

The Moderating Role of Transformational Leadership in the Influence of Work-Life Balance, Work Environment, and Competence on Employee Performance

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ABSTRACT

This study investigates the effects of work-life balance, work environment and competence on employee performance, while also examining transformational leadership as a moderator. Data were collected through questionnaires distributed to 300 Internal Government Oversight Personnel (APIP) at the Regional Inspectorates of Riau Islands Province, yielding 189 valid responses. Using SmartPLS 3.0 and the PLS-SEM method, the analysis revealed that work-life balance, competence, and transformational leadership have a positive and significant impact on employee performance, whereas the work environment does not. Additionally, transformational leadership does not moderate the relationship between either competence or work environment and performance. Practically, the study suggests that enhancing technical skills and professional ethics is more beneficial than improving physical workspace conditions. Given the high competence and experience of employees, transformational leadership may be less effective, and flexible leadership styles (e.g., coaching or mentoring) are recommended. Organizations should also adopt supportive work-life balance policies, such as flexible hours, to optimize employee performance.

1. INTRODUCTION

The success of an organization greatly depends on the performance of the individuals within it. In facing global competition and a dynamic business environment, organizations are required to improve employee performance through the optimization of human resources (Memon et al., 2023). Performance itself refers to individual or team behaviors and work outcomes that are relevant to organizational goals, measured both quantitatively and qualitatively (Aguinis, 2023). (Armstrong, 2017) suggests that performance evaluation should be conducted continuously, not just annually, to align with a culture of continuous improvement.

In Indonesia, employee performance remains a major concern, particularly in the public sector. According to the National Civil Service Agency (BKN), around 35% of civil servants (ASN) exhibit low performance, often referred to as "deadwood" (A. M. Karunia & Ika, 2022). This phenomenon has even led to the dissolution of several state-owned enterprises due to poor financial performance (Mubarok, 2023). Employee performance is influenced by various factors, including competence, work-life balance, work environment, and leadership. Noe et al. (2024) argue that performance is shaped by a combination of ability, motivation, management systems, and work culture.

Competence is one of the key determinants of performance. Widyaningrum (2020) emphasizes the positive effect of competence on employee performance. Alongside this, work-life balance has emerged as a critical issue. A survey by SEEK and BCG (2023) revealed that 43% of Indonesian workers prioritize work-life balance when choosing a job (Pangemanan, 2023). Virgiawan (2024) adds that this concept has become increasingly relevant, especially after two decades of dramatic changes in technology, work culture, and employee expectations. Companies that offer flexibility tend to achieve higher productivity and retention rates (CIPD, 2023).

Moreover, a healthy and collaborative work environment contributes to productivity. Deloitte (2024) highlights the importance of building work systems that support employee well-being and skill development in the era of boundaryless work. These factors must be aligned with effective leadership. A leader's style, vision, and adaptability not only influence organizational culture but also determine long-term success (Kissinger, 2022). Transformational leadership is considered relevant as it emphasizes vision, motivation, and employee empowerment (Irwan et al., 2020). This leadership style has been shown to positively impact performance across various sectors (Kuntadi et al., 2023) and often serves as a moderating variable in organizational relationships (Alabri et al., 2022; Maulana et al., 2022).

In the context of local government, particularly in regional inspectorates, performance challenges are becoming increasingly complex. According to Government Regulation No. 12 of 2017, inspectorates are responsible for oversight from planning to accountability. These tasks are further complicated by heavy workloads, demands for bureaucratic reform, and external supervision such

as the Corruption Eradication Commission's MCP program and the Ministry of Administrative and Bureaucratic Reform's SAKIP system. If not managed properly, these pressures can reduce the effectiveness of oversight and hinder the achievement of regional strategic goals.

Therefore, a deep understanding of the factors influencing employee performance is needed, including work environment, work-life balance, competence, and leadership style. This study focuses on the Regional Inspectorates in the Riau Islands Province and aims to analyze the influence of these four variables on employee performance, while also examining the moderating role of transformational leadership.

The Relationship Between Work-Life Balance (WLB) and Employee Performance. Work-life balance (WLB) refers to an individual's capacity to harmonize professional duties and personal obligations in such a way that neither domain significantly disrupts the other. As emphasized by Kruyen et al. (2024) and Kowalski et al. (2022), WLB involves the strategic allocation of time and the prioritization of tasks across work and personal life. Nonetheless, as noted by Powell et al. (2019), attaining this balance is frequently complex, while Zheng et al. (2016) point out that perceptions and experiences of WLB vary significantly among individuals.

Empirical research indicates that an absence of adequate WLB may contribute to adverse health consequences (Borowiec & Drygas, 2023). Conversely, a growing body of literature demonstrates a positive correlation between WLB and employee outcomes. For instance, Udin (2023) asserts that fostering equilibrium between occupational and personal spheres can boost both drive and efficiency. Likewise, Shaari et al. (2022) highlight that WLB exerts a direct and beneficial effect on employee performance.

