

Analysis of the Influence of Transformational Leadership, Work-Life Balance, and Work Environment on the Employee Performance of the Land Office in Medan City with Work Discipline as a Mediating Variable

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ABSTRACT

This study aims to analyze the effects of transformational leadership, work-life balance, and the work environment on employee performance through work discipline at the Land Office of Medan City. The research design used in this study is a causal research design with a quantitative approach. The population of this study consists of 159 employees working at the Land Office of Medan City, and the sample size is 114 employees. The data used in this study are primary data and secondary data obtained through a questionnaire. The data analysis technique used is structural equation modeling (SEM) with Smart PLS version 4.0 as the analytical tool. The results of the study show that transformational leadership has a positive and significant direct effect on employee performance. Transformational leadership also has a positive and significant direct effect on work discipline. Work-life balance has a positive but not significant direct effect on work discipline and employee performance. The work environment has a positive but not significant direct effect on employee performance, and it has a positive and significant direct effect on work discipline. Work discipline has a positive and significant direct effect on employee performance. Furthermore, the indirect effects test shows that work discipline mediates the relationship between transformational leadership and employee performance, as well as the

relationship between the work environment and employee performance. However, work discipline does not mediate the relationship between work-life balance and employee performance.

Keywords: Transformational Leadership, Work-Life Balance, Work Environment, Work Discipline, and Employee Performance.

INTRODUCTION

The current economic development triggers significant changes and business competition, requiring organizations to pay attention to and manage their human resources effectively (Mangkunegara, 2020). Employee performance is the result of a process that includes the quality and quantity of work results, as well as compliance with laws and ethics (Afandi, 2018). The Ministry of Agrarian and Spatial Planning/National Land Agency (ATR/BPN) and the Medan Land Office have a strategic role in safeguarding land ownership and utilization in Indonesia for the welfare of the people (Ministry of Agrarian and Spatial Planning/National Land Agency, 2020). Transformational leadership plays a crucial role in improving employee performance by providing inspiration, commitment, and

capacity development (Setiadi & Lutfi, 2021). However, studies on the influence of this leadership style on employee performance in the Medan Land Office have yielded inconsistent results (Pambudi et al., 2021; Zeindra & Lukito, 2020; Putri, 2017; Setiaji & Djastuti, 2015; Yuwono et al., 2020). Work-life balance can also affect employee performance (Lingga, 2020). Some studies support the significant positive influence of work-life balance on performance (Ardiansyah, 2020; Saifullah, 2020), while others show different results (Natakusumah et al., 2022; Kembuan et al., 2021; Luthfiyani, 2019; Pebiyanti & Winarno, 2021). A conducive work environment has a positive impact on employee performance (Lukito & Alriani, 2018). However, there are limitations in infrastructure and facilities at the Medan Land Office that can hinder the effectiveness of employee work (Bukhari & Pasaribu, 2019; Adha et al., 2019; Nabawi, 2019). Work discipline is also a factor that affects employee performance (Government Regulation of the Republic of Indonesia Number 53 of 2010). Lack of discipline can negatively impact organizational productivity. Overall, work-life balance, a conducive work environment, and work discipline are important factors that can influence employee performance (Lingga, 2020; Lukito & Alriani, 2018) at the Medan Land Office. Improving these factors can help achieve organizational goals. Based on the background of the problem, the research inquiries encompass the impact of transformational leadership style, work-life balance, work environment, and work discipline on the performance of employees. Moreover, the study aims to delve into the influence of transformational leadership style, work-life balance, and work environment on performance by means of work discipline. Additionally, it examines the interrelationships among transformational

leadership style, work-life balance, work environment, work discipline, and employee performance. The objective of this research is to ascertain and scrutinize the effects of these factors on employee performance at the Medan Land Office, while comprehending the interconnectedness of these factors within the organizational context.

LITERATURE REVIEW

Performance

Performance refers to the actual accomplishments or results obtained by an individual in their work. Masram and Mu'ah (2017) define performance as the combination of both the quality and quantity of work achieved by an employee while fulfilling their assigned responsibilities. Sinambela (2018) underscores the positive impact of good employee performance on company development, while poor performance can have adverse effects on overall success.

According to Bukit et al. (2017), performance is the successful completion of tasks and responsibilities assigned to employees, reflecting the outcomes attained through their activities within a specific timeframe. Mellysa (2021) characterizes performance as the observable behaviors and attitudes exhibited by employees in their job performance and results, aligning with their respective roles within the organization. Sedarmayanti (2020) perceives performance management as a strategic and integrated approach aimed at attaining sustainable organizational success and fostering the growth of individual and team capabilities that contribute to it. Robbins and Judge (2016) as cited by Juniarti et al. (2021) elucidate that performance refers to the outcomes achieved by employees in their work, based on the established criteria for a particular job.

Transformational leadership

Leadership is an essential capability and characteristic of a leader within an organization. Hutahaen (2021) explains that leadership is a conscious or deliberate form of dominance by a leader who can motivate and persuade others to take action based on acceptance by their group, while possessing specific expertise relevant to the situation at hand. One relevant leadership style in the leader-follower relationship is transformational leadership. Hutahaen (2021) describes transformational leadership as a leader who blends with group members, attends to their needs and tasks. This leadership style, as expressed by Bass in Hutahaen (2021), involves the leader engaging with their followers, providing inspiration, commitment towards achieving a shared vision and goals, as well as challenging followers to become innovative problem solvers and develop leadership capacities through training, coaching, challenges, and support.

