

The Impact of Job Satisfaction, Transformational Leadership, and Work-Life Balance on Employee Performance: A Study in Technology Companies in Indonesia

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ABSTRACT

This research explores the dynamic interplay of job satisfaction, transformational leadership, work-life balance, and their collective impact on employee performance within the burgeoning technology sector of Indonesia. The study employs a quantitative research design, utilizing Partial Least Squares Structural Equation Modeling (PLS SEM) to analyze data gathered through a questionnaire survey of employees in various technology companies. The findings reveal a robust and positive association between job satisfaction and employee performance, emphasizing the need for organizations to prioritize initiatives that cultivate positive work environments. While the study did not establish a direct link between transformational leadership and employee performance within the specific model, it underscores the nuanced dynamics of leadership impact. Additionally, the research highlights the highly significant and positive relationship between work-life balance and employee performance, emphasizing the crucial role of promoting a healthy balance between work and personal life in enhancing overall employee effectiveness.

Keywords:

Job Satisfaction;
Transformational
Leadership; Work-
Life Balance;
Employee
Performance;
Technology
Companies;
Indonesia

INTRODUCTION

The exponential growth of the technology sector in Indonesia has propelled its companies into the forefront of global innovation and competitiveness (Hadi & Hanif, 2022). Within this rapidly evolving landscape, the significance of employee performance cannot be overstated (Arif et al., 2022). The success of technology firms hinges on the effectiveness, motivation, and satisfaction of their workforce (Prastiantoko et al., 2023). Key factors influencing this dynamic include job satisfaction, transformational leadership, and work-life balance (Haryani & Bastanta, 2022; Jr et al., n.d.). This research endeavors to unravel the intricate interplay of these variables and their collective impact on employee performance in technology companies across Indonesia.

Against the backdrop of Indonesia's technological ascendancy, understanding the nuanced facets of job satisfaction becomes imperative (Chi et al., 2023). Examining how employees perceive their roles, their relationships with colleagues, and the overall work environment is crucial in crafting strategies for organizational success (Braun et al., 2013). Transformational leadership, characterized by visionary and inspirational leadership styles, has emerged as a potent catalyst for enhancing employee motivation and performance (Purwanto et al., 2021). Moreover, achieving a harmonious work-life balance is paramount for sustaining employee well-being, job commitment, and overall job performance (Top et al., 2015).

In addressing this research's primary questions, we aim to uncover the level of job satisfaction among technology company employees in Indonesia, scrutinize the impact of transformational leadership on performance, assess the influence of work-life balance, and explore the combined effects of these variables on overall employee

performance. This research is not only timely but also addresses critical gaps in the existing literature. While previous studies have delved into the impact of individual factors on employee performance, a comprehensive investigation into their synergies within the distinctive context of Indonesian technology companies is notably lacking.

The uniqueness of this study lies in its focus on the Indonesian technological landscape, recognizing the specific challenges and opportunities that define this vibrant sector. By bridging this gap, we aim to provide actionable insights that can inform human resource management practices, shape organizational policies, and contribute substantially to the broader discourse on elevating employee performance in technology-driven environments. Ultimately, this research aspires to offer a holistic understanding of the intricate relationships among job satisfaction, transformational leadership, work-life balance, and employee performance in the context of Indonesia's burgeoning technology sector.

Literature Review And Hypothesis Development

a. Job Satisfaction

Job satisfaction refers to an employee's level of contentment with their job and the work environment (Chan et al., 2022). It is a crucial factor in organizational performance and human resource management. Job satisfaction is affected by various factors such as organizational respect, job insecurity, and organizational culture (Roy & Chaudhari, 2021). Organizational respect is negatively related to burnout via job satisfaction, with job insecurity moderating the relationship. The major factors affecting job satisfaction among college teachers include job security, salary, and recognition (Stobbe et al., 2021). Higher job satisfaction ensures that the institution has a competitive advantage and extends its life. Status anxiety is a unique factor that can affect job satisfaction beyond several other indicators of organizational attitudes (Keshabyan & Day, 2020).

