

The Effect of Workload, Burnout, and Transformational Leadership on Employee Performance: The Mediating Role of Work–Life Balance in Indonesia’s Aviation Industry

*Determinants of
Aviation Employee
Performance*

Iswandir ZA

*Faculty of Computer Science and Design, Universitas Dirgantara Marsekal Suryadarama,
Jakarta, Indonesia*

E-Mail: iswandir@unsurya.ac.id

Dewi Puspaningtyas Faeni

*Faculty of Postgraduate Masters of Management, Universitas Dirgantara Marsekal Suryadarama,
Jakarta, Indonesia*

E-Mail: dewi.faeni@unsurya.ac.id

5719

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ABSTRACT

This study aims to investigate the correlations among variables; workload, burnout, and transformational leadership on employees’ performance, mediated by work–life balance variable. The type of research is a quantitative, with as much as 240 respondents from total of 1,956 employees. The population of this research is Aviation Industries employees. This research was analyzed by using SmartPLS 4.0 (PLS-SEM). Results of this research is tha workload, burnout, and transformational leadership have significant direct effects on employees’ performance. Whereas, work–life balance has a significant role in the correlations mediating workload and performance, burnout and performance, as well as transformational leadership and performance. The model explains indicating moderate to strong explanatory power. By demonstrating the strategic importance of work-life balance in connecting leadership practices to performance results, these findings expand the Job Demands-Resources (JD-R) paradigm. Findings from this research can help aviation companies improve worker productivity through better workload management, less burnout, and more transformational leadership within a framework that encourages a healthy work-life balance.

Keywords: workload; burnout; transformational leadership; work–life balance; employees’ performance.

ABSTRAK

Tujuan penelitian ini adalah untuk menganalisis seberapa besar korelasi antar variabel; beban kerja, *burnout*, dan kepemimpinan transformasional terhadap kinerja karyawan dengan *work–life balance* sebagai variabel mediasi pada industri penerbangan di Indonesia. Jenis penelitian ini adalah penelitian kuantitatif menggunakan 240 responden, dihitung menggunakan rumus Slovin berbasis *simple random sampling* dari populasi 1.956 karyawan. Data analisis dilakukan menggunakan SmartPLS 4.0., dengan hasil penelitian; bahwa beban kerja, *burnout*, dan kepemimpinan transformasional berpengaruh signifikan terhadap kinerja karyawan. Sementara *work–life balance* sebagai variabel mediasi dapat dibuktikan berkorelasi signifikan dan positif pada beban kerja dan, *burnout*, dan kinerja karyawan, disamping *work-life balance* sebagai variabel mediasi berpengaruh pada kepemimpinan transformasional dan kinerja karyawan. Model penelitian mampu menjelaskan variabel kinerja karyawan dan variabel *work–life balance*, yang menunjukkan model pada kategori sedang hingga kuat. Secara teoretis, penelitian ini memperluas kerangka *Job Demands–Resources* (JD-R) dengan pendekatan penegasan peran strategis

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work-life balance dalam menghubungkan tuntutan pekerjaan dan praktik kepemimpinan terhadap yang berkorelasi positif dan signifikan terhadap kinerja karyawan. Secara praktis, temuan penelitian ini memberikan implikasi bagi organisasi penerbangan untuk meningkatkan kinerja karyawan melalui pengelolaan beban kerja yang efektif, pencegahan *burnout*, dan penguatan kepemimpinan transformasional dalam sistem kerja yang mendukung keseimbangan kehidupan kerja.

Kata kunci: beban kerja; *burnout*; kepemimpinan transformasional; *work-life balance*; kinerja karyawan.

INTRODUCTION

Human resources management are definitely the key component in obtaining organizational goals, as we are using the quadruple helix; the main sources of a successful organization lies upon how human resources management accelerate prospective plans into implementations in achieving organizational goals. Human resources by all means indeed play a central role as human management manages all operational, financial, strategic and tactical of all aspects within the organization. Regardless how accelerative technology is evolving and taking over some tasks, the role of humans remains dominant in decision-making and management in the working processes and cultures (Faeni et al., 2025).

In an immense increase of complexity of how working environment evolve, the high demands of the job can lead to physical and mental exhaustion, leading to stress, fatigues, plateau and burnout. Burnout is characterized by emotional exhaustions, drastic declining motivation, and a sense of alienation from work. This condition a very negative impact on employees' performance and also has significant trickle down effect on the working environment. Not to mention the domino effects that cause multiple declining behaviors. In accordance to that, leadership styles have also both positive and negative impacts the work atmosphere. Transformational leadership that is not inclusive can create pressure and lower morale and job ethics (Faeni, 2024).

