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**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, PHYSICAL  
WORK ENVIRONMENT INTERNAL, ON EMPLOYEE JOB SATISFACTION  
MEDIATED BY WORK LIFE BALANCE AT PT. XYZ**

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**Abstract**

Employee job satisfaction is one of the important things for a company; therefore, the company will always try to increase employee satisfaction. This study was conducted to determine the level of satisfaction at PT. XYZ by looking at the relationship between transformational leadership, internal physical work environment, and work-life balance on employee job satisfaction at PT. XYZ. The purpose of this study was to analyze the effect of Transformational Leadership, Internal Physical Work Environment, on Employee Job Satisfaction with Work Life Balance as a mediating variable at PT. XYZ. This study uses a quantitative method. There are 135 employees at XYZ company; however, 60 respondents have correctly filled out the questionnaire distributed, so these 60 respondents are the sample. The data was collected using Google Forms. Data management is carried out using Partial Least Square (PLS) through the Structural Equation Model (SEM) technique with the help of the SmartPLS version 4.1.1 program. The results of the analysis obtained are that transformational leadership has been proven to affect employee job satisfaction, internal physical work environment has been proven to affect employee job satisfaction, transformational leadership has not been proven to affect work life balance, internal physical work environment has been proven to affect work life balance, work life balance has not been proven to affect employee job satisfaction, transformational leadership has not been proven to affect employee job satisfaction mediated by work life balance, internal physical



work environment has not been proven to affect employee job satisfaction mediated by work life balance at PT. XYZ.

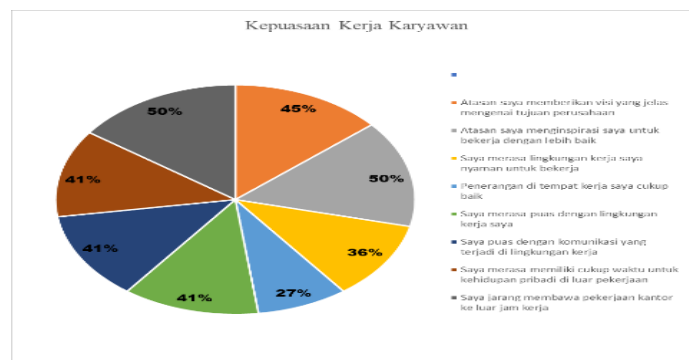
**Keywords:** Transformational Leadership, Internal Physical Work Environment, Employee Job Satisfaction, Work Life Balance



## INTRODUCTION

In the current era of globalization, competition in the industrial world is getting tighter, where every company is trying to be the best and the leader. In this condition, companies must have a strong business strategy to compete with competitors. In addition, companies also need competent human resources to support operations and increase competitiveness in the market. An organization that can overcome these challenges efficiently will not only increase competitiveness in the company but also create a work environment that supports employee productivity and satisfaction (Amarullah et al., 2023)

In understanding the condition of employee job satisfaction at PT. XYZ, a pre-survey was conducted on 22 employees from various divisions. The results of the pre-survey showed that 48% of employees felt dissatisfied with the contribution of support and direction from their superiors, as well as the physical work environment (32%), and there was also a contribution from the balance of life experienced by employees (45%). From the results of the pre-survey, it can be seen that the percentage of satisfaction level is only 41% of the total 100%.



**Figure 1.**  
**Pre-Survey Data Employee job satisfaction at PT. XYZ**  
Source: Processed Primary Data, 2025



Table 1. Pre-Survey Data Employee job satisfaction at PT. XYZ

No	Statement Items	Results		Results	
		Yes	No	Yes	No
1	My boss provides a clear vision regarding the company's goals.	12	10	55%	45%
2	My boss inspires me to do better work	11	11	50%	50%
3	I feel my work environment is comfortable to work in.	14	8	64%	36%
4	The lighting in my workplace is quite good	16	6	73%	27%
5	I am satisfied with my work environment	13	9	59%	41%
6	I am satisfied with the communication that occurs in the work environment.	13	9	59%	41%
7	I feel like I have enough time for a personal life outside of work.	13	9	59%	41%
8	I rarely take office work outside of work hours.	11	11	50%	50%

Source: Primary Data processed, 2025

From the above phenomenon, several questionnaire items are still less than optimal in terms of satisfaction because they are almost 50% less satisfied, and others are still around 40% of employee satisfaction and it is hoped that employee satisfaction can be improved, so it is interesting to further study the factors that are less than satisfactory for employees including the leadership style of superiors and environmental conditions. A company will continue to strive to improve



employee job satisfaction and will always analyze things that can improve employee job satisfaction. One factor that can improve employee job satisfaction is the leader. In a company leader, of course, a leader must have a style or strategy in their leadership. Transformational leadership style is a leadership style that can inspire, has a clear vision, and good ways and energy to achieve goals by providing enthusiasm, positive energy towards everything and work, is oriented towards vision, has total attention, helps and supports the success of his followers (Chua et al., 2022).

