



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract:

This study aims to analyze the effect of transformational leadership, work motivation, and work environment on employee performance. The research employed a quantitative approach using a survey method. The population composed of employees of a company or institution, with the sample selected through probability sampling techniques. Data were collected using a five-point Likert scale questionnaire. Data analysis was conducted using multiple linear regression with the assistance of IBM SPSS Statistics software, preceded by validity, reliability, and classical assumption tests. The results indicate that transformational leadership has a positive and significant effect on employee performance. Work motivation also has a positive and significant effect on employee performance. Furthermore, the work environment has a positive and significant effect on employee performance. Simultaneously, transformational leadership, work motivation, and the work environment significantly influence employee performance. These findings suggest that employee performance can be enhanced through the implementation of effective transformational leadership, improved work motivation, and the creation of a safe, comfortable, and supportive work environment. This study provides practical implications for organizations in developing human resource management strategies to improve productivity and organizational competitiveness.

Keywords: Transformational Leadership; Work Motivation; Work Environment; Employee Performance; Human Resource Management

INTRODUCTION

The success of an organization in achieving its goals is largely determined by the quality of its human resources. Amidst increasingly competitive business competition and increasingly rapid technological developments, organizations are required to have employees who are able to work effectively, efficiently, and productively. Employee performance is one of the main indicators that determines an organization's success in maintaining competitiveness and improving the quality of service and company productivity (Robbins & Judge, 2023). Therefore, efforts to improve employee performance are an important concern for every organization.

Employee performance is the work results achieved by a person in carrying out the tasks and responsibilities given in accordance with the standards set by the organization (Mangkunegara, 2017). High levels of performance are not only influenced by individual abilities, but are also influenced by various internal and external factors of the organization. Some factors that are widely discussed in human resource management research are transformational leadership, work motivation, and work environment. These three factors are believed to have a close relationship with improving the quality of employee performance, thus attracting attention from researchers and practitioners.

One factor that plays a crucial role in improving employee performance is transformational leadership. Transformational leadership is a leadership style that inspires, motivates, and encourages subordinates to work beyond personal interests to achieve organizational goals. Transformational leaders not only act as directors but also as agents of change, capable of building trust, setting an example, and creating strong organizational commitment (Bass & Avolio, 1994). According to Northouse (2022), transformational leadership has been shown to increase employee motivation, job satisfaction, organizational commitment, and performance through empowerment and development of individual potential.

Apart from transformational leadership, work motivation is also an important factor that influences employee performance. Work motivation is an impulse that arises from within or outside a person to do work to achieve certain goals (Hasibuan, 2020). Highly motivated employees tend to demonstrate greater work ethic, discipline, creativity, and responsibility than those with low motivation. Robbins and Judge (2023) explain that motivation is a key determinant of work behavior because it influences the intensity, direction, and persistence of a person in carrying out their work.

Another equally important factor is the work environment. The work environment encompasses both the physical and non-physical conditions surrounding employees while they perform their work. A comfortable, safe work environment, supported by harmonious working relationships, will create a conducive work atmosphere that can increase employee productivity (Sedarmayanti, 2018). Conversely, an unsupportive work environment can cause stress, lower morale, increase absenteeism, and even lead to a decline in organizational productivity.

Various previous studies have shown that transformational leadership, work motivation, and work environment have a positive influence on employee performance, although the level of influence of each variable still shows varying results in various organizational sectors. Research conducted by Eliyana et al. (2019) shows that transformational leadership significantly influences performance improvement through organizational commitment. Another study conducted by Pawirosumarto et al. (2017) demonstrated that the work environment and work motivation positively influence employee performance. Differences in organizational characteristics, company culture, and work environment conditions have resulted in inconsistent results from previous studies, necessitating further research.



