

The Effects of Transformational Leadership Style and Work-Life Balance on Achievement Motivation and Employee Performance (Case Study on Employees of PT. Radiant Utama Group)

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Abstract. *The research questions are: 1) How does transformational leadership influence employee achievement motivation at PT Radiant Utama Group? 2) How does work-life balance influence employee achievement motivation at PT Radiant Utama Group? 3) How does transformational leadership influence employee performance at PT Radiant Utama Group? 4) How does work-life balance influence employee performance at PT Radiant Utama Group? 5) How does achievement motivation influence employee performance at PT Radiant Utama Group? The objectives of this study are: 1) To determine the influence of transformational leadership on employee achievement motivation at PT Radiant Utama Group. 2) To determine the influence of work-life balance on employee achievement motivation at PT Radiant Utama Group. 3) To determine the effect of transformational leadership on employee performance at PT Radiant Utama Group. 4) To determine the effect of work-life balance on employee performance at PT Radiant Utama Group. 5) To determine the effect of achievement motivation on employee performance at PT Radiant Utama Group. This research is explanatory research; These variables include transformational leadership, work-life balance, achievement motivation, and employee performance. The population in this study was the human resources of PT. Radiant Utama Interinsco, with a total population of 726. The sample size was 160 respondents. The sampling method used was purposive sampling. Data collection methods included questionnaires. Data analysis techniques included descriptive statistics and partial squares structural equation modeling (PLS-SEM). The results of this study can be concluded as follows: 1) Transformational leadership does not directly affect employee performance at PT Radiant Utama Group. 2) Transformational leadership has a positive and significant effect on employee achievement motivation at PT Radiant Utama Group. 3) Work-life balance does not directly affect employee performance at PT Radiant Utama Group. 4) Work-life balance has a positive and significant effect on employee achievement motivation at PT Radiant Utama Group. 5) Achievement motivation has a positive and significant effect on employee performance and acts as a full mediator in the relationship between work-life balance and transformational leadership on performance at PT Radiant Utama Group.*

Keywords: *Achievement Motivation; Employee Performance; Transformational Leadership; Work-Life Balance.*

1. Introduction

In the era of growing globalization and digitalization, companies worldwide are faced with increasingly complex challenges. Today's business environment is characterized by intense competition, rapid technological developments, and constantly changing market dynamics and consumer behavior. Digital transformation has forced companies to not only improve operational efficiency but also transform their management strategies and leadership styles to remain relevant and competitive. (Banmairuoy et al., 2022). In an increasingly competitive business world, companies are faced with the need to improve employee performance to achieve broader organizational goals. One key factor that can influence employee performance is the leadership style adopted by company leaders. Transformational leadership, which focuses on empowering, inspiring, and developing employee potential, has proven effective in increasing individual motivation and performance. (Bass, 1990). Transformational leaders not only focus on achieving company goals, but also strive to develop employees to reach their full potential, which leads to increased achievement motivation and better performance.

Human Resources (HR) Development at PT. Radiant Utama Group is very critical and the main key for the company in facing the company's business challenges, where this company operates in the Oil and Gas Sector which has very high risks and is very dynamic and has the potential to face various challenges in improving employee performance. Companies are required to have employees who are not only competent and have special technical skills but also motivated and have high and fast adaptability and can work productively to achieve the Company's goals. Researchers are very interested in researching more deeply related to employee development at PT. Radiant Utama Group, because PT. Radiant Utama Group as a Company that operates in a sector or business field that is full of challenges and competition and is very dependent on the quality and performance of employees in achieving goals and maintaining market positions and competition in the business world in general.

Employee performance is one of the main factors influencing a company's success in achieving its goals. Optimal employee performance will contribute to increased productivity, product or service quality, and the company's competitiveness in the market. Therefore, it is crucial for every company to continuously strive to improve employee performance. Good employee performance not only reflects individual work effectiveness and efficiency but also creates a positive work environment that can support the achievement of overall organizational goals.

