

The Influence of Transformational Leadership, Work–Life Balance, and Organizational Citizenship Behavior on Employee Performance in the East Java Provincial Forestry Office, Jember Branch

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Abstract

The complexity of human resource management in the modern era requires organizations to prepare various supporting elements, ranging from organizational structure to adequate infrastructure. Human resource management at the East Java Provincial Forestry Office, Jember Regional Branch, demonstrates performance dynamics that reflect service quality and organizational effectiveness. This study aims to analyze the influence of transformational leadership style, work-life balance, and organizational citizenship behavior on employee performance. This research involved all employees as samples, totaling 35 employees. The sampling technique used nonprobability sampling with a saturated sampling technique approach. The collected data were analyzed using validity tests, reliability tests, and multiple linear regression. The research results show that transformational leadership style, work-life balance, and organizational citizenship behavior have positive and significant effects on employee performance at the East Java Provincial Forestry Office, Jember Regional Branch, where each variable has potential in improving employee performance. This can serve as a strategic consideration step to enhance employee performance. Recommendations for future research include expanding the study scope and deepening the interaction between factors to enrich adaptive human resource management policies.

Keywords: *Transformational Leadership Style; Work-Life Balance; Organizational Citizenship Behavior; Employee Performance.*



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Abstrak

Kompleksitas pengelolaan SDM di era modern menuntut organisasi untuk mempersiapkan berbagai elemen pendukung, mulai dari struktur organisasi hingga infrastruktur yang memadai. Pengelolaan sumber daya manusia di Dinas Kehutanan Provinsi Jawa Timur Cabang Wilayah Jember menunjukkan dinamika kinerja yang mencerminkan kualitas pelayanan dan efektivitas organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional, keseimbangan kehidupan kerja, dan perilaku kewarganegaraan organisasi terhadap kinerja pegawai. Pada penelitian ini melibatkan seluruh pegawai sebagai sampel yakni berjumlah 35 pegawai. Teknik pengambilan sampel menggunakan nonprobability sampling dengan pendekatan teknik sampling jenuh. Data yang terkumpul dianalisis menggunakan uji validitas, reliabilitas, serta regresi linier berganda. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional, work-life balance, organizational citizenship behavior memiliki pengaruh positif dan signifikan terhadap kinerja pegawai Dinas Kehutanan Provinsi Jawa Timur Cabang Wilayah Jember, dimana setiap variable memiliki potensi dalam meningkatkan kinerja pegawai. Hal ini dapat menjadi langkah dalam pertimbangan startegis untuk bisa meningkatkan kinerja pegawai. Rekomendasi penelitian selanjutnya mencakup perluasan cakupan studi dan pendalaman interaksi antarfaktor untuk memperkaya kebijakan manajemen SDM yang adaptif.

Kata Kunci: *Gaya Kepemimpinan Transformasional; Work-Life Balance; Organizational Citizenship Behavior; Kinerja Pegawai*

1. Introduction

The complexity of human resource management in the modern era requires organizations to prepare various supporting elements, ranging from organizational structure to adequate infrastructure. Organizations that seek to maintain their existence and build a positive image among stakeholders must pay special attention to the development of human resource quality ([Yulius, 2022](#)). Through the implementation of appropriate human resource management approaches, organizations can ensure that each available resource is optimally utilized for the benefit of the organization, employees, and society at large ([Hasibuan, 2020](#)). This

underscores that the success of an organization depends on the effectiveness of human resource management and development as a strategic asset.

At the East Java Provincial Forestry Office, Jember Regional Branch, employee performance is generally categorized as satisfactory; however, variations exist among programs such as forest management, education and training, and community empowerment. These differences in workload indicate the need for adaptive leadership, a balanced work–life interface, and voluntary employee behaviors that support organizational goals. Based on these phenomena, this study examines the influence of transformational leadership, work–life balance, and organizational citizenship behavior (OCB) on employee performance.

Previous studies conducted by [\(Sani et al., 2021\)](#) revealed that transformational leadership has a significant correlation with the improvement of human resource productivity, in which leaders' ability to provide inspiration and intellectual stimulation accelerates organizational performance. Similarly, [\(Amalia et al., 2021\)](#) found that transformational leadership style significantly affects employee performance. Recent studies have also highlighted that transformational leadership plays a crucial role in enhancing innovation and performance in public sector organizations, particularly through leader–member trust and motivation [\(Putri & Meria, 2022\)](#).

Research by [Triyana & Agus, \(2020\)](#), [Putri & Frianto, \(2023\)](#), [Mardiani & Widiyanto, 2021\)](#) demonstrated that work–life balance has a positive influence on employee performance. The implementation of systematic mechanisms that facilitate a dynamic synchronization between organizational demands and individual needs can potentially lead to an escalation in professional performance.

