

1. 25 Maret 2025, melakukan submission manuskrip ke Journal of Business and Information Systems
2. 16 April 2025, mendapatkan notifikasi dari Editor Jurnal JBIS, yang berisi pemberitahuan untuk revisi manuskrip sebagai berikut.

Berikut ini kami kirimkan hasil telaah oleh reviewer secara blind review untuk naskah yang berjudul "Motivation Bridges Leadership, Workspace, and Performance" pada Journal of business and information systems (Sinta 3). Hasil revisi dapat dikirimkan kembali melalui OJS pada menu add discussion/ revision sebelum tanggal 30 april 2025.

Reviewer 1:

Introduction: Authors should follow the classical systematics of phenomena, rationalization of variables, and finally, the aims and motivation of the research.

Literature review: The author needs to explain the relationship of this research with the grand theory used. The author also did not explain each research variable.

Method: The author has not explained why used Manpower and Transmigration Service as a sample.

Result: Apart from adding grand theory to the literature review, the author must also connect the theory used with the results of the hypothesis test, for example, in H1, the relationship between transformational leadership and employee performance.

Reviewer 2:

Introduction: In the phenomenon paragraph 1, it is better to explain why the chosen theme is still worth researching again. The author Needs to improve grammar writing from introduction to end. In this section, it is best not to take references from books. Clearly state the reasons for the research at the end of the paragraph with empirical sources.

Literature review:

Before the hypothesis, explain the grand theory used in this research.

Method: Decimal number writing is inconsistent

Result:

Researchers should connect the theory used with the results of the analysis.

Terimakasih  
Tim editorial JBIS

## Lampiran Motivation Bridges Leadership, Workspace, and Performance

**Abstract:** Optimal employee performance can create positive impacts, such as increased productivity, better work quality, and more efficient target achievement. This study investigates how transformational leadership and ~~physical-the physical~~ work environment affect employee performance in Indonesia's public sector, with work motivation as a mediator. Using a quantitative approach, data were collected from all 244 employees of Daerah Istimewa Yogyakarta Department of Manpower and Transmigration and analyzed via SEM-PLS. Results reveal that transformational leadership directly improves employee performance and indirectly through work motivation. While the physical work environment does not directly impact performance, it significantly enhances motivation, ~~which in turn boosts~~ ~~boosting~~ performance. These findings underscore that psychological factors (motivation) play a more critical role than physical workspace conditions in driving performance. The study highlights the dominance of transformational leadership and motivational mechanisms over environmental factors in public sector settings. Practically, organizations should prioritize leadership development and motivational strategies rather than focusing solely on ~~physical-workspace improvements~~ ~~improvements in physical workspace~~. By integrating internal (motivation) and external (leadership, environment) factors, this research provides novel insights into performance dynamics in government institutions, challenging traditional assumptions about the direct impact of physical work conditions. The findings contribute to a deeper understanding of how public sector performance can be enhanced through leadership and psychological empowerment.

**Keywords:** *Transformational leadership; Physical work environment; Work motivation; Employee performance*

### 1. Introduction

In public sector organisations, employee performance is one of the important factors influencing the achievement of goals and the organisation's success. Optimal employee performance can create positive impacts, such as increased productivity, better work quality, and more efficient target achievement (Leitão et al., 2019). ~~Leadership in the organisation is one of the main factors that can influence employee performance~~ (Arifani & Susanti, 2020; Sumarmi, Sudaryana, et al., 2024; Sumarmi, Tjahjono, et al., 2024). Effective leadership can direct, motivate, and inspire employees to achieve predetermined goals (Goenaga, 2024). This behaviour can be fostered through leaders who can foster high awareness and interest in a group or organisation, increase self-confidence, and pay attention to existence for the achievement and growth of employees (Sumarmi et al., 2022). Moreover, good leaders in an organisation play a crucial role in inspiring employees to engage in behaviours that have positive outcomes for the workplace, thereby instilling a sense of inspiration and motivation among the workforce.

