

**PERAN *WORK LIFE BALANCE* DALAM MEMEDIASI *LEADERSHIP STYLE*
TERHADAP KINERJA PEGAWAI DINAS KEPENDUDUKAN DAN
PENCATATAN SIPIL KABUPATEN MOROWALI**

***The Role of Work-Life Balance in Mediating Leadership Style on the
Performance of Employees of the Morowali Regency Population And Civil
Registration Office***

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Abstrak

Penelitian ini bertujuan untuk menganalisis bagaimana *leadership style* mempengaruhi kinerja pegawai melalui *work life balance* sebagai variabel mediasi. Objek penelitian adalah pegawai Dinas Kependudukan dan Pencatatan Sipil Kabupaten Morowali. Metode yang digunakan adalah pendekatan kuantitatif dengan analisis data menggunakan SmartPLS. Hasil penelitian diharapkan dapat menunjukkan bahwa *leadership style* memiliki pengaruh signifikan terhadap kinerja pegawai, baik secara langsung maupun melalui mediasi *work life balance*. Dengan *work life balance* yang baik, karyawan diharapkan lebih produktif dan efektif dalam melaksanakan tugasnya, karena mampu menyeimbangkan antara pekerjaan dan kehidupan pribadi. Selain itu, penelitian ini juga memberikan kontribusi dalam pengelolaan sumber daya manusia, khususnya dalam aspek peningkatan kinerja melalui pendekatan yang memperhatikan keseimbangan kerja dan kepemimpinan yang efektif. Penelitian ini diharapkan dapat memberikan wawasan bagi Pimpinan dinas untuk meningkatkan gaya kepemimpinan yang lebih mendukung keseimbangan kerja guna mencapai kinerja yang optimal.

Kata Kunci: *Leadership Style, Work Life Balance, Kinerja.*

Abstract

This study aims to analyse how leadership style affects employee performance through work-life balance as a mediating variable. The research subjects are employees of the Morowali Regency Population and Civil Registration Office. The method used is a quantitative approach with data analysis using SmartPLS. The results of the study are expected to show that leadership style has a significant influence on employee performance, both directly and through the mediation of work-life balance. With good work-life balance, employees are expected to be more productive and effective in performing their duties, as they are able to balance work and personal life. Additionally, this study contributes to human resource management, particularly in enhancing performance through an approach that prioritises work-life balance and effective leadership. It is hoped that this research will provide insights for department leaders to improve leadership styles that support work-life balance, thereby achieving optimal performance

Keywords: *Leadership Style, Work-Life Balance, Performance*

PENDAHULUAN

In today's increasingly competitive and dynamic era, organisations need to pay attention to factors that can affect employee performance. Every organisation needs to

make changes in order to survive and thrive. These changes should be initiated by leaders, who are at the forefront of organisational management (Cameron, E., & Green, 2019). Therefore, a leader should not only lead, but

also motivate the components within the organisation to make it better in the future.

Organisations have leaders with different leadership styles. All leadership styles have their own strengths and weaknesses. Leadership style is a means of directing all the forces under one's command so that together they can achieve the organisation's goals effectively and efficiently (Robbins, S.P., & Judge, 2018).

In today's modern era, improving employee performance is one of the main challenges in organisations, including in the government sector. Optimal employee performance is essential to achieve effective public service targets. However, there are various factors that influence performance, one of which is leadership style and work-life balance..

The Population and Civil Registration Office of Morowali Regency has indications that employee performance has not reached the expected level, as seen from several indicators, such as delays in completing administrative tasks and complaints from the community regarding services. One factor that is thought to have an influence is the leadership style applied by the agency's leaders. A leadership style that is not in line with the needs of employees can reduce their motivation and performance.

In addition, work-life balance is also an important issue. Employees who are unable to maintain a balance between the demands of work and their personal lives are prone to stress and fatigue, which can ultimately have a negative impact on their performance. In the context of work in the public sector, particularly in the Population and Civil Registration Agency, heavy workloads and demands to provide fast and accurate services often disrupt the work-life balance of employees.