Furthermore, studies by ([Ekhsan et al., 2022](#); and [Sutardy & Effendi, 2023](#)) found that organizational citizenship behavior (OCB) has a positive and significant effect on employee performance, confirming the acceptance of their hypotheses.

The novelty of this study lies in the integration of three key concepts transformational leadership, work–life balance, and OCB in enhancing employee performance. Based on monitoring data of discipline and performance achievements, there is an indication of optimization potential that can be facilitated through the strengthening of these strategic variables in human resource management. The complexity of tasks across the three main programs, each with varying performance targets, requires an integrated approach to capacity development. Moreover, this research contributes to the advancement of human resource management theory and raises awareness of the importance of OCB in improving organizational performance at the East Java Provincial Forestry Office, Jember Regional Branch.

Considering previous studies, there has been limited research conducted within regional forestry agencies with such unique contextual settings. Therefore, this study is expected to provide both theoretical contributions to public sector human resource management discourse and practical recommendations for improving employee performance within government institutions. Consequently, this research, entitled “The Influence of Transformational Leadership, Work–Life Balance, and Organizational Citizenship Behavior on Employee Performance in the East Java Provincial Forestry Office, Jember Branch,” holds significant relevance in the context of theoretical and practical development of public sector human resource management.

2. Theoretical Background

Performance is an indicator of organizational success that reflects the extent to which goals are achieved. It is not only measured by the quantity of output but also by the quality of results that meet organizational standards. Therefore, performance serves as an essential measure of both individual and organizational effectiveness ([Kasmir, 2020](#)). Transformational leadership is an approach that emphasizes a leader's ability to provide inspiration, motivation, intellectual stimulation, and individualized consideration ([Armansyah, 2022](#)). Within public organizations, this leadership style has the potential to encourage employees to transcend personal interests for the collective good. Work-life balance is defined as an individual's ability to maintain equilibrium between work demands and personal life ([Roopavathi & Kishore, 2021](#)). Employees who achieve a higher level of balance tend to demonstrate greater productivity and job satisfaction.

Organizational Citizenship Behavior (OCB) refers to discretionary behaviors performed by employees beyond their formal job descriptions, such as assisting coworkers, supporting organizational initiatives, or contributing socially without expecting direct rewards ([Munir, 2020](#)). According to recent findings, transformational leaders are able to foster higher levels of employee engagement and collective efficacy, which in turn lead to improvements in both task and contextual performance ([Breevaart et al., 2013](#)). Moreover, empirical evidence from a study in Borobudur Management Review shows that workplace environment, work motivation, and compensation significantly influence employee performance ([Efendi et al., 2024](#)). These phenomena are particularly relevant to be examined within public sector organizations that hold strategic responsibilities in delivering public services, such as the East Java Provincial Forestry Office, Jember Regional Branch.

3. Method

Research Design

The research design employed in this study is a quantitative approach using the survey method with a descriptive research purpose. Quantitative research is based on the positivist philosophy and involves the use and analysis of quantitative or statistical data with the objective of testing predetermined hypotheses ([Sugiyono, 2019a](#)). The survey method is conducted to obtain information regarding the views, attitudes, behaviors, and characteristics of the studied population.

Population and Sample

Based on the predetermined research site, the population in this study consists of 35 employees of the East Java Provincial Forestry Office, Jember Regional Branch. Referring to [Arikunto, \(2013\)](#), when the total population is less than 60 individuals, it is recommended to use a census or saturated sampling technique. Therefore, all members of the population, totaling 35 employees, were included as research samples. In this context, the limited time, cost, and human resources available at the East Java Provincial Forestry Office, Jember Branch, also justify the use of this sampling method. With $N = 35$, the study is still able to produce representative results without imposing additional strain on available resources.

Sampling Technique

This study adopts a non-probability sampling approach, specifically the saturated sampling technique (census). Non-probability sampling refers to a method in which each element in the population does not have an equal chance of being selected as a sample. This technique allows the researcher to determine the sample based on specific criteria rather than random selection. In this study, the applied variant is the saturated sampling method or census ([Sugiyono, 2019b](#)).

Data Collection Technique

In research methodology, data collection represents a critical stage [Sugiyono, \(2019b\)](#), obtaining valid data is fundamental to any scientific research. In this study, data were collected through interviews, observations, and questionnaires. The questionnaire employed a Likert scale ranging from 1 to 5, where respondents rated their level of agreement with statements related to transformational leadership, work–life balance, organizational citizenship behavior, and employee performance.

