

Research Article / Araştırma Makalesi

## THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP PRACTICES IN ORGANIZATIONS ON FAMILY-WORK CONFLICT, WORK-FAMILY CONFLICT, AND JOB PERFORMANCE

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### ABSTRACT

Many studies have been conducted in the literature on factors affecting job performance. However, no study has been found that investigated the effects of family-work conflict and work-family conflict on job performance using structural equation modeling in the context of transformational leadership style practices in organizations. Thus, this study aims to examine the relationship between transformational leadership in organizations and family-work conflict, work-family conflict, and job performance. To achieve this purpose, data were collected from 232 individuals working at various levels in public institutions and organizations in Ankara. The study used the Transformational Leadership Scale, Performance Scale, Family-Work Conflict Scale, and Work-Family Conflict Scale to collect data. The SPSS 27.0 program was used to analyze demographic variables related to the data obtained, while the SmartPLS 4.0 package program was used to test the hypotheses of the study through Partial Least Squares Structural Equation Modeling (KEKK-YEM) analysis. Based on the analyses conducted, it was determined that transformational leadership practices have a positive effect on job performance but negatively affect family-work conflict. No relationship was found between work-family conflict and transformational leadership. Furthermore, family-work conflict was found to have a negative impact on job performance, while work-family conflict had no effect on job performance.

**Keywords:** Organizational Behavior, Transformational Leadership, Job Performance, Family-Work Conflict, Work- Family Conflict.

**JEL Codes:** M12, M54, M10.

## ÖRGÜTLERDE DÖNÜŞÜMCÜ LİDERLİK UYGULAMALARININ; AİLE –İŞ ÇATIŞMASI, İŞ -AİLE ÇATIŞMASI VE İŞ PERFORMANSI ÜZERİNDEKİ ETKİLERİ

### ÖZET

Literatürde iş performansını etkileyen pek çok faktör üzerine çalışmalar yapılmıştır. Ancak örgütlerdeki dönüşümcü liderlik tarzı uygulamalarının; aile-iş çatışması ve iş-aile çatışmasının iş performansı üzerindeki etkileri yapısal eşitlik modellemesi ile araştıran çalışmaya rastlanmamıştır. Bu çerçevede çalışma, örgütlerde dönüşümcü liderlik ile aile-iş çatışması, iş-aile çatışması ve iş performansı

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arasındaki ilişkiyi incelemeyi amaçlamaktadır. Bu amaçla, Ankara ilinde bulunan kamu kurum ve kuruluşlarında farklı kademelerde çalışan 232 kişiden veri toplanmıştır. Veri toplamak için dönüşümcü liderlik ölçeği, performans ölçeği, aile-iş çatışması ölçeği ve iş-aile çatışması ölçeği kullanılmıştır. Elde edilen verilerle ilgili demografik değişkenlerin (frekans analizleri) analizinde SPSS 27.0 programı ve çalışmanın hipotezlerini test etmek için Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesi (KEKK-YEM) analizinde SmartPLS 4.0 paket programı kullanılmıştır. Yapılan analizler neticesinde; dönüşümcü liderlik uygulamalarının iş performansını pozitif yönde etkilediği ve aile-iş çatışmasını negatif yönde etkilediği ortaya çıkmıştır. İş-aile çatışması ile ilişki bulunamamıştır. Ayrıca aile-iş çatışmasının iş performansını negatif yönde etkilediği bulunmuştur. İş-aile çatışmasının iş performansı üzerinde etkisi bulunamamıştır.

**Anahtar Kelimeler:** Örgütsel Davranış, Dönüşümcü Liderlik, İş performansı, Aile-İş Çatışması, İş-Aile Çatışması.

**JEL Kodları:** M12, M54, M10.

## 1. Introduction

Humans are social creatures, so it is an inevitable reality that the same person assumes very different roles and responsibilities in daily life. At this point, it can be shaped by people's preferences which of these roles is more important or which affects others positively or negatively. However, personal preferences are not the only effective factors on the results. The environment in which a person works, their friendship and family relations, and many other parameters can also have an effect on the outcome.