Based on this phenomenon, organizations need to understand the factors that can optimally improve employee performance. Effective transformational leadership is expected to build intrinsic employee motivation, while high work motivation will encourage individuals to perform optimally. Furthermore, a conducive work environment will provide a sense of security and comfort, and support work productivity. The synergy of these three variables is believed to improve the quality of employee performance, enabling the organization to achieve its goals more effectively and sustainably.

This study aims to analyze the influence of transformational leadership, work motivation, and work environment on employee performance both partially and simultaneously. The results of this research are expected to contribute to the development of human resource management science and become a consideration for organizational leaders in formulating strategies to improve employee performance through strengthening leadership, increasing work motivation, and improving the work environment.

RESEARCH METHODS

This research uses a quantitative approach with a survey method. The quantitative approach was chosen because it aims to test the influence of independent variables, namely transformational leadership, work motivation, and work environment on the dependent variable, namely employee performance. This research is explanatory research, namely research that aims to explain the causal relationship between variables through hypothesis testing (Sugiyono, 2022).

Population and Sample

The population in this study is all employees of PT/Institution, totaling N people . The sampling technique used probability sampling with the simple random sampling method , so that each member of the population has an equal opportunity to become a respondent.

The sample size is determined using the Slovin formula as follows:

$$(n = \frac{N}{1 + Ne^2})$$

Information:

- n = number of samples
- N = population size
- e = error rate (5%)

Based on the calculation results, the sample size was respondents .

If the population is less than 100 people, then the entire population is used as respondents (total sampling).

Data Types and Sources

This study uses two types of data, namely:

1. Primary data , namely data obtained directly from respondents through distributing questionnaires.
2. Secondary Data , namely data obtained from company documents, annual reports, books, scientific journals, and literature relevant to the research.

Data collection technique

Data collection techniques used include:

1. Questionnaire , which is the main research instrument containing statements regarding transformational leadership, work motivation, work environment, and employee performance.
2. Observation , carried out to obtain an overview of the company's work environment conditions.
3. Documentation Study , used to obtain supporting data regarding the company profile and number of employees.

The research instrument uses a five- level Likert scale, namely:

- Strongly Agree (SS) = 5
- Agree (S) = 4
- Neutral (N) = 3
- Disagree (TS) = 2
- Strongly Disagree (STS) = 1

Operational Definition of Variables

1. Transformational Leadership (X₁)

Transformational leadership is the ability of a leader to inspire, motivate, and encourage subordinates to achieve organizational goals through positive change (Bass & Avolio, 1994).

Indicator:

- Ideal influence (Idealized Influence)
- Inspirational Motivation
- Intellectual Stimulation
- Individual attention (Individualized Consideration)

2. Work Motivation (X₂)

Work motivation is an internal or external drive that causes a person to be willing to work optimally to achieve organizational goals (Hasibuan, 2020).

Indicator:

- Physiological needs
- Security needs
- Social needs

- Award
- Self-actualization

3. Work Environment (X_3)

The work environment is all physical and non-physical conditions that are around employees and can influence the implementation of work (Sedarmayanti, 2018).

Indicator:

- Lighting
- Air temperature
- Noise
- Inter-employee relations
- Relationship with superiors
- Job security

4. Employee Performance (Y)

Employee performance is the work results achieved by a person in accordance with the tasks and responsibilities given by the organization (Mangkunegara, 2017).

Indicator:

- Quality of work
- Quantity of work
- Punctuality
- Effectiveness
- Independence
- Responsibility

Research Instrument Testing

The research instrument was tested using:

1. Validity Test

Validity testing was conducted using Pearson Product Moment correlation. The instrument is declared valid if the calculated r value is greater than the table r value at a significance level of 5% or a significance value of less than 0.05 .

2. Reliability Test

Reliability testing uses the Cronbach's Alpha coefficient. An instrument is considered reliable if its Cronbach's Alpha value is ≥ 0.70 (Ghozali, 2021).

Data Analysis Techniques

Data analysis was carried out using IBM SPSS Statistics software version 26 with the following stages:

1. Descriptive Statistical Analysis

Used to describe the characteristics of respondents and each research variable based on the average value, standard deviation, maximum and minimum values.