According to Robbins and Judge (2020), transformational leadership involves a leader who inspires their followers to transcend their self-interests and has a profound and extraordinary influence on them for the benefit of the organization. Transformational leaders attend to the concerns and needs of individual followers, transform their awareness of existing issues by helping them see problems from a new perspective, and ignite enthusiasm and inspiration to drive followers to exert extra effort in achieving organizational goals.

Hutahaen (2021) also outlines four core factors inherent in transformational leadership. Firstly, idealized influence involves leader behaviors that influence followers to admire, respect, and trust the leader. Leaders with idealized influence are willing to take risks, act consistently, and demonstrate fairness. Secondly, inspirational motivation, where transformational leaders are capable of providing motivation and inspiration to those around them by imparting meaning

and challenge in their work. Thirdly, intellectual stimulation, where transformational leaders encourage followers to be innovative and creative by questioning assumptions, re-examining problems, and approaching familiar situations in new ways. Lastly, individualized consideration, where transformational leaders give special attention to the individual needs of followers, assist in their growth and achievements, and act as coaches or mentors.

In this context, the transformational leadership style holds several important correlations. This style emphasizes the leader's role as a source of inspiration and positive influence for their followers. Transformational leaders are capable of mobilizing and inspiring their followers to contribute more and work with enthusiasm to achieve organizational goals. The style also emphasizes the importance of attending to individual needs, stimulating creativity, and developing the potential of followers through support and training.

Work-life balance

Work-life balance refers to the state in which an individual's work demands and personal life are balanced or in equilibrium (Lockwood, 2003). It involves a satisfactory level of involvement or alignment among various roles in a person's life (Sayekti, 2019). Generally, work-life balance is associated with maintaining and managing the different aspects of human life in a balanced manner (Hudson in Nur & Kadarisman, 2016). Work-life balance provides employees with flexibility in their work to balance their responsibilities and interests outside of work (Wambui et al., 2017). It poses a challenge for individuals to effectively fulfill their responsibilities and roles in both work and family life (Muliawati, 2020). Efforts to improve work-life balance can be made through rewards, workplace facilities, family health insurance, and easily accessible leave

policies (Ramadhani, 2012). Several factors influencing work-life balance include social support, stress levels, organizational environment, information technology, workload, family, and knowledge (Vyas & Shrivastava in Muliawati, 2020). Prioritization conflicts between work and family, as well as the availability of employee assistance programs such as counseling services and health programs, can also affect work-life balance (Wambui et al., 2017). Overall, work-life balance involves an individual's ability to feel satisfied in fulfilling their roles by harmonizing various aspects of life both within and outside of work.

Work environment

The work environment can be described as everything surrounding employees that influences the execution of their tasks and responsibilities. According to Busro (2017), the work environment encompasses the physical, social, and virtual surroundings aimed at enhancing employee and company performance sustainably. Sedarmayanti (2013) defines the work environment as the place where various groups and supporting facilities exist to achieve the company's goals in line with its vision and mission. The work environment includes various facilities and resources owned or facilitated by the company or organization, such as executive rooms, meeting rooms, lobbies, employee workspaces, guest areas, dining rooms, sports facilities, parking areas, lactation rooms, and prayer rooms. The work environment is also an external factor that influences employees' job outcomes. An unfavorable and unsupportive work environment can have a negative impact on employees' level of success in performing their tasks.

Work discipline

Work discipline plays a crucial role in the growth and success of an organization. According to Sinambela (2018:332), discipline is used to motivate employees to

carry out their work with discipline, both individually and as a group. Furthermore, discipline educates employees to comply with existing regulations, procedures, and policies, thereby resulting in good performance. The higher the level of employee discipline, the higher the level of work achievement that can be attained. Sinambela (2018:335) provides several definitions of work discipline, including the employee's awareness and willingness to adhere to organizational rules and prevailing social norms, work discipline as a means of communication between leaders and employees to change behavior in accordance with established rules, and an individual's ability to work in an orderly, diligent, and rule-abiding manner. According to Maharani (2021:25), discipline is a form of behavior and control exhibited by employees in complying with regulations and social norms within the company. Based on the above opinions, it can be concluded that work discipline refers to the conscious behavior and actions taken by an individual to adhere to regulations, social norms, and responsibilities set by the organization. Work discipline also encompasses the readiness to accept sanctions in the event of rule violations.

The influence of transformational leadership style on employee performance.

According to Barnard M. Bass, as cited in Hutahaen (2020:52), transformational leadership involves engaging followers, providing inspiration, and being committed to achieving the shared vision and goals of the organization. Transformational leaders also challenge their followers to be innovative problem solvers and develop their leadership capacities through training, coaching, challenges, and support. On the other hand, transformational leadership, as described by Burns, as cited in Hutahaen (2020:52), focuses on values and involves the inclusion of followers in a group with a common purpose. Several studies, such as those conducted by Setiadi and Lutfi (2021),

Zeindra and Lukito (2020), Pambudi (2016), Yuwono (2020), and Putri (2017), have examined the influence of transformational leadership on employee performance. Overall, the findings of these studies conclude that the transformational leadership style has a positive and significant impact on performance. Based on these research studies, the following hypotheses are proposed:

H1: There is a positive and significant influence of Transformational Leadership Style on Employee Performance.

The influence of work-life balance on employee performance.

