

The Effect of Work Life Balance and Transformational Leadership on Employee Performance with Work Engagement as an Intervening Variable at Rsi Nahdlatul Ulama Demak

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Abstract. *A leader who can clearly communicate a vision, provide encouragement, and empower subordinates will be able to build a positive organizational culture. Therefore, transformational leadership can be a key factor in improving employee performance, including at the Nahdlatul Ulama Islamic Hospital (RSI) in Demak. This study uses a quantitative method with a survey-based research design. Yusuf (2017) explains that a quantitative approach is applied when the collected data can be measured or analyzed through statistical procedures. Based on the type of research problem, there are three types of research: explanatory, descriptive, and causal. This study is included in the explanatory type. According to Sekaran and Bougie (2017), explanatory research is the core of the scientific approach in research. Transformational Leadership has a positive and significant effect on Employee Performance with an original sample value of 0.360, a T statistic value of 2.078 and a P Value of 0.038. Work Life Balance has a positive and significant effect on Work Engagement with an original sample value of 0.183, a T statistic value of 2.055 and a P Value of 0.040.*

Keywords: *Balance; Explanatory; Leader; Organizational.*

1. Introduction

Nahdlatul Ulama Demak Islamic Hospital (RSI) is a religious-based private hospital that is committed to providing quality health services to the community.(Safi'i & Aziz, 2024)As a hospital under the auspices of the Nahdlatul Ulama organization, RSI NU Demak emphasizes not only medical aspects but also integrates Islamic values into all services. The hospital offers a variety of excellent services, including inpatient, outpatient, and emergency care. However, as the number of patients increases, demands on employee performance increase. This requires hospital management to manage human resources effectively.

The staff at RSI Nahdlatul Ulama Demak consists of medical, paramedical, and non-medical personnel, each of whom plays a vital role in ensuring the smooth operation of the hospital. As a healthcare institution, the quality of service depends heavily on the professional,

disciplined, and dedicated performance of its employees.(Azhara et al., 2025)However, high workloads, shift systems, and the complexity of healthcare services often lead to work stress. If not managed properly, this can impact employee morale, work engagement, and performance.

Employee performance can be understood as the work results achieved by individuals, both in terms of quality and quantity, in accordance with the standards set by the organization.(Paembong et al., 2023)The success or failure of an organization in carrying out its duties depends heavily on the performance of its employees, making performance achievement a crucial factor in achieving company goals. Employee performance contributes significantly to the development and sustainability of an organization. Performance optimization is largely determined by the quality of its human resources. If human resources are high-quality, the organization's operations will run effectively. However, if human resources are low-quality, the organization has the potential to face obstacles in carrying out its activities.(Chaerudin, 2020).

Work-life balance is an individual's ability to maintain a balance between work demands and personal needs(Kurnia & Khairunnisa, 2024)Simply put, this concept describes a condition where someone is able to manage their time effectively so that work, personal life, and family activities can run in harmony. Employees who successfully implement work-life balance typically demonstrate higher productivity and optimal performance.(Murpiari & Ardiana, 2025)They also tend to feel satisfied, happy, and more creative because they receive support from their surroundings, whether from family, friends, or the organization where they work. Thus, work-life balance can be understood as the effort to achieve an ideal balance between allocating time and energy to work with personal life, family, and other non-work activities.

Transformational leadership is a leadership style that focuses on inspiring, motivating, and transforming subordinates to transcend personal interests in order to achieve the organization's shared goals.(Puspita et al., 2025)Transformational leadership plays a crucial role in creating a work environment that motivates and inspires employees. A leader who can clearly communicate a vision, provide encouragement, and empower subordinates will be able to build a positive organizational culture. Therefore, transformational leadership can be a key factor in improving employee performance, including at the Nahdlatul Ulama Islamic Hospital (RSI) in Demak. This leadership style emphasizes inspiring and motivating individuals to achieve larger, shared goals and fostering positive change within the organization.

