

The Effect of Transformational Leadership, Organizational Culture, and Work Life Balance on Employee Performance

Transformational
Leadership

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Adita Murniawati

Department of Management, Faculty of Economics and Business, Universitas
Muhammadiyah; Surakarta, Indonesia
E-Mail: B100210040@student.ums.ac.id

Nur Achmad

Department of Management, Faculty of Economics and Business, Universitas
Muhammadiyah; Surakarta, Indonesia
E-Mail: nur.achmad@ums.ac.id

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ABSTRACT

This study aims to measure how much influence transformational leadership, organizational culture, and work-life balance have on employee performance mediated by organizational commitment. The study was conducted using a purposive sampling method distributed to employees of the Regional Finance Agency of Karanganyar Regency with a total of 90 respondents, the data obtained were then analyzed using partial least square with SmartPLS and then it was found that transformational leadership did not have a significant effect on employee performance or organizational commitment, and did not have a significant effect on employee performance when mediated by organizational commitment. However, organizational culture has a positive and significant effect on employee performance and organizational commitment, and also has a significant effect on employee performance when mediated by organizational commitment. While work-life balance has a positive effect on employee performance and organizational commitment, but is not significant on employee performance alone or when mediated by organizational commitment. Organizational commitment itself has a positive and significant effect on employee performance.

Keywords: Transformational Leadership, Organizational Culture, Employee Performance, Organizational Commitment

ABSTRAK

Penelitian ini bertujuan untuk mengukur seberapa besar pengaruh kepemimpinan transformasional, budaya organisasi, dan work life balance terhadap kinerja karyawan yang dimediasi oleh komitmen organisasi. Penelitian dilakukan dengan metode purposive sampling yang disebarkan kepada karyawan Badan Keuangan Daerah Kabupaten Karanganyar dengan jumlah responden sebanyak 90 orang, data yang diperoleh kemudian dianalisis menggunakan partial least square dengan SmartPLS dan kemudian ditemukan bahwa kepemimpinan transformasional tidak berpengaruh signifikan terhadap kinerja karyawan maupun komitmen organisasi, dan tidak berpengaruh signifikan terhadap kinerja karyawan apabila dimediasi oleh komitmen organisasi. Namun, budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan maupun komitmen organisasi, dan juga berpengaruh signifikan terhadap kinerja karyawan apabila dimediasi oleh komitmen organisasi. Sementara work life balance berpengaruh positif terhadap kinerja karyawan maupun komitmen organisasi, namun tidak signifikan terhadap kinerja karyawan saja maupun apabila dimediasi oleh komitmen organisasi. Komitmen organisasi sendiri berpengaruh positif dan signifikan terhadap kinerja karyawan.

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INTRODUCTION

The true driving force behind a company's success lies in its human resources. While modern equipment and comprehensive facilities play a supporting role, it is ultimately the people within the organization who turn goals into achievements. Effective management is about partnering with people guiding, motivating, and empowering them to bring the company's vision to life through well-planned strategies, organized efforts, and careful monitoring (Handoko, 1992). The performance of each employee is essential; their dedication and effectiveness collectively shape the organization's outcomes. Therefore, any company committed to its goals will focus on enhancing employee performance, knowing that this is the path to meaningful and sustainable success.

Latif et al. (2024); Mubaraq et al. (2024), performance reflects the tangible results achieved by employees, both in terms of quality and quantity, as they fulfil their duties and responsibilities to help achieve organizational goals legally, ethically, and with integrity. Performance encompasses all actions employees take—or choose not to take—impacting their contributions to the organization, such as providing high-quality service (Mahardika & Mahayasa, 2022). Transformational leadership plays a critical role in this by fostering a sense of commitment and pride in employees' work (Baihaqi & Saifudin, 2021). It encourages them to go above and beyond, inspiring them to exceed expectations. Leaders who adopt a transformational approach exert a powerful influence, as they can choose from various leadership styles to best inspire their teams. Notably, transformational leadership is among the most widely embraced approaches for its capacity to elevate motivation and performance (Humphrey, 2023).

