

MEDIATION OF WORK-LIFE BALANCE IN THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND DIGITAL LITERACY ON JOB SATISFACTION

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ABSTRACT

The primary objective of this study was to explore the influence of transformational leadership and digital literacy on job satisfaction, mediated by work-life balance. Specifically, the research aimed to understand how transformational leadership could affect employees' perceptions of their work-life balance and digital literacy, and how these perceptions, in turn, influence their overall job satisfaction. The study involved a sample of 101 employees working in the textile industry in Bandung, Indonesia. The observation period for this study was set at one month. Data was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to assess both the measurement model (outer model) and the structural model (inner model). The findings of the study reveal: 1) Transformational Leadership had a significant impact on Work-Life Balance. 2) Digital Literacy significantly influenced Work-Life Balance. 3) Work-Life Balance had a significant effect on Job Satisfaction, confirming that employees who manage to balance their personal and professional lives tend to be more satisfied with their jobs. 4) Transformational Leadership does not significantly impact Job Satisfaction through Work-Life Balance. 5) The impact of Digital Literacy on Job Satisfaction was significantly mediated by Work-Life Balance, underscoring strong digital skills may contribute to job satisfaction by enabling individuals to maintain a healthier balance between their work and personal lives. These findings suggest that transformational leadership in the textile industry should focus more on culture changes that support work-life balance and effectively integrate digital literacy. Such an approach can enhance job satisfaction, potentially leading to higher productivity and employee retention.

Keywords: Transformational leadership, digital literacy, work-life balance, job satisfaction

1. Introduction

Leadership, particularly transformational leadership, plays a pivotal role in shaping workplace dynamics. Leaders not only guide their teams toward achieving organizational goals but also empower employees by fostering an inclusive and supportive work environment. This can lead to enhanced job satisfaction and loyalty. Transformational leaders inspire and motivate their employees to exceed expectations by focusing on higher ideals and moral values. Transformational leadership is a style of leadership where leaders encourage, inspire, and motivate employees to innovate and create change that will help grow and shape the future success of the company (Syawal, Saluy, and Kemalasari 2023). Key characteristics of transformational leadership, such as; Idealized influence (charisma), are where leaders behave in admirable ways that cause subordinates to identify with them. Inspirational Motivation, leaders have a clear vision that they articulate to followers and be able to help followers experience the same passion and motivation to fulfill these goals. With intellectual stimulation, leaders encourage innovation and creativity by challenging the normal beliefs or views of a group (Kholifah and Fadli 2022). Individualized consideration, leaders act as mentors to their subordinates and encourage them to take ownership of their development. In industries like textiles, where both creativity and efficiency are crucial, transformational leaders can

significantly influence organizational outcomes by fostering an environment that promotes higher performance and commitment among employees.

In today’s rapidly evolving workplace, being digitally literate is no longer optional but essential. Digital literacy can affect job functions, communication, and access to information. It enables employees to work more efficiently and adaptively in environments that are increasingly reliant on digital tools, which can directly influence their work-life balance and job satisfaction. Digital literacy involves having the skills you need to live, learn, and work in a society where communication and access to information are increasingly through digital technologies like internet platforms, social media, and mobile devices. Some components are technical skills, where employees should know how to use digital tools and platforms effectively (Wahyudiyono, Budiati, and Santoso 2024). Critical thinking means being able to evaluate and analyze information from digital sources. Safety awareness is about understanding the risks associated with digital activities, and knowing how to use the internet safely. Digital literacy can enhance the ability to adapt to new technologies that improve production processes, design, and distribution (Gumanti 2023). Digitally literate employees can better manage their workloads, potentially improving their work-life balance and job satisfaction.

Effective work-life balance strategies can reduce stress and prevent burnout in the workplace. Work-life balance refers to the equilibrium where individuals prioritize between work (career and ambition) and lifestyle (health, pleasure, leisure, family, and spiritual development/meditation) (Garini and Muafi 2023). Balancing intense work periods and rest can prevent turnover, foster employee satisfaction, and enhance productivity by ensuring that employees are neither overworked nor dissatisfied with how their jobs impact their personal lives (Syawal et al. 2023).

