

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, WORK LIFE BALANCE AND JOB STRESS ON EMPLOYEE PERFORMANCE AT PT FORTUNA MARINA SEJAHTERA PALEMBANG

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ABSTRACT

This research was motivated by field problems at PT Fortuna Mandiri Sejahtera Palembang, where employees still experience unclear directions from their superiors, high workloads, and unpredictable coal loading and unloading schedules. These conditions cause stress, reduce work-life balance, and indicate that transformational leadership has not been optimally implemented in facing dynamic work situations. This study aims to determine the effect of transformational leadership, work-life balance, and job stress on employee performance. The method used is quantitative with an associative approach to measure the relationship between variables. The research variables consist of transformational leadership (X_1), work-life balance (X_2), job stress (X_3), and employee performance (Y). The sampling technique used was saturated sampling with a total of 77 employees as respondents. The results showed a constant value of 17.573, a transformational leadership coefficient of 0.321, work-life balance coefficient of 0.399, and job stress coefficient of -0.317. Work-life balance has a significant and the greatest effect on employee performance (t count $3.074 > t$ table 1.993). Transformational leadership also has a significant effect (t count $2.881 > t$ table 1.993). Meanwhile, job stress has a negative and significant effect on performance (t count $-3.752 < t$ table 1.993). Based on the coefficient of determination test, it is known that there are still 59.2% of other variables influencing employee performance that were not examined in this study.

Keywords: Transformational Leadership; Work Life Balance; Job Stress; Employee Performance

INTRODUCTION

In the era of globalization and increasingly intense industrial competition, human resources (HR) play a vital role in determining a company's success. According to Mariska et al., (2023), human resources are highly significant and inseparable from an organization, as they are the key to organizational development. Human resources are considered the most valuable asset of an organization because they serve as the source of direction, maintenance, and development in responding to societal and temporal changes (Atikah et al., 2024). HR personnel are not merely task executors they also serve as the driving force behind strategic direction and employee performance achievement.

According to Mulyadi et al.,(2024), employee performance is the final outcome produced by individuals within an organization or company. Improving employee performance depends not only on the individual's technical abilities but also on the leader's courage to inspire change, motivate with a clear vision, and facilitate the growth of each team member. Effective leadership can foster a positive and supportive work culture. In this context, the role of transformational leadership becomes particularly crucial.

According to Marlius and Melaguci (2024), transformational leadership is a leadership style in which leaders seek to inspire, motivate, and promote positive mindsets among team members with a lasting impact. This style is recognized for its ability to enhance employee performance through empowerment, innovation, and individual development (Nugroho & Sudarti, 2025). By providing inspiration and fostering enthusiasm, transformational leadership contributes to the creation of a work environment that supports a balance between personal life and professional responsibilities.

Work-life balance also has a significant influence on employee performance. According to Salsabila et al.,(2025), work-life balance is a condition in which an employee can manage time and energy effectively between work, personal needs, recreation, and family life, in order to prevent conflicts that may affect performance and quality of life. One effort to achieve work-life balance is by starting and ending work activities on time in accordance with the established working hours (Mutiarra et al., 2024). When work-life balance is achieved, individuals are able to lead a more productive, healthy, and harmonious life, balancing job demands with personal needs.

In addition to transformational leadership and work-life balance, another factor that influences employee performance is work stress. According to Astuti et al.,(2022), work stress is an inherent part of any job. If not properly managed, stress can hinder employees' ability to interact positively within the workplace, as well as outside of it (Winoto & Perkasa, 2024). A similar finding by Novitasari (2023) revealed a negative and significant relationship between work stress and employee performance. This negative perception has the potential to weaken employees' emotional attachment to the company, which in turn can lead to decreased loyalty and performance.

PT Fortuna Marina Sejahtera is a company operating in the maritime services and coal handling sector, encompassing sea freight transportation, vessel provisioning, cargo loading and unloading services, as well as port management. Located in Kertapati, Palembang City, the company is committed to delivering reliable maritime logistics services by upholding professionalism, fostering innovation, and empowering competent human resources.

Preliminary interviews with employees at PT Fortuna Marina Sejahtera Palembang revealed challenges related to leadership, an imbalance between work and personal life, and high levels of work-related stress. A demanding operational schedule and unpredictable weather conditions often force employees to work beyond regular hours, compounded by unclear guidance from supervisors and a management focus solely on targets. These factors contribute to physical fatigue and decreased concentration.

This study focuses on the influence of transformational leadership, work-life balance, and stress management on employee performance at PT Fortuna Marina Sejahtera Palembang, and is expected to provide theoretical and practical contributions to enhancing the understanding and application of these aspects in the workplace.