Several researchers have researched transformational leadership or transformational leadership style on employee job satisfaction. Research conducted by (Ramadani et al., 2023) that transformational leadership has a significant effect on employee job satisfaction at PT. Krisna Makmur Abadi Batam, supported by research (Aprilliani, 2024), said that transformational leadership and employee satisfaction levels are significantly positively correlated; however, in the study (Parada & Arifin, 2023) at PT. Universal Tekno Reksajaya Adaro site in Balangan Regency said that there is no influence of transformational leadership style on employee job satisfaction supported by research (Deddy, 2022) said that transformational leadership style does not have a significant positive effect on employee job satisfaction.

The work environment is one of the places where employees spend some of their time to complete their work and take a break from various activities. An uncomfortable work environment can result in negative impacts such as decreased work enthusiasm, increased absenteeism, and other bad effects that, if left unchecked, will have a negative impact on the organization itself



(Simanjuntak & Sitio, 2021). The work environment plays an important role in the implementation of employee tasks and work.

Several researchers have researched the internal physical work environment or internal physical work environment on employee job satisfaction. Research conducted by (Wati & Rahman, 2020) said that the physical work environment has an influence on employee job satisfaction at PT. Bank Rakyat Indonesia (Persero) Tbk Tanjung Branch Office, Tabalong Regency, supported by research (Andreas et al., 2023) that the physical work environment has a positive and significant effect on employee satisfaction at PD Sahang Mas, however, in this study (Natania & Martha, 2023) said that the physical work environment does not have a significant influence on employee job satisfaction at the Research and Development Agency of West Sumatra Province, supported by research (Mukaromah & Marselina, 2023) at PT. Imperial Putra Perdana Bandung said that the physical work environment does not affect employee job satisfaction.

From several studies that have been conducted on transformational leadership style and physical work environment, a gap was found in the research results. Where some say it has an effect, and some say it has no effect. The gap that occurs from the results of previous studies shows that further research is needed regarding the effect of transformational leadership style and physical work environment on employee job satisfaction.

From the results of previous studies on transformational leadership style and physical work environment on employee job satisfaction, it was found that some had no effect and were not significant, but transformational leadership style and physical work environment at PT. XYZ needs to be applied to help improve employee job satisfaction. To strengthen the results of this study, this study will



add a work life balance variable as a mediator of transformational leadership style and physical work environment.

Work-life balance is an individual's ability to align personal and family needs with work demands. Simply put, work-life balance is a condition in which a worker can manage time well (balance) between work at work and personal needs, recreation, and family life. Work-life balance is also defined as a concept that refers to employees' efforts to balance their responsibilities at work with their obligations and roles in their personal lives (Ardiansyah & Surjanti, 2020).

Several researchers have also conducted research related to the influence of transformational leadership or transformational leadership style on work-life balance. Research conducted by (YS Rahayu et al., 2023) said that transformational leadership affects work-life balance. The same thing also applies to research conducted by (Syarif, 2024) said that work-life balance and physical work environment have a significant influence on job satisfaction.

Several researchers have also conducted research related to the influence of work-life balance on employee job satisfaction. Research conducted by (Wahyu et al., 2021) said that work-life balance has a significant influence on employee job satisfaction supported by research (Fitri & Setyaningrum, 2024) stated that work-life balance has a significant influence on employee job satisfaction in automotive industry companies in the Jababeka area.

Based on this background, research related to transformational leadership and physical work environment is quite interesting, where there is a gap from previous researchers. In addition, this study has a very important purpose, namely, the research conducted aims to examine more deeply about employee



job satisfaction. Employee job satisfaction is one of the most important factors for a company.

