

## Physical Activity and Transformational Leadership as Predictors of the Psychological Well-Being of Working Mothers

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The psychological well-being (PWB) of working mothers has an important influence both for family well-being and work performance. The increasing number of working women, and the existence of various changes in work, require a new explanation of the predictors of working mothers' PWB. The purpose of this study was to examine the model of personal and interpersonal factors related to the PWB of working mothers, as mediated by work-family balance (WFB). The hypothesis of this study was a theoretical model stating the influence of physical activities and transformational leadership on PWB, through WFB, in accordance with empirical data. The subjects of the study were 536 working mothers of children, coming from Muslim communities and working under the directions of supervisors. The data collection used the Psychological Well-Being Scale, the Work-Family Balance Scale, the Physical Activities Scale, and the Scale of Perception of Transformational Leadership. The data analysis used the Structural Equation Model (SEM). The research results showed that physical activities and transformational leadership proved to have an effect upon the PWB of working mothers, through WFB.

*Keywords:* transformational leadership, physical activity, predictors, psychological well-being, working mothers

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The *Badan Pusat Statistik Indonesia* (Central Statistics Bureau of Indonesia; Badan Pusat Statistik [BPS], 2017) has noted the existence of an increase in the *Tingkat Partisipasi Angkatan Kerja* (TPAK - Workforce Participation Level) of women in Indonesia between 2013 and 2017, at the time male workforce participation was declining. Female participation in the workforce rose from 50.26% in 2013, to 55.04% in 2017. This means that there was a push from females, to be not just the family-support component, but also to enter, and be involved in, the work-force market, and to take an active role in the development of national productivity (BPS, 2017).

The CEO of Sintesa Group, in the seminar "Business, Think Indonesia" by the University of New South Wales (UNSW) Australian Business School (Kamdani,

as cited in Burin, 2016), stated that Indonesia was a country which was open to accepting the presence of women in the workforce, in proportions, on average, larger than was the case in other South-East Asian countries. Furthermore, according to International Labor Organization (ILO) notes, there was a growth in the number of female workers of 30.74%, and in 2015 the number reached 38% of 120 million Indonesian workers (International Labor Organization [ILO], as cited in Burin, 2016).

According to Hakim (2011), the increase in the number of female workers was influenced by the increase in the educational level of women. Education, for women, will increase the number offering, and the demand for them as workers. Education will improve the status, ability and expertise of a woman. With the entry of women into the world of employment comes the enlargement of the roles and duties of women. Especially if those women are married, and have children, their

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roles and duties as both mothers and, simultaneously, as workers will prove a special challenge, particularly in relation to their well-being.

Sound well-being, or quality of life, is an important goal for the majority of people. Well-being is related to health and longevity (Aghaei et al., 2013; Boehm et al., 2017). According to Siegrist (as cited in Grant et al., 2009), well-being is also significant regarding optimal psychological functionality, and is an important index of the quality of life, both at individual and collective levels. A person enjoying well-being has greater capacity to raise productivity and performance. People with well-being have a quality envied by many people. People who participate more in the community, are connected to friends and family, or with the informal community, are proven to have better mental health statuses (McGaffin et al., 2017; Sundar et al., 2016).

The results of research by Lang et al. (2014) indicated that, compared to the father, the mother makes available more time to be with the children, engages in more multi-tasking, uses tighter time-scheduling and takes more responsibility for managing the up-bringing of their children. Groups of working mothers (professional), in Singapore and Hong Kong, consider work as a form of responsibility towards the family, as a response to the pressures from members of the family, and as being important for their social statuses in society (Thein et al., 2010). Results of research by Situmorang (2010) indicated that female workers in Indonesia have a lower quality of life and well-being than male workers. The results of that research also showed that these female workers can suffer a low subjective well-being (SWB), because of the culture in force there, that the larger portion of partners do not assist their wives, and consider that domestic (household) duties are the responsibility of only the females.

The low level of well-being of working mothers can influence the physical and mental health of both them and their children. Results of research by Fisher et al. (2013), with a qualitative approach, regarding work, family and well-being, involving 125 middle-aged people, resulted in three classification groupings. The first group was a large number of women able to achieve a role balance, and have satisfaction in their marriages and in their work. The second group was principally male, characteristically with low work-family balance (WFB) levels, and the third group were couples with low levels of marital satisfaction, high levels of work-family conflict, and low levels of well-being. Based upon these research results, and after the results of other research, it became known that there are personal factors (physical activity, self-worth, emotional anxi-

ety and religiosity), interpersonal factors (transformational leadership) and interactional factors (work-family balance) influencing the achievement of psychological well-being (PWB) for working mothers. Based on the results of this research, and the analysis of other research, it can be determined that there are personal factors (physical activity, self-worth, emotional anxiety and religiosity), interpersonal factors (transformational leadership), and interactional factors (WFB) influencing the achievement of PWB for working mothers.

Research concerning the factors which influence the SWB of working mothers, in Indonesia, has been conducted by Afiatin et al. (2016). The research, with 526 working-mother respondents, examined the role of the stress of family life and WFB. The research results indicated that the SWB of working mothers was influenced by the level of family development (1.9%), and WFB (22.8%), thus indicating that there are 75.3% of other variables, which were not examined in that research.

The significance of well-being, according to Ryan and Deci (as cited in Kim et al., 2017a), can be divided into two, those two being: (1) subjective well-being (SWB; or happiness); and (2) psychological well-being (PWB). Happiness is the summation of life satisfaction and the emotional balance of positive emotions, less negative emotions, whilst PWB is defined as engagement with the challenges of existence in life. The comprehension of PWB gives a context to well-being which is wider, more complete, and more compatible with psychological functions. Happiness is more influenced by the environment, while PWB arises from within and inherent from individual intrinsic factors.

PWB is different to SWB. Eudaimonic life, in the form of PWB, may influence the physiological system, which is tied to psychological health, whereas the coverage of the model of SWB is very restricted, particularly in the matter of empowerment of positive characteristics, and this model is unable to predict life and health. Ryff (as cited in Wang & Li, 2015) explained that PWB is not only the achievement of contentment, but is a struggle towards perfection, and an attempt to show the actual potential of a person. Thus, PWB covers not only happiness, but also self-empowerment.

Hoffman-Burdzińska and Rutkowska (2015) explained the concept of PWB, based upon the perspective of an internal approach, i.e., the integration of the hedonic and the eudaimonic perspectives. PWB is the integration of the achievement of personal comfort or enjoyment, in the form of the positive emotions being greater in number than the negative emotions, and the

achievement of life satisfaction, as well as the optimization of function, meaning, and self-actualization. It was further explained that the fulfillment of needs is an important factor influencing PWB (Hoffman-Burdzińska & Rutkowska, 2015). According to the theory of self-determination, an individual, in various contexts, has three important psychological needs: (1) competence; (2) relationships; and (3) autonomy. Competence is related to individual success in various difficult matters and efforts, to achieve the results a person desire. Relationships take the form of trust, on the basis of mutual respect. Autonomy means the ability of an individual to make choices and take initiatives.

For working mothers, the achievement of PWB is very much related to a balance between work and family. According to Clark (2000), many researchers agree that the WFB is related to the PWB of the individual, and the harmoniousness of life. WFB is the ability of the individual successfully to combine work and household responsibilities. An individual capable of effective role-balancing will feel satisfaction in performing their roles. Furthermore, according to the self-determination theory, satisfaction in the fulfillment of needs and roles will influence the achievement of PWB. This is in accord with the results of research by Noor (2006), that the well-being of working women in Malaysia is influenced by individuality and roles, mediated by work-family conflict.

According to Wood and de Menezes (2011), the results from empirical research indicate that well-being is positively related to work performance. Individual performance is one of the key factors contributing to the effectiveness of organizational performance. Furthermore, Choochom and Pattamacharoen (2012) explained that, in the theoretical perspective of the ecology system, the micro-systems of work, and of family, mutually interact to influence and create the mesosystem of work-family. This connection has the characteristic of being two directional, that is work influences family, and family influences work.

There are many factors which influence the well-being of working mothers. These factors are principally those from the individual, the family, and work. Ryff (as cited in Springer et al., 2011) explained that besides socio-demographic factors, such as production, education, age and marital status, the factors of life experience and the individual interpretation of that experience, also influence PWB. Based upon the ecological theory of Bronfenbrenner (as cited in Boon et al., 2012; Christensen, 2016) it may be stated that personal factors, micro-systemic family factors, and micro-systemic work factors mutually interact and influence PWB. Fur-

thermore, this was stated by Hill (as cited in Hesamzadeh et al., 2015) when proposing the ABCX model concerning the Theory of Family Adaptation to Stress. ABCX model indicates that the family adaptation to a situation full of stress is an interaction between four components, i.e., stress (A), internal and external resources (support from family members; B), assessment of stress (stress as a challenge; C) then using a coping strategy to respond to stress, while X represents the likelihood of crisis or the stress.

Previous research concerning the personal factor influencing PWB stated it is physical activity (Fenton et al., 2018; Lapa, 2015; Ludwig & Rauch, 2018; Moreno-Murcia et al., 2017), whilst the interpersonal factor influencing PWB is work-life balance (Carlson et al., 2013; Gözü et al., 2015; Haar et al., 2014; Jaga et al., 2012; McNamara et al., 2013; Odle-Dusseau et al., 2012; Panatik et al., 2011); and transformational leadership (Boamah et al., 2018; Munir et al., 2012; Nielsen & Daniels, 2012; Tafvelin et al., 2011; Yang, 2011).

Physical activity is connected to PWB. A person engaged in structured physical activity can improve their perception of their own bodily measurements and form (body image), which, when the perceptions of bodily image become positive, will increase sound self-acceptance (Gatti et al., 2014; Rote et al., 2013). Schueller-Weidekamm and Kautzky-Willer (2012) stated that WFB is an important factor for the lives of working mothers. To achieve WFB, working mothers need to heed allocation of, and interactions related to, time, finances, decision making, their physical condition, emotions, and social support. Results of research by Penggalih and Afiatin (2018) indicated that WFB mediates the connections between physical activity and PWB, for working mothers.

Perceptions concerning leadership style of supervisors has an influence over the PWB of working mothers. According to Arnold et al. (2007), transformational leadership from a supervisor can be influential, directly and indirectly, (that is through mediation, meaningful work, and trust) on the PWB of workers. The perception of workers towards the transformational leadership style of supervisors is considered to have a positive relationship with the PWB of the workers (Kelloway et al., 2012). A transformational leader can be a guiding figure who supports learning and development, and who also makes contributions to the development of belief in oneself, self-identity, and the well-being of others (Sosik et al., 2004). The results of the research by Nafiah and Afiatin (2018), also show that WFB mediates the influence of the perception of transformational leadership, in relation to the PWB of working

mothers.

On the basis of the analysis of the role of personal and interpersonal factors regarding the PWB of working mothers, and on the results of previous research, in this research it was desired to find out whether personal factors (physical activity) and interpersonal factors (perceptions of transformational leadership), through interactional factors (WFB), influences the PWB of working mothers (see Figure 1).