Transformational leadership, a proven method for enhancing employee performance, is characterized by a clear vision, intrinsic motivation, and a focus on positive employee changes (Escortell et al., 2020; Mach et al., 2022). These leaders not only achieve short-term

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results but also foster an environment that supports long-term employee development. Their ability to motivate followers to exceed expectations by setting challenging goals and achieving higher performance standards is truly inspiring (Steinmann et al., 2018). While studies on the relationship between transformational leadership and employee performance have been predominantly in the private sector or commercial companies (Al-Amin, 2017; Buil et al., 2019), the long-term benefits of such leaders are a cause for optimism. On the other hand, with the development of technology and changes in the way of working, many organisations are beginning to realise the importance of creating a physical work environment that supports employee success in achieving organisational targets and goals. In the management literature, very little attention has been paid to the impact of the physical work environment on creativity: "Since the 1920s, the social sciences have tended to ignore the physical work environment" (Baldry, 1997, p. 365). The physical work environment is critical in supporting organisational employee performance (Dulloh et al., 2024; Duque et al., 2020). The physical work environment includes various aspects, such as lighting, room temperature, cleanliness, ventilation, noise, and facilities and equipment used in (Dong et al., 2021; Wolkoff et al., 2021). A comfortable, safe, and supportive physical work environment for employees' daily activities can increase productivity and well-being. On the other hand, a poor or unsupportive work environment can lead to decreased performance, discomfort, and even health problems that can negatively impact employee work efficiency (Anitha, 2016). Most research on transformational leadership is often conducted in the private sector or commercial companies (Escortell et al., 2020; Mach et al., 2022), as well as the physical work environment. More research is needed that explores explicitly how transformational leadership affects employee performance in other sectors. This study was conducted in Indonesia, using a government company in the public sector. In addition, to differentiate it from existing studies, work motivation is used as a mediating variable.

According to (Kanfer et al., 2017), work motivation is critical for the success of organizations and communities and individual well-being. In transformational leadership, work motivation can be influenced by how leaders inspire and challenge employees to achieve higher goals (Al Harbi et al., 2019; Anyiko-Awori et al., 2018). In addition, work motivation can also be influenced by the quality of the physical work environment, which functions as an external factor that affects employee comfort and well-being (Andargie & Azar, 2019). This study aims to investigate the effect of transformational leadership and physical work environment on employee performance in public sector organizations, with work motivation as a mediating variable. This study is of utmost importance as it will provide a comprehensive understanding of the factors that influence employee performance, thereby contributing to the development of strategies to enhance work motivation. This study will integrate internal factors (transformational leadership) and external factors (physical work environment) to influence employee work motivation and performance. This holistic approach has not been widely applied in public sector studies, which generally separate internal and external factors in research related to employee performance.

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**Commented [D3]:** State the differences with previous research

**Commented [D4]:** Before the hypothesis, explain the grand theory used in this research.

## **2. Literature Review & Hypotheses development**

### **2.1. Transformational leadership and employee performance**

The transformational leadership theory, a significant contribution to the field, was first introduced by (Burns et al., 2008) and later expanded by (Avolio et al., 1999; Bass, 1985, 1990; Bass et al., 1987a, 1987b; Bass & Bass, 2008). This theory, at its core, emphasizes a leader's ability to inspire followers to achieve more than they expect (Siangchokyoo et al., 2020). It is comprised of four main elements: idealized influence, inspirational motivation, intellectual stimulation, and attention tailored to individual needs (Bass et al., 1987b).

Transformational leadership also involves developing employees by providing support, fostering motivation and morale, and meeting employee needs (Akdere & Egan, 2020). On the other hand, employee performance is one of the key factors in determining the success and competitiveness of an organization (Atnafu & Balda, 2018; Diamantidis & Chatzoglou, 2019). Transformational leaders play a crucial role in this, providing direction, challenges, and opportunities for employees to grow. By providing opportunities for learning and developing new skills, leaders help employees reach their maximum potential (Senge, 1990). This can improve employee performance because they are more skilled, confident, and prepared to face challenges in their work.

Based on this explanation, the following hypothesis is proposed.

**H1: Transformational leadership influences employee performance**

### **2.2. Physical work environment and employee performance**

The physical elements included in the work environment are interior design and building design (Dul et al., 2016). Interior design for creativity refers to the design of the physical workplace (e.g., office) that supports creativity (e.g., indoor plants/flowers, inspiring colours) (Young, 2016). The building design is related to the structural elements that provide this support (e.g., window views, sunlight, and adequate environmental conditions) (Soares et al., 2017). According to (Shobe, 2018), improving the overall physical environment can drive productivity increases by almost 15 per cent, which is a significant improvement in the context of employee performance. This proves the importance of supporting the physical workplace environment for management. This is because the work environment is where employees carry out their activities, which can positively or negatively influence employees in achieving their work results (Pawirosumarto et al., 2017).