Another purpose of this study is to find common ground from the gaps of previous researchers. This study also added the work-life balance variable as a mediating variable of Transformational Leadership and Physical Work Environment Internal. This study examines the Influence of transformational leadership and the physical work environment internal on Employee Job Satisfaction with work-life balance as a Mediating Variable at PT. XYZ.

## LITERATURE REVIEW

### Employee Job Satisfaction

According to (Waskito & Sumarni, 2023), Job satisfaction is a positive feeling about work resulting from an assessment of a person's characteristics, with a high level of job satisfaction and having positive feelings about the job, while people who experience job dissatisfaction will have negative feelings about their work. A positive attitude towards work conceptually can be expressed as job satisfaction, and a negative attitude towards work is the same as job dissatisfaction. This definition is supported by the opinion (Nandini & Arwiah, 2021), which explains that job satisfaction is a feeling of an employee about their job. Simply put. Job satisfaction can be interpreted as what makes people want and enjoy work.

According to (Fitri & Setyaningrum, 2024), Employee job satisfaction that is created well can make it easier for the company to achieve a planned goal. If a company prioritizes the creation of a sense of satisfaction when working for employees, motivation and employee loyalty will arise, so that employees feel



happy and satisfied in their work. Job satisfaction is also interpreted as an expression of feelings or attitudes that arise in individual employees for the work that has been carried out. Employees' feelings about work can be interpreted as whether the employee feels satisfied, comfortable, safe, and peaceful while doing or completing their work (Zulkarnain & Setyaningrum, 2022).

According to (Nabawi, 2023) in (Cahyaningsih, 2024), there are 5 (five) indicators of job satisfaction, including:

1. Love the Job

Feeling happy with what they do, meaning they like what they do because they can do the job.

2. Wages

The amount of money a person receives after doing a fair and appropriate job for the work done.

3. Work colleague

Friends who often work together with someone when doing work, coworkers, can feel unhappy or happy.

4. Superior

Someone who always gives directions or instructions on how to do a task.

5. Promotion

This refers to the potential for growth through promotion and the perceived likelihood of getting a promotion or not. It may also have an impact on one's level of job satisfaction.

### **Transformational Leadership**

Leadership in a company is very important; without leadership, the relationship between individual and organizational goals cannot be in the same



direction, so effective leadership is needed (Fachrurazi et al., 2022). Seeing the importance of leadership to performance, a leader is needed who can truly carry out his/her function properly so that all parties in an organization or company can carry out their duties properly (Fachrurazi et al., 2022). According to (Bambang, 2020), leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals.

Transformational leadership style, or transformational leadership, is a leadership process in which leaders develop the commitment of their followers with various values and various visions of the organization. According to (Hendrawan et al., 2020), Transformational leadership style is a leadership style that can inspire or motivate employees, so that they can develop and achieve performance at a high level before. Transformational leadership is very influential in increasing employee satisfaction (Pawerangi et al., 2023). This is in line with research (Oktaviany et al., 2023), which states that "transformational leadership style has a positive relationship and influence on job satisfaction".

According to (Kristiawan, 2020), there are 4 (four) indicators of transformational leadership style, including:

1. Charisma

Leads to transformational leadership style behavior where followers strive to exceed what is imagined. The followers sincerely admire, respect, and trust them as their leaders.

2. Inspirational Motivation

It is a way in which leaders use symbols to focus efforts or actions and express goals in simple ways. Leaders also generate teamwork, enthusiasm, and optimism among their colleagues and subordinates.



### 3. Intellectual Stimulation

It is an effort to provide support to followers to be more innovative and creative, where leaders encourage followers to question assumptions and come up with new ideas.

### 4. Individual Consideration

It is a transformational leadership style that pays special attention to the needs of each individual to excel and develop, by acting as a coach, advisor, teacher, facilitator, confidant, and counselor.

## **Internal Physical Work Environment**

The work environment is everything that is around employees that can affect how employees carry out the work they always do. The above explanation is supported by the opinion of (Sugara et al., 2020), the physical work environment is something that is around employees while working, and can affect them and their work. This includes physical, psychological, and social factors that interact to create good or bad working conditions (Nabawi, 2023).

According to (YS Rahayu et al., 2023), a good working environment can increase employee productivity, health, and well-being, while a bad working environment can decrease performance and cause various health problems. A good, comfortable, clean, and pleasant working environment will affect employee job satisfaction (Kurniati & Jaenab, 2020). This is in line with research (Sulistiyono, 2023) states that "the physical work environment has a significant positive effect on employee job satisfaction".