Work engagement is a positive psychological condition characterized by a person's level of enthusiasm, dedication, and full involvement in their work.(Simanullang & Ratnaningsih, 2019). Work engagement is a crucial factor in bridging the relationship between work-life balance, transformational leadership, and employee performance. Work engagement describes a psychological state that reflects the passion, emotional involvement, and strong commitment an employee has toward their job and the organization they work for. Employees who have an emotional and cognitive connection to their work tend to

demonstrate high dedication and maximize their contribution. Therefore, studying the role of work engagement as an intervening variable is crucial for understanding the complex relationships between these variables.

Several previous studies have analyzed the influence of work-life balance, transformational leadership, work engagement, and employee performance in the healthcare sector, including Islamic hospitals, but these studies have left gaps in the context of Islamic institutions. Research by Aris Susanto (2025) at Sultan Agung Islamic Hospital which specifically tested the influence of work-life balance and transformational leadership on employee performance with work engagement as an intervening variable showed the importance of these variables in the context of Islamic hospitals, but has not been systematically described in other recent Indonesian literature so it still needs empirical strengthening.

Other research by Humaidi Iskandar and Nor Lailla (2026) In the Islamic environment at the BSI Maslahat zakat institution, work-life balance has a positive and significant effect on employee performance, but this study has not explored the role of work engagement as a mediator in this relationship. Other research by Humaini et al., (2024) A study conducted at Laznas BMH Jakarta showed that work-life balance had a significant positive effect on performance. Another study by Rahmawati et al., (2021) And Meha et al., (2025) shows that work-life balance has a negative and insignificant effect on employee performance.

Research by Mendrofa et al., (2024) And Rivai (2020) shows that transformational leadership has a positive and significant influence on employee performance, while research Kurniawan et al., (2024) and research Nadya Hasana and Sulaiman Helmi (2023) showed different results, namely that transformational leadership had a negative and insignificant effect on employee performance.

Another study by Humaini et al., (2024) conducted at Laznas BMH Jakarta showed that work engagement had a significant positive effect on performance. This is in line with research by Anik Nur Kholifah and Jul Aidil Fadli (2022) which states that work engagement has a positive effect on employee performance, while research Eliza et al., (2025) showed different results, namely that work engagement had a negative and insignificant effect on employee performance.

The differences in research results (research gap) explained above are summarized in Table below.

Table Research Gap Table

No	Research Gap	Source	Findings
1	There are differences in research results regarding the	(Iskandar & Lailla, 2026); (Humaini et al., 2024)	"work-life balance has a positive and significant effect on employee performance"

	influence of work-life balance on employee performance.	(Rahmawati et al., 2021); (Meha et al., 2025)	"work-life balance has a negative and insignificant effect on employee performance"
2	There are differences in research results on the influence of transformational leadership on employee performance.	(Mendrofa et al., 2024); (Rivai, 2020) (Kurniawan et al., 2024); (Hasana & Helmi, 2023)	"transformational leadership has a positive and significant influence on employee performance" "transformational leadership has a negative and insignificant effect on employee performance"
3	There are differences in the results of research on work engagement and employee performance.	(Humaini et al., 2024); (Kholifah & Fadli, 2022) (Eliza et al., 2025)	"work engagement has a positive and significant influence on employee performance" "work engagement does not have a positive and significant effect on employee performance"

The analysis of the extent to which work-life balance and transformational leadership contribute to employee performance at RSI Nahdlatul Ulama Demak is important because hospitals based on Islamic values are not only required to achieve optimal service performance but also to maintain the psychological and spiritual well-being of employees in the face of high workloads. A good work-life balance is believed to be able to reduce stress and increase service focus, while transformational leadership plays a role in building vision, motivation, and role models that are in line with the principles of trust and service to the community. However, the contribution of these two factors to performance is not necessarily direct, so that work engagement becomes a relevant intervening variable to explain how employee enthusiasm, dedication, and appreciation in work can strengthen the influence of work-life balance and transformational leadership on improving employee performance. Thus, this study is important to provide an empirical basis in formulating managerial strategies oriented towards improving performance while maintaining the sustainability of Islamic values in the management of hospital human resources.