This research was aimed at proving the theoretical model of personal and interpersonal factors as a predictor of the PWB of working mothers. The benefits, which it was hoped would be obtained from the results of this research, was to come from knowledge of the predictors of the PWB of working mothers, so subsequently this could make a scientific informational contribution to recommending interventions in efforts to achieve or raise the level of PWB for working mothers. Further, on the basis of the results of this research, there will be collaboration with, and recommendations made to, the *Kantor Pemberdayaan Masyarakat dan Perempuan (KPMP - Office for the Empowerment of Society and Women)* and family consultants, to construct an empowerment program for women, particularly for working mothers.

*Hypothesis:* The theoretical model of the role of physical activity, and transformational leadership regarding PWB through WFB, for working mothers, will fit with (be applicable to) the empirical data.

## Method

### Research Participants

The participants in the research were 536 working mothers, with the characteristics of belonging to Muslim communities, being aged between 20 and 60 years, and working under the leadership of a supervisor. The participants were recruited by enumerators, in a purposive manner, in line with the criteria. The questionnaires,

containing a set of variable scales, were given directly by the enumerators to the participants, Scales which had been completed by the participants were returned to the enumerators for later analysis. The research participants were requested to fill in forms acknowledging their agreement to taking part in the research, in accordance with the requirements of academic ethics and research ethics.

### Data Collection

The *Skala Kesejahteraan Psikologis (SKP - Scale of Psychological Well-Being)* was used to reveal the level of PWB of working mother respondents, based upon the concept comprising aspects of self-acceptance, positive relations with others, personal growth, direction in life, control of one's environment, and autonomy (Afiatin et al., 2016). The *SKP* comprises 18 statements, with five alternative responses each, beginning with "very appropriate" through to "very inappropriate". An example of one of the statements is, "I do things which will be of benefit to my life". The statements in the *SKP* had a content validity, as shown by the Aiken's validity content coefficient, which ranged from .750 to .942. The reliability of the statements of the *SKP* ranged from  $r_{ix} = .457$  to  $r_{ix} = .732$ , with  $\alpha = .917$ .

The *Skala Keseimbangan Kerja-Keluarga (SKKK or SK3 - Work-Family Balance Scale)* by Handayani, was used to reveal the level of WFB, based upon the concept from Handayani et al. (2017), which comprises the aspects of balancing time, involvement, and satisfaction. The *SK3* comprises nine statements, with five alternative responses each, beginning with "very appropriate" through to "very inappropriate". An example of one statement is "I can give proportional amounts of time to the family and to work". The validity of the content was shown from the Aiken's validity content coefficient to range from .808 to .885. The reliability of the points on the *SK3* ranged from  $r_{ix} = .479$  to  $r_{ix} = .770$ , with  $\alpha = .846$ .

The *Skala Aktivitas Fisik (SAF - Physical Activity Scale)* was used to reveal the degree of physical acti-

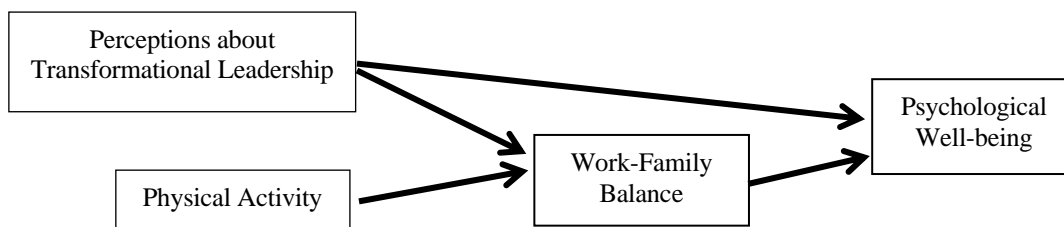


Figure 1. Theoretical model of predictors of the psychological well-being of working mothers.

vity engaged in by the respondents, based upon the aspects of intensity, duration and frequency (Lapa, 2015). The *SAF* comprised 13 statements, with five alternative responses each, beginning with “*very appropriate*” on to “*very inappropriate*”. An example of one of the statements is, “I engage in medium intensity physical activities (gardening, watering the plants, sweeping the yard, etc.) in my home yard/garden”. The validity of the content was shown by the Aiken’s validity content coefficient, which ranged from .750 to .846. The reliability of the *SAF* items ranged from  $r_{ix} = .329$  to  $r_{ix} = .578$ , with  $\alpha = .817$ .

The *Skala Persepsi terhadap Kepemimpinan Transformasional (SPKT - Scale of the Perception of Transformational Leadership)*, used to reveal the perceptions of the respondents regarding the style of the transformational leadership in their workplaces, was based upon the aspects of idealistic motivation, inspirational motivation, intellectual stimulation and consideration for the individual from the concept of Bass and Avolio (1993); Li and Yuan (2017); Phaneuf et al. (2016). The *SKPT* comprised 12 statements, with five alternative responses each. The responses ranged from “*very appropriate*” to “*very inappropriate*”. An example of one of the statements was, “My supervisor has described a very attractive vision or direction for the future”. The validity of the content was shown by the Aiken’s validity content coefficient, which ranged from .769 to .885. The reliability of the items on the *SPKT* ranged from  $r_{ix} = .311$  to  $r_{ix} = .706$ , with  $\alpha = .878$ .

### Testing the Measurement Model and the Data Analysis Procedure

Testing the measurement model used confirmatory factor analysis (CFA) to select sound items. Confirmatory analysis produced selectional results to confirm whether a theoretical construct could be proven empirically (Ghozali, 2011). The measurement model for each variable was made as a unidimensional model, i.e., all items measured the same one construct. Selection of items was performed by eradicating items having a standardized loading factor below .5, on the initial measurement model. Thus, the final measurement model included only the items having a standardized loading factor above .5 (see Table 1). The measurements of goodness of fit (GOF; suitability/applicability), or appropriateness of the model, was determined from sound values of chi-square, chi-square/degree of freedom, Goodness of Fit Index (GFI), Adjusted Goodness Fit of Index (AGFI), Tucker Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA) va-

lues, in order to ascertain the acceptability of the analyzed model (see Table 2).

The analysis of the structural model was performed using item parceling. Item parceling was achieved by calculating the aggregate score of the aspects or dimensions of each variable, and making them the indicators of the structural model (Widhiarso, 2011). This is done on the basis of the model is being too complex, whilst the number of research subjects was limited, so a simplification of the model was required.

Based on the results of the CFA of the entirety of variables in Figure 2, it appears that several GOF criteria are fulfilled ( $GFI \geq .80$ ;  $TLI \geq .90$ ;  $CFI > 0.90$ ;  $RMSEA = .05 - .08$ ). This information indicated that the measurement models could be defended and used for further analysis of the structural models.

## Results

Based on the demographic matrix of the research respondents (see Table 3), large portions of the respondents were of 36 to 40 years of age (20.1%); held bachelor-level degrees (56.9%); and worked as civil servants (46.3%). On the domestic side, a large portion of the respondent reported their marital status as married (93.5%); and had working husbands (89.7%). Respondents generally had two children (46.5%); and were not assisted by household servants in performing their domestic duties at home (81.7%).

Figure 3 indicates the model of the ‘fit’ (suitability/applicability) between the exogenic variable, i.e., perception of transformational leadership and physical activity (*aktivitas fisik [AKFIS]*), whilst the endogenic variable is work-family balance (*kesejahteraan kerja-keluarga [KKK]*) and psychological well-being (PWB). Besides being an endogenic variable, WFB plays a role as a mediator. The results from the initial model showed that the GFI and RMSEA values fulfill the criteria, however the Comparative Fit Index (CFI), TLI and AGFI values are still below the criteria requirements. Therefore, a structural model modification is carried out by correlating error measurements between indicators that are in the same variable. This is normally caused by mutually overlapping indicators (Widhiarso, 2011). The results of the testing of the final model indicated the values were  $GFI = .94$ ;  $AGFI = .91$ ;  $TLI = .90$ ;  $CFI = .920$ ; and  $RMSEA = .063$ . These results from the structural testing showed that the theoretical model fulfilled criteria of the goodness of fit (applicability, suitability) of the criteria of the GFI, AGFI, TLI, CFI, and RMSEA, which was required to prove the model. The

**Table 1**  
*Items of the Aspects, Indicators and Variables of the Research*

Variable	Aspect	Indicator	Example of Items	Aspect Items	
				Initial Model	Final Model
Psychological Well-Being	(a) self-acceptance	Able completely to accept, and evaluate positively one's life, now and in the past.	I value everything I have achieved	1, 2, 3	1, 3
	(b) positive relationships with others	Having the ability to be empathetic, to love, to have deep relationships with others, and to identify oneself as a part of those relationships.	I care about the circumstances of my family; helping others is an important thing for me.	4, 5, 6	5, 6
	(c) autonomy	Able independently to determine one's own fate, organise one's own behavior.	I am able to overcome my own problems	16, 17, 18	16, 18
	(d) environmental mastery	Able creatively to control one's own environment, to manage various problems resulting from interaction with one's environment.	I am able to adjust myself to the environment.	13, 14, 15	13, 15
	(e) purpose of life	Having a goal in life, and understanding life.	I do things which are beneficial for my life.	10, 11, 12	10, 12
	(f) personal growth	Able to control one's own potential, to develop it, and to be open to new experiences.	I feel I am better than previously.	7, 8, 9	7, 8
Work-Family Balance	(a) time balance	Managing time effectively, for work and the family; feeling that there is a parity of time for both work and family.	I can use time at work and with the family in accordance with what I have planned.	1, 2, 3	1, 2, 3
	(b) involvement balance	Feeling that there is similar role involvement between work and family.	I play, balanced active roles, both in the family and at work.	4, 5, 6	4, 6
	(c) satisfaction balance.	Feeling similar satisfaction, enjoying and meeting demands between work and the family.	I feel comfortable with my roles, both at work and at home.	7, 8, 9	7, 8, 9
Physical Activity	(a) intensity	The amount of energy expended by an individual when engaging in physical activity (large, medium or small).	I engage in physical activities of a medium intensity (gardening, watering the plants, sweeping the yard, etc.) in the garden/house yard.	1, 2, 3	1, 3
	(b) duration	Duration of physical activity in time units (minutes).	I spend a minimum of 20 minutes or more engaged in physical activity (large or medium amount of energy expended)	4, 5, 6, 7, 8	4, 6, 8
	(c) frequency	The engagement in an activity engaged in over a certain time span.	I ride a bicycle / walk, at least three time a week.	9, 10, 11, 13	10, 13
Perceptions of Transformational Leadership	(a) idealistic influence	Indicates involvement of leadership and employees in the formation of important values and awareness.	My supervisor stresses the importance of us having a common mission.	1, 2, 3	2, 3
	(b) motivation and inspiration	Communicates important hopes or achievements.	My supervisor conveys interesting goals or visions for the future.	4, 5, 6	4, 6
	(c) intellectual stimulation	Supports workers to think creatively and innovatively.	My supervisor guides me to see problems from many viewpoints.	7, 8, 9	7, 8
	(d) individual balance	Gives personal attention and treats workers as individuals.	My supervisor makes me develop my strengths and potentials.	10, 11, 12	10, 11

overall model was acceptable, and indicated a score value which fit to the empirical data.