According to Siagian in (RD Sihaloho & Siregar, 2020), there are 4 (four) indicators of the physical work environment, including:

#### 1. Workplace Building



Workplace buildings are not only attractive to look at, but are also built with occupational safety in mind, so that employees feel comfortable and safe in doing their jobs. The indicators of a workplace building are providing a comfortable workspace in one room for employees.

## 2. Adequate Work Equipment

Adequate equipment is very much needed by employees because it will support employees in completing the tasks assigned to them in the company. The indicator of adequate work equipment is the availability of sufficient equipment for employees in completing their responsibilities.

## 3. Facility

Company facilities are very much needed by employees as a support in completing their work in the company. In addition, there is a path that needs to be considered by the company, namely, how to humanize its employees. The indicators of facilities are the availability of facilities for employees to rest after work, and also the availability of places of worship such as prayer rooms, toilets, and canteens.

## 4. Availability of Transportation Facilities

The availability of transportation facilities will support employees in arriving at work on time. The indicators of transportation facilities are the availability of comfortable, cheap, and easily accessible public transportation.

## **Work Life Balance**

The bond between work and non-work balance can be said to be work-life balance (Arditya Afrizal Mahardika et al., 2022). In addition, work-life balance is a condition of balance that is felt comfortably between things that must be prioritized, namely work and lifestyle (Chandra Putra et al., 2020). When



individuals have successfully achieved a balance between work and personal life, they will certainly continue to work well and feel a sense of job satisfaction (Fitri & Setyaningrum, 2024).

According to (Mardiani & Widiyanto, 2021), work life balance is a condition where individuals are able to manage and divide between work responsibilities, personal life and family life and other responsibilities so that there is no conflict between family life and work career and there is an increase in motivation, productivity, loyalty to work. True job satisfaction can occur when an organization provides support for the formation of work-life balance (Iqbal Sabarin Sukur & Irma Susanty, 2022). In line with research (CN Sihaloho & Indawati, 2021), who found that “world life balance has a significant positive impact on job satisfaction”.

According to (Arifin & Muharto, 2022), there are 4 (four) indicators of the physical work environment, including:

1. Time Balance or Time Balance

The amount of time a person has for work and other activities outside of work is referred to as their time balance. Time balancing is a technique that can be used to efficiently balance time or the amount of time spent on work and leisure.

2. Balance of Engagement or Participation Balance

Pay close attention to the balance between psychological involvement in work and responsibilities outside of work so that workers can take part in leisure activities in social activities both physically and emotionally.

3. Satisfaction Balance or Balance of Satisfaction



Paying attention to how satisfied a person is at work and outside of work. There will be a sense of happiness if a person is able to adjust to work and the demands outside of work. This problem is found in family situations, interactions at work, and the quality and quantity of work.

### **Hypothesis Development**

#### **The influence of transformational leadership on employee job satisfaction**

According to previous research that has discussed the influence of transformational leadership on employee job satisfaction, including the results of research conducted (Ramadani et al., 2023) that transformational leadership has a significant influence on employee job satisfaction at PT. Krisna Makmur Abadi Batam. According to (Aprilliani, 2024) states that transformational leadership has a significant positive effect on employee job satisfaction. This research is inversely proportional to the research (Parada & Arifin, 2023), which states that transformational leadership does not affect employee job satisfaction. Based on the description, the hypothesis can be formulated as follows:

**H1:** It is suspected that transformational leadership has an effect on employee job satisfaction at PT. XYZ.

#### **The influence of the internal physical work environment on employee job satisfaction**

According to previous research that has discussed the influence of the internal physical work environment on employee job satisfaction, including the results of research conducted (Andreas et al., 2023) stated that the internal physical work environment has a positive and significant effect on the job satisfaction of PD Sahang Mas employees. According to (Sulistiyono, 2023) states that the internal physical work environment has a significant positive effect on



employee job satisfaction at CV Garuda Plastik. This research is inversely proportional to the research (Natania & Martha, 2023), which states that the internal physical work environment does not affect employee job satisfaction at the Research and Development Agency of West Sumatra Province. Based on the description, the hypothesis can be formulated as follows:

**H2:** It is suspected that the internal physical work environment has an effect on employee job satisfaction at PT. XYZ.