Several studies have shown that job satisfaction has a significant influence on employee performance. For instance, a study on the National Amil Zakat Institution in Surabaya found that job satisfaction has a strong effect on improving employee performance, with good management processes and transformational leadership also playing important roles (Muklis et al., 2022). Another study on Japanese PMA companies in Indonesia revealed that organizational culture strongly influences job satisfaction and employee performance (Martadinata et al., 2022). Additionally, research on industrial companies demonstrated that job satisfaction has a positive effect on employee performance (Rizky et al., 2023). Furthermore, a meta-analysis approach study found that increasing employee participation has a positive effect on job satisfaction, employee commitment, and employee performance. These findings collectively suggest that job satisfaction is a crucial factor in influencing employee performance, and organizations should consider strategies to enhance job satisfaction to improve overall performance (Zhang, n.d.). H1: There's a positive and significance impact of job satisfaction on employee performance

b. Transformational Leadership

Transformational leadership is a leadership style that focuses on inspiring and motivating individuals to achieve a shared vision, often through charismatic, intellectual stimulus, and individual consideration (Prayudha & Wardi, 2023). This leadership style aims to create a sense of purpose and meaning for employees, encouraging them to go beyond their individual interests and work towards a common

goal (McClean et al., 2021). Transformational leaders often exhibit behaviors such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation (Mahmud, 2022). This leadership style has been found to have a positive effect on employee engagement, job satisfaction, and overall performance (Jusriadi et al., 2022).

Transformational leadership has a significant influence on employee performance, as it encourages employees to be creative, innovative, and take on challenging tasks to achieve organizational goals for the greater good (Walumbwa & Hartnell, 2011). This leadership style fosters self-confidence, optimism, and commitment among employees, leading to better performance (Udin, 2023). The relationship between transformational leadership and employee performance is mediated by factors such as relational identification with the supervisor, self-efficacy, trust, and organizational commitment (Hubais et al., 2023; Yuan et al., 2017). These indirect interrelations are crucial for enhancing employee performance, as they help create a positive work environment and motivate employees to excel in their roles (Pamungkas et al., 2023). H2: There's a positive and significance impact of transformational leadership on employee performance

c. Work-Life Balance

Work-life balance refers to the ability of an individual to balance their work and personal life in a way that allows them to meet their responsibilities and achieve their goals in both areas (Rohmatiah et al., 2023). It has become an important issue for researchers, policymakers, and organizations, as it has been shown to improve employee performance, well-being, and organizational citizenship behavior (Boakye et al., 2021). Achieving work-life balance can be challenging, especially for women who have additional commitments and responsibilities outside of work (Minonzio et al., 2018). Strategies for achieving work-life balance include work flexibility, co-worker support, supportive supervisors, supportive family, and programmed work-life (Ezhilarasi & Subramanian, 2018). Organizations are encouraged to develop and implement family-friendly policies that can promote the healthy well-being of their workforce while facilitating work-life balance (Abrunhosa e Sousa, 2017).

Work-life balance (WLB) has a significant impact on employee performance. A study conducted at PT Gemilang Mitra Sejahtera found that WLB has a positive and significant effect on employee performance (Aisyah et al., 2023). Another study analyzed the effect of work-family conflict on work-life balance, performance, and employee performance through work-life balance as the intervening variable. The results showed that work-family conflict had a negative and significant effect on work-life balance and performance, while work-life balance had a positive and significant effect on employee performance (Isa & Indrayati, 2023). A study on doctors and nurses in Malaysia found that flexible working hours and supportive supervision have a significant and positive impact on job performance, and job satisfaction positively mediates the relationship between flexible working hours and supportive supervision towards job performance (Dousin et al., 2019). Work-life balance practices, such as flexible working hours and supportive supervision, can improve employee job satisfaction, which eventually increases their job performance and productivity (Kurniasari & Dewi, 2023). H3: There's a positive and significance impact of work life balance on employee performance

d. Employee Performance

Employee performance is a crucial aspect of organizational success, as it directly impacts the productivity, efficiency, and overall effectiveness of a company (Becker et al., 2011). It is influenced by various factors, including individual skills, knowledge, motivation, and the work environment (Audenaert et al., 2019). Effective performance management involves setting clear goals, providing regular feedback, and recognizing and rewarding outstanding performance (Deshpande et al., 2021). This approach helps employees understand their roles, stay engaged, and strive for continuous improvement (Maley et al., 2021).

METHOD

a. Research Design

This study employs a quantitative research design, utilizing a questionnaire survey to collect data on job satisfaction, transformational leadership, work-life balance, and employee performance in technology companies in Indonesia. The analysis will be conducted using Partial Least Squares Structural Equation Modeling (PLS SEM) to examine the relationships among the variables and test the proposed research model.

b. Sample and Population

The target population consists of employees working in various technology companies across Indonesia. A stratified random sampling technique will be applied to ensure representation from different organizational levels and sectors within the technology industry. This study uses 150 respondents from around 20 technology companies in Indonesia.

c. Data Collection

A structured questionnaire will be administered to the selected sample, incorporating validated scales to measure job satisfaction, transformational leadership, work-life balance, and self-reported performance indicators. The questionnaire will undergo pre-testing for clarity and reliability. Data collection will be facilitated through online and offline modes, allowing for flexibility and ease of participation.

d. Data Analysis

Quantitative data will be analyzed using Partial Least Squares Structural Equation Modeling (PLS SEM), a robust statistical technique suitable for exploring complex relationships in structural models. PLS SEM allows for the simultaneous examination of multiple variables and provides insights into both the measurement and structural models. The analysis will involve assessing path coefficients, latent variable relationships, and overall model fit.