Based on the above background, the following questions were formulated:

1. Does leadership style affect the performance of employees at the Morowali District Population and Civil Registration Office?
2. Does work-life balance affect the performance of employees at the Morowali District Population and Civil Registration Office?

3. Does leadership style affect the work-life balance of employees at the Population and Civil Registration Office of Morowali Regency?
4. Does leadership style affect the performance of employees mediated by work-life balance at the Population and Civil Registration Office of Morowali Regency?

METODE

The Structural Equation Modelling (SEM) analysis technique using the SmartPLS application is used because partial least squares (PLS) is a fairly robust analysis method and is often referred to as soft modelling because it eliminates the assumptions in ordinary least squares (OLS) regression, such as multivariate normal data distribution and the absence of multicollinearity problems between independent variables (Latan, H. & Ghozali, 2012b). In addition, PLS can also be used not only to explain the existence of relationships between variables, but also to confirm theories.

Structural Equation Modelling (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously. SEM is a multivariate statistical technique that combines factor analysis and regression analysis to test relationships between variables in a model, whether between indicators and their constructs or between constructs (Santosa, 2018).

The reporting of data analysis results will be carried out in two steps (Latan, H. & Ghozali, 2012a). The first step aims to examine the validity and reliability of the measuring instruments as manifested through the collected data. This first step is referred to as measurement model testing or outer model testing. The second step aims to analyse the data in accordance with the hypotheses proposed in this study. This second step is then referred to as structural model testing or inner model testing.

Reliability itself is the extent to which measurements can be trusted or relied upon. The reliability of a measurement instrument indicates the consistency of an

instrument that measures a concept and is useful for accessing the ‘quality’ of a measure. The reliability test in this study can be seen in the construct reliability test, which

tests the reliability and consistency of data. Reliability is said to meet the criteria if the construct reliability value is > 0.60 (Ghozali, 2014).

HASIL

A. SEM testing using SmartPLS

The second statistical analysis technique used in this study was Structural Equation Modelling (SEM) using Smart PLS. The reporting of data analysis results will be carried out in two steps (Latan, H. & Ghozali, 2012b). The first step that needs to be taken is to evaluate the measurement model (outer model), followed by the second step of evaluating the structural model (inner model).

Convergent Validity

Convergent validity is a measure that shows the extent to which an indicator correlates positively with other indicators in the same construct (Santosa, 2018). According to Chin, as quoted by Imam Ghazali, an outer loading value between 0.5 and 0.6 is considered sufficient to meet the requirements for convergent validity. The SmartPLS output for outer loading can be seen in the following table

Tabel 1
Outer Loading Convergent Validity

Variabel	Indikator	Nilai Loading Factor	CutOff
Leadership Style	LS 1	0.871	0,5
	LS 2	0.874	
	LS 3	0.918	
	LS 4	0.608	
Work Life Balance	WLB 2	0.797	0,5
	WLB 3	0.908	
	WLB 4	0.875	
	WLB 5	0.844	
Kinerja	K2	0.806	0,5
	K3	0.898	
	K4	0.794	
	K5	0.724	

Table 1 shows the loading factor values for each variable indicator with values greater than 0.5-0.6. This indicates that each indicator used is capable of explaining each existing variable, so that the variables are considered valid to proceed to the next analysis.

Discriminant Validity

Discriminant validity is a measure used to determine whether there is a greater correlation between the indicators of a construct and the construct itself when compared to the indicators of other constructs (Latan, H. & Ghozali, 2012b). Discriminant validity is related to the principle that different construct measures should not have a high correlation. Discriminant validity is tested by examining cross-loading values. For discriminant validity to be satisfied, the cross-loading values of the indicators on the variable must be the highest compared to other variables..