According to Hafid (2017), work-life balance refers to employees' capacity to effectively manage their work demands and responsibilities alongside their personal needs and commitments outside of the workplace. Berk & Gundogmus (2018) as cited in Ardiansyah (2020) define work-life balance as the support provided by organizations to employees in relation to their personal lives, including flexible working hours, family care, and personal or family leave. Mendis & Weerakkody (2017) as cited in Ardiansyah (2020) describe work-life balance as the integration of employees' work responsibilities with their personal obligations, such as caring for children or elderly family members.

Numerous studies, such as those conducted by Muhammad Omarreyhan Natakusumah et al. (2022), Daylen Kembuan et al., and Fylia Pebiyanti and Alex Winarno (2021), demonstrate the significant impact of work-life balance on employee performance. However, other studies conducted by Fadhila Saifullah (2020), Choirul Adam Ardiansyah (2020), and Ayu Sutriani Lingga (2020) have found no positive and significant influence of work-life balance on performance. Based on the diverse findings from these studies, the following hypothesis is proposed:

H2: There is a positive and significant influence of work-life balance on employee performance.

The influence of work environment on employee performance.

The performance of employees in an organization is dependent on a work environment that is conducive to their goals. According to Busro (2017:304) as cited in Sitepu (2020:35), the work environment encompasses physical, social, and virtual elements within the organization, which can contribute to improved employee performance and overall organizational success.

Several research studies, including those conducted by Darmadi (2020), Leonardo Hendy Lukito and Ida Martini Alriani, and Tomy Sun Siagian and Hazmanan Khair (2018), have demonstrated a significant positive impact of the work environment on employee performance. However, contrasting findings have been presented in other studies conducted by Bukhari and Sjahril Effendi Pasaribu (2019), Risky Nur Adha et al. (2019), and Rizal Nabawi (2019), suggesting that the work environment may not have a significant influence on performance. Considering the variability of these research outcomes, the following hypothesis is proposed:

H3: There is a significant and positive relationship between the work environment and employee performance.

The influence of work discipline on employee performance.

Work discipline plays a crucial role in the attainment of organizational objectives. It serves as a key determinant for the successful execution of employees' tasks, supported by human resource policies within the organization. Work discipline is highly valued as it cultivates employees' character, enabling them to consistently deliver commendable performance. Various studies have examined this relationship, such as the research conducted by Darmadi

(2020) investigating the influence of work environment and work discipline on employee performance at Indomaret Branch Kelapa Dua Serpong Gading, as well as the study by Rasminto et al. (2020) examining the impact of work discipline on employee performance, with work environment acting as a moderating variable. These studies have consistently demonstrated the positive effect of work discipline on employee performance. Drawing from these empirical findings, we posit the following hypothesis: H4: There is a positive and significant relationship between work discipline and employee performance.

The influence of transformational leadership on work discipline.

Transformational leadership is characterized by a leader's ability to enhance the performance of their subordinates by transforming various aspects of the work environment, including work motivation, patterns, and values. This leadership style also involves inspiring followers to achieve exceptional performance and fostering their leadership capabilities to meet organizational objectives. The emphasis in transformational leadership is on establishing an engaged relationship between leaders and followers, which cultivates motivation and ultimately results in performance that exceeds expectations. Multiple studies conducted by Setiadi (2021), Rasyid (2020), Putri (2017), and Firman (2020) have indicated a positive and significant relationship between transformational leadership and work discipline. These findings provide support for the hypothesis that transformational leadership influences work discipline. Drawing on the aforementioned considerations, the following hypothesis is proposed: H5: There is a significant and positive relationship between work discipline and transformational leadership.

The influence of work-life balance on work discipline.

Work-life balance refers to an individual's ability to effectively manage both their work-related responsibilities and personal obligations outside of work in a manner that promotes well-being and contentment. It entails the skillful integration of various roles and demands, both within and outside the workplace, in a harmonious manner.

Achieving work-life balance can contribute to enhancing employees' work discipline. When employees are able to attain a state of work-life balance, they are more likely to demonstrate consistent and disciplined work behavior. This is manifested in their ability to adhere to work-related tasks and responsibilities. Lestari (2020) highlights the interconnection between work-life balance and work discipline, emphasizing that unfavorable personal circumstances can negatively impact employees' level of work discipline.

Several studies conducted by Rahmadhani (2020), Goeltom (2021), and Lestari (2020) have yielded significant and positive findings regarding the influence of work-life balance on work discipline. These findings lend support to the hypothesis suggesting that work-life balance indeed has a meaningful impact on work discipline. Consequently, the following hypothesis is posited for this research endeavor:

H6: There is a positive and significant relationship between work-life balance and work discipline.

The influence of work environment on work discipline

The work environment plays a crucial role in shaping the level of work discipline among employees as they carry out their assigned tasks and responsibilities. An environment that fosters productivity and well-being can create a sense of security and contentment among employees, enabling them to perform their work effectively. This encompasses various factors, including punctuality, task completion, and other

elements that contribute to fulfilling their obligations within the workplace.