It is not possible for a person, who is an emotional creature, to separate themselves from all external factors and even their individual characteristics and continue their work and family life. Therefore, it is not feasible that the positive or negative situations that people experience in their business life do not affect their family life, or that some events in their family life do not have positive or negative effects on their business life and work performance. In this study, the purpose is to define, with the help of a structural equation model, what kind of results will be faced by those working under the management of transformational leaders in the public sector regarding their job performance through work-family and family-work conflict.

The study is very important as it researches the effects of transformational leadership practices in organizations on family-work conflict, work-family conflict, and job performance. Issues such as family-work conflict and work-family conflict result from conflicts between employees' work and private lives, and these situations can increase employees' stress levels and decrease job satisfaction and performance. The study is also important for understanding the difficulties employees face in balancing their family and work lives.

Although many leadership models can be included in the model that we can create, the transactional leadership style was chosen within the scope of the study. This is because transformational leadership style is included in modern leadership approaches, and it comes to the forefront as an important factor for employees to maintain the balance between their work and families in their organizations.

One of the aims of this study is to better understand the current effects of transformational leadership, which has gained popularity recently, on family-work conflict, work-family conflict, and work performance. The study is important in terms of contributing to the current

literature creation process and better understanding the effects of family or job-related problems and tensions experienced by employees on their job performance.

The data obtained from the survey conducted on public employees will be analyzed within the scope of the study. This analysis will contribute significantly to the literature on leadership practices, the design, and implementation of policies related to work-life balance in organizations. Additionally, analyzing this data can help managers and leaders develop strategies to assist employees in balancing their family and work lives. Furthermore, this study can help understand the effects of transformational leadership practices in different sectors.

## **2. Theoretical Framework and Hypothesis Development**

### **2.1. Transformational Leadership**

Competition and rapid changes brought about by global competition also increase the duties and responsibilities expected from leaders. This change, experienced due to economic, social, cultural, and technological developments, requires leaders to be more innovative and grasp change faster. At this point, the leader should be able to realize the necessary change in their organization without wasting time and ensure the continuity of the business.

In the historical process, leadership theories have been formed by being influenced by the characteristics of the current situation. In the first half of the 1900s, the idea that leadership is innate and includes superior characteristics was dominant. However, in the early 1990s, the concept of emotional intelligence began to be discussed. Since transformational leadership is seen as the strongest leadership style in implementing innovation, it can be said that this leadership style is the most studied leadership style today.

The success or failure of an organization depends on its leadership style (Khajeh, 2018), because leadership styles significantly affect the commitment, interest, and reliance levels of employees (Meng & Berger, 2018). It is understood that transformational leadership can be considered as a catalyst for innovative behavior among employees, and this assessment is of considerable interest to other researchers (Zuraik & Kelly, 2019; Khan et al., 2020).

According to Ilyas et al. (2021), transformational leadership is defined as a leader's ability to encourage and motivate followers to achieve organizational goals, meet expected results, and develop leadership skills. In addition, transformational leadership motivates followers to achieve results that exceed normal expectations. Cerne et al. (2013) state that transformational leadership creates a safe environment that encourages innovation among employees.

Hansbrough & Schyns (2018) and Mohamed (2016) provide empirical evidence that transformational leadership is based on five main dimensions: expressing a vision, inspiring communication, providing individual support, providing intellectual encouragement, and providing personal recognition. However, the characteristics of transformational leadership can vary depending on the theoretical perspective of the organizational leader.

### **2.2. The Relationship between Transformational Leadership and Work-Family and Family-Work Conflict**

People spend most of their time either at work or at home, so it is inevitable that their relationships with colleagues or managers at work and their relations with family members

at home will affect each other to some extent. While a balance between these two areas is highly desirable, unfortunately it is not always possible to maintain and sustain this balance. It is important to consider that conflicts arising in one area can affect the other and increase the problems that may arise from it.

