THE INFLUENCE OF WORK-LIFE BALANCE AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE IN TELEWORKING ENVIRONMENT

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Abstract: Influence of work-life balance and Transformational leadership on employee performance in a teleworking environment. During the pandemic era, the teleworking policy had to be implemented, but afterward, this policy was still being implemented. It becomes interesting to measure employee performance in a teleworking environment, especially the important elements that influence employee performance such as transformational leadership, work-life balance, and job satisfaction. Previously, there may have been a lot of research on the relationship between these variables, but only a few have discussed the relationship between these variables in the teleworking environment. The research was conducted on 150 employees in companies that implement teleworking. Quantitative research using primary data from distributed questionnaires. Data analysis using the SEM model concluded that transformational leadership and work-life balance have a significant and positive effect on employee performance, either directly or through job satisfaction.

Keywords: teleworking, work-life balance, job satisfaction, transformational leadership, employee performance

INTRODUCTION

Since the Covid-19 outbreak a few years ago, businesses have started to switch from a full work system in the office to remote work, so it is imperative that this topic be covered in greater detail. The initial imposition of restrictive laws about in-person social contact during the epidemic served as the catalyst for remote working. The Covid-19 pandemic has made big changes for companies, many businesses continue to use the remote-working system or teleworking system although it has now entered the post-pandemic (Smite et al, 2023; Tauz, Katharina, & Jorg, 2022). The teleworking system opens opportunities for workers to manage work time and location to create a balance between work and family life.

A survey conducted by Pricewaterhouse Coopers (2021), financial services for company leaders in Indonesia, found that 50% of companies in Indonesia had permanent remote work patterns such as teleworking. The development of teleworking systems will continue to grow and be considered to maximize employee satisfaction and productivity. Teleworking systems can affect employee performance and psychology indirectly, to produce an optimal teleworking work system needed by superiors (Gong & Sims, 2022).

Some researchers are saying that the teleworking system during the Covid-19 Pandemic
has differences from conventional Teleworking where the existing teleworking is not carried out voluntarily for some people but massively for the entire company due to the Covid-19 Pandemic (Smite et al, 2023; Li et al., 2022). Several studies discuss teleworking showing the inconsistency of the relationship between the implementation of teleworking systems to employee performance and employee job satisfaction. The teleworking system that occurred at that time, namely Forced Teleworking, research written by Li et al. (2022) has the conclusion that forced teleworking can cause work fatigue and counter-productive behavior. This statement is also supported by research conducted by Tanja and Zolta’n (2019) shows that teleworking tends to increase working hours and reduce work-life balance, making employee performance worse. Moreover, attendance cannot be monitored in real time.

Regarding employee performance during teleworking, studies can take a different point of view from the work-life balance and transformational leadership of superiors when doing teleworking on employee performance. But apparently, there is also a research gap on the influence of transformational leadership, where according to research conducted by Wortler, Van Yperen, & Barelds (2022), it is stated that in Asian countries, a suitable transformational leadership is to use a transformational leadership that has high control. However, unlike the research conducted by Juhro (2020), said that the transformational leadership that best suits the current situation is transformational leadership where the leader functions as a problem solver and encourages his team to develop together. This is contrary because transformational leadership is not leadership that prioritizes high control. Based on research conducted by Juhro (2020), it is stated that transformational leadership is a transformational leadership that causes changes in motivation internally from a person to a conscious mindset change from the target.

On the other hand, the growth of retail companies in Indonesia continues to grow every year, this is obtained from the CIEC report which enlarges every month, with an average of 8.0% from 2011-01 to 2023-02, with 146 observations. Based on these data reports, it can be seen that retail companies in Indonesia experience increasing and positive growth every year. Because of that, this research will target one of the largest retail industries in Indonesia with more than 20,000 stores throughout Indonesia. For the company’s head office employees, a Teleworking Policy was implemented which was initially caused by the Covid-19 pandemic but continues until now even though activity restrictions on the community have begun to be lifted by the government. Based on the results of interviews we got from Retail industry HR, it was stated that there was a policy of implementing WFH on an ongoing basis, even though the government had lifted large-scale social restrictions.