This can correlatively affect and drives employees' performance to do their works and assignments positively or negatively. In the contrary, the way a manager leads can also set the mood for employees. An unpleasant and, of course, stressful work environment can result from a transformational leadership style characterized by a lack of employee participation, strict control, and authoritarianism. Because of this, workers may experience a range of stress-related issues and see a decrease in their motivation, all of which contribute to subpar performance (Faeni et al., 2023).

Employees' performance can reach top tier condition if given conducive working environment that suitable and psychologically comfortable, therefore, it is very crucial to maintain a balance and conducive working place in order to balance their professional and personal lives, or known to as work-life balance. A strong work-life balance frees employees to manage work and personal life in an equilibrium way. So that employees fulfill requirements of their assignments with greater efficiency, hopes and higher motivation which improves their overall physical and mental well-being that secures organizational goals obtaining. In winning today's very tight competitive-growing world, organization often confront complexities and problems with fierce market competition. To stay ahead of the competition, organization requires an immense assurance that members of organization are able to manage equilibrium between job responsibilities effective and efficiently, at the same time maintaining a harmonious balance in work and personal fields. Work-life balance plays significantly a very important role in the retention of top-performing employees (Susanto et al., 2022).

Organization that provides highly adaptable work options has the most impactful way to help employees achieve a higher and healthier work-life balance; These options include flexible schedules and job sharing so employees manage balancing personal lives and work tasks simultaneously with greater spirits. This indeed motivates workforce in

organization to take time away from jobs by providing generous vacation packages and customizable working hours as flexibilities of work. This way staffs manage to revitalize physically and spiritually, this definitely increases positive significant outputs upon returning to work from vacations. Through previous studies advantages to encouraging a healthy work-life balance for staff (Udin, 2023) (Abioro et al., 2020).

Indonesian aviation industries are facing complexities and difficult challenges due to its 24/7 operational working hours. Previous research has shown that employees in this sector of industries often experiencing a very long working and excessive hours that interrupts of employees' resting time (Faeni et al., 2025). Empirically this integrate workloads, burnouts, and transformational leaderships mediated by work-life balance on employee performance are still limited (Hendaya et al., 2024).

The goal in this research will provide a vast of organizations with valuable variative perspectives in handling their personnel and improving the effectiveness of their workforce. This research fills a research gap by investigating what correlations among variables; workloads, burnouts, and transformational leadership interact with work-life balance to affect employee performance in the aviation industry – aviation industry that forces continuous and uninterrupted handling operations with high safety compliance, yet rarely explored in prior studies.

LITERATURE REVIEW

Work load

Totality of delivering work constitutes high workloads, encompassing those responsibilities that one organization specifically requires carrying out duties and responsibilities in accordance a systematic approach that incorporates job analysis, workload assessment, and various managerial assignments over a defined time frame, everything aimed at determining the present state of efficiency and output. Workload described as the circumstances of employment, including a detailed account of the tasks that need to be finalized by a particular deadline (Juru & Wellem, 2022)(Ekowati et al., 2021).

Burnouts

Burnouts is a fatiguesless, plateau, or also known as psychological exhaustion which in relation with working condition that arises as a result of prolonged and unanticipated work stress, which negatively impacts mental health and physical well-being of individuals as overall condition that impacts performance of the organization. Primary symptoms of burnouts include lethargic, emotional exhaustion, and low productivity, which mostly triggered by a lack of measured workloads and volume, conflicts between high volume of works or personal values, also lack of social support. Burnouts is not only caused by a highly workloads and responsibilities, but also by a mismatch between responsibilities and perceived meaning of work. When individuals are unable to adjust work to their personal identity or calling, or do not have time to rest, the risk of burnouts increases, accompanied by various health disorders such as headaches, chronic fatigue, indigestion, and substance abuse tendencies. Not to mention high medical expenses and high percentage of absenteeism. Therefore, burnouts should be understood as a multi complexity phenomenon that evolves interaction between workload, work volumes, risks, demands, personal control, social supports, and work-life balance (Maslach & Leiter, 2022; Rahmadani et al., 2023) (Faeni et al., 2021).

