

**THE INFLUENCE OF AGILE LEADERSHIP, WORK ETHIC, AND WORKLOAD ON
EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF POPULATION AND CIVIL
REGISTRATION IN PASURUAN REGENCY WITH WORK-LIFE BALANCE AS AN
INTERVENING VARIABLE**

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Abstract

The study intends to illustrate and investigate the effects of agile leadership, work ethic, workload, and work-life balance on employee performance using the Pasuruan Regency's Population and Civil Registration Service as an intervening variable. A sample of 120 respondents and the population are used in this quantitative study design. Likert scales are used to measure data collected via questionnaires. The Partial Least Square (PLS) program is used in the analytical process after the Structural Equation Model (SEM) tool has been used. The findings of the study show that: 1. Agile leadership greatly enhances work-life balance for the Civil Registration Service and Population of the Pasuruan Regency. 2. Employee performance at the Pasuruan Regency's Population and Civil Registration Service is significantly improved by agile leadership. 3. At the Pasuruan Regency's Population and Civil Registration Service, a strong work ethic significantly improves work-life balance. 4. Employee performance in the Pasuruan Regency's Population and Civil Registration Service is significantly improved by a strong work ethic. 5. At the Pasuruan Regency's Population and Civil Registration Service, workload significantly improved work-life balance. 6. Employee performance in the Pasuruan Regency's Population and Civil Registration Service is unaffected by workload. 7. At the Pasuruan Regency's Population and Civil Registration Service, work-life balance significantly improves employee performance.

Keywords: Agile Leadership, Work Ethic, Workload, Work Life Balance, And Employee Performance.

INTRODUCTION

In the rapidly evolving digital disruption era, organizations in both public and private sectors must swiftly adapt. The demand for more effective and efficient services is growing, particularly in government settings. This challenge also affects the Department of Population and Civil Registration in Pasuruan Regency, an agency that assists the public in addressing population administration issues. To maintain optimal service delivery, agile leadership is essential—leaders who can quickly respond to changes and foster innovation across all work processes.

Bangun (2012:38) emphasizes that employees' work ethic is a critical component for organizational success, alongside agile leadership. Employees with a strong work ethic are more motivated, disciplined, and responsible. In public service institutions like the Department of Civil Registration and Population, a high work ethic is expected to accelerate administrative services, improve data accuracy, and provide a positive experience for the public.

However, despite the importance of work ethic, employees often face significant workloads. Daily, the Department handles hundreds, even thousands, of service requests, from population data updates to issuing ID cards, family cards, and birth certificates. Stress and fatigue from heavy workloads can compromise service quality if not managed effectively.

The pressure from high workloads must be balanced with employees' ability to manage work-life balance. According to Natakusumah et al. (2022), this balance is crucial, especially for reducing stress and burnout that can affect employee productivity. Achieving a good work-life balance enables employees to work more efficiently, stay focused, and remain motivated, ultimately improving the quality of public service.

Conversely, when work-life balance is disrupted, employees may experience physical and mental exhaustion, leading to decreased overall performance. Overburdened employees often exhibit stress symptoms such as reduced concentration, declining morale, and increased absenteeism. In the context of public service, this impacts wait times for services and the quality of work delivered. Yazid (2023) highlights that work-life balance plays a vital role in maintaining employee happiness and productivity.

Organizations must recognize that employees' physical and mental well-being significantly influence their performance. Thus, creating a work environment that supports work-life balance is increasingly important. Additionally, organizations must provide adequate support in workload management so employees can handle their tasks without feeling excessively burdened.

On the other hand, leadership within the organization must provide clear direction and support employees in achieving organizational goals. Agile leaders ensure that employees are given opportunities to grow while fostering a collaborative and innovative work environment. According to Khamila et al. (2023), agile leaders must master ongoing changes, demonstrating responsiveness and flexibility to guide organizations toward better achievements.

Apart from agile leadership, a strong work ethic, and effective workload management, another crucial aspect of enhancing employee performance is appreciation and recognition of their work. This recognition does not always have to be financial compensation but can also take the form of moral support and

acknowledgment from supervisors or colleagues. Feeling valued motivates employees to perform even better.