PT. Radiant Utama Group, which operates in the energy sector and other industrial services, faces significant challenges for employees in maintaining work quality and productivity. Employees of PT. Radiant Utama Group work in a dynamic, stressful environment, often with a heavy workload. They are often subject to demands from clients or employers regarding the quality of work provided, as well as demands from the company to work productively, effectively, and efficiently in terms of time and cost to achieve the company's goals. This can have a direct impact on employees, both in terms of physical and mental health and employee well-being, which can ultimately affect their performance. Some issues that arise in this company include high work demands (both internal and external), lack of recognition and appreciation from the company, and most importantly, lack of support for work-life balance, and lack of continuous skill and expertise development. This can demotivate employees and ultimately hinder overall employee performance.

In this context, employee development at PT Radiant Utama Group is crucial. Therefore, the company must continuously strive to improve the quality of its human resources through various strategies, such as training and skills development, as well as providing opportunities for employees to develop both professionally and personally. One key aspect of human resource development that is often overlooked is the leadership style adopted by managers or company leaders. Transformational leadership, which focuses on employee empowerment, inspiring motivation, and developing individual potential, has proven effective in improving employee performance and satisfaction. (Bass, 1990)

2. Research Methods

This research is explanatory research, a type of research that focuses on understanding causal relationships between variables. Its primary goal is to explain how and why one variable influences another by identifying patterns and factors that influence these relationships (Creswell, JW, 2014). These variables include transformational leadership, work-life balance, achievement motivation, and employee performance.

3. Results and Discussion

3.1. Respondent Identity

The respondents for this study were students and employees of PT. Radiant Utama Group in Jakarta, with a sample size of 100. A general overview of the respondents is presented in Table below:

Table Respondent Characteristics

Characteristics	Frequency	Percentage
Age:		
25 – 30 years	28	28
31 – 35 years old	14	14
36 – 40 years old	19	19
41 – 45 years old	22	22
46 – 50 years old	9	9
51 – 55 years old	6	6
Gender:		
Man	56	56
Woman	44	44
Years of service:		
<1 year	2	2
13 years old	4	4
4 – 6 years	23	23
7 – 10 years	19	19
>10 years	52	52
Division:		
Operational	48	48
Supporting	52	52
Total	100	100

Source: Processed primary data, 2026.

Table shows a description of respondents by age, indicating that the 25-30 age group is the most dominant, with 28 people (28%). This indicates that the company has a significant proportion of young employees, who are likely early in their careers and highly motivated. Based on gender characteristics, of the 100 respondents participating in this study, 56 respondents (56%) were male, while 44 respondents (44%) were female. This gender distribution indicates that there is no extreme dominance of one gender. With a difference of only 8 respondents, this composition is quite balanced, meaning that both men and women have significant representation in this study.

The characteristics of the length of service show that the majority of respondents (52%) have a service period of more than 10 years, this means that most employees have had very long work experience and show a high level of loyalty to the company. Furthermore, the characteristics of the divisions show that of the total 100 respondents who were the research sample: 48 people (48%) came from the Operational Directorate, namely employees who are directly involved in the company's core activities such as field projects, technical, and operational services. 52 people (52%) came from the Supporting Directorate, namely support departments such as HRD, Finance, Procurement, GA, and other administrative functions. The distribution between these two groups is almost equal, with a difference of only 4%. This indicates that this study has accommodated diverse perspectives from both categories of work functions in the company. With the composition of respondents covering two large categories of organizational functions, the results of the statistical analysis and conclusions of this study are more valid and can be generalized internally for the entire structure of PT Radiant Utama Group.

a. Variable Description

Based on the results of responses from 100 employees of PT. Radiant Utama Group regarding employee performance, transformational leadership, work-life balance and achievement motivation, the following descriptive statistics can be formed:

1.00 - 2.33 = Low

2.5 - 3.66 = Moderate

3.67 - 5.00 = High

b. Employee performance

Table Description of Employee Performance Variables

Code	Indicator	Min–Max	Skewness	Elementary School	Mean	Category
KK1	Quality of Work	3–5	-0.228	0.659	4.19	Tall
KK2	Punctuality	3–5	-0.247	0.653	4.21	Tall
KK3	Initiative	3–5	-0.105	0.627	4.13	Tall
KK4	Teamwork	3–5	-0.422	0.611	4.37	Tall
Average					4.21	Tall

