



## The dilemma in balancing involuntary e-leadership system for job satisfaction (Voices of employees at Dinas Perhubungan Kota Denpasar)

Nyoman Sridiva Dian Prabarini

### ABSTRACT

E-leadership is a new style of leadership that uses technology as the main medium to communicate and move teams. Considering that technology is currently very developed, this becomes very easy and at the same time challenging because it needs to adapt and adjust to the workforce. The workforce needs to balance their work and life in order to work as optimally as possible and achieve the goals of the company. Work-life balance is one of the important factors that affect employee job satisfaction where the better the work-life balance, the higher the employee job satisfaction and vice versa. This research was conducted at Dinas Perhubungan Kota Denpasar. The number of respondents was 75 office employees, processed using SPSS. From the research results, it was found that e-leadership has a significant effect on job satisfaction, work-life balance has an insignificant effect on job satisfaction, also e-leadership and work-life balance have a significant effect on job satisfaction in Dinas Perhubungan Kota Denpasar.

**Keywords:** E-leadership, work-life balance, job satisfaction

### Affiliation

Master of Economics

Universitas Diponegoro

Jl. Prof. Moeliono S. Trastotojo, Tembalang, Kec. Tembalang, Kota Semarang, Jawa Tengah - Indonesia

Email: divaprabarini@gmail.com

### INTRODUCTION

Indonesia is currently experiencing unrest as a result of COVID-19 or coronavirus unfolding. The unrest experienced is pretty various, along with the closure of educational institutions, enjoyment venues, and public facilities. This is because of COVID-19 which has inflamed loads of thousands of humans globally and hundreds of Indonesians humans (Ministry of fitness of the Republic of Indonesia, 2020). The tight opposition among groups in the generation of the worldwide economic system adds to the challenges of always being at the vanguard and being first-rate in presenting enjoyable offerings to consumers. There are numerous aspects related to enhancing job delight at some stage in this pandemic which include: E-management and paintings existence stability. Advances in the information and communicate era have enabled a faster tempo of trade than in the past and have created more and more complex and dynamic jobs. In response to those changes, organizational structures, systems, and methods have evolved to emerge as more flexible and adaptive (Bell & Kozlowski, 2003). The improvement of data and communicate technology significantly results in the work surroundings, and the availability of noticeably cheap get entry with better bandwidth connectivity makes new styles of paintings more and more famous (Anderson et al., 2008). Leaders in contemporary businesses face extra dynamic work situations and environments. one of the maximum essential elements in changing the FtF (head-to-head) communication/interplay technique to grow to be digital is the life of a digital crew. A digital crew is a crew with individuals who are in one-of-a-kind places (Anderson et al., 2008).

The crew created a new leadership fashion that is known as E-leadership (virtual management) (Iriqat & Khalaf, 2017). E-leadership is a management fashion which is in wearing out tasks, giving orders, conveying statistics or other sorts of interplay the usage of information and conversation generation as a medium. This e-leadership management fashion is very appropriate and effective to use during a plague like this because e-management helps the authorities' advice to perform social distancing and also makes leaders and employees capable of set up top cooperation and verbal exchange despite the fact that they may be no longer head-to-head. for you to improve company performance during a deadly disease, agency leaders should right now exchange their manner of leading a corporation so that there is no decrease in employee performance. in the modern-day pandemic generation, traditional management processes are much less effective in handling companies and leading agencies to acquire common dreams. many kinds of stuff come to be obstacles when doing the vintage leadership fashion. This is due to the fact the cutting-edge Covid-19 pandemic does not allow us to acquire and hold conferences in agencies. Face-to-face meetings may be changed by conducting online meetings through zoom, google meet, and a communique can be executed, for example through WhatsApp, smartphone, fax, and others. given that the internet in Indonesia could be very smooth to acquire and get admission to, then through the net, company leaders can set up first-rate cooperation to obtain the agency's vision. Businesses should now pay interest and think about the significance of converting and adapting the supervisor's leadership approach closer to its group of workers, (Mansor, Mun, Farhana, & Tarmiz, 2017; Putriastuti & Stasi, 2019; Abdullah & Valentine, 2009). Virtual leaders must have the potential to successfully reveal and manipulate virtual work to discover whether the digital conversation is working or not longer, and whether the followers apprehend the guidelines or now not. E-leadership also can simplify and boost all sports within the enterprise to be able to improve the pleasant of productivity for both employees and the company.

According to McGrath & MacMillan (Mahdinezhad et al., 2013) an effective leadership style can contribute to multiplied overall performance when new challenges get up, leadership fashion creates a courting with worker pride. Effective management has an important role in generating better organizational performance and boom (Mahdinezhad et al., 2013). leadership style creates a court with employee pleasure. A powerful management style can contribute to improved overall performance when new demanding situations arise. powerful management has an essential position in producing a higher organizational boom (Mahdinezhad et al., 2013). however, this leadership also consists of many shortcomings, particularly this virtual management makes employees much less close to their leaders because of the lack of face-to-face contact, leaders also need to work tougher to direct and manual personnel via electronic media isn't always a clean issue to do, many personnel nowadays are nonetheless not very acquainted with the life of electronic media. but, aside from the bad aspect, there are also nice things that may be received, namely, employees can perform directives from superiors from home, and behavior conferences at domestic, this can help personnel store costs and help balance their paintings existence with non-public existence more effortlessly.

