

Moderation of Transformational Leadership in the Role of Work-Life Balance and Organizational Support Towards Improving Hr Job Satisfaction

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Abstract. *This study aims to analyze the effect of work-life balance and organizational support on job satisfaction and to examine the role of transformational leadership as a moderating variable in these relationships. The research employs an explanatory research approach to explain the relationships among variables and to empirically test the proposed hypotheses. The population of this study consists of all employees at the Customs and Excise Supervision and Service Office Type Madya Pabean a Semarang, totaling 203 employees. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 135 respondents. The sampling technique used was non-probability sampling with a convenience sampling method. The data consisted of primary data collected through questionnaires using a Likert scale of 1–5 and secondary data obtained from relevant literature and documents. Data analysis was conducted using Partial Least Squares (PLS). The results show that work-life balance has a positive and significant effect on job satisfaction. Organizational support also has a positive effect on employee job satisfaction. Furthermore, transformational leadership acts as a moderating variable that strengthens the relationship between work-life balance and job satisfaction, as well as the relationship between organizational support and job satisfaction. These findings indicate that better balance between work and personal life, along with stronger organizational support perceived by employees, leads to higher levels of job satisfaction. The role of transformational leaders who provide inspiration, motivation, and exemplary behavior further strengthens the impact of these variables on job satisfaction.*

Keywords: *Balance; Job; Organizational; Satisfaction.*

1. Introduction

The Customs Office carries out extensive responsibilities in supporting various strategic functions, requiring its human resources to be capable of simultaneously performing supervisory and service duties, including handling customs document processing, facilitating

export and import flows, and monitoring the movement of goods in and out of Indonesian customs territory. They are also required to identify potential violations through the implementation of risk management systems, intelligence analysis, and investigations, which require a high level of accuracy.

HR must provide quality services to business actors, including micro, small, and medium enterprises (MSMEs), while ensuring compliance with applicable regulations. In terms of oversight, they are responsible for preventing the entry of illegal or dangerous goods into the country and protecting the public from the risks posed by certain goods. Furthermore, optimizing state revenue through the management of import duties, export duties, and excise is a key focus, requiring high precision and strong integrity.

The busyness of completing work tasks often makes employees at the Semarang Type a Middle Customs Office (KPPBC) pay less attention to dividing their time between themselves and their families. The monotonous work patterns repeated daily often lead to less than satisfactory lives for employees at the Semarang Type a Middle Customs Office (KPPBC).

Job satisfaction describes how much an employee is internally motivated, satisfied, and content with his or her job.(Jeanson & Michinov, 2020). Job satisfaction occurs when employees feel they have stable employment, room to grow in their careers, and a good balance between work and personal life, meaning that employees feel happy at work because the work meets their personal standards.(Alam & Asim, 2019).

Job satisfaction refers to an employee's overall feelings about their job, including a person's state of well-being and happiness in their performance at work and in their environment, which can be a determinant of the level of productivity in a company. (Taheri et al., 2020)Employee job satisfaction is important for organizations because it can stimulate positive energy, creativity, and increased motivation to succeed.(Supriyanto, 2018). Some factors that influence job satisfaction include work-life balance. (Bataineh, 2019)and organizational support felt by HR(Wen et al., 2019b).

One of the factors that influences job satisfaction is the organizational support felt by HR.(Wen et al., 2019b)Perceived Organizational Support (POS) is the level of employee confidence in the appreciation given by the organization for their contributions, concern for their well-being, and fulfillment of their socio-emotional needs.(Ridwan et al., 2020a).

Perceived organizational support (POS) or perception of organizational support plays a significant role in building job satisfaction.(Wen et al., 2019b). POS refers to the extent to which employees feel valued, supported, and cared for by the organization they work for.(Srivastava & Agrawal, 2020). Perceived organizational support can increase employees' sense of attachment to their work and organization, which in turn contributes to higher job satisfaction.(Diana & Frianto, 2021).

Employees who feel appreciated tend to have stronger commitment, higher motivation, and better productivity. (Albalawi et al., 2019). A strong POS also means providing the resources and support necessary for employees to succeed in their jobs, as well as creating a productive and collaborative work environment. (Aria et al., 2019).