Conversely, an uncomfortable work environment can lead to a decline in work discipline among employees. They may encounter difficulties in executing their tasks efficiently and may even display a lack of motivation. Therefore, organizations must prioritize the quality of the work environment. A successful organization not only focuses on achieving financial gains and organizational objectives but also recognizes the importance of providing a conducive work environment where employees can thrive. A comfortable, hygienic, and safe work environment cultivates a sense of tranquility for employees, allowing them to perform at their best. When employees are free from anxiety or concern, their performance tends to improve. Consequently, companies should allocate special attention to nurturing a positive work environment. Numerous studies conducted by Herawati (2019), Sugiati (2016), Oktaria and Nugraheni (2017), and Dinata (2018) have demonstrated a significant positive correlation between the work environment and work discipline. These findings lend support to the hypothesis that a positive relationship exists between the work environment and work discipline. Based on these considerations, the following hypothesis is proposed for this research:

H7: There is a positive and significant influence of the work environment on work discipline.

The influence of transformational leadership on employee performance through work discipline.

According to Bass in Hutahaen (2021:52), transformational leadership is a leadership style that involves engaging followers, providing inspiration, and being committed to achieving a shared vision and goals. Transformational leaders also encourage their followers to become innovative problem solvers and develop their

leadership abilities through training, coaching, challenging assignments, and support. In this context, leaders who employ transformational leadership can motivate their subordinates to achieve high performance through work discipline. Leaders set a good example through their attitude and actions, such as being punctual, completing tasks effectively, and paying attention to the surrounding environment. Leaders not only care about their own responsibilities but also show concern for others who require assistance in tasks that require collaboration. By serving as role models for their subordinates, leaders can influence employees to adhere to established rules and regulations. This enhances the work discipline of employees and their compliance with personnel policies, thereby improving both employee performance and organizational performance as a whole. Based on the above explanation, the following hypothesis is proposed:

H8: There is a positive and significant influence of transformational leadership on employee performance through work discipline.

The influence of work-life balance on employee performance through work discipline

Ensuring employee satisfaction and comfort in the workplace is of utmost importance for every organization. It is widely recognized that employee satisfaction and comfort have a direct impact on achieving work-life balance, which, in turn, influences overall performance. Work-life balance refers to an individual's ability to effectively manage and fulfill multiple roles and responsibilities both within and outside the workplace. For instance, female employees often juggle their roles as wives, mothers, daughters, employees, and active participants in various organizations. Similarly, male employees also have responsibilities as heads of households, fathers, sons, and husbands. In order for employees to

successfully fulfill these diverse roles, it is crucial for them to achieve a state of equilibrium. Consequently, organizations must prioritize creating an environment that supports and enables employees to attain work-life balance. By attaining work-life balance, employees can effectively allocate their time and resources, thereby positively impacting their level of work discipline. When employees can allocate their time efficiently, they experience a sense of satisfaction and balance in fulfilling their various roles both within and outside the workplace. The achievement of work-life balance, coupled with maintaining a high level of work discipline, significantly contributes to improving employee performance. Previous research conducted by Herawati (2019), Sugiati (2016), Oktaria and Nugraheni (2017), and Dinata (2018) has consistently demonstrated a positive and significant relationship between work-life balance and work discipline. Based on these findings, the following hypothesis is proposed:

H9: There is a positive and significant influence of work-life balance on employee performance through work discipline.

The influence of work environment on employee performance through work discipline

Creating a supportive work environment is essential for companies aiming to enhance employee performance. The work environment comprises various elements that surround employees and exert an influence on their task execution. An environment that fosters productivity and well-being plays a significant role in ensuring employees' comfort, thereby impacting their work discipline positively. Prior research conducted by Herawati (2019), Sugiati (2016), Oktaria and Nugraheni (2017), and Dinata (2018) has provided substantial evidence supporting the positive and statistically significant influence of the work environment on work discipline. These studies indicate that a

favorable work environment, characterized by pleasantness, cleanliness, and safety, has a constructive effect on employees' work discipline levels. By establishing and cultivating a conducive work environment while promoting robust work discipline, companies can effectively enhance employee performance. The interdependence between a supportive work environment and strong work discipline is mutually reinforcing, leading to desirable outcomes in terms of employee performance. Consequently, the following hypothesis is posited:

H10: There is a positive and significant influence of the work environment on employee performance through work discipline.

RESEARCH METHOD

This quantitative associative study aims to explore the correlation between transformational leadership style, work-life balance, work environment, and work discipline with employee performance in the Land Office of Medan City. The research was conducted over a four-month period, spanning from October 2022 to January 2023, and encompassed both civil servant employees and Non-Civil Servant Government Employees within the office. The study population comprised 159 employees, distributed among various divisions and sections. From this population, a sample of 114 respondents was randomly selected using the probability sampling technique of simple random sampling. The variables investigated in this study include transformational leadership style (X1), work-life balance (X2), work environment (X3), employee performance (Y), and work discipline as a mediating variable (Z). Transformational leadership style refers to the head of the Land Office of Medan City's ability to inspire, motivate, provide support, and offer innovative problem-solving to employees. Work-life balance pertains to employee satisfaction in fulfilling personal and professional roles.

The work environment encompasses both physical and non-physical factors that influence task execution. Employee performance signifies effective and efficient outcomes, achievements, and accomplishments aligned with the organization's standards and rules. Work discipline acts as a mediating variable, reflecting employees' conscious adherence to regulations and their acceptance of sanctions for any violations. Data were collected through questionnaires, and documentary studies. Interviews were conducted face-to-face or via telephone to obtain oral information from respondents. Questionnaires were employed as written tools, employing closed or open-ended questions and statements to gather responses. Additionally, documentary studies involved collecting secondary data from government organizational documents such as organizational profiles and performance reports. This research endeavors to enhance our understanding of the relationships and influences among the variables under scrutiny regarding employee performance in the Land Office of Medan City. Consequently, the study's findings can contribute to the development of pertinent strategies and policies to improve employee performance and establish a more optimal working environment within the office.

