



Unlocking Performance: How to Improve Employee Performance through Transformational Leadership, Motivation, and Work-Life Balance in An Organization

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ABSTRACT

The consumer goods industry consists of daily and non-durable products commonly used by consumers daily. For this reason, good employee performance is needed. This study measures how an organization improves the performance of its employees through transformational leadership, Work Motivation, Work-Life Balance, Job Satisfaction, and Employee Performance variables. This research is a quantitative study with a sample of 481 employees in the consumer goods industry. Data analysis in this study used SEM (Structural Equation Model), which was processed using SmartPLS Software. This study's results indicate a direct relationship between transformational leadership, Work-Life Balance, and Employee Performance, while Work Motivation does not. In addition, there is a direct relationship between the variables Work Motivation, Work Motivation, and Employee Performance on Job Satisfaction, which does not occur in Job Transformation Leadership. For the indirect relationship, there are two accepted hypotheses: Transformational Leadership and Work-Life Balance on Employee Performance through Job Satisfaction. At the same time, there is no indirect relationship between Work-Life Balance.

KEYWORDS: Transformational Leadership, Work Motivation, Work-Life Balance, Job Satisfaction, Employee Performance

1. Introduction

The consumer goods industry, including the well-known category of fast-moving consumer goods (FMCG), consists of daily and non-durable products commonly used by consumers daily. These products are typically purchased by most consumers approximately once a month. This notion is supported by the research conducted by Putlia and Alphin (2021), which indicates that FMCG products consistently rank highly in monthly consumer purchases. However, it is important to acknowledge that the Covid-19 pandemic has also significantly impacted Indonesia's consumer goods companies, including the FMCG sector.

According to Silaen et al. (2021) and Aditya et al. (2022), employee performance management is achieving organizational goals, enhancing productivity, supporting employee development, and fostering a strong relationship between leaders and employees. Employees are valuable organizational assets,

requiring special treatment from their superiors to maximize their performance (Sebayang & Sembiring, 2017). Leaders must serve as good role models and apply an appropriate leadership style to be accepted by their employees. At least two types of leadership can be implemented by companies, one of which is transformational leadership.

Transformational leadership is the most studied form of leadership, with previous research indicating general support for the hypothetical relationship between transformational leadership and employees' ability to perform their job tasks (Bozdogan & Aksoy, 2020). Bass et al. (1985), as cited in Deinert et al. (2015), state that organizations seek more adaptable and flexible leaders to keep up with the pace of change in new situations. Job satisfaction has psychological dimensions that can be reflected in feelings at the workplace, resulting from the evaluation of job characteristics (Robbins and Judge, 2013). A study by Noermijati



and Primasari (2015) found a positive influence between job satisfaction and employee performance. Another study conducted by Rondonuwu et al. (2018) explains that job satisfaction can also be achieved when organizations support the creation of a work-life balance.

Work-life balance has become a significant phenomenon during the pandemic, making it necessary to work from home, as expressed by Guest (2002), who defines work-life balance as a situation where individuals are provided with sufficient time to fulfill their commitments both at work and at home, minimizing role conflicts due to the failure to fulfill one of the roles. The demands of a sales job are exceptionally high, requiring employees to sacrifice their roles outside of work, such as at home or in society, to meet the company's demands. This may involve making extra calls or additional visits to outlets beyond their working hours, often in the evenings, or working extra days, such as on Sundays during the final week before the sales closing month. These demands are expected of all sales teams to ensure they can achieve the company's predetermined targets, including sales targets and Key Performance Indicators (KPIs). Suharno and Muttaqiyathun (2021) reveal that work-life balance impacts employee performance.