It can be seen in Table 4 that physical activity and perceptions of transformational leadership significantly influence the WFB ( $p < .05$ ) and that WFB influences PWB ( $p < .05$ ). Perception of transformational leadership has an influence on PWB ( $p < .05$ ).

From the bootstrapping analysis of 500 samples, it is known that there is an indirect influence from trans-

formational leadership on PWB, through WFB (see Table 5). The Standardized indirect effect of the perception of transformational leadership on PWB was .196. With a credibility level of 95%, the lower limit was .128 while the upper limit was .284, with  $p < .01$ . Thus, there was significant indirect influence of the perception of transformational leadership on WFB.

This was also the case with the indirect influence of physical activity on PWB through WFB. The standardi-

Table 2  
Parameters and Results of “Goodness of Fit” (Applicability, Suitability) Testing for Confirmatory Analysis

Parameters of Goodness of Fit	Standards of Criteria	Variable							
		PWB		KKK		AKFIS		KT	
		Model (initial)	Model (final)	Model (initial)	Model (final)	Model (initial)	Model (final)	Model (initial)	Model (final)
Chi-square	Reducing	231.160	40.228	39.217	25.720	143.907	13.606	130.985	9.455
Chi-square/df	≤ 0.5	1.935	1.031	1.634	1.513	2.822	1.237	2.729	0.675
Probability	≥ 0.05	0.000	0.410	0.026	0.080	0.000	0.256	0.00	0.801
GFI	≥ 0.8	0.829	0.949	0.934	0.950	0.839	0.970	0.860	0.981
AGFI	≥ 0.9	0.757	0.897	0.876	0.894	0.753	0.924	0.773	0.952
TLI	≥ 0.9	0.898	0.996	0.953	0.970	0.665	0.964	0.82	1.023
RMSEA	0.005 - 0.08	0.088	0.016	0.072	0.065	0.122	0.044	0.119	0.000

Note. PWB = Psychological Well-Being, KKK = Work-Family Balance, AKFIS = Physical Activity, KT = Perceived Transformational Leadership

Table 3  
Demographic Matrix of the Participants (n = 536)

Characteristics	%	
Age	20-25	3.4
	26-30	15.9
	31-35	18.8
	36-40	20.1
	41-45	11.6
	46-50	11.8
	51-55	12.9
	56-60	5.6
Educational Level	Junior High-school	1.5
	Senior High-school	28.2
	3 yr Diploma	5.8
	Bachelors degree	56.9
	Masters degree	7.5
Type of Employment	PhD	0.2
	Civil Servant	46.3
	Office Worker (private company)	33.0
	Farmer	0.7
Husbands' details	Other employment	20.0
	Employed	89.7
Marital status	Unemployed	10.3
	Married	93.5
	Unmarried	0.2
	Widowed	3.5
Number of Children	Separated/Divorced	2.8
	1	33.0
	2	46.5
	3	15.9
	4	3.9
House servant	More than 4	0.7
	Yes	18.3
	No	81.7

zed indirect effect of physical activity on PWB was .138. With a credibility level of 95%, the lower limit was .059, and the upper limit was .231, with  $p < .01$ . Thus, there

was significant indirect influence of physical activity on PWB, through WFB. The structural model positing that physical activity and the perception of transformational leadership in PWB, through WFB provided a good fit to the data.

## Discussion

The goal of this research was to prove the personal and interpersonal factors influencing the PWB of working mothers. The research results indicated that the PWB of working mothers is influenced by personal factors, such as physical activity, and interpersonal factors, such as the perception of transformational leadership and WFB.

The researchers began to conceive of the integrative approach model in an effort to combine the two trends in research into PWB, i.e., the hedonic and the eudaimonic perspectives. (Hoffmann-Burdzińska & Rutkowska, 2015, Joshanloo, 2016; Page & Vella-Brodrick, 2009). The PWB of employees comprises components which have been much examined using the SWB research trend (the hedonic perspective), for instance satisfaction with life and certain emotions, well-being in the workplace; and from the eudaimonic perspective, for instance self-acceptance, positive relationships with others, control of one's environment and personal growth (Page & Vella-Brodrick, 2009). The integrative model is seen as the choice for a theoretical framework which might explain PWB in a more comprehensive manner. The integrative model can explain how the PWB of working mothers can be sourced both from within an individual such as engaging in physical activity, as well as being integrated with relational factors, such as perceptions of transformational leadership and WFB.

Table 4  
*Significance of Measurements*

	Parameter	Estimation	SE.	C.R.	p
Work-family balance	<--- Physical activity	0.492	0.145	3.383	***
Work-family balance	<--- Transform. Leadership	0.369	0.062	5.991	***
Psychological well-being	<--- Work-family balance	0.275	0.042	6.582	***
Psychological well-being	<--- Transform. Leadership	0.057	0.029	1.980	.048

Table 5  
*Indirect Effects of Exogenic Variables on Psychological Well-Being*

		Standardized indirect effect	Lower Bound	Upper Bound	p
PWB	<--- KT	0.196	0.128	0.284	.002
PWB	<--- AKFIS	0.138	0.059	0.231	.005

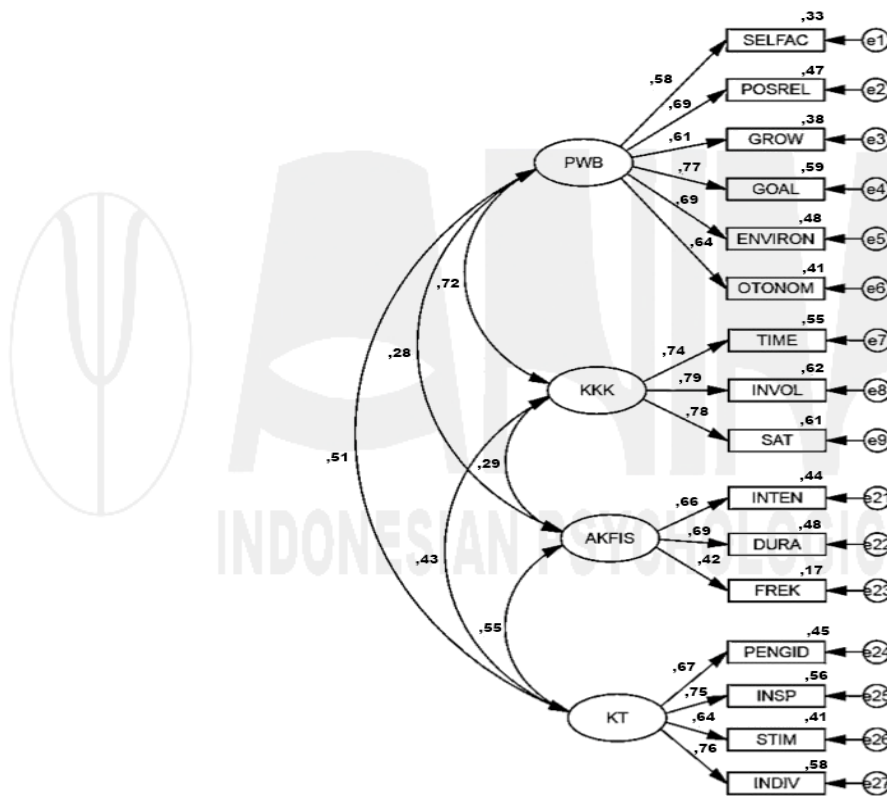


Figure 2. Results concerning the CFA variables of psychological well-being, work-family balance, perception of transformational leadership and physical activity.

Note. SELFAC= Self-acceptance, POSREL= positive relationships with others, GROW= personal growth, GOAL= purpose of life/Life goals, ENVIRON= environmental mastery, OTONOM = autonomy; AKFIS= Physical activity, INTEN = Intensity, DURA= Duration, FREK= Frequency; KKK= Work-Family Balance, TIME= Time balance, INVOL= Involvement balance, SAT = Satisfaction balance; KT = Perceived Transformational leadership, PENGID= Idealized influence, INSP= Inspirational motivation, STIM = Intellectual stimulation, INDIV= Individualized consideration

The research findings this time differed from the results of the study by Bulgan and Çiftçi (2018), which said that WFB was not a mediating factor influencing psychosocial adaptation (by measuring PWB factors as components of social adaptation). Conversely, the

results of the research this time proved that WFB influences PWB, particularly for working mothers. The PWB of working women is influenced by family factors and factors related to work satisfaction (Afiatin et al., 2016; Noor, 2006). Taşdelen-Karçkay and Barkalim



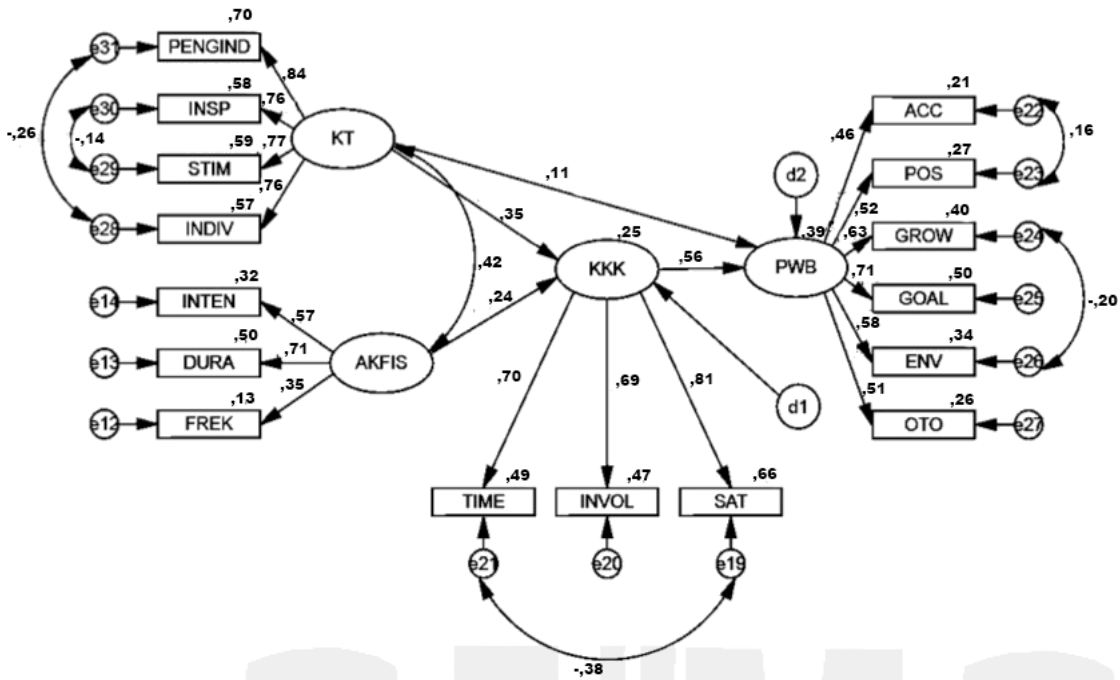


Figure 3. Theoretical model which ‘fits’ (is applicable to) the structural testing.

(2017) discovered that WFB mediates relations between work-family conflict and life satisfaction. Work satisfaction and satisfaction with family life increases in accord with the ability of an individual to allocate time and effort to achieve a balance between roles, and involvement, both in the work environment and the family environment (Polaci & Akdoğan, 2014).