This situation, shaped by different responsibilities and roles, often results in conflicts. On the one hand, being a family member brings with it certain responsibilities and limitations, and on the other hand, duties in the workplace, business relationships, conflicts with managers, and other problems can arise. Any disruption or problem in any of these areas can inevitably affect the other. In other words, a problem originating from the family can have an impact on business life, and work-related problems can also have an impact on family life.

Two important aspects of adult life are family and work, but the role expectations of these two areas are not always compatible and may cause conflicts. These conflicts are associated with negative outcomes such as job dissatisfaction, burnout, leaving work, psychological problems (such as depression), dissatisfaction with life and marriage.

Conflicts between roles always have the potential to turn into a crisis if not managed properly. The cause of this crisis is sometimes family, sometimes workplaces, and according to Greenhaus & Powell (2003:292), this is called "family conflict". Gutek et al. (1991) pointed out that it would be more beneficial to examine the concept of work-family conflict in two ways, from work to family and from family to work. In addition, some authors state that these two concepts are different from each other, but are closely related to each other (Sunal et al., 2016).

The effect of the balance to be established between work and family life on people's working and private lives has been the subject of many researches to date. It is an undeniable reality that the balance to be established between these two topics is very important for people to be more peaceful and successful. Conflicts to be experienced in work and family life, and the effects of these conflicts on employees, their performance, family life and attitudes, behaviors and perceptions in the workplace are among the topics that have been researched for a long time.

Work-family conflict, which constitutes the first flow of conflict that may arise in the absence of a balance between work and family life, is the difficulty or inability of people to fulfill their responsibilities regarding their families due to the roles they take in the workplace. Kahn et al. (1964) defined work-family conflict as a type of inter-role conflict in which the individual's demands for roles in the workplace conflict with those in the family. According to Greenhaus & Beutell (1985), the main reason for work-family conflict is the incompatibility of some aspects of role pressures related to work and family (as cited in Poelmans, 2005: 210). In another definition, work-family conflict is the intertwining of the individual's work life and family life (Lei et al., 2005). Today, especially the developments in technology make the boundaries between work and family areas flexible and pave the way for work-family conflicts.

On the other hand, family-work conflict appears in the form of family-related responsibilities that prevent duties and responsibilities that need to be fulfilled in the workplace. At this point, it is known that arrangements have been made under different headings in order to maintain the balance. As an example of these; flexible working hours, hybrid jobs that allow you to work from home, regulations that have recently been amended by law in some countries, ie 4 days less work per week, nursery, health and old age can be given.

Such arrangements are important because job demands are one of the contextual determinants. Many studies have revealed that long working hours disrupt work-life balance and cause conflict (Clark, 2001). With the extension of working hours and frequent business trips, individuals have difficulty in establishing a balance between work, family, and social life, which can lead to stress and role conflict. In light of all these findings, it is important to consider the effect of leadership style and the support provided by leaders to their employees on this issue.

Leadership support should enable employees to organize their workdays to facilitate after-work activities and spend free time with their families on weekends. In this way, the requirements of work and family roles can be harmonized, and participation in both work and family roles can be easier (Greenhaus & Beutell, 1985). In other words, transformational leaders can prevent work-family conflict, as their supportive actions can reduce conflicts between the demands of multiple roles (Baruch & Barnett, 1986).

Also, transformational leaders understand that employees may have personal or family issues that affect their work and care about the effects of job demands on their subordinates' personal lives. When employees perceive their manager as a transformational leader, they may feel comfortable raising personal or family issues to their manager (Thompson & Prottas, 2006). Transformational leaders can reduce the demands associated with the job role, allowing individuals to fulfill their multiple roles comfortably (Voydanoff, 2002). Additionally, transformational leaders can increase the level of coworker support, which has been suggested to have a significant impact on employees' ability to balance work and family demands (Grzywacz & Marks, 2000). Finally, transformational leaders provide resources for their subordinates, thereby reducing stress factors such as work-family conflict (Hobfoll, 2002).