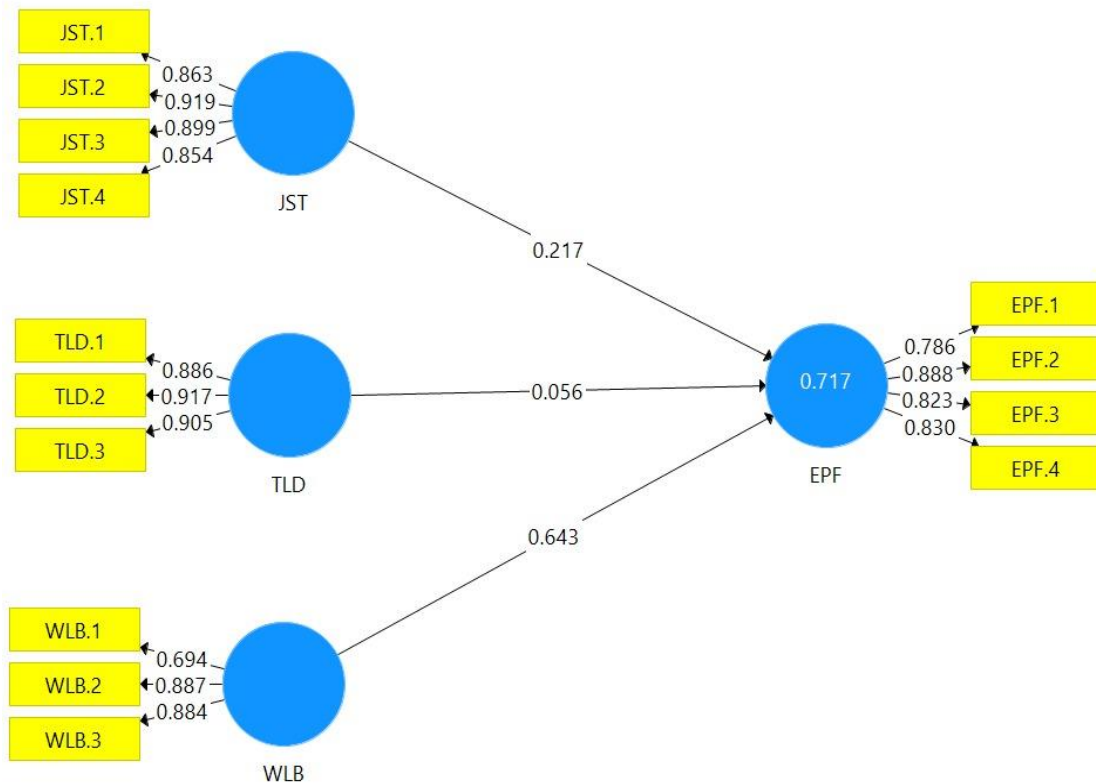


Figure 1. Model of Research
 Source: Data Analysis Result, 2024

RESULTS AND DISCUSSION

a. Respondent Demographic

The distribution will be designed to reflect key characteristics of the technology workforce in Indonesia. Organizational levels will be proportionately represented, with approximately 40% from entry-level positions, 30% from mid-level management, and 30% from senior executive roles. In terms of sector representation, the sample will include 25% from software development, 20% from hardware manufacturing, 15% from telecommunications, and 40% from IT services. Gender diversity will be accounted for with an even split, targeting 50% male and 50% female participants. Age groups will be categorized as follows: 25% for individuals aged 20-30, 50% for those aged 31-45, and 25% for participants aged 46 and above. Educational backgrounds will be diverse, with 40% holding technical degrees in computer science and engineering, and 60% possessing non-technical degrees in business, humanities, and other disciplines.

