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## Mediating effect of work-life balance towards leadership style and work engagement

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### ABSTRACT

The dynamism of the current work environment, especially for ASN Bandung Regency, makes the government need employees who provide quality and timely services as a form of satisfaction and community expectations. For that, leaders must understand the most suitable leadership style to be applied by government employees. The leadership style for employees who work from home (WFA) is expected to increase work engagement through work-life balance in the organization. This study uses Structural Equation Modeling (SEM) with 500 respondents from Bandung Regency ASN employees. The purpose of this study was to analyze the work-life balance mediating the effect of transformational leadership, transactional leadership, and servant leadership on the work engagement of Bandung Regency Government employees. The population of this research is the government employees of Bandung Regency. The sampling technique used is simple random sampling. Findings: The leadership styles in the organization owned by the head of ASN in Bandung Regency to increase work engagement through work-life balance are transactional leadership and servant leadership. Originality/values: In one study, analyzing work-life balance mediates the effects of transformational leadership, transactional leadership, and servant leadership on work engagement.



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## Introduction

In today's dynamic environment, it is seen that employees facing a heavy workload and long working hours affect the lives of employees and their families (Aslam, 2015), p this naturally will influence work engagement (Marseno & Muafi, 2021). (Dinh, 2020) concluded that leadership style very important in creating a sense of work-life balance for employees, although it may be unavoidable that employees will experience stress in the personal and work lives of employees.

To increase work-life balance, the leader must create an open dialogue with employees so that when stress begins to interfere with work, the leader can provide the flexibility needed so that employee work engagement is maintained (Lee et al., 2021). Behavioral theories state that efforts aimed at achieving the desired thing can be translated by external social work characteristics into work meaningfulness that plays a key role in influencing work outcomes (Meng et al., 2022) which of course work engagement effectiveness among employees in the public sector is increasingly a topic of great concern (Mandu et al., 2020).

For employees in the public sector, the level of work engagement high can push quality of public services (Meng et al., 2022), the government needs employees which provides quality and timely services as form community satisfaction and expectations. For that, leader must understand the most suitable leadership style for implemented by employee's government.

Transformational leadership exhibits a set of enduring interpersonal behaviors in influence and motivate employees to build vision and self-confidence (Meng et al., 2022). Transactional leadership focuses on work through an exchange process that prioritizes organizational goals (Jensen et al., 2018), by motivating employees to complete employee work related to rewards and punishments (Gemeda & Lee, 2020) which shows that transactional leadership can also be effective because they tend to be task-focused (Lee et al., 2021). While servant leadership to achieve a shared vision, where needs and growth and the personal progress of employees is prioritized over self and organizational interests (Rabiul et al., 2022). Even though the process different, the three types of leadership style influence work engagement, because of employee expectations to achieve work-related results and organizational goals (Jiang & Luo, 2018).

Moment this government try for apply system work WFA (Work From Anywhere), isn't it? again WFH (work from home), naturally system work this not apply for all civil servants, only position certain that can implement WFA (Hardani Triyoga, 2022). This thing will influence quality employee work-life balance Government Bandung Regency, leader Bandung Regency needs thinking what leadership style should be used so that the employee permanent have a sense of work engagement.

Many studies have \_ conducted about leadership style to work engagement through work-life balance, however study previously only analyze leadership style certain only, for example franciska et al. (2021) analyze transformational leadership. (Rabiul et al., 2022) analyze transactional leadership and servant leadership on work engagement. whereas study this analyze third leadership style that is transformational leadership, transactional leadership and servant leadership. Study this aim for analyze work-life balance that mediates influence transformational leadership, transactional leadership and servant leadership at employee engagement Government Bandung Regency.