Transformational leaders are skilled at understanding and addressing the needs of their team members, offering support, guidance, and personalized mentorship to help them achieve high performance, which in turn fosters stronger organizational commitment (Hutagalung et al., 2020). Research by Dami et al. (2022) reinforces this, showing that a transformational leadership style positively influences employee performance. Moreover, the impact of transformational leadership extends beyond performance, enhancing organizational commitment as well. As noted by Widyatmika & Riana (2020); Kismono et al. (2024), leaders who embody transformational qualities can inspire and motivate their employees, boosting both their commitment to the organization and their overall success at work.

Another factor that needs to be considered in improving employee performance is the organizational culture factor. Organizational culture is something that is constructed as a result of the meeting between the values accepted by society and the values accepted by the employees of the organization (Sunarti et al., 2021; Suparman et al., 2024). However, various problems arise from the implementation of organizational culture, such as cases of employees violating the code of ethics in carrying out their duties, and employees often show poor work ethics, such as harassment and conversations during working hours, so there needs to be better support for a clear organizational structure. In a study conducted by (Nasir, 2019) showed that Organizational Culture has a positive effect on employee performance. The influence given by the value of cultural construction can not only affect performance, but can also be a supporter of increasing organizational commitment. As stated in a study conducted by Anggara et al. (2022); Azmi & Silvianita (2020) which revealed that organizational commitment can increase with the support of the structural values of organizational culture provided by the company.

In addition to transformational leadership, organizational culture, and commitment, there are many aspects that can affect employee performance, one of which is determined by work-life balance. According to Mukminin et al. (2020), work-life

balance is a balance in life that a person has in managing time in harmony between work, family life, and personal interests. Work-life balance is characterized by an increase in roles and low role conflict in the external environment and within work. Role imbalance if experienced by employees can affect tension in the responsibilities carried out, this can reduce effectiveness at work, increase stress, and reduce quality of life (Siwi & Ahsani, 2024). In order for employees to provide maximum performance, they need to feel happy, and one source of happiness is from family and personal life (Bataineh, 2019). Thus, work-life balance needs to be considered so that employees can work optimally (Sabir & Cura, 2021; Pradila & Fadli, 2023). The increasingly competitive environment also demands a balance between personal life and work. Organizations are actively trying to increase organizational commitment through good work-life balance policies. This is because work-life balance can be one of the factors for employee retention in the organization. The balance felt will make someone feel happy which has an impact on their feelings when working, such as being able to productively improve work results and being committed (Putri & Frianto, 2023).

Employee performance based on commitment greatly affects work enthusiasm. Aranki et al. (2019) defines organizational commitment as an attitude that reflects employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization and its continued success and progress. According to Mahardika & Mahayasa (2022), organizational commitment is the attitude of employees to remain in the organization and is seen in efforts to achieve the mission, values and goals of the organization. With a strong commitment to advancing the organization, the employee will also show increasingly better performance to achieve organizational goals. The results of this study are in line with the results of research conducted by Aranki et al. (2019); Loan (2020); Prasetyo & Waskito (2023). Which stated that the organizational commitment variable has a positive and significant effect on employee performance.

LITERATURE REVIEW

Performance refers to the outcomes that an employee accomplishes based on established criteria, including both quality and quantity, within a specified timeframe as they perform their assigned tasks and responsibilities within an organization (Izminanda & Suyasa, 2024). Success in performance is measured through both quantitative and qualitative aspects. Similarly, Mangkunegara (2013) describes performance as the results—both in quality and quantity—that an employee achieves in fulfilling their assigned duties responsibly. Organizational commitment is shaped by several vital factors, as highlighted by Taboroši et al. (2020). These include personal, organizational, and relational factors that intertwine to create a devoted workforce. Kurniawati & Ramli (2024) further breaks down this commitment into three crucial components: affective commitment, ongoing commitment, and normative commitment, each playing a pivotal role in employee engagement. Moreover, Nugroho (2022) emphasizes that organizational commitment is more than just a duty; it is a promise—a commitment to ourselves and others, manifesting in our actions and decisions. This promise reflects a profound understanding of one's responsibilities and demonstrates an intrinsic attitude that is cultivated from within. Cultivating such commitment is essential for achieving organizational success.