Transformational Leadership

Transformational leadership is one of leadership style that emphasizes on inspirations, motivations, and the development of competencies in leading the organization. In the contrary, transformational leadership that emphasizes full control and one-sided decision-making, transformational leaders encourage active participation, open communication, and creative collaboration. The purpose of a transformational leader is to get their team members' beliefs and ambitions to mesh with the organization's long-term objectives. They provide strategic direction while welcome inputs from subordinates, invites possibilities innovation that supports breakthrough and professional

growth within the organization. In a long-term, sustainable way, this transformative leadership style boosts organizational performance while simultaneously increasing staff dedication and morale (Bass, 1990; Avolio & Bass, 2004).

Work life balance

Employees are able to maintain a healthy body and mind while juggling their professional and personal lives when they have the freedom to strike a good work-life balance, which allows them to be productive at work while also being happy and fulfilled in their personal lives. Individual's focus extends beyond professional tasks to encompass a harmonious existence that integrates an adaptable balance way of life, community involvement, recreational activities, relationship-building, and diverse pleasurable pursuits beyond their routine working hours. One common definition of work-life balance is striking a healthy balance between working hours and other vital activities, such as spending time with loved ones or engaging in hobbies and interests outside of work. There is less time to attend to other commitments and interests when work takes up the majority of your time and energy (Brough et al., 2022).

Employees' ultimate aspirations include striking a better balance between their personal and professional lives. Obtaining it can be challenging in practice. A more difficult and time-consuming job may pay off financially in the end, allowing you to provide better for your family. Sometimes, a task contributes to deteriorating mental tortures, which then leaves you fatigue and frustrated in personal matters. The idea of achieving a harmonious equilibrium between one's professional and personal lives, or a "work-life balance," is gaining popularity. Aside from our families, communities, and our own health, there are many other parts of our life that must be taken into account, including work. A better metaphor for work-life integration would be a Venn diagram with complementary interests rather than a scale with opposing extremes (Faeni et al., 2021) (Khateeb, 2021).

Employees' performance

The assessment of an employee's capability in executing their assignments and obligations in a suitable manner and known as employees' performance. Assessing employees' performance includes consider factors such as; compliance, managing times, output orientation, service and quality of work, completed staff work, level of competencies, disciplines, efficiency, proactiveness, innovation, social capital in communication or networks, absorptive capacity, also positive paradigm towards approaching Vision, Mission, Target and Strategies of organization. Indicators of high performance, it significantly consoles organization's objectives obtaining. In the contrary, however, if performance is lacking, the company may suffer negative consequences. (Hejin et al., 2023).

Hypothesis Development

Based on the following hypothesis, this study examines the relationship between work-life balance, workloads, burnout, and transformational leadership in Indonesia's aviation industries and employee performance:

Hypothesis 1: workload has a significant and positive impact on employees' work-life balance.

Hypothesis 2: burnout have a significant and positive impact on employees' work-life balance.

Hypothesis 3: transformational leaderships have a significant and positive impact on employees' work-life balance.

Hypothesis 4: workload has a significant and positive impact on employees' performance.

Hypothesis 5: burnout have a significant and positive impact on employees' performance.

Hypothesis 6: transformational leaderships have a significant and positive impact on employees' performance.

Hypothesis 7: work-life balance has a significant and positive impact effect on employees' performance.

Hypothesis 8: work–life balance mediates the correlation between workload and employees’ performance.

Hypothesis 9: work–life balance mediates the correlation between burnout and employees’ performance.

Hypothesis 10: work–life balance mediates the correlation between transformational leaderships and employees’ performance.

Illustrations of research charts or frameworks include the following:

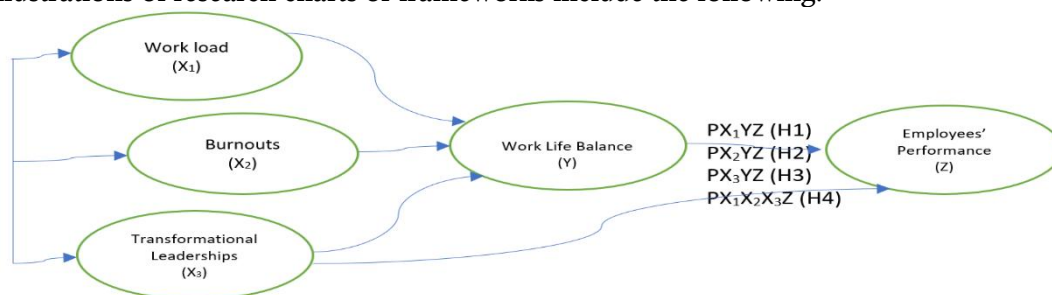


Figure 1. Framework of the Research

METHODS

Using positivist concepts grounded in simple random sampling according to Slovin's Formula, this research employs a quantitative method by examining subgroups of the aviation industry's population. As many as 1956 people, including the vast majority of Indonesia's aviation industry workers, participated in this study. This study surveyed 240 people using the Slovin method. Questionnaires were sent out using Google Forms from January to April 2025 in order to gather data. Using a five-point Likert scale, validated items were developed from earlier studies to measure each dimension. Using a standard deviation of delta 0.05, Harman's single-factor test was used to test for common method bias. Those taking part were instructed to state responses to the research statements and or questions, utilizing a Likert-style measurement scale. The data gathering is implemented using research tools PLS-SEM attributed by SmartPLS 4.0, and the data interpretation quantitatively explained by; CRV, AVE, discriminant tests, hypothesis tests, outer model, inner model, direct or indirect effect testings, validity and reliability testing to assess previously established assumptions (Machali, 2021)(Nalendra et al., 2021).

RESULTS

Profiles of Respondents

Respondents’ profiles characterized into 4 different grouping as stipulated below:

Table 1. Gender of Respondents

Gender	Respondent	Percentage
Male	184	76,67%
Female	56	23,33%
Total	240	100%

Source: Data processed, 2025

Based on the gender breakdown, Table 1 shows that there were 184 male respondents (or 76.67% of the total) and 56 female respondents (or 23.33% of the total).

Table 2. Ages of Respondents

Age	Respondent	Percentage
19 - 29 Years	30	12,5%
30 - 40 Years	40	16,6%
41 - 50 Years	136	56,6%
> 50 Years	34	14,1%
Total	240	100%

Source: Data processed, 2025

Table 2. defined as 30 respondents age 19-29 years (12,5%), 40 respondents age under 20-40 years (16,6%), 136 age 41-50 years old and 34 that described as employees aged > 50 years (14.%) with total percentage of 100%.

Table 3. Job Status of Respondents

Job status	Respondent	Percentage
Permanent employees	204	85,0%
Contract employees	36	15,0%
Amount	240	100%

Source: Data processed, 2025

According to Table 3, the characteristics of the respondents are as follows: 204 individuals have permanent employee status (85%) and 36 individuals have contract employee status (15.0%), for a total of 100%.

Table 4. Working Experiences of Respondents

Working time	Respondent	Percentage
< 1 Year	25	10,4%
5 years	56	23,3%
6 - 10 Years	84	35,0%
> 15 Years	75	31,3%
Amount	240	100%

Source: Data processed, 2025

Table 4 shows that employees are categorized according to their years of service. Out of the total number of employees, 25 (10.4%) have worked for less than one year, 56 (76.1%) have worked for one to five years, 84 (35.0%) have worked for six to ten years, 55 (32.3%) have worked for one to five years, and 75 (32.3%) have worked for more than ten years, making up 100% of the total.

Outer Model

In this study, the value results from the outer model tests indicated convergent validity, discriminant validity, and internal consistency reliability. Statistics in SmartPLS 4.0 software provide the basis of all findings. The following are examples of the validity and reliability tests that will be defined using the outer model's graphical output:

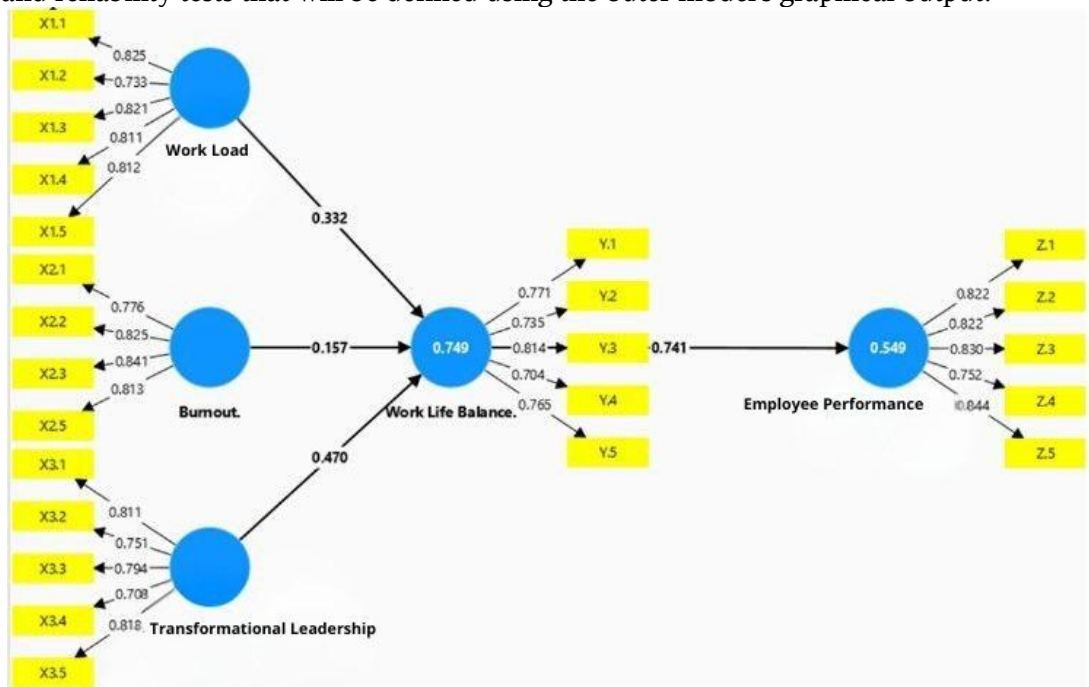


Figure 2. Model of Graphical Output Outer

1) Convergent Validity Test

If the value of the Average Variance Extracted (AVE) is greater than 0.5 and the value of the Convergence Validity Extracted (CVE) loading factors are greater than 0.7, then all of the constructs will be deemed valid. Here are the findings about the Loading factor and Average Variance Extracted (AVE), which provide a description of the indicators' level of relationship to each variable:

Table 5. Results Convergent validity

Indicator	Loadings Factor	Loading Factor Criteria	Information	AVE	AVE Criteria	Results
Workload (X₁)						
X _{1.1}	0.852	0.7	Valid	0.648	0.5	Valid
X _{1.2}	0.799	0.7	Valid		0.5	Valid
X _{1.3}	0.831	0.7	Valid		0.5	Valid
X _{1.4}	0.810	0.7	Valid		0.5	Valid
X _{1.5}	0.829	0.7	Valid		0.5	Valid
Burnout (X₂)						
X _{2.1}	0.777	0.7	Valid	0.669	0.5	Valid
X _{2.2}	0.850	0.7	Valid		0.5	Valid
X _{2.3}	0.850	0.7	Valid		0.5	Valid
X _{2.4}	0.859	0.7	Valid		0.5	Valid
Transformational Leadership (X₃)						
X _{3.1}	0.851	0.7	Valid	0.615	0.5	Valid
X _{3.2}	0.871	0.7	Valid		0.5	Valid
X _{3.3}	0.796	0.7	Valid		0.5	Valid
X _{3.4}	0.710	0.7	Valid		0.5	Valid
X _{3.5}	0.820	0.7	Valid		0.5	Valid
Work life balance (AND)						
Y _{.1}	0.777	0.7	Valid	0.595	0.5	Valid
Y _{.2}	0.745	0.7	Valid		0.5	Valid
Y _{.3}	0.884	0.7	Valid		0.5	Valid
Y _{.4}	0.723	0.7	Valid		0.5	Valid
Y _{.5}	0.765	0.7	Valid		0.5	Valid
Employee Performance (Z)						
Z _{.1}	0.822	0.7	Valid	0.666	0.5	Valid
Z _{.2}	0.822	0.7	Valid		0.5	Valid
Z _{.3}	0.83	0.7	Valid		0.5	Valid
Z _{.4}	0.752	0.7	Valid		0.5	Valid
Z _{.5}	0.844	0.7	Valid		0.5	Valid

Table 5 displays the results of the CVE. It was demonstrated that all indicators were legitimate when the outer loadings from all variables were greater than 0.7. This included workloads, burnout, transformational leadership, work-life balance, and employee performance. With outer loading values surpassing 0.70 and AVE values over 0.50, all the variables included in this research—workloads, burnout, transformational leadership, work-life balance, and employee performance—fit all the required criteria, according to the AVE results. We accept all of the structures as legitimate and ready for additional examination. All of the variables' values were greater than half. Accordingly, we can state that the AVE valid on test convergent validity is a value for each variable.