Job satisfaction is the level of contentment employees feel about their work, which can significantly influence their performance and the overall productivity of the organization. It can be influenced by the quality of leadership and the availability of appropriate digital tools. Satisfied employees are typically more productive, loyal, and engaged. Job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. This can stem from any aspect of work, including the nature of the work, job environment, organizational culture, and pay, among others. Factors influencing job satisfaction are compensation, work-life balance, work conditions, opportunities for growth and development, leadership style, and company culture. In this study, understanding how transformational leadership and digital literacy influence job satisfaction through their impact on work-life balance is crucial. When leaders support the development of digital skills, they help improve the work-life balance by enabling more flexible work arrangements, like remote work, which can enhance job satisfaction. This knowledge will help devise strategies that could lead to improved job satisfaction and overall organizational success.

2. Literature Review

The literature review for research on achieving job satisfaction through transformational leadership and digital literacy via work-life balance encompasses several key aspects. Firstly, it delves into job satisfaction, identifying intrinsic and extrinsic motivators, organizational climate, and inter-colleague relationships as influential factors. Secondly, it explores transformational leadership, renowned for motivating, inspiring, and directing subordinates towards lofty goals, with prior studies demonstrating its strong correlation with various organizational outcomes, including employee job satisfaction. Digital literacy emerges as another critical factor, focusing on competencies in technology use, digital information processing, and awareness of security and privacy issues. Lastly,

work-life balance is considered pivotal, with research indicating that a healthy equilibrium between work and personal life can enhance psychological and physical well-being, productivity, and employee retention. This comprehensive literature review lays a robust theoretical foundation for understanding the interplay among transformational leadership, digital literacy, work-life balance, and job satisfaction, paving the way for further empirical research in this field.

2.1. Transformational Leadership

Transformational leadership theory, pioneered by James MacGregor Burns and further developed by Bernard Bass, highlights a leader's ability to inspire and motivate followers toward a shared vision. It comprises four key components: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration (Makolandra et al. 2012). Empirical studies consistently link transformational leadership to positive organizational outcomes such as employee satisfaction, motivation, commitment, and performance. Additionally, it fosters organizational innovation, change readiness, and adaptability.

The advantages of transformational leadership lie in its ability to create a cohesive organizational culture, where followers are emotionally invested in the vision set forth by their leader. This fosters a sense of belonging and purpose, leading to higher levels of employee engagement and productivity. Moreover, transformational leaders tend to develop strong relationships with their followers, providing individualized support and encouragement, which contributes to higher job satisfaction and organizational commitment (Syawal et al. 2023).

However, contextual factors such as organizational culture and situational constraints may moderate its effectiveness. Practically, understanding transformational leadership principles informs leadership development programs and organizational change initiatives, as effective transformational leaders cultivate trust, inspire vision, empower followers, and foster a supportive organizational climate (Kholifah and Fadli 2022). In summary, transformational leadership theory provides valuable insights into how leaders can drive organizational success by inspiring extraordinary outcomes through shared vision, creativity stimulation, and individual growth.

2.2. Digital Literacy

Digital literacy, a critical skill in the contemporary digital age, encompasses the ability to access, evaluate, utilize, and create information using digital technologies. Rooted in the broader concept of literacy, digital literacy has gained prominence with the increasing ubiquity of digital devices and online platforms (Liansari and Nuroh 2018). The multifaceted nature of digital literacy includes competencies in information literacy, media literacy, technology literacy, and social literacy.

Empirical research underscores the importance of digital literacy in navigating today's information-rich and technology-driven society. Individuals with high levels of digital literacy demonstrate better problem-solving skills, critical thinking abilities, and decision-making capabilities in digital environments (Maulana 2015). Moreover, digital literacy enables individuals to effectively communicate, collaborate, and participate in online communities, thereby enhancing social connectedness and civic engagement. However, disparities in digital literacy exist across demographic groups, influenced by factors such as socioeconomic status, education level, and access to technology (Wahyudiyono et al. 2024). Addressing these disparities requires concerted efforts from policymakers, educators, and community leaders to ensure equitable access to digital resources and opportunities for all.

