



Organizational performance of the KONI Kota Kupang based on leadership style, retention, and work-life balance

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ABSTRACT

This study aims to analyze and examine the partial and simultaneous effects of leadership style, retention, and work-life balance on organizational performance at KONI Kupang City. The research employs a quantitative method with a survey, confirmatory, and verificative approach. This study is classified as associative research focusing on the relationships among variables. The research population consists of 93 administrators, all of whom were included as the research sample using a saturated sampling technique. The data comprise primary and secondary data, collected through observation, questionnaire-based interviews, and documentation. Data analysis was conducted using multiple linear regression with SPSS version 30. The results indicate that leadership style, retention, and work-life balance have a significant positive effect on improving organizational performance, both partially and simultaneously. These three variables demonstrate a substantial (strong) relationship, accounting for 72.8% of the improvement in organizational performance. This research contributes to developing comprehensive human resource management science and further research in this field. Improving organizational performance can be done by simultaneously paying attention to aspects of leadership style, retention, and work-life balance.

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1. INTRODUCTION

The essential role of the Kupang City KONI in sports development and performance enhancement needs to be evaluated in order to improve organizational performance. The researchers conducted preliminary interviews with the management of the Kupang City KONI, which revealed several key findings: the organization's budget is strongly influenced by political figures and networks; organizational autonomy is weak due to dependence on local government policies and programs; and decision-making is more heavily driven by the political interests of local government leaders than by the needs of sports performance development. Leadership emerged as the most dominant aspect shaping the organization's existence. Furthermore, a phenomenon of low retention among organizational administrators was identified. This is reflected in the passivity of athletes and coaches due to impromptu programs and activities; inactive administrators resulting

from a voluntary organizational structure; burnout caused by an imbalance in workload, where structural positions and tasks become uncompensated work burdens; the absence of compensation increases because the budget is concentrated on sports development; role conflict arising from the lack of guarantees for career development in administrators' primary professions; limited innovation and creativity among administrators due to hierarchical, bureaucratic, and politically driven decision-making; and the complete withdrawal of some administrators when workload levels become excessive.

The phenomenon of work-life balance within the Kupang City KONI has been frequently raised by administrators, particularly in relation to high workloads approaching major sporting events, which interfere with time allocated to their primary professions and family life. Obligations to accompany athletes during training sessions as well as to attend impromptu meetings disrupt personal time. Conflicts between organizational roles and professional and family responsibilities contribute to burnout, turnover intentions, and physical work fatigue, compounded by workloads that fall outside formal job descriptions. The initial interviews were followed by direct observations, which revealed that collective commitment is difficult to achieve due to non-quorate meetings resulting from insufficient attendance. Communication and agendas tend to be ad hoc and sporadic, creating information bottlenecks that slow decision-making processes. The passivity of administrators leads to suboptimal achievement of organizational targets, accumulation of administrative tasks, and frequent rescheduling of program timelines. Burnout is further exacerbated by low collective performance. In addition, top leaders often prioritize their primary professional obligations, resulting in delays in work execution and decision-making. The organization also demonstrates low levels of information system and technology utilization, along with disciplinary conflicts between administrators with athletic and non-athletic backgrounds.

Based on the initial interviews and observations, the phenomenon of organizational performance at the Kupang City KONI is strongly influenced by leadership style, retention, and work-life balance. This phenomenon is consistent with various studies and theoretical perspectives indicating that organizational performance is affected by leadership style (Marnisah et al., 2021; Riwu Kore et al., 2022; Riwu Kore & Haba Ora, 2021), retention (Laoli et al., 2025; Muarifah et al., 2024), and work-life balance (Muarifah et al., 2024; Simarmata, 2023). However, other studies have demonstrated that leadership style, retention, and work-life balance have no significant effect and/or exert a negative influence on organizational performance (Batubara et al., 2025; Mutmainnah et al., 2025; Poernamasari et al., 2023; Wibowo & Tjahjono, 2023). These inconsistencies in research findings give rise to both theoretical and empirical research gaps, which this study seeks to address and empirically examine.

Thus, this study aims to analyze and examine the influence of leadership style, retention, and work-life balance on organizational performance, both partially and simultaneously. This research seeks to confirm the existence of these three variables as predictors of organizational performance at the Indonesian National Sports Committee (KONI) of Kupang City.