2) Discriminant Validity Test

All cross loadings can be used to classify the discriminant's validity; according to Table 6, if the value of the cross loading is more than 0.7, then it is valid. as stated in the following:

Table 6. Results Cross loading Discriminant Validity Test

	Work load	Burnout	Transformational Leadership	Work life balance	Employees' performance
X _{1.1}	0.856	0.444	0.584	0.625	0.634
X _{1.2}	0.799	0.619	0.655	0.637	0.744
X _{1.3}	0.856	0.499	0.605	0.624	0.598
X _{1.4}	0.822	0.459	0.52	0.641	0.577
X _{1.5}	0.810	0.495	0.566	0.650	0.588

	Work load	Burnout	Transformational Leadership	Work life balance	Employees' performance
X _{2.1}	0.469	0.778	0.504	0.424	0.537
X _{2.2}	0.547	0.845	0.526	0.534	0.547
X _{2.3}	0.489	0.847	0.633	0.657	0.658
X _{2.5}	0.534	0.843	0.522	0.574	0.550
X _{3.1}	0.588	0.554	0.811	0.639	0.671
X _{3.2}	0.599	0.471	0.751	0.594	0.667
X _{3.3}	0.594	0.499	0.794	0.687	0.744
X _{3.4}	0.489	0.669	0.708	0.555	0.635
X _{3.5}	0.612	0.544	0.818	0.724	0.580
Y.1	0.681	0.559	0.666	0.777	0.699
Y.2	0.643	0.598	0.639	0.738	0.578
Y.3	0.570	0.587	0.628	0.824	0.588
Y.4	0.599	0.469	0.534	0.714	0.470
Y.5	0.559	0.549	0.676	0.767	0.576
Z.1	0.698	0.548	0.670	0.589	0.846
Z.2	0.569	0.555	0.680	0.588	0.837
Z.3	0.628	0.675	0.730	0.660	0.836
Z.4	0.619	0.569	0.688	0.580	0.759
Z.5	0.659	0.649	0.699	0.630	0.849

Table 6. indicated that all values cross loading from each indicators all question with a variable that has a value cross loading > 0.7 when compared with statements of other indicator. When contrasted to the cross-loading variables of burnout, transformational leadership, work-life balance, and employee performance, all of the workload variables have values that are above the indicative levels for over-loading. Discovered that every indicator was valid for discrimination.

3) Reliability Test

With a Cronbach's Alpha anticipated value greater than 0.7 and a Composite Reliability score greater than 0.7, the reliability test demonstrated a level of consistency.

Table 7. Cronbach's Alpha and Composite Reliability Results

Variable	Cronbach's alpha	Composite Reliability (rho_c)	Results
Workload (X ₁)	0.888	0.898	Reliable
Burnout (X ₂)	0.897	0.888	Reliable
Transformational Leadership (X ₃)	0.897	0.886	Reliable
Work life balance (Y)	0.878	0.875	Reliable
Employee Performance (Z)	0.888	0.998	Reliable

Source: Data processed with SmartPLS 4.0, 2025.

All variables met the criterion, and all values exceeded >0.7, as shown in Table 7, which shows the calculation-based values of Cronbach's Alpha and Composite Reliability. In other words, all variables are deemed reliable since each indicator variable is deemed accurate, dependable, and precise.

Inner Model

Inner model in correlation between indicated variables is based on substantive theory and the measurement based on R², Path Coefficient to analyze mediation variable based on SmartPLS 4.0.

1) Coefficient of Determination Test (R²)

Table 8. Results R-Square (R²)

Variable	R-square	R-square adjusted
Work life balance	0.770	0.782
Employee performance	0.599	0.586

The results of the data calculations show: With an R² value square of 0.599, which is greater than 0.5, the employees' performance meets the criteria for the moderate model. Workload (X₁), burnout (X₂), and transformational leadership (X₁) are all external factors that have an effect on the endogenous factor, employees' performance (Z), to the tune of

0.599, or 59.9%, or 60%. The remaining 40% (100 - 60%= 40%) is affected by factors outside the scope of this study.

Second, the work-life balance variable meets the strong model criterion with an R-squared value of 0.770, which is greater than 0.75. This demonstrates that the mediating construct, work-life balance (Y), is influenced by all three exogenous constructions at the same time: workload (X₁), burnout (X₂), and transformational leadership (X₃), with a value of 0.770, or 77%. Other factors that are not considered in this study account for the remaining 23% (100% - 77%).

2) Path coefficient

Based on the test results, the inner model was used to determine if a hypothesis was accepted or denied. The significance value between constructs in the original sample, t-statistics, and P-values were heavily emphasized. As a general rule, this study will employ a t-statistic greater than 1.66, a p-value of less than 0.05 (or 5%), and a positive and statistically significant beta coefficient. A robust association was the end result.