Transformational leadership, as described by Humphrey (2023), embodies a commitment to social responsibility and the well-being of others. Transformational leaders prioritize the common good over their own interests and work tirelessly to uplift their followers. Armiyanti et al. (2023) complements this perspective by emphasizing that transformational leadership not only inspires people but also motivates them toward meaningful objectives by clearly outlining roles and responsibilities. These leaders excel in providing personalized support, fostering innovative thinking, and exhibiting the charisma needed to engage and inspire those around them.

Organizational culture is the driving force behind an organization's success, shaping its environment and influencing every aspect of its operations. It consists of the core values, norms, attitudes, and beliefs that guide the actions and decisions of its members (Azmi & Silvianita, 2020). This culture is embedded in the organization's mission, goals, and daily practices, creating a powerful force that drives the company toward its goals. As Khairani et al. (2022) point out, six key factors—observed behavioral patterns, norms, dominant values, philosophy, rules, and organizational climate—work together to create a thriving culture. When these elements align, they foster an environment where employees are motivated, collaborative, and driven to achieve shared goals, leading to sustained success.

Work-life balance is a work pattern that allows an employee to balance responsibilities at work with responsibilities in other parts of his life (Bataneh, 2019). Work-life balance is also defined as a series of actions taken by employees that can support them in fulfilling all work tasks and responsibilities, family roles, and social roles (Siwi & Ahsani, 2024). Employees' views on work-life balance are an obligation to carry out their work and also be responsible for their families.

- H1:** Transformational leadership has a positive effect on employee performance
- H2:** Transformational leadership has a positive effect on organizational commitment
- H3:** Organizational commitment acts as a mediator and has a significant effect on transformational leadership on employee performance
- H4:** Organizational culture has a positive effect on employee performance
- H5:** Organizational culture has a positive effect on organizational commitment
- H6:** Organizational commitment acts as a mediator and has a significant effect on organizational culture on employee performance
- H7:** Work-life balance has a positive effect on employee performance
- H8:** Work-life balance has a positive effect on organizational commitment
- H9:** Organizational commitment acts as a mediator and has a significant effect on work-life balance on employee performance
- H10:** Organizational commitment has a positive effect on employee performance

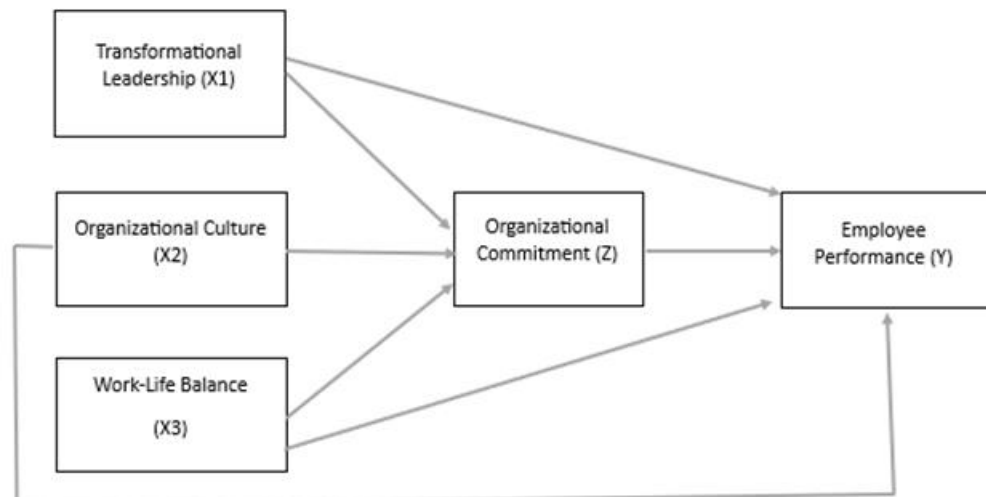


Figure 1. Research framework

METHODS

The research was aimed at quantitative methods distributed to the Regional Finance Agency Office of Karanganyar Regency, with a purposive sampling method based on the criteria that they are employees who have been active and have served for more than one year (Anderson et al., 2013). The data collection shown was distributed through a questionnaire using a Likert scale assessment from point 1 to 5 which was distributed

online and a total of 90 respondent data were obtained, all of which were then analyzed using Partial Least Square (PLS) analysis testing. Testing was carried out by measuring the independent variables including transformational leadership, organizational culture and work-life balance, mediator variables including organizational commitment and dependent variables including employee performance. In measuring the PLS analysis, two measurement methods were used, namely model measurement (outer model) and structural measurement (inner model).