However, the academic discourse remains divided. Some scholars, including Medina-Garrido et al. (2021) and Azizah & Rozaq (2024), contend that the influence of WLB on performance is not straightforward, but rather mediated by variables such as mental well-being and emotional engagement. In light of these differing viewpoints, the following hypothesis is advanced: (H1) Work-life balance influences employee performance.

The Relationship Between Work Environment and Employee Performance. A workplace that fosters both physical comfort and psychological well-being can significantly shape how effectively employees carry out their responsibilities (Wang et al., 2022; Awada et al., 2022). Harper (2024) highlights that key components such as well-maintained facilities, ergonomic spatial arrangements, and constructive interpersonal dynamics are crucial in mitigating job dissatisfaction, echoing the principles of Herzberg's motivation-hygiene theory.

Numerous empirical studies support the assertion that a positive and health-oriented work environment enhances employee performance and deepens organizational commitment. This conclusion is reinforced by the work of Zhenjing et al. (2022), Yang and Wu (2021), and Setyawati et al. (2024). Nonetheless, the relationship is not universally confirmed across all studies. For example, findings from Dwi Arifiyanto et al. (2024) and Ocfa Indah Nst & A. Dewantoro Marsono (2023) indicate that the influence of the work environment on performance may, in certain instances, be

statistically negligible. Such inconsistencies could be attributed to variations in organizational norms, managerial structures, or employee-specific characteristics.

Given these divergent findings, the current study re-examines the connection between workplace conditions and employee outcomes, particularly within public sector institutions. The following hypothesis is therefore proposed: (H2) The work environment has an impact on employee performance.

The Relationship Between Competence and Employee Performance. Competence is broadly defined as an individual's capacity to perform tasks effectively, encompassing a combination of knowledge, technical abilities, attitudes, and behaviors that contribute to the achievement of organizational goals (Alebiosu et al., 2022). This concept includes both hard skills such as domain-specific expertise and operational proficiency and soft skills, which involve essential interpersonal capabilities like teamwork, effective communication, and analytical thinking. The relevance of these soft competencies has grown markedly in response to the evolving demands of modern workplaces (Morel & Griffiths, 2018).

Extensive empirical evidence has linked competence to improved employee performance (Widyaningrum, 2020; Martini et al., 2024; Sutarman et al., 2024). However, the relationship is not uniformly supported across all organizational settings. For instance, research by Anugrahadi et al. (2023) revealed that in institutions characterized by low educational attainment and limited access to professional development, competence did not significantly influence performance outcomes. These inconsistencies imply that contextual variables may moderate the strength of this relationship.

In view of these findings, and to better understand how competence operates within the public sector environment, this study advances the following hypothesis: (H3) Competence influences employee performance.

The Relationship Between Transformational Leadership and Employee Performance. Transformational leadership is characterized by a leader's ability to articulate a clear and inspiring vision, promote independent thought, and respond to the unique needs of each team member (Den Hartog, 2023; Mayberry, 2024). This leadership style encourages individuals to go beyond routine expectations through the application of four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Mayberry, 2024).

A substantial body of literature supports the positive link between transformational leadership and enhanced employee performance. This is evident in studies conducted by Kusumah et al. (2021), Nasir et al. (2022), Shao et al. (2022), Kuntadi et al. (2023), and Udin (2023a). Despite this, the empirical evidence is not entirely consistent. For instance, research by Eliyana et al. (2019) revealed that while transformational leadership significantly enhances job satisfaction and fosters organizational commitment, its direct impact on employee performance was found to be limited.

Given these varied findings, this research aims to re-examine the association between transformational leadership and employee performance by proposing the following hypothesis: (H4) Transformational leadership has an effect on employee performance.

Transformational Leadership as a Moderator in the Relationship Between Work Environment and Employee Performance. Transformational leadership is thought to amplify the influence of the work environment on employee performance. Rooted in strong ethical values and moral integrity, this leadership style fosters a culture of support by promoting ethical conduct, collaboration, and shared organizational values (Gardner et al., 2021). Within such a context, the presence of transformational leaders may reinforce the positive effects of workplace conditions on individual performance outcomes.

A number of studies have examined the moderating role of transformational leadership across diverse organizational dynamics. For example, Alabri et al. (2022) demonstrated that transformational leadership moderates the association between employee engagement and adaptive performance. Similarly, Ting et al. (2021) identified a moderating though negative effect on the relationship between knowledge management and innovative performance. Additionally, Maulana et al. (2022) found that transformational leadership plays a moderating role in the link between the work environment and organizational citizenship behavior (OCB).

While these studies investigate different outcome variables, their findings consistently suggest that transformational leadership can shape the strength and direction of the relationship between the work environment and employee-related outcomes. Building on this perspective, the following hypothesis is proposed: (H5) Transformational leadership moderates the relationship between the work environment and employee performance.

