

The Relationship Between Transformational Leadership, Work-Life Balance, and Employee Performance with Job Satisfaction as a Mediating Variable

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ABSTRACT

The productivity decline and high absenteeism among employees at UD Dewa Dewi Busana Denpasar in 2024 highlight internal issues that may affect performance and job satisfaction. This study examines the influence of transformational leadership and work-life balance on employee performance, with job satisfaction as a mediating variable. Using a quantitative approach and a census of 35 employees, data were collected through questionnaires and interviews, then analyzed using PLS-SEM with SmartPLS 4. Results show that transformational leadership ($\beta = 0.216$, $t = 2.062$, $p = 0.042$) and work-life balance ($\beta = 0.298$, $t = 2.382$, $p = 0.019$) significantly improve employee performance. Both also enhance job satisfaction—transformational leadership ($\beta = 0.327$, $t = 4.057$, $p = 0.000$) and work-life balance ($\beta = 0.540$, $t = 5.848$, $p = 0.000$). Job satisfaction itself positively affects performance ($\beta = 0.534$, $t = 3.957$, $p = 0.000$) and partially mediates the effects of transformational leadership ($\beta = 0.175$, $p = 0.012$) and work-life balance ($\beta = 0.289$, $p = 0.002$) on performance. These findings underscore the pivotal role of leadership and work-life balance in enhancing job satisfaction and optimizing performance, particularly in growing fashion retail businesses.

Keywords: Employee Performance; Job Satisfaction; Mediation Effect; Transformational Leadership; Work-Life Balance

INTRODUCTION

In the current era of organizational transformation and increasing employee expectations, the role of leadership and work-life balance has become a central concern in achieving sustainable performance. Companies are not only expected to reach business targets but also to foster a supportive work environment that prioritizes employee well-being (Adiputra et al., 2023). Transformational leadership, with its emphasis on vision, inspiration, and individualized consideration, is increasingly seen as a catalyst for enhancing employee engagement and performance (Juliati & Zulaika, 2022). At the same time, the importance of work-life balance continues to rise, as employees strive to harmonize their professional and personal responsibilities in a way that promotes both satisfaction and productivity (Lestari et al., 2024).

These concerns highlight the growing emphasis on human resources quality as a key determinant of organizational success. Human resources serves as the driver, strategist, and executor of organizational goals. Effective human resource management (HRM) is therefore essential for achieving both efficiency and innovation (Butar Butar et al., 2020). Among the various aspects of HRM, work-life balance stands out as a crucial element in sustaining employee well-being. According to Greenhaus and Beutell (1985), work-life balance reflects individual satisfaction across both work and personal domains. When this balance is disrupted, it may lead to reduced job satisfaction and lower performance levels—issues that require immediate strategic attention from management (Sirgy et al., 2001).

In addition, another factor that also affects employee performance is job satisfaction. Job satisfaction is a pleasant emotional condition as a result of meeting the needs of employees in the work environment (Pradnyawati et al., 2024). High job satisfaction contributes to improved employee performance and loyalty to the company (Trisnayani et al., 2024). Transformational leadership is also believed to be able to improve employee performance and job satisfaction. This leadership style encourages cultural change, vision development, and provides individual attention and inspirational motivation (Alhamidi, 2022; Alsolamy, 2021). However, a lack of communication between leaders and employees, such as a lack of work-related discussions, can hinder employee performance. Employee performance itself is the result of the implementation of tasks within a certain period of time, which reflects the quality and quantity of work (Adhari, 2020; Nurjaya, 2021).

Previous studies have shown mixed results. Several studies show that transformational leadership, work-life balance, and job satisfaction have a positive and significant effect on performance (Edvieda & Eko, 2023). However, there are also studies that have found negative or insignificant influences between these variables (Negoro & Rachmawati, 2023; Sijabat et al., 2024; Susanti & Amirulmukminin, 2023). Some studies have also shown that job satisfaction can act as a mediating variable between work-life balance and employee performance as well as between transformational leadership and performance (Setiawan et al., 2024). However, the results of research on the role of mediation are also inconsistent (Djuraidi & Laily, 2020; Pratiwi & Fatoni, 2023).

UD Dewa Dewi Busana, a men's and women's fashion company established in 2014 in Tabanan, Bali, is now growing rapidly with several branches in Canggu, Singaraja, and Denpasar. In facing the challenges of managing employee performance in the midst of company growth, it is important to evaluate the influence of work-life balance, transformational leadership, and job satisfaction on overall employee performance.

Table 1. UD Dewa Dewi Busana Employee Attendance List (2024)

Month	Many Incidents			Total Business Days
	Permits/Leave	Sick	Without Further Information	
January	1	4	1	27
February	3	2	2	25
March	2	5	2	26
April	4	3	3	26
May	3	3	0	26
June	5	3	2	26
July	4	4	2	27
August	2	3	3	26
September	2	5	4	26
October	4	3	3	27
November	2	0	1	26
December	5	2	2	27
Total	37	37	52	289

The data in [Table 1](#) shows that the rate of absenteeism of employees without information at UD Dewa Dewi Busana is still relatively high, with the peak occurring from June to October. The high number of absenteeism without information indicates that there are internal problems that can affect the company's performance. If not addressed immediately, performance declines that start with small things like employee absences can have a big impact on the company's overall productivity.