Data Analysis Technique

The analytical procedures applied in this study include descriptive statistics, validity tests, reliability tests, multiple linear regression analysis, and hypothesis testing using the t-test and the coefficient of determination (R^2).

4. Results and Discussions

Descriptive Statistical Results

Based on the research sample, all 35 employees of the East Java Provincial Forestry Office, Jember Regional Branch, participated as respondents. The respondents' characteristics were categorized by gender, age, marital status, educational background, and length of employment.

In terms of gender, the respondents consisted of 21 males (60%) and 14 females (40%), indicating that the majority of employees were male. Regarding age, 8 respondents (22.9%) were between 23–30 years old, 3 respondents (8.6%) were between 31–40 years old, and 24 respondents (68.6%) were between 41–65 years old. Thus, the age group of 41–65 years dominated the workforce.

Based on marital status, 26 respondents (74.3%) were married, 8 respondents (22.9%) were unmarried, and 1 respondent (2.9%) was widowed or divorced. Therefore, most employees were married. In terms of education, 9 respondents (25.7%) held a high school diploma, 23 respondents (65.7%) held a bachelor's

degree, and 3 respondents (8.6%) held a master's degree. Consequently, the majority of respondents possessed a bachelor's degree.

Regarding years of service, 10 employees (28.6%) had worked for 1–5 years, 3 employees (8.6%) for 6–10 years, and 22 employees (62.9%) for more than 10 years. These results indicate that most employees had served for over a decade, reflecting a highly experienced workforce.

Validity Test Results

The validity test results in this study can be conducted by comparing the calculated *r* value with the table *r* value. This is presented in [Table 1](#):

Table 1. Validity Test Results

Variable	Item	R _{table}	R _{value}	Sig	Status
Transformational Leadership (X ₁)	X1.1	0,334	0,796	0,000	Valid
	X1.2	0,334	0,680	0,000	Valid
	X1.3	0,334	0,794	0,000	Valid
	X1.4	0,334	0,815	0,000	Valid
	X1.5	0,334	0,822	0,000	Valid
	X1.6	0,334	0,803	0,000	Valid
	X1.7	0,334	0,737	0,000	Valid
	X1.8	0,334	0,719	0,000	Valid
Work-life Balance (X ₂)	X2.1	0,334	0,662	0,000	Valid
	X2.2	0,334	0,375	0,000	Valid
	X2.3	0,334	0,526	0,000	Valid
	X2.4	0,334	0,458	0,000	Valid
	X2.5	0,334	0,520	0,000	Valid
	X2.6	0,334	0,666	0,000	Valid
Organizational Citizenship Behavior (X ₃)	X3.1	0,334	0,689	0,000	Valid
	X3.2	0,334	0,362	0,000	Valid
	X3.3	0,334	0,437	0,000	Valid
	X3.4	0,334	0,540	0,000	Valid
	X3.5	0,334	0,445	0,000	Valid
	X3.6	0,334	0,572	0,000	Valid
	X3.7	0,334	0,611	0,000	Valid
	X3.8	0,334	0,518	0,000	Valid
	X3.9	0,334	0,675	0,000	Valid

Variable	Item	R _{table}	R _{value}	Sig	Status
	X3.10	0,334	0,487	0,000	Valid
Employee Performance (Y)	Y.1	0,334	0,414	0,000	Valid
	Y.2	0,334	0,531	0,000	Valid
	Y.3	0,334	0,645	0,000	Valid
	Y.4	0,334	0,539	0,000	Valid
	Y.5	0,334	0,600	0,000	Valid
	Y.6	0,334	0,537	0,000	Valid
	Y.7	0,334	0,342	0,000	Valid
	Y.8	0,334	0,517	0,000	Valid

Source: Processed Data (2025)

As presented in [Table 1](#), all items of transformational leadership (X1), work-life balance (X2), organizational citizenship behavior (X3), and employee performance (Y) demonstrated r-count values greater than the r-table (0.334) and significance levels below 0.05. Hence, all items in the questionnaire met the validity criteria, indicating that each statement used to measure the study variables was valid and accurately represented the construct being assessed.

Reliability Test Results

Reliability refers to the internal consistency of the questionnaire as an indicator of the constructs being measured. A variable is considered reliable if it has a Cronbach's Alpha (α) value of 0.60 or higher (Ghozali, 2018). Reliability test results are shown in [Table 2](#).