Practically, integrating digital literacy education into school curricula, workplace training programs, and community initiatives can empower individuals with the necessary skills to thrive in the digital age. In summary, digital literacy plays a pivotal role in empowering individuals to effectively navigate, critically engage with, and contribute to the digital landscape, fostering personal development, social inclusion, and economic participation.

2.3. Work-Life Balance

Work-life balance is an increasingly examined concept in organizational behavior and human resource management, reflecting the equilibrium or lack thereof between the time and effort an individual devotes to work and other aspects of life. As modern work demands escalate, achieving this balance has become more challenging and critical to employee well-being, productivity, and overall satisfaction (Garini and Muafi 2023).

The essence of work-life balance involves managing the demands of one's professional life alongside personal life pursuits, such as family obligations, leisure activities, and personal development. Scholars argue that effective work-life balance strategies enhance employee retention, job satisfaction, and performance while reducing stress and preventing burnout (Kholifah and Fadli 2022). Various factors influence work-life balance, including workplace culture, individual career ambitions, family responsibilities, and societal norms. Research highlights that organizations playing a positive role in facilitating work-life balance often adopt flexible work arrangements such as telecommuting, flexible working hours, and supportive family policies.

Empirical studies on work-life balance examine the correlations between well-balanced employees and organizational outcomes such as lowered absenteeism and increased efficiency. These studies often highlight the positive effects of a supportive work environment that acknowledges and fosters work-life integration (Siagian, Setyabudi, and Mayastinasari 2024). However, they also reflect on the challenges that arise from the blurred lines between work and personal life, especially with the advent of technology that can tether employees to work beyond traditional working hours.

Work-life balance is not only a personal responsibility but also a structural issue that organizations must address to maintain a healthy, motivated workforce. Companies that promote and support work-life balance are likely to benefit from a more engaged and productive workforce. Furthermore, recognizing the diverse needs of different workforce segments, such as single parents, older workers, or younger employees, can lead to more effective work-life policies tailored to various life stages and personal circumstances.

Work-life balance is pivotal in modern employment contexts, with significant implications for individual and organizational health. As work and life continue to evolve with technological and societal changes, the strategies for achieving work-life balance will likely require continuous adaptation and re-evaluation (Mutiar, Purnamasari, and Ulum 2024).

2.4. Job Satisfaction

Job satisfaction is a critical aspect of organizational behavior and human resource studies, and represents an employee's general attitude towards their job and the degree of pleasure or contentment they derive from it. The literature on job satisfaction spans various theoretical frameworks and methodologies, examining its antecedents, consequences, and strategies to enhance it within the workplace (Simanjuntak et al. 2024).

Historically, job satisfaction has been linked to numerous factors including the nature of the job itself, the quality of relationships with supervisors and coworkers, the organizational culture, compensation, career opportunities, and work-life balance. Theories such as Maslow's

hierarchy of needs and Herzberg's two-factor theory have been foundational in understanding the motivations behind job satisfaction. Maslow's theory suggests that job satisfaction is influenced by fulfilment of a hierarchy of needs from basic physical needs to complex psychological needs. Herzberg's theory divides job factors into hygiene factors, which prevent dissatisfaction, and motivators which encourage satisfaction (Pardee 1990).

Empirical research in the area consistently demonstrates that high job satisfaction correlates with improved job performance, employee retention, and organizational loyalty. Conversely, low job satisfaction is often a predictor of increased absenteeism, turnover, and organizational dysfunction. This relationship underscores the importance of job satisfaction in maintaining a productive workforce and a competitive business (Syawal et al. 2023). Recent studies have increasingly focused on the impact of new technologies, workplace flexibility, and employee empowerment on job satisfaction. The beginning of digital tools and flexible working conditions has reshaped traditional job roles and influenced how satisfaction is derived in modern work settings (Sessa and Bowling 2021)