Table 2. UD Dewa Dewi Busana Sales Target (2024)

Information	Sales Target (pcs)	Information (pcs)	Presentation of Achievements (100%)
January	500	210	42%
February	500	223	45%
March	500	237	47%
April	500	230	46%
May	500	243	49%
June	500	250	50%
July	500	278	56%
August	500	339	68%
September	500	300	60%
October	500	276	58%
November	500	240	48%
December	500	225	45%
Total in 1 year	6000	3.051	51%

In [Table 2](#), it can be seen that the annual sales target of UD Dewa Dewi Busana Denpasar in 2024 is 6,000 pcs of products. However, the realization of sales only reached 3,051 pcs, or about 51% of the set target. This shows that the company is experiencing obstacles in achieving sales targets every month, which reflects problems in operational strategies or employee performance that need to be evaluated immediately.

Problems related to leadership at UD Dewa Dewi Busana Denpasar were identified through interviews with several employees. It was found that the relationship between leaders and employees was not well established. Unfamiliar interactions and a lack of

effective communication between leaders and employees result in weak supervision and control. This is also reflected in the many negative reviews on Google Maps, especially regarding the cashier and SPG services, which are considered inadequate. The lack of leadership response in following up on these problems has an impact on declining employee work focus and not achieving monthly sales targets.

Related to work-life balance, problems arise from the high rate of employee absenteeism and tardiness. Some employees admit to having difficulty dividing time between work and personal life, which leads to ineffectiveness and inefficiency in completing tasks. Inability to prioritize work and personal affairs has an impact on decreased performance and job satisfaction. In addition, dissatisfaction with work schedules that are often want to be exchanged suddenly causes operational disruptions and adds to the workload of other colleagues. Based on this phenomenon and supported by the results of previous research, the purpose of this study is to analyze the influence of work-life balance and transformational leadership on employee performance with job satisfaction as a mediating variable.

Based on the background that has been described, this study focuses on seven main problems, namely the influence of transformational leadership and work-life balance on employee performance and job satisfaction, both directly and indirectly through the mediation of job satisfaction at UD Dewa Dewi Busana Denpasar. This study aims to analyze how transformational leadership and work-life balance affect employee performance, as well as the role of job satisfaction as a mediating variable. The results of this research are expected to make a theoretical contribution to the development of HRM and become a reference for future research. Practically, the findings of this study can be a consideration for company management in improving employee performance through effective leadership strategies and a better work-life balance.

This study is significant in both theoretical and practical terms. Theoretically, it contributes to the enrichment of HRM literature by empirically testing the mediating role of job satisfaction in the relationship between transformational leadership, work-life balance, and employee performance, an area with previously inconclusive findings. Practically, the results provide actionable insights for managers in small and medium enterprises (SMEs), especially in the retail sector, to enhance employee performance through strategic leadership and work-life integration. The novelty of this research lies in its application of a comprehensive structural model grounded in Herzberg's Two-Factor Theory and the Job Demands-Resources (JD-R) Model, tested within the context of a traditional fashion business in Bali, a unique setting that is rarely explored in existing literature.

LITERATURE REVIEW

Goal Setting Theory

The goal setting theory, put forward by [Locke \(1968\)](#), states that clear and challenging goals play an important role in improving individual performance. This theory emphasizes that understanding the organization's goals will shape effective work behavior. The five main elements in this theory are clarity, challenge, commitment, feedback, and task complexity ([Wahyuni et al., 2022](#)). Specific, challenging goals encourage individuals to work harder, while effective feedback allows for continuous evaluation of work achievement and improvement.

In an organizational context, leadership has an important role in forming a commitment to goals. Transformational leaders are able to instill meaningful vision, provide constructive feedback, and support employees in maintaining work-life balance. Smart

goal setting (SMART) can increase individual motivation, focus, and work productivity (Ghozali, 2020). This theory is relevant to the current study because goal clarity, motivation, and feedback, core elements of goal setting, are closely tied to transformational leadership behaviors. Moreover, when employees perceive that their personal goals are aligned with organizational objectives and supported through work-life balance, their satisfaction and performance are likely to improve, making goal setting theory a strong foundation for examining these relationships.

Employee Performance

Employee performance is defined as the results of work achieved in carrying out tasks in accordance with the responsibilities given (Nurjaya, 2021; Puspitawati et al., 2023). Performance also reflects the achievement of organizational goals. Factors that affect performance include ability, motivation, leadership, organizational culture, job satisfaction, work environment, loyalty, and discipline (Lilyana et al., 2021; Putri, 2020). Performance indicators according to Haeruman (2021) include work quality and productivity, discipline, and focus. Meanwhile, Lilyana et al. (2021) added indicators such as work quantity, timeliness, adaptability, involvement, and organizational behavior. In this study, employee performance serves as the ultimate outcome variable that reflects the effectiveness of leadership practices and human resources policies. By identifying how transformational leadership and work-life balance influence performance, both directly and through job satisfaction, this research aims to uncover practical levers that can be optimized to improve productivity in a retail business context.