Source: Print out of data processing results, 2026

Employee performance (EMP) variables are measured using four indicators (quality of work, punctuality, initiative, and teamwork). Table 4.2 shows that respondents' responses regarding employee performance have an average value of 4.21 (high), indicating that the average respondent agrees with the statements in the questionnaire. This indicates that PT. Radiant Utama Group employees have high performance. Respondents' responses regarding teamwork are the highest indicator with a mean value of 4.37 (high). This indicates that PT. Radiant Utama Group employees able to work well in a team. The response regarding initiative obtained a mean score of 4.13, the lowest indicator in this variable, but it is in the high category. This indicates that PT. Radiant Utama Group employees often shows initiative in completing tasks

c. Transformational Leadership

Table Description of Transformational Leadership Data

Code	Indicator	Min–Max	Skewness	Elementary School	Mean	Category
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KT1	Influence	1–5	-0.716	0.977	3.84	Tall
KT2	Inspirational Motivation	1–5	-0.676	0.924	3.84	Tall
KT3	Intellectual Stimulation	1–5	-0.704	0.899	3.85	Tall
KT4	Individual Attention	1–5	-0.669	0.853	3.75	Tall
Average					3.8	Tall

Source: Printout of data processing results, 2026

Transformational leadership (KT) variables measured using 4 indicators (influence, inspirational motivation, intellectual stimulation, and individual attention). Based on Table, it shows that the respondents' responses regarding transformational leadership have an average value of 3.85 (high), which indicates that the average respondent gave an agreement response to the statement in the questionnaire. This shows that PT. Radiant Utama Group has a high level of transformational leadership. Respondents' responses regarding intellectual stimulation are the highest indicator with a mean value of 3.85 (high). This shows that the leaders of PT. Radiant Utama Group encourage employees to think creatively and solve problems innovatively. The response regarding individual attention obtained a mean score of 3.75, the lowest indicator in this variable, but it falls into the high category. This indicates that the leadership of PT. Radiant Utama Group care and pay attention to the individual needs of its employees.

3.2. The Influence of Transformational Leadership on Employee Performance.

The test results show that the direct effect of Transformational Leadership on Employee Performance is not significant. The results of this study indicate that transformational leadership is not the main instrument in driving increased employee performance. This can happen because in the current era, the most important thing is how employees have high competence supported by the right SOPs as well as digitalization and capable work technology so that employees can carry out their work according to the targets set by the company. The findings of this study mean that the ability of leaders to motivate and inspire vision does not automatically boost performance without the presence of other driving factors in the work environment.

Furthermore, transformational leadership significantly influences employee performance, with the highest score being on the intellectual stimulation indicator. This indicates that intellectual stimulation, especially that provided by transformational leaders, is crucial for

improving employee performance. It encourages employees to think critically, innovatively, and independently in solving problems, which directly leads to increased productivity and efficiency in the workplace. Intellectual stimulation provided by leadership encourages employees to view challenges from new perspectives, sparking innovation and fresh ideas.

The findings of this study can be implemented in the real field that the company must be able to encourage leaders to be able to run according to the indicators of transformational leadership which will ultimately encourage employee performance in various components of transformational leadership which is carried out with 4 indicators according to this study will have an impact on employees to be able to work innovatively developing ideas and ideas they have and be able to carry out their main duties in accordance with the direction and instructions given by the company leadership because the characteristics of transformational leadership are able to delegate what is the company's task to employees according to their respective fields.

Theoretically, transformational leadership, according to Bass (1985) and Bass & Avolio (1994), has four main dimensions believed to improve performance: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. However, empirical literature shows that these influences are often not direct. Wang et al. (2011) in a meta-analysis in the Journal of Applied Psychology found that transformational leadership has a stronger influence on psychological variables such as motivation and commitment than directly on task performance. This is also supported by Judge and Piccolo (2004), who stated that the leadership-performance relationship is often mediated by internal individual factors.

In the context of the organization being studied, In supportive or operational jobs (such as machine operators or data entry staff), employee performance is determined more by compliance with Standard Operating Procedures (SOPs) than by the leadership's drive for innovation and vision. Furthermore, employee performance is likely more influenced by internal factors such as achievement motivation than by perceptions of leadership style. Thus, these results indicate that transformational leadership is unable to directly boost work output without increased motivation.