Transformational Leadership as a Moderator in the Relationship Between Competence and Employee Performance. According to Mayberry (2024), transformational leadership has the potential to inspire individuals to enhance their capabilities, engage in both analytical and innovative thinking, and build interpersonal relationships that are responsive to the distinct needs and potential of each team member. Although the moderating influence of transformational leadership on the relationship between competence and employee performance has yet to be explicitly investigated, several studies provide indirect support through related constructs. For example, Liu et al. (2021) found that transformational leadership moderates the association between citizenship pressure and organizational citizenship behavior (OCB), while Zhang and Cui (2022) demonstrated its amplifying effect on the link between narcissistic traits and creative self-efficacy.

Grounded in these theoretical insights and recognizing that transformational leadership may foster the development of individual competence, a known driver of performance the following hypothesis is put forward: (H6) Transformational leadership moderates the relationship between competence and employee performance.

This study presents a relatively novel research framework by exploring the moderating role of transformational leadership in the connections between both the work environment and competence with employee performance. While prior investigations have often treated these variables

independently, limited research has examined how leadership style may influence the strength or nature of these relationships. The proposed conceptual framework is depicted in Figure 1 below.

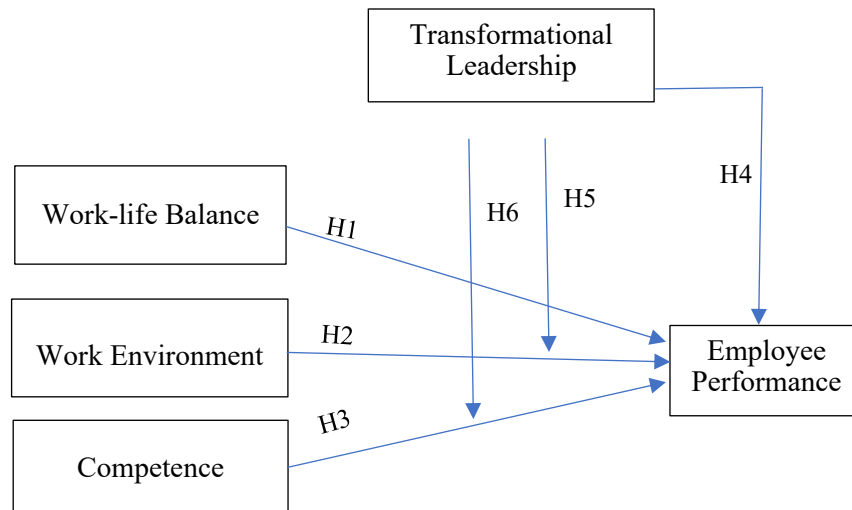


Figure 1. Research Model

RESEARCH METHODS

This study employed a quantitative research methodology, emphasizing statistical analysis and the utilization of tabular data to facilitate interpretation and presentation of findings. In line with Sugiyono (2022), quantitative research seeks to objectively examine phenomena as they occur naturally, positioning the researcher as the principal instrument in data collection. The research specifically adopts a descriptive quantitative design, wherein insights are derived through the examination of numerical data via statistical methods. The investigation focuses on assessing the influence of three independent variables work-life balance, competence, and the work environment on employee performance. Moreover, it explores the moderating effect of transformational leadership, conceptualized as a latent variable, in the relationships between two of the independent variables and performance outcomes. The study is situated within the Regional Inspectorate institutions across the Riau Islands Province.

The target population consists of all personnel involved in Internal Government Oversight (APIP) across seven regencies and municipalities in the province. Based on official data, the total population comprises 300 individuals. Employing the Slovin formula with a 95% confidence level and a 5% margin of error, the final sample size was determined to be 172 respondents.

Sampling Technique and Data Analysis. The sampling strategy adopted in this research involved disseminating questionnaires to the entire APIP population. However, as participation was based on individual willingness to complete and return the questionnaire, the sampling technique is best classified as self-selection sampling, wherein respondents voluntarily opt to take part in the study.

The questionnaire was distributed using a Google Form, with the link shared directly through personal WhatsApp messages and official group chats. This ensured broad outreach across all seven regencies and municipalities in the Riau Islands Province. The survey instrument consisted of closed-ended items, prompting participants to select answers from a set of predefined options. For data analysis, the study applied Partial Least Squares Structural Equation Modeling (PLS-SEM), utilizing SmartPLS software version 3.0 to analyze and interpret the statistical outputs.

Measurement of Research Variables. The study's variables were measured through a structured questionnaire comprising 30 statement items. Each item employed a five-point Likert scale, where responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). The allocation of items per construct was as follows: work-life balance was assessed using 3 items, the work environment with 5 items, competence with 6 items, transformational leadership with 6 items, and employee performance with 10 items.