Self-determination theory explains that, as an intrapersonal factor, consistently and periodically engaging in physical activity is beneficial for the PWB. An individual who has internalized the intrinsic motivation to do this in a consistent manner considers that engaging in physical activity is something which is pleasing, so that they tend to undergo a strengthening of positive feelings, whilst engaged in that activity (Maltby & Day, 2001). Other research has also proven that there are connections between a pattern of healthy living and PWB, such as an increase in life satisfaction, in line with an increase in the tendency towards checking personal health (Kim et al., 2017b). Nonetheless, it is still possible to make further examinations as to whether there is a connection between PWB and periodic changes in physical activity. There is a mutually influential effect between WFB and physical activity (Clayton, 2014). This mutually influential effect makes possible the connection between physical activity and PWB, mediated by WFB, because physical activity is able to influence WFB (Clayton, 2014; Kulesz, 2013), and, con-

versely, WFB has an effect upon PWB (Sathyanarayana & India, 2010).

The results of this research proved that perception of transformational leadership for working mothers has an effect on PWB, through WFB. WFB has an important role by having an effect upon PWB. Although working mothers who see their supervisors as transformational leaders tend to feel well off, working mothers can achieve great PWB when their WFB is optimal (Nafiah & Afiatin, 2018). These results were at variance with those of previous research, which tended not to position WFB as a mediating factor. Previous researchers proved the connectedness of transformational leadership to WFB, mediated by such PWB factors as autonomy, positive emotions, and managerial support of ability (Hammond et al., 2015), and work scheduling (Beutell, 2010). The results of the research this time were more in accord with the ideas from Kelloway et al., (2012), which proved that there is an indirect role for transformational leadership, regarding PWB, through the perception of meaningful work and trust in one’s supervisor. Whilst this is so, the model which the researchers advanced has a different finding from that of the research by Kelloway et al. (2012), which explained the presence of the mediatory role of trust in transformational leadership. Other models have proven the mediatory role of WFB, mediating WFB, mediating positive and negative emotional effects and

styles of leadership, however in an opposite way to this structural model (Michel et al., 2014). Basically, this current research proved that the role of WFB influences variations in the connections between perceptions of transformational leadership and the PWB of working mothers. This can be explained by the fact that, in the interpersonal domain, participants, who are of the opinion that their supervisors in the work environment are of the inspirational type, who give intellectual stimulation, and value individuality, tendency to feel well-off in a psychological sense. Although this is so, the results of structural analysis prove that, besides the perception of transformational leadership, an individual who can balance time and the role of involvement between the family and the workplace environment, raises the tendency towards feeling well-off.

The ecological approach to the system of human relations can explain how the system of WFB makes a contribution to PWB, sourced from the intrapersonal and the interpersonal spheres. The environment of human life comprises many layers of systems, which are interconnected one with another, like the family system and the system of the work environment. One of the important concepts in the theory is flexibility in the family, which functions to balance stability and change (Olson et al., 2011). The flexibility of the family system (including the people living within it) with wider environmental systems, such as the work environment, is an ongoing effort to be able to optimize the functions and roles of the individual, and of every member of the family, to be open to challenges and changes for the personal growth of every individual, but still to guard joint stability in a complete system.

The implications of the results of this research can be used in an effort to raise the PWB of working mothers, i.e., that working mothers need to pay attention to physical activities and to the WFB. The WFB can be achieved with support from outside the individual, inter alia social support from the husband and autonomy in employment (Handayani et al., 2015). Working mo-

thers can give time, roles, and feel satisfaction in the balance between workplace and family environments, if this is facilitated well by factors which strengthen WFB. Besides this, in the context of the workplace, supervisors need to apply a style of transformational leadership. Supervisors need to work closely with employees, particularly working mothers, to be able to develop their potential.

## Limitations

This research was conducted not to involve the random collection of data samples, but by using the purposive sampling method. This has implications to balance the fact that the results found in the research can be applied in only a limited way, to the criteria of the respondents of this research, and cannot be generalized to the working-mother population. For this reason, for future research, it is hoped that it will be possible to apply the collection of data samples and respondents via the random sampling technique. Other limitations, i.e., that the structural model analysis was performed by item parceling to overcome a model which was too complex, with many indicators, whilst the numbers of subjects of the research were limited. Item parceling assumes that each item makes a similar contribution, and contributes similar errors as well, to each indicator, whereas in fact this can be incorrect.

## Conclusion

The theoretical model of the role of physical activity and transformational leadership regarding the PWB of working mothers, through WFB provided a good fit to the empirical data. For working mothers to be able to achieve PWB, they need to give attention to physical activities and WFB, that is they must balance their time, involvement and satisfaction in carrying out their roles and functions at work and in their families. Working mothers need to develop a positive towards supervisors who employ a transformational leadership style.

## Aktivitas Fisik dan Kepemimpinan Transformasional Sebagai Prediktor Kesejahteraan Psikologis Ibu Bekerja

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Kesejahteraan psikologis (*psychological well-being - PWB*) ibu bekerja berpengaruh penting, baik untuk kesehatan keluarga dan kinerja dalam pekerjaan. Peningkatan jumlah ibu bekerja, beserta dengan perubahan dalam pekerjaan, memerlukan penjelasan baru atas prediktor kesejahteraan psikologis ibu bekerja. Tujuan penelitian ini adalah untuk menguji model dari peran faktor personal dan interpersonal dalam kesejahteraan psikologis ibu bekerja, dimediasi oleh keseimbangan kerja-keluarga (*work-family balance - WFB*). Hipotesis penelitian ini adalah sebuah model teoretis yang menyatakan peran aktivitas fisik dan kepemimpinan transformasional mengenai kesejahteraan psikologis, melalui keseimbangan kerja-keluarga, berdasarkan data empiris. Subjek penelitian adalah 536 ibu bekerja yang sudah memiliki anak, dari komunitas Muslim, dan bekerja di bawah naungan supervisor. Pengumpulan data dengan menggunakan Skala Kesejahteraan Psikologis, Skala Keseimbangan Kerja-Keluarga, Skala Aktivitas Fisik, dan Skala Persepsi terhadap Kepemimpinan Transformasional. Data analisis menggunakan Model Persamaan Struktural (*Structural Equation Model - SEM*). Hasil penelitian membuktikan bahwa aktivitas fisik dan persepsi atas kepemimpinan transformasional berperan dalam kesejahteraan psikologis ibu bekerja, melalui keseimbangan kerja-keluarga.

*Kata kunci:* kepemimpinan transformasional, aktivitas fisik, prediktor, kesejahteraan psikologis, ibu bekerja

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Badan Pusat Statistik Indonesia (BPS; 2017) mencatat adanya kenaikan Tingkat Partisipasi Angkatan Kerja (TPAK) perempuan di Indonesia sejak tahun 2013 hingga 2017, di saat tingkat partisipasi angkatan kerja laki-laki mengalami penurunan. Partisipasi perempuan dalam angkatan kerja mengalami peningkatan dari 50,26% di tahun 2013, menjadi 55,04% di tahun 2017. Artinya, ada dorongan bagi kaum perempuan, tidak hanya sebagai komponen pendukung keluarga, namun juga untuk masuk dan terlibat dalam pasar tenaga kerja serta berperan aktif dalam pembangunan produktivitas nasional (BPS, 2017).

CEO Sintesa Group dalam seminar Business Think Indonesia yang diselenggarakan University of New South Wales Australia Business School (Kamdani, sitat dalam Burin, 2016), menyatakan bahwa Indonesia

merupakan negara yang terbuka menerima kehadiran wanita di dunia kerja. Nilai rata-ratanya lebih besar jika dibandingkan dengan Negara Asia lainnya. Selanjutnya, menurut catatan Organisasi Buruh Internasional (*International Labor Organization*), pertumbuhan jumlah pekerja wanita sebesar 30,74% dan pada tahun 2015 jumlahnya meningkat menjadi 38% dari 120 juta pekerja di Indonesia (International Labor Organization [ILO], sitat dalam Burin, 2016).

Menurut Hakim (2011), meningkatnya jumlah pekerja wanita dipengaruhi oleh meningkatnya tingkat pendidikan wanita. Pendidikan bagi wanita akan meningkatkan penawaran dan permintaan terhadap tenaga kerja mereka. Pendidikan akan memperbaiki status, kemampuan dan keahlian seorang wanita. Dengan masuknya wanita dalam ranah dunia kerja, berarti menambah peran dan tugas wanita, apalagi jika wanita tersebut sudah menikah dan mempunyai anak, maka peran dan tugas sebagai ibu sekaligus

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pekerja merupakan tantangan tersendiri terutama terkait dengan kesejahteraannya.

Kesejahteraan atau kualitas kehidupan yang baik merupakan tujuan penting bagi sebagian besar orang. Kesejahteraan berkaitan dengan kesehatan dan umur panjang (Aghaei et al., 2013; Boehm et al., 2017). Menurut Siegrist (sitat dalam Grant et al., 2009), kesejahteraan juga bermakna keberfungsian psikologis yang optimal, merupakan indeks kualitas hidup yang penting, baik pada tingkat individu maupun tingkat kolektif. Individu yang sejahtera memiliki kapasitas yang lebih besar dalam peningkatan produktifitas dan kinerja. Individu-individu yang sejahtera memiliki kualitas yang diharapkan oleh banyak orang. Individu yang lebih banyak berpartisipasi dalam komunitas, terhubung dengan teman dan keluarga atau dengan komunitas informal, terbukti memiliki status kesehatan mental yang lebih baik (McGaffin et al., 2017; Sundar et al., 2016).

Hasil penelitian Lang et al. (2014) menunjukkan bahwa dibandingkan ayah, ibu lebih banyak meluangkan waktunya bersama anak-anak, melaksanakan lebih banyak tugas ganda, menggunakan jadwal waktu yang ketat, dan lebih banyak mengambil tanggung jawab untuk mengelola pengasuhan anak-anak mereka. Di kalangan ibu pekerja (profesional) di Singapura dan Hong Kong menganggap bahwa bekerja sebagai bentuk tanggung jawab pada keluarga, sebagai respon terhadap tekanan anggota keluarga, dan penting bagi status sosial di masyarakat (Thein et al., 2010). Hasil penelitian Situmorang (2010) menunjukkan pekerja wanita di Indonesia memiliki tingkat kualitas hidup dan kesejahteraan yang lebih rendah dibandingkan pekerja laki-laki. Hasil penelitian tersebut juga menunjukkan bahwa para pekerja wanita tersebut dapat menikmati tingkat kesejahteraan subjektif yang rendah karena budaya yang berlaku, bahwa kebanyakan pasangannya tidak membantu wanita, dan menganggap bahwa tugas domestik (rumah tangga) adalah tanggung jawab wanita saja.