Human assets (HR) are a very vital element that can't also be separated from a corporation, both institutions, and corporations. Human resources are also the important thing that determines the organization's improvement in achieving the company's organizational desires. Agencies must manipulate their human resources to be directed to become thinkers and determiners of the agency's going for walks and emerge as implementers for the sustainability of the company on an ongoing basis. So, the achievement or failure of an agency organization in understanding its desires could be very dependent on its human sources. employee activity pride is a critical part of an employer's success because task satisfaction has a significant impact on organizational productivity without delay and circuitously. Dissatisfaction is the starting point for issues that rise up in companies including absenteeism, supervisor-employee conflicts, and worker attitudes. From the employee's perspective, dissatisfaction can lead to reduced motivation, reduced work morale, and reduced overall performance of a great activity. Consequently, in increasing the task pride of personnel, the enterprise must do numerous approaches, one of that's through increasing the work existence balance. work existence balance is the ability of personnel as a way to stability work with non-public desires. someone who has or runs a terrific work lifestyle stability is a worker who has productivity and has excessive performance. in addition, personnel can feel satisfied and happier, and creative because the surroundings outside of doors the company are inclusive of at home, friendship, and additionally inside the office surroundings where the agency management supports its activities. Work existence stability is generally related to working time, flexibility, welfare, family, loose time, and so forth, it must be balanced and personnel has to be capable of dividing the obligations of labor, family existence, and other obligations. The connection between work lifestyles balance and activity pride indicates giant effective consequences between painting life stability variables and worker task delight (Ganapathi and Gilang, 2016). The work-life stability plan began in 1930, employer guidelines and rules allowed employees to work efficaciously and successfully and provide flexible time to deal with their personal troubles. In truth, the current hard work pressure will pay more attention to the paintings-existence balance, now not simply profits (Meenakshi, V, & Ravi Chandran, 2013; Chaitra, Kumar, and Murthy, 2016).

In relation to the description above the company that implements e-leadership is Dinas Perhubungan Kota Denpasar. Dinas Perhubungan Kota Denpasar is one of the government sectors engaged in the field of

transportation which is located under and responsible to the Governor through the Regional Secretary (SEKDA). The organizational structure owned by Dinas Perhubungan Kota Denpasar is very complex. The service oversees four Unit Pelaksana Teknis (UPT) which cover UPT. Terminal Penumpang, UPT. Terminal Barang, UPT. Pengujian Kendaraan Bermotor and UPT. Pelayanan Transportasi Darat, that spread in Denpasar City. Dinas Perhubungan Kota Denpasar also has an application namely an Area Traffic Control System (ATCS), where ATCS is an information technology-based traffic control system in an area that aims to optimize road network performance through optimization and coordination of traffic light settings at every intersection. Dinas Perhubungan Kota Denpasar also uses WhatsApp as one of their main media for communicating, sharing information also makes it very easy for employees and superiors to communicate with each other, even though they are not in the same place. Dinas Perhubungan Kota Denpasar also regularly conducts meetings via Zoom and discusses things that need to be discussed. Dinas Perhubungan Kota Denpasar also uses a fingerprint system to perform attendance on employees. Employees of Dinas Perhubungan Kota Denpasar work from 8 am to 4 pm, but it is undeniable that employees often must carry out their duties outside office hours if at any time there is a traffic problem that needs to be addressed immediately.

**TABLE 1. Data of Pegawai Negeri Sipil in Dinas Perhubungan Kota Denpasar**

Based on Group	Total of PNS	Educational Background
I	24	SD, SMP
II	88	SMP, SMA, SMK, SMEA, STM, DLL
III	97	SMA, SMEA, STM, SARMUD, DIV, S1
IV	17	STM, S1, S2
<b>Total</b>	<b>226</b>	

Based on the data above, it can be seen the number of Pegawai Negeri Sipil in Dinas Perhubungan Kota Denpasar is 226 people broken down by class and educational background. This proves that not all employees of the Dinas Perhubungan Kota Denpasar have a high level of education so this causes not all employees to adapt quickly to the e-leadership leadership style itself, given that e-leadership is a leadership style that uses electronic communication media as the key on his leadership. Employees who have a low educational background have difficulty adapting to this electronic-based system, this is also a big challenge for employees who are not passive with technology to balance their personal life with work life and they also need time for themselves, family, and children. An employee who has difficulty with technology also needs to continue to learn and understand the system that is growing day by day. From the explanation above, there is a dilemma among the employees themselves regarding this e-leadership which will affect employee job satisfaction, where employee job satisfaction is one of the factors that employees will be loyal to their company. The dilemma according to the KBBI is a difficult choice that is equally uncomfortable to choose, this situation can also be called a confusing situation.