Additionally, the importance of emotional aspects of job satisfaction, including feelings of achievement, recognition, and personal growth, is being increasingly recognized. Addressing job satisfaction in the workplace involves a comprehensive approach that includes policy-making, management practices, and the design of work (Yadav and Aspal 2024). Organizations that succeed in enhancing job satisfaction tend to adopt inclusive leadership practices, foster transparent communication, provide meaningful feedback, and facilitate career development opportunities for employees (Zalewska 1999). Job satisfaction is a multifaceted construct that affects not only the well-being of employees but also the overall health of organizations. As work environments continue to evolve, so too will the dynamics of job satisfaction, necessitating ongoing research and adaptation of new strategies to foster an engaged and satisfied workforce.

3. Research Method

In this study, the measurement of variables uses a Likert scale ranging from one (1) to five (5). The number one (1) means "strongly disagree" while the number five (5) means "strongly agree". This study consists of exogenous and endogenous variables. The exogenous variables in this study comprise two (2) concepts, namely Transformational Leadership and Digital Literacy, and the endogenous variables are work-life balance and job satisfaction.

The main source of data for this research is primary data. The researcher uses a questionnaire to obtain information from employees working at the Mars Surya Pratama textile industry in Bandung. Data were collected through questionnaires over one month and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS).

The software employs the Partial Least Squares (PLS) SmartPLS (v. 3.2.9) algorithm to maximize the explained variance of dependent variables, making it ideal for exploratory research aimed at developing theories and identifying relationships. This study uses Partial Least Squares Structural Equation Modelling (PLS-SEM) to investigate the linear relationships between variables, test hypotheses, and examine causal relationships between variables, and provides advanced features like bootstrapping and blindfolding for robust model evaluation.

Population and Sample

This study employs a quantitative approach, which involves a research method targeting a specific population or sample, utilizing research instruments and statistical data analysis, with the objective of testing a predefined hypothesis (Sugiyono 2018). This study used a stratified sampling from the textile industry in Bandung, Indonesia. We do stratifying

to ensure that the sample accurately represents the diverse workforce within the organization, particularly concerning demographic characteristics such as job positions, gender, and age. By stratifying the population based on these factors, the aim is to capture the heterogeneity within the workforce and enable a more nuanced analysis of how transformational leadership and digital literacy impact work-life balance and job satisfaction across different segments of the organization. This approach facilitates a comprehensive understanding of the relationships between these variables and provides insights that are representative and applicable to the entire organizational context (Singh and Mangat 1996).

The population in this study consists of employees working at Mars Surya Pratama textile industry in Bandung. The sample size for this study is 101 employees. Based on the first and second remaining surveys, we generated 105 responses. However, only 101 responses were included in the study. The survey percentages were adequate for this study. Demographic data for the respondents, including gender, age, and job position level, are shown in Table 1.

The rationale for using the variables of Transformational Leadership and Digital Literacy is that they are essential assets for the company. Although textile workers may not require as much transformational leadership and digital literacy as those in other sectors, high-quality human resources are crucial for business success. To create a sustainable business in the long term, the roles of leadership and technology literacy are very important in today’s era. Competent leadership and digital literacy can motivate employees to perform optimally, thereby achieving job satisfaction.

Research Framework

Figure 1 illustrates the relationship between concepts and research hypotheses based on previous research theories.

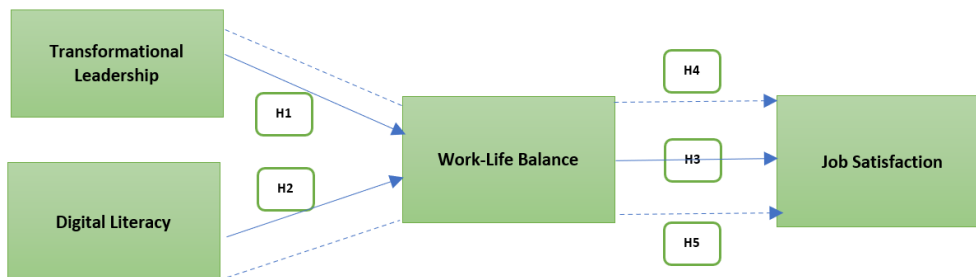


Figure 1. Conceptual Framework of Participation in Transformational Leadership, Digital Literacy, Work-life balance and Job Satisfaction