RESULT

This research employed the method of descriptive statistical analysis to interpret and formulate the research outcomes. The data collection instrument utilized was a questionnaire that was completed by 114 respondents, encompassing all employees of the Land Office of Medan, including both civil servants and non-civil servant government employees. The questionnaire consisted of 38 statements, covering the independent variables X1 (transformational leadership) with 8 items, X2 (work-life balance) with 8 items, X3 (work environment) with 6 items, the mediating variable Z (work discipline) with 7 items,

and the dependent variable Y (employee performance) with 9 items. By employing descriptive statistical analysis, this study aims to provide an overview of the respondents' profiles and a comprehensive description of the variables under investigation.

Characteristics of Respondents

This study relied on primary data collected from employees at the Land Office of Medan City to conduct the analysis. The characteristics of the respondents were examined, including their gender, age, length of employment, educational background, and job division/section. The majority of respondents were male employees, although it was observed that female employees had higher performance ratings. A significant portion of the respondents fell within the age range of 26-35 years, indicating their productive years, while those above 45 years old demonstrated commendable performance. Most respondents held a D-IV/Bachelor's degree, with those who had completed high school achieving the highest performance scores. The majority of respondents had been working for 6-10 years, whereas employees with a length of employment between 11-15 years exhibited high performance. Regarding job divisions, the majority of respondents worked in the administrative division and section II, and it was noted that employees involved in land acquisition showed exceptional performance levels.

Descriptive Statistical Analysis.

Based on the questionnaire responses of 144 employees at the Land Office of Medan City, it can be inferred that the leadership demonstrates a robust and effective transformational style. The majority of employees concur that their leaders serve as role models, possess charisma, motivation, and offer inspiration and problem-solving abilities to the employees. The leaders also foster creativity, establish positive

relationships, and encourage employee development. Additionally, the questionnaire findings indicate that most employees also agree with the variables associated with work-life balance, a comfortable work environment, and a high level of work discipline. Employees feel capable of adhering to their working hours, effectively allocate time for family and personal interests, and find the office facilities and environment supportive. They also exhibit a strong work discipline and value diversity within the organization. Furthermore, the majority of employees agree that they perform well, achieve their work targets, complete tasks punctually, and display competence in both independent and team work. These conclusions suggest that employees at the Land Office of Medan City benefit from strong leadership, a positive work-life balance, a comfortable work environment, high work discipline, and commendable performance. These factors collectively contribute to the overall effectiveness and efficiency of the organization in addressing land-related matters.

Outer Model Evaluation - Full Model.

After conducting convergent validity testing, it can be concluded that all indicators in this study have met the necessary criteria with satisfactory values. The Average Variance Extracted (AVE) values for the variables of Work Discipline, Transformational Leadership Style, Employee Performance, and Work

Environment are all above 0.5, indicating a significant level of variation and reliability in the analysis of data. Although the Work-Life Balance variable has a slightly lower AVE value of 0.514, it remains reliable for this research. Additionally, the results of internal consistency testing indicate that all research variables, both exogenous and endogenous, demonstrate good reliability. The Cronbach's Alpha and Composite Reliability values for each variable exceed 0.7, affirming the high reliability of all items within the respective variables. The variables of Work Discipline, Transformational Leadership Style, Employee Performance, and Work Environment exhibit strong reliability, with Cronbach's Alpha and Composite Reliability values surpassing 0.9. Although the Work-Life Balance variable demonstrates good reliability, its value is slightly lower, yet still above 0.8. Furthermore, the results of discriminant validity testing, employing the Fornel-Larcker Criterion, confirm that each variable in the study meets the requirements for discriminant validity. The square root of the Average Variance Extracted (AVE) for each variable is greater than the correlation between variables, indicating sufficient differentiation among the constructs represented by each variable. Consequently, it can be inferred that all variables in this study fulfill the criteria for convergent validity, exhibit good reliability, and demonstrate discriminant validity, establishing their credibility in assessing the constructs represented by each variable.

Table 1. Fornel-Larcker Criterion Results.

Fornel-Larcker Criterion					
Variable	Work Discipline	Transformational Leadership.	Employee Performance	Work Environment	Work-life Balance
Work Discipline	0.818				
Transformational Leadership.	0.671	0.842			
Employee Performance	0.809	0.678	0.810		
Work Environment	0.791	0.685	0.724	0.819	
Work-life Balance	0.556	0.580	0.557	0.613	0.717

The HTMT (Heterotrait-Monotrait) analysis conducted in this study demonstrated that all variables examined exhibit HTMT values

below 0.9, indicating robust discriminant validity. These findings imply that the correlations between variables belonging to

different constructs are smaller compared to the same construct. the correlations between variables within

Table 2. HTMT

Heterotrait-Monotrait Ratio (HTMT)					
Variable	Work Discipline	Transformational Leadership.	Employee Performance	Work Environment	Work-life Balance
Work Discipline					
Transformational Leadership.	0.712				
Employee Performance	0.856	0.716			
Work Environment	0.851	0.731	0.780		
Work-life Balance	0.473	0.525	0.480	0.607	

Inner Model Evaluation.

