (Z) -> Employee Performance (Y)	0.990	0.990	0.002	514,504	0,000	Accepted
Work life balance (X1) -> Work Engagement (Z)	0.820	0.819	0.026	31,885	0,000	Accepted
Work life balance (X1) -> Employee Performance (Y)	0.812	0.810	0.026	31,230	0,000	Accepted

The results of the hypothesis testing can be explained as follows:

1. The Influence of Transformational Leadership on Work Engagement shows that the coefficient value $\beta = -0.009$ and P Value of $0.844 > 0.05$. This states that Transformational Leadership does not have a significant impact on Work Engagement so that (H1 is Rejected)
2. The Influence of Transformational Leadership on Employee Performance shows that the coefficient value $\beta = -0.009$ and P Value of $0.0844 > 0.05$. This states that Transformational Leadership does not have a significant impact on Employee Performance so that (H2 is Rejected)
3. The Influence of Work Engagement on Employee Performance shows that the coefficient value $\beta = 0.990$ and the P Value value of $0.000 < 0.05$. This states that Work Engagement has a positive and significant impact on Employee Performance. This can be interpreted that the higher the Work Engagement, the better the Employee Performance will be, thus the 3rd hypothesis proposed in this study can be accepted.
4. The effect of Work Life Balance on Work Engagement shows that the coefficient value $\beta = 0.820$ and the P Value value of $0.000 < 0.05$. This states that Work Life Balance has a positive and significant impact on Work Engagement. This can be interpreted that the higher the Work Life Balance, the better the Work Engagement will be, thus the 4th hypothesis proposed in this study can be accepted.
5. The effect of Work Life Balance on Employee Performance shows that the coefficient value $\beta = 0.812$ and P Value of $0.000 < 0.05$. This states that Work Life Balance has a positive and significant impact on Employee Performance. This can be interpreted that the more Work Life Balance increases, the better Employee Performance will be, thus the 5th hypothesis proposed in this study can be accepted.

Discussion:

1) The Influence of Transformational Leadership on Work Engagement

The results of the analysis show that transformational leadership does not have a significant effect on work engagement. This means that a leadership style that emphasizes vision, inspiration, intellectual stimulation, and individual attention is unable to increase the energy, dedication, and full involvement of employees at RSI Sultan Agung.

These results indicate that indicators in transformational leadership, such as motivating employees through long-term vision or providing personal attention, have not been fully translated into increasing employee work engagement at the operational level. The profile of RSI Sultan Agung employees, most of whom work at the operational level, requires a more pragmatic and direct leadership approach related to daily tasks than a strategic transformational approach. Operational leadership styles, such as direct direction, close supervision, or reinforcement of work routines, may be more relevant and effective in increasing work engagement at this level.

The results of this study are not in line with the theory of transformational leadership which states that this style can increase work engagement by increasing motivation and a sense of belonging (Bass, 1990). In addition, this finding contradicts previous studies such as Sidik (2019) and Pebiyanti et al. (2021), which showed a positive influence between transformational leadership and work engagement.

These differences in results can be explained by several factors:

- a. Employee hierarchy level: The majority of employees at RSI Sultan Agung are at the operational level. At this level, their needs tend to be more practical, such as clear work directions, technical support, and direct supervision, rather than long-term inspiration or individual attention.
- b. Job context: Work in the healthcare sector is often technical and procedural, so a transformational leadership approach may be considered less relevant than a more instructional or transactional leadership style.
- c. Organizational culture: The organizational culture at RSI Sultan Agung which tends to be bureaucratic may not support the effective implementation of transformational leadership.

Since transformational leadership is not effective in increasing work engagement in the RSI Sultan Agung environment, organizations need to consider adapting leadership styles based on the specific needs of employees. To increase work engagement, an operational leadership style that focuses on basic needs, such as supervision, technical support, and task communication, may be more effective for employees at the operational level.

In addition, this finding also explains why the work engagement variable is unable to bridge the gap in the influence of transformational leadership on employee performance. When work engagement does not increase, its impact on performance also becomes insignificant.

2) The Influence of Transformational Leadership on Employee Performance

The results of the analysis show that transformational leadership does not have a significant effect on employee performance at RSI Sultan Agung. This means that although transformational leadership is expected to inspire employees to achieve higher goals and improve the quality of their performance, this leadership style is not effective enough in improving measurable work results, such as productivity and output quality.

This finding contradicts the theory of transformational leadership, which states that leaders who are able to provide inspiration and individual attention will motivate employees to improve their performance (Bass, 1990). Likewise, the results of this study are not in line with the findings of Sidik (2019) which shows that transformational leadership has a positive influence on employee performance.

