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## Leadership Style and Work–Life Balance as Predictors of Employee Engagement: A Case Study of a QSR Outlet in Denpasar

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### ABSTRACT

*Employee engagement is a critical factor influencing organizational performance, particularly in the service industry where employee interaction directly affects customer satisfaction. However, many organizations continue to face challenges related to low employee engagement, which may negatively affect productivity and service quality. This study aims to examine the influence of transformational leadership, transactional leadership, and work–life balance on employee engagement in a quick-service restaurant outlet in Denpasar. A quantitative research approach was employed using a survey method. Primary data were collected through structured questionnaires distributed to all 113 employees using a saturation sampling technique. The questionnaire used a Likert scale to measure respondents' perceptions of leadership styles, work–life balance, and employee engagement. The collected data were analyzed using multiple linear regression analysis with the assistance of SPSS software to examine the relationships between variables. The results indicate that transformational leadership positively affects employee engagement, as leaders who provide inspiration, motivation, and individualized consideration can strengthen employees' emotional attachment to their work. Transactional leadership also shows a positive effect, suggesting that clear expectations, rewards, and feedback mechanisms can enhance employees' involvement in organizational activities. Furthermore, work–life balance significantly improves employee engagement, indicating that employees who are able to balance professional and personal responsibilities tend to demonstrate higher enthusiasm and commitment in the workplace. The originality of this study lies in the simultaneous examination of leadership styles and work–life balance within the quick-service restaurant sector, providing empirical insights for managers seeking to improve employee engagement.*

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### 1. INTRODUCTION

Human resources (HR) represent a crucial organizational asset that drives various company activities, including planning, implementation, control, and evaluation processes aimed at achieving organizational goals. In modern organizations, employees are no longer viewed merely as operational resources but as strategic partners who contribute significantly to organizational sustainability and competitiveness. One of the key factors that strongly influences productivity, job satisfaction, and employee retention is employee engagement. Employee engagement reflects the emotional and psychological attachment employees have toward their work and organization, which encourages them to contribute more effectively to organizational performance. Therefore,

employee engagement has become a major concern for organizations seeking to maximize the potential and performance of their workforce (Nur Fajrina & Noer, 2021).

Recent global data indicate that employee engagement remains relatively low across many countries. According to the Gallup State of the Global Workplace Report (2023), only 18% of employees worldwide are considered engaged in their work, while the majority are either not engaged or actively disengaged. In the Southeast Asian region, including Indonesia, employee engagement levels are also relatively low compared with several other regions. Low engagement can lead to decreased productivity, lower service quality, and higher employee turnover, particularly in labor-intensive industries such as the food service sector. These conditions highlight the importance of identifying organizational factors that can enhance employee engagement.

The issue of employee disengagement is also reflected in the operational conditions of the Richeese Factory Outlet in Denpasar, which serves as the research setting of this study. Richeese Factory is one of the fast-food restaurant chains operating under the Nabati Group through PT. Richeese Kuliner Indonesia. The fast-food industry is characterized by high work intensity, shift-based working hours, and strong service demands, making employee engagement a critical factor in maintaining service quality and operational performance. The selection of Richeese Factory Denpasar as the research site is based on its representation of a quick-service restaurant environment where employees face demanding work conditions that may influence their engagement levels.

One indication of potential employee disengagement can be observed through employee attendance and work discipline patterns. Attendance behavior has been widely recognized as an important indicator of employee engagement and organizational commitment, as employees who feel psychologically attached to their work tend to demonstrate higher attendance rates and stronger discipline (Schaufeli et al., 2002). To better understand the condition of employee discipline and attendance behavior, the attendance data for employees at the Richeese Factory Outlet in Denpasar during the period July 2024 – June 2025 are presented in Figure 1.