The previous research discussed this teleworking topic that occurred during the Covid-19 pandemic. However, there is still nothing, especially in Indonesia, regarding the impact of transformational leadership and behavior in the teleworking environment on employee job satisfaction and performance post-pandemic. In fact, teleworking is the future of the existing work system where WFH or Hybrid Working has begun to become a standard employment condition even though some industrial sectors are still trying to turn a blind eye to this development (Williamson & Colley, 2022). Some countries have also felt that this teleworking-based work system has now become a permanent
feature for employees after the Covid-19 Pandemic occurred (Bloom, Han, & Liang, 2022). Therefore, this explanatory study will examine the role of transformational leadership and behavior in job satisfaction and employee performance in a teleworking environment to fill the gaps that still exist from previous literature on the impact of teleworking on job satisfaction and performance because the industry must be aware of variables in order to improve and develop the teleworking system that is starting to occur in Indonesia so that the existing teleworking becomes a work system that is as effective or even more effective than the conventional full onsite working system.

Literature Review

Transformational Leadership

When the Covid-19 epidemic first started, businesses’ top priority was to offer employees support systems for adjusting to the significantly altered working environment (Carnevale & Hatak, 2020). Leadership is about getting people to do willingly, which their instincts teach them not to do (Mullins, 2010). In Juhro (2020), Bass states that on its type, leadership is categorized into two groups, namely transactional leadership uses gifts or rewards and punishments to motivate followers and transformational leadership inspires followers to transform with internal motivation. According to Juhro (2020), an environment with uncertainty, global turmoil, and organizational instability requires transformational leadership. Some of the arguments that have been concluded are that transformational leadership is leadership that is suitable for the present and the future and that transformational leadership will make people move beyond expectations (Juhro, 2020). Transformational leadership is one of the components that can affect the relationship between leaders and employees in an organization.

Transformational leadership is a participatory transformational leadership that enhances morale, internal motivation, and follower performance to produce a change mindset and behavior of followers and organizational effectiveness (Juhro, 2020). Then Lopez-Cabarcos (2022) states that Transformational Leadership is the most important variable in influencing worker performance. Further explanation from Gaviria-Rivera & López-Zapata (2019) states transformational leadership has an impact on others through individual assessments, including charismatic leaders who inspire and stimulate employees intellectually.

Referring to Alamanda, Setiawan, & Irawanto (2021) stated several things, namely that transformational leadership can increase employee job satisfaction and transformational leadership can improve employee performance. Gaviria-Rivera & López-Zapata (2019) conducted research by analyzing transformational leadership and its relationship to organizational climate, job satisfaction, and work team performance. From this research, it was found that leadership transformation is a determining factor for feelings of satisfaction at work at a given time. This research also shows that job satisfaction has a positive influence on team performance.

The implementation of teleworking has long been implemented in certain companies, but with Covid-19, government regulations require companies to carry out teleworking to suppress the Covid-19 outbreak. This has resulted in the frequency of employee meetings being reduced and requiring adjustments from employees when not working in the office. According to Brunelle (2013), physical and psychological distance have...
a negative relationship with the quality of working relationships in mobile working conditions, but transformational leadership can mitigate the negative impact. According to Aropah et al. (2020), transformational leadership which involves influencing, inspiring, motivating, and providing intellectual stimulation, has a significant effect on employee performance. In implementing work from home, the transformational leadership of superiors can improve employee performance (Aropah et al., 2020).

**Work-Life Balance (WLB)**

Work-life balance is a condition where the time spent working is balanced with the time spent on his personal life (Wolor et al., 2020). According to research conducted by Wolor et al. (2020), one of the company’s steps in improving work-life balance is implementing flexible working. This will make employees more motivated and loyal to the company because of the balance between work and the employee’s own personal life. Work-life balance is divided into several dimensions of balance including time balance, work involvement or psychological effort of employees towards their work, and balance of satisfaction at work and in personal life (Capnary, Rachmawati, & Agung, 2018). It can be defined as work-life balance when employees can balance the demands of work and personal life (Aziz et al, 2023). Work-life balance in a teleworking environment is interesting to research, where the teleworking conditions that were forced to be implemented during the pandemic have become the company’s ongoing policy so that career and personal balance in a teleworking environment becomes an interesting thing to determine employee performance.

