

## **The Influence of Work-Life Balance and Transformational Leadership on Employee Performance in Teleworking Environment**

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### **Abstract**

During the pandemic era, the teleworking policy had to be implemented, but afterward, this policy was still being implemented. The aim of this study is to investigate the influence of work-life balance and transformational leadership on employee performance in a teleworking environment. Quantitative research method was used and the primary data were obtained from distributed questionnaires. The research was conducted on 150 employees in companies that implement teleworking. Data were analyzed using the SEM model. The results of this study shows that transformational leadership and work-life balance have a significant and positive effect on employee performance, either directly or through job satisfaction.

**Keywords:** teleworking, work-life balance, job satisfaction, transformational leadership, employee performance

### **INTRODUCTION**

Since the Covid-19 outbreak a few years ago, businesses have started to switch from a full work system in the office to remote work, so it is imperative that this topic be covered in greater detail. The initial imposition of restrictive laws about in-person social contact during the epidemic served as the catalyst for remote working. The Covid-19 pandemic has made big changes for companies, many businesses continue to use the remote-working system or teleworking system although it has now entered the post-pandemic (Šmite et al. 2023; Tautz et al. 2022). The teleworking system opens opportunities for workers to manage work time and location to create a balance between work and family life. A survey conducted by PricewaterhouseCoopers (2021), financial services for company leaders in Indonesia, found that 50% of companies in Indonesia had permanent remote work patterns such as teleworking. The development of teleworking systems will continue to grow and be considered to maximize employee satisfaction and productivity. Teleworking

systems can affect employee performance and psychology indirectly, to produce an optimal teleworking work system needed by superiors (Gong & Sims, 2022; Teutio & Kamdjoug, 2024).

Some researchers are saying that the teleworking system during the Covid-19 has differences from conventional teleworking where the existing teleworking is not carried out voluntarily for some people but massively for the entire company due to the Covid-19 (Šmite et al. 2023; Li et al. 2022; Haghani, et al. 2023). Several studies discuss teleworking showing the inconsistency of the relationship between the implementation of teleworking systems to employee performance and employee job satisfaction. The teleworking system that occurred at that time, namely forced teleworking, research written by Li et al. (2022) has the conclusion that forced teleworking can cause work fatigue and counterproductive behavior. This statement is also supported by research conducted by Tan et al. (2024) shows that teleworking tends to increase working hours and reduce work-life

balance, making employee performance worse. Moreover, attendance cannot be monitored in real time.

Regarding employee performance during teleworking, studies can take a different point of view from the work-life balance and transformational leadership of superiors when doing teleworking on employee performance. But apparently, there is also a research gap on the influence of transformational leadership, where according to research conducted by Wörtler et al. (2022) it is stated that in Asian countries, a suitable transformational leadership is to use a transformational leadership that has high control. However, unlike the research conducted by Juhro (2020) stated that the transformational leadership that best suits the current situation is transformational leadership where the leader functions as a problem solver and encourages his team to develop together. This is contrary because transformational leadership is not leadership that prioritizes high control. Transformational leadership is a transformational leadership that causes changes in motivation internally from a person to a conscious mindset change from the target.

On the other hand, the growth of retail companies in Indonesia continues to grow every year, this is obtained from the CIEC report which enlarges every month, with an average of 8.0 % from 2011-01 to 2023-02, with 146 observations. Based on these data reports, it can be seen that retail companies in Indonesia experience increasing and positive growth every year. Thus, this research will target one of the largest retail industries in Indonesia with more than 20.000 stores throughout Indonesia. For the company's head office employees, a teleworking policy was implemented which was initially caused by the Covid-19 pandemic but continues until now even though activity restrictions on the community have begun to be lifted by the government. Based on the results of

interviews we got from retail industry human resources, it was stated that there was a policy of implementing Work From Home (WFH) on an ongoing basis, even though the government had lifted large-scale social restrictions.