### **2.3. The Relationship between Transformational Leadership and Business Performance**

One of the most basic challenges for businesses is to continue their activities effectively. Another important aspect in achieving this is, of course, the concept of job performance. Measuring and analyzing performance is of vital importance in enabling businesses to develop new strategic approaches in changing situations.

It is evident that there are various definitions of performance in the literature. Bingöl (2010) defines performance as the level of an employee's ability to complete a given task or the attitude displayed while performing that task within the framework of predetermined conditions. In another definition, performance is a concept that identifies the outputs resulting from an intended activity, quantitatively or qualitatively. It is the result of the elements that make up the business as a whole (Akal, 2003).

Job performance can be defined as the fulfillment and completion of a particular job (Chiu, 2004:82); making, performing, working, and processing a job or task (Öncer, 2000:134); a quantitative and qualitative expression of what an individual who performs a job can achieve and what they can accomplish in line with the targets aimed with that job (Akal, 2003:1); and doing a job while considering quantity, quality, time, and cost-effectiveness (Smith & Goddard, 2002:250).

The question of how job performance will be evaluated is also very important to ensure that the evaluation is impartial and accurate. It is essential to clearly communicate the results of the evaluation to the employee so that they can assess themselves and gain knowledge about their strengths and weaknesses.

Some people suggest that sharing the results with the employee may harm the relationship between the worker and the manager. However, others believe that openly sharing information with the employee will not only boost their morale but also help them align with the goals of their organization (Yelboğa, 2006).

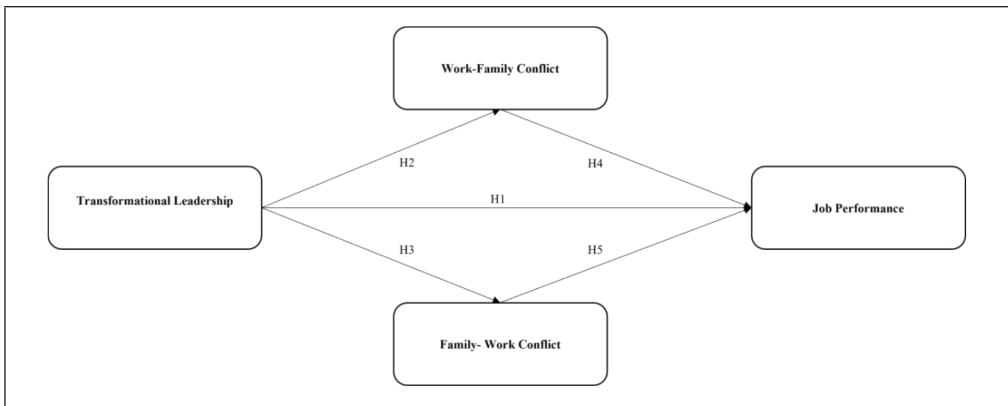
Transformational leadership practices have direct or indirect effects on the performance of organizations. The four basic components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) emphasized by Bass (1985) significantly impact employee performance by revealing their potential. These factors indirectly contribute to increasing the return on investment in organizations (Birasnav et al., 2010:1039).

#### 2.4. The Relationship between Work-Family, Family-Work Conflict and Job Performance

Work-family and family-work conflict are growing problems in modern society, as the vast majority of men and women report that work obstructs their family responsibilities” (Glavin & Schieman, 2012). The widespread use of personal electronic devices, along with technology that increases the pace of daily life and severely encroaches on human life, causes people to be connected to work 24/7, gradually increasing work-family conflict (Kossek, 2016).

Work-family and family-work conflict directly and indirectly affect a large part of the world’s population. Even single people and those without children report having work-family conflict because all individuals may be living with siblings or friends who function as family” (Casper et al., 2007). Work-family conflict also has increased indirect effects, as studies have shown that work-family conflicts can be transmitted to co-workers (O’Neill et al., 2009) and families (Westman, 2001).

Shape 1: Research Model



### **Hypotheses:**

H1: Transformational leadership behavior has a significant and positive effect on job performance.

H2: Transformational leadership behavior has a significant and negative effect on work-family conflict.