METHOD

This study employs a quantitative approach with a survey method, as it aims to objectively and systematically measure the relationships between variables. The population of

this study consists of all employees of PT Fortuna Mandiri Sejahtera Palembang, totaling 77 employees. A saturated sampling technique was used in which all members of the population were included as the sample. Data were collected through questionnaires designed using a five-point Likert scale, ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Examples of questionnaire items include “The company’s leader serves as an inspirational role model for all employees,” which measures the transformational leadership variable (X1), “I am able to balance my time between work and family or personal life effectively,” which measures the work life balance variable (X2), “I face conflicting expectations and demands in the work environment,” which measures the job stress variable (X3), and “Within a given work period, I am able to meet or exceed the established output targets,” which measures the employee performance variable (Y).

Validity and reliability tests were conducted to ensure the feasibility of the research instrument. The validity test employed the Pearson Product Moment correlation technique, in which all items were deemed valid because the *r*-count values exceeded the *r*-table value (0.224) and the significance values were below 0.05. The reliability test was performed using the Cronbach’s Alpha method with a minimum threshold of > 0.60, and the average *r*-count value across all variables was 0.76, indicating that all variables were reliable. Data analysis was carried out using multiple linear regression, as the research model involved three independent variables tested against one dependent variable. Prior to this, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, with all data processing performed using SPSS version 25. This method is expected to yield valid, reliable, and accurate findings in explaining the influence of transformational leadership, work-life balance, and job stress at PT Fortuna Marina Sejahtera Palembang.

RESULTS and DISCUSSION

Results of the Multiple Linear Regression Analysis

The hypothesis testing in this study was conducted using a multiple linear regression analysis approach, where the test was performed as a two-tailed test with a significance level (α) of 0.05 (5%). The multiple linear regression model calculations were carried out using SPSS. The purpose of this model calculation is to determine the extent to which transformational leadership (X1), work-life balance (X2), and job stress (X3) influence employee performance at PT Fortuna Marina Sejahtera. The following is Table 21, which presents the results of the multiple linear regression analysis.

Tabel 1. Multiple Linear Regression Analysis

Variabel	Koefisien Regresi	t hitung	Sig.
Constant	17,573	5,045	<0,001
Transformational Leadership	0,321	2,881	0,005
Work Life Balance	0,399	3,074	0,003
Job Stress	-0,317	-3,752	<0,001

Source: Processed Primary Data (2025)

Based on Table 1, the multiple linear regression equation is obtained. The interpretation of each variable coefficient is as follows:

1. The constant value of 17.573 indicates that when all independent variables are zero, the employee performance is estimated to be 17.573. This represents the baseline contribution to employee performance without the influence of the independent variables.

2. The coefficient for Transformational Leadership (X_1) is 0.321, which means that for every one-point increase in this variable, employee performance will increase by 0.321. This positive coefficient indicates a positive relationship between transformational leadership and employee performance. The positive and significant coefficient shows that the better the transformational leadership applied by supervisors, the higher the employee performance. This finding supports the theory that transformational leadership plays an important role in improving employee performance in the company.
3. The coefficient for Work Life Balance (X_2) is 0.399, indicating that every one-point increase in work life balance will increase employee performance by 0.399. This shows a positive and significant relationship between work life balance and employee performance. The positive and significant coefficient suggests that the better the work life balance perceived by employees, the higher their performance will be. This finding supports the theory that work life balance is important in enhancing employee performance in the company.
4. The coefficient for Work Stress (X_3) is -0.317, indicating that every one-point increase in work stress will decrease employee performance by 0.317. This negative coefficient signifies a negative and significant effect of work stress on employee performance. The negative and significant coefficient shows that the higher the level of work stress experienced by employees, the lower the performance they produce. This finding supports the theory that work stress negatively affects employee performance in the company.

Results of the Partial Test (t-test)

This test was conducted to evaluate the effect of each independent variable partially on the dependent variable. The process was carried out by comparing the calculated t value with the t -table value. The t -table value was determined based on a significance level of $\alpha = 0.05$ (5%)

Tabel 2. Partial Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,573	3,483		5,045	<0,001
Transformational Leadership	0,321	0,111	0,336	2,881	0,005
Work Life Balance	0,399	0,130	0,362	3,074	0,003
Job Stress	-0,317	0,084	-0,350	3,752	<0,001

Source: Processed Primary Data (2025)

Based on Table 2, the results of the partial t-test on the variables of Transformational Leadership, Work Life Balance, and Job Stress against Employee Performance are as follows:

1. Transformational Leadership
The t-test results show a significance value of 0.005, which is less than 0.05, and a calculated t-value of 2.881, which is greater than the critical t-value of 1.993. Therefore, H1 is accepted, meaning that transformational leadership has a positive and significant effect on employee performance. The better the transformational leadership, the higher the employee performance.
2. Work Life Balance

The t-test results show a significance value of 0.003, which is also less than 0.05, and a calculated t-value of 3.074, which is greater than the critical t-value of 1.993. Therefore, work-life balance has a positive and significant effect on employee performance. This indicates that the balance between work and personal life contributes to improved performance. The better the work-life balance, the higher the employee performance.