Rendahnya tingkat kesejahteraan ibu bekerja dapat memengaruhi kesehatan fisik dan mental, baik bagi ibu bekerja dan juga anak-anaknya. Hasil penelitian Fisher et al. (2013) dengan pendekatan kualitatif tentang pekerjaan, keluarga dan kesejahteraan dengan melibatkan 125 orang usia pertengahan menghasilkan klasifikasi tiga kelompok. Kelompok pertama adalah sejumlah besar wanita yang mampu mencapai keseimbangan peran dan memiliki kepuasan perkawinan dan kepuasan kerja; kelompok kedua adalah sebagai besar laki-laki dengan ciri-ciri tingkat peningkatan kerja dan keluarga yang rendah; dan kelompok ketiga adalah

pasangan suami istri dengan tingkat kepuasan perkawinan yang rendah, konflik pekerjaan dan keluarga tinggi, serta tingkat kesejahteraan rendah. Berdasar hasil penelitian ini dan telaah hasil-hasil penelitian lainnya dapat diketahui bahwa terdapat faktor personal (aktivitas fisik, harga diri, kecerdasan emosional, dan religiusitas), faktor interpersonal (kepemimpinan transformasional), dan faktor interaksional (keseimbangan kerja-keluarga) memengaruhi tercapainya kesejahteraan psikologis ibu bekerja.

Penelitian tentang faktor-faktor yang memengaruhi kesejahteraan subjektif ibu bekerja di Indonesia telah dilakukan oleh Afiatin et al. (2016). Penelitian dengan responden 526 ibu bekerja meneliti peran rentang kehidupan keluarga dan keseimbangan kerja-keluarga. Hasil penelitian menunjukkan bahwa kebahagiaan ibu bekerja dipengaruhi oleh tahap perkembangan keluarga (1,9%) dan keseimbangan kerja-keluarga (22,8%), dengan demikian masih terdapat 75,3% peran variabel lain yang tidak diteliti dalam penelitian tersebut.

Makna kesejahteraan (*well-being*) menurut Ryan dan Deci (Kim et al., 2017a) dapat dibagi dua yaitu: (1) *subjective well-being* (kesejahteraan subjektif atau kebahagiaan); dan (2) *psychological well-being* (kesejahteraan psikologis). Kebahagiaan merupakan penjumlahan dari kepuasan hidup dan keseimbangan afektif afek positif dikurangi efek negatif, sedangkan kesejahteraan psikologis didefinisikan sebagai pertunangan dengan tantangan eksistensi kehidupan. Pengertian kesejahteraan psikologis memberikan konteks kesejahteraan yang lebih luas dan utuh dan lebih cocok dengan fungsi psikologis. Kebahagiaan lebih banyak dipengaruhi oleh lingkungan luar, sementara kesejahteraan psikologis muncul dari dalam dan menjadi inheren dengan hasil intrinsik.

Kesejahteraan psikologis berbeda dengan kesejahteraan subjektif. Kehidupan eudaimonik yang berwujud sebagai kesejahteraan psikologis dapat memengaruhi sistem fisiologis yang berkaitan dengan kesehatan psikologis, sedangkan cakupan model kesejahteraan subjektif sangat terbatas terutama dalam hal pemberdayaan sifat-sifat positif dan model ini kurang mampu memprediktor hidup yang sehat. Ryff (sitat dalam Wang & Li, 2015) menjelaskan bahwa kesejahteraan psikologis bukan hanya sekedar pencapaian kesenangan, namun sebagai perjuangan menuju kesempurnaan yang menunjukkan potensi sebenarnya dari seseorang, dengan demikian, kesejahteraan psikologis tidak hanya meliputi kebahagiaan, namun juga pemberdayaan diri manusia.

Burdzinska dan Rutkowska (2015) menjelaskan konsep kesejahteraan psikologis berdasar perspektif pendekatan integral yaitu integrasi perspektif hedonic

dan perspektif eudaimonic. Kesejahteraan psikologis merupakan integrasi pencapaian kenikmatan pribadi yang berupa afek positif yang lebih banyak daripada afek negatif dan kepuasan hidup serta adanya optimalisasi fungsi, makna dan aktualisasi diri. Selanjutnya dijelaskan oleh Burdzinska dan Rutkowska (2015) bahwa terpenuhinya kebutuhan merupakan faktor penting yang memengaruhi kesejahteraan psikologis. Menurut teori determinasi diri, individu dalam berbagai konteks memiliki tiga kebutuhan psikologis yang penting, yaitu: (1) kompetensi; (2) relasi; dan (3) otonomi. Kompetensi berkaitan dengan kesuksesan individu dalam berbagai hal yang sulit dan usahanya untuk memenuhi hasil yang diinginkan. Relasi berupa kepercayaan berdasar saling menghargai. Otonomi berarti kemampuan individu membuat pilihan dan memiliki inisiatif.

Bagi ibu yang bekerja, pencapaian kesejahteraan psikologis sangat berkaitan dengan keseimbangan kerja dan keluarga. Menurut Clark (2000), banyak peneliti menyetujui bahwa keseimbangan kerja –keluarga berkaitan dengan kesejahteraan psikologis individu dan keharmonisan hidup. Keseimbangan kerja-keluarga merupakan kemampuan individu untuk mengkombinasikan tanggung jawab pekerjaan dan rumah tangga dengan sukses. Individu yang mampu menyeimbangkan peran secara efektif akan merasakan kepuasan dalam pemenuhan peran perannya. Selanjutnya menurut teori determinasi diri kepuasan atas terpenuhinya kebutuhan dan peran akan memengaruhi tercapainya kesejahteraan psikologis. Hal ini selaras dengan hasil penelitian Noor (2006) bahwa kesejahteraan pekerja wanita di Malaysia dipengaruhi oleh kepribadian dan peran dengan dimediasi oleh konflik kerja keluarga.

Menurut Wood dan De Menezes (2011), hasil-hasil penelitian empiris menunjukkan bahwa kesejahteraan berhubungan positif dengan performansi kerja. Performansi individu merupakan salah satu faktor kunci yang menyumbang efektivitas organisasi Selanjutnya, Choochom dan Pattamacharoen (2012) menjelaskan bahwa dalam perspektif teori sistem ekologi, mikrosistem pekerjaan dan mikrosistem keluarga berinteraksi dan saling memengaruhi satu sama lain untuk menciptakan mesosistem pekerjaan-keluarga. Hubungan ini bersifat dua arah, yaitu pekerjaan memengaruhi keluarga dan keluarga memengaruhi pekerjaan.

Banyak faktor yang memengaruhi kesejahteraan ibu bekerja. Faktor-faktor tersebut terutama dari individu, keluarga dan pekerjaan. Ryff (sitat dalam Springer et al., 2011) menjelaskan bahwa selain faktor sosiodemografis seperti penghasilan, pendidikan, usia dan status perkawinan, faktor pengalaman hidup dan interpretasi individu terhadap pengalamannya juga memengaruhi

kesejahteraan psikologis. Berdasar teori ekologi Bronfenbrenner (sitat dalam Boon et al., 2012; Christensen, 2016) dapat dinyatakan bahwa faktor personal, faktor mikrosistem keluarga, dan faktor mikrosistem pekerjaan saling berinteraksi dan berpengaruh terhadap kesejahteraan psikologis. Selanjutnya, dinyatakan oleh Hill (sitat dalam Hesamzadeh et al., 2015) mengajukan model ABCX tentang Teori Adaptasi Keluarga Terhadap Stress. Model ini menyebutkan bahwa adaptasi keluarga pada situasi penuh stres sebagai interaksi antara empat komponen yakni stres (A), sumber internal dan eksternal (dukungan anggota keluarga; B), penilaian terhadap stres (stres sebagai tantangan); C, kemudian menggunakan strategi coping untuk merespon stres, sementara X mewakili kemungkinan munculnya krisis atau stres.

Penelitian-penelitian terdahulu tentang faktor personal yang memengaruhi kesejahteraan psikologis adalah aktifitas fisik (Fenton et al., 2018; Lapa, 2015; Ludwig & Rauch, 2018; Moreno-Murcia et al., 2017). Sementara faktor interpersonal yang memengaruhi kesejahteraan psikologis adalah factor keseimbangan kerja-keluarga (Carlson et al., 2013; Gözü et al., 2015; Haar et al., 2014; Jaga et al., 2012; McNamara et al., 2013; Odle-Dusseau et al., 2012; Panatik et al., 2011); dan kepemimpinan transformasional (Boamah et al., 2018; Munir et al., 2012; Nielsen & Daniels, 2012; Tafvelin et al., 2011; Yang, 2011).

Aktivitas fisik berhubungan dengan kesejahteraan psikologis. Individu yang beraktivitas fisik secara teratur dapat meningkatkan persepsi terhadap ukuran dan bentuk tubuh (*body image*), yang mana ketika persepsi tentang citra tubuh ini menjadi positif maka akan meningkatkan penerimaan diri yang baik (Gatti et al., 2014; Rote et al., 2013). Schueller-Weidekamm dan Kautzky-Willer (2012) menyatakan bahwa keseimbangan kerja-keluarga merupakan faktor penting bagi kehidupan ibu bekerja. Untuk mencapai keseimbangan kerja-keluarga maka ibu bekerja perlu memperhatikan alokasi dan interaksi terkait waktu, finansial, pengambilan keputusan, kondisi fisik, emosi dan dukungan sosial. Hasil penelitian Penggalih dan Afiatin (2018) menunjukkan bahwa keseimbangan kerja-keluarga memediasi hubungan antara aktivitas fisik dengan kesejahteraan psikologis pada ibu bekerja.

Persepsi terhadap gaya kepemimpinan pimpinannya berpengaruh terhadap kesejahteraan psikologis ibu bekerja. Menurut Arnold et al. (2007) kepemimpinan transformasional para supervisor dapat berpengaruh secara langsung dan tidak langsung (yakni melalui mediasi *meaningful work* dan kepercayaan) terhadap kesejahteraan psikologis pekerjanya. Persepsi karyawan terhadap gaya kepemimpinan transformasional pemin-

an dianggap memiliki hubungan positif dengan kesejahteraan psikologis pekerja (Kelloway et al., 2012). Pemimpin transformasional dapat menjadi figur panutan yang mendorong pembelajaran dan pengembangan, juga memiliki andil dalam mengembangkan kepercayaan diri, identitas diri, dan kesejahteraan orang lain (Sosik et al., 2004). Hasil penelitian Nafiah dan Afiatin (2018) juga menunjukkan bahwa keseimbangan kerja-keluarga memediasi pengaruh persepsi terhadap kepemimpinan transformasional terhadap kesejahteraan psikologis ibu bekerja.

Berdasar uraian tentang peran faktor personal dan interpersonal terhadap kesejahteraan psikologis ibu bekerja dan hasil penelitian-penelitian sebelumnya, maka dalam penelitian ini ingin diketahui apakah faktor personal (aktivitas fisik), dan faktor interpersonal (persepsi terhadap kepemimpinan transformasional) melalui faktor interaksional (keseimbangan kerja-keluarga) memengaruhi kesejahteraan psikologis ibu bekerja (lihat Gambar 1).

Penelitian ini bertujuan untuk membuktikan model teoretis faktor personal dan interpersonal sebagai prediktor kesejahteraan psikologis ibu bekerja. Manfaat yang diharapkan dari hasil penelitian ini adalah dengan diketahuinya prediktor kesejahteraan psikologis ibu bekerja, maka selanjutnya dapat memberikan sumbang-an informasi ilmiah untuk merekomendasi intervensi-intervensi dalam upaya mencapai atau meningkatkan kesejahteraan psikologis ibu bekerja. Selanjutnya, berdasar hasil penelitian ini akan dilakukan kolaborasi dan diberikan rekomendasi kepada Kantor Pemberdayaan Masyarakat dan Perempuan (KPMP) dan konsultan keluarga dalam menyusun program pemberdayaan perempuan, khususnya bagi ibu bekerja.