4. Result and Discussions

Characteristics of Respondents

The analysis of respondents’ characteristics shows that men comprised the majority, with 62 individuals making up 61.38% of the total, while women accounted for 39 individuals or 38.62%. Regarding age, most respondents were between 21 and 30 years old, totaling 65 people or 64.36%. In terms of job positions, staff-level employees predominated, with 48 individuals or 47.53%. Additionally, 65 respondents, or 64.35%, had been employed for 1 to 5 years.

Table 1. Demographic Information of Respondents

	N	Cumulative	(%)	Cumulative (%)
Gender				
Men	62	62	61,38	61,38
Women	39	101	38,62	100,00
Age				
21 – 30	65	65	64,36	64,36
31 – 40	22	87	21,78	21,78
41 – 50	9	96	8,91	8,91
51>	5	101	4,95	100,00
Job Position				
Staff	48	48	47,53	47,53
Supervisor	26	74	25,74	25,74
Manager	18	92	17,82	17,82
Director	9	101	8,91	100,00
Length of Time				
Less than 1 year	6	6	5,94	5,94
1-5 years	65	71	64,35	64,35
6-10 years	23	94	22,78	22,78
More than 10 years	7	101	6,93	6,93

Source: Process Data, 2024

Validity and Reliability

The validity testing involved 101 respondents to determine the questionnaire's validity. For convergent validity, an outer loading indicator value greater than 0.7 was used. Discriminant validity was evaluated using the Average Variance Extracted (AVE) method for latent variables. An AVE value of at least 0.5 indicates good convergent validity. Discriminant validity is assessed through the cross loading value, which compares correlations between constructs. The Fornell-Larcker criterion compares the square root of the AVE with the correlations among latent variables, and the Heterotrait-Monotrait Ratio (HTMT) is deemed valid if it is 0.85 or lower. Reliability testing measured the trustworthiness of the instrument, using Composite Reliability and Cronbach's Alpha. Composite Reliability values above 0.6 are preferable, and a Cronbach's Alpha value above 0.6 indicates reliability. All data analyzed met the required validity and reliability standards (Hair et al., 2011).

Outer Model

The SmartPLS data analysis involved two main steps. First, the convergent and discriminant validity and reliability of the measurement model were assessed using Cronbach's Alpha and Composite Reliability. According to (Hair et al. 2011), a reliable score should exceed 0.7 for each construct. All constructs achieved scores above 0.7, as shown in Table 2, indicating satisfactory construct reliability.

Convergent validity was determined using the Average Variance Extracted (AVE) score, which should exceed 0.5 (Hair et al. 2011). Table 2 shows that each construct's AVE score ranged from 0.605 to 0.741, which was adequate. Discriminant validity was assessed using cross-loading and the Fornell-Larcker criterion, with each item's factor loading being higher than for other constructs (Hair et al. 2011). The Fornell-Larcker criterion is satisfied

when the square root of the AVE exceeds the correlations between constructs, as shown in Table 3.

Additionally, discriminant validity was evaluated by examining factor loadings, where satisfactory validity is indicated if each item's factor loading is higher than for other constructs. Table 4 demonstrates that this criterion was met.

These results as shown in Table 5, indicate that the measurement model's reliability and validity tests were satisfactory, allowing the assessment of the structural model. The structural model was evaluated using coefficients of determination (R²) and coefficient test scores. Bootstrapping with 101 replacements showed R² scores for trust, instrumental voice, non-instrumental voice, and self-efficacy as 0.208 and 0.160, respectively. Scores exceeding 0.1 were considered good.

These results indicate that the structural model assessment was adequate, leading to the next step of hypothesis testing.