2. RESEARCH METHOD

The discipline of this study is human resource management, with the research focus on the Kupang City KONI organization over a four-month period. This study employs a quantitative approach using a confirmatory-verification survey research design to test hypotheses through associative analysis based on field data. The research population consists of 93 administrators, all of whom were included as research respondents using a saturated sampling technique. The data comprise both primary and secondary sources, collected through questionnaire-based interviews use Likert Scale, observation, and documentation. The Likert scale used ranges from 1 to 5, where 1 = strongly disagree, 2 =

disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Data analysis was conducted using multiple linear regression analysis, supported by SPSS version 30.

The measurement of leadership style dimensions was based on the guidelines proposed by Riwu Kore (2020), consisting of four dimensions and ten items, namely: (1) idealized influence (serving as a role model of ethics and integrity, consistency between words and actions); (2) individualized consideration (personal mentoring and coaching, job descriptions aligned with individual skills); (3) inspirational motivation (building optimism despite limited resources, motivating employees to work beyond targets, and clearly communicating the organization's service vision); and (4) intellectual stimulation (appreciating new ideas from organizational members, avoiding excessive criticism of mistakes, and demonstrating the ability to provide alternative problem-solving approaches).

The measurement of retention dimensions was based on the guidelines proposed by Krumsiek (2024), consisting of five dimensions and ten items, namely: (1) organizational components (roles aligned with individual expertise and pride in being part of the organization); (2) individual capacity (access to skills development or capacity-building opportunities and opportunities to assume roles); (3) engagement (frequency of participation in organizational activities and autonomy in organizational community activities); (4) workload (perceptions of appreciation and recognition as well as work flexibility); and (5) emotional and psychological aspects (levels of stress or emotional exhaustion and perceptions of organizational and leadership support).

The measurement of work-life balance dimensions was based on the guidelines proposed by Reindl et al. (2024), consisting of three dimensions and nine items, namely: (1) work-life integration (ease of managing time for personal and organizational activities, not feeling disrupted by primary work during organizational time, and the degree of separation between organizational tasks and personal time); (2) relationships (clear communication regarding activity schedules, leadership support in managing high workloads during certain periods, and autonomy in planning organizational work priorities); and (3) task management autonomy (the level of organizational trust in members, freedom to determine task completion methods, and the ability to cope with pressure arising from performance targets).

The measurement of organizational performance dimensions was based on the guidelines proposed by Riwu Kore & Haba Ora (2022), consisting of six dimensions and twelve items, namely: (1) organizational governance (clear decision-making mechanisms and compliance with regulations); (2) strategic planning and program management (working in accordance with the strategic plan and effective problem-solving to achieve strategic plan targets); (3) operational efficiency (orderly and well-documented administrative processes and the achievement of work programs in line with the organizational agenda); (4) accountability and transparency (open and easily accessible reporting systems and the involvement of beneficiaries in evaluation processes); (5) funding and financial management (organizational financial stability and the presence of internal and external financial audits); and (6) sustainability (members' ability to maintain the organization's image and existence, as well as continuous capacity strengthening).

3. RESULTS AND DISCUSSIONS

3.1 Instrument Testing (Validity and Reliability)

The criterion for the validity test is the Pearson Product Moment correlation, in which the calculated correlation coefficient (r -calculated) must be greater than the critical value (r -table) at a significance level of 0.05.

Table 1. Results of Validity Test

Variable	Items	r-count	r-table	Results
Leadership Style (GK)	GK ₁	0.520	0.2039	Valid
	GK ₂	0.496	0.2039	Valid
	GK ₃	0.668	0.2039	Valid
	GK ₄	0.684	0.2039	Valid
	GK ₅	0.614	0.2039	Valid
	GK ₆	0.773	0.2039	Valid
	GK ₇	0.570	0.2039	Valid
	GK ₈	0.708	0.2039	Valid
	GK ₉	0.285	0.2039	Valid
	GK ₁₀	0.313	0.2039	Valid
Retention (Rt)	Rt ₁	0.475	0.2039	Valid
	Rt ₂	0.492	0.2039	Valid
	Rt ₃	0.746	0.2039	Valid
	Rt ₄	0.779	0.2039	Valid
	Rt ₅	0.684	0.2039	Valid
	Rt ₆	0.763	0.2039	Valid
	Rt ₇	0.464	0.2039	Valid
	Rt ₈	0.769	0.2039	Valid
	Rt ₉	0.227	0.2039	Valid
	Rt ₁₀	0.218	0.2039	Valid
Work-Life Balance (WLB)	WLB ₁	0.578	0.2039	Valid
	WLB ₂	0.432	0.2039	Valid
	WLB ₃	0.735	0.2039	Valid
	WLB ₄	0.742	0.2039	Valid
	WLB ₅	0.688	0.2039	Valid
	WLB ₆	0.759	0.2039	Valid
	WLB ₇	0.536	0.2039	Valid
	WLB ₈	0.479	0.2039	Valid
	WLB ₉	0.445	0.2039	Valid
Organizational Performance (KO)	KO ₁	0.368	0.2039	Valid
	KO ₂	0.284	0.2039	Valid
	KO ₃	0.491	0.2039	Valid
	KO ₄	0.388	0.2039	Valid
	KO ₅	0.568	0.2039	Valid
	KO ₆	0.619	0.2039	Valid
	KO ₇	0.692	0.2039	Valid
	KO ₈	0.632	0.2039	Valid
	KO ₉	0.397	0.2039	Valid
	KO ₁₀	0.390	0.2039	Valid
	KO ₁₁	0.385	0.2039	Valid
	KO ₁₂	0.313	0.2039	Valid