The previous research discussed this teleworking topic that occurred during the Covid-19 pandemic. However, there is still nothing, especially in Indonesia, regarding the impact of transformational leadership and behavior in the teleworking environment on employee job satisfaction and performance post-pandemic. In fact, teleworking is the future of the existing work system where WFH or hybrid working has begun to become a standard employment condition even though some industrial sectors are still trying to turn a blind eye to this development (Williamson & Colley, 2022). Some countries have also felt that this teleworking-based work system has now become a permanent feature for employees after the Covid-19 Pandemic occurred (Bloom et al. 2022). Therefore, this explanatory study will examine the role of transformational leadership and behavior in job satisfaction and employee performance in a teleworking environment to fill the gaps that still exist from previous literature on the impact of teleworking on job satisfaction and performance because the industry must be aware of variables in order to improve and develop the teleworking system that is starting to occur in Indonesia so that the existing teleworking becomes a work system that is as effective or even more effective than the conventional full onsite working system.

### **Transformational Leadership**

When the Covid-19 epidemic first started, businesses' top priority was to offer employees support systems for adjusting to the significantly altered working environment (Carnevale & Hatak, 2020; Van Zoonen, et al. 2021). Leadership is about getting people to do willingly, which their instincts teach them not to do

(Mullins, 2010). Leadership is categorized into two groups, namely transactional leadership uses gifts or rewards and punishments to motivate followers and transformational leadership inspires followers to transform with internal motivation. An environment with uncertainty, global turmoil, and organizational instability requires transformational leadership. Some of the arguments that have been concluded are that transformational leadership is leadership that is suitable for the present and the future and that transformational leadership will make people move beyond expectations (Juhro, 2020; Khan, et al. 2020). Transformational leadership is one of the components that can affect the relationship between leaders and employees in an organization.

Transformational leadership is a participatory transformational leadership that enhances morale, internal motivation, and follower performance to produce a change mindset and behavior of followers and organizational effectiveness (Juhro, 2020). Then Lopez-Cabarcos (2022) states that transformational leadership is the most important variable in influencing worker performance. Further explanation from Gaviria-Rivera & López-Zapata (2019) states transformational leadership has an impact on others through individual assessments, including charismatic leaders who inspire and stimulate employees intellectually. Referring to Alamanda et al. (2021) stated several things, namely that transformational leadership can increase employee job satisfaction and transformational leadership can improve employee performance. Gaviria-Rivera & López-Zapata (2019) conducted research by analyzing transformational leadership and its relationship to organizational climate, job satisfaction, and work team performance. From this research, it was found that leadership transformation is a determining factor for feelings of satisfaction at work at a given time. This

research also shows that job satisfaction has a positive influence on team performance.

The implementation of teleworking has long been implemented in certain companies, but with Covid-19, government regulations require companies to carry out teleworking to suppress the Covid-19 outbreak. This has resulted in the frequency of employee meetings being reduced and requiring adjustments from employees when not working in the office. According to Brunelle (2013) & Adamovic (2022) physical and psychological distance have a negative relationship with the quality of working relationships in mobile working conditions, but transformational leadership can mitigate the negative impact. Transformational leadership which involves influencing, inspiring, motivating, and providing intellectual stimulation, has a significant effect on employee performance. In implementing work from home, the transformational leadership of superiors can improve employee performance (Aropah et al. 2020; Bakker et al. 2023).

### **Work-Life Balance (WLB)**

Work-life balance is a condition where the time spent working is balanced with the time spent on his personal life (Wolor et al. 2020). According to research conducted by Wolor et al. (2020) one of the company's steps in improving work-life balance is implementing flexible working. This will make employees more motivated and loyal to the company because of the balance between work and the employee's own personal life. Work-life balance is divided into several dimensions of balance including time balance, work involvement or psychological effort of employees towards their work, and balance of satisfaction at work and in personal life (Capnary et al. 2018). It can be defined as work-life balance when employees can balance the demands of work and personal life (Aziz et al, 2023). Work-life balance in a teleworking environment is interesting to research, where the teleworking conditions

that were forced to be implemented during the pandemic have become the company's ongoing policy so that career and personal balance in a teleworking environment becomes an interesting thing to determine employee performance.

From several literature, work-life balance had a positive influence on employee performance before the increasing teleworking system was implemented (before Covid-19) based on research on millennial employees conducted by Wolor et al. (2020) stated that work-life balance affects the performance of millennial generation employees. Based on research, it was found that work-life balance has a significant positive relationship with the job satisfaction of employees in a company (Kasbuntoro, 2020). This research is supported by Bellmann & Hübner (2020) which states that job satisfaction and remote work or teleworking have a positive relationship. The influence of work-life balance on job satisfaction in teleworking has a positive influence according to research by Aziz et al. (2023).