Previous research confirms this dynamic, such as a study (Mulyanto; 2020) that found that transformational leadership does not have a significant direct impact on performance. A similar finding is also demonstrated in the Journal literature (Sihab; 2023), where the impact of leadership can be insignificant depending on the industry type or operational environment.

3.3. The Influence of Transformational Leadership on Achievement Motivation

The research results show that transformational leadership has a significant influence on achievement motivation. This finding indicates that when transformational leadership is implemented effectively in a company, it can encourage increased achievement motivation

among its employees. This can serve as a policy reference, as companies must implement transformational leadership, ultimately leading to a spirit of achievement in their employees.

Leaders serve as role models with high integrity, so that subordinates feel proud, trust them, and are motivated to emulate their dedication. Furthermore, leaders are able to articulate a clear vision for the future, provide challenges, and inspire team spirit to achieve shared goals that transcend personal interests. Visionary, charismatic, and supportive leaders are able to encourage their subordinates to reach their full potential. This support creates an empowering work environment, fostering a strong internal drive within members to achieve.

To gain a deeper understanding of the relationship mechanism, analysis was conducted at the indicator level with the highest outer loading value. For the Transformational Leadership variable, the indicator with the largest contribution was Intellectual Stimulation, while for the Achievement Motivation variable, the dominant indicator was Self-Confidence.

These findings indicate that a leader's ability to provide intellectual challenges, encourage innovative thinking, provide opportunities for employees to convey new ideas, and build a culture of creative problem-solving are key factors that can increase employee confidence in carrying out their work.

Psychologically, when a leader gives subordinates the opportunity to think independently and value new ideas, employees will feel that their abilities are trusted by the organization. This will increase self-efficacy, which ultimately develops into motivation to achieve.

These findings align with Self-Determination Theory (Deci & Ryan, 2000), which states that intrinsic motivation increases when individuals perceive support for autonomy, competence, and positive interpersonal relationships. Transformational leaders play a role in fostering these conditions. Bono and Judge (2003) found that transformational leadership increases intrinsic motivation by providing meaningful work and inspiring a vision. Furthermore, Dvir et al. (2002) in the *Academy of Management Journal* demonstrated that transformational leadership significantly increases employee motivation and development. Therefore, these research findings support the literature that transformational leadership acts as a psychological driver that enhances employee achievement motivation.

PT Radiant Utama Group is In companies operating in the oil and gas and energy sectors that demand high levels of safety (K3) and operational excellence, this encouragement helps employees see the importance of their contributions to the company's larger goals. Transformational leaders encourage employees to step out of their comfort zones and think critically. Employees are encouraged to find creative solutions to various technical challenges in the field, ultimately increasing their self-confidence and motivation to achieve based on their potential.

a. The Influence of Work Life Balance on Employee Performance

The research results show that work-life balance has no significant effect on employee performance. In the human resource management literature, work-life balance (WLB) is sometimes found to have no significant effect on employee performance. This is often caused by several specific factors in the workplace. If the job has very clear targets and standard operating procedures (SOPs), employees tend to focus on completing their tasks according to the demands of the role (job description) rather than being affected by their work-life balance outside of work hours. In many cases, internal drives (such as work motivation) and financial compensation have proven to be far more dominant in boosting productivity than the balance between work and personal life. Employees with very flexible working hours generally already have sufficient free time. This makes variations in work-life balance no longer a determinant of fluctuating performance at work.

The results of this study indicate that the highest score on the Work Life Balance variable is time management (4.07), this shows that time management is an important factor for an employee in maintaining a balance between work time and family time and time for individuals. This means that time balance will affect employee performance patterns when an employee's time is dominated by work and there is no time for family and personal hobbies. This will certainly cause higher levels of stress, higher workloads, which in the end will decrease work productivity.