Job Satisfaction

Job satisfaction is a positive emotional response to work that is influenced by various aspects of the job itself (Atmaja, 2022; Jopanda, 2021; Wijonarko, 2023). Factors that affect job satisfaction include job content, relationships with colleagues and superiors, work environment, and work-life balance (Runtu et al., 2022; Sudaryo et al., 2019). Indicators of job satisfaction include job satisfaction, feedback and rewards, work schedule flexibility, compensation, and opportunities for growth (Haq et al., 2022; Nabilah & Ridwan, 2022).

Transformational Leadership

Transformational leadership is a leadership style that is able to inspire, motivate, and shape employee commitment to organizational goals (Alhamidi, 2022). Transformational leaders drive positive change through ideal influence, inspirational motivation, intellectual stimulation, and individual attention (Hidayat & Rofaida, 2021). Factors that affect this leadership style include personality, experience, expectations of superiors and subordinates, and the organizational climate (Kasmir, 2021; Warman, 2022). The indicators include communication, engagement, interpersonal relationships, and response to input.

Work-Life Balance

Work-life balance is a harmonious condition between work and personal life that is achieved through proper time, priority, and flexibility management (Sirgy et al., 2001). An individual's ability to manage this balance has an effect on work stress, job satisfaction, and performance. Factors that affect it include work characteristics (working hours, workload, autonomy), work environment (supervisor support, organizational policies), personal factors (commitment, family responsibilities), and external factors (economic, technological, cultural conditions) (Amri et al., 2022). Work-life balance indicators include the ability to manage time, schedule flexibility, work stress, energy, and how much work affects personal life and vice versa (Amri et al., 2022).

Hypotheses Development

The Influence of Transformational Leadership on Employee Performance

Transformational leadership emphasizes vision, motivation, and personal development, which can directly enhance employee performance by fostering engagement and aligning individual goals with organizational objectives. This leadership style also supports the creation of a supportive and adaptive work environment, crucial for sustaining performance in dynamic business contexts. Although prior studies (Melinda et al., 2024; Triana & Yofi, 2024) confirm its positive effect, most were conducted in structured corporate settings. Testing this relationship in an SME retail context, such as UD Dewa Dewi Busana Denpasar, offers valuable insights into its applicability in less formalized environments.

H1: Transformational leadership has a positive effect on employee performance.

The Effect of Work-Life Balance on Employee Performance

Work-life balance reflects an individual's ability to allocate time and energy effectively between work and personal life. When well-managed, it reduces stress and enhances focus, allowing employees to perform more efficiently. Although most studies (Lukmiati, 2020). While it can positively impact performance, its influence may be context-dependent and moderated by factors such as organizational climate. In labor-intensive sectors such as retail, where working hours and personal time often overlap, achieving work-life balance becomes crucial to sustaining consistent employee output.

H2: Work-life balance has a positive effect on employee performance.

The Influence of Transformational Leadership on Job Satisfaction

Transformational leaders foster job satisfaction by offering inspiration, recognition, and individualized support factors that fulfill intrinsic needs as outlined in Herzberg's Two-Factor Theory. This leadership style enhances employees' sense of value and belonging, which contributes to a more positive work experience. Although prior studies (e.g., Adiwantari et al., 2019), have confirmed this link, much of the evidence comes from public or structured institutions. Exploring this relationship in an SME retail setting allows a deeper understanding of how leadership style shapes satisfaction in more fluid organizational environments.

H3: Transformational leadership has a positive effect on job satisfaction.

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance plays a vital role in shaping employees' emotional well-being and job satisfaction. When individuals can manage their roles at work and in personal life effectively, they tend to feel more fulfilled, less stressed, and more engaged in their jobs. From a theoretical perspective, the balance between personal and professional domains supports intrinsic satisfaction, as highlighted in the JD-R Model. Although prior studies (Andarista et al., 2024; Waworuntu et al., 2022) confirm its positive influence, generational and organizational differences suggest that this relationship may vary depending on workplace context, making it important to validate within SMEs like UD Dewa Dewi Busana Denpasar.

H4: Work-life balance has a positive effect on job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction reflects employees' emotional response to their work environment and directly influences their level of motivation, responsibility, and organizational commitment. According to Herzberg's Two-Factor Theory, satisfied employees are more

likely to exhibit higher performance because their intrinsic needs, such as achievement and recognition, are fulfilled. Empirical studies (Oka et al., 2020; Paparang et al., 2021; Yunita & Yansyah, 2024) have consistently shown that satisfied employees tend to be more productive and loyal. However, testing this relationship in the SME retail sector remains crucial, as informal structures and limited career progression may affect how satisfaction translates into performance.

H5: Job satisfaction has a positive effect on employee performance.

The Role of Job Satisfaction Mediation on the Influence of Transformational Leadership on Employee Performance

Transformational leadership not only influences performance directly but also fosters psychological conditions such as motivation and meaningfulness, which enhance job satisfaction. Based on Herzberg's Two-Factor Theory, such satisfaction can act as an intrinsic driver that translates leadership influence into improved performance outcomes. Prior studies (Simatupang & Hayati, 2024; Yulianingsih & Rahyuda, 2020) support this mediating role, yet empirical testing in the context of SMEs remains limited. This study investigates whether job satisfaction serves as a key mechanism through which transformational leadership impacts employee performance in a retail business setting.