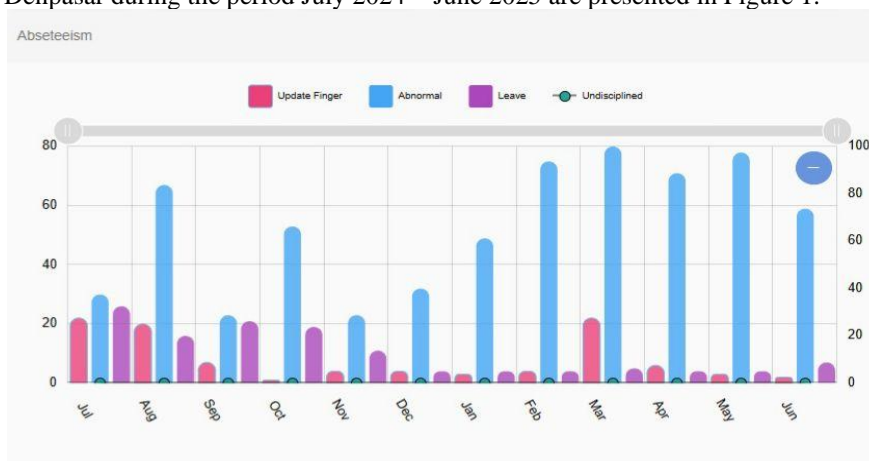


Figure 1. Employee Attendance Data for the Period July 2024 – June 2025

Based on Figure 1, the attendance data show fluctuations across several attendance categories, including update finger, abnormal attendance, leave, and undisciplined behavior. Among these categories, abnormal attendance appears to have the highest values compared to the others across most months, indicating that attendance irregularities represent a dominant issue during the observed period. In particular, the number of abnormal attendance cases increased significantly in several months, such as February, March, and May. According to internal explanations from the outlet management and preliminary observations conducted by the researchers, these irregularities are influenced by several factors, including employee fatigue, work pressure, and personal obligations outside the workplace. These attendance patterns may reflect challenges related to employee discipline, motivation, and engagement within the organization.

Employee engagement is influenced by various organizational and managerial factors. One of the most widely studied factors is leadership style. Leadership plays an important role in shaping employee attitudes, motivation, and commitment to their work. Transformational leadership, for instance, emphasizes inspiration, motivation, intellectual stimulation, and individualized consideration toward employees. Leaders who adopt this style are able to create a supportive work environment and strengthen employees' emotional attachment to their organization. Based on interviews and preliminary observations conducted with several employees at the Richeese Factory Outlet in Denpasar, some employees reported experiencing fatigue and a lack of motivation in performing their tasks. They expressed that, beyond receiving work targets, they would feel more motivated if leaders also provided encouragement, recognition, and appreciation for their performance. Previous studies have also confirmed that transformational leadership positively influences employee engagement (Asepta & Maruno, 2018).

Another leadership factor that may influence employee engagement is transactional leadership. Transactional leadership focuses on structured supervision, clear task expectations, and reward-based

performance management. In this leadership approach, leaders provide clear instructions, performance targets, and feedback mechanisms to guide employees in achieving organizational objectives. Based on interviews and observations conducted at the Richeese Factory Outlet in Denpasar, employees indicated that their enthusiasm and engagement at work tend to increase when supervisors provide clear guidance, fair rewards, and constructive feedback. These transactional interactions between leaders and employees can strengthen employees' motivation to perform their tasks effectively.

In addition to leadership factors, work–life balance has also been identified as an important determinant of employee engagement. Work–life balance refers to an individual's ability to manage responsibilities between work and personal life in a harmonious manner. From interviews and preliminary observations conducted with employees at the Richeese Factory Outlet in Denpasar, it was found that some employees experience difficulties in managing their time between work responsibilities and personal activities. Many employees simultaneously handle various roles outside work, such as educational commitments and family responsibilities, which can limit the time and energy they can devote to their jobs. When employees struggle to balance these responsibilities, their level of enthusiasm and engagement at work may decline.