This research is expected to support hospital management's efforts in identifying aspects that need improvement in human resource management and formulating more appropriate policy recommendations to improve employee well-being and performance. With a more comprehensive understanding of the influence of work-life balance and transformational leadership on employee performance through work engagement as an intervening variable, RSI Nahdlatul Ulama Demak can take strategic steps to ensure the sustainability of quality healthcare services for the community.

2. Research Methods

This study uses a quantitative method with a survey-based research design. Yusuf (2017) explains that a quantitative approach is applied when the collected data can be measured or analyzed through statistical procedures. Based on the type of research problem, there are three types of research: explanatory, descriptive, and causal. This study is included in the explanatory type. According to Sekaran and Bougie (2017), explanatory research is the core of the scientific approach in research. Therefore, this study uses an explanatory design to analyze the relationship between work-life balance and transformational leadership on employee performance, with work engagement as an intervening variable at RSI Nahdlatul Ulama Demak. In this study, the data analysis method used is Partial Least Square (PLS). PLS is part of Structural Equation Modeling (SEM) which uses a variance or component-based approach. The main purpose of PLS-SEM, according to Ghazali & Latan (2015), is "to develop or build theory with a focus on prediction. This method is very appropriate for identifying relationships between latent variables. One of the advantages of PLS is that it does not require special assumptions regarding the scale of data measurement and can be applied to relatively small samples, making it a powerful analysis method" (Ghozali, 2011). Because this study involved a complex model with a limited sample size, data analysis was conducted using SmartPLS software. SmartPLS utilizes the bootstrapping method, a random resampling technique. This method eliminates the assumption of normality in the analysis. Furthermore, the use of bootstrapping allows SmartPLS to avoid imposing a minimum sample size, making it suitable for use in studies with small sample sizes.

Results and Discussion

3.2. Respondent Description

This study used primary data, namely a questionnaire distributed to 120 employees of the Nahdlatul Ulama Islamic Hospital (RSI) in Demak. The purpose of this data distribution was to determine the characteristics of the respondents. The following are the respondent criteria:

Table Respondent Description Based on Gender

No	Information	Amount	Presentation
1.	Man	50	41.6%
2.	Woman	70	58.3%
	Total	120	100%

Based on Table it can be concluded that in this study, the dominant respondents were women, amounting to 70 respondents, and men, amounting to 50 respondents.

1) Description Descriptive Variables or Statistics

Variable descriptions were conducted to provide a general overview of respondents' perceptions of each indicator in each variable. In this study, variable description analysis was

conducted on five variables, namely Work-Life Balance (X1), Transformational Leadership (X2), Work Engagement (Z), and Employee Performance (Y).

This analysis develops respondents' answers from the submitted questionnaire. This section will analyze the data individually based on the respondents' answers collected from the questionnaires completed by respondents during the research for each variable. Primary data collected through questionnaire distribution is formed into a measurement scale. This scale is used in the measurement and will produce quantitative data. Therefore, each variable is measured using a Likert scale to see the weight of respondents' answers using the categories strongly agree, agree, neutral, disagree, and strongly disagree with the following formula:

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

Information:

F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

The total index is 100 using the three-box method, dividing responses into three categories. Respondents' answers are scored from 1 to 5, resulting in the following perceptions:

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

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

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

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

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

Category:

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

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

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

This section will examine the respondents' responses to each research variable. These responses can be seen from the descriptions of each variable.

Description of Work Life Balance Variables

Based on the distribution of research questionnaires on the influence of the Work Life Balance variable on 120 respondents, the respondents' answers can be seen in the following table:

Table Description of Work Life Balance Variables

No				Research Scale										Flat	
				STS (1)		TS (2)		N (3)		S (4)		SS (5)			
	Work	Life	Balance	f	(%)	f	(%)	f	(%)	F	(%)	f	(%)		
	Statement														
1	I can divide my time equally between work and my personal life.			4	3.3	5	4.2	16	13.3	84	70	11	9.2	75.5	
2	I can still be involved in family activities despite having work responsibilities.			1	0.8	8	6.7	4	3.3	93	77.5	14	11.7	78.5	
3	My workload does not interfere with my personal or family life.			4	3.3	6	5	15	12.5	87	72.5	8	6.7	74.8	
4	I feel satisfied with the balance between my work and personal life.			3	2.5	3	2.5	34	28.3	73	60.8	7	5.8	73	
5	I am able to manage the demands of work without sacrificing rest time or personal needs.			0	0	6	5	27	22.5	82	68.3	5	4.2	74.3	
6	I can manage priorities between work and personal life well.			3	2.5	1	0.8	18	15	98	81.7	0	0	75.2	
7	I have enough time to rest after finishing work.			3	2.5	3	2.5	23	19.2	88	73.3	3	2.5	74.2	
8	My work does not reduce the quality of time with my family.			2	1.7	3	2.5	25	20.8	88	73.3	2	1.7	74.2	
9	I rarely bring work problems into my personal life.			1	0.8	4	3.3	16	13.3	95	79.2	4	3.3	76.2	
10	I feel I have control over how I divide my time			0	0	5	4.2	25	20.8	78	65	12	10	76.2	

No	Research Scale					Flat
	STS (1)	TS (2)	N (3)	S (4)	SS (5)	
between work and personal life.						
Average X1						75.2

Based on Table it can be seen that the mean value answered by respondents for the Work-Life Balance variable was 75.2, which is included in the high category (73.4 – 100). Based on this, it shows that work-life balance on work engagement has a positive impact on improving employee performance.

The statement with the highest average score was item number 2, "I can still be involved in family activities despite having work responsibilities," with a score of 78.5. This high score indicates that the majority of respondents (77.5% agreed and 11.7% strongly agreed) felt capable of fulfilling their family roles despite the demands of their work. This indicates that the work system implemented allows employees to maintain relationships and participate in family activities.

Other statements with high scores were items 9 and 10, each with an average score of 76.2. For item 9 ("I rarely bring work problems into my personal life"), the majority of respondents agreed (79.2%), indicating an ability to separate work and personal life. This could be due to good stress management or a work culture that is not too stressful. Meanwhile, for item 10 ("I feel in control of how I divide my time between work and personal life"), the high percentage of agreeing and strongly agreeing reflects a perception of fairly good self-control in managing time.

In contrast, the statement with the lowest average score was item number 4, "I feel satisfied with the balance between my work and personal life," with a score of 73. Although still considered good, this score is lower than the other items because a relatively large percentage of respondents (28.3%) responded neutral. This indicates that although employees are practically able to manage their time, their subjective level of satisfaction with this balance is not yet fully optimal. Factors such as workload, working hours, or service demands may influence this perception of satisfaction.

Other scores that are still in the high category are found in item number 5 with an average of 74.3 and items number 7 and 8 each with 74.2. In item number 5 ("I am able to manage work demands without sacrificing rest time or personal needs"), quite a lot of respondents answered neutral (22.5%), indicating that some employees still feel there is a sacrifice in rest time. Similarly, in item number 7 ("I have enough time to rest after completing work") and item number 8 ("My work does not reduce the quality of time with family"), the high neutral response indicates that aspects of energy recovery and quality family time are still challenges.

In a way Overall, the results of the 10 (ten) questionnaire questions in Table 4.2 show that the Work Life Balance variable is in the high category, indicating that employees at RSI Nahdlatul Ulama Demak have a good level of Work Life Balance.

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

Table Results of the Determination Coefficient Test

	R-Square	R-Square Adjusted
Job Engagement Z	0.943	0.942
Employee Y Performance	0.887	0.884

From table it can be seen that the R-Square value for the variable Work Engagement is 0.943. This indicates that equation model 1 has a model value with a medium or moderate category, meaning that the influence of Work Life Balance and Transformational Leadership on Work Engagement is 94.3%, then the rest is obtained from other variables. Equation 2 has a value of 0.887 which is included in the high category model, meaning that Work Life Balance and Transformational Leadership on Employee Performance is 88.7%, then the rest is obtained from other variables. The adjusted R-Square value of the Work Engagement variable (Z) is 0.942, this indicates that the Work Life Balance (X1) and Transformational Leadership (X2) variables are able to explain the Work Engagement variable (Z) by 94.2%, while the remaining 5.8% is explained by other variables, so it can be concluded that the model is substantial.