RESULTS

As for some of the respondents, they are classified based on gender and age, the presentation is displayed as follows:

Table 1. Respondent Characteristics

Model	Indicator	Frequency (N=90)	Percentage
Age	17-25	30	30%
	26-35	45	50%
	36-50	15	20%
Gender	Male	40	45%
	Female	50	55%
	Total	90	100 %

The characteristics of respondents based on gender show that 40 respondents are male with a percentage of 45%. Then there are 50 respondents who are female with a percentage of 55%. From the table above, the characteristics of respondents based on age show that 30 respondents aged 17-25 years old are 30 people with a percentage of 30%. Then there are 45 respondents aged 26-35 years old with a percentage of 50%. And 15 respondents aged 36-50 years old are 20%. From the table, it shows that the respondents aged 26-35 years are the most dominated by the female gender.

Table 2. Measurement of Validity Values

Variables	Indicator	Outer Loading	Cronbach Alpha	AVE
Transformational Leadership (X1)	Charisma	0.776	0.942	0.770
	Motivational inspiration	0.916		
	Intellectual stimulation	0.850		
	Attention to the individual	0.899		
	Social sensitivity	0.898		
Organizational Culture (X2)	Empowerment	0.919	0.950	0.800
	Innovation and risk-taking	0.857		
	Attention to detail	0.928		
	Result orientation	0.837		
	Team orientation	0.908		
Work-life Balance (X3)	Aggressiveness	0.903	0.915	0.848
	Stability	0.931		
	Time balance	0.946		
	Involvement balance	0.914		
Commitment Organizational (Z)	Satisfaction balance	0.902	0.940	0.769
	Organizational identification	0.906		
	Desire to persist	0.887		
	Willingness to strive	0.900		
Employee Performance (Y)	Emotional involvement	0.838	0.935	0.756
	Moral involvement	0.840		
	Sustainability involvement	0.888		
	Work quality	0.874		
	Work quantity	0.882		
	Time efficiency	0.891	0.935	0.756
	Punctuality	0.870		
	Cooperation ability	0.875		
	Compliance with rules	0.822		

The data analysis reveals that a value exceeding 0.7 is deemed valid and suitable for further exploration, while values within the range of 0.5 to 0.6 are considered sufficient based on criteria established by Abdillah (2015). In the presented table, all examined variables achieved validity, as evidenced by their Average Variance Extracted (AVE) values surpassing the threshold of 0.50. Additionally, the Cronbach's alpha values for each variable surpassed 0.60, indicating that the data is consistently reliable. Consequently, these results affirm that the variables tested meet both validity and reliability standards, making them robust for subsequent research analysis.

Table 3. Multicollinearity Value

Inner VIF Values	VIF	Information
X1 -> Y	1.030	Non multicollinearity
X2 -> Y	1.020	Non multicollinearity
X3 -> Y	1.011	Non multicollinearity
X1 -> Z	1.031	Non multicollinearity
X2 -> Z	4.155	Non multicollinearity
X3 -> Z	1.036	Non multicollinearity
Y -> Z	4.164	Non multicollinearity

The Collinearity Statistics (VIF) results for the multicollinearity test. The VIF values for the direct effects on employee performance are as follows: transformational leadership (1.030), organizational culture (1.020), and work-life balance (1.011). When mediated by organizational commitment, the VIF values are: transformational leadership (1.031), organizational culture (4.155), work-life balance (1.036), and employee performance (4.164).