Tabel 2
Nilai Cross Loading Discriminant Validity

	Kinerja Pegawai (Y)	Leadership Style (X)	Work Life Balance (Z)
K2	0.806	0.766	0.565
K3	0.898	0.714	0.680
K4	0.794	0.511	0.527
K5	0.724	0.373	0.549
LS1	0.602	0.871	0.469
LS2	0.684	0.874	0.527
LS3	0.714	0.918	0.473
LS4	0.481	0.608	0.238
WL	0.607	0.542	0.797
WL	0.678	0.546	0.908
WL	0.605	0.377	0.875
WL	0.565	0.313	0.844

Sumber: Olah Data SmartPLS

Table 2 shows that each indicator in the Leadership Style, Work Life Balance, and Employee Performance variables has the

largest cross-loading value in that variable compared to other variable indicators. This indicates that the construct can better predict its own indicators than other construct indicators. Thus, it can be concluded that each indicator of a construct is highly correlated with each construct.

Construct Reliability

Reliability testing is used to measure the consistency of measuring tools or instruments in performing measurements. In this study, the reliability tests used in PLS are composite reliability and Cronbach's alpha. Composite reliability and Cronbach's alpha are used because they take into account the outer loading value of each indicator. A construct is considered reliable if its composite reliability value is greater than 0.70 and Cronbach's alpha is greater than 0.60 (Latan, H. & Ghozali, 2012b)..

Tabel 3
Nilai Composite Reliability

Variabel	Composite Reliability
Employee Performance	0,848
Leadership Style	0,874
Work Life Balance	0,889

Sumber: Olah Data SmartPLS

Table 3 shows that each variable has a composite reliability value greater than 0.70. Thus, it can be said that all variables or constructs have good reliability.

Tabel 4
Nilai Cronbach's alpha

Variabel	Cronbach's alpha
Employee Performance	0,825
Leadership Style	0,828
Work Life Balance	0,880

Sumber: Olah Data SmartPLS

Table 4 shows that each variable has a Cronbach alpha value greater than 0.70. Thus, it can be said that all variables or constructs have good reliability.

Evaluasi Inner (*Structural*) Model

1. Koefisien Determinasi *R-Square*

The coefficient of determination, often referred to as R-Square, is a value that indicates the amount of variance in the dependent variable that is caused by all of its independent variables (Santosa, 2018). The R-Square value is one of the measures often used to assess structural models in PLS. The R-Square value ranges from 0 to 1, with values close to 1 indicating greater prediction accuracy. This study uses an R-Square value greater than or equal to 0.25 to indicate a high influence

Tabel 5
Nilai R-Square

Variabel	R Square	Adjusted R Square
Employee Performance	0,716	0,704
Work Life Balance	0,283	0,269

Sumber: Data diolah (2024)

Table 5 above shows the combined effect of leadership style variables on work-life balance and employee performance. For the leadership style variable on employee performance, the R-Square value of 0.716 indicates that, overall, this independent variable has a moderate influence on the employee performance variable. Thus, 71.6% of the employee performance variable can be explained by the leadership style variable, while the remaining 28.4% can be explained by other variables outside this variable. Meanwhile, for the leadership style variable on work-life balance, the R-Square value of 0.283 shows that, overall, this independent variable has a low influence on the leadership style variable. Thus, 28.3% of the work-life balance variable can be explained by the leadership style variable, while the remaining 71.7% can be explained by other variables outside this variable.

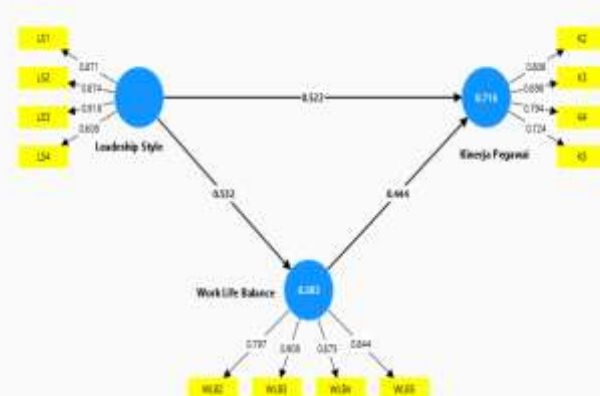
2. Estimasi Koefisien Jalur

Path coefficient estimates are estimates of path relationships in structural models used to determine the significance of data processing results using the bootstrapping procedure. The significance values of all path estimates will be used to determine the relationships between variables. Relationships between variables in structural models are evaluated based on the t-value, and the hypothesis is accepted when the t-value is greater than the critical value. The critical values commonly used for two-tailed tests are 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.57 (significance level = 1%). Meanwhile, the critical values for one-tailed tests are 1.28 (significance level = 10%), 1.65 (significance level = 5%), and 2.33 (significance level = 1%) (Hair et al., 2016). Because the relationship between variables in this study already has a clear direction, the bootstrapping procedure was performed using a one-tailed test at a significance level of 0.05 and a t-value of 1.65. The following are the bootstrapping test results:

Tabel 6
Koefisien Jalur (*Path Coefficient*)

Variabel	Original Sample (O)	T Statistics	P Values
Leadership Style → Kinerja Pegawai	0,522	3,368	0,001
Leadership Style → Work Life Balance	0,532	4,648	0,000
Work Life Balance → Kinerja Pegawai	0,444	2,579	0,010
Leadership Style → Work Life Balance → Kinerja Pegawai	0,236	2,113	0,035

Sumber: Data di olah 2024



Gambar 1 Hasil Path Analysis

1. Hypothesis Test Results 1

The results of testing the relationship between leadership style and employee performance show a t-value of 3.368, which is greater than 1.65 with a significance level of p-values of 0.001, which is less than 0.05. This indicates that the relationship between the leadership style variable and work-life balance is positive and significant. Thus, it can be concluded that hypothesis 1 (H1) is accepted..

2. Hypothesis Test Results 2

The results of testing the relationship between leadership style and work-life balance show a t-value of 4.648, which is greater than 1.65 with a significance level of p-values of 0.000, which is less than 0.05. This indicates that the relationship between the variables of leadership style and work-life balance is positive and significant. Thus, it can be concluded that hypothesis 1 (H1) is accepted.

3. Hypothesis Test Results 3

The results of testing the relationship between work-life balance and employee performance showed a t-value of 2.579, which is greater than 1.65 with a significance level of p-values of 0.010, which is less than 0.05. This indicates that the relationship between the leadership style variable and employee performance is positive and

significant. Thus, it can be concluded that hypothesis 1 (H1) is accepted.

4. Hypothesis 4 Test Results

The results of testing the relationship between leadership style and employee performance mediated by work-life balance show a t-value of 2.113, which is greater than 1.65 with a significance level of p-values of 0.035, which is less than 0.05. This indicates that the relationship between leadership style and employee performance, mediated by work-life balance, is positive and significant. Thus, it can be concluded that hypothesis 1 (H1) is accepted..

Tabel 7
Rangkuman Uji Hipotesis

No	Hipotesis	Kesimpulan
1.	Leadership style is thought to have a positive effect on employee performance.	Accepted
2.	It is suspected that leadership style has a positive effect on work-life balance.	Accepted
3.	It is suspected that work-life balance has a positive effect on employee performance	Accepted
4.	It is suspected that leadership style has a positive effect on employee performance, mediated by work-life balance.	Accepted

DISCUSSION

A. The Influence of Leadership Style on Work-Life Balance

Leaders who understand the needs of their employees can create a work environment that supports work-life balance. For example, leaders with a transformational style often inspire and motivate employees to overcome challenges without sacrificing their mental health or personal lives. Conversely, a transactional style that is too focused on targets can increase work pressure and disrupt employees' work-life balance.

At the Morowali District Population and Civil Registration Office, leadership style plays an important role because this

office is based on direct service to the community. Heavy workloads, time pressures, and public service demands are often sources of stress for employees. Based on interviews, employees feel that the leadership style applied does not always support a balance between their work and personal lives. A leadership style that is less responsive to the emotional and physical needs of employees can exacerbate this condition, such as a lack of time for rest or appreciation for employees' efforts.

Leadership style has a significant influence on work-life balance. In the public service sector, such as the Population and Civil Registration Office, a leadership style that is responsive to employee needs not only improves work-life balance but also contributes to the effective and efficient achievement of organisational goals. Therefore, managing the right leadership style is one of the strategic steps to overcome the problems faced by employees and improve overall organisational performance.