## Method

### Variables and Measurements

#### *Scale and measure*

The structured questionnaire consists of five sections containing 49 statements using a five-point Likert scale. A scale of 1 indicates strongly disagree and a scale of 5 indicates strongly agree. Questionnaires were circulated via google form and filled out online. Servant leadership adapted from Jaramillo in (Parris & Peachey, 2013) using 14 statement items, Transformational leadership adapted from Bass in (Northouse, 2021) using 7 statement items, Transactional leadership adapted from Bass in (Northouse, 2021) using 5 statement items; Work-life balance adapted from (Omar et al., 2015) using 7 statement items and Work Engagement adapted from Schaufeli and Bakker in the journal (Klein, 2014) using 16 statement items

### Population and Sample

The research population is employees government Bandung Regency. retrieval technique sample used \_ is simple random sampling where each employee have same opportunity \_ as respondents. In determination of the sample using formula slovin (Sugiyono, 2011) written where  $n = N / (1 + (N \times e^2))$ . Population study this is a local government ASN Bandung Regency as many as 10,665 employees. Amount the will sampled with \_ use formula Slovin with a tolerable error of 5% then minimum number of samples in study this totaling 386 respondents of the total population as many as 10,665 employees, however in study this use the number of samples is 500 employees.

### Data Analysis Results

This study uses an inferential statistical approach with Structural Equation Modeling (SEM). The analysis includes multivariate statistical analysis which is useful for confirming model theory based on empirical data. Model theory describes a model hypothesis that is built based on a certain theoretical framework which is then tested based on empirical data, (Hair et al., 2010). The data is processed with Lisrel 8.8 software.

**Hypothesis*****Transformational leadership & work-life balance***

Para employee who has leader with transformational leadership style feel trust, admiration, loyalty, and respect for the figure leaders because they want to work more hard than expected (Fransiska & AyiAhadiat, 2021). According to Hudson in (Walia, 2015) describes work-life balance as the level of satisfaction between life employee at an organization nor in life personal employee . Employee can be said to have reached work-life balance if you can carry out family demands and work demands in equal portions, where employees have equal time, satisfaction, and involvement regardless of the various demands of work and family demands (Greenhaus et al., 2003). Oladele et. research al. (2016 ) show that transformational leadership have influence positive and significant to work life balance . So obtained hypothesis:

**H1. Transformational leadership take effect to work-life balance*****Transactional leadership take effect to work-life balance***

Strength transactional leadership stems from the formal authority and responsibility of the employee in the organization. In In transactional leadership style, leaders set SMART goals (specific, measurable, achievable, realistic, and timely) for their employees. The results of the analysis of (Aslam, 2015) shows that transactional leadership has an effect on work life balance

**H2. Transactional leadership berpengaruh terhadap work-life balance*****Servant leadership & work-life balance***

Work-life balance as employee perception relating to the balance experienced by employees in life personal and professional, work-life balance is fun thing \_ \_ depending on how each situation is perceived ( Kalliath and Brough , 2008) . Employee not often in direct contact with organizational leaders, employees tend to benefit from servant leadership through the organization's advocated values, which are expressed in real policy and practice (Lamprinou et al., 2021). According to (Lamprinou et al., 2021) show that servant leadership have influence positive and significant to work life balance . So obtained hypothesis :

**H3. Servant leadership berpengaruh terhadap work-life balance*****Transformational leadership & Work engagement***

Work engagement is a vital concept that plays an important and fundamental role in the giving process best service to society. According Bass in (Nguyen & Mohamed, 2011) Transformational leadership actively interacts with employees to create transformative change in an ideal way. Inside a transformational organization leadership as an important social resource in context profession because can shift employee orientation from personal interests to collective interests (Joo & Nam, 2019) and influence the way employees give meaning to work . Study (Meng et al., 2022) showed that transformational leadership affects work engagement .

**H4. Transformational leadership berpengaruh terhadap work engagement*****Transactional leadership & work engagement***

When the employee achieve organizational goals, leaders reward employees with what the organization has promised, such as money or promotions. This award can motivate employee in continuous employee efforts, thereby, to some extent, facilitating work engagement employees (Li et al., 2018). The research of (Li et al., 2018) shows that transactional leadership have influence positive and significant to work engagements. So obtained hypothesis :

**H5. Transactional leadership berpengaruh terhadap work engagement*****Servant leadership & work engagement***

(Haar et al., 2017) argues that servant leadership could recommend spiritual development, welfare, and employee work results , so that employees begin to become more engaged, open-minded, patient and considerate at work. Servant leadership who strong could increase work engagements . Research (Ling et al., 2017) shows that transactional leadership have influence positive and significant to work engagementmnt . So obtained hypothesis :