### **Job Satisfaction (JS)**

Basically, every individual to be able to fully commit to work must first have a sense of satisfaction with the work he is doing (Alrawahi, 2020). Therefore, the job satisfaction factor is important to analyze to understand the work situation faced by employees. One of the studies by Davidescu et al. (2020) states that job satisfaction is a benchmark that represents psychological, physiological, and work environment conditions that affect employee satisfaction with their work, emotional stability, and conscientiousness. In addition, according to research conducted by Alrawahi (2020), job satisfaction states how the employee feels about the organization or company where he works both in general and specifically such as the place of work, salary, relationships between colleagues, and others. Therefore, job satisfaction is often

one of the benchmarks analyzed in a company to assess employee responses to their workplace.

Based on several studies that examine the relationship between job satisfaction, employee productivity and performance, a positive relationship was obtained between job satisfaction and employee performance. According to research conducted by Sabuhari (2020) job satisfaction has a significant positive contribution to the performance of employees. Research conducted by Sabuhari (2020) also states that job satisfaction has a partial effect in affecting the performance of employees in the workplace where some workers will improve their performance when they feel satisfied with the work they are doing. In analyzing the job satisfaction of employees in a company, one of the methods used in research by Alrawahi (2020) is Herzberg's Two-Factor Theory of Motivation where researchers detail the points that is measured satisfaction percentage carried between the percentage of satisfiers and the percentage of dissatisfiers to determine the factors that can be improved by the company in increasing employee job satisfaction based on factors that have a fairly high percentage of dissatisfiers.

### **Employee Performance (EP)**

Employee performance is one of the most important variables in industrial management which reflects how an individual behaves, generates value for the company, and contributes to company goals (López-Cabarcos et al. 2022). Therefore, companies need to empower their human resources with the aim that the performance of workers can be maintained to produce optimal output for the company. Based on research conducted by Paais & Pattiruhu (2020) stated that to help improve performance, companies must first understand the satisfaction of employees and the existing work environment. Then, in influencing employee performance, leadership also plays a role in it. Based on several previous studies by Paais &

Pattiruhu (2020); Doan et al. (2020) explained that leadership has an important role in a company within the company. This can be seen in research conducted by Doan et al. (2020) which obtained results where transformational leadership has a role in making a project in the company successful and employees become more effective at work. More specifically, the study states that there is a strong and positive relationship directly between transformational leadership and team satisfaction in carrying out their work so that job satisfaction creates good and efficient performance in an organization.

### **Hypothesis and Research Model**

This study proposes seven hypotheses:

- H1: Transformational leadership has a positive effect on employee performance in a teleworking environment.
- H2: Work-life balance has a positive effect on employee performance in a teleworking environment.
- H3: Transformational leadership has a positive effect on job satisfaction in a teleworking environment.
- H4: Work-life balance has a positive effect on job satisfaction in a teleworking environment.
- H5: Job satisfaction has a positive effect on employee performance in a teleworking environment.
- H6: Work-life balance has a positive effect on employee performance mediated by job satisfaction in a teleworking environment.
- H7: Transformational leadership has a positive effect on employee performance mediated by job satisfaction in a teleworking environment.

### **METHOD**

This study proposes to obtain an analysis of variables that can affect employee performance. Based on this objective, this study will use the quantitative methodology (Creswell & Creswell, 2022). Quantitative

methods are best suited to surveys with minimal disturbance or interference (the study is conducted in a natural environment). In relation to the study setting, a non-contrived setting is used where, in the implementation of this research, the environment and study settings are carried out naturally or normally (without artificial settings) because this study is aimed to identify the relationship between variables without manipulation. The units to be analyzed in this study are individuals because this survey were conducted to assess and examine employees who implement teleworking work systems in a cross-sectional study. The data on divisions that perform teleworking was obtained through a survey.