Source : Output SPSS, 2025

As shown in Table 1, all measurement items of the research variables have r-calculated values exceeding r-table, indicating that the data are valid. Thus, each item is able to accurately measure the variables under investigation. The criterion for the reliability test is a Cronbach's Alpha value greater than 0.60, which indicates acceptable reliability or strong reliability. As presented in Table 2, all Cronbach's Alpha values exceed 0.60, indicating that the data are reliable.

Table 2. Results of Reliability Test

Variable	Cronbach's Alpha	Criteria	Results
Leadership Style (GK)	0.748	≥ 0.60	Reliable
Retention (Rt)	0.742	≥ 0.60	Reliable
Work-Life Balance (WLB)	0.768	≥ 0.60	Reliable
Organizational Performance (KO)	0.660	≥ 0.60	Reliable

Source : Output SPSS, 2025

Thus, the questionnaire items exhibit good internal consistency and are capable of measuring the research constructs in a stable and consistent manner, making them suitable for use in subsequent analysis stages.

3.2 Classical Assumption Test: Normality Test

The normality test criterion is the Kolmogorov–Smirnov test (Z-test), in which the Asymp. Sig. (2-tailed) value must be greater than or equal to $\alpha = 0.05$. As shown in Table 3, the Asymp. Sig. (2-tailed) value is 0.065, which is greater than $\alpha = 0.05$, indicating that the data are normally distributed.

Table 3. Normality Test with Kolmogorov-Smirnov

		Unstandardized Residual
N		93
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	3.03082695
Most Extreme Differences	Absolute	.089
	Positive	.046
	Negative	-.089
Test Statistic		.089
Asymp. Sig. (2-tailed)		.065

Source : Output SPSS, 2025

Passing the normality test indicates that the research data are normally distributed. Therefore, the data meet the statistical assumptions and are suitable for further analysis.

3.3 Classical Assumption Test: Multicollinearity Test

The criterion for the multicollinearity test is a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value less than 10. As presented in Table 4, all variables exhibit tolerance values above 0.10 and VIF values below 10, indicating that multicollinearity is not present in the regression model.

Table 4. Results of Multicollinearity Test

Variable	Tolerance	VIF	Results
Leadership Style (GK)	0.931	1.074	Free from Multicollinearity
Retention (Rt)	0.827	1.210	Free from Multicollinearity
Work-Life Balance (WLB)	0.872	1.146	Free from Multicollinearity

Source : Output SPSS, 2025

Passing the multicollinearity test indicates that there is no high correlation among the independent variables. Therefore, each independent variable can independently explain its effect on the dependent variable.

3.4 Classical Assumption Test: Heteroscedasticity Test

The heteroskedasticity test was conducted using a residual plot. The random distribution of residuals above and below zero without a specific pattern indicates homoskedasticity, confirming that the data are free from heteroskedasticity

