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Navigating Engagement: Exploring the Impact of Leadership, Work-Life Balance, and Job Satisfaction

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Abstract

This study aims to examine the impact of leadership style, work-life balance, and job satisfaction on employee engagement in Perumda Tirta Kanjuruhan, Malang Regency. Utilizing a quantitative research approach, data were gathered through surveys distributed to employees of Perumda Tirta Kanjuruhan. The sample size was determined using the Slovin formula with a confidence level of 95%. Analysis was conducted employing Path analysis. Findings revealed significant effects of leadership style, work-life balance, and job satisfaction on employee engagement in Perumda Tirta Kanjuruhan, Malang Regency. Of the two independent variables, one variable, namely leadership style, had a positive but non-significant impact. This occurs due to several possible reasons. Firstly, the sample size might not have been large enough to detect a significant effect of leadership style on employee engagement. Additionally, the specific leadership styles observed within the organization may not have varied significantly, leading to limited variability in the data. Moreover, other unaccounted-for factors, such as organizational culture or external influences, could have overshadowed the impact of leadership style on employee engagement. Finally, measurement limitations or inaccuracies in assessing leadership style may have contributed to the non-significant findings.

Keywords: leadership style, work-life balance, job satisfaction, employee engagement

Introduction

In the contemporary era of globalization, the level of business competition among state-owned enterprises, local government-owned enterprises, and private companies is intensifying, coinciding with the rapid expansion of the global economy. Companies are striving to generate as much revenue as possible while utilizing resources as sparingly as they can. In order to compete, survive, and even triumph in this competition, human resources are indispensable. Despite the multitude of resources a company may possess, humans are its most valuable asset. They serve as planners, executors, and the key determinants of organizational objectives, thus consistently playing an active and prominent role in all organizational activities (Darim, 2020).

Human resources within a company are considered the most crucial asset as they ultimately determine the goals and direction of the company. Therefore, companies require exceptional resources to achieve their objectives. Companies typically have specific goals for their workforce. Human resource professionals who are unable to meet the demands of globalization are likely to perceive their jobs as burdens (Lekchiri & Eversole, 2021). They carry out their tasks out of necessity and obligation. Consequently, work loses its meaning for these individuals, leading to a perception of poor work ethic, as they view their jobs as burdensome.

In managing human resources, leadership style plays a crucial role. Leadership styles within organizations encompass a rich history of evolving theories and practices. From early theories emphasizing inherent traits of leaders to more contemporary situational approaches, the concept of leadership has continually evolved. The pivotal role of leadership in organizational success cannot be overstated. Effective leadership not only provides direction and motivation to team

members but also assists in building a shared vision and fostering the development of individuals and groups towards common goals (Super, 2020). With a dynamic business environment, leadership styles must adapt to meet the changing needs of organizations and external demands (Usman, 2020). Therefore, a deep understanding of the background and dynamics of leadership styles becomes crucial for leaders in effectively managing and guiding their teams towards sustainable success.

A positive relationship between leaders and subordinates, where leaders actively involve their subordinates in achieving goals through their leadership style, can also contribute to employee satisfaction in the workplace (Hajiali et al., 2022). This positive dynamic fosters open communication, trust, and mutual respect, creating a supportive work environment where employees feel valued and empowered. In such an environment, employees are more likely to experience a better work-life balance. When leaders prioritize communication, delegate responsibilities effectively, and provide support and flexibility, employees can better manage their workload and personal life demands. As a result, employees feel less stressed, more fulfilled, and are better able to maintain a healthy balance between their professional and personal lives. Therefore, the quality of the relationship between leaders and employees, coupled with effective leadership practices, can significantly influence employee satisfaction and contribute to achieving a healthier work-life balance (Kossek et al., 2023).