H3: Transformational leadership behavior has a significant and negative effect on family-work conflict.

H4: Work-family conflict has a significant and negative effect on job performance.

H5: Family-work conflict has a significant and negative effect on job performance.

## **3. Research Method**

### **3.1. Data analysis**

“In the analysis of demographic variables, SPSS and Structural Equation Modeling (SEM) were used to test the structural model. Smart-PLS is a non-parametric method that can analyze multilevel structures together, even with small samples, when the data is not normally distributed” (Hair et al., 2017). “Furthermore, Smart-PLS can accurately analyze complex models as a whole, even with small samples and when the factor in the model consists of a small number of factors” (Seçilmiş et al., 2021).

### **3.2. Data collection**

The data collection procedure for this study involved using both face-to-face and web-based questionnaires. The population of the research comprised personnel working in various positions and levels within public institutions and organizations in Ankara. In this regard, the random sampling method was employed to determine the sample, and 232 individuals were reached through this method. This research was deemed ethically appropriate by the Istanbul Rumeli University Ethics Committee, and the decision was made at the meeting held on 20/02/2023 and numbered 02 (Research Code: 2023/02).

**Table 1: “A Priori” Power Analysis**

<b>Exact</b> – Multiple linear regression: Random model	Non-centrality parameter $\lambda$ : 17.640
H1 $q^2$ : 0.1	Number of estimators: 9
H0 $q^2$	Lower critical $R^2$ : 0.074
$\alpha$ err prob: 0.05	Upper critical $R^2$ : 0.074
Power (1- $\beta$ err prob): 0.95	Total sample size: 226

Table 1 shows the power analysis findings. Accordingly, in the regression analysis to be carried out with 9 estimators, 226 participants are required to obtain 95% power.

At the beginning of the questionnaire, participants were asked questions to determine their demographic characteristics, while in the other sections, they were asked questions consisting of the scales that were the subject of the research. Data analysis was performed on the



remaining 232 questionnaires after 18 questionnaires that were filled in incorrectly or incompletely were removed from the initial 250 questionnaires.

**Table 2: Basic Characteristics of the Sample**

<b>Gender</b>	<b>Frequencies</b>	<b>%</b>	<b>Education</b>	<b>Frequencies</b>	<b>%</b>
Female	98	42.2	High School	14	6.0
Male	134	57.8	Bachelor’s degree	124	53.4
<b>Marital Status</b>			MBA	61	26.3
Married	170	73.3	Ph.d	33	14.2
Single	62	26.7			
<b>Age</b>			<b>Experiarence</b>		
18-25	4	1.7	< 1 year	13	5.6
26-40	117	50.4	1-5 year	21	9.1
41-55	104	44.8	6-10 year	33	14.2
65+	7	3.0	11-15 year	49	21.1
			16+ year	116	50.0

When we looked at the demographic characteristics of the participants, it was found that 57.8% were male and 42.2% were female. The age distribution revealed that 4% were aged 18-25, 50.4% were aged 26-40, 44.8% were aged 41-55, and 3% were 65 years old and above. In addition, 73.3% of the respondents were married, while 26.7% were single. Education level showed that 6% of the participants were high school graduates, 53.4% had bachelor’s degrees, 26.3% had master’s degrees, and 14.2% had doctoral degrees. In terms of seniority, 13 people had less than 1 year of experience, 21 people had between 1-5 years, 33 people had 6-10 years, 49 people had 11-15 years, and 116 people had 16 years and above.

### 3.3. Measuring Tools

The research method used in this study was a questionnaire form. The questionnaire consisted of four parts. The first part included questions with categorical variables to measure socio-economic characteristics. The second part was the transformational leadership scale, the third part was the job performance scale, and the last part was the work-family and family-work conflict scale.

The transformational leadership scale was used to measure the level of transformational leadership, using the transformational leadership part of the “Multifactor Leadership Questionnaire (MLQ)” scale originally developed by Bass et al. (1999) and adapted by Bolat (2008). This scale consists of 20 items and five sub-dimensions: idealized effect (attributed), idealized effect (behavior), inspiration, intellectual stimulation, and individual attention.