**H6. Servant leadership berpengaruh terhadap work engagement*****Work-life balance & work engagement***

C employee ethics reach work life balance will have a positive impact for employees and organization . Study (Jaharuddin & Zainol, 2019) show that the ability of employees to achieve work-life balance with organizational support leads to work engagement higher . So obtained hypothesis :

**H7. Work-life balance take effect to work engagement*****Influence transformational leadership to work engagement mediated by work-life balance***

Research conducted by (Buil et al., 2019) and (Haar et al., 2017) shows that work-life balance has a mediating role in positive and significant influence on leadership style Transformational leadership towards work

engagement . The findings in this study are supported by previous research conducted by franciska et al. (2021). So obtained hypothesis :

**H8. Transformational leadership take effect to work engagement mediated by work-life balance**

***Influence Transactional leadership against work engagement mediated by work-life balance***

(Aslam, 2015) shows that work-life balance mediates connection Among transactional leadership and work engagement. So obtained hypothesis :

**H9. Transactional leadership take effect to work engagement mediated by work-life balance**

***Influence servant leadership towards work engagement mediated by work-life balance***

Based on research (Haar et al., 2017) by including work-life balance as mediator, and found the full mediating effect servant leadership towards work engagements . A leader who cares about serving employees and help employees to grow (Luthans & Avolio, 2003), according to Schaufeli & Bakker in the journal (Klein, 2014) providing opportunities to more employees \_ big through work life balance so that employee could achieve work engagement more powerful.

**H10. Servant leadership take effect to work engagement mediated by work-life balance**

## Results and Discussions

### Respondent Demographics

The number of research respondents was 500 civil servants, which were dominated by male employees as many as 344 employees (68.8%) and 156 female employees . employees (31.2%). For position status/job level, namely staff level, there are 299 people (59.8%) and the remaining structural officers are 201 and 40.2%. The education level is dominated by employees with D4/S1 education there are 217 people (43.4%), S2/S3 there are 203 people (40.6%) and diploma education is 80 (16 %).

### Descriptive statistics

**Table 1.** Mean, standard deviation and correlation

No	Variable	Average	Standard Deviasi	1	2	3	4	5
1	Transformational Leadership	4,630	0,680	1				
2	Tramsactional Leadership	4,180	0,960	0,694** *	1			
3	Servant Leadership	4,427	0,789	0,763** *	0,725** *	1		
4	Work Life balance	4,185	0,859	0,442** *	0,578** *	0.598 ***	1	
5	Work Engagement	4,490	0.702	0.578 ***	0,522 ***	0.622 ***	0.622 ***	1

\*\*\* sig <1%, \*\* sig 1%, \* sig 5%

Overall, the average employee perception of *transformational leadership* (mean = 4.630) is higher than *transactional leadership* (mean = 4.180) and servant leadership (mean = 4.427). Meanwhile, judging from the variation/diversity of employee response responses, it shows that *transactional leadership diversity* is quite diverse, as indicated by a larger standard deviation (0.960) compared to other leadership style response variations. The average for *work life balance* and *work engagement* is also considered positive by employees with an average score above 4. Correlation analysis describes the relationship between two variables where the estimation results show there is a positive relationship between leadership style variables and work life balance and work engagement.

### Structural Equation Modeling

Structural Equation Modeling or SEM for short is a statistical methodology that is useful for testing model theory based on empirical data. The model in SEM consists of a measurement model and a structural model. The measurement model describes the causality between variables with the dimensions/indicators that measure it. While the structural model describes the hypothesis of the influence between variables. The sample size in this study was 500 people, exceeding the minimum sample size in SEM suggested by (Schumacker & Lomax, 2010) which is 250 or according to (Iacobucci, 2010), Hox and Bechger in (Wang et al., 2013) is at least 200. SEM assumptions according to (Hair et al., 2010) is that the data follow a multivariate normal distribution in line with the SEM estimator which is generally used is the *maximum likelihood (ML)* . If this assumption is not met, then (Schumacker & Lomax, 2010) recommend transforming the available data in option Lisrel 8.8. i.e. *normal scores*.