The population in this research study ranged in job class from clerks to managers from the main office of one of the biggest retail corporations in Indonesia. In this study, the parameters that will be measured are transformational leadership, work-life balance, job satisfaction, and employee performance when implementing teleworking in a company. This study took a sampling frame from employees with job class clerks to supervisors who have experienced and implemented the teleworking work system in the largest retail company in Indonesia. A sampling technique was also used in this study's sampling design, where the sample was picked at random and each employee in the population has an equal chance of being chosen to serve as a representative of the population, it is unlikely that bias will be present in this method (Sekaran & Bougie, 2019). The simple random sampling method was used because each division for head office employees implements a teleworking system, and the size of the population is known. Furthermore, in determining the sample size, it is obtained that the minimum sample size is five times the number of indicators observed on each variable, but to be more acceptable the

sample size should have a 10:1 ratio with the indicators of each variable (Hair et al. 2020). Based on this statement, the minimum sample size for this study is 60 samples (5 x 15 Indicators) to 150 samples (10 x 15 Indicators) for 5% error tolerance.

In this study, the amount of data required is relatively large, therefore the research strategy used in this study was a survey using a questionnaire (Sekaran & Bougie, 2019). This data collection technique has also been applied to several previous studies, namely, to see the influence between work-life balance, transformational leadership, job satisfaction, and employee performance (Paais & Pattiruhu, 2020). Data collection used a questionnaire with a Likert Scale with 6-point choices, i.e. Strongly Agree, Agree, Somewhat Agree, Somewhat Disagree, Disagree, Strongly Disagree. A

questionnaire with a Likert Scale was also used by Lopez-Cabarcos (2022) in research on the variables of transformational leadership, work-life balance, job satisfaction, and employee performance. The Likert Scale was developed to gauge a person's or a group's attitudes, views, and perceptions of social issues (Herlina, 2019). In the data collection process, researchers will coordinate with the Human Capital Management (HCM) Division within the company to obtain information on divisions that implement teleworking work systems as well as position-level information on employees. Based on the information obtained, the researcher provided an online questionnaire to be filled in by the respondent.

**Table 1. Outer Loadings**

Variable	Dimension	Indicator	Loading Factor Value
Employee Performance	Employee Performance	EP1	0.925
	Task Performance	EP2	0.903
	Interpersonal Facilitation	EP3	0.834
	Job Dedication	EP4	0.846
	Leader Behavior	JS1	0.847
Job Satisfaction	Personal Growth	JS2	0.937
	Interpersonal Relationships	JS3	0.905
	Personal Vision	JS4	0.921
	Staff Development	LS 1	0.774
	Supportive Leadership	LS 2	0.792
Transformational Leadership	Empowerment	LS 3	0.798
	Innovative Thinking	LS 4	0.802
	Exemplary Leaders	LS 5	0.862
	Charisma	LS 6	0.739
	Time	LS 7	0.790
Work-Life Balance	Responsibility	WLB1	0.802
	Psychology	WLB2	0.864
		WLB3	0.801

## RESULTS

At the stage of testing the validity and reliability of the data, SmartPLS software is used to help process data related to the relationship between latent variables and observed variables. The validity checking stage will be divided into two parts, namely checking convergent validity using the loading factor value and Average Variance Extracted (AVE) value and checking discriminant validity using the Fornell-Larcker and HTMT methods. Then related to variable reliability, composite reliability and Cronbach's alpha values are used.

### Convergent Validity Test

Data is said to be valid convergently if it meets the conditions where the loading

factor value must be  $> 0.708$ . Based on the data analysis carried out, results were obtained in Table 1. Based on checking the value of the loading factor above, it was obtained that all indicators in the variable met the convergent validity test standard because all indicators had a value of  $> 0.708$ . Therefore, it can be concluded that the indicators are valid convergently. However, apart from the loading factor value, the convergent validity of the indicator can also be checked using the AVE value. An indicator is said to be valid convergently if it has an AVE value of  $> 0.5$ . Based on the analysis carried out, the following results were obtained.

**Table 2. Average Variance Extracted (AVE)**

Variable	AVE
EP	0.770
JS	0.815
LS	0.631
WLB	0.677

Based on the AVE value (see Table 2, all variables also meet the convergent validity requirements because they have an AVE value of  $> 0.5$ . From the results of convergent validity testing using both loadings and AVE factor values, both are proven to be valid so that the data meets the convergent validity requirements.