Table 9. Path Coefficient Tests

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work load -> Work life balance	0.335	0.336	0.089	3.987	0.000
Workload -> Employees' performance	0.248	0.240	0.079	3.342	0.000
Burnout -> Work life balance	0.179	0.190	0.088	1.765	0.039
Burnout -> Employees' Performance	1.954	0.149	0.069	1.764	0.039
Transformational leadership -> Work life balance	1.979	0.470	0.099	4.788	0.000
Transformational Leadership -> Employee Performance	1.850	0.340	0.099	3.958	0.000
Work life balance -> Employees'performance	1.746	0.778	0.099	7.651	0.000

3) Mediation Analysis

This research looked at the Output SmartPLS on Bootstrapping portion Specific Indirect Effects using a mediation variable test. As stated below, mediating variables that link exogenous and endogenous variables were evaluated and analyzed using mediation test analysis:

Table 10. Indirect Effects Test

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Workload -> Work life balance -> Employee Performance	0.356	0.233	0.074	3.480	0.000	Fully Mediated
Burnout -> Work life balance -> Employee Performance	0.120	0.123	0.066	1.764	0.011	Fully Mediated
Transformational Leadership -> Work life balance -> Employee Performance	0.348	0.399	0.088	3.998	0.000	Fully Mediated

According to Table 10, there is a significant mediation of the relationship between workload and employee performance through work life balance variables. This is supported by the results showing that the indirect effect of workload on employee performance is fully mediated (T-statistics 3.480 > t-table 1.66) and by the statistical significance (P Value 0.000 < 0.05).

The mediation of the relationship between burnout and employee performance through work-life balance plays a significant role, as demonstrated by the significant indirect correlation between the two variables (t-statistics 1.764 > t-table 1.66) and (P Value 0.011 < 0.05). The values of t-statistics 3.998 > t-table 1.66) and (P Value 0.000 < 0.05) indicate that work life balance plays a significant mediating role in the correlation between transformational leadership and employees' performance. Consequently, the indirect influence of transformational leadership on employee performance is fully mediated and significant.

DISCUSSION

Impact of burden on workers' productivity as a function of work-life balance

The data analysis reveals that workload significantly impacts employees' performance, with work-life balance acting as a mediator. The coefficient value is 0.356, and the t-statistics value is 3.348, which is greater than the t-table value of 1.66, and the P-value is 0.001, which is less than the significance level of 0.05. When employees are burdened with too much work, their productivity suffers. Workers are more likely to put in their best effort when their workloads are well-organized and balanced. With the ideal work-life balance, workers are inspired to give their all on the job. This lines up with findings from studies showing that both workload and work-life balance significantly impact employee performance (Faeni et al., 2024) (Efendi & Suwarsi, 2022).

A Work-Life Balance Perspective on the Impact of Burnout on Employee Performance

Analyses of the data reveal that burnout significantly and positively affects employee performance via work-life balance. as a result of a t-statistics value of 1.764 > t-table 1.66 and a P-value of 0.399 < 0.05, and a coefficient value of 0.120. Organizations should pay close attention to and manage employee burnout levels. It's also important to ensure that employees have a good work-life balance. Research shows that improving work-life balance has a positive and significant effect on employee performance. Additionally, reducing burnout and providing better work-life balance can contribute significantly to improving employees' performance in the long run. However, this study failed to account for 60.1% of confounding variables (Faeni et al., 2023) (Rahmadani et al., 2023).

It would be a mistake to assume that burnout boost productivity just because research shows a positive and statistically significant indirect effect of burnout on worker output. This result demonstrates that positive effect occurs only indirectly impacted on employees' performance under managed mitigated conditions. Specifically, in some cases burnout can be mitigated through effective work-life balance mechanism and improvement methods. A very high-demand work environments as in aviation industries, elevated levels of burnout signals employees' increased need for recovery, balance solutions, and mental health resources as psychological balance methods. Organizations can address this issue by promoting work-life balance. This can be achieved through several means, such as flexible work arrangements, supportive leadership, and enough recovery time. By doing so, the negative effects of burnouts can be mitigated, and employees can actually increase their performance. Burnout function as a trigger for organizational causes, not as a performance-enhancing factor in itself. These results line up with what the Job Demands-Resources (JD-R) model predicts, which states once again that performance takes a hit when resources aren't there to counteract the effects of high job demands. Accordingly, burnout contributes to performance outcomes only when mitigated by work-life balance, reinforcing the importance of proactive human resource management and development in preventing the detrimental effects of excessive job demands.