According to the Conservation of Resources theory (Hobfoll, 1989), Work-Life Balance helps individuals maintain psychological resources such as energy and time. However, maintaining resources does not automatically improve work performance. Haar et al. (2014) in the Journal of Vocational Behavior found that Work-Life Balance has a greater influence on well-being and job satisfaction than directly on performance. Allen et al. (2000) also stated that the impact of WLB is stronger on work attitudes than on work output. In the context of this study, Work-Life Balance likely acts as a psychological stabilizing factor, rather than a direct performance driver.

In labor-intensive and energy-intensive industries like PT Radiant Utama Group, which operates in the oil, gas, and energy sector, which is full of field operations (onshore and offshore), work-life balance often does not have a direct impact on employee performance because in this kind of technical industry, strict safety and operational targets determine daily performance more than work-life balance. Employee performance is measured by meeting technical standards (Standard Operating Procedures), not by the flexibility of personal working hours.

b. The Influence of Work Life Balance on Achievement Motivation

The results of the study show that work life balance has a significant effect on achievement motivation. Work-life balance has been shown to have a positive and significant impact on a person's motivation to achieve. When individuals are able to manage their time effectively between professional responsibilities and personal life, they are more likely to avoid stress and burnout. Motivation to achieve goals and achieve will emerge naturally when someone feels less pressured by an excessive workload and has quality time for self-development.

Indicator analysis shows that the most dominant dimension of Work-Life Balance is Time Management, while the dominant indicator of Achievement Motivation is Self-Confidence. This suggests that an employee's ability to effectively manage time between work and personal life is the most significant factor in building self-confidence. Employees who are able to manage their time well tend to have lower stress levels, are able to complete work on time, have control over their work, and feel more competent. These conditions will increase self-confidence in carrying out tasks.

This aligns with McClelland's theory of needs, which states that a person has a strong drive to achieve (Need for Achievement). This drive can only be maximally realized if the individual is in a supportive environment and has a healthy psychological state (Sari, Anjani & Islamy, 2025). Achievement motivation requires high energy levels. A good balance allows employees to take breaks, pursue hobbies, and spend time with family. This recovery ensures employees return to work with a refreshed mind, sharp focus, and renewed enthusiasm to tackle work challenges (Esisuarni, Alqadri & Nellitawati, 2024).

PT Radiant Utama GroupAs a company operating in the upstream and downstream oil and gas sectors, operational demands (such as offshore, inspection, and maintenance) are often draining. The balance between work and personal life (*work-life balance*) enables employees to recharge. Employees who are physically and mentally refreshed will arrive at work with sharper focus, reduce the risk of technical errors (zero accidents), and be eager to complete project targets.

c. The Influence of Achievement Motivation on Employee Performance

The results of the study indicate that achievement motivation has a significant effect on employee performance. The higher the drive and desire of employees to achieve standards of excellence, the better the quality and quantity of work they provide to the company. The results of this study indicate that achievement motivation is one of the important instruments that can encourage increased employee performance when achievement motivation is continuously voiced, conveyed and given to all employees, this will boost their work enthusiasm. Conversely, if the company does not implement employee motivation

development policies, performance will decline further, thus not achieving the company's desired targets.

The research findings also show that the indicator with the highest score for achievement motivation is self-confidence (4.31). This means that employees who are confident in their abilities tend to be more proactive, innovative, and able to facilitate better concentration in completing tasks. This level of self-confidence directly encourages the achievement of more optimal work performance and results.

Achievement motivation fosters a never-give-up mentality. Employees don't simply fulfill their obligations, but ensure their work is accurate, neat, and error-free (Kahpi, Khurosaini & Suhendra, 2017). Employees who strive to achieve see targets not as a burden, but as a challenge. This drive accelerates the work rhythm and increases the number of tasks completed (Kurniasih, Bastian & Setiadi, 2026). Research (Faizal, 2022) emphasizes that the greater an employee's desire to achieve, the greater their collaboration and independence in their work. This confirms that internal motivation is key to optimal work results.

PT Radiant Utama Group is The oil and gas and energy supporting industries demand precision and high levels of risk. Employees with high achievement motivation will inherently comply with safety SOPs and technical instructions without the need for close supervision. PT Radiant Utama Group faces complex operational dynamics and challenges, both onshore and offshore. Achievement motivation fosters a never-give-up mentality, enabling employees to maintain optimal performance even when faced with technical obstacles or stressful work environments. In line with PT Radiant Utama Group's values, such as a culture of innovation (Creating Value through Innovation), motivated employees will always seek new, more effective ways to improve the quality of their work.