The company needs to take several steps to improve employee job satisfaction, one of which is through work-life balance. Work-life balance refers to employees' ability to manage their personal and professional obligations while maintaining positive relationships both inside and outside the workplace (Tamunomiebi & Oyibo, 2020). Achieving work-life balance is crucial for employee well-being and productivity. Companies can support work-life balance by offering flexible work arrangements, such as telecommuting or flexible hours, providing wellness programs, encouraging time management strategies, and promoting a culture that values downtime and personal pursuits outside of work (Panda & Sahoo, 2021). By prioritizing work-life balance initiatives, companies can foster a healthier and more satisfied workforce, leading to increased employee retention and productivity.

The urgency of this research lies in its critical relevance to contemporary organizational dynamics. Understanding the intricate interplay between leadership styles, work-life balance, and job satisfaction is paramount for organizations striving to foster engaged and motivated workforces. Effective leadership, supported by conducive work-life balance practices and enhanced job satisfaction, directly influences employee engagement levels, which in turn affect productivity, retention rates, and overall organizational success. This research is urgently needed to provide insights into optimizing organizational strategies, promoting employee well-being, and sustaining competitive advantage in today's dynamic business environment.

This research will undoubtedly utilize several issues found within Perumda Tirta Kanjuruhan, Malang Regency, as a foundation to offer solutions or resolve the problems faced by workers in carrying out their duties. Perumda Tirta Kanjuruhan is a regional drinking water company. There is still a gap among the workforce in Perumda Tirta Kanjuruhan, Malang Regency, especially among the leadership levels. Also there is a research gap in previous studies, including: leadership styles negatively affect employee engagement (Zhang et al., 2014). The result of moderation analysis shows that transactional leadership has negative significant effect of on relationship between work life balance (Aslam, 2015). Worklife balance and job satisfaction has negative significant on employee engagement (Erwin et al., 2019).
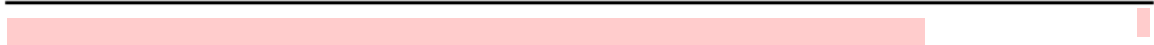
By understanding the intricate dynamics between leadership styles, work-life balance, and job satisfaction, organizations can enhance their effectiveness and productivity. Moreover, identifying factors contributing to employee well-being enables the implementation of supportive policies and practices, leading to reduced stress and improved mental health outcomes (Tuzovic & Kabadayi, 2021). This, in turn, fosters higher levels of job satisfaction and employee engagement, which are crucial for talent retention and attraction. Ultimately, prioritizing these aspects not only boosts organizational performance but also provides a competitive advantage by cultivating a positive work environment conducive to employee growth, satisfaction, and success.

This research provides valuable insights into the relationship between leadership, work-life balance, job satisfaction, and employee engagement within the workplace context. By understanding the impact of these three variables on employee engagement, organizations can take strategic steps to enhance employee engagement and overall performance. A better understanding of effective leadership styles, management practices that support work-life balance, and factors influencing job satisfaction can help organizations design employee development programs, flexible work policies, and a supportive work culture that fosters employee growth and well-being. Thus, this research not only offers insights into the factors affecting employee engagement but also provides a foundation for implementing more effective strategies to improve organizational performance and success.

Literature Review
Leadership Style
Leadership plays a crucial role in shaping the outcomes of an organization, being a pivotal factor in its success or failure (Al Khajeh, 2018). It involves the methods by which a leader motivates and guides individuals towards achieving the goals of the organization. An individual's leadership style is the pattern of behavior they adhere to when attempting to influence the behavior of others (Shuck et al., 2019). However, the behavior patterns and methods chosen and frequently utilized by a leader shape their leadership style.

A leader's style comprises a series of actions intended to align personal and organizational objectives (Alblooshi et al., 2021). The Great Man Theory of Leadership is based on the premise that leaders are born, not made (Mulugeta & Pandian, 2020). It can be concluded that leadership style is the way an individual utilizes various skills and attitudes to influence others or a set of attitudes or behaviors that can influence subordinates to achieve organizational goals.