Another factor that is no less important in increasing job satisfaction is work-life balance (Respati et al., 2023). Work-life balance is increasingly becoming a key concern in the workplace. Work-life balance reflects an individual's ability to maintain a healthy balance between work responsibilities and personal life. (Puspitasari & Darwin, 2021). An imbalance in these aspects can trigger stress, fatigue, and ultimately reduce employee job satisfaction levels, and conversely, a good balance can create a more productive and motivating work environment, thereby increasing job satisfaction. (Aliasah et al., 2022).

Work life balance plays an important role in shaping employees' perceptions and experiences of their work. (Muafi, 2021) When employees feel they can achieve a good balance between work and personal life, they tend to be more satisfied with their jobs and more motivated to make maximum contributions. (Sirgy & Lee, 2018).

However, the relationship between work-life balance, perceived organizational support, and job satisfaction is not free from controversy and is very interesting to study. A series of previous studies on work-life balance have identified that work-life balance has a positive and significant influence on employee job satisfaction. (Iqbal Sabarin Sukur & Irma Susanty, 2022; Pratama & Setiadi, 2021; Shabrina & Ika Zenita Ratnaningsih, 2019) However, this finding is not in line with the results of research by (Wehelmina et al., 2020) This indicates that the work-life balance variable does not have a significant impact on job satisfaction. Therefore, the transformational leadership variable is proposed as a moderator to explain this gap.

2. Research Methods

The type of research used in this study is explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This research aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory used as a basis. In this case, it is to test the influence of work-life balance, organizational support, transformational leadership and job satisfaction. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the object (Widodo, 2017). The study's primary data includes: work-life balance, organizational support, transformational leadership and job satisfaction. Secondary data is data obtained from other parties. This data includes HR statistics, data, and references related to this study.

3. Results and Discussion

3.1. Respondent Description

This section presents an overview of the characteristics of the research respondents, aiming to provide empirical context regarding the demographic profile of the employees involved in the study. An overview of the respondents' demographic characteristics is presented in the following table:

Table Description of Respondent Characteristics

No	Characteristics	Total Sample n = 135	
		Amount	Percentage (%)
1.	Gender		
	Man	107	79.3
	Woman	28	20.7
2.	Age		
	20 - 30 years	55	40.7
	31-40 years old	53	39.3
	41 - 50 years old	19	14.1
	50 – 60 years	8	5.9
3.	Last education		
	High School/Vocational School	3	2.2
	Diploma	53	39.3
	S1	62	45.9
	S2	17	12.6
4.	Years of service		
	0 - 10 years	70	51.9
	11 - 20 years	46	34.1
	21 - 30 years old	14	10.4
	> 30 years	5	3.7

Source: Results of research data processing (2026).

The respondents in this study were all 135 employees of the Semarang Type A Customs and Excise Supervision and Service Office. Data were collected using a questionnaire distributed from January 5 to 17, 2026. The results showed that all questionnaires were completed completely and were suitable for further analysis.

The data description in Table above shows that based on gender characteristics, the majority of respondents were male employees, amounting to 107 people (79.3%), while female employees numbered 28 people (20.7%). This composition indicates that the employee structure is still dominated by men, which can be attributed to the characteristics of work in the Customs and Excise environment that demands high mobility, firmness in supervision, and readiness to face work pressure. The dominance of male employees has the potential to create work dynamics that are more oriented towards achieving targets and job security, but still requires organizational policies that are sensitive to diversity to maintain balance and optimal performance for all employees.

In terms of age, the majority of respondents were between 21 and 30 years old (55 people) (40.7%), and 53 were between 31 and 40 years old (39.3%). Meanwhile, respondents aged 41 and 50 years old (19 people) and 8 were between 51 and 60 years old (5.9%). This dominance of productive-age employees indicates that the organization has relatively young human resources and is in an active career phase. This condition has positive implications for employee performance because the productive age group generally has high levels of energy, adaptability, and motivation in carrying out their duties, especially in dealing with changing regulations and dynamic public service demands.

Based on their most recent education, the majority of respondents had a Bachelor's degree (S1) (62 people) (45.9%), followed by a Diploma (53 people) (39.3%), a Master's degree (S2) (17 people) (12.6%), and a High School/Vocational High School (SMA/SMK) (3 people) (2.2%). The high proportion of highly educated employees indicates adequate intellectual capacity in understanding the complexity of customs and excise duties. This relatively good educational background has the potential to improve the quality of decision-making, professionalism, and the effectiveness of employee performance in supporting the achievement of organizational goals.