Leadership that promotes a healthy work-life balance and its impact on employee performance

A t-statistics value of 3.998 > t-table 1.66 and a P-value of 0.000 < 0.05 indicate that transformational leadership significantly and positively impacts employee performance through work-life balance. The coefficient value for this effect is 0.348. Through the

mediation of work life, these results show that transformational leadership positively affects employee performance. As a result, it's clear that transformational leadership may boost productivity. Managers all over the globe continue to utilize transformational leadership styles because of the strong correlation between these styles and improved staff output. The significance of this association is low. This finding is consistent with the literature showing that effective leadership significantly boosts productivity in the workplace (Chen et al., 2022). (Kabdiyono et al., 2024)

Factors Affecting Employee Performance: Burnout, Overwork, and Transformational Leadership

To find out how the Workload, Burnout, and Transformational Leadership variables affected employee performance, we tested the fourth hypothesis. An R-squared value of 0.599 for the employee performance variable indicates a positive and statistically significant relationship between workload, burnout, and transformational leadership and performance on the job. As a result, it's clear that a heavier workload can boost output, but only if burnout is adequately addressed. Although transformational leadership is divisive, it can provide the framework for improved performance that is necessary to reach goals. Consequently, in order to boost performance, management should apply a situationally appropriate leadership style, ensure that employees are not burnt out, and maintain a balanced workload. Consistent with other studies, this one finds that leadership significantly improves worker output. Results from empirical tests show that a transformative leadership style mitigates burnout, which in turn improves staff performance. Therefore, a leader should use an effective leadership style to make workers feel at ease and prevent burnout (Kabdiyono et al., 2024) (Husaeni & Wiratno, 2020).

CONCLUSION

The following findings are derived from the research and discussions that have been conducted on the following variables: workload (X1), burnout (X2), transformational leadership (X3), work-life balance (Y), and employees' performance (Z): Through the mediation of work-life balance, there is a positive and statistically significant relationship between workload (X1) and employee performance (Z). Employee performance (Z) is positively and significantly correlated with burnout (X2) via work-life balance (Y). The work-life balance (Y) mediates the favorable and statistically significant relationships between transformational leadership (X3) and employee performance (Z). There is a positive and statistically significant relationship between workload (X1), burnout (X2), and transformational leadership (X3) and employee performance (Z).

Theoretically, this study expands the JD-R framework by confirming the mediating role of work-life balance in linking job demands and leadership to performance. Aviation organizations must establish human resource strategies to reduce workload pressures workload spread evenly, mitigate burnout, and enhance transformational leadership practices to develop loyalties and employees' performance sustainably.

Implications

The results of this study have important theoretical and practical consequences for the aviation sector. Theoretically, this study highlights the critical role of work-life balance in mitigating the negative effects of burnout, excessive workloads, and transformative leadership on employee performance. This research contributes vastly not only in the aviation industries but to organizational behavior literature in general by highlighting how mental health and leaderships variables interact within high-pressure working climates. According to these findings, aviation firms might create a healthier work environment by funding leadership development programs that focus on transformative attributes like mental health, empathy, empowerment, and participatory decision-making. Moreover, implementation of flexi times, manageable work arrangements and wellness initiatives can reduce employees' managing stress and maintain productivity. Workers' health, happiness, and productivity can all be enhanced when companies prioritize work-life balance as a strategic initiative.

Limitations

Aside to its valuable contributions, this research has some limitations that requires consideration. The capacity to make causal inferences between researched variables is limited by the research model of a cross-sectional design, which only captures a single point in time. Longitudinal research would be more effective in observing dynamic changes in workload, burnout, leadership style, and employees' performance over time. Secondly, there is a possibility of bias in the results recorded by self-reported surveys due to participants giving answers that are socially desirable or misinterpreting the concepts being asked. The reliability of the results could be improved by adding objective measures of performance or evaluations by supervisors. Finally, the research is limited to the aviation industry in Indonesia and not intended for other industries, therefore the results may not be applicable to other sectors or cultural settings. Validation and extension of these insights could be achieved by comparative studies across industries or geographies in future research. Lastly, while the study refers to work-life balance as a mediating variable, the statistical treatment suggests a mediating role, indicating a need for clearer conceptual and analytical distinction in future models to broaden other fields of industries.

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