3. Job Stress

The significance value obtained is < 0.001 , which is less than 0.05, and the calculated t-value is -3.752, which is less than the critical t-value of 1.993 (due to the negative direction of the effect). Therefore, job stress has a negative and significant effect on employee performance. The higher the level of stress experienced by employees, the lower their performance will be.

Results of the Simultaneous Test (F-test)

The F-test is used to examine whether the variables of transformational leadership, work-life balance, and job stress simultaneously have an effect on employee performance at PT Fortuna Mandiri Sejahtera.

Tabel 3. Simultaneous Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	780,393	3	260,131	16,792	<,001 ^b
	Residual	1130,880	73	15,492		
	Total	1911,273	76			

Source: Processed Primary Data (2025)

The F-test results in Table 3 show that the calculated F-value is greater than the critical F-value, namely $16.792 > 2.723$, with a significance level of $0.000 < 0.05$. Based on these results, H_0 is rejected and H_a is accepted. This means that simultaneously, the variables of Transformational Leadership, Work-Life Balance, and Job Stress have a significant effect on the Employee Performance at PT Fortuna Marina Sejahtera.

Thus, it can be concluded that these three variables together are able to explain the variation in employee performance. These results also indicate that improvements in transformational leadership and work-life balance, as well as effective job stress management, collectively contribute positively to enhancing employee performance at the company.

Results of the Determination Coefficient Test

The Coefficient of Determination test is used to determine the contribution of independent variables to the dependent variable. In this study, the test was conducted using SPSS version 30 or by using the following formula:

Tabel 4. Determination Coefficient Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 ^a	.408	.384	3,936

Source: Processed Primary Data (2025)

In Table 4, the R value obtained is 0.639 or 63.9%. According to the correlation coefficient interpretation guidelines, this figure falls into the category of a fairly strong influence, as it lies within the interval of 0.40–0.60. This indicates that transformational leadership, work-life balance, and job stress variables have an effect on employee performance

at PT Fortuna Marina Sejahtera Palembang. The results of the coefficient of determination test show an R Square value of 0.408, meaning that employee performance can be explained by transformational leadership, work-life balance, and job stress variables by approximately 40.8%, while the remaining 59.2% is influenced by other variables that were not examined in this study

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

The hypothesis test results show that the significance value of $0.005 < 0.05$ and the calculated t-value of $2.881 > \text{the critical t-value of } 1.993$. This indicates that transformational leadership has a positive and significant effect on employee performance. The better the transformational leadership, the higher the employee performance. This finding aligns with the Grand Theory of Job Demands-Resources (JD-R), which states that transformational leadership, as a job resource, provides emotional support, clear guidance, and intrinsic motivation to employees, enabling them to better cope with job demands and optimize their performance.

This study aligns with the research conducted by Fitriani and Kasmiruddin (2023), which states that transformational leadership has a positive effect on employee performance. Their study emphasizes that leadership capable of inspiring, motivating, and attending to individual employee needs can enhance work enthusiasm and productivity. Work-life balance is also an important factor in creating optimal performance. Employees who feel supported by positive leadership and maintain such a balance tend to be more focused, motivated, and demonstrate better performance in the workplace.

This research provides valuable insights for managers and policymakers at PT Fortuna Marina Sejahtera. The implementation of transformational leadership such as motivation, individual attention, visionary guidance, open communication and recognition can enhance employee performance. However, challenges like inconsistent communication and uneven empowerment still need to be addressed. By strengthening managerial training and fostering a culture of appreciation, the company can significantly improve employee performance and work enthusiasm.

The Influence of Work Life Balance on Employee Performance

The test results show a significance value of $0.003 < 0.05$ and a calculated t value of $3.074 > \text{the critical t value of } 1.993$ indicating that work life balance has a positive and significant effect on employee performance. This aligns with the Job Demands Resources (JD R) theory which identifies work life balance as an important job resource that helps employees manage job demands. When employees achieve a balance between work and personal life they tend to have higher energy motivation and work engagement thereby enhancing performance optimally.