Evaluation in SEM consists of evaluation of the measurement model / CFA (Confirmatory Factor Analysis), evaluation of structural models and evaluation of model fit / *goodness of fit*.

### Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) describes the causality of the relationship between variables and measurement items. Evaluation of the CFA model seen from the criteria of Loading Factor (LF) above 0.70, Construct Reliability (CR) above 0.70 and Variance Extracted (VE) above 0.50, (Hair et al., 2010). The following is the result of Lisrel 8.8 processing.

There are 4 valid items measuring *the transformational leadership variable* with a loading factor between 0.709 to 0.805 where the item that best describes this variable is (TR2) the boss is optimistic about the future and (TR4) talks enthusiastically about what needs to be achieved. The level of reliability of the measurement model can be accepted with construct reliability (CR)  $0.854 > 0.70$  and variance extracted (VE)  $0.594 > 0.50$ . *Transactional leadership* is measured by 2 (two) valid items with a loading factor of 0.729 to 0.753 which is reflected in superiors who act seriously in handling problems and superiors explain what is expected of employees. The level of reliability of the measurement model can be accepted with construct reliability (CR)  $0.709 > 0.70$  and variance extracted (VE)  $0.549 > 0.50$ . Servant leadership is measured by 9 (nine) valid items with a loading factor range of 0.709 to 0.816 where this variable is strongly reflected in SL10 superiors showing interest in finding solutions, SL12 working hard to find solutions, and SL9 superiors showing attention to detail to employees. The level of reliability of the measurement model can be accepted with construct reliability (CR)  $0.918 > 0.70$  and variance extracted (VE)  $0.556 > 0.50$ . *Work life balance* measured by 7 (seven) valid items with a loading factor range of 0.720 to 0.871 where the item that best describes is WLB5 satisfied with work life, WLB4 satisfied in dividing attention and WLB3 satisfied with balance of time. The level of reliability of the measurement model can be accepted with construct reliability (CR)  $0.940 > 0.70$  and variance extracted (VE)  $0.691 > 0.50$ . *Work engagement* is measured by 10 (ten) valid items with a loading factor range of 0.702 to 0.846 which is strongly illustrated in terms of WE9 inspiring work, WE8 enthusiastic about work, and WE7 work that is full of meaning and purpose. The level of reliability of the measurement model can be accepted with construct reliability (CR)  $0.941 > 0.70$  and variance extracted (VE)  $0.592 > 0.50$ .

**Table 2.** CFA Model Evaluation Table

Variable	coding	Items	Loading Factor	Construct Reliability	Variance Extracted
Transformational Leadership	TR2	Bosses are optimistic about the future	0.805	0.854	0.594
	TR3	Boss explains the importance of having strong goals	0.773		
	TR4	The boss talks enthusiastically about what needs to be achieved	0.793		
	TR7	Superiors act and build employee respect	0.709		
Transactional Leadership	TS2	The boss acts until the problem becomes serious	0.729	0.709	0.549
	TS4	The boss explains what can be expected to be received	0.753		

Variable	coding	Items	Loading Factor	Construct Reliability	Variance Extracted
Servant Leadership	SL3	The boss makes a decision so that the employee can contribute	0.709	0.918	0.556
	SL4	Superiors agree with employees in making decisions	0.719		
	SL7	Bosses hold high ethical standards	0.721		
	SL8	Boss does what he promised	0.721		
	SL9	The boss balances his attention to detail	0.763		
	SL10	Bosses show interest in finding solutions	0.816		
	SL11	Bosses make employees work in teams	0.737		
	SL12	Bosses work hard to find ways to help	0.803		
	SL14	Boss emphasizes the importance of community	0.713		
Work-life balance	WLB1	satisfied in balancing work	0.799	0.940	0.691
	WLB2	satisfied with the balance between work and non-work activities	0.854		
	WLB3	satisfied with the balance of time	0.860		
	WLB4	satisfied in sharing attention	0.867		
	WLB5	satisfied with work life	0.871		
	WLB6	satisfied with balancing need on work	0.830		
	WLB7	satisfied with the opportunity they have to do the job	0.726		