b. VIF Values

Table 1 Inner VIF Value

	VIF
EPF.1	1,674
EPF.2	2,674
EPF.3	1,950
EPF.4	2,056
JST.1	2,426

JST.2	2,489
JST.3	2,994
JST.4	2,335
TLD.1	2,178
TLD.2	2,026
TLD.3	2,783
WLB.1	1,286
WLB.2	2,019
WLB.3	2,025

Source: Data Analysis Result, 2024

The table presents the Variance Inflation Factor (VIF) values for different variables or factors within a statistical model. VIF is a measure that quantifies the extent of multicollinearity among the independent variables in regression analysis. In this case, the table displays the VIF values for various factors, each denoted by a code (e.g., EPF.1, JST.2, TLD.3, WLB.2). The VIF values range from 1,286 to 2,994, indicating the degree of multicollinearity for each corresponding factor. Higher VIF values suggest a higher degree of correlation between the specific factor and the other variables in the model. Analysts and researchers typically use VIF values to assess and address multicollinearity issues, with higher values often prompting further investigation or adjustments in the regression model. A VIF below 3 indicates that the variance of an estimated regression coefficient is only about three times larger than it would be if that variable were uncorrelated with the other predictors. Therefore, a VIF value under 3 is often considered a threshold below which the multicollinearity is not a significant concern. In the table, the majority of the VIF values are below 3, indicating that, based on this criterion, the variables have relatively low levels of multicollinearity.

c. Model Fit Criteria

Table 2. Model Fit Criteria

	Saturated Model	Estimated Model
SRMR	0,083	0,083
d_ULS	0,720	0,720
d_G	0,373	0,373
Chi-Square	318,024	318,024
NFI	0,803	0,803

Source: Data Analysis Result

Table 2 presents various model fit criteria for both the Saturated Model and the Estimated Model. These fit indices are commonly used in structural equation modeling and related statistical analyses to assess how well the specified model fits the observed data. The Standardized Root Mean Square Residual (SRMR), d_ULS, and d_G values for both models are all identical at 0.083, 0.720, and 0.373, respectively. These indices are measures of discrepancy between the observed and predicted covariance matrices, with lower values indicating better fit. The Chi-Square value of 318.024 represents the goodness-of-fit statistic, with larger values indicating poorer fit; however, it is common for Chi-Square to be significant in large samples. The Normed Fit Index (NFI) is 0.803 for both models, with values closer to 1 indicating

better fit. Overall, these criteria suggest that the Estimated Model provides a reasonable fit to the data, as indicated by the consistency in fit indices between the Estimated and Saturated Models. Researchers often consider a combination of fit indices to comprehensively evaluate the adequacy of a model.

d. Model Fit Criteria

Table 3. R^2

	R^2	R^2 Adjusted
EPF	0,717	0,711

Source: Data Analysis Result, 2024

The table displays R-squared (R^2) and adjusted R-squared (R^2 Adjusted) values for a specific variable or factor, EPF, in a regression model. R-squared is a measure of the proportion of variance in the dependent variable (EPF in this case) that is explained by the independent variables in the model. The R^2 value of 0.717 indicates that approximately 71.7% of the variance in the EPF variable is explained by the independent variables in the model. The adjusted R^2 (0.711) takes into account the number of predictors in the model, providing a more conservative measure that penalizes for the inclusion of unnecessary variables. In this case, both R^2 and R^2 Adjusted are relatively high, suggesting that the independent variables in the model collectively account for a substantial portion of the variability in the EPF variable.

e. Hypothesis Testing

Table 4. Hypothesis Testing

	Original Sample	Sample Mean	Std Dev	T Stats	P Values	Result
JST -> EPF	0,217	0,223	0,066	3,279	0,001	Significant
TLD -> EPF	0,056	0,058	0,080	0,700	0,484	Not Significant
WLB -> EPF	0,643	0,639	0,071	9,117	0,000	Significant

Source: Data Analysis Result, 2024

Table 4 provides the results of hypothesis testing for three specific hypotheses related to the relationships between variables. The Original Sample column presents the coefficients (T Stats) for the predictor variables (JST, TLD, WLB) in predicting the dependent variable (EPF). The Sample Mean and Std Dev columns display the mean and standard deviation of the respective predictor variables in the sample. The T Stats column shows the t-statistics associated with each predictor, with higher values indicating stronger evidence against the null hypothesis. The P Values column indicates the significance level of the t-statistics. In this table, the hypothesis tests for JST -> EPF and WLB -> EPF are found to be significant (P Values of 0.001 and 0.000, respectively), suggesting that there is evidence to reject the null hypothesis for these relationships. On the other hand, the TLD -> EPF relationship is not found to be significant (P Value of 0.484), indicating that there is insufficient evidence to reject the null hypothesis for this particular relationship. Overall, these results provide insights into the significance of the hypothesized associations between the predictor variables (JST, TLD, WLB) and the dependent variable (EPF) in the specified model.