### **The influence of transformational leadership on work-life balance**

According to previous research that has discussed the influence of transformational leadership on work-life balance, including the results of research conducted (Dukhaykh et al., 2024) stated that transformational leadership has a positive influence on work-life balance. According to (Calago & Arriola, 2024) stated that transformational leadership has a significant influence on work-life balance. This research is inversely proportional to research (YS Rahayu et al., 2023) states that transformational leadership has a negative effect on work-life balance. Based on the description, the hypothesis can be formulated as follows:

**H3:** It is suspected that transformational leadership has an effect on work-life balance at PT. XYZ.

### **The influence of the internal physical work environment on work-life balance**

According to previous research that has discussed the influence of the internal physical work environment on work-life balance, including the results of research conducted (Sari et al., 2024), stated that work-life balance and internal physical work environment affect employee job satisfaction. According to (Saptono et al., 2020) states that the internal physical work environment and



work-life balance directly have a significant influence on employee job satisfaction. This research is inversely proportional to research, which states (Calago & Arriola, 2024) that the internal physical work environment does not have a significant effect on work-life balance. Based on the description, the hypothesis can be formulated as follows:

**H4:** It is suspected that the internal physical work environment has an effect on work-life balance at PT. XYZ.

#### **The influence of work-life balance on employee job satisfaction**

According to previous research that has discussed the influence of work-life balance on employee job satisfaction, including the results of research conducted (Wahyu et al., 2021) stated that work-life balance has a significant effect on employee job satisfaction. According to (Chandra Putra et al., 2020) stated that work work-life balance has a positive influence on the level of satisfaction of banking employees. This research is inversely proportional to the research (Maharani et al., 2023), which states that work-life balance does not have a significant effect on employee job satisfaction. Based on the description, the hypothesis can be formulated as follows:

**H5:** Work-life balance has a positive influence on employee job satisfaction at PT. XYZ.

#### **The influence of transformational leadership on employee job satisfaction with work-life balance as a mediating variable**

According to previous research that has discussed the influence of transformational leadership on employee job satisfaction with work life balance as a mediating variable, including in previous research that has discussed the influence of transformational leadership on employee job satisfaction with work



life balance as a mediating variable, including in the results of research conducted (Eliana & Negoro, 2024) stated that transformational leadership and work life balance affect employee job satisfaction. According to (Economic et al., 2025) states that transformational leadership and work-life balance have a significant positive effect on employee job satisfaction. This research is inversely proportional to the research (Maharani et al., 2023), which stated that work-life balance does not have a significant effect on employee job satisfaction. Based on the description, the hypothesis can be formulated as follows:

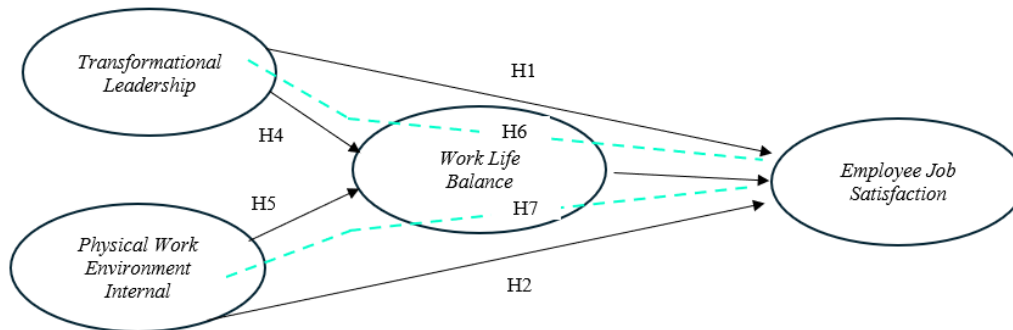
**H6:** It is suspected that transformational leadership has an effect on employee job satisfaction with work-life balance as a mediating variable at PT. XYZ.

**The influence of internal physical work environment on employee job satisfaction with work-life balance as a mediating variable**

According to previous research that has discussed the influence of the internal physical work environment on employee job satisfaction with work life balance as a mediating variable, including the results of the research conducted (Zulfa et al., 2020) stated that the internal physical work environment and work life balance have a significant influence on employee job satisfaction. Researchers (N. Rahayu et al., 2024) states that work-life balance has a significant influence on employee job satisfaction and (Adhyasa, 2020) states that the internal physical work environment has a significant effect on employee job satisfaction. This research is inversely proportional to the research (Mukaromah & Marselina, 2023) states that the internal physical work environment has a negative influence on employee job satisfaction. Based on the description, the hypothesis can be formulated as follows:

**H7:** It is suspected that the internal physical work environment has an effect on employee job satisfaction with work-life balance as a mediating variable at PT. XYZ.