Ultimately, employee performance is the result of a combination of various factors, including agile leadership, a strong work ethic, efficient workload management, and a healthy work-life balance. The Department of Population and Civil Registration in Pasuruan Regency must continue to create a comfortable workplace to ensure its employees can provide the best possible service to the public. With proper support, employees can reach their full potential and contribute significantly to the organization's objectives.

Rapid changes in the workplace demand greater adaptability and responsiveness from government organizations. By prioritizing employees' physical and mental well-being and effective workload management, organizations can enhance overall employee performance. In turn, improved public services can be achieved through a synergistic approach combining agile leadership, a strong work ethic, effective workload management, and maintained work-life balance.

The relationship between agile leadership and improved employee performance has been widely studied. For instance, Wibowo et al. (2023) found that in the VUCA era, agile leadership significantly and positively impacts employee performance. Similarly, Setiawati (2021) demonstrated that agile leadership and a conducive work environment positively influence millennial employee performance.

However, a study by Surapto et al. (2022) on the relationship between agile leadership, workload, job satisfaction, and employee performance revealed unexpected findings, showing no significant impact of agile leadership on employee performance. The researchers recommended reassessing the interaction between agile leadership and employees, particularly by incorporating job satisfaction as a mediating factor.

Job satisfaction was proposed as a mediator based on prior research connecting agile leadership and job satisfaction (Wibowo et al., 2023; Sidharta & Purbojo, 2023). Moreover, a correlation exists between job satisfaction and employee performance, as supported by Gibson's theory in Wibowo's 2016 book and studies by Endra (2022). This suggests that job satisfaction could mediate the relationship between agile leadership and employee performance.

While prior research has explored the connections between leadership, work ethic, workload, and performance, the mechanism by which work-life balance mediates these relationships remains unclear. This study specifically examines the role of work-life balance as a mediator. The research questions include: Does agile leadership enhance employees' work-life balance, thereby improving performance? Does a strong work ethic worsen work-life balance if not paired with effective workload management?

This study will delve into how work-life balance mediates the relationships between agile leadership, work ethic, workload, and employee performance at the Department of Population and Civil Registration in Pasuruan Regency.

RESEARCH METHOD

This study examines the influence of agile leadership, work ethic, and workload on employee performance at the Department of Population and Civil Registration in Pasuruan Regency, employing a quantitative approach with causal explanatory design. Work-life balance serves as one of the intervening variables. The sampling strategy used in this research is saturated sampling, involving a total population of 120 employees. Data collection was conducted through questionnaires comprising closed-ended questions on each research variable.

The initial steps in the research process included identifying research questions and objectives, followed by developing the research instruments and testing their validity and reliability. Subsequently, respondents were provided with questionnaires to complete, enabling data collection. To test the hypotheses, the collected data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS).

The analysis aims to provide a comprehensive understanding of the relationships among the studied factors and to offer recommendations for the human resources department of the government organization. This will assist in formulating effective strategies to improve employee performance while considering the role of agile leadership, work ethic, workload, and work-life balance.