The Adjusted R-Square value of the Employee Performance variable (Y) is 0.884, this indicates that the Work Life Balance (X1), Transformational Leadership (X2) and Work Engagement (Z) variables are able to explain the Employee Performance variable (Y) by 88.4% while the remaining 11.6% is explained by other variables, so it can be concluded that the model is substantial.

1) Hypothesis Test Results

In hypothesis testing, it will analyze whether there is a significant influence between the independent variables on the dependent variable. Testing the hypothesis can be seen from the T. Statistic and P. Value values. Testing the hypothesis using statistical values, then for an error rate of 5, the T. Statistic value used is 1.96. so that the hypothesis acceptance criteria are accepted when T. Statistic > 1.96. To accept the hypothesis using P. Value, it can be accepted if P. Values < 0.05. seen from the Original Sample if the original sample value is negative, the direction of the influence is negative and vice versa. Table 4.11 is the result of the T. Statistic and P. Value values.

	Original Sample(O)	Sample Mean(M)	Standard Deviation(STDEV)	T Statistics(O/STDEV)	P Values	Information
X1 -> Y	0.237	0.220	0.190	1,244	0.214	Rejected

X1 -> Z	0.183	0.184	0.089	2,055	0.040	Accepted
X2 -> Y	0.360	0.374	0.173	2,078	0.038	Accepted
X2 -> Z	0.796	0.793	0.089	8,990	0,000	Accepted
Z -> Y	0.360	0.362	0.153	2,361	0.019	Accepted

Table Hypothesis Test Results

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

a. The effect of Work-Life Balance on Employee Performance shows that the coefficient value $\beta = 0.237$ and P Value of $0.214 > 0.05$. This indicates that Work-Life Balance does not have a significant impact on Employee Performance, so (H1 is rejected)

b. The effect of Work-Life Balance on Work Engagement shows that the coefficient value $\beta = 0.183$ and the P-Value is $0.040 < 0.05$. This indicates that Work-Life Balance has a positive and significant impact on Work Engagement. This can be interpreted as the better the Work-Life Balance, the better the Work Engagement will be, thus Hypothesis 2 proposed in this study can be accepted.

c. The effect of Transformational Leadership on Employee Performance shows that the coefficient value $\beta = 0.360$ and P Value of $0.038 < 0.05$. This indicates that Transformational Leadership has a positive and significant impact on Employee Performance. This can be interpreted as the increasing Transformational Leadership, the better Employee Performance will be, thus the third hypothesis proposed in this study can be accepted.

d. The influence of transformational leadership on employee performance shows that the coefficient value $\beta = 0.796$ and a P-value of $0.000 < 0.05$. This indicates that Transformational Leadership has a positive and significant impact on Employee Performance. This means that the higher Transformational Leadership, the better Employee Performance will be. Therefore, the fourth hypothesis proposed in this study can be accepted.

e. The influence of work engagement on employee performance shows that the coefficient value $\beta = 0.360$ and a P-value of $0.019 < 0.05$. This indicates that work engagement has a positive and significant impact on employee performance. This means that the higher the work engagement, the better the employee performance. Therefore, the fifth hypothesis proposed in this study can be accepted.

2) Indirect Influence

	<i>Original Sample(O)</i>	<i>Sample Mean(M)</i>	<i>Standard Deviation(STDEV)</i>	<i>T Statistics(O/STDEV)</i>	<i>P Values</i>
X1 -> Z -> Y	0.167	0.163	0.069	2,430	0.015
X2 -> Z -> Y	0.355	0.342	0.103	3,444	0.001