Worklife Balance
Work-life balance is a broad concept encompassing the proper prioritization between aspects of life (such as happiness, leisure time, family, and spiritual growth) and work (career and ambitions) on the other (Vasumathi, 2018). Work-life balance serves as a means of fulfillment for individuals who successfully achieve a balance between their work and personal lives (Dewi et al., 2020). It can be concluded that work-life balance is an individual's ability to balance all the responsibilities they have, ranging from responsibilities for work, family, to those outside of work and family.

Work-life balance has three assessment indicators (Hayman, 2005): WIPL (Work Interference With Personal Life), PLIW (Personal Life Interference With Work), and WPLE (Work/Personal Life Enhancement). These three dimensions will be used to measure work-life balance in this study.

Job Satisfaction
Job satisfaction is a positive or negative attitude that an individual holds towards their job (Nathwani, 2021). Job satisfaction is a positive attitude held by employees towards their work, which develops as a result of evaluating their job conditions (Dziuba et al., 2020). Evaluation can be done on the job itself, and this assessment

serves as an acknowledgment for achieving significant value related to the job.

Job satisfaction is an emotional state that can be pleasant or unpleasant, and it can be observed by how employees view their work (Judge et al., 2020). In conclusion, job satisfaction is the condition of an individual, whether positive or negative, which can be observed from how they evaluate the work they have done. The indicators used to measure job satisfaction are (Arian et al., 2018): job, salary, promotion, supervision, and colleagues.

Employee Engagement

Employee engagement holds strong significance in the context of manpower management (Rameshkumar, 2020). Engaged employees are emotionally attached, fond of their work and committed to their organization (Tensay & Singh, 2020). Employee engagement refers to the extent to which employees are emotionally invested in their work and committed to their organization's goals and values (Tiwari & Lenka, 2016).

Engaged employees feel a sense of purpose and connection to their work, leading them to go above and beyond their basic job requirements. They are enthusiastic about their roles, actively contribute to the success of the organization, and are more likely to be loyal and satisfied with their jobs. Employee engagement is crucial for organizational performance, productivity, and overall success (Shantz et al., 2016).

Employee engagement is often assessed through three key indicators known as vigor, dedication, and absorption (Mazzetti et al., 2023). These three indicators provide a comprehensive framework for assessing employee engagement, capturing different aspects of employees' emotional, cognitive, and behavioral engagement in the workplace.

Methods

The type of research utilized is quantitative research. Questionnaire (survey) serves as the technique employed in this study to collect data for compiling the research. The respondents in this study are directed towards employees of Perumda Tirta Kanjuruhan, Malang Regency. The sample size for this research consists of 100 employees. Since this research measures leadership style, therefore the leaders are not included as respondents. This research utilizes Path analysis to examine the relationship between the independent variables, mediating variable, and the dependent variable.

Table 1. Descriptive Statistic

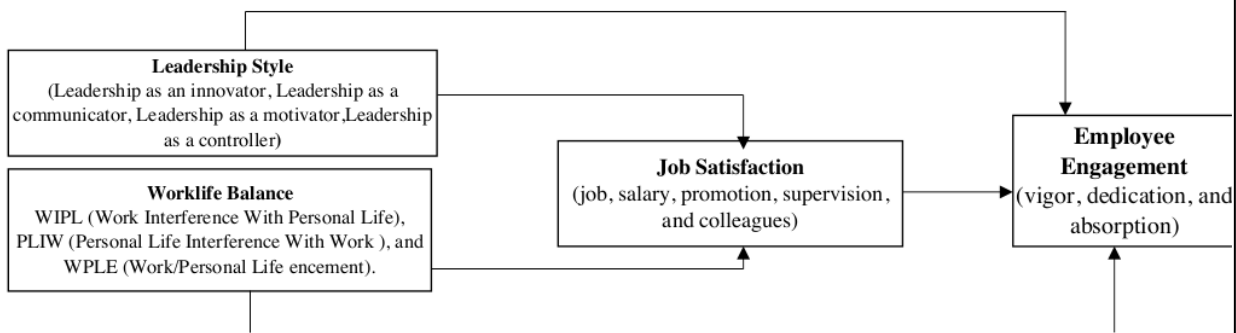| Variable	n	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	100	2	5	3.87	1.24
Worklife Balance	100	2	5	3.17	0.97
Job Satisfaction	100	1	5	3.91	0.80
Employee Engagement	100	2	5	3.96	0.73