From several literatures work-life balance had a positive influence on employee performance before the increasing teleworking system was implemented (before Covid-19) based on research on millennial employees conducted by Wolor et al. (2020) stated that work-life balance affects the performance of millennial generation employees. Based on research, it was found that work-life balance has a significant positive relationship with the job satisfaction of employees in a company (Kasbuntoro, 2020). This research is supported by Bellmann & Hübler (2020) which states that job satisfaction and remote work or teleworking have a positive relationship. The influence of work-life balance on job satisfaction in teleworking has a positive influence according to research by Aziz et al. (2023).

**Job Satisfaction (JS)**

Basically, every individual to be able to fully commit to work must first have a sense of satisfaction with the work he is doing (Alrawahi, 2020). Therefore, the job satisfaction factor is important to analyze to understand the work situation faced by employees. One of the studies by Davidescu et al. (2020) states that job satisfaction is a benchmark that represents psychological, physiological, and work environment conditions that affect employee satisfaction with their work, emotional stability, and conscientiousness. In addition, according to research conducted by Alrawahi (2020), job satisfaction states how the employee feels about the organization or company where he works both in general and specifically such as the place of work, salary, relationships between colleagues, and others. Therefore, job satisfaction is often one of the benchmarks analyzed in a company to assess employee responses to their workplace.

Based on several studies that examine the relationship between job satisfaction employee
productivity and performance, a positive relationship was obtained between job satisfaction and employee performance. According to research conducted by Sabuhari (2020), job satisfaction has a significant positive contribution to the performance of employees. Research conducted by Sabuhari (2020) also states that Job Satisfaction has a partial effect in affecting the performance of employees in the workplace where some workers will improve their performance when they feel satisfied with the work they are doing.

In analyzing the Job Satisfaction of employees in a company, one of the methods used in research by Alrawahi (2020) is Herzberg’s Two-Factor Theory of Motivation where researchers will detail the points that will be measured satisfaction percentage carried between the percentage of satisfaction (% of satisfiers) and the percentage of dissatisfiers (% of dissatisfiers) to determine the factors that can be improved by the company in increasing employee job satisfaction based on factors that have a fairly high percentage of dissatisfiers.

**Employee Performance (EP)**

Employee performance is one of the most important variables in industrial management which reflects how an individual behaves, generates value for the company, and contributes to company goals (López Cabarcos et al., 2022). Therefore, companies need to empower their human resources with the aim that the performance of workers can be maintained to produce optimal output for the company. Based on research conducted by Paais & Pattiruhu (2020) stated that to help improve performance, companies must first understand the satisfaction of employees and the existing work environment.

Then, in influencing employee performance, leadership also plays a role in it. Based on several previous studies by Paais & Pattiruhu (2020) and Doan et al. (2020) explained that leadership has an important role in a company within the company. This can be seen in research conducted by Doan et al., (2020) which obtained results where transformational leadership has a role in making a project in the company successful and employees become more effective at work. More specifically, the study states that there is a strong and positive relationship directly between transformational leadership and team satisfaction in carrying out their work so that job satisfaction creates good and efficient performance in an organization.

**Hypothesis and Research Model**

Thus, we proposed the following hypothesis:

**H1:** Transformational leadership has a positive effect on employee performance in a teleworking environment.

**H2:** Work-life balance has a positive effect on employee performance in a teleworking environment.

**H3:** Transformational leadership has a positive effect on job satisfaction in a teleworking environment.

**H4:** Work-life balance has a positive effect on job satisfaction in a teleworking environment.

**H5:** Job satisfaction has a positive effect on employee performance in a teleworking environment.

**H6:** Work-life balance has a positive effect on employee performance mediated by Job Satisfaction in a teleworking environment.

**H7:** Transformational leadership has a positive effect on employee performance mediated by job satisfaction in a teleworking environment.
METHOD

Elements of Research Design

This study proposes to obtain an analysis of variables that can affect employee performance. Based on this objective, this study will use the quantitative methodology. Quantitative methods are best suited to surveys with minimal disturbance or interference (the study is conducted in a natural environment). In relation to the study setting, a non-contrived setting is used where, in the implementation of this research, the environment and study settings are carried out naturally or normally (without artificial settings) because this study wants to see the relationship between variables without manipulation. The units to be analyzed in this study are individuals because this survey will be conducted to assess and examine employees who implement teleworking work systems in a cross-sectional study. For now, we will contact the relevant department, namely the Human Resources (HR) department, to obtain data on divisions that perform teleworking. After getting the data, we will go to the division that is implementing the teleworking system to conduct a survey.