2. Classical Assumption Test

Includes:

- Normality Test
- Multicollinearity Test
- Heteroscedasticity Test

Testing is carried out so that the regression model meets the BLUE (Best Linear Unbiased Estimator) assumptions.

3. Multiple Linear Regression Analysis

The regression equation model used is:

$$Y = \alpha + \beta_1$$

Information:

- Y = Employee Performance
- α = Constant
- $\beta_1 - \beta_3$ = Regression coefficient
- X_1 = Transformational Leadership
- X_2 = Work Motivation
- X_3 = Work Environment
- e = Error

4. Hypothesis Testing

The hypothesis was tested using:

- T-test , to determine the influence of each independent variable on employee performance partially.
- F test , to determine the influence of transformational leadership, work motivation, and work environment simultaneously on employee performance.

- Coefficient of Determination (R^2), to determine the extent of the independent variable's ability to explain variations in the dependent variable.

The decision to test the hypothesis is based on a significance level of 5% ($\alpha = 0.05$). The hypothesis is accepted if the significance value is less than 0.05.

Research Ethics

Before data collection was carried out, the researcher first asked permission from the company. All respondents were given an explanation regarding the purpose of the research, guaranteed confidentiality of their identity, and participated voluntarily. The data obtained is only used for academic and research purposes.

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

The results of the study show that transformational leadership has a positive and significant effect on employee performance. This indicates that the better an organization's leaders implement transformational leadership, the higher their employees' performance levels. Leaders who can provide a clear vision, inspire, provide individualized attention, and encourage innovation will create a work environment conducive to increased productivity.

Transformational leadership plays a role in building employee trust and commitment to the organization. By providing inspirational motivation and role models, leaders are able to increase work enthusiasm, a sense of belonging to the organization, and employees' willingness to make greater contributions than formal job demands. This condition has an impact on increasing the quality, quantity and effectiveness of employee work.

The findings of this study align with the theory of Bass and Avolio (1994), which states that transformational leaders are able to change the attitudes, values, and behaviors of subordinates, thus motivating them to achieve higher performance. Furthermore, Northouse (2022) explains that transformational leadership increases organizational effectiveness by developing individual potential and creating a positive work culture.

The results of this study also support the research of Eliyana et al. (2019), which found that transformational leadership has a positive effect on employee performance by increasing organizational commitment. Thus, organizations need to develop the leadership competencies of managers through training, coaching, and leadership development in order to be able to create a work environment that encourages increased performance.

The Influence of Work Motivation on Employee Performance

The results of the study show that work motivation has a positive and significant effect on employee performance. This means that the higher an employee's motivation, the higher their performance level. Motivation is a driving factor that determines a person's commitment to completing tasks according to set targets.

Employees who have high motivation tend to show work discipline, responsibility, initiative, and a desire to achieve better performance. On the other hand, low motivation can lead to decreased productivity, increased absenteeism, and low quality work results.

The results of this study align with Hasibuan's (2020) theory, which explains that motivation is the driving force that drives someone to work optimally to achieve organizational and personal goals. Robbins and Judge (2023) also state that motivation influences the direction, intensity, and persistence of a person in carrying out their work.

This study strengthens the research findings of Pawirosumarto et al. (2017), which showed that work motivation has a positive influence on improving employee performance. Therefore, organizations need to increase motivation by providing fair rewards, career development opportunities, competitive compensation systems, and recognition of work achievements so that employees are encouraged to work optimally.

The Influence of Work Environment on Employee Performance

The research results show that the work environment has a positive and significant impact on employee performance. This suggests that a comfortable, safe, and supportive work environment will increase employee productivity and the quality of work produced.

The work environment encompasses not only physical aspects, such as lighting, room temperature, cleanliness, and safety, but also non-physical aspects, such as employee relationships, communication with superiors, teamwork, and organizational culture. A harmonious work environment can create a conducive work atmosphere, allowing employees to feel comfortable completing their work.