*Hipotesis.* Model teoretis peran aktivitas fisik, dan kepemimpinan transformasional terhadap kesejahteraan psikologis melalui keseimbangan kerja-keluarga pada ibu bekerjafit dengan data empiris.

## Metode

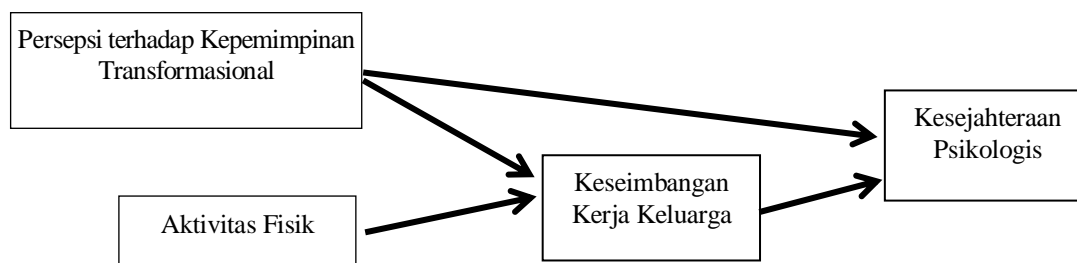
### Partisipan Penelitian

Partisipan penelitian adalah 536 ibu bekerja dengan karakteristik berasal dari komunitas Muslim; berusia 20 hingga 60 tahun; dan bekerja di bawah pimpinan seorang atasan. Partisipan direkrut oleh para enumerator secara bertujuan sesuai dengan kriteria. Kuesioner yang berisi seperangkat skala variabel penelitian diberikan secara langsung oleh enumerator kepada partisipan. Skala yang sudah dilengkapi partisipan dikembalikan kepada enumerator untuk kemudian dianalisis. Responden penelitian diminta untuk mengisi persetujuan bergabung dalam penelitian sesuai dengan etika akademik dan etika penelitian.

### Pengumpulan Data

Skala Kesejahteraan Psikologis (SKP) digunakan untuk mengungkap tingkat kesejahteraan psikologis responden ibu bekerja, berdasarkan konsep yang terdiri atas aspek penerimaan diri, hubungan positif dengan orang lain, pertumbuhan pribadi, tujuan dalam hidup, penguasaan lingkungan, dan otonomi (Afiatin et al., 2016). SKP terdiri dari 18 butir pernyataan dengan lima alternatif jawaban mulai dari “*sangat sesuai*” hingga “*sangat tidak sesuai*”. Contoh pernyataan seperti “Saya melakukan hal-hal yang bermanfaat bagi hidup saya”. Butir-butir dalam SKP memiliki validitas isi yang ditunjukkan dari nilai koefisien validitas isi Aiken yang bergerak dari 0,750 hingga 0,942. Reliabilitas butir SKP bergerak dari  $r_{ix} = 0,457$  hingga  $r_{ix} = 0,732$ , dengan  $\alpha = 0,917$ .

Skala Keseimbangan Kerja-Keluarga (SKKK atau SK3) dari Handayani digunakan untuk mengungkap tingkat keseimbangan kerja-keluarga, berdasarkan konsep Handayani et al. (2017) yang terdiri dari aspek keseimbangan waktu, keseimbangan keterlibatan, dan



Gambar 1. Model teoretis prediktor kesejahteraan psikologis ibu bekerja.

Tabel 1  
Butir-butir dalam Aspek, Indikator, dan Variabel Penelitian

Variabel	Aspek	Indikator	Contoh butir	Butir Aspek	
				Model awal	Model final
Kesejahteraan Psikologis	a. Penerimaan diri ( <i>self-acceptance</i> );	mampu menerima secara utuh dan menilai positif kehidupannya pada saat ini dan pada masa lalu	saya menghargai semua yang saya capai	1, 2, 3	1, 3
	b. Hubungan positif dengan orang lain ( <i>positive relation with others</i> );	memiliki kemampuan empati, mencintai, mempunyai hubungan mendalam dengan orang lain, dan mengidentifikasi diri sebagai bagian dari hubungan	saya peduli dengan kondisi keluarga saya; menolong orang lain adalah hal yang penting bagi saya	4, 5, 6	5, 6
	c. Otonomi ( <i>autonomy</i> );	mampu menentukan nasibnya sendiri, independen, mengatur perilaku secara mandiri	saya mampu mengatasi masalah saya sendiri	16, 17, 18	16, 18
	d. Penguasaan lingkungan ( <i>environmental mastery</i> );	mampu menguasai lingkungan secara kreatif, mengolah berbagai masalah sebagai akibat interaksi dengan lingkungan	saya mampu menyesuaikan diri dengan lingkungan	13, 14, 15	13, 15
	e. Tujuan hidup ( <i>purpose of life</i> );	memiliki tujuan dalam hidup dan memaknai kehidupan	saya melakukan hal-hal yang bermanfaat bagi hidup saya	10, 11, 12	10, 12
	f. Pertumbuhan pribadi ( <i>personal growth</i> ).	mampu mengenali potensi diri, mengembangkannya dan terbuka terhadap pengalaman baru	saya merasa diri saya lebih baik dari sebelumnya	7, 8, 9	7, 8
Keseimbangan Kerja Keluarga	a. Keseimbangan waktu,	mengelola waktu dengan efektif untuk pekerjaan dan keluarga; merasakan adanya sejumlah waktu yang sama yang digunakan untuk pekerjaan dan keluarga	saya dapat menggunakan waktu di pekerjaan dan keluarga sesuai dengan yang saya rencanakan	1, 2, 3	1, 2, 3
	b. Keseimbangan keterlibatan	merasakan keterlibatan peran yang sama antara pekerjaan dan keluarga	saya berperan aktif, baik dalam keluarga dan pekerjaan secara seimbang	4, 5, 6	4, 6
	c. Keseimbangan kepuasan.	merasakan kepuasan yang sama, menikmati dan memenuhi tuntutan antara pekerjaan dan keluarga	saya merasa nyaman dengan peran saya baik di tempat kerja dan di rumah	7, 8, 9	7, 8, 9
Aktivitas Fisik	a. Intensitas	besaran tenaga yang dikeluarkan individu saat melakukan aktivitas fisik (berat, sedang, ringan)	saya melakukan aktivitas fisik intensitas sedang (bercocok tanam, menyiram tanaman, menyapu halaman dsb) di kebun/halaman rumah	1, 2, 3	1, 3
	b. Durasi	lama aktivitas fisik dilakukan dalam satuan waktu (menit)	saya menghabiskan waktu minimal 20 menit atau lebih untuk melakukan aktivitas fisik (berat/sedang)	4, 5, 6, 7, 8	4, 6, 8
	c. Frekuensi	kemunculan sebuah aktivitas dilakukan dalam kurun waktu tertentu	saya bersepeda/berjalan kaki untuk bepergian setidaknya 3 kali dalam 1 minggu	9, 10, 11, 13	10, 13
Persepsi terhadap Kepemimpinan Transformasional	a. Pengaruh Ideal	menunjukkan keterlibatan pemimpin dan anggota dalam pembentukan nilai-nilai dan keyakinan yang penting.	Atasan saya menekankan pentingnya memiliki misi bersama	1, 2, 3	2, 3
	b. Motivasi yang menginspirasi	mengkomunikasikan harapan atau pencapaian yang penting.	Atasan saya mengatakan visi atau tujuan ke depan yang menarik	4, 5, 6	4, 6
	c. Stimulasi Intelektual	mendorong anggota untuk berpikir kreatif dan inovatif	Atasan saya mengarahkan saya untuk melihat permasalahan dari banyak sudut pandang	7, 8, 9	7, 8
	d. Pertimbangan Individual	memberi perhatian pribadi dan memperlakukan tiap anggota sebagai individu.	Atasan saya membantu saya mengembangkan kekuatan dan potensi saya	10, 11, 12	10, 11

keseimbangan kepuasan. SK3 terdiri dari sembilan butir dengan lima alternatif jawaban, mulai dari “*sangat sesuai*” hingga “*sangat tidak sesuai*”. Contoh butir seperti “Saya dapat memberikan waktu yang seimbang untuk keluarga dan pekerjaan”. Validitas isi ditunjukkan dari nilai koefisien validitas isi Aiken yang bergerak

dari 0,808 hingga 0,885. Reliabilitas butir SK3 dari  $r_{ix} = 0,479$  hingga  $r_{ix} = 0,770$ , dengan  $\alpha = 0,846$ .

Skala Aktivitas Fisik (SAF) digunakan untuk mengukur derajat aktivitas fisik yang dilakukan responden yang berdasarkan aspek intensitas, durasi, dan frekuensi (Lapa, 2015). SAF terdiri dari 13 butir dengan

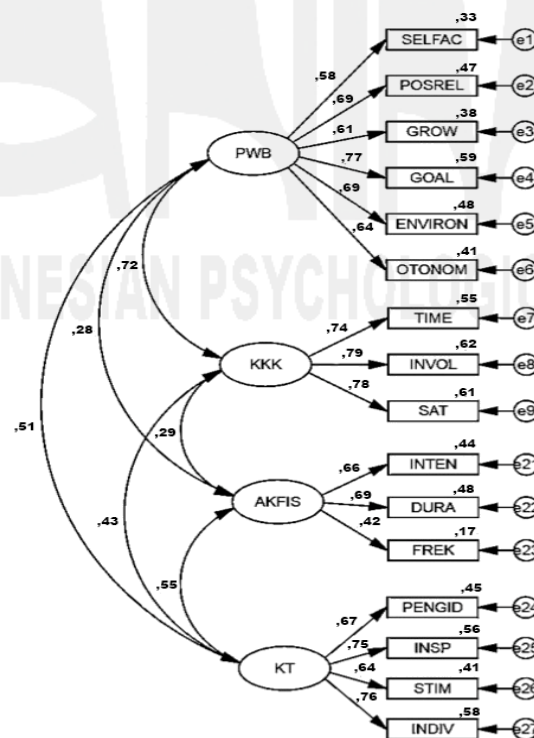
lima alternatif jawaban mulai dari “*sangat sesuai*” hingga “*sangat tidak sesuai*”. Contoh butir seperti “Saya melakukan aktivitas fisik intensitas sedang (bercocok tanam, menyiram tanaman, menyapu halaman, dsb) di kebun/halaman rumah”. Validitas isi ditunjukkan dari nilai koefisien validitas isi Aiken yang bergerak dari 0,750 hingga 0,846. Reliabilitas butir SAF bergerak dari  $r_{ix} = 0,329$  hingga  $r_{ix} = 0,578$ , dengan  $\alpha = 0,817$ .