H6: Job satisfaction has a positive effect in mediating the influence of transformational leadership on employee performance.

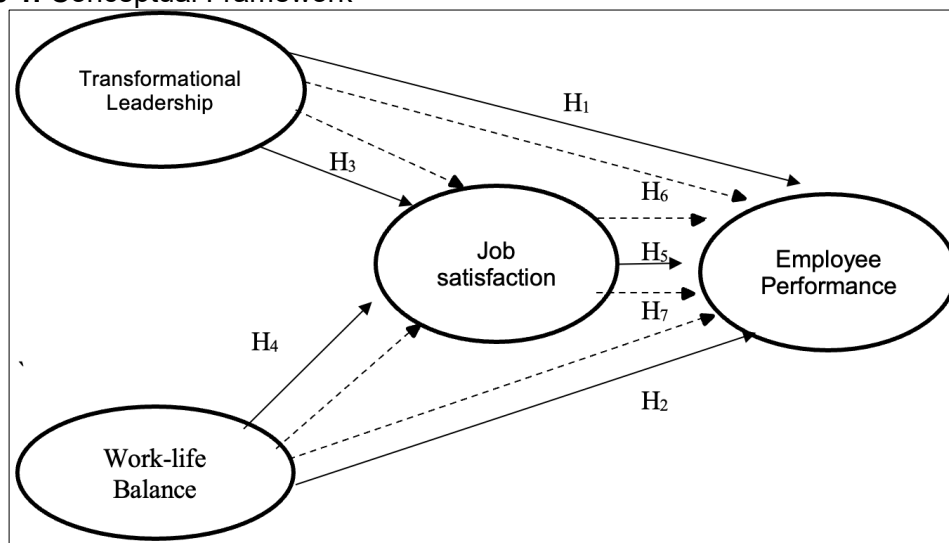
The Role of Job Satisfaction Mediation on the Effect of Work-life Balance on Employee Performance

A balanced division between work and personal life helps reduce stress and increase employee well-being, which in turn enhances job satisfaction. Satisfied employees are more likely to be committed, focused, and productive, demonstrating that job satisfaction can serve as a key pathway linking work-life balance to performance outcomes. While previous studies support this mediating relationship, further investigation is needed in SME settings where resource limitations and informal structures may affect how these dynamics unfold. This study seeks to confirm whether job satisfaction effectively channels the positive impact of work-life balance into improved employee performance.

H7: Job satisfaction has a positive effect in mediating the effect of work-life balance on employee performance.

Conceptual Framework

Figure 1. Conceptual Framework



The conceptual framework in Figure 1 illustrates the direct and indirect relationships among transformational leadership, work-life balance, job satisfaction, and employee performance. It consists of seven hypotheses that represent the proposed causal paths between variables. Transformational leadership and work-life balance are positioned as independent variables, while employee performance serves as the dependent variable. Job satisfaction functions as a mediating variable that links both independent variables to employee performance.

First, the second hypothesis indicates the direct effects of transformational leadership and work-life balance on employee performance, respectively. These pathways represent the assumption that leadership style and personal well-being directly influence how employees perform their tasks. The third and fourth hypotheses describe the direct effects of transformational leadership and work-life balance on job satisfaction. These connections are grounded in the idea that supportive leadership and balance between work and life roles can improve how satisfied employees feel in their jobs. The fifth hypothesis posits that job satisfaction positively affects employee performance, suggesting that satisfied employees are more productive, motivated, and committed. The sixth and seventh hypotheses illustrate the mediating role of job satisfaction in the relationship between transformational leadership and work-life balance toward employee performance. These indirect paths assume that leadership and balance influence performance outcomes more strongly when mediated by how satisfied employees are with their work.

This model integrates behavioral and motivational perspectives within HRM, particularly drawing on Herzberg's Two-Factor Theory and the Job Demands-Resources (JD-R) Model. The framework serves as the basis for empirical testing using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the strength and significance of each hypothesized relationship.

RESEARCH METHOD

This study involved the entire population of employees working at UD Dewa Dewi Busana Denpasar, totaling 35 individuals. Given the relatively small population size, a census sampling technique was employed, which falls under the category of non-probability sampling. This approach allowed all members of the population to be included

as research participants, thereby ensuring comprehensive data collection and enhancing the representativeness of the findings. The respondents consisted of all active employees at UD Dewa Dewi Busana Denpasar at the time of data collection. The decision to survey the entire population aimed to provide a complete and accurate depiction of the organizational dynamics, particularly concerning leadership style, work-life balance, job satisfaction, and employee performance.

The research instrument was developed in the form of a structured questionnaire comprising several items representing each of the study variables. The Transformational Leadership variable was measured using indicators adapted from [Hidayat and Rofaida \(2021\)](#), which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The Work-Life Balance variable was assessed using indicators such as time management ability, schedule flexibility, and work-life conflict. For the Job Satisfaction variable, the indicators were based on the works of [Haq et al. \(2022\)](#) and [Nabilah \(2022\)](#), covering aspects such as satisfaction with tasks, workload, and recognition. The Employee Performance variable was measured using dimensions drawn from [Haeruman \(2021\)](#) and [Lilyana et al. \(2021\)](#), including work quality, productivity, discipline, and task focus. All questionnaire items were measured using a Likert scale, allowing respondents to indicate their level of agreement with each statement on a graded scale. Prior to the main data collection, the instrument underwent validity and reliability testing to ensure that each indicator accurately and consistently measured its intended construct.