Previous empirical studies have examined the relationship between leadership style and employee engagement. Several studies report that transformational leadership has a positive influence on employee engagement (Maulia, 2023; Nur Kholifah & Aidil Fadli, 2022; Sirait, 2020). However, some studies have reported contradictory findings, suggesting that certain leadership approaches may not always enhance employee engagement. Similarly, prior research examining transactional leadership has produced mixed results. Several studies report a positive relationship between transactional leadership and employee engagement (Asefa & Kant, 2022; Maundu, M., Namusonge, G. S., & Simiyu, 2020; Surya Balam et al., 2024; Thanh & Quang, 2022), while other studies have found negative or insignificant relationships (Ali et al., 2024).

Furthermore, work–life balance has also been widely examined as a determinant of employee engagement. Several studies suggest that work–life balance positively affects employee engagement (Riyadi & Suhana, 2025; Wibowo & Munir, 2023; Wijayanto et al., 2022), while Ferdinan et al. (2023) reported different findings indicating that work–life balance may not always significantly influence employee engagement.

These inconsistent findings indicate that the relationship between leadership style, work–life balance, and employee engagement remains inconclusive, particularly within the context of the fast-food service industry. Therefore, this study seeks to examine the influence of transformational leadership, transactional leadership, and work–life balance on employee engagement among employees working at the Richeese Factory Outlet in Denpasar. The novelty of this research lies in its simultaneous examination of leadership styles and work–life balance within the quick-service restaurant sector, which has received limited attention in previous studies. This research is expected to provide empirical insights for managers in improving employee engagement in service-oriented organizations.

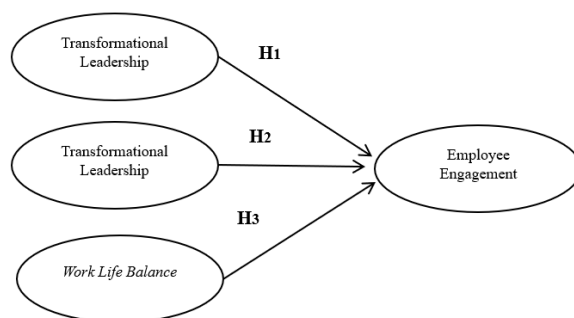
## 2. RESEARCH METHOD

This study employed a quantitative research design using a survey approach to examine the influence of leadership styles and work–life balance on employee engagement. The research was conducted at the Richeese Factory Outlet in Denpasar City, one of the fast-food restaurant outlets operating under PT. Richeese Kuliner Indonesia. The selection of this research location was based on its representation of a quick-service restaurant work environment characterized by high work intensity, shift-based schedules, and direct interaction with customers, conditions that make employee engagement an important factor for maintaining service quality and operational performance.

The population of this study consisted of all employees working at the Richeese Factory Outlet in Denpasar, totaling 113 employees. Because the number of employees was relatively manageable, this study applied a saturation sampling technique (census sampling) in which all members of the population were included as research respondents. This approach was selected to obtain more comprehensive and representative data from the entire employee population within the outlet. The respondents included employees occupying several operational positions such as crew members, kitchen staff, service staff, and shift supervisors who are directly involved in daily operational activities.

Data were collected through observation, interviews, and structured questionnaires. The questionnaire was designed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure respondents' perceptions regarding transformational leadership, transactional leadership, work–life balance, and employee engagement. The collected data were analyzed using SPSS version 26.0. The analysis procedures included validity and reliability testing, classical assumption testing, multiple linear regression analysis, correlation analysis (R), coefficient of determination (Adjusted R<sup>2</sup>), as well as F-test and t-test to examine the influence of independent variables on the dependent variable.

The conceptual framework of this study is presented in Figure 2, which illustrates the relationships between transformational leadership, transactional leadership, work–life balance, and employee engagement through three proposed hypotheses.



**Figure 2.** Conceptual Framework of the Study

Based on the conceptual framework, the hypotheses proposed in this study are formulated as follows:

H1: Transformational leadership has a positive and significant effect on employee engagement.

H2: Transactional leadership has a positive and significant effect on employee engagement.

H3: Work–life balance has a positive and significant effect on employee engagement.