RESULT AND DISCUSSION

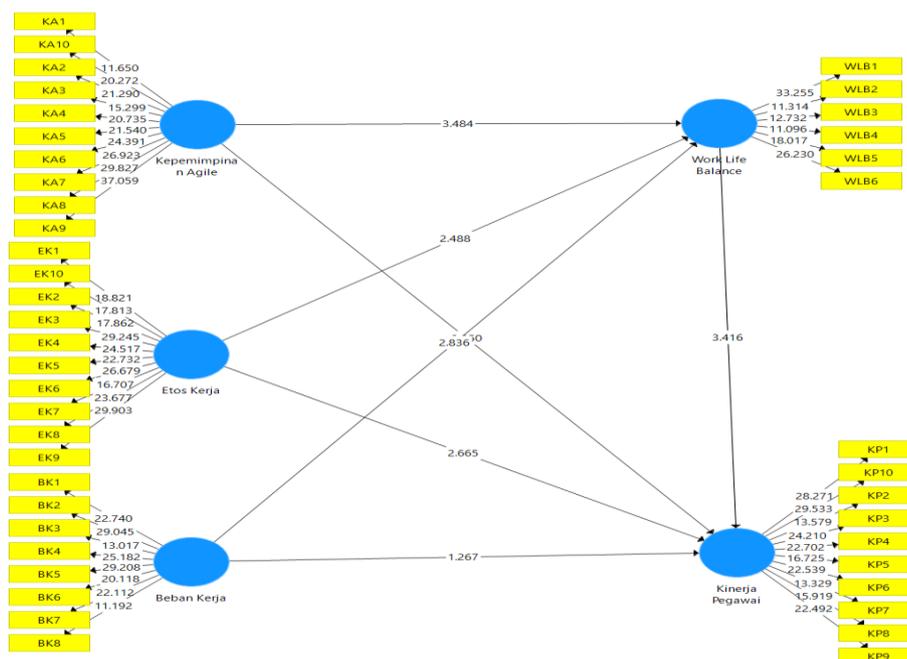


Figure 1. Inner Loadings

Source: Processed data from SmartPLS 2024

Convergent Validity

Outer loadings, also known as factor loadings, indicate the degree of correlation between indicators and their latent variables. These are used to measure convergent validity. The factor loadings in this study are > 0.7 , which meets the standard for validity. All indicators are considered appropriate and valid for inclusion in the model with these values. All indicators achieved the anticipated value > 0.7 , as seen in the data processing chart above. Consequently, all statement items are deemed valid in terms of convergent validity.

In addition to factor loadings, convergent validity was further assessed using the average variance extracted (AVE) test. This test evaluates the convergent validity of constructs. To meet the requirement, the average variance extracted (AVE) must also be greater than 0.5 (Ghozali, 2021).

Discriminant Validity

The purpose of the discriminant validity test is to evaluate the validity of indicator blocks. The Average Variance Extracted (AVE) technique can be used to assess the discriminant validity of each indicator; a value > 0.5 is required for the indicator to be deemed acceptable or valid.

The AVE values for this study are presented in the following table:

Table 1. Average Variance Extracted Results

	Average variance extracted (AVE)
Agile Leadership	0.749
Work Ethic	0.717
Workload	0.716
Work-Life Balance	0.641
Employee Performance	0.716

Source: Processed data from SmartPLS 2024

Since the AVE values for each construct exceed 0.5, as shown in the table, there are no issues with the convergent validity of the tested model. With its high discriminant validity, it can be concluded that the constructs in this research model are valid and meet the criteria for further research.

Composite Reliability

Composite reliability is required to confirm the dependent value of each variable. If the variable value exceeds 0.7, the variable can be considered reliable. The table below shows the composite reliability results from the study:

Table 2. Composite Reliability Results

	Composite reliability (rho_c)
Agile Leadership	0.967
Work Ethic	0.962
Workload	0.953
Work-Life Balance	0.962
Employee Performance	0.915

Source: Data processed by SmartPLS 2024

The table above shows that each construct in the estimated model meets the criteria for internal consistency reliability, and the composite reliability values of each construct exceed 0.7.

Cronbach's Alpha

The Cronbach alpha method is used to refine reliability testing; a concept is considered acceptable if the test results show that its Cronbach alpha is greater than 0.7. In addition to assessing convergent and discriminant validity, an external model can assess the reliability of constructs or latent variables by examining the Cronbach alpha values of the indicator blocks used to measure the construct. If the Cronbach alpha values are high, the construct can be considered reliable.

Table 3. Cronbach's Alpha Results

	Cronbach's alpha
Agile Leadership	0.963
Work Ethic	0.956
Workload	0.943
Work-Life Balance	0.888
Employee Performance	0.956

Source: Data processed by SmartPLS 2024

Based on the results in Table 5.4, the Cronbach's Alpha values for each variable exceed 0.7. This indicates that each variable in this study is highly reliable and has met the requirements for the reliability test.

Multicollinearity Test

To ensure the absence of multicollinearity, the correlation between independent variables must be examined. A model is considered free from multicollinearity if the Variance Inflation Factor (VIF) value is greater than 5. The following table will present the results of the multicollinearity test in this study:

Table 4. Collinearity Statistics (VIF)

	Assertive Communication	Employee Performance
Agile Leadership	1.301	1.618
Work Ethic	1.390	1.556

Workload	1.301	1.607
Work Life Balance		2.161
Employee Performance		

Source: Data processed using SmartPLS 2024

Based on the calculations in the table, the VIF values in this study are less than 5, meaning that multicollinearity does not affect any of the indicators. One of the steps in assessing validity and reliability is the measurement of the outer model.