Table 1. Variables and Indicators

No	Variables dan Sources	Indicators	
1	Work-life balance (Rashmi & Kataria, 2023)	1	I enjoy all aspects of my life.
		2	I am satisfied with how I balance my work and family life.
		3	I am able to effectively balance the demands of work, personal life, and family.
2	Work Environment (Islam et al., 2024)	1	The working conditions in my institution are good
		2	Working in this institution does not negatively affect my health
		3	I always feel safe working here under the current conditions.
		4	My institution does what it can to ensure employee well-being.
		5	My institution gives proper attention to occupational health and safety issues.
3	Competence (Potnuru et al., 2019),	1	I am always committed to the tasks assigned by my institution.
		2	People show team spirit when working together.
		3	I am able to tolerate work pressure and ambiguity
		4	I am self-motivated within the organization
		5	I demonstrate a positive work attitude in the workplace
		6	I apply the specialized knowledge I have acquired in the workplace
4	Transformational Leadership (Manzoor et al., 2019)	1	My leader motivates employees to work well together as a team
		2	My leader motivates employees to work well together as a team
		3	My leader leads by example (acts as a role model)
		4	My leader encourages setting high performance goals
		5	My leader inspires others with their vision for the future
		6	My leader encourages me to solve problems in new ways
5	Performance (Mila Nur Kamila & Muafi, 2023)	1	I am able to complete all tasks efficiently
		2	I am able to complete all tasks according to the set targets
		3	I am able to complete tasks in accordance with the required standards.
		4	I work carefully to minimize errors.
		5	I complete tasks or work on time as requested
		6	I do not procrastinate on assigned tasks.
		7	I attend work according to the designated working hours
		8	I perform office duties during working hours
		9	I collaborate well with colleagues in completing tasks
		10	I am able to create synergy among employees across all departments

2. RESULTS AND DISCUSSION

Survey Results. The survey was directed at 300 Internal Government Oversight Personnel (APIP), comprising auditors and Regional Supervisory Officials (P2UPD) operating within the Riau Islands Province. From this population, a total of 189 valid responses were collected. In terms of gender distribution, 48.15% of respondents identified as male, while 51.85% identified as female. The majority (90.48%) were married, with 9.52% reporting single marital status. Age-wise, 11.11% of participants were within the 20–30 age range, 33.33% were aged 31–40, 44.97% fell into the 41–50 category, and 10.58% were between 51–60 years old. A detailed overview of respondent demographics is provided in Table 2

Table 2. Respondent Demographics

Variable	Value	Percentage (%)
Age	20 - 30	11,11
	31 - 40	33,33
	41 - 50	44,97
	51 - 60	10,58
Gender	Male	48,15
	Female	51,85
Marital Status	Married	90,48
	Unmarried	9,52
Education	Diploma (D3)	10,05
	Bachelor's Degree (S1)	66,67
	Master's Degree (S2)	23,28
Years of Service	1-5	21,16
	6-10	15,87
	11-15	21,16
	16-20	25,40
	≥ 20	16,40

Source: Research Data (Processed), 2025

The demographic data reveal that approximately 90% of employees within the Regional Inspectorates are married, and around 78% fall within the 31 to 50-year age range. Furthermore, over 60% of the respondents reported having more than a decade of service. These findings suggest a high level of tenure stability among APIP personnel both auditors and P2UPD indicating a tendency for individuals in these roles to maintain long-term positions, potentially continuing their service through to retirement.

Convergent Validity. The evaluation of the measurement model focused on assessing construct validity and reliability, particularly through the lenses of convergent validity and composite reliability, as summarized in Table 3. Drawing on the Fornell–Larcker criterion cited by Chua (2024), convergent validity within a reflective measurement model is established when the Average Variance Extracted (AVE) reaches or exceeds 0.50. This threshold indicates that the observed indicators sufficiently capture the variance of the underlying latent construct, affirming their theoretical relevance.

Convergent validity refers to the degree to which two distinct instruments intended to assess the same construct yield highly correlated outcomes (Sekaran & Bougie, 2016). In accordance with the PLS-SEM assessment criteria proposed by Hair et al. (2021), convergent validity is confirmed when the following benchmarks are met: individual indicator loadings of at least 0.70, AVE values of 0.50 or higher, and Composite Reliability (CR) values of no less than 0.70.

In the current study, six indicators Com_3, Com_6, WE_2, EP_7, EP_8, and EP_10 were removed due to their outer loadings falling below the minimum acceptable value of 0.70. The remaining indicators demonstrated loadings ranging from 0.707 to 0.864, thus meeting the criterion for indicator reliability. Additionally, Hair et al. (2021) recommend evaluating internal consistency reliability using both Composite Reliability (CR) and rho_A, particularly for reflective constructs. While CR may slightly inflate reliability estimates, rho_A serves as a more accurate metric. Cronbach's Alpha (CA) is also reported as a conservative measure, with values above 0.70 considered acceptable.