Table 2. AVE, composite reliability, and Cronbach's alpha

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Digital Literacy	0,886	0,924	0,920	0,741
Job Satisfaction	0,853	0,882	0,892	0,624
Transformational Leadership	0,929	0,940	0,941	0,667
Work-Life Balance	0,870	0,877	0,902	0,605

Source: Process Data, 2024

Table 3 Discriminant validity of latent variable correlations

	Digital Literacy	Job Satisfaction	Transformational Leadership	Work-Life Balance
Digital Literacy	0,861			
Job Satisfaction	0,088	0,790		
Transformational Leadership	0,180	0,650	0,817	
Work-Life Balance	0,289	0,456	0,323	0,778

Source: Process Data, 2024

Table 4. Factor Loadings

	Digital Literacy	Job Satisfaction	Transformational Leadership	Work-Life Balance
DL2	0,828	0,075	0,223	0,159
DL3	0,872	0,034	0,130	0,310
DL4	0,848	0,156	0,216	0,217
DL5	0,894	0,060	0,095	0,262
JS1	0,069	0,837	0,484	0,307
JS2	0,169	0,750	0,491	0,339

JS3	0,101	0,795	0,631	0,237
JS4	0,067	0,788	0,486	0,492
JS6	-0,057	0,776	0,513	0,319
TL1	0,160	0,517	0,848	0,264
TL10	0,240	0,485	0,817	0,230
TL2	0,221	0,561	0,829	0,329
TL3	0,161	0,616	0,833	0,252
TL5	0,036	0,540	0,757	0,226
TL6	0,131	0,547	0,829	0,287
TL7	0,098	0,485	0,838	0,300
TL9	0,103	0,496	0,779	0,156
WLB10	0,276	0,351	0,210	0,788
WLB11	0,275	0,319	0,277	0,774
WLB6	0,110	0,353	0,180	0,741
WLB7	0,195	0,331	0,269	0,777
WLB8	0,262	0,299	0,232	0,771
WLB9	0,218	0,455	0,318	0,814

Source: Process Data, 2024

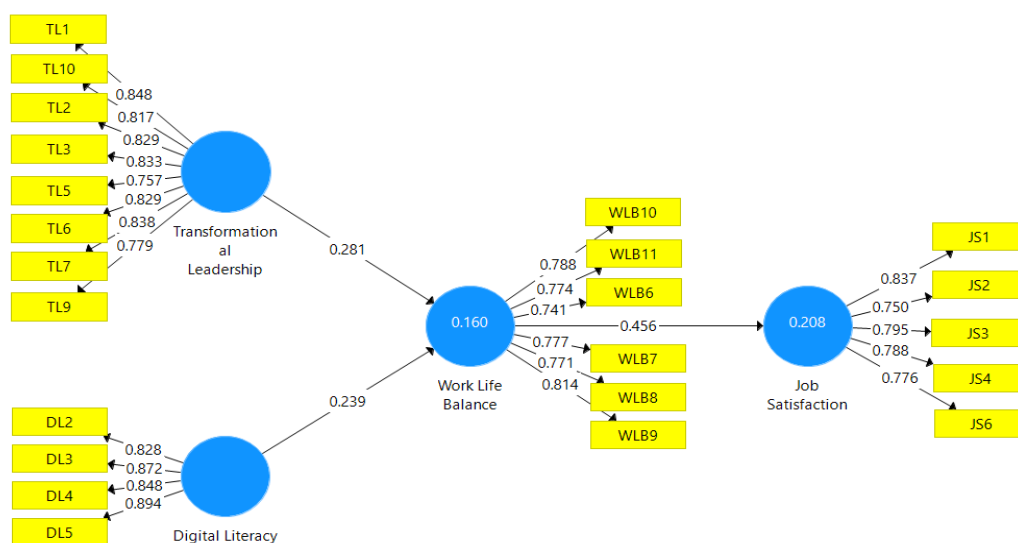


Figure 2. Path Analysis

Inner Model

Tabel 5. R-Square Values

	<i>R Square</i>	<i>R Square Adjusted</i>
Job Satisfaction	0,208	0,200
Work-Lif Balance	0,160	0,142

Digital literacy and transformational leadership account for 20.58% of the job satisfaction variables, with the

remaining 79.42% influenced by factors not included in this study. Work-life balance is influenced by job satisfaction, digital literacy, and transformational leadership by 16.0%, while the other 84% is affected by variables not addressed in this research.