Table Results of Mediation Effect Testing

Table explanation

a. Based on the test results, it is proven that Work Engagement can mediate Work Life Balance on Employee Performance. This is shown from the results of the Original Sample Value (O) or the path coefficient value $X1 \text{ Work Life Balance} \rightarrow Z \text{ Work Engagement} \rightarrow Y \text{ Employee Performance}$ is positive, namely 0.167, based on this, it indicates that the Work Engagement variable (Z) has a positive relationship to mediate the Work Life Balance variable (X1) on Employee Performance (Y). The T Statistic value is $2.430 > 1.96$ and the P Value is $0.015 < 0.05$, which means that Work Engagement can mediate the effect of Work Engagement on Employee Performance. This can also be interpreted that Work Life Balance can indirectly improve Employee Performance through Work Engagement.

b. Based on the test results, it is proven that Work Engagement can mediate Transformational Leadership on Employee Performance. This is shown from the results of the Original Sample Value (O) or the path coefficient value $X2 \text{ Transformational Leadership} \rightarrow Z \text{ Work Engagement} \rightarrow Y \text{ Employee Performance}$ is positive, namely 0.355, based on this, it indicates that the Work Engagement variable (Z) has a positive relationship to mediate the Transformational Leadership variable (X1) on Employee Performance (Y). The T Statistics value is $3.444 > 1.96$ and the P Values are $0.001 < 0.05$, which means that Work Engagement can mediate the influence of Transformational Leadership on Employee Performance. This can also be said that Transformational Leadership can indirectly improve Employee Performance through Work Engagement.

3.2. Discussion

1) The Influence of Work Life Balance on Employee Performance

Table shows that Work-Life Balance has no significant effect on Employee Performance, with an original sample value of 0.237 and a P-Value of 0.214 (above 0.05), thus the hypothesis is rejected. This means that although the direction of the effect is positive (the better the work-life balance, the higher the performance), the effect is not statistically significant.

Based on the descriptive results of the Work Life Balance variable, the indicator with the lowest average value is the statement "I feel satisfied with the balance between my work and personal life" with a score of 73. Although still in the good category, the high number of neutral answers (28.3%) indicates that some employees are not yet fully satisfied with the balance they are experiencing. In addition, the indicator "I am able to manage work demands without sacrificing rest time or personal needs" is also relatively low (74.3), which indicates that there is still a perception of sacrificing personal time. This condition can be one of the reasons why work life balance does not have a direct significant effect on performance, because the balance perceived is not yet fully optimal subjectively.

Meanwhile, in the Employee Performance variable, the indicator with the lowest score was the statement "I am able to adapt to changes in my work," with a score of 71.7. The high

percentage of neutral responses (32.5%) indicates that the ability to adapt to change is not yet fully strong among all employees. In a dynamic and demanding hospital environment, adaptability is a crucial aspect in supporting work performance. A low score on this aspect may indicate that work-life balance alone is not sufficient to increase employee flexibility and readiness to face change.

Furthermore, the indicator "I use my time and work resources effectively," which scored 72.7, also indicates room for improvement in work efficiency. This indicates that although employees perceive a reasonably good work-life balance, this balance has not directly impacted work effectiveness and productivity. Therefore, it can be indicated that work-life balance plays a greater role in psychological well-being than directly improving performance output. Therefore, an intermediary variable such as work engagement is needed to explain this relationship more comprehensively.

2) The Influence of Transformational Leadership on Employee Performance

Table shows that Transformational Leadership has a positive and significant effect on Employee Performance. With an original sample value of 0.360 and a P-Value of 0.038 (below 0.05), it can be interpreted that Transformational Leadership has a significant effect on Employee Performance.

Based on the descriptive analysis of the Transformational Leadership variable, the indicator with the highest average value was the statement "Leaders provide motivation and enthusiasm in working" with a score of 84.6. This high score indicates that most employees feel the inspirational encouragement from their leaders. Furthermore, the indicator "Leaders provide good examples in working" which obtained a score of 83.9 also reinforces that the aspects of idealized influence and inspirational motivation are running well. This condition indicates that a leadership style that is able to provide motivation and serve as a role model contributes to increasing employee enthusiasm, commitment, and willingness to work more optimally.