The framework of thought in this research is as described below:



**Figure 2.**  
**Research Framework**  
Source: Researcher

## RESEARCH METHOD

This research applies quantitative methods (Ali et al., 2022), revealing that research obtained by statistical techniques or other quantification (measurement) methods is known as quantitative research. In general, the collection and analysis of numerical data is the focus of quantitative research.

The population in this study was employees at PT. XYZ with an unknown population. The sample, according to (Whimphie Billyarta & Sudarusman, 2021) confirms that the sample reflects the size and composition of the population. Because the size of the population being investigated is unknown, then according to (Ode et al., 2022), the Lemeshow formula can be used to generate samples. Since the population size in this study is unknown, the Lemeshow formula can be applied. The sample obtained was 60 people. Data analysis of this study was



carried out using the SmartPLS (Partial Least Squares) data processing program version 4.1.1. to evaluate a hypothesis and available data. The SmartPLS analysis process consists of hypothesis testing, inner model analysis, and outer model analysis.

## RESULTS AND DISCUSSION

### Validity Test

In this study, validity testing was carried out by assessing validity indicators through outer loading values. The construct can be considered reliable if it contains composite reliability with a value of more than 0.70; thus, the indicator is said to be consistent for measuring latent variables (Saragih & Kustini, 2021).

**Table 2.**  
**Outer Loading**

Variables	Indicator	Outer Loading	Validity
Transformational Leadership (X1)	TL1	0.928	Valid
	TL2	0.943	Valid
	TL3	0.949	Valid
	TL4	0.927	Valid
	TL5	0.900	Valid
	TL6	0.941	Valid
	TL7	0.909	Valid
	TL8	0.897	Valid
	TL9	0.898	Valid
	TL10	0.918	Valid
Internal Physical Work Environment (X2)	PWE1	0.799	Valid
	PWE2	0.803	Valid
	PWE3	0.887	Valid
	PWE4	0.881	Valid
	PWE5	0.778	Valid



	PWE6	0.936	Valid
	PWE7	0.783	Valid
	PWE8	0.880	Valid
Work Life Balance (Z)	WLB1	0.870	Valid
	WLB2	0.853	Valid
	WLB3	0.889	Valid
	WLB4	0.736	Valid
	WLB5	0.869	Valid
	WLB6	0.841	Valid
Employee Job Satisfaction (Y)	ES1	0.936	Valid
	ES2	0.751	Valid
	ES3	0.959	Valid
	ES4	0.966	Valid
	ES5	0.736	Valid
	ES6	0.781	Valid
	ES7	0.884	Valid
	ES8	0.826	Valid
	ES9	0.884	Valid
	ES10	0.932	Valid

Source: Research data processed by SmartPLS, 2025

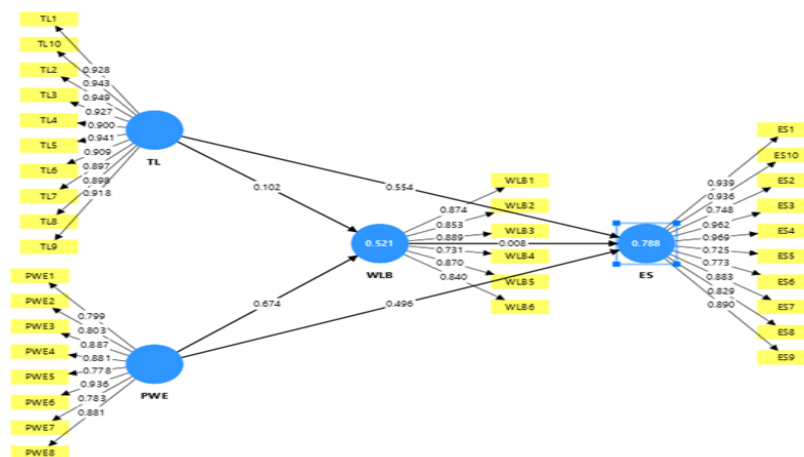


Figure 3. Outer Loading

Source: Research data processed by SmartPLS, 2025



Based on the image & table above, it shows that each indicator has an outer loading value above 0.70. So, it can be concluded that each research indicator can be accepted well, and the validity test is met.