Some factors that may explain these results are:

- a) Operational employee level: Employees working at the operational level at RSI Sultan Agung need more direct direction and supervision than the influence of a long-term vision that is often promised by transformational leadership.
- b) More structured work contexts: Work in hospitals tends to be routine and structured, requiring more control and more functional leadership, rather than just motivational or visionary leadership.

Therefore, a more direct and operational leadership style, such as transactional leadership, may be more relevant and effective in improving employee performance at this level.

Success in improving employee performance in hospitals depends more on the leadership style that provides direct and concrete guidance. Therefore, it is important for managers and leaders at RSI Sultan Agung to adjust their approach to the practical and structural needs of employees, especially at the operational level.

3) The Influence of Work Engagement on Employee Performance

The results of the analysis show that work engagement has a significant effect on employee performance at RSI Sultan Agung. This means that employees who have high work engagement—reflected by enthusiasm, dedication, and attention to work—tend to have better performance. Work engagement serves as an important driver for productivity and quality of work results.

This finding is in line with previous research, such as that conducted by Sidik (2019) and Yusnandar (2022), which showed that employees who are emotionally and cognitively engaged in their work have better performance.

The reasons behind this finding are:

- a) Commitment to the organization: Employees who feel engaged in their work are more likely to work hard to achieve organizational goals, which ultimately improves their performance.
- b) Intrinsic motivation: Employees who feel valued and engaged in their work will have higher intrinsic motivation, so they not only meet standards but strive to exceed expectations in their tasks.

Improving work engagement should be a priority for hospital management. More engaged employees will contribute more to the achievement of organizational performance. Therefore, it is important for leaders to create a work environment that supports employee engagement, such as providing positive feedback, providing opportunities for growth, and facilitating healthy social interactions in the workplace.

4) The Influence of Work Life Balance on Work Engagement

The results of the analysis show that work life balance has a significant effect on work engagement at RSI Sultan Agung. This means that when employees feel that they can balance work with their personal lives, they will be more emotionally and cognitively involved in their work.

This finding is in line with the work-life balance theory, which states that balance between work and personal life can reduce stress, increase job satisfaction, and ultimately increase employee work engagement (Greenhaus & Allen, 2011). This result is also consistent with research by Yusnandar (2022), which found a positive effect of work-life balance on work engagement.

The reasons behind this finding are:

- a) Stress reduction: Employees who can maintain a balance between their work and personal lives tend to feel more satisfied and less overwhelmed, which helps them stay focused and motivated at work.
- b) Increased happiness: Employees who feel happy with their personal lives are more likely to bring positive energy to their work, which contributes to greater engagement.

RSI Sultan Agung needs to pay attention to the work-life balance of employees, considering that it has a direct impact on their level of engagement. Organizations must create policies that support work-life balance, such as flexible working hours or sufficient leave, to ensure that employees can maintain this balance well.

5) The Influence of Work Life Balance on Employee Performance

The results of the analysis show that work life balance has a significant effect on employee performance at RSI Sultan Agung. This means that employees who are able to balance work demands with their personal lives will show better performance.

This finding supports the work-life balance theory which states that a good balance between work and personal life can increase employee satisfaction and work productivity (Greenhaus & Allen, 2011). Research by Yusnandar (2022) also shows a positive relationship between work-life balance and employee performance.

The reasons behind this finding are:

- a) Reduced stress and fatigue: Employees who do not feel burdened by work tend to be more energetic and focused on carrying out tasks, which leads to increased performance.
- b) Increased motivation: When employees feel that their personal needs are valued, they are more motivated to work hard and meet organizational expectations.

RSI Sultan Agung should prioritize policies that support work-life balance, considering that this has a direct impact on employee performance. Organizations should consider adjusting working hours, emotional support, and flexibility policies to ensure employees can perform better without sacrificing their personal well-being.

4. Conclusion

Based on the analysis and discussion in the previous chapter, the following conclusions can be drawn: Transformational Leadership on Work Engagement does not have a significant effect. With an original sample value of -0.009 and a P Value of 0.844 (above 0.05), Transformational Leadership on Employee Performance does not have a significant effect. With an original sample value of -0.009 and a P Value of 0.844 (above 0.05), Work Engagement has a positive and significant effect on Employee performance. With an original sample value of 0.990 and a P Value of 0.000 (below 0.05), Work Life Balance has a significant effect on employee performance through increased work engagement. These results indicate that when employees feel balanced between their personal lives and work, they tend to be more engaged with the organization and in turn, show better performance. Transformational Leadership has a significant effect on employee performance. This influence does not only occur directly, but also through the mediation mechanism of work engagement. This means that an effective transformational leadership style can increase employee engagement in the organization, which in turn will encourage employees to provide better performance.

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