The data used were in the form of quantitative data from questionnaires and qualitative data from interviews, observations, and documentation. The data source consists of primary data obtained directly from the questionnaire and secondary data such as organizational structure and employee number information. Data analysis was carried out using SmartPLS 3.0 with the PLS-SEM approach, which included outer model analysis to test the validity and reliability of indicators, as well as inner model to test the relationship between latent variables. Validity testing using item correlation values and reliability using Cronbach's alpha with the help of SPSS. Descriptive statistical analysis is used to describe data through mean, maximum, minimum, and standard deviation values, which are presented in tables or graphs.

For hypothesis testing, inferential analysis with the PLS method is used because it is suitable for small samples and complex models. The evaluation of the outer model is carried out through convergent validity, discriminant validity, and reliability. The inner model was evaluated through R-squared (R^2) and Q-squared (Q^2) values, and hypothesis tests were carried out with t-tests, mediation testing using the Variance Accounted For (VAF) method. This approach is in line with [Hair et al. \(2013\)](#) and provides an understanding of the relationships and mediating roles of variables that affect employee performance in UD Dewa Dewi Busana Denpasar.

RESULTS

The respondents in this study were 35 people who were employees of UD Dewa Dewi Busana Denpasar. Their characteristics were examined based on gender, age, and education level. The goal is to understand the general background of the respondents, which can later provide a comprehensive picture of the research results.

Respondents Characteristics Results

Gender

Table 3. Characteristics of Respondents by Gender

Gender	Number of Employees (People)	Percentage (%)
Man	14	40
Woman	21	60
Total	35	100

Based on [Table 3](#), of the 35 respondents, 40% (14 people) were male and 60% (21 people) were female. This shows that the majority of UD Dewa Dewi Busana Denpasar employees are women.

Age

Table 4. Characteristics of Respondents by Age

Age (Years)	Number of Employees (People)	Percentage (%)
20 - 25 Years	11	31.43
26 - 30 Years	8	22.86
31 - 35 Years	10	28.57
> 35 Years Old	6	17.14
Total	35	100

Based on [Table 4](#), most of the respondents are of productive age. A total of 31.43% (11 people) were aged 20–25 years, 22.86% (8 people) were aged 26–30 years, 28.57% (10 people) were aged 31–35 years, and 17.14% (6 people) were over 35 years old. This shows that the majority of UD Dewa Dewi Busana Denpasar employees are in the age range of actively working.

Education Level

Table 5. Characteristics of Respondents Based on Education Level

Education Level	Number of Employees (People)	Percentage (%)
High School/Vocational School	21	60
Diploma	5	14.29
S1	6	17.14
Other	3	8.57
Total	35	100

Based on [Table 5](#), the majority of respondents have a high school/vocational education background, which is 60% (21 people). Meanwhile, 14.29% (5 people) have a diploma education, 17.14% (6 people) have an S1 education, and 8.57% (3 people) have other education. This shows that most of UD Dewa Dewi Busana Denpasar employees are second-rated.

Tenure

Table 6. Characteristics of Respondents Based on Length of Service

Tenure	Number of Employees (People)	Percentage (%)
< 1 Year	8	22.86
1 - 3 Years	22	62.86
> 3 Years	5	14.29
Total	35	100

Based on Table 6, most of the respondents have a working period of 1-3 years, which is 62.86% (22 people). Meanwhile, 22.86% (8 people) have worked for less than 1 year, and 14.29% (5 people) have worked for more than 3 years. This shows that the majority of UD Dewa Dewi Busana Denpasar employees are employees with a medium working period.

Description of Research Variables

Table 7. Respondent Answer Assessment Criteria

Criterion	Rating Categories
1.00-1.80	Very Bad
1.81-2.60	Bad
2.61-3.40	Quite Good
3.41-4.20	Good
4.21-5.00	Excellent

This study used a questionnaire to measure four variables, namely Transformational Leadership, Work-Life Balance, Job Satisfaction, and Employee Performance. Each statement was answered using a Likert scale with five scoring levels: strongly agree (score 5), agree (score 4), disagree (score 3), strongly disagree (score 2), and strongly disagree (score 1). The results of the assessment were analyzed qualitatively using the average score of the respondents' answers, which were then categorized according to certain assessment criteria (see Table 7).

Transformational Leadership Variables (X1)

Table 8. Description of Transformational Leadership Variables (X1)

Statement		Respondent's Answer					Average	Category
		1	2	3	4	5		
X1.1	My leader actively listens to ideas and input from team members	0	9	12	12	2	3.20	Quite Good
X1.2	My leaders are present and provide support when the team is facing pressure or tight deadlines.	0	6	14	8	7	3.46	Good
X1.3	My leader creates a warm and friendly working atmosphere among team members	0	6	14	7	8	3.49	Good
X1.4	My leader actively solicits ideas and suggestions from team members on how work can be improved.	1	8	12	3	11	3.43	Good
Average							3.39	Good

The variables of transformational leadership are measured by four statements. Based on the results of the analysis in Table 8, the average score obtained was 3.39, which is included in the category of quite good. This shows that UD Dewa Dewi Busana Denpasar employees believe that transformational leadership has gone quite well. The statement with the highest average score was "my leader creates a warm and friendly working atmosphere among team members" of 3.49 (good category), while the lowest score was the statement "my leader actively listens to ideas and input from team members" of 3.20 (good category).