## LITERATURE REVIEW

### E-Leadership

Shahzad et al (2020) define leadership as the backbone of organizational development because an organization without a good leader will be difficult to achieve its goals of the organization. If a leader wants to influence his environment, then the leader needs to think about a suitable leadership style. In addition, the leadership style also greatly affects the success of the organization in achieving its goals. The behavior of leaders has a big impact on their workers, which will ultimately affect the quality of their work.

### Work-Life Balance

According to Kreitner and Cassidy (2006), said that “work-life balance is a state of balance on two demands where the work and life of an individual are the same.” Where the work-life balance in the view of employees is the choice of managing work and personal obligations or family responsibilities. Whereas in the company's view, work-life balance is a challenge to create a supportive culture in the company where employees can focus on their work while at work.

### Job Satisfaction

Job satisfaction reflects a person's emotional state or feelings towards his job. This is manifested by the employee's attitude towards work and everything in the work environment. (Adiningtyas, 2016) argues that job satisfaction is an effective or emotional response to various aspects of work. Employees who have high morale and increased commitment to a company are one of the benefits of job satisfaction for employees.

### The influence of E-Leadership on Job Satisfaction

Choosing a good leadership style is one of the keys to a good relationship between superiors and employees. E-leadership during a pandemic like this feels more effective because it can't carry out good communication even though it's in a different place. The role of leadership is very important in a company because following the right leadership style can increase employee satisfaction, so this can improve their performance in order to achieve the company's vision.

H<sub>1</sub>: E-leadership has a positive effect on job satisfaction

### The influence of Work-Life Balance on Job Satisfaction

Work-life balance is a form of employee satisfaction in achieving work balance with individual interests both inside and outside the office. Work-life balance is the driving force to balance work and life (Hutcheson, 2012). A good balance in the work will increase employee satisfaction so that employees will work more optimally and feel comfortable while working.

H<sub>2</sub>: Work-Life Balance has a positive effect on job satisfaction

### The Influence Of E-Leadership and Work-Life Balance on Job Satisfaction

Leadership style is closely related to employee life balance. Because if you choose the wrong leadership style, it will make it difficult for employees to balance their personal and work lives, and this will certainly affect employee job satisfaction. If employee job satisfaction is not optimal, of course, this can also hinder the company from achieving its goals.

H<sub>3</sub>: E-leadership and Work-Life Balance has a positive impact on job satisfaction

## RESEARCH METHOD

### Research Location

The research will be conducted in Dinas Perhubungan Kota Denpasar Located at Jalan Gunung Galunggung, Ubung Kaja, North Denpasar, Bali. Dinas Perhubungan Kota Denpasar. Dinas Perhubungan is located in every province, and district throughout Indonesia. Dinas Perhubungan Kota Denpasar has the main task of carrying out the authority of regional autonomy in the field of transportation. The reason for choosing the research location in this place is because Dinas Perhubungan Kota Denpasar implements digital leadership by using WhatsApp as one of the media for communication, having an application namely ATCS, to know more about the work-life balance of its employees.

### Sample and Population

The population of this study is 226 Employees of Dinas Perhubungan Kota Denpasar. According to Sugiyono (2017:18), The sample is part of the number and the characteristics of the population. Calculate the number one of the samples used through the questionnaire survey, one of the methods used. Use the slovin formula to determine the number of samples as follows:

$$n = \frac{N}{1 + N(e^2)}$$

n = Sample size  
N = Total population  
e = Margin of error

Based on the equation, the number of samples in this study is:

$$n = \frac{226}{1 + 226 \times (0.1^2)}$$

$$n = \frac{226}{1 + 2.26} = 69.325$$

The results of this calculation are around 70 respondents. The sampling technique to be used in sampling techniques is purposive sampling. Purposive sampling is a sampling technique with certain considerations in Sugiyono, (2016: 85). The reason for using this purposive sampling technique is that it is suitable for use for

quantitative research, or research that does not generalize according to Sugiyono, (2016: 85). Researchers specify criteria of the sample is the employee of Dinas Perhubungan Kota Denpasar only.

### Validity Test

A validity test is a test used to show the measuring tool used in the measurement and the degree of being measured. Ghozali (2009) pointed out that validity tests are used to measure the validity or effectiveness of questionnaires. If the questions in the questionnaire can reveal something that the questionnaire will measure, the questionnaire is said to be effective.

If researchers use questionnaires in their data collection, then the questionnaire should be able to measure what they want to measure. This Specifies that the standard used to measure the validity of the data is the calculation of the value of  $r$  (Correlation coefficient) is greater than the table (critical value) Significance of 5% or 0.05. If the correlation coefficient is greater than the critical value, then the measuring instrument is valid (Ghozali, 2005 in Wardani and Ratnadi (2017).

### Reliability Test

Reliability comes from the word reliability, which means to what extent the measurement result has reliable reliability, reliability, consistency, consistency, and stability. If in multiple measurements of the same object group, the results obtained are relatively the same, the measurement results are credible. (Azwar, 2011).