This research study will target a population of 2000 employees with job class clerks to supervisors from the head office of one of the largest retail companies in Indonesia. In this study, the parameters that will be measured are transformational leadership, work-life balance, job satisfaction, and employee performance when implementing teleworking in a company. Then this study took a Sampling Frame from employees with job class clerks to supervisors who have experienced and implemented the Teleworking work system in the largest retail company in Indonesia.

A sampling technique known as simple random sampling, which draws random samples from the total population in accordance with the required sample size, was also used in this study’s sampling design. Because the sample is picked at random and each employee in the population has an equal chance of being chosen to serve as a representative of the population, it is unlikely that bias will be present in this method (Sekaran & Bougie, 2019). The Simple Random Sampling method is used because each division for head office employees implements a teleworking system, and the size of the population is known. Furthermore, in determining the sample size, it is obtained that the minimum sample size is five times by the number of indicators observed on each variable, but to be more acceptable the sample size should have a 10:1 ratio with the indicators of each variable (Hair et al., 2020). Based on this statement, the
minimum sample size for this study is 60 samples (5 x 15 Indicators) to 150 samples (10 x 15 Indicators) for 5% error tolerance.

**Data Collection**

In this study, the amount of data required is relatively large, therefore the research strategy used in this study is a survey. One of the data collection techniques in a research strategy survey is to use a questionnaire (Sekaran & Bougie, 2019). This data collection technique has also been applied to several previous studies, namely, to see the influence between Work-Life Balance, transformational leadership, Job Satisfaction, and Employee Performance (Paais & Pattiruhu, 2020). Data collection uses a questionnaire with a Likert Scale with 6-point choices, namely Strongly Agree, Agree, Somewhat Agree, Somewhat Disagree, Disagree, Strongly Disagree. A questionnaire with a Likert Scale was also used by Lopez-Cabarcos (2022) in research on the variables of transformational leadership, Work-Life Balance, Job Satisfaction, and Employee Performance. The Likert Scale was developed to gauge a person’s or a group’s attitudes, views, and perceptions of social issues (Herlina, 2019). In the data collection process, researchers will coordinate with the Human Capital Management (HCM) Division within the company to obtain information on divisions that implement teleworking work systems as well as position-level information on employees. Based on the information obtained, the researcher will provide an online questionnaire to be filled in by the respondent.

**RESULT**

**Validity and Reliability Test**

At the stage of testing the validity and reliability of the data, SmartPLS software is used to help process data related to the relationship between latent variables and observed variables. The validity checking stage will be

<table>
<thead>
<tr>
<th>Variable</th>
<th>Dimension</th>
<th>Indicator</th>
<th>Loading Factor Value</th>
<th>Convergent Validity</th>
</tr>
</thead>
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<tr>
<td>Employee Performance</td>
<td>EP1</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>EP2</td>
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<tr>
<td></td>
<td>EP3</td>
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<td></td>
<td>EP4</td>
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</tr>
<tr>
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<td></td>
</tr>
<tr>
<td></td>
<td>JS2</td>
<td>0.937</td>
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</tr>
<tr>
<td></td>
<td>JS3</td>
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<td></td>
<td>JS4</td>
<td>0.921</td>
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</tr>
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<td></td>
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<tr>
<td></td>
<td>LS 2</td>
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<tr>
<td></td>
<td>LS 3</td>
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<td>LS 4</td>
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<tr>
<td></td>
<td>LS 5</td>
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<td>LS 6</td>
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<td>Work-Life Balance</td>
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<td></td>
<td>WLB3</td>
<td>0.801</td>
<td>Fulfilled</td>
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Convergent Validity Test

Data is said to be valid convergently if it meets the conditions where the loading factor value must be > 0.708. Based on the data analysis carried out, results were obtained as follows.

Based on checking the value of the loading factor above, it was obtained that all indicators in the variable met the convergent validity test standard because all indicators had a value of > 0.708. Therefore, it can be concluded that the indicators are valid convergently. However, apart from the loading factor value, the convergent validity of the indicator can also be checked using the Average Variance Extracted (AVE) value. An indicator is said to be valid convergently if it has an Average Variance Extracted (AVE) value of > 0.5. Based on the analysis carried out, the following results were obtained.