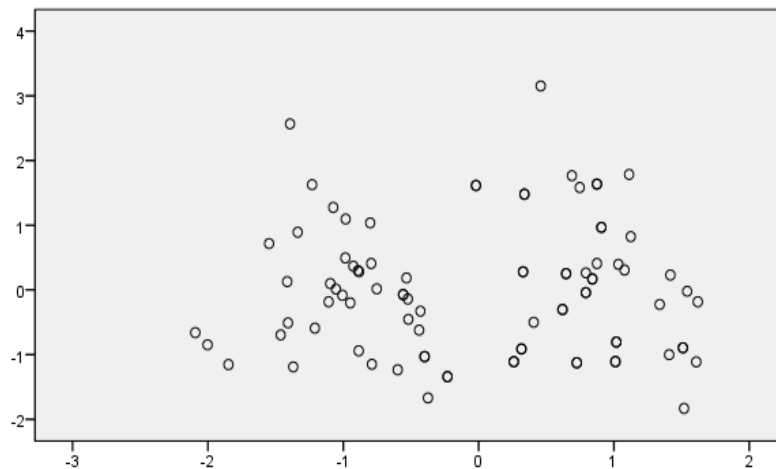


Figure 1. Scatterplot Heteroscedasticity Test

Source : Output SPSS, 2025

3.5 Classical Assumption Test: Autocorrelation Test

The criterion for the autocorrelation test is the Durbin–Watson (DW) statistic, where the condition $dL < (4 - dW) > dU$ must be satisfied. Based on the results presented in Table 5, the calculation yields $1.5966 (dL) < 2.233 (4 - dW) > 1.7295 (dU)$, indicating that there is no autocorrelation in the regression model.

Table 5. Results of Autocorrelation Test

Durbin-Watson	Sample Total (n)	dL Value	dU Value	(4-dW) Value
1,767	93	1,5966	1,7295	2,233

Source : Output SPSS, 2025

Passing the Durbin–Watson test indicates the absence of autocorrelation in the residuals, making the regression model suitable for use.

3.6 Hypothesis Test

Hypothesis testing was conducted through the t-test, F-test, and the coefficient of determination. The decision criteria for the t-test are that the calculated t-value (t-calculated) must be greater than the critical t-value (t-table) and the significance value must be less than $\alpha = 0.05$. In this study, the t-table value is 1.98373 at a significance level of 0.05, with $df = 91$, $k = 2$, and $n = 93$. The results of the t-test are presented in Table 6. Furthermore, the decision criteria for the F-test are that the calculated F-value (F-calculated) must be greater than the critical F-value (F-table) and the significance value must be less than $\alpha = 0.05$. The F-table value in this study is 2.71 at a significance level of 0.05, with $df (N2) = 89$, $df (N1) = 3$, $n = 110$, and $k = 4$. The results of the F-test are presented in Table 7.

Table 6. Result of t test (partially)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Results
	B	Std. Error	B			
(Constant)	4.332	2.785		1.556	0.123	Constant
Leadership Style (GK)	0.180	0.055	0.187	3.273	0.002	Significant
Retention (Rt)	0.587	0.060	0.597	9.829	0.000	Significant
Work-Life Balance (WLB)	0.343	0.059	0.342	5.783	0.000	Significant

Source : Output SPSS, 2025

The results of the t-test indicate that leadership style has a positive and significant effect on organizational performance, as evidenced by a calculated t-value of 3.273, which exceeds the t-table value of 1.98373, and a significance value of 0.002,

which is less than $\alpha = 0.05$. The t-test results for the effect of retention on organizational performance show a calculated t-value of 9.829, which is greater than the t-table value of 1.98373, with a significance value of 0.000, which is below $\alpha = 0.05$. This indicates that retention has a positive and significant effect on organizational performance. Furthermore, the t-test results for the effect of work-life balance on organizational performance yield a calculated t-value of 5.783, which exceeds the t-table value of 1.98373, and a significance value of 0.000, which is less than $\alpha = 0.05$. This finding demonstrates that work-life balance has a positive and significant effect on organizational performance.

Table 7. Results of F Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.	Results
Regression	2266.789	3	755.596	79.574	0.000 ^b	Positive and Significant
Residual	845.104	89	9.496			
Total	3111.892	92				

Source : Output SPSS, 2025

The results of the F-test examining the simultaneous effects of leadership style, retention, and work-life balance on organizational performance show a calculated F-value of 79.574, which exceeds the F-table value of 2.71, with a significance value of 0.000, which is less than $\alpha = 0.05$. This indicates that leadership style, retention, and work-life balance collectively have a positive and significant effect on organizational performance.

The results of the coefficient of determination analysis are presented in Table 8. The correlation coefficient is 0.853, indicating a very strong relationship among the variables.

Table 8. Determinants Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.853 ^a	0.728	0.719	3.081

Source : Output SPSS, 2025

The R^2 value is 0.728, which suggests that leadership style, retention, and work-life balance collectively explain 72.8% of the variance in organizational performance, while the remaining 27.2% is explained by other factors not examined in this study.

3.7 The Effect of Leadership Style on Organizational Performance

The partial test results indicate that leadership style has a positive and significant effect on organizational performance, with the relationship between the two variables categorized as strong. In this formulation, leadership style functions as a predictor of organizational performance. These findings are consistent with previous studies demonstrating that organizational performance is influenced by leadership style (Harinie et al., 2023; Setiari, 2024).