B. Leadership Style and Employee Performance

Effective leadership styles can improve employee performance through several mechanisms: Providing clear direction: Leaders with a transactional style provide structured targets and procedures, helping employees focus on key tasks.

Enhancing intrinsic motivation: Transformational leaders inspire employees with a strong vision, increasing their commitment to their work. Building positive working relationships: Leaders who care about employee welfare can create a conducive working atmosphere, increasing productivity.

However, inappropriate leadership styles, such as an authoritarian approach without empathy, can reduce motivation and cause work fatigue. In the case of the Morowali Population and Civil Registration Office, a leadership style that is not adaptive to the needs of employees is often one of the

causes of poor performance, as seen in administrative delays and public complaints.

Leadership style plays an important role in determining employee performance. An effective leadership style can increase employee motivation, productivity, and commitment to their tasks. In the context of the Morowali District Population and Civil Registration Office, improvements in leadership style are needed to create a supportive work environment so that employee performance can reach optimal levels. Thus, public service performance can be improved in line with public expectations

C. Work-life balance and employee performance

Work-life balance plays an important role in improving employee performance. An imbalance between work and personal life can cause stress, emotional exhaustion, and low job satisfaction, which ultimately reduces productivity. Conversely, employees who feel they have a balance between work and personal life tend to be more: Enthusiastic at work: They have enough energy to tackle daily tasks. Creative and productive: Free from excessive pressure, they can work with high focus. Commitment to organisational goals: Employees feel more satisfied and motivated to give their best. Work-life balance is an important factor that affects employee performance, especially in the public sector. Prolonged work-life imbalance can lead to stress, fatigue and low productivity, while a good balance can increase employee morale, focus and commitment to their tasks. In the context of the Morowali Regency Population and Civil Registration Office, efforts to improve work-life balance must be a priority in order to better achieve public service targets. By paying attention to work-life balance, organisations not only improve employee performance but also create a healthy, productive and sustainable work environment

D. Work-life balance mediates the influence of leadership style on employee performance

Work-life balance plays an important role in mediating the influence of leadership style on employee performance. Leaders with a supportive leadership style can create a work environment that allows employees to maintain a work-life balance, which in turn improves their performance. In the context of the Morowali Regency Population and Civil Registration Office, improvements in leadership style and support for work-life balance can be effective solutions for improving employee performance and the quality of public services. This shows that leadership style has an indirect influence on employee performance through work-life balance. In other words, leaders who are able to create a work environment that supports their employees' work-life balance can significantly improve their performance

CONCLUSION

Based on this study, the following conclusions can be drawn

1. Leadership style has a positive influence on employee performance at the Morowali District Population and Civil Registration Office. This means that the better and more effective the leadership style applied by leaders, the more likely employee performance will improve. This shows that the right leadership style can motivate, provide direction, and create a conducive working environment for employees to work more optimally and productively.
2. Leadership style has a positive influence on work-life balance at the Morowali Regency Population and Civil Registration Office. This means that an effective and supportive leadership style can help employees manage the balance

between their work and personal lives. Thus, leaders who are able to provide support, flexibility, and understanding of employee needs can contribute to improving work-life balance, thereby creating a healthier and more productive work environment.

3. Work-life balance has a positive effect on employee performance at the Morowali District Population and Civil Registration Office. This means that when employees are able to balance their work and personal lives, this tends to improve their performance at work. Employees who have a good balance between work demands and personal life will be more motivated, experience less stress, and be more focused, enabling them to work more effectively and productively.
4. Leadership style has a positive effect on employee performance mediated by

work-life balance at the Morowali Regency Population and Civil Registration Office. This means that an effective leadership style can improve employees' work-life balance, which in turn contributes to an increase in their performance. In other words, work-life balance acts as an intermediary factor that strengthens the relationship between leadership style and employee performance, so that leaders who support a balance between work and personal life tend to improve their overall performance.

RECOMMENDATIONS

1. For Leaders: Develop leadership training based on improving work-life balance.
2. For Employees: Stress and time management programmes.
3. For Academics: Use this research model as a reference for other sectors

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