Source: Processed data (2024)

Leadership Style
(Leadership as an innovator, Leadership as a communicator, Leadership as a motivator, Leadership as a controller)

Worklife Balance
WIPL (Work Interference With Personal Life), PLIW (Personal Life Interference With Work), and WPLE (Work/Personal Life encement).

Job Satisfaction
(job, salary, promotion, supervision, and colleagues)

Employee Engagement
(vigor, dedication, and absorption)

Figure 1. Theoretical Framework

Results and Discussion

Table 2. The effect of direct influence path coefficients

Path	B	Std. Error	t	P Value
Leadership Style → Employee Engagement	0,221	0,040	3,7845	0,0000
WLB → Employee Engagement	0,350	0,007	6,6534	0,0000
Leaderhip Style→ Job Satisfaction	0,185	0,040	4,3422	0,0000
WLB → Job Satisfaction	0,176	0,043	4,4307	0,0000
Job Satisfaction → Employee Engagement	0,760	0,074	9,8764	0,0000

Source: Processed data (2024)

Table 3. The effect of indirect influence path coefficients

Path	B	Std. Error	t	P Value
Leadership Style → Employee Engagement	0,189	0,030		
Job Satisfaction → Employee Engagement	0,350	0,007		
Leaderhip Style→ Job Satisfaction→ EE			3,4876	0,0014
WLB → Job Satisfaction	0,165	0,056		
Job Satisfaction → Employee Engagement	0,754	0,080		
WLB→ Jobsatisfaction→ EE			3,8674	0,0010

Source: Processed data (2024)

Based on the results of path analysis above, the findings of the research as described earlier are obtained. Therefore, this discussion section will be elaborated in more detail as follows:

1. The Influence of Leadership Style on Employee Engagement

The t-test findings on table 2 for the variable leadership style on employee engagement" in the table show a total of 3.7845 with a significance level of $0.0000 < 0.05$, indicating that leadership style has a direct impact on employee engagement. This suggests that higher perceived Leadership Style by employees enhances their job satisfaction as they feel valued by their superiors. The implementation of leadership within the environment of Perumda Tirta Kanjuruhan, Malang Regency, appears effective, as every employee engages in discussions together, receives motivation, advice, and feedback from superiors, and works collaboratively to assist one another, both superiors and subordinates.

There are several studies that are in line with this finding: leadership styles have a significant impact on employee engagement (Gemeda & Lee, 2020; Ismail et al., 2021). It can be concluded that supervisors need to pay more attention to their subordinates to ensure they continuously receive motivation and guidance, thus enabling them to complete their tasks effectively. supervisors can create a supportive work environment where employees feel valued and empowered. This, in turn, fosters a sense of commitment and engagement among employees, leading to improved job performance and organizational success. Supervisors should regularly communicate with their team members, offer constructive feedback, recognize their contributions, and provide opportunities for growth and development. By investing in their employees' well-being and professional growth, supervisors can cultivate a motivated and productive workforce.