Table 3. Convergent Validity

Variable	Item	Outer loadings	CA	rho_A	CR	AVE
Employee Performance	EP1	0,792	0,897	0,898	0,919	0,620
	EP2	0,811				
	EP3	0,821				
	EP4	0,773				
	EP5	0,796				
	EP6	0,777				
	EP9	0,738				
Competencies	Com1	0,820	0,813	0,838	0,877	0,641
	Com2	0,707				
	Com4	0,803				
	Com5	0,864				
Work Environment	WE1	0,827	0,801	0,813	0,869	0,624
	WE3	0,763				
	WE4	0,775				
	WE5	0,795				
Transformational Leadership	TL1	0,758	0,861	0,869	0,896	0,590
	TL2	0,775				
	TL3	0,716				
	TL4	0,812				
	TL5	0,782				
	TL6	0,760				
Work-life Balance	WLB1	0,746	0,722	0,722	0,844	0,643
	WLB2	0,843				
	WLB3	0,814				

Source: Research Data (Processed), 2025

Discriminant Validity. Discriminant validity serves to confirm that each construct within a research model is empirically distinguishable from the others. As described by Chua (2024), one widely applied method for evaluating this aspect is the Fornell–Larcker criterion, which involves

comparing the square root of each construct's Average Variance Extracted (AVE) against its correlations with other latent variables. Discriminant validity is considered adequate when the square root of a construct's AVE is greater than any of its correlations with other constructs. Nevertheless, Hair et al. (2021) argue that the Heterotrait–Monotrait (HTMT) ratio provides a more rigorous and dependable assessment of discriminant validity. According to their guidelines, HTMT values should remain below specific thresholds typically 0.85 or, in more lenient contexts, 0.90 to confirm that constructs are sufficiently distinct. Kline and Little (2023) also emphasize the critical role of discriminant validity in maintaining the theoretical clarity of a model. They caution that correlations exceeding 0.85 or 0.90 may indicate construct overlap, thereby weakening the conceptual soundness of the measurement model.

Table 4. Fornell-Larcker Criteria

Variables	Com	WE	TL	Wlb	EP
Com	0,800				
WE	0,639	0,790			
TL	0,676	0,694	0,768		
Wlb	0,560	0,527	0,417	0,802	
EP	0,738	0,527	0,604	0,607	0,787

Source: Research Data (Processed), 2025

As presented in Table 4, the square roots of the AVE for all constructs are greater than their respective inter-construct correlations, thereby satisfying the Fornell–Larcker criterion for discriminant validity. Furthermore, the HTMT values reported in Table 5 are all below the recommended threshold of 0.85, providing additional support for the conclusion that discriminant validity has been adequately achieved across the measurement model.

Table 5. Heterotrait - Monotrait Ratio (HTMT)

Variables	Com	WE	TL	Wlb	EP
Com					
WE	0,796				
TL	0,820	0,825			
Wlb	0,726	0,681	0,524		
EP	0,847	0,609	0,674	0,751	

Source: Research Data (Processed), 2025

Structural Model. Following the confirmation of the measurement model's validity and reliability, the structural model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM). As outlined by Hair et al. (2017), six core components are essential in assessing the quality of a structural model: examination of multicollinearity among latent constructs, evaluation of the coefficient of determination (R^2) to measure the model's explanatory capability, and calculation of effect size (f^2) to determine the relative contribution of each predictor variable. Predictive relevance (Q^2) is also assessed via the blindfolding technique, which helps determine the model's

capacity to predict endogenous variables. Additionally, the evaluation includes analysis of overall model fit, along with potential mediating or moderating effects within the model. To establish the statistical significance of the hypothesized relationships, a bootstrapping procedure with 500 resamples is conducted, generating t-statistics and p-values to facilitate hypothesis testing.

Table 6. Structural Model and Hypotheses

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Com -> EP	0,485	0,483	0,090	5,393	0,000
WE-> EP	-0,085	-0,078	0,095	0,899	0,369
TL -> EP	0,213	0,215	0,101	2,116	0,035
Wlb -> EP	0,292	0,292	0,064	4,537	0,000

Source: Research Data (Processed), 2025

As shown in Table 6 and visually represented in Figure 2, the results of the structural model evaluation indicate that three hypotheses H1, H3, and H4 are supported, whereas H2 is not. At the 95% confidence level, statistical significance is determined by a p-value below 0.05 and a t-statistic exceeding the critical value of 1.973, based on the sample size of 189 respondents and a significance level (α) of 0.05. The analysis reveals that work-life balance (WLB) exerts a positive and statistically significant influence on employee performance (EP), thereby supporting H1. This relationship is evidenced by a path coefficient (β) of 0.292, a t-statistic of 4.537, and a p-value of 0.000 well within the accepted thresholds. Conversely, H2 is not supported, as the effect of the work environment (WE) on employee performance is not statistically significant. The t-statistic for this path is 0.899, with a corresponding p-value of 0.369, indicating a lack of meaningful association. Further findings validate the positive and significant effect of competence (COM) on employee performance, confirming H3. This is reflected in a beta value of 0.485, a t-statistic of 5.393, and a p-value of 0.000. Similarly, transformational leadership (TL) demonstrates a significant positive impact on employee performance, in support of H4, as shown by a beta coefficient of 0.213, a t-statistic of 2.116, and a p-value of 0.035.