### Classic Assumption Test

#### 1. Normality Test

The Normality Test is a statistical test used to test whether, in a regression model, a disruptor or residual variable has a normal distribution or not. A good regression model has a normal residual distribution or is close to normal. Normality tests can be done quantitatively using Kolmogrov-Smirnov. Data can be said to be normal distribution if it has a test probability value greater than 0.05.

#### 2. Multicollinearity Test

Multicollinearity is the extent to which two or more independent variables are correlated with each other (Saunders, et al., 2016: 712). It is a type of disturbance in the data, and if present in the data the statistical inferences made about the data may not be reliable. It becomes difficult to reject the null hypothesis of the study when multicollinearity is present in the data under study. We can measure multicollinearity using the Variance Inflation Factor (VIF) and tolerance value. If VIF value is  $> 10$  and the tolerance value is  $< 0.1$ , it indicates high multicollinearity.

#### 3. Heteroscedasticity Test

Heteroscedasticity is the extent to which the data values for the dependent and independent variables have unequal variances (Saunders et al., 2016: 717). The heteroscedasticity test can be implemented by the Glejser test. If the value of sig.  $> 0.05$ , then the data variance does not have any heteroscedasticity.

### Multiple Linear Regression

The hypothesis test used is a multiple linear regression analysis. Multiple linear regression analysis is used to find out the dependency of one variable tied to one free variable, and to find out the dependency of one variable bound to a free variable. The formula model used is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + e$$

Information:

Y	= Job Satisfaction
b0	= Regression constant
b1	= E-leadership constant
b2	= Work-Life Balance constant
X1	= E-leadership information
X2	= Work-Life Balance information
e	= residual or error term of the model

### Hypothesis Test

#### Statistical Significance Test (F Statistics Test)

The Statistical significance test is a statistical procedure used to test hypotheses for one or more predictor variables to determine the significance level of the independent variable to the dependent variable (Privitera and Lynn, 2019: 440). F Test is a term for any test that uses the F-distribution. If the sig. value is  $\leq 0.05$  and F value is  $> F$  table, it indicates that the independent variable significantly affects the dependent variable.

### Partial Significance Test (T Statistics Test)

The T-test is used to see if the difference between two variables is statistically significant (Holcomb & Cox, 2018: 119). It can let you know if those differences could have happened by chance. Every t-value has a p-value to go with it. A p-value is the probability that the results from your sample data occurred by chance. The lower the p-value the better, indicating that the data didn't occur by chance. We also find the t calculation and compare it with t table. If the p-value/significant value is  $< 0.05$  and the t calculation is greater than the t table, it means that the independent variable is statistically significant to the dependent variable.

### Determination Coefficient (R<sup>2</sup>)

This test aims to find out the proportion or percentage of the total variation of dependent variables described by independent variables together. The determination coefficient is between zero and one. A small R square value means the ability of independent variables to describe variations of independent variables is very limited. A value that is close to one means an independent variable provides almost all the information needed to predict dependent variables. To avoid bias against the number of independent variables incorporated into the model, the study used the Adjusted R Square value. With each addition of one independent variable, then R Square should increase no matter if the variable has a significant effect on the related variable.

## RESULTS

### Validity Test

TABLE 2. Validity Test

No.	Variable	Questionnaire Item	Pearson Correlation	r-table
1	E-Leadership (X <sub>1</sub> )	X <sub>1.1</sub>	0.804	0.224
		X <sub>1.2</sub>	0.809	0.224
		X <sub>1.3</sub>	0.814	0.224
		X <sub>1.4</sub>	0.746	0.224
2	Work-Life Balance (X <sub>2</sub> )	X <sub>2.1</sub>	0.837	0.224
		X <sub>2.2</sub>	0.879	0.224
		X <sub>2.3</sub>	0.843	0.224
3	Job Satisfaction (Y)	Y <sub>1</sub>	0.890	0.224
		Y <sub>2</sub>	0.797	0.224
		Y <sub>3</sub>	0.843	0.224
		Y <sub>4</sub>	0.912	0.224

As in Table 2, the results of the instrument test by distributing questionnaires to 75 respondents, all variable indicators in this study of E-Leadership, Work-Life Balance, and Job Satisfaction are valid. It can be proven that they have a correlation value of more than the r-table value with 0.224.

### Reliability Test

TABLE 3. Reliability Test

No.	Variable	Cronbach's Alpha	Internal Consistency
1	E - Leadership (X <sub>1</sub> )	0.803	Good
2	Work-Life Balance (X <sub>2</sub> )	0.813	Good
3	Job Satisfaction (Y)	0.882	Good

Table 3 is used to determine whether the data is reliable or not. Based on the results of the instrument reliability test in Table 3, it can be seen that the instrument variables of E - Leadership, Work-Life Balance and Job Satisfaction in this study can be said that all variables have good reliable consistency because each variable has an alpha value greater than 0.60. The highest value of Cronbach's Alpha is the variable of Job Satisfaction (Y) with 0.882 and followed by Work-Life Balance which reached the value of 0.813. The lowest value among the variables above is E-Leadership with 0.803. Although each variable has a different value, the Cronbach's Alpha that the variables have gotten is more than 0.60. Therefore, all reliability in E-Leadership, Work-Life Balance, and Job Satisfaction has good reliable consistency.