Variable	coding	Items	Loading Factor	Construct Reliability	Variance Extracted
Work Engagement	WE2	feel able to work	0.730	0.941	0.592
	WE3	have a passion for work	0.707		
	WE5	have a strong mentality at work	0.779		
	WE6	feel persistent at work	0.702		
	WE7	feel the work done is full of meaning and purpose	0.823		
	WE8	enthusiastic about work	0.836		
	WE9	feel work can inspire	0.846		
	WE10	feel proud of work	0.743		
	WE11	find work challenging	0.748		
	WE12	feel time flies when you are working	0.717		
	WE13	feel happy when working hard	0.814		

### Structural Model

Structural model evaluation describes the model hypothesis testing where the significance of the effect between variables is seen from the statistical t value. If the t statistic is greater than 1.96 (significant). The following is the result of processing with Lisrel 8.8.

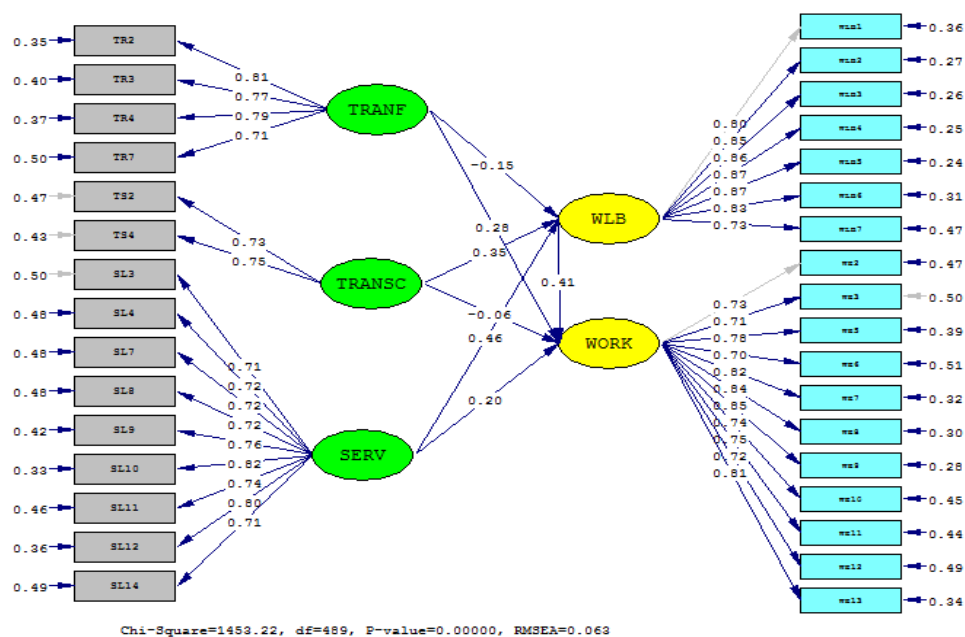


Figure 1. Estimated Path Coefficient

Table 3. Hypothesis test

Hypothesis	Parameter estimates	Standard Error	t value	Information
H1. Transformational leadership affects work-life balance	-0.153	0.079	-1,920	Hypothesis Rejected
H2. Transactional leadership affects work-life balance	0.394***	0.084	4,135	Hypothesis Accepted
H3. Servant leadership affects work-life balance	0.462***	0.083	5.572	Hypothesis Accepted
H4. Transformational leadership affects work engagement	0.282***	0.073	3,873	Hypothesis Accepted
H5. Transactional leadership affects work engagement	-0.058	0.079	-0.731	Hypothesis Rejected
H6. Servant leadership affects work engagement	0.204**	0.076	2,687	Hypothesis Accepted
H7. Work-life balance leadership affects work engagement	0.409***	0.054	7,655	Hypothesis Accepted
H8. Transformational leadership affects work engagement mediated by work-life balance	-0.062	0.034	-1,837	Hypothesis Rejected
H9. Transactional leadership affects work engagement mediated by work-life balance	0.143***	0.040	3,589	Hypothesis Accepted
H10. Transformational leadership affects work engagement mediated by work-life balance	0.189***	0.041	4,619	Hypothesis Accepted