The job performance scale was adapted from Goris et al. (2003) and taken from Valibayova’s (2018) master’s thesis. The scale consists of five statements and is a 5-point Likert-type scale.



The work-family and family-work conflict scale was developed by Netemeyer et al. (1996) and adapted for Turkish by Apaydın (2004). The scale consists of 10 statements and two dimensions, collecting data in the form of a 5-point Likert scale.”

## 4. Finding

### 4.1. Measurement Model

To test the measurement model, firstly, reliability (internal consistency) and convergent validity were examined. Upon examining Table 1, it can be seen that the composite reliability (CR) value is above the acceptable threshold of 0.70 (ranging from 0.891 to 0.961), and the average variance extracted (AVE) value is also above the acceptable threshold of 0.50 (ranging from 0.620 to 0.743). Therefore, the convergent validity of the constructs was confirmed. Moreover, all variables have variance inflation factor (VIF) values less than 5.0 (ranging from 1.000 to 1.126).”

**Table 3: Structures and Elements**

Constructs and Items	Loading	CR	AVE	$\alpha$	rho_A
<b>1. Transformational Leadership (TL)</b>		0.961	0.638	0.956	0.962
My manager talks about ethical values	0.740				
My manager expresses confidence that we will achieve our goals.	0.841				
My manager emphasizes the importance of a collective sense of mission	0.861				
My manager has a strong purpose	0.760				
My manager expresses a compelling vision for the future	0.812				
My manager speaks optimistically about the future	0.697				
My manager speaks enthusiastically about what needs to be achieved	0.778				
My manager seeks different perspectives in solving problems	0.805				
My manager reexamines critical assumptions about appropriateness.	0.831				
My manager allows me to look at the task from different angles	0.853				
My manager suggests new ways of doing business	0.718				
My manager spends time teaching and coaching me	0.823				
My manager helps group members build on their strengths	0.805				
My manager treats me like an individual	0.840				
<b>2. Performance (PER)</b>		0.891	0.620	0.850	0.871
I fulfill the responsibilities required by my job.	0.813				
I do not neglect the work required by my duty.	0.840				
At my workplace, I always complete the jobs in the job description.	0.783				

**Table 3 continue**

My performance in my job satisfies me.	0.729				
My performance in my job satisfies my supervisors.	0.771				
<b>3. Work- Family Conflict (WFC)</b>		0.935	0.743	0.916	0.871
My work responsibilities negatively affect my family and home life.	0.763				
The time my job takes makes it difficult for me to fulfill my responsibilities to my family.	0.905				
Due to the requirements of my job, I cannot do the things I want to do at home.	0.885				
Due to the tension and burden created by my job, I cannot do the things I want to do about my family life.	0.908				
Because of my job responsibilities, I have to change my plans for my family.	0.842				
<b>4 Family – Work Conflict (FWC)</b>		0.894	0.630	0.857	0.888
The needs of my family negatively affect my work life.	0.812				
Due to the needs of my home life, I have to leave my work-related work for later.	0.777				
Because of my responsibilities to my family, I cannot do the things I want to do about my job.	0.877				
My family life negatively affects my work-related responsibilities, such as getting to work on time, meeting daily work requirements, and working overtime.	0.693				
The tension and burden of my family life negatively affect my ability to perform my duties related to my job.	0.797				

“Fornell-Lacker criteria were first examined to assess discriminant validity. According to this method, the diagonal values in the analysis output should be larger than the other values in the column to which they belong (Fornell & Larcker, 1981). Upon examining the ratios in Table 2, it is evident that the model meets these criteria. However, Henseler et al. (2016) have suggested that the Fornell-Larcker method may not be sensitive enough in terms of discriminant validity. Therefore, we also performed a second multidimensional Heterotrait-Monotrait (HTMT) analysis. Henseler et al. (2015) recommend that the HTMT value should be below 0.90 to ensure discriminant validity. We found that all HTMT values in Table 4 were below 0.90, and thus, discriminant validity was established. However, we excluded six expressions from the transformational leadership scale as their HTMT values exceeded 0.708.”