The obtained R Square values indicate a moderate level of model fit for both Work Discipline (0.659) and Employee Performance (0.697). For Work Discipline, this implies that the combination of transformational leadership (X1), work-life balance (X2), and work environment (X3) accounts for approximately 65.9% of the variation observed in work discipline (Z), leaving about 34.1% influenced by unexamined factors such as job satisfaction, promotion opportunities, emotional intelligence, position, and work regulations. Similarly, in the case of Employee Performance, the collective influence of transformational leadership (X1), work-life balance (X2), work environment (X3), and work discipline (Z) explains around 69.7%

of the variance in employee performance (Y), with approximately 30.3% being attributed to unexplored factors such as self-awareness, motivation and innovation, skills and expertise, organizational culture, and commitment.

Table 3. R Square

Variable	R Square
Work Discipline	0.659
Employee Performance	0.697

The effect size with the highest magnitude on Work Discipline is attributed to Work Environment, with a substantial value of 0.489. Conversely, the effect size associated with Work-Life Balance on Work Discipline is the smallest, amounting to 0.005.

Table 4. f Square

Variable	Work Discipline	Transformational Leadership.	Employee Performance	Work Environment	Work-life Balance
Work Discipline			0.347		
Transformational Leadership.	0.074		0.053		
Employee Performance					
Work Environment	0.489		0.013		
Work-life Balance	0.005		0.010		

Significance Test

Table 5. Direct Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Description
Transformational Leadership. -> Work Discipline	0.227	0.217	0.073	3.119	0.002	Significant
Transformational Leadership. -> Employee Performance	0.187	0.187	0.089	2.100	0.036	Significant
Work-life Balance -> Work Discipline	0.056	0.070	0.085	0.659	0.510	Insignificant
Work-life Balance -> Employee Performance	0.071	0.077	0.062	1.148	0.251	Insignificant
Work Environment -> Work Discipline	0.601	0.606	0.100	6.005	0.000	Significant
Work Environment -> Employee Performance	0.113	0.113	0.110	1.031	0.303	Insignificant
Work Discipline -> Employee Performance	0.555	0.553	0.096	5.773	0.000	Significant

The path analysis conducted in this study revealed significant findings regarding the influence of variables. The results indicated that the transformational leadership style has a positive and significant impact on employee work discipline, leading to improved employee performance. However, work-life balance was found to have a positive but non-significant effect on employee performance. This suggests that the level of work-life balance does not significantly affect employee performance, as employees in the Land Office of Medan City already possess a high level of awareness in balancing work and personal

life without compromising work discipline. Additionally, the analysis showed that the work environment significantly influences employee work discipline, but its impact on employee performance was not statistically significant. It was also found that work discipline positively and significantly affects employee performance. Overall, the results emphasize the significance of the transformational leadership style and a conducive work environment in enhancing employee work discipline, while work-life balance and the work environment have limited impact on employee performance.

Table 6. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Description
Transformational Leadership. -> Work Discipline -> Employee Performance	0.126	0.119	0.044	2.881	0.004	Significant
Work-life Balance -> Work Discipline -> Employee Performance	0.031	0.038	0.047	0.663	0.507	Insignificant
Work Environment -> Work Discipline -> Employee Performance	0.334	0.336	0.088	3.781	0.000	Significant

Path analysis revealed significant indirect effects of the variables in this study mediated by employee work discipline. Specifically, the transformational leadership style had a significant indirect effect on employee performance through work discipline, indicating the mediating role of work discipline. However, work discipline did not mediate the influence of work-life balance on employee performance. On the

other hand, the work environment had a significant indirect effect on employee performance through work discipline, highlighting the mediating role of work discipline. Overall, work discipline played a significant mediating role between transformational leadership style and the work environment with employee performance.

Tabel 7. Total Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Description
Transformational Leadership. -> Work Discipline -> Employee Performance	0.313	0.306	0.097	3.210	0.001	Significant
Work-life Balance -> Work Discipline -> Employee Performance	0.102	0.115	0.071	1.449	0.147	Insignificant
Work Environment -> Work Discipline -> Employee Performance	0.447	0.450	0.103	4.346	0.000	Significant

Based on the analysis, it was found that work discipline serves as a mediator between transformational leadership style, the work environment, and employee performance. The mediating effect of work discipline on the relationship between transformational leadership style and employee performance is 0.313, while its

mediating effect on the relationship between the work environment and employee performance is 0.447. However, in the case of the relationship between work-life balance and employee performance, work discipline does not act as a mediator, with a mediating effect of 0.102. These findings emphasize the crucial role of work

discipline in connecting transformational leadership style and the work environment with employee performance. It also suggests that other factors may play a more

significant role in the association between work-life balance and employee performance.

Table 7. Summary

Variable	Original Sample (O)	P Values	Conclusion
Transformational Leadership. -> Work Discipline	0.227	0.002	Accepted
Transformational Leadership. -> Employee Performance	0.187	0.036	Accepted
Work-life Balance -> Work Discipline	0.056	0.510	Rejected
Work-life Balance -> Employee Performance	0.071	0.251	Rejected
Work Environment -> Work Discipline	0.601	0.000	Accepted
Work Environment -> Employee Performance	0.113	0.303	Rejected
Work Discipline -> Employee Performance	0.555	0.000	Accepted
Transformational Leadership. -> Work Discipline -> Employee Performance	0.126	0.004	Accepted
Work-life Balance -> Work Discipline -> Employee Performance	0.031	0.507	Rejected
Work Environment -> Work Discipline -> Employee Performance	0.334	0.000	Accepted

Based on the path analysis findings, it can be concluded that transformational leadership has a positive and significant impact on both work discipline and employee performance. The work environment also positively and significantly influences work discipline, but it does not have a significant effect on employee performance. While work-life balance is positively related to employee performance, its influence is not significant when mediated by work discipline. Work discipline, on the other hand, has a significant and positive effect on employee performance and acts as a mediator between transformational leadership and employee performance. However, work discipline does not mediate the relationship between work-life balance and employee performance. Enhancing employee performance requires attention to transformational leadership, a conducive work environment, and other factors that influence employee performance.