This research proves that the existence of full mediation of achievement motivation in the relationship between transformational leadership and employee performance. Transformational leadership focuses on inspiring and stimulating the intellect. However, for the leader's vision and support to be truly translated into tangible performance, employees need to possess passion and inner drive (achievement motivation). Inspiration from superiors acts as an external stimulus, while achievement motivation acts as an internal fuel that motivates employees to work hard beyond their task standards (Savira et al., 2022). Furthermore, transformational leaders typically demand innovation and change. This requires achievement motivation, the need to overcome obstacles and achieve success. Employees with high achievement motivation will respond to this leadership style by transforming challenges presented by leaders into accomplishments (Rahmati & Khan, 2025).

This research not only focuses on proving the role of Achievement Motivation as a mediating variable, but also on identifying the relationships between the dominant indicators in each construct. The results show that Intellectual Stimulation in Transformational Leadership and

Time Management in Work-Life Balance are the most influential factors in building self-confidence as a dominant indicator of Achievement Motivation. Furthermore, self-confidence is the main psychological factor that encourages increased Teamwork as a dominant indicator of Employee Performance. These findings provide a new perspective that the relationship between constructs can not only be explained at the latent variable level, but also through the relationship mechanisms between the indicators that form the construct. This approach enriches the literature on organizational behavior, especially in explaining more specific mechanisms in improving employee performance.

In the context of a company engaged in offshore energy and technical support, PT Radiant Utama Group relies heavily on the technical competence of its human resources for complex energy projects. Visionary, transformational leaders will inspire employees to boldly solve difficult operational problems. When this encouragement from superiors fuels employees' achievement motivation, they will be more focused, innovative, and responsible, leading to improved performance.

This research proves that the existence of full mediation of achievement motivation in the relationship between work life balance and employee performance. WLB provides space for employees to have a clear and focused mind. This triggers a strong internal drive (achievement motivation) to deliver the best results, achieve targets, and demonstrate excellence (Anhar, Suryaningsih & Fadhillah, 2025). Without the drive or desire to achieve, employees with good WLB may only work adequately without innovation. However, when they have high achievement motivation, they will work hard, be more productive, and be highly committed to their work. This is why motivation is the absolute main link (full mediation) between WLB and performance (Vitaningdyah & Sumartik, 2023).

As a company engaged in the oil, gas, and energy support sector (from upstream to downstream), PT Radiant Utama Interinsco Tbk is often faced with high-risk operations and tight mobility (including offshore projects). This work pressure can trigger burnout. When the company is able to facilitate a balance between work time and personal life, employees can recharge and reduce stress. A clear mind and a healthy body thanks to WLB enable employees to set high targets and have a success orientation, which encourages employees to always give their best for the company's vision of pure growth.

4. Conclusion

Based on the finding study, then the following conclusions can be drawn:

1. Transformational leadership does not have a direct effect on employee performance, meaning that the implementation of a transformational leadership style does not directly guarantee an increase in productivity or the achievement of work targets for PT Radiant Utama Group employees.

2. Transformational leadership has been proven to have a positive and significant influence on achievement motivation, meaning that the better the implementation of transformational leadership at PT Radiant Utama Group, the higher the employee achievement motivation.
3. *Work-life balance* does not have a direct effect on employee performance, meaning that the balance between personal life and work (work-life balance) does not automatically or directly increase or decrease the performance of PT Radiant Utama Group employees.
4. *Work-life balance* proven to have a positive and significant influence on achievement motivation, meaning that the better the balance between personal life and work (work-life balance) that PT Radiant Utama Group employees have, the higher the drive or motivation within them to achieve an achievement.
5. Achievement motivation has been shown to have a positive and significant effect on employee performance and can fully mediate the relationship between work-life balance and employee performance. This proves that transformational leadership and *work-life balance* will not have any impact on performance employees of PT Radiant Utama Group if it is not accompanied by a strong desire or drive from within the employee to succeed.

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