**Table 4. Fornell-Larcker Criterion and Heterotrait-Monotrait Ratios**

	Fornell-Larcker				HTMT			
	FWC	TL	WFC	PER	FWC	TL	WFC	PER
FWC	<b>0.794</b>				FWC			
TL	-0.202	<b>0.799</b>			TL	0.209		
WFC	0.289	-0.120	<b>0.862</b>		WFC	0.340	0.123	
PER	-0.236	0.333	-0.082	<b>0.788</b>	PER	0.251	0.336	0.096

Note. HTMT ratios are good if < 0.90, best if < 0.85.

## 4.2. Structural Model

After the validity and reliability phase, the structural model was tested. The results for the structural model are shown in Table 3. Goodness of fit indices obtained as a result of testing the structural model are at acceptable levels ( $\chi^2 = 1101.029$ , SRMR = 0.068, NFI = 0.89) (Schermelleh - Engel et al., 2003). The predictive fit values of the model were also examined in Stone-Geisser's Q2 Predictive Power Analysis. The Q2 value should be higher than zero (Hair et al., 2016). In this study, all values were found to be higher than zero. [Q2 (WC) = 0.06; Q2 (FG) = 0.07; Q2 (ADR) = 0.03].

**Table 5. Structural Model Results**

Hypothesis	Path	Effect	t Values	P Values	Remarks
Hypothesis 1	TL → PER	0.300	5.338	0.01	Supported
Hypothesis 2	TL → WFC	-0.119	1.693	0.091	Not Supported
Hypothesis 3	TL → FWC	-0.205	3.279	0.01	Supported
Hypothesis 4	FWC → PER	-0.172	2.103	0.03	Supported
Hypothesis 5	WFC → PER	0.004	0.051	0.960	Not Supported

Note: İAÇ: R<sup>2</sup> = 0.010; AİÇ: R<sup>2</sup> = 0.038; PER: R<sup>2</sup> = 0.129, \*\*p < 0.05; \*\*\*p < 0.001.

According to Table 5, transformational leadership practices affect the performance of employees ( $\beta=0.300$ , t-value=5.338 in a significant and positive way. Transformational leadership has a significant and negative effect on family work conflict ( $\beta= -0.205$ , t-value=3.279). Family work conflict significantly and negatively affects work performance ( $\beta=-0.172$ , t-value=2.103).

## 5. Conclusion and Discussion

In this study, the relationships among transformational leadership practices, family-work conflict, and work-family conflict in organizations, as well as the effects of transformational leadership practices on employee performance, were examined. For this purpose, a survey was conducted with 232 people working in public institutions and organizations in Ankara, and the survey results were analyzed using the model created. When the results of the analysis are examined, it is understood that transformational leadership behavior has a significant and positive effect on job performance. In other words, transformational leaders provide a good work-

ing environment for employees to increase their job performance (Sungu et al., 2019), which in turn increases the contribution of employees to the business. Additionally, it was concluded that transformational leadership behavior has a significant and negative effect on work-family conflict. In particular, the transformational leadership model may also affect work-family conflict (Hammond et al., 2015) because it is known that transformational leaders provide open and personalized support to employees (Wang & Walumbwa, 2007). For example, transformational leaders should respond positively to employee requests to fulfill family obligations. These leaders have to work to maximize the compatibility of work and family demands, as they are attentive to the needs of their employees and want to create conditions that allow employees to develop their full potential to contribute to the organization's goals.

According to the findings, it was concluded that transformational leadership behavior has a significant and negative effect on family-work conflict. This result supports the findings of some researchers (Allen, 2001; French et al., 2018). In the context of the transformational leadership behavior of the manager, the individual attention behaviors shown to the employees reduce the family-work conflict of the employee. The solution of the problems experienced by the employee, reinforcement of the strengths, showing new ways to do business and strong personal communication significantly eliminate the negative effects experienced in the family and the decrease in labor productivity due to the family.