The measurement of each research variable was based on theoretical indicators derived from previous studies to ensure construct validity. Transformational leadership was measured using four indicators proposed by Cempaka (2025), namely charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Transactional leadership was measured using indicators suggested by Jufrizen & Lubis (2020), including contingent reward, active management by exception, passive management by exception, and laissez-faire leadership. Work–life balance was measured using the indicators of time balance, involvement balance, and satisfaction balance proposed by Arifin & Muharto (2022). Meanwhile, employee engagement was measured through the indicators of vigor, dedication, and absorption as identified by Ariyanto et al. (2025).

### 3. RESULT AND DISCUSSION

This study involved 113 employees working at the Richeese Factory Outlet in Denpasar City as respondents. The demographic profile indicates that the workforce is predominantly female (66.4%) and mainly falls within the 20–29 years age group (67.3%). In terms of educational background, the majority of respondents possess high school or vocational education (59.3%), while most employees have 1–3 years of work experience (38.9%). These demographic characteristics reflect the typical workforce composition in the food service and retail sector, which is generally dominated by young workers who are still in the early stages of their careers. Employees in this demographic group tend to require strong managerial guidance and supportive work environments, which may influence the extent to which leadership practices and work–life balance contribute to employee engagement. Table 1 shows Demographic Characteristics of Respondents (N = 113).

**Table 1.** Demographic Characteristics of Respondents

Characteristics	Category	Frequency (n)	Percentage (%)
<b>Gender</b>	Male	38	33.6
	Female	75	66.4
<b>Age</b>	20–29 years	76	67.3
	Other age groups	37	32.7
<b>Education Level</b>	High School / Vocational School	67	59.3
	Diploma / Bachelor	46	40.7
<b>Work Experience</b>	1–3 years	44	38.9
	Other experience	69	61.1

#### Validity and Reliability of Research Instruments

Prior to conducting regression analysis, the validity and reliability of the research instrument were evaluated to ensure that the questionnaire items accurately measured the variables used in this study. As presented in Table 2, all questionnaire items show item–total correlation values exceeding 0.30, which indicates that each statement item is statistically valid according to the criteria suggested by Ghozali (2018). This means that the items are capable of representing the constructs of transformational leadership, transactional leadership, work–life balance, and employee engagement.

**Table 2.** Validity and Normality Test Results

Variable	Item Statement	Item Total Correlation	Description	Cronbach's Alpha	Description
Transformational Leadership (X1)	X1.1	0.867	Valid	0.890	Reliable
	X1.2	0.892	Valid		
	X1.3	0.873	Valid		

Variable	Item Statement	Item Total Correlation	Description	Cronbach's Alpha	Description
Transactional Leadership (X2)	X1.4	0.848	Valid	0.902	Reliable
	X2.1	0.909	Valid		
	X2.2	0.875	Valid		
	X2.3	0.885	Valid		
	X2.4	0.856	Valid		
Work life balance (X3)	X3.1	0.959	Valid	0.916	Reliable
	X3.2	0.881	Valid		
	X3.3	0.954	Valid		
Employee Engagement (Y)	Y.1	0.923	Valid	0.879	Reliable
	Y.2	0.899	Valid		
	Y.3	0.898	Valid		

Furthermore, the reliability test results show that the Cronbach's Alpha values for all variables exceed the recommended threshold of 0.70, indicating that the measurement instruments demonstrate strong internal consistency. Specifically, the Cronbach's Alpha values for transformational leadership, transactional leadership, work-life balance, and employee engagement indicate that the questionnaire items consistently measure the intended constructs. Therefore, the research instrument can be considered reliable and appropriate for further statistical analysis.

### Classical Assumption Testing

Before estimating the regression model, several classical assumption tests were conducted to ensure that the data met the statistical requirements for multiple regression analysis. These tests included normality, multicollinearity, and heteroscedasticity tests. The normality test, presented in Table 3, shows a significance value of 0.200, which is higher than the threshold value of 0.05. This result indicates that the residual values are normally distributed. A normal distribution of residuals suggests that the regression model does not suffer from bias caused by non-normal data patterns.