A conducive work environment is crucial for maintaining work continuity. Conversely, a less conducive work environment can disrupt the continuity of employee work (Aronsson et al., 2017). When employees enjoy the work environment, they are more likely to use their time effectively and optimally to achieve high performance. A conducive work environment is therefore essential for maintaining the continuity of their work. In contrast, a less conducive work environment can have a detrimental effect on work continuity (Sanusi & Johl, 2020).

This underlines the urgency for change and the need for a conducive work environment.

Based on this explanation, the following hypothesis is proposed.

**H2: The physical work environment influences employee performance.**

### **2.3. Transformational leadership and work motivation**

Motivation is the process used to allocate energy to maximize the satisfaction of needs (Pritchard & Ashwood, 2010). (Deci et al., 2017) distinguishes motivational values into intrinsic motivational values, namely, doing an activity because of inherent interest or pleasure) Moreover, extrinsic motivation, namely, engaging in an activity to achieve a separate result. Employee work motivation is a crucial factor that can affect productivity, work quality, and the achievement of organizational goals (Aliyyah et al., 2021). Employees show low performance without sufficient motivation, which can even reduce overall work enthusiasm.

On the other hand, transformational leaders can inspire employees with a clear vision and goals (Ribeiro et al., 2018), so employees will be more motivated to work enthusiastically and achieve better results. This leader invites employees to feel involved in achieving organizational goals (Faupel & Süß, 2019). Commitment to work and the organization also increases because employees feel their goals are more meaningful and contribute to something bigger. Thus, employees who are led by this leadership style are more motivated, skilled, creative, and committed to achieving better results (Al Rahbi et al., 2017). Studies (Jensen & Bro, 2018; Nguyen et al., 2019) found a positive relationship between transformational leadership and work motivation.

Based on this explanation, the following hypothesis is proposed.

**H3:** Transformational leadership affects work motivation

#### **2.4. Physical work environment and work motivation**

Employee work motivation is crucial in achieving organizational goals and (Pang & Lu, 2018). High motivation will encourage employees to work harder, be committed, and produce better-quality work. Conversely, low motivation can decrease performance, job satisfaction, and turnover rates. One factor that is often overlooked but significantly influences work motivation is the physical work environment.

The physical work environment includes various elements related to workplace conditions, such as lighting, room temperature, cleanliness, comfort, ventilation, and ergonomics of equipment used in daily work (Schaufeli, 2017). Good work environment conditions can create a pleasant atmosphere, reduce stress, and provide employees with security and comfort (Pitaloka & Sofia, 2014). Conversely, a poor or uncomfortable work environment can increase fatigue, tension, and stress levels, which can ultimately reduce employee work motivation (Sigursteinsdóttir et al., 2020). The study (Yusuf Iis et al., 2022) found a relationship between these two variables. Based on this explanation, the following hypothesis is proposed.

**H4:** Physical work environment affects work motivation

#### **2.5. Work motivation and employee performance**

Work motivation, a crucial internal drive or enthusiasm that propels employees to strive hard to achieve goals or carry out tasks (Azmy, 2021), plays a pivotal role in the workplace. High motivation significantly influences employees to work more productively, enhance the quality of work, and be committed to achieving organizational goals (Al-Madi et al., 2017). Conversely, a lack of work motivation can lead to employee disinterest and reduced performance.

Various management and organizational psychology theories underscore the importance of motivation in enhancing employee performance (Jamal Ali & Anwar, 2021). Motivated employees tend to take greater ownership of their work and strive to deliver the best results. These insights, supported by previous studies (Kuswati, 2020; Pancasila et al., 2020; Riyanto et al., 2021), provide valuable knowledge for improving work outcomes in organizational settings.

**H5:** Work motivation affects employee performance.

#### **2.6. The Mediating Effect of Work Motivation**

Improving employee performance is one of the biggest challenges in an increasingly competitive organisational world. Optimal performance not only depends on employees' technical abilities but is also influenced by various psychological and social factors that can increase enthusiasm and motivation at work (Açıkgöz & Latham, 2020). Transformational leaders, such as [example of a transformational leader], tend to provide a clear vision, high motivation, and attention to employees' personal and professional development (Andersen et al., 2018; Steinmann et al., 2018). Leaders who apply this leadership style can create an environment that supports employees in achieving their best potential.