2. Literature Review

2.1 Employee Performance

Mathis and Jackson (2016) suggest that performance refers to the fundamental task's employees can or cannot accomplish. When these tasks are performed according to the standards set by the company, it can be considered good employee performance. Employee performance is the value or outcome that represents an employee's achievement when they complete the tasks assigned by the organization (Andreani and Petrik, 2016). The behaviors created by employees in their efforts to achieve organizational goals are indicators of their performance. Mathis and Jackson (2016), as cited in Efendi et al. (2020) and Rohman (2022), state that performance is the achievement of individual work output based on the tasks received, utilizing all their potential. Employees have untapped potential that can be maximized, enabling them to deliver optimal results individually and in a group setting.

2.2 Jobs Satisfaction

Luthans (2010) explains that job satisfaction derives from employees' perception of how well their job fulfills something important. Job satisfaction may not be visible but can be felt through employees' emotions and responses to their work situations. In other words, if the work outcomes meet employees' expectations, it will impact their future work quality, and this also depends on the employees' emotional state. According to Davis and Newstrom (1985), as cited in Pawirosumarto et al. (2017), job satisfaction is a set of feelings experienced by employees, which can be either positive or negative. When positive feelings are experienced, job satisfaction levels increase and affect performance. In a broad understanding, job satisfaction is the emergence of contentment and happiness experienced by individual employees regarding their work and organizational

aspects (Claudia, 2018). Job satisfaction is related not only to the job itself but also to other broader organizational contexts.

2.3 Transformational Leadership

According to Robbins (2008), transformational leadership is a leader who can inspire subordinates by putting their interests aside for the company's benefit. These leaders have a significant influence on their subordinates. They strive to instill a new understanding, where leaders can change their employees' awareness by looking at old problems and solving them in new ways. Bass (1985), as cited in Deinert et al. (2015), states that transformational leadership can stimulate the understanding, inspiring employees to recognize the leadership position from a new perspective. By inspiring employees, managers can gain personal recognition as individuals who care about their employees. The term "transformational leadership" combines two words: leadership and transformational. This term depicts a change in form (shape, nature, function, etc.). Some also state that "transformational" originates from the word "to transform," which means transforming vision into reality (Setiawan, 2015).

2.4 Work Motivation

Work motivation is a situation and condition that drives employees to work according to their initiatives or directions in alignment with the organizational goals. This aligns with the perspective of Mathis and Jackson (2016), where motivation is an inner desire within individuals that leads them to act. Work motivation will propel individuals to behave in a certain way when working to achieve predetermined goals. Robbins (2008), as cited in Apriyanto and Satrio (2015), explains that work motivation is the driving force that causes someone to act or behave in certain ways. With strong work motivation, employees are willing to exert effort to advance the company's goals, and this effort can be aligned with their individual needs.

2.5 Work-Life Balance

The concept of work-life balance is balancing paid work and life outside of work (Smeltzer et al., 2015). This balance must be a top-level concern to ensure employees are not overly burdened with excessive workloads. Delecta (2011) adds that work-life balance is the individual's ability to fulfill tasks in every job while maintaining commitments to their family and responsibilities outside of work. This is something that employees need to pay attention to in terms of how well they can balance or separate personal interests from work interests without disrupting the work they are engaged in.

3. Research Models & Hypotheses

3.1 Research Design, Population, and Sampling

This research design is a quantitative study with the object of research being a Consumer Goods company located in Indonesia with a sample of 481 employees working in that sector.

3.2 Data Analysis

Structural Equation Modeling (SEM) is a statistical technique commonly used to explain the relationships between indicators, latent variables, and measurement errors in research. The data analysis method used is Structural Equation Modeling (SEM) with the assistance of SmartPLS 3. SmartPLS is software with a graphical user interface for variance-based Structural



Equation Modeling (SEM) using the partial least squares (PLS) method in path modeling (Wong, 2013). In addition to estimating path models with latent variables using the PLS-SEM algorithm, the software calculates standard evaluation criteria for assessing the results (Ramayah et al., 2018).