Work Life Balance (X2)

Table 9. Description of Employee Performance Variables (Y2)

Statement		Respondent's Answer					Average	Category
		1	2	3	4	5		
Y2.1	I take pride in the quality of the work I produce because it makes a positive impact on the customer or the organization.	1	2	10	10	12	3.86	Good
Y2.2	I was able to achieve the performance targets set by the company consistently.	1	4	16	9	5	3.37	Quite Good
Y2.3	I am always present to work according to a predetermined schedule.	1	2	9	14	9	3.80	Good
Y2.4	I was able to concentrate fully on the task at hand.	1	2	10	15	7	3.71	Good
Average							3.69	Good

The variable of work-life balance is measured using three statements. Based on [Table 9](#), the average score of the three statements is 3.52, which falls into the good category. This shows that UD Dewa Dewi Busana Denpasar employees assess that the balance between work and personal life is quite good. The highest score was found in the statement "I am able to limit the time I spend working so as not to interfere with personal life" with a score of 3.63 (good), while the lowest score was in the statement "I am able to identify the most important and urgent work tasks and personal activities" with a score of 3.37 (quite good).

Inferential Analysis

Evaluation of Measurement Models (Outer Model)

Convergent Validity

Table 10. Outer Loading Calculation Results

Variable	Instruments	Outer Loading	P-Values
Transformational Leadership (X1)	X1.1	0.923	0.000
	X1.2	0.915	
	X1.3	0.903	
	X1.4	0.965	
Work Life Balance (X2)	X2.1	0.958	0.000
	X2.2	0.943	
	X2.3	0.975	
Job Satisfaction (Y1)	Y1.1	0.957	0.000
	Y1.2	0.908	
	Y1.3	0.957	
Employee Performance (Y2)	Y2.1	0.955	0.000
	Y2.2	0.862	
	Y2.3	0.958	
	Y2.4	0.963	

Based on [Table 10](#), all indicators of competency variables have an outer loading value above 0.50 and a p-value of 0.000. This value is significant at the alpha level of 0.05, so it can be concluded that all indicators used in this study are valid in forming their respective latent variables.

Discriminant Validity

Table 11. Results of Discriminant Validity Calculation Fornell-Larcker

Variable	Transformational Leadership	Job Satisfaction	Employee Performance	Work-Life Balance
Transformational Leadership	0.927			
Job Satisfaction	0.479	0.941		
Employee Performance	0.555	0.826	0.936	
Work-Life Balance	0.280	0.632	0.696	0.959

Based on [Table 11](#), the bolded values show the Fornell-Larcker Criterion results of each construct. These values are the highest compared to other construct correlations, which means that each indicator is able to explain the latent variable it represents well. Meanwhile, an unbolded number shows a correlation between constructs, and its value is lower than the diagonal value (which is bolded). This shows that each latent variable has good discriminant validity.

Reliability

Table 12. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Transformational Leadership	0.947	1.001	Reliable
Work-life Balance	0.956	0.959	Reliable
Job Satisfaction	0.935	0.945	Reliable
Employee Performance	0.952	0.969	Reliable

Based on [Table 12](#), all variables had values above 0.70. This shows that all constructs in this study have met the reliability criteria and are trustworthy for use in further analysis.

Evaluation of Structural Models (Inner Model)

Evaluation of Structural Models Through R-Square (R^2)

Table 13. R^2 Test Results

Variable	R-square	R-square adjusted
Job Satisfaction	0.498	0.467
Employee Performance	0.768	0.746

Based on [Table 13](#), the R-squared value (R^2) for the job satisfaction variable is 0.498. This means that 49.8% of changes in job satisfaction are explained by transformational leadership and work-life balance, while 50.2% are influenced by other factors outside the model. Meanwhile, the R-squared value for the employee performance variable is 0.768, which means that 76.8% of employee performance is influenced by transformational leadership, work-life balance, and job satisfaction. The remaining 23.2% was influenced by other factors. This value falls into the strong category, indicating that the model is able to explain the dependent variable well.

Structural Model Evaluation Through Q-Square Predictive Relevance (Q^2)

Table 14. Q^2 Test Results

Variable	R-square	R-square adjusted
Job Satisfaction	0.498	0.467
Employee Performance	0.768	0.746
$Q^2 = 1 - (1 - R_{21})(1 - R_{22})$ $= 1 - (1 - 0.498)(1 - 0.768)$ $= 1 - (0.502)(0.232)$ $= 1 - (0.116464)$		

= 0.883536

Based on Table 14, the calculation results of Q-Square Predictive Relevance (Q^2) are 0.884 or 88.4%. This means that 88.4% of the variables in the model can be explained by the relationship between transformational leadership, work-life balance, job satisfaction, and employee performance. The rest, which is 11.6%, is influenced by other factors outside the model. Based on the criteria, this value shows that the model used in the study is very strong in explaining and predicting the relationship between variables.