This study is also in line with research conducted by Mulyadi and Saputri (2024) which shows that work life balance has a positive effect on employee performance. The study emphasizes that balance between work life and personal life is an important factor in creating optimal performance. Employees who can manage their time between work and personal life tend to experience lower stress, be more focused, and more motivated at work. Research by Andriannoor et al.,(2025) also proves that good work life balance not only improves performance but also enhances employee loyalty to the organization.

Based on research at PT Fortuna Marina Sejahtera, high job demands and lack of flexible work schedules are the main obstacles to achieving work-life balance. Many employees

struggle to manage their time between work and personal life, especially when workload increases. This condition leads to emotional exhaustion, prolonged stress, and reduced quality time with family, which ultimately lowers employee performance.

The Influence of Job Stress on Employee Performance

The hypothesis test results indicate that **job stress** has a negative and significant effect on employee performance, with a significance value of less than 0.001 and a calculated t-value of -3.752, which is smaller than the critical t-value of 1.993. This means that the higher the level of stress experienced by employees, the lower their performance. From the perspective of the Job Demands-Resources (JD-R) model, job stress falls under job demands, which require physical and mental effort; if these demands are not balanced with adequate supporting resources, it can lead to fatigue and decreased work motivation.

This study is also in line with the research conducted by Julio Darma Putra and Dewirahmadanirwati (2024), which showed that job stress has a negative effect on employee performance at the Population and Civil Registration Office of Padang City. Employees experiencing high levels of stress tend to have difficulty concentrating, lose motivation, and show decreased effectiveness in completing tasks. Poorly managed stress can also lead to physical and emotional fatigue, which ultimately impacts overall productivity decline.

Based on the research results at PT Fortuna Marina Sejahtera, it was revealed that a high workload, tight target pressures, and a lack of emotional support from supervisors are the main factors causing employee job stress. These conditions lead employees to experience mental fatigue, become easily irritable, and lose their enthusiasm for work. If this continues unchecked, it will not only hinder the achievement of optimal performance but also weaken employees' attachment to the company.

The Influence of Transformational Leadership, Work Life Balance and Job Stress on Employee Performance

The research results indicate that the variables of Transformational Leadership, Work-Life Balance, and Job Stress simultaneously have a significant effect on Employee Performance at PT Fortuna Marina Sejahtera. This is evidenced by the calculated F-value of 16.792, which is greater than the critical F-value of 2.723 at a 5% significance level, and a significance value of 0.000, which is less than 0.05. The correlation coefficient (R) value of 0.639, or 63.9%, shows a fairly strong influence of these three variables on employee performance.

This study aligns with the research conducted by Mulyadi et al., (2024), which shows that transformational leadership and work-life balance have a significant impact on improving employee performance. An inspiring leadership style and a balance between work and personal life are important factors that drive work effectiveness and productivity. Additionally, the study by Dewansyah et al., (2024) also reveals that leadership and job stress simultaneously affect the performance of private sector employees in Cirebon, emphasizing the importance of effective stress management and leadership in creating a healthy work life balance.

Therefore, it can be concluded that the integration of transformational leadership, work-life balance, and job stress management plays a crucial role in enhancing employee performance at PT Fortuna Marina Sejahtera. The organization should maintain and strengthen policies that support inspirational leadership, balance between work and personal life, as well as initiatives to reduce job stress levels. These efforts aim to foster a productive and mentally healthy work environment, thereby promoting the sustainable achievement of optimal performance.

CONCLUSION

This study aims to examine the influence of transformational leadership, work-life balance, and work stress on employee performance at PT Fortuna Marina Sejahtera. The results of the analysis indicate that work-life balance has a significant and the greatest influence on performance (t-value 3.074 > t-table 1.993, with a significance level of $0.003 < 0.05$), followed by transformational leadership, which also has a significant effect (t-value 2.881, with a significance level of $0.005 < 0.05$). Work stress has a negative and significant effect (t-value -3.752, with a significance level of $0.001 < 0.05$), indicating that higher levels of work stress lead to lower employee performance. Simultaneously, the three variables have a significant effect (F-value 16.792 > F-table 2.723, with a significance level of $0.000 < 0.05$). Based on these findings, the company is advised to prioritize improving work-life balance through adjustments to work schedules, providing flexible working hours, and implementing health-related activities. Furthermore, the company should enhance transformational leadership through leadership training programs, and reduce work stress by evaluating workloads, providing adequate rest facilities, and fostering open communication. Future studies are recommended to include other variables such as work motivation or job satisfaction, and to expand the research scope and sample size to produce more accurate and relevant results.

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