Hypothesis Testing

Hypothesis testing between variables using bootstrapping techniques through path coefficients aims to determine the outcomes of the formulated hypotheses. The significance of the influence between variables will be assessed using a second-order confirmatory approach and the bootstrapping procedure. This procedure involves resampling the entire original sample. In the bootstrapping method, a significance value is determined using a two-tailed test with a t-value of 1.96.

Table 6. Path Coefficient (T-Values, P-Values)

Variable	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Work-Life Balance	0.281	0.300	0.120	2,330	0.020
Digital Literacy -> Work-Life Balance	0.239	0.260	0.096	2,492	0.013
Work-Life Balance -> Job Satisfaction	0,456	0.489	0,070	6,507	0,000

Source: Data processing from SmartPLS 4.0 (2024)

Table 6 shows that hypotheses H1 and H2 "The effect of transformational leadership and Digital Literacy on job satisfaction", are accepted. The H3 "The effect of Work-Life Balance on Job Satisfaction" is also accepted. This is because its P-value does not exceed the significance level of 0.05, and its T-statistic value is more than the T-table value of 1.962.

Table 7. Indirect Influence Variabel Intervening

Variable	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Work-Life Balance -> Job Satisfaction	0.128	0.152	0.039	1,690	0.092
Digital Literacy -> Work-Life Balance-> Job Satisfaction	0.109	0.125	0.046	2,349	0.019

Source: Data processing from SmartPLS 4.0 (2024)

From Table 7 it can be seen that indirectly the variables of transformational leadership are not moderated by work-life balance, while digital literacy is moderated by work-life balance affecting job satisfaction.

Table 8. Summary of Hypothesis Testing Results

Hypothesis	Research Result	Information
H1: It is hypothesized that transformational leadership impacts work-life balance	There is an influence transformational leadership on job satisfaction positively and significantly	Supported
H2: It is hypothesized that digital literacy impacts work-life balance	There is an influence digital literacy on work-life balance positively and significantly	Supported
H3: It is hypothesized that work-life balance impacts job satisfaction	There is an influence work-life balance on job satisfaction positively and significantly	Supported
H4: It is hypothesized that transformational leadership impacts job satisfaction through work-life balance	There is no influence of transformational leadership on job satisfaction through work-life balance positively and significantly	Rejected
H5: It is hypothesized that digital literacy impacts job satisfaction through work-life balance	There is an influence digital literacy on job satisfaction through work-life balance positively and significantly	Supported

hypothesis shows that there is an effect of transformational leadership on work-life balance. The results of this study are in accordance with previous research by (Kaban and Wimko 2024) who said that the influence of transformational leadership on work-life balance underscores the significant impact that leadership style can have on 74 employees' perceptions of their ability to balance work demands with personal life commitments in a family company in Medan. Transformational leaders, characterized by their inspirational vision, support, and empowerment of employees, are believed to create environments conducive to work-life balance. By fostering a culture of trust, open communication, and flexibility, transformational leaders enable employees to better manage their work schedules and personal obligations. The findings of the study by (Hidayati and Maria 2023) reveal a significant positive relationship between transformational leadership and work-life balance, indicating that employees under transformational leadership are more likely to perceive a healthier balance between their professional and personal lives. This suggests that organizational leaders can play a pivotal role

in shaping work-life balance perceptions among employees through their leadership practices, ultimately contributing to employee well-being and job satisfaction.

The second hypothesis shows that digital literacy positively affect work-life balance. The influence of digital literacy on work-life balance, as explored in the study, suggests that employees with strong digital skills are better equipped to manage the demands of both their work and personal lives, leading to improved work-life balance. This research is supported by (Putri, Putri, and Prasetyaningtyas 2023) which states that digital literacy enables employees to efficiently use technology, which can streamline work processes, reduce time spent on manual tasks, and offer more flexibility in work arrangements. For instance, being proficient in digital tools allows employees to work remotely or adjust their work schedules more easily, accommodating personal responsibilities and preferences. Another previous research by (Gumanti 2023) also stated that this digital flexibility is crucial in enhancing an employee’s ability to juggle work duties with personal life, ultimately contributing to a healthier work-life balance. Thus, digital literacy not only enhances individual productivity but also supports broader lifestyle management, which is fundamental to achieving work-life balance.