\*\*\* sig &lt; 1%, \*\* sig 1%, \* sig 5%

**Goodness of Fit Model**

The final evaluation of the model is to see the *goodness of fit model* (GoF) or the level of fit of the model on empirical data. There is no single measure to state the fit of the model with the data, therefore a combination of several measures of absolute GoF and Incremental GoF was developed, (Hair et al., 2010). According to (Hair et al., 2010) recommend a combination of RMSEA, CFI and SRMR as a measure of the GoF model, while according Kline in the journal (Kueh et al., 2015) states the size of Chi Square, SRMR, CFI and RMSEA. Meanwhile, Hu and Bentler in (Kline, 2015) gave an opinion on the combination of RMSEA, SRMR, NNFI and CFI. The following is the result of processing.

Overall, the results of the goodness of fit (GoF) evaluation show that the model is acceptable, both the criteria of Hair et al (2010), Kline in the journal (Kueh et al., 2015) or Hu and Bentler in (Kline, 2015) where the influence between variables can be explained by empirical data. When viewed from the absolute GoF and incremental GoF criteria, the absolute GoF measures such as RMSEA, RMR and Standardized RMR meet the criteria of a good fit model, while the Chi square and GFI test sizes show a poor fit model. The Chi square test is an absolute GoF measure showing the results of  $P < 0.05$  which indicates a poor fit model. This measure is very sensitive to sample size, model complexity and data distribution, (Schumacker & Lomax, 2010). Likewise, GFI is sensitive to the size of the model complexity which tends to be low when the complexity of the model increases, Hooper et al (2008). The measure of the incremental GoF is to compare the proposed model with the basic model. The estimation results show that NFI, NNFI, CFI, RFI and IFI have values above 0.95 so that the model can be accepted. In addition, Morehead & Griffin in (Luthfiyani, 2019) said work-life balance is an employee's ability to balance obligations in work and personal life. Work-life balance, in the company's view, is a challenge in the context of creating a supportive culture for employees. Or (Shalahuddin, n.d.) He states that the results of his research have the influence of transformational leadership style and work life balance on the citizenship behavior of the land office employees of Kubu Raya Regency.



**Table 4.** Goodness of Fit

Goodness of Fit	Criteria	Estimated Value	Information
Normal Theory Weighted Least Squares Chi-Square	$P > 0.05$	0.000	Poor Fit
Root Mean Square Error of Approximation (RMSEA)	$\leq 0,08$	0,0629	Good Fit
Normed Fit Index (NFI)	$\geq 0,95$	0,972	Good Fit
Non-Normed Fit Index (NNFI)	$\geq 0,95$	0,980	Good Fit
Comparative Fit Index (CFI)	$\geq 0,95$	0,981	Good Fit
Incremental Fit Index (IFI)	$\geq 0,95$	0,981	Good Fit
Relative Fit Index (RFI)	$\geq 0,95$	0,970	Good Fit
Root Mean Square Residual (RMR)	$\leq 0,05$	0,0278	Good Fit
Standardized RMR	$\leq 0,05$	0,0466	Good Fit
Goodness of Fit Index (GFI)	$\geq 0,95$	0,853	Poor Fit

## Conclusions

We obtained the following conclusions: 1) Transformational leadership no have influence to work-life balance; 2) Transactional leadership has positive and significant influence \_ to work-life balance; 3) Servant leadership has positive and significant influence \_ to work-life balance; 4) Transformational leadership has positive and significant influence \_ to work engagements; 5) Transactional leadership is not have influence to work engagements; 6) Servant leadership has positive and significant influence \_ to work engagements; 7) Work-life balance has positive and significant influence \_ to work engagements; 8) Transformational leadership no have influence on work engagement mediated by work-life balance; 9) Transactional leadership has positive and significant influence \_ to work engagement is mediated by work-life balance; 10) Servant leadership has positive and significant influence \_ to work engagement is mediated by work-life balance.

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