**Reliability Test**

The next analysis test is the reliability test conducted on 60 respondents as a sample in this study. Reliability is met if the Cronbach's alpha or composite reliability value,  $\rho_A > 0.7$  and  $AVE > 0.6$  (Andriyani & Mulyanto, 2022). The results of the reliability test using the SmartPLS application version 4.1.1 can be seen in the table below.

**Table 3.**  
**Reliability Test**

Variables	Cronbach's Alpha	rho_A	Composite	Average Variance Extracted (AVE)	Description
Transformational Leadership (X1)	0.980	0.981	0.982	0.849	Reliable
Internal Physical Work Environment (X2)	0.942	0.951	0.952	0.714	Reliable
Work-Life Balance (Z)	0.919	0.923	0.937	0.713	Reliable
Employee Job Satisfaction (Y)	0.963	0.966	0.968	0.756	Reliable

Source: Research data processed by SmartPLS, 2025

Based on the reliability test table above, it can be seen that all variables produce Cronbach alpha, composite reliability,  $\rho_A$  values above 0.7 or  $> 0.7$ , and Average variance extracted (AVE) values above 0.6 or  $> 0.6$ . Thus, from the results of the reliability test, it can be concluded that all research instruments are declared reliable and can be used for research data collection.



### Hypothesis Testing

Hypothesis testing is done by analyzing the coefficient value for each type of influence, namely, direct, indirect, and total influence. This process uses the t-test by comparing the significance value (sig t) to the research significance level set ( $\alpha = 0.05$ ).

**Table 5.**  
**Hypothesis Test Result**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Transformational Leadership → Employee Job Satisfaction	0,554	0,532	0,155	3,583	0,000
Physical Work Environment Internal → Employee Job Satisfaction	0,496	0,459	0,150	3,307	0,001
Transformational Leadership → Work Life Balance	0,102	0,106	0,201	0,507	0,612
Physical Work Environment Internal → Work Life Balance	0,674	0,672	0,106	6,384	0,000
Work Life Balance → Employee Job Satisfaction	0,008	0,059	0,177	0,043	0,966
Transformational Leadership → Employee Job Satisfaction → Work Life Balance	0,001	0,023	0,042	0,018	0,985



Physical Work Environment Internal → Employee Job Satisfaction → Work Life Balance	0,005	0,040	0,124	0,041	0,967
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Source: Research data processed by SmartPLS, 2025

**Transformational Leadership Regarding Employee Job Satisfaction**

In the results of the first hypothesis test, the influence of transformational leadership on employee job satisfaction produces a P value of 0.000. This result is smaller than 0.05 (0.000 <0.05). It can be concluded that Ho is rejected and Ha is accepted, meaning that there is an influence of the transformational leadership variable on employee job satisfaction.

The findings and conclusions in this study are in line with research conducted by (Ramadani et al., 2023) that transformational leadership has a significant influence on employee job satisfaction at PT. Krisna Makmur Abadi Batam. According to (Aprilliani, 2024) stated that transformational leadership has a significant positive effect on employee job satisfaction.

**Internal Physical Work Environment Regarding Employee Job Satisfaction**

In the results of the second hypothesis test, the influence of the internal physical work environment on employee job satisfaction produces a P-value of 0.001. This result is smaller than 0.05 (0.000 <0.05), it can be concluded that Ho is rejected and Ha is accepted, meaning that there is an influence of the internal physical work environment variable on employee job satisfaction.

The findings and conclusions in this study are in line with research conducted by (Andreas et al., 2023) stated that the internal physical work environment has a positive and significant effect on the job satisfaction of PD



Sahang Mas employees. According to (Sulistiyono, 2023) states that the internal physical work environment has a significant positive effect on employee job satisfaction at CV Garuda Plastik

### **Transformational Leadership on Work Life Balance**

In the third hypothesis test results, the influence of transformational leadership on work-life balance produces a P value of 0.612. This result is greater than 0.05 ( $0.612 > 0.05$ ), it can be concluded that  $H_0$  is accepted,  $H_a$  is rejected, meaning it does not have a significant effect. In conclusion, the transformational leadership variable does not have a significant effect on work-life balance.