2. The Influence of Worklife Balance on Employee Engagement

The t-test on table 2 findings for the variable work-life balance on employee engagement in the

table show a total of 6.6534 with a significance level of 0.0000 < 0.05, indicating that work-life balance has a direct impact on employee engagement. Therefore, in accordance with the description provided, the hypothesis stating that there is a positive influence of Work-Life Balance on Employee Engagement is accepted and significantly affects employee engagement. Employee engagement, characterized by vigor, dedication, and absorption dimensions, is recognized for its positive influence on employee productivity. This study is supported by research conducted (Larasati & Hasanati, 2019)The results have shown that the percentage of work-life balance on employee engagement shows 14.3 % . Work-Life Balance (WLB) is one of the factors influencing the engagement of employees in Generation Z. Employee engagement can be influenced by WLB within a company. The higher the employee engagement, the higher the level of WLB for employees (Rachmadini & Riyanto, 2020).

The findings of this study indicate that there is a positive influence of Work-Life Balance among employees on their engagement. This suggests that the higher the level of balance between work and non-work aspects perceived by employees, the higher their engagement levels will be. The implementation of Work-Life Balance within the environment of Perumda Tirta Kanjuruhan, Malang Regency, appears to be quite effective, as the working hours are only from 08:00 to 15:00, allowing employees to engage in activities outside of work, such as spending time with their families or pursuing personal interests.

3. **The influence of Leadership style on Job Satisfaction**

The t-test on table 2 findings for the variable "leadership style" on "job satisfaction" in the table show a total of 4.3422 with a significance level of 0.0000 < 0.05, indicating that leadership style has a direct impact on job satisfaction.

Effective leadership can foster a positive work environment, motivate employees, and enhance their overall job satisfaction. Leaders who adopt a participative or transformational leadership style, for instance, often engage employees by involving them in decision-making processes and inspiring them to exceed their own expectations. This approach not only empowers employees but also makes them feel valued and respected, thereby increasing their job satisfaction.

4. **The influence of Worklife Balance on Job Satisfaction**

[2] The t-test on table 2 findings for the variable "work-life balance" on "job satisfaction" in the table show a total of 4.4307 with a significance level of 0.0000 < 0.05, indicating that work-life balance has a direct impact on job satisfaction.

Employees who enjoy a good work-life balance are more likely to be satisfied with their jobs. They experience less stress and burnout, allowing them to be more productive and engaged at work. When employees can effectively manage their time and energy between work and personal activities, they often feel more fulfilled and motivated. This balance helps them maintain a positive outlook towards their job and reduces the likelihood of job dissatisfaction and turnover.

5. **The influence of Job Satisfaction on Employee Engagement**

The t-test findings for the variable "job satisfaction" on "employee engagement" in the table show a total of 9.8764 with a significance level of 0.0000 < 0.05, indicating that job satisfaction has a direct impact on employee engagement.Therefore, in accordance with the description provided, the hypothesis stating that there is a positive influence of Job Satisfaction on Employee Engagement is accepted. This study supported by (Garg et al., 2018) This shows that the job satisfaction is the key driver of work engagement.

Organizations can enhance both job satisfaction and employee engagement through various strategies. Providing opportunities for skill development, recognition programs, and fostering a supportive work environment are essential for promoting job satisfaction. Moreover, effective leadership, open communication channels, and a culture of trust and empowerment are instrumental in fostering employee engagement. Job satisfaction and employee engagement are closely interconnected and mutually reinforcing concepts.

Organizations that prioritize both factors are better positioned to attract, retain, and motivate talented employees, leading to increased performance, innovation, and sustainable growth in today's competitive business environment.

6. The influence of leadership style on employee engagement through job satisfaction.

The t-test findings for the variable "leadership style" on "employee engagement through job satisfaction" in the table show a total of 3.4876 with a significance level of 0.00 < 0.05, indicating that leadership style has an indirect influence on employee engagement through job satisfaction. This suggests that job satisfaction successfully mediates the relationship between these two variables.

leadership style significantly impacts employee engagement, often mediated by job satisfaction. Leaders who exhibit transformational qualities tend to foster high levels of job satisfaction and subsequently increase employee engagement. Conversely, transactional or laissez-faire leadership styles may lead to lower levels of satisfaction and engagement. Job satisfaction acts as a crucial mediator, as satisfied employees are more motivated and committed to their work and organization. Research often validates this relationship, highlighting the importance of leadership styles that prioritize employee satisfaction. Ultimately, organizations can enhance employee engagement by promoting leadership approaches that prioritize employee well-being and satisfaction.