## Descriptive Statistics

**TABLE 4. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
X1	75	2.50	5.00	4.3067	.62408
X2	75	2.00	5.00	3.8089	.81497
Y	75	2.25	5.00	4.3133	.70960
Valid N (listwise)	75				

The results of the descriptive statistical analysis have revealed the minimum, maximum, average, and standard deviation values of each research variable. Based on the E - Leadership variable (X1), it is known that the minimum and maximum values obtained are 2.50 and 5.00 sequentially. While the average value and standard deviation obtained sequentially are 4.3067 and 0.62408.

Both minimum and maximum terms have the same value as the Work-Life Balance variable (X2). It can be seen in Table 4.4 that the minimum value obtained is 2.00 and the maximum value is 5.00. It can be said that Work-Life Balance has reached the lowest value of minimum among all the variables. It has the same reduction as the average value in X2 at 3.8089. However, the standard deviation is at the top level of all variables with 0.81497. Finally, on the dependent variable of Job Satisfaction (Y), it is revealed that the minimum and maximum values are stable and obtained sequentially are 2.25 and 5.00 with an average of 4.3133 and a standard deviation of 0.70960.

## Multiple Linear Regression

**TABLE 5. Multiple Linear Regression**

No.	Model	Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.276	.496		2.571	.012		
	X <sup>1</sup>	.770	.099	.677	7.741	.000	.990	1.010
	X <sup>2</sup>	-.073	.076	-.084	-.965	.338	.990	1.010

Based on Table 5 obtained a multiple regression equation as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$= 1.276 + 0.770X_1 + -0.073X_2 + e$$

The interpretation of the multiple linear regression analysis equations above is as follows:

1. The constant value ( $\alpha$ ) of 1.276 states that if the independent variable consisting of E - Leadership and Work-Life Balance is declared as the same as a constant at zero, then the value of Job Satisfaction has decreased by 1.276.
2. The coefficient value ( $\beta_1$ ) of 0.770 explains that if the E - Leadership variable increases, Job Satisfaction will increase significantly. Thus, the higher the E - Leadership provided, the higher the level of Job Satisfaction in Dinas Perhubungan Kota Denpasar.
3. The coefficient value ( $\beta_2$ ) of - 0.073 (negative 0.073) illustrates that if the Work-Life Balance variable increases, Job Satisfaction will decrease. Therefore, a higher level of Work-Life Balance can decrease Job Satisfaction related to their work in Dinas Perhubungan Kota Denpasar. Otherwise, a lower Work-Life Balance can increase Job Satisfaction in Dinas Perhubungan Kota Denpasar.

## Hypothesis Test

**TABLE 9. Statistical Significant Test (F-Test)**

ANOVA <sup>a</sup>						
No.	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.931	2	8.466	29.981	.000 <sup>b</sup>
	Residual	20.331	72	.282		
	Total	37.262	74			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on Table 9 above shows that the value of  $F = 29.981$  with a significant value of  $0.000$ . This result means that statistically at (confidence level) =  $5\%$ , the variables research of E - Leadership and Work-Life Balance have a significant effect on Job Satisfaction simultaneously. Thus, the model is considered worthy of testing and proving the hypothesis can be continued.

### Partial Significant Test (T-Test)

The T-test as in Table 4.10 above, reveals the partial regression test (t-test) that:

1. The output results of the effect in E - Leadership variable (X1) shows that the t-count value has been obtained in  $7.741$ , which is higher than the t-table value =  $1.993464$ . Moreover, the significance value is  $0.000$  which is lower than  $0.05$ . It can be concluded that the E-Leadership variable (X1) partially has a significance towards Job Satisfaction (Y). Then, the first hypothesis (H1) is accepted.
2. The output results of the effect in the Work-Life Balance variable (X2) denote that the t-count value is obtained in  $-0.965$  (negative  $0.965$ ), which reaches a lower value than the t-table value =  $1.993464$ . Furthermore, the significance value is  $0.338$  which is higher than  $0.05$ . It can be concluded that the Work-Life Balance variable (X2) individually has insignificant toward Job Satisfaction (Y). Therefore, the second hypothesis (H2) is rejected.

## DISCUSSION

### Relationship between E - Leadership and Job Satisfaction

Testing the significance of the effect of E - Leadership (X1) on Job Satisfaction (Y) is partially done by performing a t-test, namely by comparing the t-count value with the t-table. Based on the t-statistical test, the E - Leadership variable (X1) obtained a t-count value of  $7.741$  or  $0.000$  in the significant value, which is smaller than the t-table value =  $1.993464$ . It can be concluded that product experience (X1) has a significant effect on Job Satisfaction (Y). This indicates that good E - Leadership can affect Job Satisfaction. Thus, the first hypothesis states that the effect between E - Leadership variables towards Job Satisfaction partially is accepted.