3.3 Research Model and Hypothesis

This study will examine the direct relationship between transformational leadership and job satisfaction (H1) and employee performance (H2) and indirectly to employee

performance through job satisfaction (H3). In addition, testing the direct relationship between work motivation and job satisfaction (H4) and employee performance (H5) and indirectly to employee performance through job satisfaction (H6). Then examine the direct relationship between work-life balance and job satisfaction (H7) and employee performance (H8) and indirectly to employee performance through job satisfaction (H9). The last is to examine the direct relationship between Job Satisfaction and Employee Performance (H10).

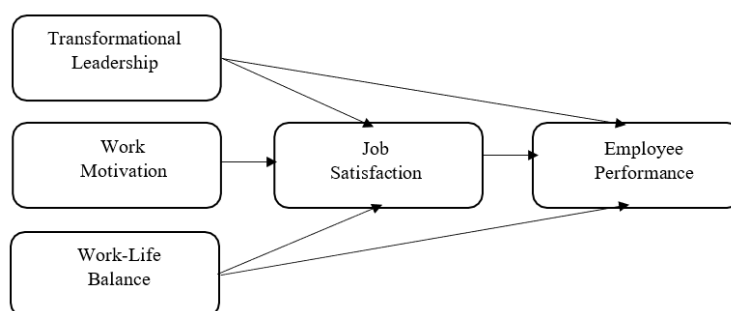


Figure 1. Research Model

4. Results

4.1 validity test

Based on the results of the validity test in Table 1, all indicators have fulfilled the requirements of the validity test,

where each has a factor loading value of > 0.50 . All variables have also met the requirements of a limit value of > 0.50 for the AVE value. Therefore, all instruments in this study can be declared valid.

Table 1. Validity Testing Result

Variable	Item	Factor Loading ($> 0,5$)	AVE ($>0,5$)
Employee Performance	K1	0,935	0,800
	K2	0,904	
	K3	0,941	
	K4	0,839	
	K5	0,826	
	K6	0,916	
Job Satisfaction	KK1	0,922	0,803
	KK2	0,867	
	KK3	0,952	
	KK4	0,924	
	KK5	0,900	
	KK6	0,923	
	KK7	0,882	
	KK8	0,910	
	KK9	0,817	
	KK10	0,857	
Transformational Leadership	KT1	0,852	0,844
	KT2	0,931	
	KT3	0,949	
	KT4	0,945	
	KT5	0,970	
	KT6	0,921	
	KT7	0,955	
	KT8	0,813	
Work Motivation	MK1	0,906	0,783
	MK2	0,919	
	MK3	0,906	
	MK4	0,784	
	MK5	0,862	
	MK6	0,926	
Work-Life Balance	WLB1	0,848	0,816
	WLB2	0,797	
	WLB3	0,908	
	WLB4	0,882	
	WLB5	0,865	
	WLB6	0,947	
	WLB7	0,955	
	WLB8	0,922	
	WLB9	0,952	
	WLB10	0,952	
	WLB11	0,935	
	WLB12	0,859	

Based on the results of the validity test in Table 4.9 above, all indicators have fulfilled the requirements of the validity test, where each has a factor loading value of > 0.50 . All variables have

also met the requirements of a limit value of > 0.50 for the AVE value. Therefore, all instruments in this study can be declared valid.

The reliability test is carried out by looking at the composite reliability value and Cronbach's Alpha value which has a conditional value of being above or more than > 0.60 . The following are the results of the reliability test using SmartPLS 3.0:

Table 2. Reliability Testing Result

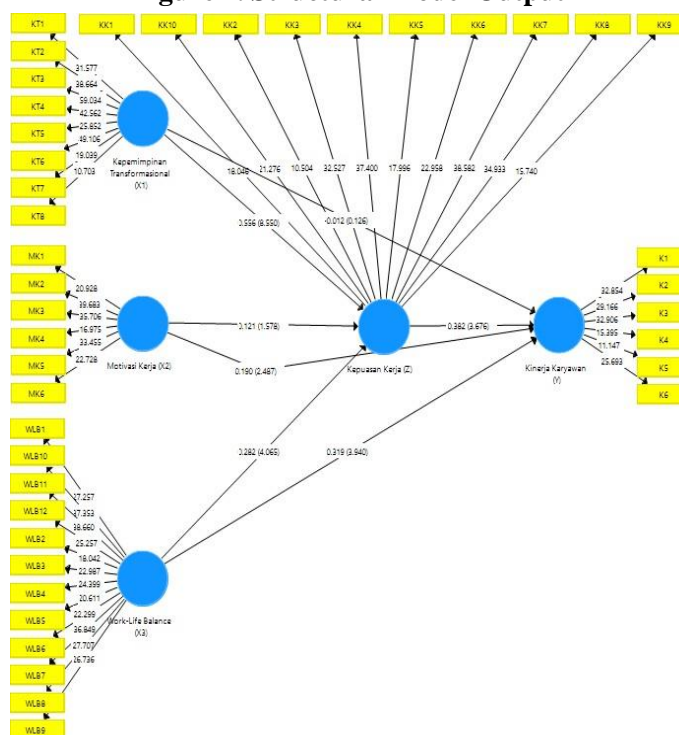
	Cronbach's Alpha	Composite Reliability
Employee Performance (Y)	0,949	0,960
Job Satisfaction (Z)	0,973	0,976
Transformational Leadership (X1)	0,973	0,977
Work Motivation (X2)	0,944	0,956
Work-Life Balance (X3)	0,979	0,981

Based on the reliability test in Table 2 above, all variables are declared reliable because they have fulfilled the test requirements, namely Cronbach's Alpha and Composite Reliability values and above or more than > 0.60 .

4.2 Structural Model Test (Inner Model) Result

The structural model test or influence measurement test (inner model) is carried out by measuring the F-Square, R-Square, Fit Model, and Hypothesis Test. The following is a diagram of the inner mode calculation results that have been processed using the SmartPLS version 3.0 software:

Figure 2. Structural Model Output



4.3 F Square Evaluation

This test is carried out to assess the size of the influence between exogenous latent variables on endogenous latent variables.

Following are the results of the Effect F-Square values that have been processed using SmartPLS 3.0:

Table 3. F Square Testing Result

	KT (X1)	MK (X2)	WLB (X3)	KK (Z)	K (Y)
Transformational Leadership (X1)				0,432	0,000
Work Motivation (X2)				0,016	0,021
Work-Life Balance (X3)				0,116	0,073
Job Satisfaction (Z)					0,081
Employee Performance (Y)					

The F-Square value category is divided into three, namely 0.02 as a small effect, 0.15 as a moderate effect, and a value of 0.35 as a large effect. Based on Table 4.14 above, those with a

large effect > 0.35 are in the influence of X1 on Z. There are no moderate effects, namely between values of 0.15 to 0.35. The effect of X2 on Y, X3 on Y, and Z on Y is included in



the small category because the F-Square values range from 0.02 to 0.15. While the influence that is ignored is the effect of X1 on Y and X2 on Z because it has a value of <0.02.

4.4 R Square Evaluation

Table 4. R Square Testing Result

	R Square	R Square Adjusted
Job Satisfaction (Z)	0,832	0,830
Employee Performance (Y)	0,696	0,691

Based on the value of the R-Square in Table 4 above, it shows that the R-Square value has an influence simultaneously or simultaneously X1 (Transformational Leadership), X2 (Work Motivation), and X3 (Work-Life Balance) on Z (Job Satisfaction) is equal to 0.832 with an adjusted R-Square value of 0.830. So, it can be concluded that when all exogenous constructs (X1, X2, and X3) simultaneously affect Z by 0.830 or 83%. Because the adjusted R-Square is more than 67%, the effect of all exogenous constructs X1, X2, and X3 on Z is in a strong category. The remaining 17% is explained by other constructs outside those examined in this study.