7. The influence of worklife balance on employee engagement through job satisfaction.

The t-test findings for the variable "work-life balance" on "employee engagement through job satisfaction" in the table show a total of 3.8674 with a significance level of 0.00 < 0.05, indicating that work-life balance has an indirect influence on employee engagement. This suggests that job satisfaction successfully mediates the relationship between these two variables.

The influence of work-life balance on employee engagement through job satisfaction is a crucial aspect of organizational well-being. Maintaining a healthy balance between work responsibilities and personal life significantly impacts how employees engage with their work and the organization. When employees experience a satisfactory level of work-life balance, they are more likely to feel content and fulfilled in their roles. This satisfaction with their work-life balance translates into higher levels of job satisfaction. As a result, they become more engaged with their work, demonstrating increased motivation, commitment, and productivity.

Conversely, when work-life balance is poor, employees may feel overwhelmed, stressed, and dissatisfied. This dissatisfaction negatively affects their job satisfaction and, consequently, their engagement with their work. They may become disengaged, leading to decreased productivity, morale, and ultimately, organizational performance.

Research consistently shows that work-life balance indirectly influences employee engagement through job satisfaction. Organizations that prioritize initiatives to support work-life balance, such as flexible work hours, remote work options, and wellness programs, often see positive outcomes in terms of employee engagement and overall organizational success.

Conclusions

The findings from the research on "The Influence of Leadership Style, Work-Life Balance, and Job Satisfaction on Employee Engagement" underscore the significance of these factors in shaping organizational dynamics and employee outcomes. Firstly, leadership style emerges as a critical determinant influencing employee engagement. Effective leadership characterized by inspiration, empowerment, and support fosters a positive work environment conducive to high levels of engagement among employees. Leaders who prioritize employee development, provide clear direction, and foster open communication channels contribute significantly to enhancing employee engagement.
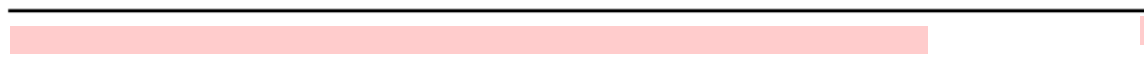
Secondly, worklife balance emerges as another crucial factor impacting employee engagement. Employees who perceive a balance between their professional responsibilities and personal life tend to exhibit higher levels of engagement. Organizations that offer flexible work arrangements, prioritize employee well-being, and promote a healthy work-life balance are likely to experience higher levels of employee engagement and satisfaction. Lastly, job satisfaction plays a vital role in shaping employee engagement levels. When employees are satisfied with their job roles, compensation, and opportunities for growth, they are more likely to be engaged in their work. Organizations that prioritize employee satisfaction through recognition programs, career development opportunities, and supportive work environments are likely to experience higher levels of employee engagement and overall organizational success.

In conclusion, the interplay between leadership style, work-life balance, and job satisfaction significantly influences employee engagement levels within organizations. By fostering a positive work environment, providing opportunities for growth and development, and prioritizing employee well-being, organizations can enhance employee engagement and drive sustainable success in today's competitive business landscape.

Limitation in this study are The study may have been constrained by its sample size, potentially limiting the generalizability of the findings to a broader population. A larger sample size could have strengthened the validity and reliability of the results. The study may have focused on specific types of respondents, such as employees from a particular industry sector or with a specific level of experience. This could restrict the applicability of the findings to diverse organizational contexts or employee groups. Despite these limitations, the study contributes valuable insights into the factors influencing employee engagement and lays the groundwork for further research in this area. By

acknowledging these limitations, future studies can build upon this research to provide a more comprehensive understanding of the complex dynamics of employee engagement in diverse organizational settings.

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