The findings in this study are successful to confirm that E-Leadership (X1) has a significant effect on Job Satisfaction (Y) (Asghar & Oino, 2018). That study has measured the effect of style in both transformational and transactional leadership towards job satisfaction in selected retail outlets of Slough, United Kingdom. They found that the style of transformational leadership has a positive effect on job satisfaction, whereas the transactional leadership style has an insignificant effect on job satisfaction. Therefore, it can be argued that the transformational leadership style is more effective in the retail sector of Slough, United Kingdom. Moreover, the same result has been found by (Barnett, 2018) that investigating the predictive relationship between dimensions of the Full Range Leadership Theory, transformational, transactional, and laissez-faire leadership behaviors, and the overall job satisfaction of adjunct faculty who teach online classes at a for-profit university in the United States.

The results of this study showed transformational leadership was a significant predictor of overall online adjunct job satisfaction and is positively related to the overall job satisfaction of the sample who teach online classes at one specific university. With the increase and development of information and communication technology, the way we communicate and do business or do the job has changed. The E-leaders especially need to lead their virtual teams, usually without ever meeting their followers physically. In this pandemic situation, E-leadership can be seen as a solution and response to the new challenges, which are raised by digitalization and technological development. With the easy accessibility of technology and information, transparency is able to communicate with each other and still can work together in different places, even more effectively across the globe. Therefore, the findings in this study showed that E-Leadership has a significant effect on Job Satisfaction in Dinas Perhubungan Kota Denpasar. f the application of the research finding for business practice must be emphasized.

### Relationship between Work-Life Balance and Job Satisfaction

The significance of the effects of Work-Life Balance (X2) towards Job Satisfaction (Y) is partially done by performing a t-test that is to compare the t-count value with the t-table. Based on the t-statistical test, it can be obtained that the Work-Life Balance variable (X2) obtains a t-count value of  $-0.965$  (negative  $0.965$ ) or  $0.338$  in the significant value, which is greater than the t-table value =  $1.993464$ . It can be concluded that Work-Life Balance (X2) has a negative and insignificant effect on Job Satisfaction (Y). This indicates that the higher level of a balanced quality of life in dealing with their families and balance at work as in the Work-Life Balance variable will decrease their level of satisfaction to work in Dinas Perhubungan Kota Denpasar. Thus, the second hypothesis that states that there is a partially significant effect between the Work-Life Balance variables toward Job Satisfaction cannot be accepted or rejected.

The results of this study supported previous research conducted by Endeka, Rumawas, and Tumbel (2020) found that there is no significant effect between work-life balance to job satisfaction. Based on research conducted by the author, it can be concluded that there is no significant influence between Work life balance to job



satisfaction. It means the higher work-life balance will not affect the level of job satisfaction of the employee, because in this case where employees work more flexible hours. So that employees have more time leisure in the family and have a good time with others to meet their needs outside work. Also, work life and personal life should also not influence each other, and employees must remain professional in carrying out their respective roles.

The findings in this study failed to confirm that work-life balance has an insignificant effect on job satisfaction (Fuadiputra & Rofida Novianti, 2021). The study found that work autonomy, workload, and work-life balance have a direct and insignificant effect on job satisfaction. Nevertheless, the Research highlights the importance of managing work-life balance, especially for female workers related to high workload and less autonomy for their job satisfaction in the banking sector, especially in Malang. Due to the extremely high pressure at work, there is not a good balance between the work and personal life of these female bank workers, which leads to lower job satisfaction levels. The other study revealed the contrary result that work-life balance has an insignificant on job satisfaction. According to the findings that have been conducted by (Agha, Azmi, & Irfan, 2017), study revealed that work interference with personal life and personal life interference with work had a negative relationship with job satisfaction. It can be said that work and personal life need to be integrated in a smooth manner and should not be left to impact each other in a negative way.

These findings from the previous study strengthened the results of this study that work-life balance has insignificant toward job satisfaction in Dinas Perhubungan Kota Denpasar. The employee of Dinas Perhubungan Kota Denpasar also only works from Monday to Thursday from 08.00 am to 04.00 pm and on Friday only until 13.00 pm then employees still have weekends to spend time with their family, friends, and closest people (Endeka et al., 2020). It can be seen that work-life balance is how to create a healthy and supportive work environment, which allows employees to have a balance between work and personal responsibility and thereby improve employee performance. If there is a lot of extreme pressure at work, there is no satisfaction or a good balance between the work and personal life of the employee. The findings indicate that companies must pay attention to the work-life balance to keep employees motivated and to maintain optimal employee performance, especially during the COVID-19 pandemic.

### **Relationship between E - Leadership Work - Life Balance on Job Satisfaction**

The results of the simultaneous significance test (F test) obtained a significance value of 0.000 F. The significance value is  $0.000 < 0.05$ . The value of  $F = 29.981$  with a significance value of 0.000 in this study. This result means that statistically at (confidence level) = 5%, the variables research of E - Leadership and Work-Life Balance have a significant effect on Job Satisfaction simultaneously. Thus, the third hypothesis or H3 states that there is a simultaneous significant effect between E - Leadership and Work-Life Balance variables on Job Satisfaction can be accepted. It can be concluded that the two independent variables are able to predict or explain the phenomenon of Job Satisfaction.