The findings and conclusions in this study are in line with research conducted by (YS Rahayu et al., 2023) stated that transformational leadership has a negative effect on work-life balance and the results of this study are not in line with research conducted by (Dukhaykh et al., 2024) stated that transformational leadership has a positive influence on work life balance.

### **Internal Work Environment Regarding Work-Life Balance**

In the fourth hypothesis test result, the influence of the internal physical work environment on work-life balance produces a P value of 0.000. This result is smaller than 0.05 ( $0.000 < 0.05$ ); it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an influence of the internal physical work environment variable on work-life balance.

The findings and conclusions in this study are in line with research conducted by (Sari et al., 2024) stated that work-life balance and internal physical work environment have an effect on employee job satisfaction. According to (Saptono et al., 2020) stated that the internal physical work environment and



work-life balance directly have a significant influence on employee job satisfaction.

### **Work-Life Balance Regarding Employee Job Satisfaction**

In the fifth hypothesis test, the effect of work-life balance on employee job satisfaction produces a P value of 0.966. This result is greater than 0.05 ( $0.966 < 0.05$ ), it can be concluded that  $H_0$  is accepted,  $H_a$  is rejected, meaning it does not have a significant effect. In conclusion, the work-life balance variable does not have a significant effect on employee job satisfaction.

The findings and conclusions in this study are in line with research conducted by (Maharani et al., 2023) which states that work life balance does not have a significant effect on employee job satisfaction and the results of this study are not in line with research conducted by (Wahyu et al., 2021) stated that work life balance has a significant influence on employee job satisfaction.

### **Transformational Leadership Towards Employee Job Satisfaction through Work Life Balance**

In the results of the sixth hypothesis test, the influence of transformational leadership on employee job satisfaction through work-life balance was found to be non-existent, which resulted in a P value of 0.982. This result is greater than 0.05 ( $0.985 < 0.05$ ), it can be concluded that  $H_0$  is accepted,  $H_a$  is rejected, meaning that transformational leadership through work-life balance does not have a significant influence on employee job satisfaction.

The findings and conclusions in this study are not in line with research conducted by (Eliana & Negoro, 2024) stated that transformational leadership and work-life balance have an effect on employee job satisfaction. According to



(Economic et al., 2025) states that transformational leadership and work-life balance have a significant positive effect on employee job satisfaction.

### **Internal Physical Work Environment and Employee Job Satisfaction through Work Life Balance**

In the results of the seventh hypothesis test, the influence of the internal physical work environment on employee job satisfaction through work-life balance was found to be insignificant, resulting in a P value of 0.967. This result is greater than 0.05 ( $0.967 > 0.05$ ); it can be concluded that  $H_0$  is accepted,  $H_a$  is rejected, meaning that the internal physical work environment through work life balance does not have a significant influence on employee job satisfaction.

The findings and conclusions in this study are in line with research conducted by (Mukaromah & Marselina, 2023) stated that the internal physical work environment has a negative influence on employee job satisfaction.

### **CONCLUSION**

Based on the description and discussion of the results of the research conducted on the influence of transformational leadership variables, internal physical work environment on employee job satisfaction, mediated by work-life balance at PT. XYZ, the researcher can conclude as follows: Transformational leadership is proven to have an effect on employee job satisfaction at PT. XYZ. The internal physical work environment is proven to have an effect on employee job satisfaction at PT. XYZ. Transformational leadership is not proven to have an effect on work-life balance at PT. XYZ. The internal physical work environment is proven to have an effect on work-life balance at PT. XYZ. Work-life balance is proven to have no effect on employee job satisfaction at PT. XYZ.



Transformational leadership is proven not to affect employee job satisfaction mediated by work-life balance at PT. XYZ. Internal physical work environment is proven not to affect employee job satisfaction mediated by work-life balance at PT. XYZ.

Based on the conclusion of this study, some suggestions that can be conveyed are as follows: For the company, the results of this study can be used as reference material for PT. XYZ, to be able to improve the implementation of transformational leadership style which is known to have a direct impact on employee job satisfaction and provide improvements and maintain the quality of the internal physical work environment because it has been proven to have an effect on satisfaction and work-life balance. Suggestions for further researchers to explore other variables, such as Organizational Support or Work Engagement, to expand the scope of research and gain a more comprehensive understanding of other factors that can affect employee performance and add other mediating or moderating variables.

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