Based on the Average Variance Extracted (AVE) value in Table 2, all variables also meet the convergent validity requirements because they have an Average Variance Extracted (AVE) value of > 0.5. From the results of convergent validity testing using both loadings and AVE factor values, both are proven to be valid so that the data meets the convergent validity requirements.

 Discriminant Validity Test

In testing the Discriminant Validity of a variable, several ways can be used, including the Fornell-Larcker method and the Heterotrait-Monotrait Ratio (HTMT). In checking with Fornell-Larcker, the value of the “AVE root must be greater than the correlation. Therefore, based on the results of the analysis, the following results were obtained.

In Table 3, the bolded numbers are the “AVE values and the values below are the correlations. Based on these results, it is proven that all variables meet the requirements for discriminant validity according to Fornell-Larcker. Then the second way of testing is to use the Heterotrait-Monotrait Ratio, where the HTMT value must be smaller than 0.9. Based

<table>
<thead>
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<th>Variable</th>
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<th>Convergent Validity</th>
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<tbody>
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<td>JS</td>
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<td>LS</td>
<td>0.631</td>
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<tr>
<td>WLB</td>
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</tbody>
</table>

<table>
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<th>Discriminant Validity (Fornell-Larcker)</th>
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<tr>
<td>0.878</td>
</tr>
<tr>
<td>0.821 0.903</td>
</tr>
<tr>
<td>0.697 0.762 0.795</td>
</tr>
<tr>
<td>0.614 0.543 0.363 0.823</td>
</tr>
</tbody>
</table>
on the analysis of Discriminant Validity with HTMT, the following results were obtained.

Based on the HTMT value, it can be proven that all test variables have met the discriminant validity requirements because they have an HTMT value of < 0.9. Based on two methods of testing using both the Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT), both show that each variable is discriminantly valid. Therefore, it can be concluded that all variables are valid both convergently and discriminantly.

Reliability Test

Reliability testing of test variables uses two methods, the first using Cronbach’s alpha value and the second with a composite reliability value. A variable is said to be reliable if the values of Cronbach’s alpha and composite reliability are both greater than 0.7. The following is the output of variable reliability tests from SmartPLS.

Based on the value obtained, both based on Cronbach’s alpha and composite reliability have met the reliability requirement, which is > 0.7. Therefore, it can be stated that all variables meet the reliability criteria.

Structural Model

The following is the output of the Structural Equation Model (SEM) analysis with variables consisting of transformational leadership.

Direct Effects Structural Model Analysis

Based on the analysis of direct relationships between variables in the structural model, the following results are obtained (Table 6).

Table 4 Discriminant Validity (HTMT)

<table>
<thead>
<tr>
<th></th>
<th>EP</th>
<th>JS</th>
<th>LS</th>
<th>WLB</th>
<th>Discriminant Validity</th>
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<tbody>
<tr>
<td>EP</td>
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<td></td>
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<td>Fulfilled</td>
</tr>
<tr>
<td>JS</td>
<td>0.899</td>
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<td>LS</td>
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<tr>
<td>WLB</td>
<td>0.687</td>
<td>0.616</td>
<td>0.428</td>
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</tr>
</tbody>
</table>

Figure 2 Structural Equation Model (SEM) Analysis Result
A relationship between variables can be said to be significant if it meets the requirements of t-value and p-value. In one-tail testing for directional hypothesis testing, a relationship can be said to be significant if the t-value > 1.645 and the p-value < 0.05. When looking at the output of the direct relationship between the variables above, it can be seen that all direct relationship between the variable has a significant positive relationship because the p-value = 0 < 0.05 and t-value > 1.645 (directional) which means that transformational leadership and work-life balance has a significant positive influence on job satisfaction because it has a positive path coefficient of 0.651 and 0.307. Then the job satisfaction variable also has a significant positive influence on employee performance. In addition, transformational leadership and work-life balance are also proven to have a direct influence on employee performance significantly.

Specific Indirect Effects Structural Model Analysis

Based on the analysis of indirect relationships in structural models, the following results are obtained.

In the results of these indirect influences, job satisfaction has a significant positive role in mediating the relationship between transformational leadership and employee performance. This can be identified because p-value = 0.000 < 0.05, t-value = 5.120 > 1.645, and 0.345 path coefficient. Then also job satisfaction was proven to have a significant positive relationship in mediating work-life balance to employee performance of employees based on p-value = 0.000.