Discussion

a. Job Satisfaction to Employee Performance

The robust and positive association between Job Satisfaction (JST) and Employee Performance (EPF) highlighted in the analysis underscores a critical aspect of organizational success—the direct impact of employee satisfaction on job performance. This finding aligns with well-established theories in organizational psychology and management, emphasizing that content and fulfilled employees are more likely to be engaged, committed, and productive (Kosec et al., 2022; PICH & Suhariadi, 2021). In response to this insight, organizations should strategically prioritize initiatives that cultivate a positive work environment (Novia & Walla, 2023). Employee recognition programs, regular feedback mechanisms, and opportunities for skill development are potential strategies to enhance job satisfaction (Phulpoto, 2023). By investing in these areas, organizations not only bolster employee morale but also create a foundation for sustained high-performance levels (Muhtar & Wahyuni, 2023).

Furthermore, the significance of the JST → EPF relationship suggests that fostering positive interpersonal relationships within the workplace can be a pivotal factor in driving employee satisfaction and, consequently, performance. Organizations can explore team-building activities, mentorship programs, and open communication channels to promote positive relationships among colleagues. Encouraging a culture of collaboration and mutual support contributes not only to job satisfaction but also to a more cohesive and effective work environment. Ultimately, recognizing the interconnectedness of employee satisfaction and performance opens avenues for strategic interventions that can lead to a more productive and harmonious workplace.

b. Transformational Leadership to Employee Performance

The non-significant result for the Transformational Leadership (JST) → Employee Performance (EPF) relationship prompts a closer examination of the nuanced dynamics between leadership style and job performance. While the statistical analysis does not establish a direct and significant link within the confines of the model, it is essential to interpret this finding in a broader organizational context. Transformational leadership, characterized by inspirational and visionary leadership behaviors, may indeed contribute to employee motivation, satisfaction, and overall performance (Sansodik & Kustiawan, 2023; Sürücü et al., 2022). The non-significant result may indicate that, in the specific sample or model considered, the impact of transformational leadership on performance is not statistically discernible. Organizations should delve into the specific behaviors and practices associated with transformational leadership and how they align with the organizational culture and employee expectations (Abas et al., 2018; Chi et al., 2023).

This result does not diminish the potential significance of transformational leadership but highlights the complexity of leadership impact on employee performance. Future research and organizational assessments could explore whether certain dimensions of transformational leadership, such as charisma, intellectual stimulation, or individualized consideration, have varying effects on performance outcomes. Additionally, considering the potential moderating factors, such as organizational culture or employee characteristics, may provide a more nuanced understanding of the relationship between transformational leadership and employee performance. By gaining deeper insights, organizations can refine their leadership development strategies and tailor their approaches to enhance overall employee performance.

c. Work-Life Balance to Employee Performance

The highly significant and positive relationship between Work-Life Balance (WLB) and Employee Performance (EPF) in the analysis underscores the pivotal role that a harmonious work-life balance plays in driving overall employee effectiveness. This finding aligns with contemporary organizational paradigms that recognize the interconnectedness between employee well-being and performance (Aisyah et al., 2023; Isa & Indrayati, 2023). Organizations should acknowledge the significance of initiatives aimed at promoting work-life balance, as they appear to be crucial contributors to enhanced employee performance (Kurniasari & Dewi, 2023). Strategies such as flexible work schedules, telecommuting options, and well-being programs can not only foster work-life equilibrium but also yield tangible benefits in terms of increased employee productivity and job satisfaction (Dousin et al., 2019; MADOGWHE & OMOGERO, 2023).

The substantial coefficient (0.643) associated with the WLB -> EPF relationship suggests that employees experiencing improved work-life balance tend to exhibit significantly higher levels of performance. This finding has implications for organizational policies and practices, emphasizing the importance of aligning work demands with the personal and family needs of employees. Moreover, it underscores the potential positive outcomes of prioritizing employee well-being in the workplace. By investing in and promoting work-life balance initiatives, organizations can not only attract and retain top talent but also create a conducive environment that propels sustained high levels of employee performance.

CONCLUSION

In conclusion, this study provides valuable insights into the intricate relationships among job satisfaction, transformational leadership, work-life balance, and employee performance within the technology sector in Indonesia. The findings underscore the critical role of job satisfaction and work-life balance in influencing employee performance, highlighting the need for organizations to prioritize strategies that foster positive work environments and support a healthy work-life equilibrium. While the study did not establish a direct and significant link between transformational leadership and employee performance within the specific model, it emphasizes the complexity of leadership impact and suggests that organizations should explore specific dimensions of transformational leadership aligned with their context. Overall, the study contributes to the understanding of these dynamics in the Indonesian technological landscape, providing actionable insights for human resource management practices and organizational policies to enhance employee performance and well-being in this dynamic sector.

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