Skala Persepsi terhadap Kepemimpinan Transformasional (SPKT) digunakan untuk mengungkap persepsi responden terhadap gaya kepemimpinan transformasional pemimpin di tempat partisipan bekerja, dengan mendasarkan pada aspek pengaruh ideal, motivasi yang menginspirasi, stimulasi intelektual, dan pertimbangan individual; berdasarkan konsep dari Bass dan Avolio (1993); Li dan Yuan (2017); Phaneuf et al. (2016). SPKT terdiri dari 12 butir dengan lima alternatif jawaban mulai dari “*sangat sesuai*” hingga “*sangat tidak sesuai*”. Contoh butir seperti “Atasan saya mengatakan visi atau tujuan ke depan yang menarik”. Validitas isi ditunjukkan dari nilai koefisien validitas isi Aiken yang bergerak dari 0,769 hingga

0,885. Reliabilitas butir SPKP bergerak dari  $r_{ix} = 0,311$  hingga  $r_{ix} = 0,706$ , dengan  $\alpha = 0,878$ .

## Uji Model Pengukuran dan Prosedur Analisis Data

Uji model pengukuran menggunakan *confirmatory factor analysis (CFA)* untuk menyeleksi butir-butir yang baik. Analisis konfirmatori memberikan hasil penyeleksian untuk mengonfirmasi apakah suatu konstruk yang secara teori sudah dibentuk dapat dibuktikan secara empiris (Ghozali, 2011). Model pengukuran pada tiap variabel dilakukan dengan model unidimensi yakni seluruh butir mengukur satu konstruk yang sama. Seleksi butir dilakukan dengan cara membuang butir-butir yang memiliki *standardized loading factor* di bawah 0,5 pada model pengukuran awal. Dengan demikian model pengukuran final hanya mengikutsertakan butir-butir yang memiliki *standardized loading factor* di atas 0,5. Ukuran *goodness of fit (GOF)* atau kesesuaian model diketahui dari nilai *chi-square*, *chi-square/degree of freedom*, *Goodness of Fit*



Gambar 2. Hasil CFA variabel kesejahteraan psikologis, keseimbangan kerja keluarga, persepsi terhadap kepemimpinan transformasional, dan aktivitas fisik.

Note. SELFAC= Self-acceptance, POSREL= positive relationships with others, GROW= personal growth, GOAL= purpose of life/Life goals, ENVIRON= environmental mastery, OTONOM = autonomy; AKFIS= Physical activity, INTEN = Intensity, DURA= Duration, FREK= Frequency; KKK= Work-Family Balance, TIME= Time balance, INVOL= Involvement balance, SAT = Satisfaction balance; KT = Perceived Transformational leadership, PENGID= Idealized influence, INSP= Inspirational motivation, STIM= Intellectual stimulation, INDIV= Individualized consideration



Tabel 2

*Parameter dan Hasil Uji Goodness of Fit untuk Analisis Konfirmatori*

Parameter <i>Goodness Of Fit (GOF)</i>	Standar Kriteria	Variabel							
		PWB		KKK		AKFIS		KT	
		Model awal	Model final	Model awal	Model final	Model awal	Model final	Model awal	Model final
Chi-square	Semakin kecil	231,160	40,228	39,217	25,720	143,907	13,606	130,985	9,455
Chi-square/df	$\leq 0,5$	1,935	1,031	1,634	1,513	2,822	1,237	2,729	0,675
Probabilitas	$\geq 0,05$	0,000	0,410	0,026	0,080	0,000	0,256	0,000	0,801
GFI	$\geq 0,8$	0,829	0,949	0,934	0,950	0,839	0,970	0,860	0,981
AGFI	$\geq 0,9$	0,757	0,897	0,876	0,894	0,753	0,924	0,773	0,952
TLI	$\geq 0,9$	0,898	0,996	0,953	0,970	0,665	0,964	0,820	1,023
RMSEA	0,005–0,08	0,088	0,016	0,072	0,065	0,122	0,044	0,119	0,000

*Index (GFI), Adjusted Goodness of Fit Index (AGFI), Tucker Lewis Index (TLI), dan Root Mean Square Error of Approximation (RMSEA)* yang baik untuk bisa diterimanya model yang dianalisis.

Analisis model struktural, dilakukan dengan menggunakan *item parceling*. *Item parceling* dilakukan dengan cara menghitung skor agregat aspek atau dimensi pada masing-masing variabel dan menjadikannya indikator pada model struktural (Widhiarso, 2011). Hal ini dilakukan dikarenakan model terlalu kompleks sedangkan subjek penelitian jumlahnya terbatas, sehingga perlu ada penyederhanaan model.

Berdasarkan hasil CFA keseluruhan variabel pada Gambar 2 tampak bahwa beberapa kriteria GOF terpenuhi ( $GFI \geq 0,80$ ;  $TLI \geq 0,90$ ;  $CFI > 0,90$ ;  $RMSEA = 0,05 - 0,08$ ). Informasi ini menunjukkan model model pengukuran dapat dipertahankan dan digunakan untuk analisis lanjut model struktural.

## Hasil

Berdasarkan matrik demografi responden penelitian (Tabel 3), responden paling banyak berusia 36 hingga 40 tahun (20,1%); berpendidikan sarjana (56,9%); dan bekerja sebagai pegawai negeri sipil (46,3%). Dari ranah keluarga, responden paling banyak melaporkan berstatus menikah (93,5%); dan memiliki suami yang bekerja (89,7%). Responden pada umumnya memiliki dua anak (46,5%); dan tidak dibantu oleh asisten rumah tangga dalam menyelesaikan tugas domestik di rumah (81,7%). Gambar 3 menunjukkan model fit antara variabel eksogen yaitu persepsi terhadap kepemimpinan transformasional dan aktivitas fisik (AKFIS), sedangkan variabel endogen adalah keseimbangan kerja-keluarga (KKK) dan kesejahteraan psikologis (PWB). Selain sebagai variabel endogen, keseimbangan kerja keluarga

Tabel 3

*Matriks Demografi Partisipan (n = 536)*

	Karakteristik	%
Umur	20-25	3,4
	26-30	15,9
	31-35	18,8
	36-40	20,1
	41-45	11,6
	46-50	11,8
	51-55	12,9
Level Edukasi	56-60	5,6
	SMP	1,5
	SMA	28,2
	Diploma	5,8
	S1	56,9
	S2	7,5
	S3	0,2
Tipe Pekerjaan	Pegawai Negeri	46,3
	Karyawan (Swasta)	33,0
	Petani	0,7
	Lainnya	20,0
Suami	Bekerja	89,7
	Tidak Bekerja	10,3
Status Pernikahan	Menikah	93,5
	Belum/Tidak Menikah	0,2
	Janda	3,5
Jumlah Anak	Cerai	2,8
	1	33,0
	2	46,5
	3	15,9
	4	3,9
Asisten Rumah Tangga	Lebih dari 4	0,7
	Ya	18,3
	Tidak	81,7

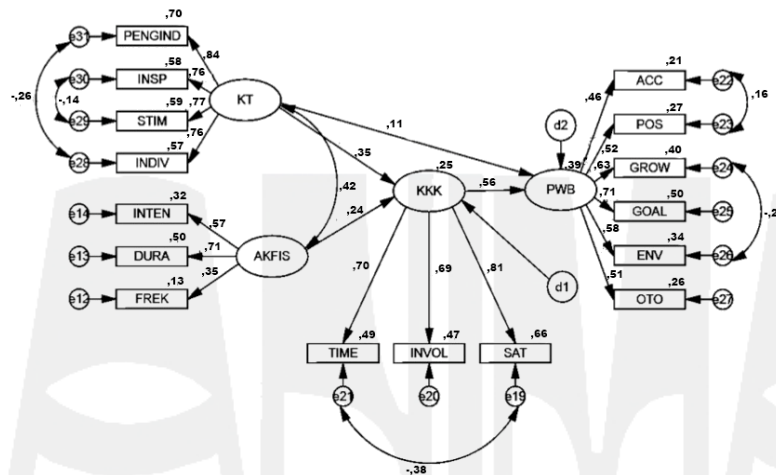
berperan sebagai mediator. Hasil model awal menunjukkan nilai *GFI* dan *RMSEA* yang sudah memenuhi kriteria, namun nilai *Comparative Fit Index (CFI)*, *TLI*, dan *AGFI* masih di bawah kriteria. Oleh karena itu

Tabel 4  
Signifikansi Pengukuran

	Parameter	Estimasi	S.E.	C.R.	<i>p</i>
Keseimbangan kerja keluarga	<--- Aktivitas Fisik	0,492	0,145	3,383	***
Keseimbangan kerja keluarga	<--- Kep. Transf	0,369	0,062	5,991	***
Kesejahteraan Psikologis	<--- Keseimbangan kerja keluarga	0,275	0,042	6,582	***
Kesejahteraan Psikologis	<--- Kep. Transf	0,057	0,029	1,980	0,048

Tabel 5  
Efek Tidak Langsung Variabel Eksogen Terhadap Psychological Well-being

	Standardize Indirect effect	Lower Bound	Upper Bound	<i>p</i>
PWB <--- KT	0,196	0,128	0,284	0,002
PWB <--- AKFIS	0,138	0,059	0,231	0,005



Gambar 3. Model teoretis yang fit dalam uji struktural.

dilakukan modifikasi model struktural dengan mengkovariankan eror pengukuran antar indikator yang masih berada dalam satu variabel. Hal ini biasa diakibatkan adanya indikator yang saling overlap (Widhiarso, 2011). Hasil uji model final menunjukkan nilai  $GFI = 0,94$ ;  $AGFI = 0,91$ ;  $TLI = 0,90$ ;  $CFI = 0,920$ ; dan  $RMSEA = 0,063$ . Hasil uji struktural tersebut menunjukkan bahwa model teoretis memenuhi kriteria goodness of fit dari kriteria  $GFI$ ,  $AGFI$ ,  $TLI$ ,  $CFI$ , dan  $RMSEA$  yang disyaratkan untuk membuktikan model. Model keseluruhan dapat diterima dan menunjukkan nilai skor yang fit dengan data empiris.

Dilihat pada Tabel 4 bahwa aktifitas fisik dan persepsi terhadap kepemimpinan transformasional secara signifikan memengaruhi keseimbangan kerja keluarga ( $p < 0,05$ ) dan keseimbangan kerja-keluarga memengaruhi kesejahteraan psikologis ( $p < 0,05$ ). Persepsi terhadap kepemimpinan transformasional berpengaruh pada kesejahteraan psikologis ( $p < 0,05$ ).

Dari analisis bootstrapping 500 sampel, diketahui bahwa ada pengaruh tidak langsung kepemimpinan transformasional terhadap kesejahteraan psikologis melalui Keseimbangan Kerja Keluarga. Standardized indirect effect persepsi kepemimpinan transformasional terhadap kesejahteraan psikologis adalah sebesar 0,196. Pada taraf kepercayaan 95%, batas bawahnya adalah 0,128 dan batas atasnya adalah 0,284 dengan  $p < 0,01$ . Dengan demikian ada pengaruh tidak langsung yang signifikan persepsi kepemimpinan transformasional terhadap kesejahteraan psikologis melalui keseimbangan kerja keluarga.