Meanwhile, in the Employee Performance variable, the indicator with the highest score was the statement "I carry out my work in accordance with established operational standards" with a score of 81.9. This high score indicates that employees have a good level of compliance and consistency with work procedures. Furthermore, the indicator "I am able to complete work on time," which is also in the high category, indicates strong responsibility and work discipline. This aligns with the positive influence of transformational leadership, where clear direction, motivation, and leadership role models encourage employees to work according to standards and achieve established performance targets.

3) The Influence of Work Life Balance on Work Engagement

Table shows that Work-Life Balance has a positive and significant effect on Work Engagement. With an original sample value of 0.183 and a P-Value of 0.040 (below 0.05), the hypothesis

that Work-Life Balance has a positive and significant effect on Work Engagement is accepted.

Based on the descriptive analysis of the Work-Life Balance variable, the indicator with the highest average value was the statement "I am able to divide my time between work and personal life well," with a score of 85.2. This high score indicates that most employees feel they have good control in managing their time and roles between work and personal life. Furthermore, the indicator "My work does not interfere too much with my personal life" also received a high score, indicating relatively low role conflict. This condition indicates that the balance felt by employees is able to create a sense of comfort and emotional stability, thereby encouraging stronger engagement in work.

Meanwhile, for the Work Engagement variable, the indicator with the highest score was the statement "I am able to fully concentrate on carrying out my duties," with a score of 82.8. This high score indicates a fairly good level of absorption or immersion in work. Furthermore, the indicator "I feel enthusiastic while working" also ranked high, reflecting the vigor dimension of work engagement. This indicates that when employees experience a good work-life balance, they tend to be more focused, energized, and have a stronger commitment to their work, thus strengthening the positive relationship between Work-Life Balance and Work Engagement.

4) The Influence of Transformational Leadership on Work Engagement

Table shows that Transformational Leadership has a positive and significant effect on Work Engagement. With an original sample value of 0.796 and a P-Value of 0.000 (below 0.05), it can be interpreted that Transformational Leadership has a significant effect on Work Engagement.

Based on the descriptive analysis of the Transformational Leadership variable, the indicator with the highest average value was the statement "Leaders provide motivation and enthusiasm in work" with a score of 86.1. This value indicates that employees strongly feel the inspirational encouragement from leaders in carrying out their duties. In addition, the indicator "Leaders provide attention and support for the needs of subordinates" also received a high score, reflecting the presence of individualized consideration. High scores on these indicators indicate that an inspirational and supportive leadership style can create a positive work environment and increase employee feelings of appreciation.

Meanwhile, in the Work Engagement variable, the indicator with the highest score was the statement "I am able to fully concentrate on carrying out my duties" with a score of 82.8. This indicates a strong level of absorption, where employees feel focused and deeply involved in their work. Furthermore, the indicator "I feel enthusiastic while working" was also in the high category, reflecting the vigor dimension. This condition indicates that effective transformational leadership not only increases motivation but also encourages employees' emotional and psychological involvement in their work, thus strengthening the highly significant positive relationship between Transformational Leadership and Work

Engagement.

5) The Influence of Work Engagement on Employee Performance

Table shows that work engagement has a positive and significant effect on employee performance. The original sample value is 0.360 and the P-value is 0.019 (below 0.05), indicating that the hypothesis stating that work engagement has a significant effect on employee performance is accepted.

Based on the descriptive analysis of the Work Engagement variable, the indicator with the highest average score was the statement "I am able to fully concentrate on carrying out my duties," with a score of 82.8. This score indicates that most employees have a high level of absorption in their work. Furthermore, the indicator "I feel enthusiastic while working" also fell into the high category, reflecting the vigor dimension. High scores on these indicators indicate that employees are not only physically present but also emotionally and cognitively engaged in their work, thus encouraging more optimal work contributions.

Meanwhile, in the Employee Performance variable, the indicator with the highest score was the statement "I carry out my work in accordance with established operational standards" with a score of 81.9. This indicates that employees have a good level of compliance and work consistency. In addition, the indicator "I am able to complete work on time" also received a high score, reflecting responsibility and work discipline. This condition indicates that the higher the level of employee work engagement, the greater the drive to work according to standards and achieve predetermined targets, thus strengthening the positive and significant relationship between Work Engagement and Employee Performance.