In terms of length of service, the majority of respondents (70 people) had a service period of 0–10 years (51.9%), followed by a service period of 11–20 years (46 people) (34.1%), 21–30 years (14 people) (10.4%), and more than 30 years (5 people) (3.7%). This composition indicates that most employees are still in the career development stage, which opens up great opportunities for organizations to provide coaching, competency strengthening, and internalization of work values. Employees with relatively shorter service periods tend to have a spirit of learning and openness to innovation, which if managed well can have a positive impact on improving performance and job satisfaction on an ongoing basis.

Structural model testing (inner model) involves examining the relationships between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the loading factor construct, which explains the influence of the work-life balance construct on job satisfaction through organizational support and transformational leadership moderation.

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:

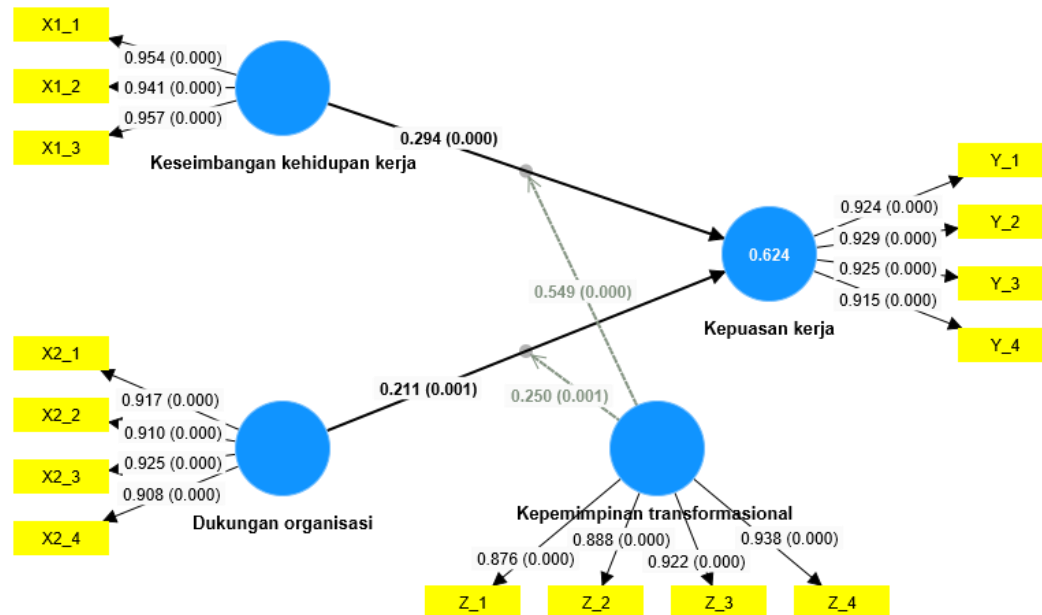


Figure Full Model SEM-PLS Moderation

Source: Results of research data processing with Smart PLS 4.1.0 (2026)

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table, with the condition that if the calculated $t > t$ table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis, a significance level of 5% was used, where the t -table value was 1.96. (Ghozali & Latan, 2015). The results of testing the influence of each research variable can be presented in the following table:

Table Hypothesis Test Results

Influence	Original sample	T statistics	P values	Information
Organizational support -> Job satisfaction	0.211	3,315	0.001	Accepted
Work-life balance -> Job satisfaction	0.294	3,669	0.000	Accepted
Transformational leadership x Work-life balance -> Job satisfaction	0.549	6,150	0.000	Accepted
Transformational leadership x Organizational support -> Job satisfaction	0.250	3,424	0.001	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2026)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t-table with the calculated t-value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

1) Hypothesis Testing 1 (H1)

In testing hypothesis 1, the original sample estimate value of the influence of work-life balance on job satisfaction was 0.294. This value indicates that work-life balance has a positive effect on job satisfaction. This result is supported by the calculated t value of $3.669 > t$ table (1.96) and the p value of $0.000 < 0.05$. Thus, it can be said that the influence of work-life balance has a positive and significant influence on job satisfaction. Therefore, the first hypothesis which states that "A good work-life balance has a positive influence on employee job satisfaction." can be accepted.