R-Square

Internal model testing is performed to ensure the relationship between the R-square of the research model and the desired constructs. Analyzing the R-square of each dependent variable is the first step in assessing the model using PLS.

Table 5. R-Square Values

	R-Square	R-Square Adjusted
Work Life Balance	0.537	Work Life Balance
Employee Performance	0.737	Employee Performance

Source: Data processed by SmartPLS 2024

Based on the table, the adjusted R-squared value for employee performance is 0.728. This indicates that, for the endogenous latent variables, agile leadership, work ethic, and workload explain 72.8% of the variability in employee performance, while the other variable, the intervening variable in this study, which is work-life balance, explains 27.2% of the total. The adjusted R-squared value for work-life balance is 0.525, which means that variables not included in this study explain 47.5% of the variability in the work-life balance construct, while latent variables such as workload, work ethic, and agile leadership account for 52.5%.

Hypothesis Testing

In PLS, each proposed association is statistically tested through simulation. Here, the sample is subjected to a bootstrapping procedure. The profitability values and t-statistic values are used to test the hypotheses. To test the hypothesis, particularly using the t-statistic values, the t-statistic is 1.96 if the alpha level is 5%. Therefore, if the t-statistic is greater than 1.96, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected. Profitability is used to assess whether the hypothesis is accepted or rejected, and if the p-value is less than 0.05, then H_a is accepted. The bootstrapping test is also intended to mitigate issues related to non-normal research data. Below are the findings from the analysis:

Table 6. Hypothesis Testing

Hypothesis	Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
1	Agile Leadership -> Work Life Balance	0,383	0,380	0,110	3,484	0,000	Significant
2	Agile Leadership -> Employee Performance	0,328	0,320	0,146	2,250	0,025	Significant
3	Work ethic -> Work Life Balance	0,277	0,288	0,112	2,488	0,013	Significant
4	Work ethic -> Employee Performance	0,180	0,187	0,068	2,665	0,008	Significant
5	Workload -> Work Life Balance	0,264	0,255	0,093	2,836	0,005	Significant
6	Workload -> Employee Performance	0,098	0,097	0,078	1,267	0,205	Significant
7	Work Life Balance -> Employee Performance	0,433	0,436	0,127	3,416	0,001	Significant

Source: Data processed by SmartPLS 2024

The table above contains the results of the direct effect through the path coefficient as follows:

1. With a t-statistic value of $3.484 > 1.96$ and a p-value of $0.000 < 0.05$, the testing result for H1 indicates that agile leadership significantly enhances work-life balance. H1 is accepted based on the calculation and path coefficient analysis.
2. With a t-statistic value of $2.250 < 1.96$ and a p-value of $0.025 > 0.05$, the testing result for H2 indicates that agile leadership significantly improves employee performance. H2 is accepted based on the calculation and path coefficient analysis.
3. With a t-statistic value of $2.488 > 1.96$ and a p-value of $0.013 < 0.05$, the testing result for H3 indicates that work ethic significantly enhances work-life balance. H3 is accepted based on the calculation and path coefficient analysis.
4. Based on the testing result for H4, the t-statistic value of $2.665 < 1.96$ and a p-value of $0.008 > 0.05$ indicate that work ethic significantly improves employee performance. H4 is accepted based on the calculation and path coefficient analysis.

5. With a t-statistic value of $2.836 > 1.96$ and a p-value of $0.005 < 0.05$, the testing result for H5 indicates that workload significantly enhances work-life balance. H5 is accepted based on the calculation and path coefficient analysis.
6. Based on the testing result for H6, the t-statistic value of $1.267 < 1.96$ and a p-value of $0.205 > 0.05$ indicate that workload significantly improves employee performance. H6 is rejected based on the calculation and path coefficient analysis.
7. With a t-statistic value of $3.416 < 1.96$ and a p-value of $0.000 > 0.05$, the testing result for H7 indicates that work-life balance significantly enhances employee performance. H7 is accepted based on the calculation and path coefficient analysis.