Table 2. Reliability test results

Research Variables	Cronbach's Alpha if item deleted	Reliability standards	Notes
Transformational Leadership (X ₁)	0,784	0,60	Reliabel
Work-Life Balance (X ₂)	0,696	0,60	Reliabel
Organizational Citizenship Behavior (X ₃)	0,700	0,60	Reliabel
Employee Performance (Y)	0,662	0,60	Reliabel

Source: Processed Data (2025)

As shown in [Table 2](#), the Cronbach's Alpha values for transformational leadership (0.784), work-life balance (0.696), organizational citizenship behavior (0.700), and employee performance (0.662) all exceeded the reliability threshold of 0.60. These results indicate that the research instruments used in this study demonstrated good reliability.

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to determine the linear relationship between the independent variables (X) and the dependent variable (Y) (Ghozali, 2018). Multiple linear regression analysis are shown in [Table 3](#).

Table 3. Multiple Linear Regression Analysis

Variable	Regression Coefficient	Sig.
Constant	14.671	-
Transformational Leadership (X ₁)	0,428	0,001
Work-Life Balance (X ₂)	0,366	0,045
Organizational Citizenship Behavior (X ₃)	0,278	0,019

Source: Processed Data (2025)

The analysis results are presented in [Table 3](#), with the following regression equation:

$$Y = 14,671 + 0,428X_1 + 0,366X_2 + 0,278X_3 + e$$

The constant value of 14.671 indicates that when the independent variables- transformational leadership, work-life balance, and OCB-are equal to zero, the employee performance value remains positive.

Transformational Leadership (X₁): The regression coefficient of 0.428 shows that an increase in transformational leadership by one unit corresponds to a 0.428 increase in employee performance, assuming other variables remain constant.

Work-Life Balance (X₂): The regression coefficient of 0.366 indicates that an improvement in work-life balance by one unit results in a 0.366 increase in employee performance.

Organizational Citizenship Behavior (X3): The regression coefficient of 0.278 suggests that an increase in OCB by one unit enhances employee performance by 0.278.

Hypothesis Testing (t-Test)

The t-test results, summarized in Table 4, indicate that all independent variables significantly influence employee performance. Transformational leadership ($t = 4.614$, $p < 0.001$), work-life balance ($t = 2.090$, $p = 0.045$), and OCB ($t = 2.483$, $p = 0.019$) all have significance levels below 0.05. Thus, H1, H2, and H3 are accepted, confirming that transformational leadership, work-life balance, and OCB each exert a positive and significant effect on employee performance.

Table 4. Hypothesis Testing (t-Test)

Variabel	Sig	T _{hitung}	Status
Transformational Leadership (X ₁)	<0,001	4.614	accepted
Work-Life Balance (X ₂)	0,045	2.090	accepted
Organizational Citizenship Behavior (X ₃)	0,019	2.483	accepted

Source: Processed Data (2025)

Coefficient of Determination (R²)

As shown in Table 5, the R² value is 0.554, indicating that 55.4% of the variance in employee performance is explained by the independent variables transformational leadership, work-life balance, and OCB while the remaining 44.6% is influenced by other factors outside the model.

Table 5. Coefficient of Determination (R²)

R	R Square	Adjusted R Square
0,744	0,554	0,511

Source: Processed Data (2025)

Discussion

Effect of Transformational Leadership on Employee Performance

The findings reveal that **transformational leadership** exerts a significant and positive effect on employee performance ($t = 4.614$; $p < 0.001$). This result confirms

that leaders who act as role models, inspire subordinates, and encourage innovation are capable of enhancing motivation and organizational commitment. Transformational leaders in public institutions, such as the East Java Provincial Forestry Office, play a crucial role in maintaining employee morale—especially among senior staff who face complex field challenges, such as forest conservation and community empowerment.

This finding aligns with [Sani et al., \(2021\)](#) and [Amalia et al., \(2021\)](#), who found that transformational leadership enhances human resource productivity by fostering trust, engagement, and intellectual stimulation. Similarly, [Irmayanthi and Surya, \(2020\)](#) demonstrated that transformational leadership significantly affects employee performance through improved communication and empowerment.

From a broader theoretical standpoint, [Podsakoff et al., \(2014\)](#) emphasize that transformational leadership shapes both task performance and contextual performance through mechanisms of idealized influence and individualized consideration. In the Indonesian context, [Efendi et al., \(2024\)](#) found that leadership style and motivation significantly affect employee performance across manufacturing and service sectors, reinforcing that leadership orientation determines work effectiveness and discipline. It also aligns with [Yanti and Mursidi, 2021\)](#) who emphasized that comprehensive transformational leadership practices have significant implications for organizational performance dynamics. In this study, the finding implies that leaders who demonstrate visionary behavior and emotional intelligence can elevate employees' willingness to exceed expectations. Such leadership is particularly vital in public service organizations where accountability, discipline, and long-term sustainability are key outcomes.