Managers who show transformational leadership behavior can anticipate the personal or family problems of employees and pay special attention to the situation. Employees may show behaviors such as personally calling or creating a flexible work schedule without criminal sanctions (Wang & Walumbwa, 2007). Also, the inspiring behaviors of managers who display transformational leadership behaviors to improve the creative and intellectual perspectives of employees at the point of eliminating the problems arising from family-work conflict and developing constructive solution suggestions eliminate family-work conflict (Shin & Zhou, 2003; Michel, et al., 2011).

Managers who display transformational leadership behavior make efforts to support employees and use external motivational factors to eliminate negative emotional states such as anxiety, depression, and stress caused by family-work conflict (Michel et al., 2011). As a result of this approach, family-work conflict is negatively affected.

Finally, managers who exhibit transformational leadership behaviors have a very valuable effect on employees in terms of displaying moral and ethical standards, providing an inspiring, intellectual, and motivating perspective, and effectively correcting attitudes and behaviors. In our country, where family-work conflict is likely to be experienced frequently, it is considered important for administrators at the management level to approach employees within the framework of transformational leadership behaviors.

Transformational leaders understand that employees have personal or family issues that affect their work and care about the impact of job demands on the personal lives of their managers. Therefore, when employees perceive their supervisor as a transformational leader, they may feel comfortable raising personal or family issues to their supervisors (Thompson & Prottas, 2006). That is, transformational leaders can reduce the overall demands associated with the job role to allow individuals to adequately or comfortably fulfill their multiple roles (Voy-

danoff, 2002). Finally, transformational leaders can also increase the level of co-worker support, which has been suggested to have a significant impact on employees' ability to combine work and family demands (Grzywacz & Marks, 2000). To sum up, transformational leaders provide resources for their subordinates, thereby reducing stress factors such as work-family conflict (Hobfoll, 2002).

Another conclusion that was reached as a result of the analysis is that work-family conflict has a significant and negative effect on job performance. However, a study conducted by Gözükarar & Çolakoğlu (2016) found no significant relationship between work-family conflict and employee performance, contradicting the result of this study. On the other hand, a study by Goudarzi (2017) showed that work-family conflict does have a significant negative relationship with employee performance.

This research highlights the importance of work-family support as it poses a significant risk to performance. Therefore, work-family conflict should be addressed by employers to improve employee performance (Geroda & Puspitasari, 2017; Hsu, 2011).

Family-work conflict has a significant and negative effect on job performance. It leads to negative situations such as employees' family expectations, time management problems, family tensions, stress, tardiness, dissatisfaction, neglect of duty in the workplace, failure to fulfill responsibilities, and failure to show the desired job performance. Several studies provide evidence of this situation. Mohsin & Zahid (2012) and Warokka & Febrilia (2015) revealed in their studies on bank employees that the job performances of employees in family-work conflict negatively affected their work performance. Another issue related to this problem is the transfer of workplace-related problems, troubles, and negativities to the family area and vice versa. This situation has been conceptualized as "psychological intervention" in the literature (Hughes et al., 1992). Psychological intervention affects an employee's mood and energy level at home and can cause role conflict in the workplace, which can negatively affect employee performance. Based on the research findings, it can be concluded that the psychological problems of family-work conflict have an effect on job performance.

These results indicate that organizations should prioritize transformational leadership practices. To enhance employee performance, it is recommended that leaders adopt transformational leadership approaches and mitigate their employees' work-family conflicts. In addition, it is important for organizations to implement family-friendly policies such as flexible working hours, childcare services, maternity leave, and the option to work remotely in order to reduce the negative impact of family-work conflicts on organizational performance. Given that transformational leadership practices can improve organizational performance and that reducing work-family conflicts is crucial for performance, the findings of this research will be a significant contribution for organizations to review their leadership approaches and policies.

### **Conflict of Interest**

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

### **Author Contributions**

Equal contributions.

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