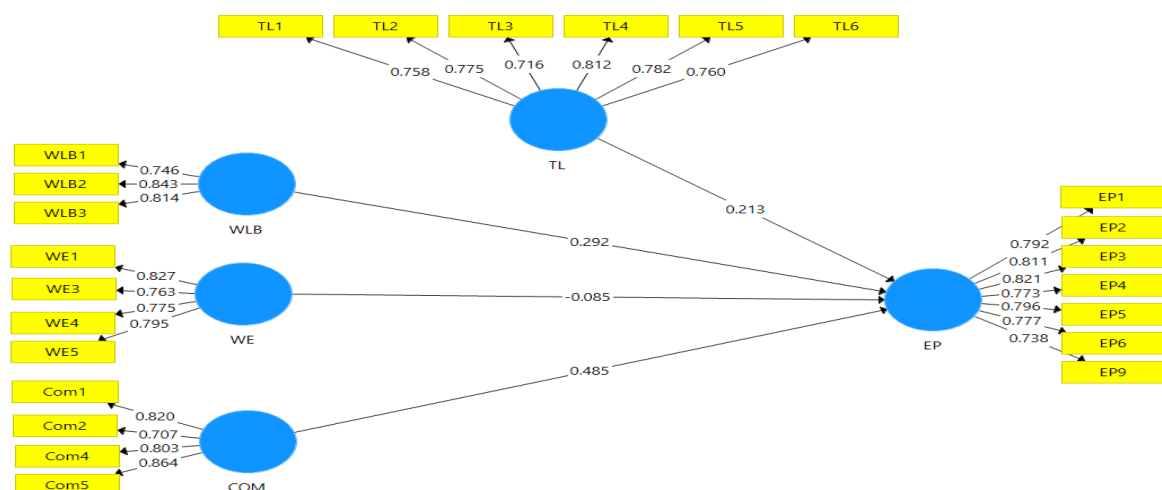


Figure 2. Structural Model

Source: Research Data (Processed), 2025

As indicated in Table 7, the R^2 value for employee performance stands at 0.626, suggesting a moderate level of explanatory power for the model. This means that the combined influence of the independent variables work-life balance, work environment, competence, and transformational leadership accounts for 62.6% of the variance observed in employee performance. The remaining 37.4% is likely explained by factors not included in the present model. According to the criteria outlined by Hair et al. (2021), R^2 values of 0.75 or above are regarded as substantial, values around 0.50 are considered moderate, and those near 0.25 are classified as weak, positioning this study's result within the moderate range.

Table 7. Results of Coefficient of Determination (R^2)

	Original Sample (O)	Sample Mean (M)
R Square		
Employee performance	0,626	0,653

Source: Research Data (Processed), 2025

Moderating Effect of Transformational Leadership. This research employed PLS-SEM to investigate the moderating role of transformational leadership in the relationships between competence, work environment, and employee performance. Statistically, moderation occurs when the impact of an independent variable on dependent variable changes depending on the level or presence of a third variable, referred to as the moderator. In this study, transformational leadership was designated as the moderator and measured using a five-point Likert scale, as described by Rahadi and Farid (2021). The findings from the moderation analysis are summarized in Table 8 and visually depicted in Figure 3.

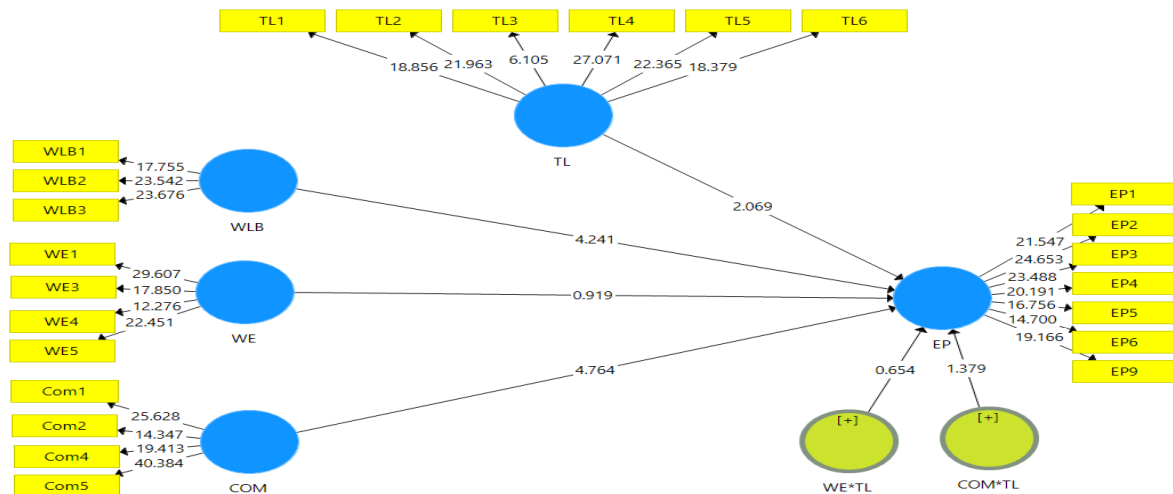
Table 8. Moderating Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
COM -> EP	0,463	0,463	0,097	4,764	0,000
COM*TL -> EP	0,118	0,117	0,086	1,379	0,169
TL -> EP	0,201	0,194	0,097	2,069	0,039
WE -> EP	-0,108	-0,096	0,117	0,919	0,359
WE*TL -> EP	-0,055	-0,047	0,083	0,654	0,513
WLB -> EP	0,294	0,290	0,069	4,241	0,000