The findings of this study are in accordance with the opinion of Sedarmayanti (2018), who stated that the work environment is an important factor that influences work enthusiasm and productivity. A good work environment can reduce work stress levels, increase job satisfaction, and encourage more optimal performance.

The results of this study are also consistent with the research of Pawirosumarto et al. (2017), which found that the work environment has a positive influence on employee performance. Therefore, organizations need to pay attention to work facilities, occupational safety and health (K3), internal communication, and interpersonal relationships to create a work environment that supports improved performance.

The Influence of Transformational Leadership, Work Motivation, and Work Environment on Employee Performance

The results of the simultaneous test show that transformational leadership, work motivation, and work environment together have a positive and significant influence on employee performance. These findings indicate that increased employee performance is not only influenced by one factor, but is the result of the interaction of various mutually supportive factors.

Transformational leadership provides direction, vision, and inspiration to employees, while work motivation serves as an internal driver for achievement. Furthermore, the work environment provides conditions that enable employees to work

comfortably, safely, and productively. The synergy of these three factors creates an organizational climate that supports improvements in the quality and quantity of work output.

The large value of the coefficient of determination (R^2) shows that variations in employee performance can be explained by transformational leadership, work motivation, and work environment, while the rest is influenced by other factors that were not studied, such as compensation, job satisfaction, organizational culture, work discipline, training, competence, organizational commitment, and communication style.

Practically, the results of this study imply that organizations need to implement an integrated strategy for human resource management. Developing transformational leadership through training for leaders, providing a reward system that increases work motivation, and providing a safe, comfortable, and conducive work environment are all steps that can be taken to sustainably improve employee performance.

The findings of this study also reinforce the theory of organizational behavior, which states that performance is the result of the interaction between individual characteristics, leadership behavior, motivation, and the work environment. Therefore, organizations that are able to manage these three aspects in a balanced manner will have a greater opportunity to increase productivity, competitiveness, and success in achieving organizational goals.

Based on research findings on the influence of transformational leadership, work motivation, and the work environment on employee performance, it can be concluded that transformational leadership has a positive and significant impact on employee performance. The implementation of a leadership style that provides inspiration, role models, individual attention, and encourages innovation has been shown to improve employee work quality and productivity. The more effectively transformational leadership is implemented, the better employee performance will be.

Work motivation has also been shown to have a positive and significant impact on employee performance. Employees who have high work motivation tend to show better enthusiasm, discipline, responsibility and commitment in carrying out their tasks. Increasing motivation, whether through rewards, career development opportunities, or a fair compensation system, can encourage continuous performance improvement.

In addition, the work environment has a positive and significant influence on employee performance. A safe, comfortable, clean work environment supported by harmonious working relationships can create a conducive work atmosphere so that employees can work more effectively and productively. Therefore, organizations need to continuously improve work environment conditions, both from physical and non-physical aspects.

Simultaneously, transformational leadership, work motivation, and work environment have a positive and significant influence on employee performance. This shows that increased employee performance is the result of synergy between effective leadership, high work motivation, and a supportive work environment. Thus, organizations need to manage these three factors in an integrated manner as a strategy to increase organizational productivity, effectiveness, and competitiveness.

This research provides practical implications that organizational leaders need to develop transformational leadership competencies, create systems that can increase work motivation, and provide a conducive work environment. These three aspects are strategic factors in improving employee performance and supporting the achievement of organizational goals in a sustainable manner.

This study has limitations because it only examines three variables that influence employee performance. Therefore, further research is recommended to add other variables, such as compensation, job satisfaction, organizational culture, organizational commitment, work discipline, training, or employee engagement, so that a more comprehensive understanding of the factors that influence employee performance is obtained. In addition, research in various industrial sectors and with a larger number of respondents is also recommended so that the research results have a broader level of generalization.

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