2) Testing Hypothesis 2 (H2)

In testing hypothesis 2, the original sample estimate value of the influence of coworker support on job satisfaction was 0.236. This value indicates that organizational support has a positive influence on job satisfaction. These results are also supported by the calculated t value of $3.315 > t$ table (1.96) and a p value of $0.000 < 0.05$. This means that organizational support has been proven to provide a significant contribution in increasing job satisfaction. Thus, the second hypothesis which states that "Adequate organizational support has a positive influence on job satisfaction" can be accepted.

3) Testing Hypothesis 3 (H3)

Based on the results of hypothesis 3 testing, the original sample estimate value of the influence of the interaction variable (Transformational Leadership x Work-life Balance) was obtained at 0.549. This value indicates a positive direction of influence. The test results are also strengthened by the calculated t value of $6.150 > t$ table (1.96) and a p value of $0.000 < 0.05$. This proves that transformational leadership significantly moderates the influence of work-life balance on job satisfaction. This means that the influence of work-life balance on job satisfaction will increase if transformational leadership is strong. Conversely, if the leadership culture is transformational, the influence of work-life balance on job satisfaction will decrease. Thus, the third hypothesis which states that "Transformational leadership moderates the influence of work-life balance on job satisfaction" can be accepted.

4) Testing Hypothesis 4 (H4)

In testing hypothesis 5, the original sample estimate value of the influence of the interaction variable (Transformational Leadership x Organizational Support) was obtained at 0.067. The test results were also strengthened by the calculated t value of $3.424 > t$ table (1.96) and a p value of $0.001 < 0.05$. These results prove that the interaction of Transformational Leadership with Organizational Support has a significant effect on Job Satisfaction. This means that the

influence of organizational support on job satisfaction will increase if transformational leadership is strong. Conversely, if the leadership culture is transformational, the influence of organizational support on job satisfaction will decrease. Thus, the fourth hypothesis which states that "Transformational Leadership moderates the influence of organizational support on job satisfaction" can be accepted.

3.2. Discussion

1) The Effect of Work Life Balance on Job Satisfaction.

Work-life balance has a positive effect on job satisfaction. Work-life balance has a positive effect on job satisfaction. This means that the better an individual is able to balance the demands of work with personal and family life, the higher the level of job satisfaction they experience because the workload feels more manageable, stress is reduced, and psychological well-being improves. These results support previous research, namely (Sukmayuda & Kustiawan, 2022). The work-life balance variable has a positive and significant influence on employee job satisfaction.

Measurement of work-life balance variables in this study it was measured from the reflection of three indicators namely indicators Time balance, involvement balance, and satisfaction balance between work and family roles have been shown to contribute directly to increasing job satisfaction as measured by the reflection of four indicators namely indicators Job satisfaction, salary satisfaction, promotion satisfaction, and co-worker satisfaction.

The analysis results show that for the work-life balance variable, the indicator with the highest outer loading value is the balance of satisfaction between work and family roles. Meanwhile, for the job satisfaction variable, the indicator with the highest outer loading value is satisfaction with salary. These findings indicate that when employees are able to feel a balance of satisfaction between work demands and family roles, their level of satisfaction with salary also tends to increase. This means that employees who can manage work and family roles harmoniously are more likely to perceive the financial rewards they receive as fair and satisfying, as the achieved work-life balance also influences positive perceptions of the compensation provided by the organization.

On the other hand, the indicator with the lowest outer loading value in the work-life balance variable is engagement balance, while in the job satisfaction variable, the lowest indicator is satisfaction with coworkers. These results indicate that the better the balance of employee engagement between work activities and life outside of work, the better the satisfaction with coworkers. This means that employees who are able to manage the level of involvement proportionally between work and personal life tend to have a more stable emotional state, thus establishing more harmonious working relationships and feeling more satisfied with interactions with coworkers within the organization. These findings emphasize the importance of organizations creating policies and work environments that support work-life balance to improve various aspects of employee job satisfaction.

2) The Influence of Organizational Support on Job Satisfaction.