**Table 3.** Normality Test Result

	<i>Unstandardized Residual</i>
N	113
<i>Asymp. Sig. (2-tailed)</i>	0.200 <sup>c,d</sup>

The multicollinearity test results, shown in Table 4, indicate that the tolerance values for all independent variables are greater than 0.10, while the Variance Inflation Factor (VIF) values are below 10. These findings confirm that there is no strong correlation among the independent variables, meaning that transformational leadership, transactional leadership, and work-life balance operate as independent predictors in explaining employee engagement.

**Table 4.** Multicollinearity Test Results

Independent Variable	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<b>VIF</b>
Transformational leadership	0.231	4.323
Transactional leadership	0.188	5.310
Work life balance	0.309	3.233

The heteroscedasticity test, presented in Table 5, also indicates that the regression model meets the required assumptions. The significance values for all independent variables are greater than 0.05, suggesting that the variance of the residuals is constant across observations. This condition indicates that the regression model satisfies the homoscedasticity assumption, allowing the regression analysis to be conducted without statistical bias.

**Table 5.** Results of the Heteroscedasticity Test

Independent Variable	<b>Sig.</b>
Transformational leadership	0,078
Transactional leadership	0,813
Work life balance	0,102

### Regression Analysis and Hypothesis Testing

The results of the multiple linear regression analysis are presented in Table 6. The regression equation obtained from the analysis can be expressed as follows:

$$Employee\ Engagement = 1.274 + 0.291(TL) + 0.229(TR) + 0.236(WLB)$$

The regression coefficients indicate that all independent variables have positive relationships with employee engagement. This implies that improvements in transformational leadership, transactional leadership, and work–life balance are associated with higher levels of employee engagement among employees at the Richeese Factory Outlet in Denpasar.

**Table 6.** Summary of Data Analysis Results

Variable	Coefficient Regrease	Beta	T-test	Sig.
Constant	1.274		2.279	0.025
Transformational leadership	0.291	0.358	3.811	0.000
Transactional leadership	0.229	0.297	2.851	0.005
Work life balance	0.236	0.284	3.492	0.001
R				0.882 <sup>a</sup>
R Square				0.778
Adjusted R Square				0.771
F				127.002
Sig. F				0.000

### **Transformational Leadership and Employee Engagement**

The statistical results indicate that transformational leadership has the strongest influence on employee engagement among the variables examined in this study. Leaders who demonstrate inspirational motivation, intellectual stimulation, and individualized consideration are able to foster stronger emotional attachment between employees and the organization. When employees perceive their leaders as supportive and motivating, they tend to feel more valued and encouraged to contribute actively to organizational goals.

This finding suggests that transformational leadership plays an essential role in shaping employees' psychological connection with their work. Employees who receive encouragement, recognition, and constructive feedback from their leaders are more likely to exhibit enthusiasm, dedication, and commitment to their tasks. This result is consistent with previous studies conducted by Maulia (2023), Nur Kholifah & Aidil Fadli (2022), and Sirait (2020), which also found that transformational leadership significantly enhances employee engagement.

### **Transactional Leadership and Employee Engagement**

The results of this study also demonstrate that transactional leadership has a significant positive influence on employee engagement. Transactional leadership emphasizes clear performance expectations, structured supervision, and reward mechanisms that encourage employees to meet organizational targets. In the context of a quick-service restaurant environment, where operational efficiency and service quality are highly prioritized, clear direction and well-defined performance standards are particularly important.

Employees working in such environments often rely on clear instructions and consistent feedback from their supervisors. When leaders provide appropriate rewards and recognition for employee performance, employees tend to feel more motivated to fulfill their responsibilities. This finding supports previous research by Asefa & Kant (2022), Maundu et al. (2020), Surya Balami et al. (2024), and Thanh & Quang (2022), which found that transactional leadership contributes positively to employee engagement.