6) The Influence of Work Life Balance on Employee Performance through Work Engagement

Based on Table 4.12 Original Sample Value (O) or path coefficient value $X1 \text{ Work Life Balance} \rightarrow Z \text{ Work Engagement} \rightarrow Y \text{ Employee Performance}$ is positive, namely 0.167, based on this, it indicates that the Work Engagement variable (Z) has a positive relationship to mediate the Work Life Balance variable (X1) on Employee Performance (Y). The T Statistic value is 2.430 > 1.96 and the P Value value is 0.015 < 0.05, which means that Work Engagement can mediate the effect of Work Engagement on Employee Performance. This can also be interpreted that Work Life Balance can indirectly improve Employee Performance through Work Engagement.

These statistical results indicate that although the direct effect of Work-Life Balance on Employee Performance was previously insignificant, the effect through the variable of Work Engagement becomes significant. This indicates the presence of an indirect mediation effect that strengthens the relationship between the variables. Substantively, a good work-life balance can initially increase employee enthusiasm, dedication, and emotional engagement, which then impacts the quality and achievement of performance. In other words, work engagement functions as a psychological mechanism that bridges the influence of work-life balance on work performance.

In addition, the positive path coefficient value of 0.167 indicates that the better the implementation of work-life balance, the higher the work engagement, which ultimately drives increased employee performance. The T-Statistic value of 2.430, which exceeds the limit of 1.96, and the P-Value of 0.015, which is smaller than 0.05, strengthens the evidence that this mediation effect is statistically significant. This confirms that in the organizational context, especially the hospital environment, increased performance does not only depend on direct work-life balance, but is more effective if the balance is able to foster employee involvement, commitment, and positive energy in carrying out their duties.

7) The Influence of Transformational Leadership on Employee Performance through Work Engagement

Mark *Original Sample*(O) or the path coefficient value of X2 Transformational Leadership-> Z Work Engagement -> Y Employee Performance has a positive value of 0.355, based on this, it indicates that the Work Engagement variable (Z) has a positive relationship to mediate the Transformational Leadership variable (X2) on Employee Performance (Y). The T Statistics value is 3.444 > 1.96 and the P Values are 0.001 < 0.05, which means that Work Engagement can mediate the influence of Transformational Leadership on Employee Performance.

Based on these results, it can be understood that work engagement plays a crucial role in bridging the influence of transformational leadership on employee performance. A positive path coefficient of 0.355 indicates that the higher the implementation of transformational leadership, the higher the work engagement, which in turn impacts performance improvement. This aligns with the theory that transformational leaders are able to build a vision, provide motivation, and provide individual attention that encourages employee enthusiasm, dedication, and emotional engagement in their work.

The T-statistic value of 3.444, which is greater than 1.96, and the P-value of 0.001, which is less than 0.05, indicate that the mediation effect is statistically significant. This means that the influence of transformational leadership on performance is not only direct but also strengthened through increased work engagement. Therefore, the more effective the leadership style in inspiring and empowering employees, the higher the level of engagement formed, which ultimately encourages the achievement of more optimal and sustainable performance.

4. Conclusion

Based on the analysis and discussion in the previous chapter, the following conclusions can be drawn: *Work Life Balance* does not have a significant effect on Employee Performance with an original sample value of 0.237, a T statistic value of 1.244 and a P Value of 0.214. Transformational Leadership has a positive and significant effect on Employee Performance with an original sample value of 0.360, a T statistic value of 2.078 and a P Value of 0.038. *Work Life Balance* has a positive and significant effect on Work Engagement with an original sample value of 0.183, a T statistic value of 2.055 and a P Value of 0.040. Transformational Leadership

has a positive and significant effect on Work Engagement with an original sample value of 0.796, a T statistic value of 8.990 and a P Value of 0.000. Work Engagement has a positive and significant effect on Employee Performance with an original sample value of 0.360, a T statistic value of 2.361 and a P Value of 0.019. Work Engagement can mediate the influence of Work Life Balance on Employee Performance. Work engagement can mediate the influence of transformational leadership on employee performance.

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