### Discriminant Validity Test

In testing the discriminant validity of a variable, several ways can be used, including the Fornell-Larcker method and the Heterotrait-Monotrait Ratio (HTMT). In checking with Fornell-Larcker, the value

of the  $\sqrt{AVE}$  root must be greater than the correlation. Therefore, based on the results of the analysis, the following results were obtained. In Table 3, the bolded numbers are the  $\sqrt{AVE}$  values and the values below are the correlations. Based on these results, it is proven that all variables meet the requirements for discriminant validity according to Fornell-Larcker. Then the second way of testing is to use the HTMT, where the value must be smaller than 0.9.

**Table 3. Discriminant Validity Test**

**Discriminant Validity (Fornell-Larcker)**

<b>0.878</b>			
0.821	<b>0.903</b>		
0.697	0.762	<b>0.795</b>	
0.614	0.543	0.363	<b>0.823</b>

**Table 4. Discriminant Validity (HTMT)**

	EP	JS	LS	WLB
EP				
JS	0.899			
LS	0.771	0.829		
WLB	0.687	0.616	0.428	

Based on Table 4, it can be proven that all test variables have met the discriminant validity requirements because they have an HTMT value of  $< 0.9$ . Based on two methods of testing using both the Fornell-Larcker and HTMT, both show that each variable is valid. Therefore, it can be concluded that all variables are valid.

#### Reliability Test

Reliability testing of test variables uses two methods, the first using Cronbach's alpha

value and the second with a composite reliability value. A variable is said to be reliable if the values of Cronbach's alpha and composite reliability are both greater than 0.7. Table 5 is the output of variable reliability tests from SmartPLS. Based on the value obtained, both Cronbach's alpha and composite reliability have met the reliability requirement, which is  $> 0.7$ . Therefore, it can be stated that all variables meet the reliability criteria.

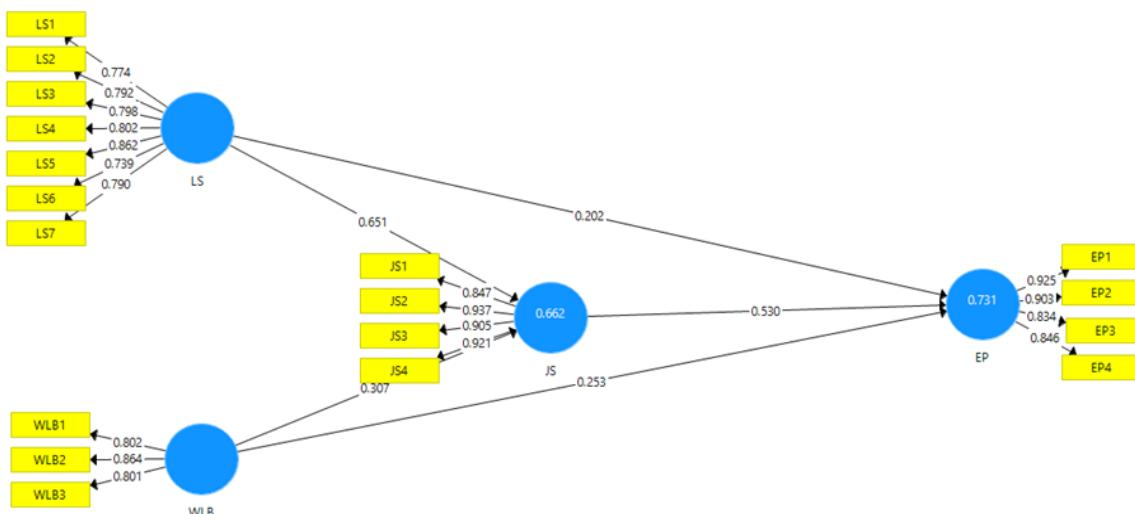
**Table 5. Reliability Test**

	Cronbach's Alpha	Composite Reliability
EP	0.900	0.931
JS	0.924	0.946
LS	0.902	0.923
WLB	0.771	0.863

#### Structural Model

The following is the output of the Structural Equation Model (SEM) analysis with

variables consisting of transformational leadership (Figure 1).