Based on the value of the R-Square in Table 4 above, it shows that the R-Square value has an influence simultaneously or simultaneously X1 (Transformational Leadership), X2 (Work Motivation), and X3 (Work-Life Balance) on Y (Employee Performance) is equal to 0.696 with an adjusted R-Square value of 0.691. So, it can be concluded that when all exogenous constructs (X1, X2, and X3) simultaneously affect Y by 0.691 or

This test also called the determination test, is carried out to determine the independent variable's influence on the dependent variable. The coefficient of determination (R-Square) is expected to be between 0 and 1. The following is the result of the R-Square value after processing the data using SmartPLS 3.0:

69%. Because the adjusted R-Square is more than 67%, the effect of all exogenous constructs X1, X2, and X3 on Y is included in the strong category. The remaining 31% is explained by other constructs outside those studied in this study.

4.5 Hypothesis Testing Result

Hypothesis testing was carried out through SmartPLS 3.0 using the bootstrapping technique. The data used for bootstrapping is data that has been done at the measurement stage. Hypothesis testing is included in the structural model and shows the hypothesized relationship with simulation practice. Testing with this bootstrapping technique aims to determine the relationship's direction and significance in each latent variable. Hypothesis testing is done by looking at the p-value if it is below or p-value (sig) ≤ 0.05 . If it is more than 0.05, the hypothesis is not accepted or rejected. Following are the results of the p-value and Specific Indirect Effects values after processing the data using SmartPLS 3.0:

Table 5. Path Coefficient Analysis (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Dev (STDEV)	T Statistics (O/STDEV)	P Values	Result
TL (X1) -> EP (Z)	0,556	0,549	0,065	8,596	0,000	Accepted
TL (X1) -> JS (Y)	-0,012	-0,018	0,097	0,127	0,899	Rejected
WM (X2) -> EP (Z)	0,121	0,122	0,080	1,522	0,129	Rejected
WM (X2) -> K (Y)	0,190	0,188	0,070	2,702	0,007	Accepted
WLB (X3) -> EP (Z)	0,282	0,287	0,072	3,934	0,000	Accepted
WLB (X3) -> JS (Y)	0,319	0,322	0,078	4,088	0,000	Accepted
EP (Z) -> JS (Y)	0,382	0,385	0,102	3,753	0,000	Accepted

Table 6. Path Coefficient Analysis (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
TL (X1) -> EP (Z) -> JS (Y)	0,212	0,211	0,063	3,355	0,001	Accepted
WM (X2) -> EP (Z) -> JS (Y)	0,046	0,048	0,036	1,293	0,197	Rejected
WLB (X3) -> EP (Z) -> JS (Y)	0,108	0,109	0,038	2,872	0,004	Accepted

Table 5 shows the results of hypothesis testing using bootstrapping. It can be seen in the p-values table, where seven of the ten proposed hypotheses are accepted, and the other three are rejected. Furthermore, to find out the mediation function, the researcher used the bootstrapping method, the results of which can be seen through the specific indirect effect table or in Table 6 above. As for significance, this study uses the one-tail hypothesis

so that the significant figure is seen from the t-statistic values above 1.96 for a significance of 0.05.

5. Discussion

In discussing this research, we will carry out an elaboration on the results of the hypothesis testing, which were rejected as follows:



5.1 Transformational Leadership does not affect Employee Performance

A previous study conducted by Andika et al. (2020) also found that transformational leadership has a positive influence on employee performance. Where the higher the transformational leadership, the better the employee performance. Transformational leadership is a leader who can influence employees with his vision, charisma, and inspiration. This is also supported by Al Kindy et al. (2016) that transformational leadership is a leadership style that can improve employee performance. Leaders must display their transformational leadership side, especially in conditions of significant changes that occur in the organization, such as mergers or acquisitions, even in structural and strategic changes that occur in the organization. Moreover, in Shelton et al.'s (2018) study of the sales and marketing department, a significant relationship was also found between transformational leadership and employee performance, where transformational leadership can also be applied in the sales and marketing department.