### **Work–Life Balance and Employee Engagement**

Work–life balance was also found to significantly influence employee engagement. Employees who are able to effectively manage their work responsibilities alongside their personal lives tend to experience lower levels of stress and fatigue. As a result, they are more likely to maintain positive attitudes toward their work and demonstrate greater dedication to their organizational roles.

In the fast-food service sector, employees often work under demanding schedules and shift systems. Therefore, the ability to maintain balance between professional obligations and personal responsibilities becomes an important factor in sustaining employee motivation and engagement. Employees who feel that their organization supports a healthy work–life balance are more likely to develop stronger psychological attachment to their workplace. This result is consistent with the findings of Riyadi & Suhana (2025), Wibowo & Munir (2023), and Wijayanto et al. (2022).

### **Coefficient of Determination**

The coefficient of determination analysis shows that the Adjusted R<sup>2</sup> value is 0.771, which indicates that 77.1% of the variation in employee engagement can be explained by transformational leadership, transactional leadership, and work–life balance. This relatively high explanatory power suggests that leadership practices and employees' ability to balance their professional and personal responsibilities play important roles in shaping employee engagement within the organization.

However, the remaining 22.9% of the variation in employee engagement is influenced by other factors that were not examined in this study. These factors may include organizational culture, compensation systems, career development opportunities, job satisfaction, and employee well-being. Future studies are therefore encouraged to incorporate these additional variables in order to obtain a more comprehensive understanding of the determinants of employee engagement in the service industry.

#### **The Effect of Transformational Leadership on Employee Engagement**

The regression results show that transformational leadership has a positive and significant effect on employee engagement ( $\beta = 0.291$ ;  $p = 0.000$ ). This finding indicates that stronger transformational leadership practices tend to increase the level of employee engagement among employees at the Richeese Factory Outlet in Denpasar. Leaders who demonstrate transformational characteristics such as inspiring vision, intellectual stimulation, and individualized support are able to create a work environment that encourages employees to become more emotionally connected and committed to their work.

From a theoretical perspective, this finding can be explained through Goal-Setting Theory, which suggests that employees become more motivated and engaged when leaders communicate clear goals, provide meaningful direction, and encourage employees to achieve higher performance standards. Transformational leaders typically emphasize inspirational motivation and personal development, enabling employees to perceive their work as meaningful and aligned with organizational objectives. When employees feel supported and valued by their leaders, they tend to develop stronger psychological attachment and involvement in their work roles.

In the context of the quick-service restaurant (QSR) industry, transformational leadership plays an important role because employees often work under high operational pressure and fast-paced service environments. Leaders who are able to inspire and motivate employees can help maintain employees' enthusiasm and commitment despite demanding work conditions. This leadership approach encourages employees to demonstrate proactive behaviors, improve service quality, and contribute positively to organizational performance.

The results of this study are consistent with previous empirical findings by Ginting et al. (2021), Maulia (2023), Nur Kholifah & Aidil Fadli (2022), and Sirait (2020), which also reported that transformational leadership significantly improves employee engagement. These studies emphasize that leaders who are able to inspire and empower employees play a crucial role in fostering stronger engagement levels within organizations. Therefore, transformational leadership can be viewed as an important managerial strategy in strengthening employee commitment and supporting organizational effectiveness, particularly in service-oriented industries.

#### **The Influence of Transactional Leadership on Employee Engagement**

The regression analysis also indicates that transactional leadership has a positive and significant influence on employee engagement, with a regression coefficient of 0.229 and a significance value of 0.005. This finding suggests that the implementation of transactional leadership practices contributes to increasing employee engagement among employees at the Richeese Factory Outlet in Denpasar.

Transactional leadership focuses on structured exchanges between leaders and employees, where leaders provide clear expectations, performance standards, and rewards in return for employee performance. In this leadership approach, employees are motivated through a system of contingent rewards, monitoring, and corrective feedback that encourages them to achieve organizational targets. According to Goal-Setting Theory, clearly defined performance expectations combined with appropriate rewards can enhance employee motivation and strengthen their commitment to achieving work goals.