DISCUSSION

The influence of work-life balance on employee performance.

Based on the path analysis results, it was found that work-life balance has a positive but insignificant impact on employee performance. The study indicates that higher levels of work-life balance do not significantly affect employee performance,

which is consistent with previous research. Nevertheless, work-life balance remains important for employee well-being and satisfaction. Employee performance is a crucial factor within the organization, and proper employee placement based on education and competencies is vital for achieving optimal performance. Providing relevant training opportunities and fostering employee creativity can enhance performance quality. To promote work-life balance, the Land Office in Medan City offers facilities such as places of worship, sports areas, karaoke and music rooms, nursing rooms, and children's play areas. Effective time management is also beneficial for employees in achieving work-life balance. While work-life balance does not significantly impact employee performance, it is still important to maintain a balance between roles as employees, parents, children, social beings, and spiritual individuals. The research findings were unexpected for the authors, who initially assumed a positive relationship between work-life balance and employee performance. However, it is important to emphasize that work-life balance plays a significant role in employee well-being and satisfaction.

The influence of work environment on work discipline.

This study reveals that the work environment significantly and positively influences work discipline. The path analysis results indicate a significant path coefficient of 0.601 ($p < 0.05$), demonstrating that a better work environment leads to improved work discipline among employees. These findings align with previous research by Putra (2020), Pangestu (2022), and Inbar (2018), which also found a positive and significant relationship between the work environment and work discipline. Within the study, employees expressed their comfort with the provided work environment. The organization has thoughtfully provided various facilities such as places of worship, sports equipment, and musical instruments. These amenities are accessible to all employees, including civil servants and non-civil servant government employees. Failure to address employee needs may result in them seeking similar facilities elsewhere, potentially impacting their work discipline. Additionally, employees acknowledged the importance of reducing stress and avoiding monotony in their work routines. They recognized the significance of maintaining good physical and mental health. The organization's provided facilities assist employees in addressing these needs. Lack of access to exercise equipment, places of worship, or recreational spaces within the office may lead employees to seek these resources externally, potentially affecting their work discipline. Moreover, the land office faces substantial targets that all employees must meet. The office handles routine service programs and the PTSL Program, requiring effective time management and coordination among different sections. The high demand from the public for land-related services adds to the workload of employees. Sections responsible for surveying and mapping, as well as rights

determination and registration, bear particularly heavy workloads. Consequently, many employees find themselves working late hours at the office. Effective communication between employees and supervisors, as well as among colleagues, plays a vital role in overcoming challenges and resolving issues within the organization. By fostering good communication practices, problems can be prevented, and information can be efficiently conveyed.

The influence of work environment on employee performance.

The study revealed that the work environment has a positive, albeit non-significant, influence on employee performance. Although a favorable work environment can enhance employee comfort and satisfaction, it may not be the primary factor influencing employee performance. This finding is consistent with previous research conducted by J Wau (2021) and Febrianti (2020), which also found a positive yet non-significant relationship between the work environment and employee performance. Within the context of the Land Office in Medan City, the organization provides a conducive work environment and emphasizes effective communication between supervisors and employees. However, due to the high workload, some employees may not fully utilize the available facilities. Fieldwork responsibilities, such as land measurements, often require employees to work outside the office and coordinate effectively with their supervisors and colleagues. Moreover, respondents expressed lower agreement regarding the provided office facilities and the absence of noise in the work environment. This study underscores the significance of leadership awareness and their role in enhancing employee performance. Effective leaders should offer attention, recognition, and appropriate rewards and

sanctions to motivate employees and foster their commitment to achieving organizational goals.

The influence of work discipline on employee performance.

Based on the findings of the path analysis, it was discovered that work discipline has a significant and positive impact on the performance of employees. The path coefficient of 0.555, with a significance value of $0.000 < 0.05$, indicates that higher levels of work discipline lead to a notable improvement in employee performance. These results are consistent with previous studies conducted by Wau (2021), Mardiana (2021), and Irawan (2021), which also demonstrated the positive and significant influence of work discipline on employee performance. Work discipline plays a critical role in influencing employee behavior and performance. It involves adhering to organizational rules, following technical instructions and standard operating procedures, and being punctual in carrying out job responsibilities. Specifically within the context of the Land Office in Medan City, work discipline holds particular importance for civil servants who are expected to comply with government regulations. To ensure work discipline, the Land Office has implemented measures such as recording employee attendance through the Employee Information System application. This system provides accurate and reliable data on employee attendance, enabling effective monitoring. Through the Employee Information System application, employees can access information regarding their attendance records, absences, and performance allowances. Sanctions, such as deductions from performance allowances, can be enforced in cases of tardiness or failure to record attendance. Maintaining strong work discipline among employees is crucial for achieving organizational goals and enhancing overall performance. It

cultivates a sense of responsibility, professionalism, and accountability among employees. Additionally, effective communication and leadership support are essential in promoting work discipline and motivating employees to perform at their best. This research underscores the significance of work discipline in improving employee performance at the Land Office in Medan City. By establishing and reinforcing work discipline through various strategies, organizations can foster an environment conducive to employee growth and contribute to the successful attainment of organizational objectives.