The results of this study have the same findings as the research conducted by (Wolor, Solikhah, Fidhyallah, & Lestari, 2020). The results of their study showed, first, that e-training, e-leadership, and work-life balance have positive effects on work motivation. Second, e-training, e-leadership, work-life balance, and work motivation have positive effects on employees' performance. It can be seen that e-training or even e-leadership can stimulate motivation and improve the employee's performance. Moreover, digital literacy and media sophistication are needed to succeed in every aspect of life, even at work. Therefore, those all-independent variables have a positive and significant effect on work motivation and employee performance. The other study revealed the effect between e-leadership and work-life balance on job satisfaction. The research conducted by (Alfatihah, Nugroho, Haessel, & Maharani, 2021) shows that all the hypotheses in their study are proven. In other words, this study has shown that work-life balance affects job satisfaction, then work motivation affects job satisfaction, and work-life balance can mediate work motivation on job satisfaction. The researcher concluded that a positive attitude among the leaders or employees who work in the company and get the work-life balance the good way can make motivation levels higher and trigger job satisfaction.

Based on those findings, the third hypothesis (H3) is accepted that e-leadership and work-life balance have a significant effect on job satisfaction. It can be seen that better e-leadership in the company and accompanied by the balance of work life that have felt by the employees can increase job satisfaction in the Dinas Perhubungan Kota Denpasar. Moreover, if every single employee who works has a balanced quality of life between work and life outside his / her job and the e-leadership that has been applied by the leaders in the company can support the work-life balance and can stimulate the motivation of the employee, then the work results shown by the employee can be even better.

## **CONCLUSION**

Based on the formulation of the problem and discussion of the research results that have been described in the previous chapter, the conclusions generated are as follows:

1. E-Leadership (X1) has a value of 0.000 and a t-count value of 7.741 ( $>$  t-table value = 1.993464). So, it can be said that E - Leadership (X1) has a significant effect on Job Satisfaction (Y). This indicates that the E - Leadership of Dinas Perhubungan Kota Denpasar is able to describe and illustrate the behavior of leaders has a big impact on their workers, which will ultimately affect the quality of their work on the Job Satisfaction working at Dinas Perhubungan Kota Denpasar. Thus, the first hypothesis is accepted.
2. Work-Life Balance (X2) has a value of 0.338 and a t-count value of  $-0.965$  (negative 0.965) ( $<$  t-table value = 1.993464). Therefore, it can be said that Work-Life Balance (X2) has a negative and insignificant effect on Job Satisfaction (Y). This indicates that the higher level of the employees to be able to spend their time and communicate with their families, communities, and other social activities, the lower their satisfaction or feelings employees have about whether or not they are happy with their work in Dinas Perhubungan Kota Denpasar. Thus, the second hypothesis is rejected.
3. E - Leadership and Work-Life Balance together produce a significance value of F of 0.000 ( $<$  value of = 0.05). Therefore, it can be said that E-Leadership and Work-Life Balance simultaneously have a positive and significant effect on Job Satisfaction. This result indicates that the better the leader uses electronic media instead of face-to-face and interacts with their employees provided and accompanied by a high level of satisfaction in a positive attitude towards the employees working in a company, it will be able to increase their satisfaction work in Dinas Perhubungan Kota Denpasar. Thus, the third hypothesis in this study can be accepted.