The results of this follow-up research show that the significant relationship is negative because the t-statistic value of Transformational Leadership on Employee Performance is 0.127, which has a smaller meaning than the t-table, which is 1.96 and the resulting p-value is 0.899, which exceeds the predetermined standard. 0.05. This is because the situation during the pandemic caused a lot of external factors to affect the sales team's performance, such as the number of closed outlets, decreased consumer purchasing power, inflation, and others which resulted in difficulties for the sales team in improving their performance. This external factor is very difficult to reduce its influence even though efforts have been made to calculate the sales team's performance more objectively, namely by reducing the number of outlets component divisors in calculating the performance of the sales team for KPI active outlets and penetration. Still, other external factors such as decreased consumer purchasing power, inflation, and unemployment cannot be ignored and this greatly affects employee performance.

5.2 Work Motivation does not affect Job Satisfaction

Research conducted by Maharjan (2012) found a positive relationship between work motivation and job satisfaction. Companies must motivate employees for individual job satisfaction to improve organizational performance. Motivating employees can be done in many ways, such as giving appreciation for the total achievement of the company or individuals and providing exposure to the company's condition, whether it is growing well or experiencing a decline, so that all employees feel involved in the company's growth.

However, this is not in line with previous theories and research concerning job satisfaction. The results of this follow-up study show that the significance is negative because the t-statistic

value of Work Motivation (X2) on Job Satisfaction (Z) is 1.522, which is smaller than the t-table, which is 1.96. After that, the resulting p-value is 0.129 exceeding the predetermined standard <0.05.

5.3 Work Motivation does not affect Employee Performance through Job Satisfaction

In research by Gupta and Pannu (2013), employees who feel satisfied will benefit the company because they will be more motivated and committed so that the quality of their performance will be maximized. Employees who are satisfied with their work conditions and are supported by their superiors and colleagues who always provide motivation will be motivated to work individually and collectively to produce maximum performance.

The results of the follow-up research show that the significance is negative because the t-statistic value of Work Motivation on Employee Performance with Job Satisfaction as a mediator is 1.293, which is smaller than the t-table, which is 1.96. After that, the resulting p-value is 0.197 exceeding the predetermined standard <0.05.

6. Conclusion

This study identifies and analyzes the Influence of Transformational Leadership, Work Motivation, and Work-Life Balance on Employee Performance with Job Satisfaction as a Mediating Variable in Consumer Goods Companies During the Covid-19 Pandemic.

Transformational leadership positively and significantly affects job satisfaction with a p-value of 0.000 below the specified standard <0.05. Transformational Leadership has no positive and insignificant effect on Employee Performance, with a p-value of 0.899 above the specified standard <0.05. Transformational Leadership has a positive and significant effect on Employee Performance mediated by Job Satisfaction with a p-value of 0.001 below the specified standard <0.05. Work Motivation has no positive and insignificant effect on Job Satisfaction, with a p-value of 0.129 above the specified standard <0.05. Work motivation has a positive and significant effect on employee performance, with a p-value of 0.007 below the specified standard <0.05. Work Motivation has no positive and insignificant effect on Employee Performance, while Job Satisfaction mediates with a p-value of 0.197 below the specified standard <0.05. Work-Life Balance has a positive and significant effect on Job Satisfaction with a p-value of 0.000 below the specified standard <0.05. Work-Life Balance has a positive and significant effect on Employee Performance with a p-value of 0.000 below the specified standard <0.05. Work-Life Balance has a positive and significant effect on Employee Performance mediated by Job Satisfaction with a p-value of 0.000 below the specified standard <0.05. Job satisfaction has a positive and significant effect on employee performance with a p-value of 0.000 below the specified standard <0.05.



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