

## **ABSTRACT**

*This study seeks to analyze the impact of transformational leadership and work-life balance on work engagement, with organizational culture as a mediating variable. The research employed a quantitative approach using a survey method involving all 78 permanent employees of PT Bank Negara Indonesia (Persero) Tbk, Karangayu Branch Office. The findings indicate that both work-life balance and organizational culture significantly affect work engagement. Transformational leadership, however, does not have a direct significant effect on engagement but influences it indirectly through organizational culture. These results highlight the critical role of organizational culture in mediating the relationship between transformational leadership and work engagement. On the other hand, work-life balance does not significantly impact organizational culture. The study implies the need for leadership development and HRM strategies that focus on strengthening organizational culture and supporting employee well-being through balanced work arrangements.*

**Keywords:** Transformational leadership, work-life balance, organizational culture, work engagement, banking