Organizational support has a positive influence on job satisfaction. Organizational support has a positive influence on job satisfaction, meaning the higher the attention, facilities, rewards, and concern the organization provides to employees, the higher the level of job satisfaction employees feel in carrying out their duties. This is supported by research results that state that organizational support can positively influence job satisfaction. (Celep & Yilmazturk, 2012; Li et al., 2020).

Organizational support that in this study measured from indicator Fairness, support from superiors, rewards from the organization, and working conditions. These three indicators have been shown to contribute directly to increasing job satisfaction as measured by the reflection of four indicators namely indicators Job satisfaction, salary satisfaction, promotion satisfaction, and co-worker satisfaction.

For the organizational support variable, the indicator with the highest outer loading value is rewards from the organization, while for the job satisfaction variable, the indicator with the highest outer loading value is satisfaction with salary. These findings indicate that providing fair, appropriate, and commensurate compensation to employee contributions is the most powerful factor in shaping perceptions of organizational support while simultaneously increasing employee satisfaction with their salaries. The better the organization's reward system, the higher the level of employee satisfaction with the financial aspects of their work. This means that organizations that are able to provide competitive compensation and proportional rewards will more easily increase employee job satisfaction, because employees feel appreciated, cared for, and treated fairly for their contributions.

On the other hand, the indicator with the lowest outer loading value for the organizational support variable was working conditions, while for the job satisfaction variable, the lowest indicator was satisfaction with coworkers. These results indicate that although working conditions still influence job satisfaction, their influence is not as strong as the financial reward aspect. However, improving working conditions, such as a comfortable environment, adequate facilities, and a supportive work system, can still encourage more harmonious working relationships between colleagues. The better the working conditions provided by the organization, the more positive the interaction and cooperation between employees, thus increasing satisfaction with coworkers. This means that organizations need to continue to prioritize a conducive work environment and atmosphere to maintain social relationships in the workplace and support overall job satisfaction.

3) The Moderating Role of Transformational Leadership in the Relationship between Work Life Balance and Job Satisfaction.

Transformational leadership significantly moderates the effect of work-life balance on job satisfaction. This means that the influence of work-life balance on job satisfaction will

increase if transformational leadership is strong. Conversely, if the leadership culture is transformational, the influence of work-life balance on job satisfaction will decrease.

Measurement of work-life balance variables in this study it was measured from the reflection of three indicators namely indicators Time balance, involvement balance, and satisfaction balance between work and family roles have been shown to contribute directly to increasing job satisfaction.as measured by the reflection of four indicators namely indicators Job satisfaction, salary satisfaction, promotion satisfaction, and co-worker satisfaction. While the measurement variables Transformational leadership in this study it was measured from the reflection of four indicators namely indicators *idealized influence (charisma)*, *individualized consideration*, *intellectual stimulation* and inspirational motivation.

The work-life balance variable shows that the indicator with the highest outer loading value is the balance of satisfaction between work and family roles. This indicates that the aspect of satisfaction in balancing work and family roles is the most dominant dimension in representing employee work-life balance. On the other hand, the job satisfaction variable has the highest outer loading value in the salary satisfaction indicator, which means that financial compensation is the main factor that most strongly shapes employee perceptions of job satisfaction. Meanwhile, in the transformational leadership variable, the indicator with the highest outer loading value is inspirational motivation, which indicates that the leader's ability to provide motivation, vision, and inspiration to subordinates is the most prominent element in transformational leadership. These results indicate that when inspirational motivation is in a strong condition, the influence of the balance of satisfaction between work and family roles on salary satisfaction will increase. This means that motivational encouragement and inspiration from leaders can strengthen employee perceptions that a good balance of work and family roles will have an impact on increased satisfaction with the compensation received, because employees feel appreciated, cared for, and supported in carrying out their various roles.

Conversely, the indicator with the lowest outer loading value in the work-life balance variable is engagement balance, indicating that employee engagement in balancing time and energy between work and personal life is still relatively weak compared to other indicators. In the job satisfaction variable, the indicator with the lowest outer loading value is satisfaction with coworkers, indicating that relationships between employees have not yet become a dominant factor in shaping job satisfaction. Meanwhile, in the transformational leadership variable, the indicator with the lowest outer loading value is idealized influence (charisma), indicating that the leader's exemplary behavior and charisma have not yet become the strongest factors perceived by employees. These results indicate that when idealized influence is in a strong state, the influence of engagement balance on coworker satisfaction will be even stronger. This means that the leader's exemplary behavior and integrity can increase employee engagement in work while improving the quality of work relationships between colleagues, ultimately increasing employee satisfaction with the social environment in the workplace.