The results of testing the third hypothesis indicate that there is an effect of work-life balance on job satisfaction. The results of this study are in accordance with previous research by (Putri, Pratiwi, and Haryani 2021) who said that work-life balance plays a more important role in highlighting 116 employees working for-profit organization in Tanjungpinang who successfully manage a healthy balance between their professional responsibilities and personal lives tend to experience higher job satisfaction. Work-life balance is crucial because it directly impacts an employee’s mental and physical well-being, reducing stress and preventing burnout. Another previous research supported by (Kurniawan and Huda 2021) which states that employees feel if they have the flexibility to manage work alongside personal interests and family commitments, they are more likely to be content and satisfied with their jobs. This satisfaction stems not only from the job itself but also from the perceived support and understanding from the employer regarding personal life needs (Siagian et al. 2024). A positive balance promotes a more engaged and motivated workforce, as employees feel valued and respected, which in turn fosters a deeper commitment to the organization and enhances overall job performance. Thus, facilitating a good work-life balance is essential for boosting job satisfaction and retaining a productive workforce.

The fourth hypothesis shows the result that transformational leadership through work-life balance does not affects job satisfaction. The results of this study are in line with research conducted by (Simanjuntak et al. 2024) indicate that the impact of transformational leadership on job satisfaction, through the mediating role of work-life balance, was not statistically significant. This suggests that while transformational leadership positively affects work-life balance, this improved balance does not necessarily translate to increased job satisfaction. This outcome may highlight that other factors, possibly related to the job itself or the broader organizational culture, play more crucial roles in deriving job satisfaction. It might also suggest that the mediating effect of work-life balance between transformational leadership and job satisfaction needs further exploration to understand under what conditions and in what contexts this mediation might effectively enhance job satisfaction.

The fifth hypothesis shows the result that digital literacy through work-life balance affects job satisfaction. The results of this study are in line with research conducted by (Zahra 2024) which states that the influence of digital literacy on job satisfaction, mediated by work-life balance, was highlighted as a significant pathway. Digital literacy, defined as the ability to effectively use and understand digital tools and platforms, can substantially affect job

satisfaction by empowering employees to manage their work and personal lives more efficiently.

The mediation role of work-life balance in this relationship is particularly noteworthy. Employees with high levels of digital literacy can leverage technology to perform tasks more quickly and flexibly, allowing for better control over their work schedules and the ability to work remotely when needed. This adaptability can lead to an improved work-life balance, as employees find it easier to reconcile professional demands with personal life commitments. The study found that this enhanced work-life balance significantly mediates the relationship between digital literacy and job satisfaction (Syawal et al., 2023).

Essentially, as digital literacy improves work-life balance, it in turn increases job satisfaction. This is because employees who feel they have a better handle on their work and personal lives are generally happier and more content in their roles (Siagian et al. 2024). Therefore, investing in digital literacy not only enhances employees' technical skills but also contributes to a more satisfying work environment through the better work-life balance it enables. This mediation underscores the importance of equipping employees with digital skills as a strategy to boost overall job satisfaction.

5. Conclusion

The study's findings indicate that transformational leadership and digital literacy impact work-life balance, which in turn influences job satisfaction. However, transformational leadership does not affect job satisfaction indirectly through work-life balance, whereas digital literacy does. The researcher acknowledges that this study has limitations affecting the outcomes. These limitations include the exclusive focus on transformational leadership, digital literacy, work-life balance, and job satisfaction variables, as well as the sample being limited to 101 employees of the Mars Surya Pratama Textile Industry. Additionally, the questionnaire statements need further development. Future research should consider other variables, expand the respondent pool beyond private textile industry employees to include government workers, other industries, and the general public, and explore the public service sector in different agencies.

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