**Figure 1. Structural Equation Model (SEM) Analysis Result**

### Direct Effects Structural Model Analysis

Based on the analysis of direct relationships between variables in the structural model, the following results are obtained (Table 6). A relationship between variables can be said to be significant if it meets the requirements of t-value and p-value. In one-tail testing for directional hypothesis testing, a relationship can be said to be significant if the t-value  $> 1.645$  and the p-value  $< 0.05$ . When looking at the output of the direct relationship between the variables above, all direct relationship

between the variable has a significant positive relationship because the p-value =  $0 < 0.05$  and t-value  $> 1.645$  (directional) which means that transformational leadership and work-life balance has a significant positive influence on job satisfaction because it has a positive path coefficient of 0.651 and 0.307. Then the job satisfaction variable also has a significant positive influence on employee performance. In addition, transformational leadership and work-life balance are also proven to have a direct influence on employee performance significantly.

**Table 6. Direct Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
JS -> EP	0.530	0.515	0.092	5.745	0.000
LS -> EP	0.202	0.207	0.076	2.639	0.004
LS -> JS	0.651	0.648	0.047	13.792	0.000
WLB -> EP	0.253	0.265	0.063	4.039	0.000
WLB -> JS	0.307	0.311	0.048	6.453	0.000

### Specific Indirect Effects Structural Model Analysis

Based on the analysis of indirect relationships in structural models, the following results are obtained (see Table 7). In the results of these indirect influences, job satisfaction has a significant positive role in mediating the relationship between transformational leadership and employee performance. This can be identified

because p-value =  $0.000 < 0.05$ , t-value =  $5.120 > 1.645$ , and 0.345 path coefficient. Then also job satisfaction was proven to have a significant positive relationship in mediating work-life balance to employee performance based on p-value =  $0.000 < 0.05$ , t-value =  $4.165 > 1.645$ , and 0.163 path coefficient.

**Table 7. Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
LS -> JS -> EP	0.345	0.334	0.067	5.120	0.000
WLB -> JS -> EP	0.163	0.160	0.039	4.165	0.000

## DISCUSSION

In this study, it was found that transformational leadership has a positive influence on employee performance in a teleworking work environment. Teleworking work situations cannot be monitored directly like work systems in general, so it really requires a transformational leadership that will affect employee performance (Aropah et al. 2020; Meiryani et al. 2022; Greimel et al. 2023; Juhr, 2020; Lopez-Cabarcos, 2022; López-Zapata, 2019; Alamanda et al. 2021). Previous research found that transformational leadership has an impact on employee performance. Based on the research that has been done, the results of the analysis support the accepted H2 or H2. This means that work-life balance has a significant positive relationship with employee performance. This research is in line with Wolor et al. (2020) in this study it was found that work balance makes employees more motivated and loyal to the company it can improve employee performance. Research conducted by Kasbuntoro (2020); Bellmann & Hübner (2020); Capnary et al. (2018) stated the same thing.

In this study, based on the data processing carried out, the results of the analysis support H3, in other words, H3 is accepted, namely, transformational leadership influences job satisfaction in a teleworking environment. This happens because transformational leadership is a determinant of job satisfaction at certain times, transformational leadership also has a positive effect on team performance (López-Zapata, 2019; Lai et al. 2020). Based on the results of analysis and data processing, H4 supports or is accepted, which means that work-life balance affects job satisfaction. The results of this analysis are the same as research conducted by Wolor et al. (2020) which states that work-life balance affects job satisfaction in the

work environment. Based on this study, the results of the analysis support H5, job satisfaction has a strong influence and plays an important role in employee performance, so it has a major effect on employee performance. The results of this study are corroborated by Sabuhari (2020) who states that job satisfaction has a partial impact on employee performance.

Based on the results of this study, H6 is significantly positive, which means that work-life balance influences employee performance which is mediated by job satisfaction. The results of this analysis are the same as research conducted by Kasbuntoro (2020); Bellmann & Hübner (2020) work-life balance affects employee performance which is mediated by employee job satisfaction in a company. This study supports H7, transformational leadership has a strong influence on employee performance mediated by job satisfaction. The results of this study are supported by previous research (Alamanda et al. 2021) stating that transformational leadership can increase employee job satisfaction and improve employee performance.

## CONCLUSION

In this study, the employee population was 2.000, ranging from job class clerks to supervisors of the largest retail company in Indonesia. Demographically because the head office is located in Jabodetabek, the majority of employees come from Java and are quite filled by millennials. This may affect the relationship between each variable so our recommendation for future studies is to try to explore retail companies located outside the island or focus on branch offices spread outside Java. Thus, it will be increasingly validated that the relationship between these variables is consistent or inconsistent with different study locations.

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