Source: Research Data (Processed), 2025

Table 8 and Figure 3 reveal that transformational leadership does not significantly moderate the relationship between competence and employee performance, as indicated by a beta coefficient of 0.118, a t-value of 1.379, and a p-value of 0.169. Likewise, the moderating effect of transformational leadership on the association between the work environment and employee performance is also not significant, with a beta of -0.055, a t-value of 0.654, and a p-value of 0.513. Since both p-

values exceed the 0.05 threshold at a 95% confidence interval, these moderation effects are statistically non-significant. This implies that transformational leadership neither strengthens nor weakens the influence of the work environment on employee performance. Consequently, hypotheses



H5 and H6 are rejected.

Figure 3. Moderating Effect

Source: Research Data (Processed), 2025

The Relationship Between Work-Life Balance (WLB) and Employee Performance. The findings of this study demonstrate that work-life balance exerts a significant and positive influence on employee performance. This is evidenced by a t-value of 4.537, exceeding the critical threshold of 1.973, and a p-value of 0.00, which is below the 0.05 significance level. These results corroborate prior studies conducted by Hikmah and Lukito (2021), Rijanti et al. (2021), and Udin et al. (2023), all of which identified a favorable relationship between work-life balance and employee productivity.

Within the Regional Inspectorate context, these outcomes highlight the critical role of maintaining equilibrium between professional duties and personal life to uphold motivation, focus, and overall work effectiveness. Disruptions to this balance may pose significant barriers to achieving optimal job performance. This issue is particularly pertinent for married employees who often bear additional family obligations. As emphasized by Jantzer et al. (2018), organizational support is essential in facilitating work-life balance, whereas prolonged working hours have been shown to detrimentally affect it (Kim & Ryu, 2017). Furthermore, inadequate work-life balance has been linked to adverse consequences for employee health and well-being, as noted by Borowiec and Drygas (2023).

The Relationship Between Work Environment and Employee Performance. This study finds that the work environment does not exert a statistically significant effect on employee performance, as indicated by a t-value of 0.899, which falls below the critical value of 1.973, and a p-value of 0.369, exceeding the 0.05 significance threshold. These results align with previous research conducted by Ocfa Indah Nst and A. Dewantoro Marsono (2023) and Dwi Arifiyanto et al.

(2024), both of whom concluded that the work environment lacks a direct and meaningful statistical impact on performance.

This outcome can be interpreted through the framework of Herzberg's Two-Factor Theory, where the work environment is categorized as a hygiene factor. Such factors primarily function to prevent dissatisfaction but do not inherently enhance performance unless paired with motivators like recognition and achievement (Harper, 2024).

However, this finding diverges from other studies, including those by Zhenjing et al. (2022), Nusraningrum et al. (2024), and Ingsih et al. (2021), which documented varying positive and negative influences of the work environment on employee outcomes. Within the context of the Regional Inspectorate, this inconsistency may be attributed to the nature of employees' duties, which frequently involve field supervision and audits. Consequently, the physical office environment may have a diminished role in affecting their performance, rendering it a less pivotal factor.

The Relationship Between Competence and Employee Performance. The findings of this study demonstrate that competence significantly and positively influences employee performance, supported by a t-value of 5.393 and a p-value of 0.00. This evidence underscores the notion that higher levels of employee competence correlate with enhanced job performance. Moreover, it highlights the critical issue that a misfit between employee skills and job requirements can detrimentally affect productivity and operational efficiency. Consequently, prioritizing the development of employee competencies is essential for fostering improved performance outcomes.

These results are consistent with the research of Widyaningrum (2020), who found that both competence and the work environment have significant effects on employee satisfaction and performance. Similarly, Seraj et al. (2022) identified a positive impact of entrepreneurial competence on resilience and sustainable performance among small and medium-sized enterprises (SMEs) in Saudi Arabia. Sakib et al. (2022) also corroborated this relationship, illustrating that competencies related to organization, learning, interpersonal communication, and entrepreneurial commitment enhance SME performance in Bangladesh. Extending to a wider organizational scope, Zhang et al. (2023) confirmed that human resource development competencies play a vital role in boosting overall organizational performance.

The Relationship Between Transformational Leadership and Employee Performance. The study also revealed that transformational leadership exerts a significant and positive effect on employee performance, as indicated by a t-value of 2.116 and a p-value of 0.035. This finding implies that leadership styles emphasizing visionary guidance, employee empowerment, and motivation play an important role in enhancing performance outcomes. The results highlight the pivotal function of leadership in tackling challenges related to organizational performance.