However, the findings of this study differ from those reported by Wibowo & Tjahjono (2023) and Simarmata (2023), who found that organizational performance is not influenced by leadership style. The distinguishing factor underlying these differences lies in the leadership style dimension examined. This study focuses on transformational leadership as the core dimension, whereas their studies emphasized militaristic and entrepreneurial leadership styles, characterized by routine practices and self-directed actions without explicit instructions. According to Susanto et al. (2021) and Haba Ora et al. (2021), work behaviors measured against organizational standards and demands are influenced by leadership style choices, which in turn have a significant impact on organizational growth and development.

3.8 The Effect of Retention on Organizational Performance

The partial test results indicate that retention has a positive and significant effect on organizational performance, with the relationship between the two variables categorized as strong. In this formulation, retention serves as a predictor of organizational performance. These findings are consistent with prior studies showing that organizational performance is influenced by retention (Muarifah et al., 2024; Laoli et al., 2025; Mutmainnah et al., 2025; Batubara et al., 2025).

However, the results of this study differ from other research, such as that of Suka (2022) and Toendan (2022), which found that retention has a significant negative effect on organizational performance. The distinguishing factor lies in organizational culture. In their studies, respondents were burdened by competitive business-oriented cultures and government organizational cultures influenced by multisystem structures. In contrast, respondents in the present study are not constrained by rigid organizational cultures, as the organization operates in a flexible and voluntary manner. According to F. R. Riwu Kore et al. (2025), flexibility enhances retention, reduces turnover intention, increases loyalty, and fosters a sense of appreciation among members. Flexibility also enables members to work at the times and in the locations where they are most focused.

3.9 The Effect of Work–Life Balance on Organizational Performance

The partial test results of this study indicate that work–life balance has a positive and significant effect on organizational performance, with the relationship between the two variables categorized as strong. In this formulation, work–life balance serves as a predictor of organizational performance. These findings are consistent with previous studies demonstrating that organizational performance is influenced by work–life balance, as reported by Rondonuwu et al. (2018), Simarmata (2023), Poernamasari et al. (2023), and Muarifah et al. (2024).

However, the findings of this study differ from those of Purwaningsih & Rahmawati (2024), who reported that organizational performance is not influenced by work–life balance. Moreover, Alamsyah et al. (2025) found that work–life balance has a negative effect on organizational performance. The distinguishing factor underlying these divergent findings lies in the issue of prioritization. In their studies, organizational performance was treated as a primary work demand and task priority, particularly within police organizations and business organizations. In contrast, the present study examines a voluntary and flexible organization in which work–life balance policies are highly important. As noted by Susanto et al. (2022), work–life balance is especially critical in organizations with flexible and voluntary work environments.

3.10 The Effect of Leadership Style, Retention, and Work–Life Balance on Organizational Performance

The simultaneous test in this study positions leadership style, retention, and work–life balance as predictors of organizational performance. All three predictor variables make a real and significant contribution to the improvement of organizational performance. Their combined effect strengthens individual–organizational resources, which in turn enhances individual performance. This study confirms the relevance of the Resource-Based View (RBV) theory proposed by Birger Wernerfelt (1995), which posits that retention, work–life balance, and high-quality leadership constitute valuable and difficult-to-imitate human resource capabilities. Collectively, these capabilities serve as sources of competitive advantage that simultaneously enhance organizational performance.

The combined contribution of these three predictors to organizational performance is 72.8%, which is higher than that of other possible combinations. The strength of this relationship is categorized as strong, with a correlation coefficient of 0.853, indicating a substantial (strong) relationship. The simultaneous implementation of these three aspects is therefore a key factor in creating a productive, healthy, and sustainable organization.

Overall, the research findings confirm that improvements in organizational performance can only be achieved through an integrated human resource management approach, namely by strengthening leadership, retaining high-quality members, and providing adequate work-life balance. The simultaneous implementation of these three aspects is key to creating a productive, healthy, and sustainable organization.

4. CONCLUSION

This study successfully demonstrates that leadership style, retention, and work-life balance have a significant positive effect on improving organizational performance, both partially and simultaneously. These three variables exhibit a substantial (strong) relationship, accounting for 72.8% of the improvement in organizational performance. The implications of this study indicate that improving the organizational performance of KONI Kupang City requires strengthening transformational leadership, developing a sustainable member retention system, and implementing integrated work-life balance policies. These three aspects need to be managed simultaneously and based on data to enable the organization to operate professionally, reduce managerial burnout, and achieve effective and sustainable performance. The limitation of this study is that the research subjects were limited to organizational administrators; therefore, future research should be expanded to include sports branches, athletes, and coaches.

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