## REFERENCES

### Articles

- [1] Abdullah, H., & Valentine, B. (2009). Fundamental and ethical theories of corporate governance. *In Middle Eastern Finance and Economics*, 4(4), 88–96.
- [2] Adiningtyas, S. W. (2016). Pelaksanaan Layanan Informasi Dengan Movie Maker Dalam Meningkatkan Self-Regulated Learning. *Jurnal Kopasta*, 3(1), 9-13.
- [3] Agha, K., Azmi, F. T., & Irfan, A. (2017). Work-Life Balance and Job Satisfaction: An Empirical study Focusing on Higher Education Teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), 164–171. <https://doi.org/10.18178/ijssh.2017.v7.813>
- [4] Alfatihah, I., Nugroho, A. S., Haessel, E., & Maharani, A. (2021). The Influence of Work-Life Balance with Work Motivation as Mediating Factor on Job Satisfaction A Prediction toward Transition to New Normal Situation. *The Management Journal of Binaniaga*, 6(1), 79-94. <https://doi.org/10.33062/mjb.v6i1.431>
- [5] Asghar, S., and Oino, I. (2018). Leadership Styles and Job Satisfaction. *College of Management Sciences*, XIII(1), 1–13.
- [6] Barnett, D. E. (2018). Online adjunct faculty: A quantitative examination of the predictive relationship between leadership and job satisfaction. *International Journal of Research in Education and Science*, 4(1), 226–236. <https://doi.org/10.21890/ijres.383159>
- [7] Chaitra, R., Kumar, A., & Murthy, R. (2016). A study on the work-life balance of the employees at bosch ltd, bangalore. *International Journal of Social Research*, 12(3), 61-68.
- [8] Endeke, R., Rumawas, W., and Tumber, T. (2020). Worklife Balance dan Kompensasi terhadap Kepuasan Kerja Karyawan. *Unsrat Journal*, 1(5), 439-440.
- [9] Fuadiputra, I. R., & Rofida Novianti, K. (2021). The Effect of Work Autonomy and Workload on Job Satisfaction of Female Workers in the Banking Sector: Mediating the Role of Work-Life Balance. *The Winners*, 21(2), 85–91. <https://doi.org/10.21512/tw.v21i2.6908>
- [10] Ganapathi, I. M. and Gilang, A. (2016). PENGARUH WORK-LIFE BALANCE TERHADAP KEPUASAN KERJA KARYAWAN (STUDI PADA PT. BIO FARMA PERSERO). *Ecodemica Jurnal Ekonomi, Bisnis dan Manajemen*, 3(1), 506-511.
- [11] Iriqat, R. A. M., & Khalaf, D. M. S. (2017). Using E-Leadership as a Strategic Tool in Enhancing Organizational Commitment of Virtual Teams in Foreign Commercial Banks in Northwest Bank -Palestine. *International Journal of Business Administration*, 8(7), 25-36. <https://doi.org/10.5430/ijba.v8n7p25>
- [12] Mahdinezhad, M., Suandi, T. Bin, Silong, A. D., & Omar, Z. B. (2013). Transformational, transactional leadership styles and job performance of academic leaders. *International Education Studies*, 6(11), 29-34. <https://doi.org/10.5539/ies.v6n11p29>
- [13] Mansor, Z. D., Mun, C. P., Farhana, B. S. N., & Tarmizi, W. A. N. (2017). Influence of transformation leadership style on employee engagement among Generation Y. *International Journal of Economics and Management Engineering*, 11(1), 161–165.
- [14] Meenakshi, P., Subrahmanyam, V., & Ravichandran. (2013). The importance of work-life balance. *IOSR Journal of Business and Management*, 14(3), 31–35.

- [15] Putriastuti, B. C. K. and Stasi, A. (2019). HOW TO LEAD THE MILLENNIALS: A REVIEW OF 5 MAJOR LEADERSHIP THEORY GROUPS. *Journal of Leadership in Organizations*, 1(2). <http://dx.doi.org/10.22146/jlo.46562>
- [16] Shahzad, M., Qu, Y., Ur Rehmadn, S., Zafar, A. U., Ding, X., & Abbas, J. (2020). Impact of knowledge absorptive capacity on corporate sustainability with mediating role of CSR: analysis from the Asian context. *Journal of Environmental Planning and Management*. <https://doi.org/10.1080/09640568.2019.1575799>
- [17] Wardani, N. W. R. dan Ratnadi, N. M. D. (2017). Pengaruh Kecerdasan Emosional, Kecerdasan Intelektual, dan Perilaku Belajar pada Tingkat Pemahaman Akuntansi. *E-Jurnal Akuntansi Universitas Udayana* 20(2), 1133-1161. ISSN 2302-8556
- [18] Wolor, C. W., Solikhah, S., Fidhyallah, N. F., and Lestari, D. P. (2021). Effectiveness of E-Training, E-Leadership, and Work-Life Balance on. *The Journal of Asian Finance, Economic and Business*, 7(10), 443-450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>

### Books

- [19] Anderson, D. R., Sweeney, D. J., & Williams, A. T. (2008). *Statistic for business and economics* (10<sup>th</sup> Ed.). Ohio: South-Western - Thomson Learning.
- [20] Azwar, S. (2011). *Sikap dan Perilaku Dalam: Sikap Manusia Teori dan Pengukurannya*. Pustaka Pelajar.
- [21] Bell, B. S. and Kozlowski, S. W. J. (2003). *Work groups and teams in organizations*. In D. R. I. W. C. Borman, & R. J. Klimoski (Ed.), *Handbook of psychology: Industrial and organizational psychology* (Vol. 12). Wiley.
- [22] Ghozali, I. (2019). *Aplikasi Analisis Multivariate*. Universitas Diponegoro.
- [23] Holcomb, Z. C. and Cox, K. S. (2018). *Interpreting Basic Statistics*. Taylor & Francis Group.
- [24] Hutcheson, P. (2012). *Work-Life Balance*. IEEE-USA.
- [25] Kreitner, R., Cassidy, C., (2006). *Management* (12<sup>th</sup> Ed.). College Publishing.
- [26] Privitera, G. J., & Lynn, A. (2019). *Research Methods for Education*. SAGE Publications.
- [27] Saunders, M., & Lewis, P. (2016). In Thornhill Adrian. *Research Methods for business students*, 7.
- [28] Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. PT Alfabet.
- [29] Sugiyono. (2017). *Metode Penelitian Manajemen* (4<sup>th</sup> Ed.). CV. Alfabeta.

### Website

- [30] Dinas Perhubungan Kota Denpasar. (2020, Juli 22). *ATCS Dinas Perhubungan Kot Denpasar*. <https://perhubungan.denpasarkota.go.id/berita/read/20658>