4) The Moderating Role of Transformational Leadership in the Relationship between Organizational Support and Job Satisfaction.

Transformational leadership significantly moderates the effect of organizational support on job satisfaction. This means that the influence of organizational support on job satisfaction will increase if transformational leadership is strong. Conversely, if the leadership culture is transformational, the influence of organizational support on job satisfaction will decrease.

Measurement Organizational support in this study it was measured from four indicators namely indicators Fairness, support from superiors, rewards from the organization, and working conditions. These four factors have been shown to directly contribute to increasing job satisfaction.as measured by the reflection of four indicators namely indicators Job satisfaction, salary satisfaction, promotion satisfaction, and coworker satisfaction. Then transformational leadership in this study it was measured from the reflection of four indicators namely indicators *idealized influence (charisma)*, *individualized consideration*, *intellectual stimulation* and inspirational motivation.

The analysis results show that for the organizational support variable, the indicator with the highest outer loading value is rewards from the organization, while for the job satisfaction variable, the highest indicator is satisfaction with salary. For the transformational leadership variable, the indicator with the highest outer loading value is inspirational motivation. These findings indicate that when leaders are able to provide inspirational motivation and encourage employee work enthusiasm, the influence of organizational rewards will be stronger in increasing employee satisfaction with the salary received. This means that the motivation built by leaders not only increases work enthusiasm but also strengthens employees' positive perceptions of the financial rewards provided by the organization, thus impacting overall job satisfaction.

On the other hand, the indicator with the lowest outer loading value for the organizational support variable was working conditions, while for the job satisfaction variable, the lowest indicator was satisfaction with coworkers. For the transformational leadership variable, the indicator with the lowest outer loading value was idealized influence (charisma). These results indicate that when a leader possesses strong idealized influence or charisma, the impact of the working conditions provided by the organization will increasingly be able to increase employee satisfaction with relationships with coworkers. This means that the example, integrity, and authority of a leader can create a more harmonious and conducive work atmosphere, so that good working conditions will be more effective in building positive work relationships and increasing employee satisfaction with the social environment in the workplace.

4. Conclusion

The results of this study confirm that the combination of adequate organizational support and effective transformational leadership can optimally increase employee job satisfaction. The

results supporting this hypothesis are as follows: The research results show that work-life balance has a positive effect on employee job satisfaction. This finding indicates that the better the balance between work and personal life perceived by employees, the higher the level of job satisfaction. Indicators of time balance, involvement balance, and satisfaction balance between work and family roles have been shown to directly and significantly contribute to increasing job satisfaction. When employees are able to manage their time proportionally, are optimally involved in work without neglecting family life, and feel balanced satisfaction between the two roles, they tend to have positive feelings about their work, are more motivated, and demonstrate a higher work commitment. Organizational support has also been shown to have a positive influence on job satisfaction. This support is reflected in organizational justice, support from superiors, conducive working conditions, and appropriate rewards from the organization. These four aspects can improve various dimensions of job satisfaction, namely satisfaction with the job itself, salary, promotion opportunities, and relationships with coworkers. This means that when an organization is able to provide a fair work environment, provide attention and support to employees, and provide adequate facilities and rewards, employees will feel valued and cared for, thereby significantly increasing their job satisfaction. Transformational leadership has been shown to significantly moderate the effect of work-life balance on job satisfaction. This means that leaders who provide inspiration, motivation, role models, and individual attention to employees will strengthen the positive impact of work-life balance on job satisfaction. Under strong transformational leadership, employees will feel more supported in balancing their work and personal lives, making this balance more effective in increasing job satisfaction. Transformational leadership significantly moderates the effect of organizational support on job satisfaction. This means that when leaders consistently implement transformational leadership values, employees will increasingly perceive organizational support and have a stronger impact on improving job satisfaction. In other words, transformational leadership acts as a reinforcement, increasing the effectiveness of organizational support and work-life balance in shaping employee job satisfaction.

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