Evaluation of Structural Models Through Goodness of Fit (GoF)

Table 15. Goodness of Fit (GoF) Results

Variable	R-square	AVE	GoF = $\sqrt{(AVE \times R^2)}$	Information
Job Satisfaction	0.498	0.885	0.664	Good
Employee Performance	0.768	0.875	0.820	Good

Based on Table 15, the calculation results show that the GoF value of all variables in this study is above 0.36, which means that the model has an overall good match between the observed data and the results predicted by the model.

Hypothesis Testing

Figure 2. Hypothesis Testing Results

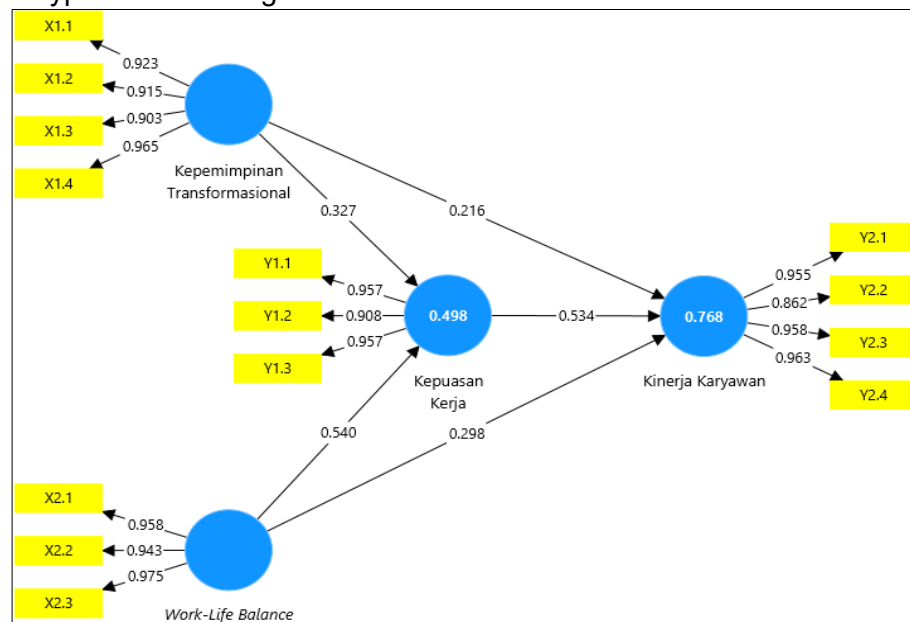


Table 16. The Direct Relationship Between Transformational Leadership, Work-Life Balance, Job Satisfaction, and Employee Performance

Variable	Original Sample	T Statistics	P Values
Transformational Leadership -> Employee Performance	0.216	2.062	0.042
Work-life Balance -> Employee Performance	0.298	2.382	0.019
Transformational Leadership -> Job Satisfaction	0.327	4.057	0.000
Work-life Balance -> Job Satisfaction	0.540	5.848	0.000
Job Satisfaction -> Employee Performance	0.534	3.957	0.000

Based on Figure 2 and Table 16, the results indicate several significant relationships among the studied variables. First, transformational leadership has a positive and

significant effect on employee performance, as shown by a path coefficient of 0.216, a t-statistic of 2.062, and a p-value of 0.042, which is below the 0.05 threshold. Thus, H1 is accepted. Similarly, work-life balance also positively and significantly influences employee performance, with a path coefficient of 0.298, a t-statistic of 2.382, and a p-value of 0.019, supporting H2. Furthermore, transformational leadership is shown to have a positive and significant effect on job satisfaction, indicated by a path coefficient of 0.327, a t-statistic of 4.057, and a p-value of 0.000, leading to the acceptance of H3. Work-life balance likewise has a strong positive impact on job satisfaction, with a path coefficient of 0.540, a t-statistic of 5.848, and a p-value of 0.000, confirming H4. Lastly, job satisfaction significantly contributes to employee performance, as evidenced by a path coefficient of 0.534, a t-statistic of 3.957, and a p-value of 0.000, thus supporting H5.

Table 17. Indirect Influence Calculation Results

Variable	Original Sample	T Statistics	P Values
Transformational Leadership -> Job Satisfaction -> Employee Performance	0.175	2.544	0.012
Work-life Balance -> Job Satisfaction -> Employee Performance	0.289	3.167	0.002

Based on [Table 17](#), the results of testing the relationships between variables through the mediation of job satisfaction reveal significant findings. The mediation role of job satisfaction in the relationship between transformational leadership and employee performance is supported by a path coefficient of 0.175, a t-value of 2.544, and a p-value of 0.012, which is below the 0.05 significance level. These results indicate that job satisfaction partially mediates the effect of transformational leadership on employee performance, leading to the acceptance of H6. Likewise, job satisfaction also plays a partial mediating role in the relationship between work-life balance and employee performance. This is demonstrated by a path coefficient of 0.289, a t-value of 3.167, and a p-value of 0.002, which confirms the significance of the mediation effect and supports H7.