The influence of transformational leadership style on employee performance through work discipline.

Based on the results of the path analysis, it was found that transformational leadership has a significant and positive influence on employee performance through work discipline. The path coefficient of 0.126, with a significance value of $0.004 < 0.05$, indicates that work discipline serves as a mediator between transformational leadership and employee performance. These findings support previous research conducted by Ritaudin (2018) and Setiadi et al. (2021), which also found that transformational leadership has a positive and significant impact on employee performance through work discipline. Transformational leadership is considered crucial in influencing employee work discipline. Leaders provide inspiration, support, and guidance to employees, creating an environment of support that encourages them to improve their performance. This is reflected in the achievements of the Land Office in Medan City, which has been awarded the title of Corruption-Free Zone for its consistent efforts and commitment to providing excellent service to the public. The leaders motivate employees by appreciating and recognizing their achievements. Every

month, the office holds a selection for the best employee, which is announced during the morning assembly. This motivates employees to strive to be the best in their performance for the benefit of the organization. In this study, respondents rated highest in their agreement with the statement that leaders provide motivation to employees to work better.

The influence of work-life balance on employee performance through work discipline.

Based on the test results, it was found that work-life balance has a positive but non-significant influence on employee performance through work discipline. The path coefficient of 0.031, with a significance value of $0.507 > 0.05$, indicates that work discipline does not mediate the relationship between work-life balance and employee performance. Therefore, the hypothesis stating that work-life balance affects employee performance through work discipline is rejected. However, employees at the Land Office in Medan City are aware of the importance of fulfilling various roles both at work and outside of work. The organization is expected to consider whether employees can achieve work-life balance. To achieve this, the organization needs to understand the personality and behavior of each employee, so they can meet their needs for work-life balance. One example is providing facilities for prayer and spiritual activities for Muslim and Christian employees. Additionally, the organization organizes social gatherings for the Employees' Spouses Association to strengthen the relationship and communication between employees and their families. The research findings show a positive, albeit non-significant, relationship between work-life balance and employee performance through work discipline. This is due to employees' awareness that they can achieve work-life balance despite their high workload. High commitment, responsibility, and good communication among employees

help reduce the workload and make it feel lighter. Good coordination among departments and the solutions provided by leaders also contribute to a comfortable working environment. The facilities provided by the organization, such as sports facilities, karaoke rooms, and musical instruments, also assist employees in relaxation.

The influence of work environment on employee performance through work discipline.

Based on the findings of the path analysis, it was determined that there is a significant and positive relationship between the work environment and employee performance through work discipline. The path coefficient of 0.334, with a significance value of $0.000 < 0.05$, indicates that work discipline acts as a mediator in the relationship between the work environment and employee performance. Thus, the hypothesis proposing that the work environment influences employee performance through work discipline is supported. These research findings align with previous studies conducted by Ramli (2019), Dianta (2020), and Syahrin (2018), which also demonstrated a significant and positive influence of the work environment on employee performance through work discipline. The present study reveals that a positive emotional connection is fostered through effective relationships between leaders and employees, as well as among colleagues, within the work environment. This atmosphere of trust and support contributes to a sense of security, comfort, and motivation, ultimately creating a conducive work environment. In an equitable work setting, employees collaborate as a team rather than viewing each other as competitors. This sense of equality enhances job satisfaction and positively impacts employee performance, as they strive to excel and contribute to the organization without solely seeking recognition from superiors. Furthermore,

work discipline emerges as a critical factor influencing both employee and organizational performance. Disciplined employees adhere to punctuality and complete their tasks in a timely manner, aligning with the Land Office in Medan City's service standards for the public. Timely service delivery is crucial for ensuring customer satisfaction. Therefore, maintaining work discipline is essential for achieving optimal performance levels within the organization.

CONCLUSION

Based on the conducted analysis and discussion, it can be inferred that the leadership style of transformational leadership significantly and positively influences both work discipline and employee performance. Although work-life balance and the work environment also have positive effects, their impact on work discipline and employee performance is not statistically significant. Furthermore, work discipline is found to have a significant and positive association with employee performance. Additionally, the results reveal that transformational leadership significantly and positively influences employee performance through its impact on work discipline, whereas work-life balance and the work environment do not significantly influence employee performance through work discipline. Based on these findings, several recommendations are put forth to enhance the performance of the Land Office in Medan City. These suggestions encompass: (1) implementing and exemplifying transformational leadership as a guiding principle for employees, (2) considering and promoting work-life balance among employees while ensuring realistic workload allocation, (3) improving the work environment to optimize the utilization of available facilities, (4) supporting and fostering employee discipline through the provision of attendance recording tools and the enforcement of appropriate sanctions, and

(5) enhancing the work environment by providing facilities that cater to employees' recreational, spiritual, and health-related needs. Furthermore, future research is encouraged to expand the scope of examined variables, such as job satisfaction, emotional intelligence, organizational culture, work motivation, and self-awareness, as they are also influential factors affecting work discipline and employee performance.

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