

Peran *Work-Life Balance* Terhadap *Work Engagement* Pekerja Hybrid yang Dimoderasi oleh Kepemimpinan Transformasional

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Abstrak. Pasca pandemi COVID-19, sistem kerja *hybrid* semakin banyak diterapkan untuk memenuhi kebutuhan fleksibilitas kerja, namun juga memunculkan tantangan berupa kaburnya batas antara pekerjaan dan kehidupan pribadi yang dapat memengaruhi *work engagement* karyawan. Inkonsistensi temuan penelitian sebelumnya mengindikasikan adanya faktor kondisional lain yang berperan dalam hubungan tersebut. Penelitian ini bertujuan mengkaji peran *work-life balance* terhadap *work engagement* pada pekerja *hybrid* dengan *transformational leadership* sebagai variabel moderator. Hasil penelitian menunjukkan bahwa *transformational leadership* secara signifikan memoderasi hubungan tersebut dengan arah negatif, yang menandakan bahwa pada kondisi *transformational leadership* yang rendah, pengaruh *work-life balance* terhadap *work engagement* menjadi lebih kuat. Temuan ini diharapkan dapat memberikan kontribusi teoretis dan praktis dalam penerapan sistem kerja *hybrid* serta perkembangan psikologi industri dan organisasi.

Kata Kunci: *work-life balance, work engagement, transformational leadership, pekerja hybrid*

Abstract. Post COVID-19 pandemic, hybrid work systems have increasingly been adopted to meet the demand for work flexibility; however, they also present challenges, particularly the blurring of boundaries between work and personal life, which may affect employees’ work engagement. Inconsistent findings in previous studies suggest the presence of additional conditional factors influencing this relationship. This study aims to examine the role of work–life balance in predicting work engagement among hybrid workers, with transformational leadership serving as a moderating variable. The results indicate that transformational leadership significantly moderates this relationship in a negative direction, suggesting that when transformational leadership is low, the influence of work–life balance on work engagement becomes stronger. These findings are expected to contribute both theoretically and practically to the implementation of hybrid work arrangements and to the advancement of industrial and organizational psychology.

Keywords : *work-life balance, work engagement, transformational leadership, hybrid workers*