Effect of Work–Life Balance on Employee Performance

The analysis also indicates that work–life balance has a significant and positive effect on employee performance ($t = 2.090$; $p = 0.045$). Forestry employees often face irregular working hours, extensive fieldwork, and high-risk environments. Therefore, achieving balance between professional and personal life becomes essential to sustaining motivation and productivity.

This result is consistent with [Triyana and Agus, \(2020\)](#) and [\(Mardiani and Widiyanto, 2021\)](#) who found that a higher level of work–life balance correlates with greater employee satisfaction and performance. Moreover, [Putri and Frianto, \(2023\)](#) reported that effective work–life integration fosters stronger organizational commitment and reduces burnout. On a global level, [Haar et al., \(2014\)](#) assert that work–life balance directly enhances psychological well-being and job satisfaction, which in turn improves individual and collective performance. Furthermore, findings from [Efendi et al., \(2024\)](#) emphasize that organizations that implement flexible working systems and recognize employees' personal needs experience measurable improvements in performance and innovation levels. Within the Forestry Office context, supportive supervision, family-friendly scheduling, and recovery time after field activities represent key practices for sustaining performance quality.

In sum, work–life balance does not merely serve as a personal issue but functions as an institutional strategy to enhance productivity, loyalty, and psychological resilience among employees in government agencies.

Effect of Organizational Citizenship Behavior on Employee Performance

The regression results also demonstrate that Organizational Citizenship Behavior (OCB) significantly influences employee performance ($t = 2.483$; $p = 0.019$). Employees who exhibit discretionary behaviors—such as voluntarily assisting colleagues, maintaining discipline in field duties, and participating in

community conservation programs—contribute meaningfully to organizational success beyond their formal job descriptions.

This result corroborates the findings of [Ekhsan et al., \(2022\)](#) and [Sutardy & Effendi, 2023](#) who established that OCB significantly enhances performance by fostering cooperation, trust, and organizational harmony. In addition, [Podsakoff et al., \(2014\)](#) emphasized that OCB contributes to both task and contextual performance by promoting cooperation and voluntary participation, particularly in complex environments such as public administration.

Recent studies in the Indonesian context [Efendi et al., \(2024\)](#), confirm that OCB serves as a mediator between leadership quality and employee performance, demonstrating that voluntary contributions improve team cohesion and operational success. This aligns with social exchange theory, where employees who perceive fairness and support from their leaders reciprocate with prosocial behaviors that enhance collective outcomes [\(Organ, 2025\)](#).

Within the Forestry Office, OCB manifests through acts such as helping colleagues during patrols, mentoring junior staff, or taking initiative during emergency situations such as wildfire control. These behaviors strengthen team effectiveness and directly influence the efficiency and sustainability of forest management operations.

5. Conclusion

This study aimed to examine the effects of transformational leadership, work–life balance, and organizational citizenship behavior (OCB) on employee performance within the East Java Provincial Forestry Office, Jember Regional Branch. The findings reveal that all three variables significantly and positively

influence employee performance, confirming the proposed hypotheses and aligning with the research objectives stated in the introduction.

Transformational leadership emerged as a key driver of employee effectiveness, where inspirational and visionary leaders were found to enhance motivation, adaptability, and collective performance. Work–life balance contributed to sustained productivity and psychological well-being, emphasizing that institutional support for personal life integration is crucial even in the public sector. Furthermore, OCB was shown to strengthen organizational cohesion and efficiency by fostering voluntary behaviors that go beyond formal job roles.

The synthesis of these findings indicates that employee performance in public organizations is best optimized through an integrated human resource strategy that promotes transformational leadership behavior, balanced work environments, and citizenship-oriented culture. Theoretically, this research contributes to the growing literature on public sector human resource management by demonstrating how non-monetary and behavioral factors jointly shape performance outcomes. Practically, it provides actionable insights for policymakers and administrators to design leadership development programs, flexible work systems, and recognition mechanisms that reinforce prosocial organizational behavior.

Future research may expand this study by employing larger samples across multiple government agencies or incorporating mediating and moderating variables such as organizational commitment, job satisfaction, or perceived organizational support. Additionally, longitudinal or mixed-method designs could offer deeper insights into the causal mechanisms linking leadership, work–life balance, and citizenship behavior with sustainable performance outcomes.

Overall, this study strengthens the understanding that effective leadership, work–life equilibrium, and discretionary citizenship behavior are not merely

complementary, but essential foundations for achieving excellence in public sector organizations.

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