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

The analysis shows that transformational leadership has a positive and significant effect on employee performance, with a path coefficient of 0.412 and a p-value < 0.05. This result confirms H1 and implies that when leaders at UD Dewa Dewi Busana Denpasar demonstrate inspirational behavior, foster interpersonal relationships, and provide constructive support, employee performance improves significantly. The most dominant indicator was interpersonal relationships, suggesting that open communication and appreciation are key drivers of employee output. These findings support the work of [Melinda et al. \(2024\)](#) and [Triana & Yofi \(2024\)](#), which are consistent with goal setting theory, which posits that leaders influence performance by clarifying goals and motivating employees.

The Effect of Work-Life Balance on Employee Performance

Work-life balance was found to have a positive and significant effect on employee performance (path coefficient = 0.345; $p < 0.05$), confirming H2. Employees who can manage their time and responsibilities across work and personal domains tend to demonstrate greater focus and productivity. The strongest indicator was time management, which reflects an employee's ability to avoid role conflict and prioritize tasks effectively. This finding aligns with the JD-R Model, where work-life balance is seen

as a job resource that enhances performance by reducing emotional exhaustion. These results are consistent with the studies of [Lukmiati et al. \(2020\)](#).

The Influence of Transformational Leadership on Job Satisfaction

Transformational leadership also has a positive and significant effect on job satisfaction (path coefficient = 0.421; $p < 0.05$), supporting H3. This implies that leadership practices characterized by vision, individualized support, and motivation foster a more satisfying work environment. Employees feel valued, heard, and encouraged to grow, which enhances their overall job experience. This is in line with Herzberg's Two-Factor Theory, where recognition and leadership style are classified as motivator factors. The result confirms prior findings from [Adiwantari et al. \(2019\)](#).

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance has a positive and significant relationship with job satisfaction (path coefficient = 0.392; $p < 0.05$), validating H4. This indicates that employees who are able to fulfill personal and professional roles simultaneously are more likely to experience job satisfaction. The ability to maintain flexibility and control over one's schedule contributes to reduced stress and increased well-being, supporting the assumptions of the JD-R Model. These findings are consistent with the results of [Andarista et al. \(2024\)](#) and [Waworuntu et al. \(2022\)](#).

The Effect of Job Satisfaction on Employee Performance

Job satisfaction was found to significantly influence performance (path coefficient = 0.433; $p < 0.05$), supporting H5. Satisfied employees demonstrate stronger commitment, motivation, and responsibility, which translates into better performance. This finding supports Herzberg's view that intrinsic satisfaction drives higher productivity. It also aligns with studies by [Yunita & Yansyah \(2024\)](#).

The Mediating Role of Job Satisfaction Between Transformational Leadership and Performance

The mediation analysis shows that job satisfaction partially mediates the relationship between transformational leadership and employee performance (indirect effect = 0.182; $p < 0.05$), confirming H6. This means that transformational leadership improves performance both directly and indirectly by increasing job satisfaction. This partial mediation suggests that while leadership style independently affects performance, its effectiveness is amplified when it also fosters satisfaction. The result supports the theoretical proposition of Herzberg's model and empirical findings from [Yulianingsih and Rahyuda \(2020\)](#).

The Mediating Role of Job Satisfaction Between Work-Life Balance and Performance

Similarly, job satisfaction partially mediates the relationship between work-life balance and employee performance (indirect effect = 0.170; $p < 0.05$), supporting H7. This indicates that the impact of work-life balance on performance is not solely direct; it also operates through the enhancement of employee satisfaction. This result strengthens the role of work-life balance as a foundational job resource that fosters both psychological well-being and work outcomes. The findings resonate with the work of [Melinda et al. \(2024\)](#) and support the JD-R Model in explaining how well-being resources translate into performance gains.

CONCLUSION

This study aimed to examine the effect of transformational leadership and work-life balance on employee performance, with job satisfaction serving as a mediating variable,

using UD Dewa Dewi Busana Denpasar as the research context. The findings indicate that both transformational leadership and work-life balance have a positive and significant impact on employee performance and job satisfaction. Furthermore, job satisfaction also positively influences performance and serves as a partial mediator in the relationships between transformational leadership and performance, as well as between work-life balance and performance.

These results contribute to the existing literature by reinforcing the theoretical proposition that leadership behaviors and work-life resources play a vital role in shaping employee attitudes and outcomes. From a practical standpoint, organizations, particularly in the SME and retail sectors, should strengthen transformational leadership practices by encouraging open communication, providing recognition, and supporting employee development. Additionally, fostering a supportive work-life balance through flexible scheduling and workload management can enhance job satisfaction and improve overall performance.

Future research is encouraged to broaden the scope by including multiple organizations or industry sectors to improve generalizability. Researchers may also consider integrating other potential mediating or moderating variables, such as organizational commitment, psychological well-being, or leadership trust, as part of a more comprehensive model. Employing a longitudinal design could further clarify causal relationships and capture the dynamic nature of leadership, satisfaction, and performance over time.

LIMITATION

This study has limitations in the use of a cross-sectional approach, so it only captures conditions in one time period and cannot explain the dynamics of the relationship between variables longitudinally. In addition, the study was only conducted in one company with a limited number of samples (35 respondents), so generalization of the results to other sectors or locations needs to be done carefully.

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DECLARATION OF CONFLICTING INTERESTS

The authors of this article state that there are no known potential conflicts of interest in the implementation and preparation of this research.

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