In operational environments such as fast-food restaurants, where efficiency, discipline, and performance consistency are highly important, transactional leadership becomes particularly relevant. Employees working in service operations often require clear guidance, structured procedures, and consistent feedback from their supervisors. When leaders establish transparent performance standards and provide fair recognition for employee contributions, employees tend to feel more motivated to meet organizational expectations and remain engaged in their work.

The findings of this study are consistent with previous empirical research conducted by Asefa & Kant (2022), Maundu et al. (2020), Surya Balami et al. (2024), and Thanh & Quang (2022), which found that transactional leadership significantly enhances employee engagement. These studies highlight that structured leadership practices, particularly those involving reward systems and performance monitoring, can effectively motivate employees and strengthen their involvement in organizational activities. Thus, transactional leadership can serve as a strategic managerial mechanism for maintaining employee discipline and engagement in service organizations.

#### **The Effect of Work–Life Balance on Employee Engagement**

The regression results further demonstrate that work–life balance has a positive and significant effect on employee engagement ( $\beta = 0.236$ ;  $p = 0.001$ ). This result indicates that employees at the Richeese Factory Outlet in Denpasar who are able to manage their work responsibilities alongside their personal lives tend to show higher levels of engagement in their work.

Work–life balance reflects an employee’s ability to effectively allocate time and energy between professional obligations and personal life. When employees are able to maintain balance between these two domains, they tend to experience lower stress levels, better psychological well-being, and stronger motivation at work. In contrast, imbalance between work and personal responsibilities can lead to fatigue, stress, and reduced commitment to organizational roles.

Within the service industry, particularly in fast-food restaurants where employees often work in shift systems and face demanding workloads, maintaining work–life balance becomes increasingly important. Employees who perceive that their work schedules allow them to fulfill personal and family responsibilities are more likely to maintain positive attitudes toward their work and demonstrate higher levels of engagement. A supportive work environment that acknowledges employees’ personal needs can therefore strengthen employee motivation and commitment.

This finding is consistent with previous empirical studies conducted by Riyadi & Suhana (2025), Wibowo & Munir (2023), and Wijayanto et al. (2022), which found that work–life balance significantly influences employee engagement. These studies emphasize that organizations that support employees in balancing their professional and personal responsibilities are more likely to develop engaged and committed employees. Consequently, promoting work–life balance can be considered an important organizational strategy for sustaining employee well-being, enhancing workforce stability, and improving overall organizational performance.

#### 4. CONCLUSION

This study concludes that transformational leadership, transactional leadership, and work–life balance play important roles in influencing employee engagement among employees at the Richeese Factory Outlet in Denpasar City. Transformational leadership emerges as the most influential factor, indicating that leaders who inspire, motivate, and provide individualized support can strengthen employees’ emotional attachment and commitment to their work. Transactional leadership also contributes positively by providing clear performance expectations, structured supervision, and reward mechanisms that encourage employees to perform their tasks effectively. In addition, a supportive work–life balance enables employees to manage their professional and personal responsibilities more effectively, which ultimately strengthens their enthusiasm and involvement in the workplace.

This study provides empirical insights into employee engagement within the quick-service restaurant context, particularly at the outlet level. The findings suggest that organizations in the service sector should focus on leadership development and policies that support work–life balance in order to enhance employee engagement and organizational performance.

However, this study has several limitations. First, the research was conducted in a single outlet of the Richeese Factory in Denpasar, which may limit the generalizability of the findings to other organizations or industries. Second, the study only examined three variables transformational leadership, transactional leadership, and work–life balance while other factors such as organizational culture, compensation, job satisfaction, and career development opportunities may also influence employee engagement.

Future research is recommended to expand the scope of the study by including larger and more diverse samples from different outlets, organizations, or regions. Additionally, future researchers are encouraged to incorporate additional variables that may influence employee engagement, such as organizational support, employee well-being, or job satisfaction, in order to provide a more comprehensive understanding of the determinants of employee engagement in the service industry.

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