These conclusions align with previous studies. Kusumah et al. (2021) found that transformational leadership enhances employee performance by boosting self-efficacy, intrinsic motivation, and

considering gender-based differences. Likewise, Nasir et al. (2022) demonstrated that transformational leadership, when combined with challenge-related stressors and creativity, positively influences performance metrics. Research conducted by Kuntadi et al. (2023) further corroborates this, showing that transformational leadership fosters greater employee engagement and motivation within the National Transportation Safety Committee (KNKT). Similarly, Udin (2023a) emphasized the mediating and moderating role of an organizational learning culture in strengthening the link between transformational leadership and employee performance.

The Moderating Role of Transformational Leadership. This study aimed to assess whether transformational leadership moderates the relationships between the work environment and competence with employee performance. However, the results of the moderation analysis indicate that transformational leadership does not significantly influence either relationship. Specifically, the interaction term for work environment and employee performance yielded a t-value of 0.654 and a p-value of 0.513, while the interaction between competence and performance produced a t-value of 1.379 and a p-value of 0.169. As both p-values exceed the 0.05 threshold, the analysis does not support the presence of a moderating effect. These findings contrast with prior research. Gardner et al. (2021) argued that authentic leadership reinforces a supportive work environment by promoting ethical standards and moral conduct, thereby enhancing individual performance. Similarly, Mayberry (2024) suggested that transformational leadership, through its core dimensions, contributes to the development of employee competence, ultimately influencing performance outcomes.

The contribution of this study lies in its distinctive approach, as it explores transformational leadership as a moderating variable specifically within the work environment–performance and competence–performance relationships an area that remains underexplored in existing literature. Previous research has typically examined transformational leadership in alternative moderating roles. For example, Liu et al. (2021) demonstrated that transformational leadership moderated the relationship between citizenship pressure and organizational citizenship behavior, intensifying the influence of pressure on performance. Zhang and Cui (2022) also reported that transformational leadership strengthened the association between narcissism and creative self-efficacy, and served as a mediating factor in the relationship between narcissism and creative deviance.

In the context of the Regional Inspectorate, the absence of a significant moderating effect may be explained by respondent characteristics. A substantial proportion of employees (63%) have more than a decade of professional experience, suggesting a high degree of familiarity with their work environment and reduced dependence on leadership for guidance. Additionally, nearly 90% of respondents possess at least a bachelor's or master's degree, and competence was found to directly influence performance. These factors imply that transformational leadership may offer limited incremental benefit when employees already demonstrate strong competencies. Moreover, the rigid application of Standard Operating Procedures (SOPs) in APIP functions likely fosters autonomy, further minimizing the role of leadership style in daily operational performance.

3. CONCLUSION AND SUGGESTION

Based on the empirical findings, this study concludes that work-life balance, competence, and transformational leadership each exert a direct and statistically significant influence on employee performance, whereas the work environment does not demonstrate a meaningful impact. Furthermore, the analysis provides no evidence to support the moderating role of transformational leadership in the relationships between either the work environment or competence and performance.

The lack of significance attributed to the work environment may reflect the distinctive characteristics of APIP (Internal Government Oversight Personnel), whose roles demand frequent fieldwork and mobility. Consequently, the influence of the physical office setting is likely reduced, especially when compared to more stable work environments such as those in manufacturing or healthcare sectors.

Additionally, for personnel with extensive tenure and high competence many of whom are represented in this study the relevance of transformational leadership as a moderating force appears diminished. These results reaffirm the central importance of competence as a primary driver of performance and suggest that direct leadership intervention may be less necessary in contexts where employees already possess strong professional capabilities. In such cases, organizations might consider more individualized and adaptive leadership approaches, such as coaching or mentoring, rather than relying solely on conventional hierarchical leadership structures.

Given the strong impact of work-life balance, it is recommended that organizations adopt supportive policies aimed at fostering equilibrium between professional and personal responsibilities. These may include flexible working hours, family-oriented scheduling, or remote work arrangements, all of which could help sustain employee motivation and productivity.

Although this study focused on transformational leadership as a potential moderating variable, alternative contextual or psychological constructs such as intrinsic motivation, organizational climate, or reward systems may serve as more effective moderators. Moreover, this study did not account for mediating variables that could explain the indirect effects of the work environment on performance. Future research is encouraged to explore potential mediators such as job satisfaction, employee engagement, or motivation, which could offer a more nuanced understanding of these relationships.

To improve the generalizability of these findings, subsequent studies should consider investigating the influence of the work environment in occupational settings where physical workspace and infrastructure are more central to job performance. Furthermore, while this study employed a quantitative approach, it did not capture employees' subjective perspectives. Future research could benefit from a qualitative or mixed-methods design to explore how employees interpret and experience the effects of leadership style and workplace context on their day-to-day performance.

In summary, this study successfully addressed its central research questions by identifying competence and work-life balance as key predictors of employee performance, and by affirming the direct albeit limited role of transformational leadership. While no moderating effects were observed, transformational leadership still emerged as a meaningful contributor to performance outcomes. These insights suggest several strategic directions for organizations: prioritize competence development, institutionalize work-life balance policies, and foster leadership models that are responsive to employee needs and organizational realities.

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