Begitu pula pengaruh tidak langsung aktivitas fisik terhadap kesejahteraan psikologis melalui keseimbangan kerja keluarga. *Standardized indirect effect* aktivitas fisik terhadap kesejahteraan psikologis sebesar 0,138. Pada taraf kepercayaan 95%, batas bawahnya adalah 0,056 dan batas atasnya adalah 0,231 dengan  $p < 0,01$ . Dengan demikian ada pengaruh tidak langsung yang

signifikan aktivitas fisik terhadap kesejahteraan psikologis melalui keseimbangan kerja keluarga. Hasil penelitian membuktikan bahwa terdapat peran aktivitas fisik dan persepsi kepemimpinan transformasional terhadap kesejahteraan psikologis melalui keseimbangan kerja keluarga fit dengan data empiris.

## Diskusi

Tujuan penelitian ini adalah untuk membuktikan faktor personal dan faktor interpersonal yang memengaruhi kesejahteraan psikologis ibu bekerja. Hasil penelitian menunjukkan bahwa kesejahteraan psikologis ibu bekerja dipengaruhi oleh faktor personal seperti aktivitas fisik dan faktor-faktor interpersonal seperti persepsi terhadap kepemimpinan transformasional dan keseimbangan kerja keluarga.

Para peneliti mulai menggagas model pendekatan integral (*integrative approach*) dalam upaya menggabungkan dua tren riset kesejahteraan psikologis yakni perspektif hedonik dan eudaimonik (Hoffmann-Burdzińska & Rutkowska, 2015, Joshanloo, 2016; Page & Vella-Brodrick, 2009). Kesejahteraan psikologis karyawan terdiri dari komponen-komponen yang banyak diteliti pada tren penelitian kesejahteraan subjektif (perspektif hedonik) seperti kepuasan hidup dan afeksi tertentu, kesejahteraan di tempat kerja, dan dari perspektif eudaimonik seperti penerimaan diri, relasi positif dengan orang lain, penguasaan lingkungan, dan pertumbuhan pribadi (Page & Vella-Brodrick, 2009). Model integratif dipandang sebagai sebagai pilihan kerangka teori yang dapat menjelaskan tentang kesejahteraan psikologis secara lebih komprehensif. Model integrative dapat menjelaskan bahwa kesejahteraan psikologis ibu bekerja dapat bersumber baik dari dalam diri individu seperti aktivitas fisik, maupun diintegrasikan dengan faktor-faktor relational seperti persepsi terhadap kepemimpinan transformasional dan keseimbangan kerja keluarga.

Temuan penelitian kali ini berbeda dari hasil kajian Bulgan dan Cifci (2018) yang menyebutkan bahwa keseimbangan kerja keluarga tidak menjadi faktor pengantara yang memengaruhi penyesuaian psikososial (dengan pengukuran pada faktor kesejahteraan psikologis sebagai komponen penyesuaian sosial. Sebaliknya, hasil penelitian kali ini membuktikan bahwa keseimbangan kerja keluarga memengaruhi kesejahteraan psikologis, khususnya pada ibu bekerja. Kesejahteraan psikologis wanita yang bekerja dipengaruhi oleh faktor-faktor keluarga dan faktor-faktor yang berhubungan dengan kepuasan kerja (Afiatin et al., 2016; Noor (2006). Taşdelen-Karçay dan Barkalim

(2017) menemukan bahwa keseimbangan kerja keluarga mengantarai hubungan antara konflik kerja keluarga dan kepuasan hidup. Kepuasan kerja dan kepuasan kehidupan keluarga meningkat seiring dengan kemampuan individu dalam mengalokasikan waktu dan tenaga untuk menyeimbangkan antara peran dan keterlibatannya baik dalam lingkungan kerja maupun dalam lingkungan keluarga (Polater & Akdogan, 2014).

Teori determinasi diri menjelaskan bahwa, sebagai faktor intrapersonal, beraktivitas fisik yang konsisten dari waktu ke waktu memberikan kemanfaatan pada kesejahteraan psikologis. Individu apabila telah menginternalisasikan motivasi intrinsik ini secara konsisten menanggapi bahwa beraktivitas fisik sebagai sesuatu yang menyenangkan sehingga cenderung mengalami penguatan perasaan positif selama beraktivitas (Maltby & Day, 2001). Penelitian lain juga membuktikan bahwa ada kaitan pola hidup sehat dengan kesejahteraan psikologis seperti meningkatnya kepuasan hidup seiring dengan meningkatnya kecenderungan untuk pengecekan kesehatan (Kim et al., 2017b). Meskipun masih memungkinkan untuk dikaji lebih lanjut apakah hubungan antara kesejahteraan psikologis dan perubahan aktivitas fisik dari waktu ke waktu. Ada efek saling memengaruhi antara keseimbangan kerja keluarga dan aktivitas fisik (Clayton, 2014). Efek hubungan saling pengaruh ini memungkinkan hubungan aktivitas fisik dan kesejahteraan psikologis diantarai oleh keseimbangan kerja keluarga karena aktivitas fisik mampu memengaruhi keseimbangan kerja keluarga (Clayton, 2014; Kulesz, 2013) dan sebaliknya, keseimbangan kerja keluarga memberi efek pada kesejahteraan psikologis (Sathyanarayana & India, 2010).

Hasil penelitian ini membuktikan bahwa persepsi kepemimpinan transformasional karyawan ibu pekerja berdampak pada kesejahteraan psikologis melalui keseimbangan kerja keluarga. Keseimbangan kerja keluarga berperan penting dalam memberikan efek pada kesejahteraan psikologis. Meskipun ibu bekerja yang mempersepsi atasan sebagai pemimpin transformasional cenderung merasakan kesejahteraan, ibu bekerja bisa mencapai kesejahteraan psikologis yang tinggi ketika keseimbangan kerja keluarganya optimal (Nafiah & Afiatin, 2018). Hasil ini berbeda dengan penelitian sebelumnya yang cenderung tidak memposisikan keseimbangan kerja keluarga sebagai faktor pengantara. Peneliti sebelumnya membuktikan keterkaitan antara kepemimpinan transformasional dan keseimbangan kerja keluarga dimediasi oleh faktor-faktor kesejahteraan psikologis seperti otonomi, emosi positif, dukungan kemampuan manajerial (Hammond et al., 2015) dan jadwal kerja (Beutell, 2010). Hasil

penelitian kali ini lebih selaras dengan ide dari Kelloway et al., (2012) yang membuktikan bahwa ada peran tidak langsung kepemimpinan transformasional terhadap kesejahteraan psikologis melalui persepsi kebermaknaan kerja dan kepercayaan pemimpin. Namun demikian, model yang peneliti ajukan berbeda muara dengan penelitian Kelloway et al. (2012) yang menjelaskan adanya peran mediasi kepercayaan pada pemimpin transformasional. Model lain telah membuktikan peran mediasi keseimbangan kerja keluarga memediasi afeksi positif dan afeksi negatif dengan faktor gaya kepemimpinan, namun berkebalikan jalur dengan model struktural penelitian ini (Michel et al., 2014). Pada dasarnya, penelitian kali ini membuktikan bahwa peran keseimbangan kerja keluarga memengaruhi variasi hubungan antara persepsi kepemimpinan transformasional dengan kesejahteraan psikologis ibu bekerja. Hal ini dapat dimaknai bahwa pada domain interpersonal, partisipan yang memiliki anggapan bahwa atasan-nya di lingkungan kerja adalah tipe pemimpin yang menginspirasi, memberikan stimulasi intelektual, dan menghargai individualitas terbukti cenderung merasa sejahtera secara psikologis. Namun demikian, hasil analisis struktural membuktikan bahwa selain persepsi kepemimpinan transformasional, individu yang dapat menyeimbangkan waktu dan peran keterlibatannya dalam keluarga dengan lingkungan kerja meningkatkan cenderung lebih merasa sejahtera.

Pendekatan ekologi pada sistem hubungan manusia dapat menjelaskan bagaimana sistem keseimbangan kerja keluarga memberikan kontribusi pada kesejahteraan psikologis yang bersumber dari intrapersonal dan interpersonal. Lingkungan kehidupan manusia terdiri dari banyak lapisan sistem yang saling berhubungan antara satu dengan yang lainnya seperti sistem keluarga dan sistem lingkungan pekerjaan. Salah satu konsep penting dalam teori adalah fleksibilitas dalam keluarga, yang berfungsi untuk untuk menyeimbangkan stabilitas dan perubahan (Olson et al., 2011). Fleksibilitas yang dimiliki sistem keluarga (termasuk individu yang hidup di dalamnya) dengan sistem lingkungan lebih luas, seperti lingkungan pekerjaan, merupakan upaya berkelanjutan untuk dapat mengoptimalkan fungsi dan peran individu dan setiap anggota di keluarga untuk terbuka pada tantangan dan perubahan untuk pertumbuhan diri masing-masing individu, namun tetap berupaya menjaga kestabilan bersama sebagai sistem yang utuh.

Implikasi hasil penelitian ini dapat digunakan dalam upaya meningkatkan kesejahteraan psikologis ibu

bekerja yaitu bagi ibu bekerja perlu memperhatikan aktivitas fisik dan keseimbangan kerja keluarga. Keseimbangan kerja keluarga dapat dicapai dengan dukungan eksternal individu, diantaranya, dukungan sosial dari suami dan otonomi kerja (Handayani et al., 2015). Ibu bekerja dapat memberikan waktu, peran, dan merasakan kepuasan yang seimbang antara ruang kerja dan lingkungan rumah apabila difasilitasi dengan baik oleh faktor-faktor yang memperkuat keseimbangan kerja keluarga. Selain itu dalam konteks lingkungan kerja, para pemimpin perlu menerapkan gaya kepemimpinan transformasional. Pemimpin perlu mendampingi karyawan, khususnya Ibu bekerja untuk dapat mengembangkan potensinya.

### Keterbatasan

Penelitian ini dilakukan tidak melibatkan pengambilan contoh data secara random, melainkan dengan metode *purposive sampling*. Hal ini berimplikasi untuk mempertimbangkan fakta bahwa hasil yang ditemukan dalam penelitian ini hanya dapat diaplikasikan terbatas pada kriteria responden penelitian ini saja, tidak dapat digeneralisasikan pada populasi ibu bekerja. Oleh sebab itu, untuk penelitian selanjutnya diharapkan dapat menerapkan pengambilan contoh data dan responden dengan teknik random sampling. Keterbatasan lainnya yaitu analisis model struktural dilakukan dengan *item parceling* untuk mengatasi model yang terlalu kompleks dengan indikator yang banyak sementara jumlah subjek penelitian terbatas. *Item parceling* mengasumsikan bahwa tiap butir memberi sumbangan yang sama dan dengan eror yang sama juga terhadap tiap indikator, padahal dalam kenyataan bisa jadi tidak benar.

### Simpulan

Model teoretis peran aktivitas fisik dan kepemimpinan transformasional terhadap kesejahteraan psikologis ibu bekerja melalui keseimbangan kerja-keluarga *fit* dengan data empiris. Bagi ibu bekerja agar dapat mencapai kesejahteraan psikologis perlu memperhatikan aktivitas fisik dan keseimbangan kerja-keluarga yaitu dengan menyeimbangkan waktu, keterlibatan dan kepuasan dalam melaksanakan peran dan fungsinya dalam pekerjaan dan keluarganya. Ibu bekerja juga perlu mengembangkan persepsi positif terhadap pimpinan yang menggunakan gaya kepemimpinan transformasional.

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