

ABSTRAK

Kompleksitas pengelolaan SDM di era modern menuntut organisasi untuk mempersiapkan berbagai elemen pendukung, mulai dari struktur organisasi hingga infrastruktur yang memadai. Pengelolaan sumber daya manusia di Dinas Kehutanan Provinsi Jawa Timur Cabang Wilayah Jember menunjukkan dinamika kinerja yang mencerminkan kualitas pelayanan dan efektivitas organisasi. Berbagai indikator, seperti tingkat kehadiran, ketepatan waktu, dan capaian tugas, menggambarkan fenomena kinerja pegawai yang umumnya berada pada kategori memuaskan hingga sangat memuaskan. Penelitian ini menelaah pengaruh gaya kepemimpinan transformasional, keseimbangan kehidupan kerja (*work-life balance*), dan perilaku kewarganegaraan organisasi (*organizational citizenship behavior*) terhadap kinerja pegawai. Dengan menggunakan seluruh populasi pegawai sebagai sampel, data dikumpulkan melalui kuesioner dan dianalisis menggunakan uji validitas, reliabilitas, serta regresi linier berganda. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional mampu memotivasi pegawai untuk mencapai kinerja optimal, *work-life balance* berperan penting dalam menjaga produktivitas dan kesejahteraan, serta *organizational citizenship behavior* memperkuat komitmen dan kolaborasi di lingkungan kerja. Selain variabel utama, faktor kompensasi, kompetensi profesional, dan kondisi fisik tempat kerja juga memberikan kontribusi terhadap capaian kinerja. Rekomendasi penelitian selanjutnya mencakup perluasan cakupan studi dan pendalaman interaksi antarfaktor untuk memperkaya kebijakan manajemen SDM yang adaptif.

Kata Kunci: gaya kepemimpinan transformasional; *work-life balance*; *organizational citizenship behavior*; kinerja pegawai

ABSTRACT

The complexity of human resource management in the modern era requires organizations to prepare various supporting elements, ranging from organizational structure to adequate infrastructure. Human resource management at the East Java Provincial Forestry Office, Jember Branch, exhibits performance dynamics that reflect service quality and organizational effectiveness. Indicators such as attendance consistency, punctuality, and task completion illustrate employee performance ranging from satisfactory to highly satisfactory. This study examines the effects of transformational leadership style, work-life balance, and organizational citizenship behavior on employee performance. Employing the entire employee population as the sample, data were gathered via questionnaires and analyzed using validity and reliability tests as well as multiple linear regression. Findings indicate that transformational leadership motivates employees toward optimal performance, work-life balance is crucial for sustaining productivity and well-being, and organizational citizenship behavior enhances commitment and collaboration in the workplace. Beyond these core variables, compensation practices, professional competence, and the physical work environment also contribute to performance outcomes. Future research is recommended to broaden the study's scope and deepen the exploration of factor interactions to inform more adaptive HR management policies.

Keywords: *transformational leadership style; work-life balance; organizational citizenship behavior; employee performance*