Table 4. R-Square Value

Variables	R-Square	R-square Adjusted
Employee Performance (Y)	0.760	0.751
Organizational Commitment (Z)	0.804	0.794

The analysis shows an R² value of 0.760 (76,0%) for the employee performance, indicating that transformational leadership, organizational culture, and work-life balance explain 76,0% of its influence, with the remaining 24,0% from other untested variables. For organizational commitment, the R² value is 0.804 (80,4%), meaning transformational leadership, organizational culture, and work-life balance for 80,4% of its influence, with 19,6% from other factors. Thus, both employee performance and organizational commitment show moderate contributions.

Table 5. F-Square Value

Variables	Employee Performance	Organizational Commitment
Transformational Leadership (X1)	0.001	0.001
Organizational Culture (X2)	3.073	0.289
Work-Life Balance (X3)	0.025	0.038
Employee Performance (Y)		0.242
Organizational Commitment (Z)		

The predictive capability of transformational leadership value on employee performance of 0.001 is classified as small, the value of organizational culture on employee performance of 3.073 is classified as large or strong, the value of work-life balance on employee performance of 0.025 is classified as moderate. While the prediction of transformational leadership value mediated by organizational commitment of 0.001 is classified as small, the value of organizational culture mediated by organizational commitment of 0.289 is classified as large or strong, the value of work-life balance mediated by organizational commitment of 0.038 is classified as moderate, and the value of employee performance mediated by organizational commitment of 0.242 is classified as large or strong.

Table 6. Measurement Of Hypothesis

Variables	Original Sample	T Statistics	P-Values
Transformational Leadership (X1) -> Employee Performance (Y)	0.015	0.300	0.382
Organizational Culture (X2) -> Employee Performance (Y)	0.868	19.187	0.000
Work-Life Balance (X3) -> Employee Performance (Y)	-0.078	1.690	0.047
Transformational Leadership (X1) -> Organizational Commitment (Z)	0.015	0.290	0.386
Organizational Culture (X2) -> Organizational Commitment (Z)	0.486	3.862	0.000
Work-Life Balance (X3) -> Organizational Commitment (Z)	0.088	1.852	0.034
Organizational Commitment (Z) -> Employee Performance (Y)	0.445	3.509	0.000
Transformational Leadership (X1) -> Employee Performance (Y) -> Organizational Commitment (Z)	0.007	0.285	0.388
Organizational Culture (X2) -> Employee Performance (Y) -> Organizational Commitment (Z)	0.386	3.327	0.001
Work-Life Balance -> Employee Performance (Y) -> Organizational Commitment (Z)	-0.035	1.612	0.055

Research shows that transformational leadership does not have a significant positive effect on employee performance. This is evidenced by an original sample value of 0.015, a t-statistic of 0.300 (<1.96), and a p-value of 0.382 (>0.05). These findings align with Hutagalung et al. (2020), who also reported a lack of significant impact. Transformational leadership, as defined by Putra et al. (2020), emphasizes social values and prioritizes the greater good. Leaders focus on their followers' individual needs, inspiring and motivating them to exceed expectations and achieve organizational goals. Despite these ideals, its measurable impact on employee performance remains inconclusive. Organizational culture positively and significantly influences employee performance. This is supported by an original sample of 0.868, a t-statistic of 19.187 (>1.96), and a p-value of 0.000 (<0.05); similar findings were reported by (Nasir, 2019; Riono et al., 2020). Paramita et al. (2020), describe organizational culture as shared norms, values, and beliefs shaping the workplace environment. A positive organizational culture fosters employee engagement, productivity, and commitment. Mukminin et al. (2020) add that such culture reflects in organizational mission and goals, directly boosting employee performance.

Work-life balance shows a positive but not statistically significant effect on employee performance, as evidenced by the original sample value of -0.078, t-statistic of 1.690 (<1.96), and p-value of 0.047 (<0.05), this is supported by research (Bataineh, 2019). Ardiansyah et al. (2021) define work-life balance as managing responsibilities between professional and personal domains. Employees see this balance as fulfilling obligations to both work and family, while organizations view it as a cultural challenge (Irwandi & Sanjaya, 2022). While the direct effect may be limited, work-life balance indirectly contributes to performance through improved organizational commitment. Transformational leadership also shows no significant impact on organizational commitment, with an original sample of 0.015, a t-statistic of 0.290 (<1.96), and a p-value of 0.386 (>0.05). Humphrey (2023) describes transformational leadership as social leadership focused on collective well-being. Leaders inspire followers to exceed expectations by addressing their concerns and development. However, the evidence suggests that its influence on organizational commitment remains statistically negligible. Handoko (1992) attributes effective leadership to indicators such as ability, intelligence, self-confidence, and creativity, though these may not always translate into higher organizational commitment.