Table 6 Direct Effects

<table>
<thead>
<tr>
<th></th>
<th>Original Sample (O)</th>
<th>Sample Mean (M)</th>
<th>Standard Deviation (STDEV)</th>
<th>T Statistics</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>JS -&gt; EP</td>
<td>0.530</td>
<td>0.515</td>
<td>0.092</td>
<td>5.745</td>
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</tr>
<tr>
<td>LS -&gt; EP</td>
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<td>0.207</td>
<td>0.076</td>
<td>2.639</td>
<td>0.004</td>
</tr>
<tr>
<td>LS -&gt; JS</td>
<td>0.651</td>
<td>0.648</td>
<td>0.047</td>
<td>13.792</td>
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<td>WLB -&gt; EP</td>
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</tr>
<tr>
<td>WLB -&gt; JS</td>
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<td>0.311</td>
<td>0.048</td>
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Table 7 Specific Indirect Effects

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<thead>
<tr>
<th></th>
<th>Original Sample (O)</th>
<th>Sample Mean (M)</th>
<th>Standard Deviation (STDEV)</th>
<th>T Statistics</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>LS -&gt; JS -&gt; EP</td>
<td>0.345</td>
<td>0.334</td>
<td>0.067</td>
<td>5.120</td>
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<tr>
<td>WLB -&gt; JS -&gt; EP</td>
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<td>0.160</td>
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<td>4.165</td>
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</table>
0.000 < 0.05, t-value = 4.165 > 1.645, and 0.163 path coefficient.

DISCUSSION

In this study, it was found that H1 was significant based on the Table 6. In other words, transformational leadership has a positive influence on employee performance in a teleworking work environment. Teleworking work situations cannot be monitored directly like work systems in general, so it really requires a transformational leadership that will affect employee performance. The related research results are in line with previous research by Juhro (2020), Lopez-Cabarcos (2022), López-Zapata (2019), and Alamanda, Setiawan, & Irawanto (2021). Previous research found that it transformational leadership has an impact on employee performance.

Based on the research that has been done, the results of the analysis support the accepted H2 or H2. This means that work-life balance has a significant positive relationship with employee performance. This research is in line with Wolor et al. (2020), in this study it was found that work balance makes employees more motivated and loyal to the company it can improve employee performance, research conducted by Kasbuntoro (2020), Bellmann & Hübler (2020), and Capnary, Rachmawati, & Agung (2018) stated the same thing.

In this study, based on the data processing carried out, the results of the analysis support H3, in other words, H3 is accepted, namely, transformational leadership influences job satisfaction in a teleworking environment. This happens because transformational leadership is a determinant of job satisfaction at certain times, transformational leadership also has a positive effect on team performance (López-Zapata, 2019).

Based on the results of analysis and data processing, H4 supports or is accepted, which means that work-life balance affects job satisfaction. The results of this analysis are the same as research conducted by Wolor et al. (2020) which states that work-life balance affects job satisfaction in the work environment.

Based on this study, the results of the analysis support H5, job satisfaction has a strong influence and plays an important role in employee performance, so it has a major effect on employee performance. The results of this study are corroborated by Sabuhari (2020) who states that job satisfaction has a partial impact on employee performance.

Based on the results of this study, H6 is significantly positive, which means that work-life balance influences employee performance which is mediated by job satisfaction. The results of this analysis are the same as research conducted by Kasbuntoro (2020) and Bellmann and Hübler (2020), work-life balance affects employee performance which is mediated by employee job satisfaction in a company. This study supports H7, transformational leadership has a strong influence on employee performance mediated by job satisfaction. The results of this study are supported by previous research (Alamanda, Setiawan, & Irawanto, 2021) stating that transformational leadership can increase employee job satisfaction and improve employee performance.

In this study, the employee population was used with job class clerks to supervisors from 2000 Head Office employees of the largest retail company in Indonesia. Demographically because the Head Office is located in the Jabodetabek area so that the majority of em-
employees come from Java and are quite filled by millennials. This may affect the relationship between each variable so our recommendation for future studies is to try to explore retail companies located outside the island or focus on branch offices spread outside Java. Thus, it will be increasingly validated that the relationship between these variables is consistent or inconsistent with different study locations.

REFERENCES