Discussion

a. The Influence of Agile Leadership on Work-Life Balance

Agile leadership significantly improves work-life balance, according to the variable test results, which show a t-statistic value of $3.484 > 1.96$ and a p-value of $0.000 < 0.05$. This indicates that a leadership approach based on agile principles can significantly and positively impact employees' work-life balance. Consequently, it can be concluded that agile leadership significantly enhances work-life balance (H1).

b. The Influence of Agile Leadership on Employee Performance

The variable test results indicate that agile leadership significantly enhances employee performance, with a p-value of $0.025 > 0.05$ and a t-statistic value of $2.250 < 1.96$. This shows how the application of an agile leadership style has a significant impact on improving staff performance. Thus, it is agreed that agile leadership significantly enhances employee performance (H2).

c. The Influence of Work Ethic on Work-Life Balance

With a t-statistic value of $2.488 > 1.96$ and a p-value of $0.013 < 0.05$, the variable test results indicate that work ethic has a significant positive effect on work-life balance. This means that work-life balance helps in managing time, priorities, and responsibilities efficiently. A person with a strong work ethic tends to have high discipline, productivity, and the ability to complete tasks quickly, which reduces undue stress in the workplace. Therefore, the hypothesis (H3) that work ethic significantly improves work-life balance is accepted.

d. The Influence of Work Ethic on Employee Performance

The results of the variable test can be concluded that work ethic has a significant positive effect on employee performance, with a t-statistic value of $2.665 < 1.96$ and a p-value of $0.008 > 0.05$. This means that strong work attitudes, such as discipline, responsibility, dedication, and commitment to tasks, directly improve productivity and work quality. Employees with a good work ethic tend to be highly motivated to complete tasks efficiently, achieve targets, and contribute maximally to the organization. Thus, the hypothesis stating that work ethic has a significant positive impact on employee performance (H4) is accepted.

e. The Influence of Workload on Work-Life Balance

With a t-statistic value of $2.836 > 1.96$ and a p-value of $0.005 < 0.05$, the variable test results show that workload has a significant positive effect on work-life balance. This means that a balanced work-life balance can be achieved if the workload is managed proportionally and in accordance with employees' capacity. In this case, a balanced workload allows workers to meet their demands outside of work, including family, hobbies, and relaxation, without placing undue stress on them. Therefore, the hypothesis stating that workload significantly enhances work-life balance (H5) is accepted.

f. The Influence of Workload on Employee Performance

The variable test results show that the amount or degree of workload assigned does not have a direct impact on employee performance, with a t-statistic value of $1.267 < 1.96$ and a p-value of $0.205 > 0.05$. Consequently, the statement that workload does not affect employee performance (H6) is not supported.

g. The Influence of Work-Life Balance on Employee Performance

The variable test results show that work-life balance significantly improves employee performance, as indicated by a t-statistic value of $3.416 > 1.96$ and a p-value of $0.000 < 0.05$. Therefore, it can be said that work-life balance greatly enhances employee performance (H7).

CONCLUSION

Work-life balance at the Department of Population and Civil Registration of Pasuruan Regency is significantly enhanced by the results of the agile leadership test. "The Department of Population and Civil Registration of Pasuruan Regency observed a noticeable improvement in employee performance as a result of the agile leadership test. According to the work ethic test findings, work-life balance has dramatically improved at the Department of Population and Civil Registration of Pasuruan Regency. Based on the work ethic test findings, employee performance at the Department of Population and Civil Registration of Pasuruan Regency has significantly increased. Work-life balance is significantly improved at the Department of Population and Civil Registration of Pasuruan Regency as a result of the workload assessment. There is no impact from the workload test results on employee performance at the Department of Population and Civil Registration of Pasuruan Regency. According to the work-life balance test findings, employee performance at the Department of Population and Civil Registration of Pasuruan Regency has dramatically increased."

It is recommended that the Department of Population and Civil Registration of Pasuruan Regency modify the workload to better reflect the capabilities and competencies of employees based on the research findings. A workload that is either too high or too low can impact performance, so it is crucial to ensure a proportional and realistic distribution of tasks. Future researchers are encouraged to add other

independent variables, such as organizational culture or work motivation, which are relevant in the government context. This aims to provide a broader understanding of the factors that comprehensively influence employee performance.

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