Positive organizational culture has a significant effect on organizational commitment, as evidenced by the original sample value of 0.486, t-statistic of 3.862

(>1.96), and p-value of 0.000 (<0.05) which is in accordance with the findings of previous studies (Anggara et al., (2022). Organizational culture, reflecting shared values and norms, motivates employees by aligning with their goals and promoting open communication, transparency, and mutual respect (Mukminin et al., 2020; Paramita et al., 2020). A supportive culture boosts loyalty and commitment while reducing turnover and dissatisfaction. Work-life balance has a positive impact on organizational commitment, supported by the original sample value of 0.088, t-statistic of 1.862 (<1.96), and p-value of 0.034 (<0.05) meaning that these results are proven to be significant (Putri & Frianto, 2023). While employees view work-life balance as fulfilling dual responsibilities, organizations see it as a challenge to foster supportive environments (Irwandi & Sanjaya, 2022). Prioritizing work-life balance leads to stronger employee commitment and organizational success.

Organizational commitment significantly impacts employee performance. This is evidenced by an original sample of 0.045, a t-statistic of 3.509 (>1.96), and a p-value of 0.000 (<0.05). Widyatmika & Riana (2020) and Kismo et al. (2024), found a similar positive relationship. Commitment reflects an employee's alignment with organizational goals and their desire to remain a part of the organization. Higher commitment correlates with increased productivity and better performance outcomes. When mediated by organizational commitment, transformational leadership does not significantly influence employee performance. The original sample value of 0.007, t-statistic of 0.285 (<1.96), and p-value of 0.385 (>0.05) support this finding and the results are proven to be similar to previous studies (Baihaqi & Saifudin, 2021). While transformational leadership fosters inspiration and vision, its indirect impact through organizational commitment on performance is negligible. Anggara et al. (2022) confirmed these findings, with the results of organizational culture having a positive impact on employee performance through organizational commitment, as evidenced by the original sample value of 0.386, t-statistic of 3.327 (>1.96), and p-value of 0.001 (<0.05). High organizational commitment derived from a strong culture translates into improved performance. Enhancing employees' cognitive alignment with organizational values strengthens this relationship.

Work-life balance shows no significant direct impact on employee performance through organizational commitment, supported by an original sample of -0.035, a t-statistic of 1.612 (<1.96), and a p-value of 0.055 (>0.05). Shankar & Bhatnagar (2019) also report this lack of direct influence. However, work-life balance indirectly fosters stronger organizational commitment, which can lead to better performance (Putri et al., 2022). Prioritizing work-life balance as a strategic initiative benefits employee well-being and organizational outcomes. The study highlights complex relationships between leadership, culture, work-life balance, commitment, and performance. While transformational leadership shows limited direct influence, organizational culture and work-life balance emerge as pivotal factors enhancing commitment and performance. Strengthening these areas can create a more engaged, committed, and high-performing workforce.

CONCLUSION

Transformational Leadership does not significantly impact either employee performance or organizational commitment, nor does it significantly impact employee performance when mediated by organizational commitment. Organizational Culture, however, positively and significantly impacts both employee performance and organizational commitment, and also significantly impacts employee performance when mediated by organizational commitment. While Work-Life Balance positively impacts both employee performance and organizational commitment, it is not significant for employee performance alone or when mediated by organizational commitment. Organizational Commitment itself has a positive and significant effect on employee performance. Therefore, organizations must continuously evaluate and develop leadership competencies to enhance motivation and encourage innovation among

employees. Effective leaders, who are able to inspire and motivate with a clear vision, have the potential to facilitate more significant and constructive changes in the organization. Transformational leadership can create an environment that supports improved performance, stimulates creativity, and strengthens employee commitment, which in turn contributes to the achievement of organizational goals more effectively.

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