The author strategically uses work motivation as a mediator, thereby identifying a significant research gap from previous studies. This gap, when filled, can provide a deeper understanding of the relationship between transformational leadership and increased employee performance. High work motivation, as a link, can be the missing piece in this puzzle. Transformational leaders who can motivate and inspire their subordinates are believed to increase work enthusiasm, which in turn contributes to better performance (Jensen & Bro, 2018; Musa et al., 2018; Nguyen et al., 2019).

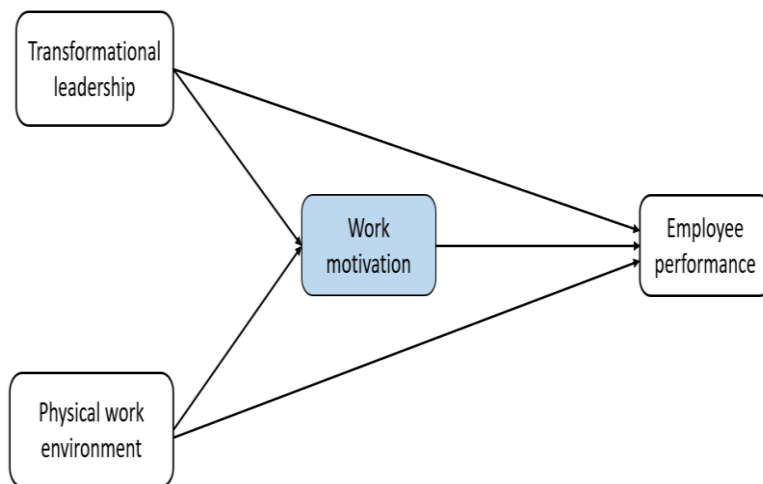
Based on the explanation, the following hypothesis is proposed.

**H6:** Work motivation mediates the relationship between transformational leadership and employee performance.

The physical work environment, comprising room temperature, lighting, cleanliness, ventilation, workspace layout, and equipment, significantly influences employee performance. A comfortable, safe, and supportive work environment can enhance employee comfort, reduce stress, and boost work quality and productivity. Conversely, a poor work environment can lead to discomfort, fatigue, and increased stress levels, potentially hampering performance.

Work motivation, a key factor in driving good performance, is significantly influenced by the physical work environment. Employees who feel comfortable in their work environment are more likely to be motivated, productive, and enthusiastic about achieving organizational goals. This study aims to provide precise insights into the role of the physical work environment in supporting employee work motivation and performance. By offering practical recommendations for organizations to design a more supportive work environment, this study can potentially enhance work motivation and contribute to better performance.

**H7:** Work motivation mediates the influence of physical work environment and employee performance.



**Figure 1.** Research model

### 3. Method

#### 3.1. Population and Sample

Our research population consisted of 244 employees of the Manpower and Transmigration Service of the Daerah Istimewa Yogyakarta and Jawa Tengah provinces. To ensure a comprehensive understanding, we employed a nonprobability sampling technique with saturated sampling, which involved using all population members as samples (Amin et al., 2023). The research instrument, a questionnaire, was distributed manually in paper form from August 19, 2024, to September 02, 2024, and all employees participated by filling out the questionnaire.

Based on the respondents' demographic data, the employees' gender is dominated by men, with a percentage of 60.6%. At the same time, female employees make up 39.4% of the total.

The characteristics of respondents based on age show that 7.3% are aged 18-25 years, 27% are aged 26-32 years, 30.3% are aged 33-40 years, and 35.4% are aged > 40 years. The respondents' last level of education was high school/vocational school/equivalent 25%, followed by a bachelor's degree 51%, D3 education 12%, and a master's degree 12%.

**Table 1.** Respondents' demographic data

<i>Description</i>		<i>Percentage</i>
<b>Gender</b>	<i>Male</i>	<i>60.6%</i>
	<i>Female</i>	<i>39.4%</i>
<b>Age (years)</b>	<i>18 – 25</i>	<i>7.3%</i>
	<i>&gt; 25 – 32</i>	<i>27%</i>
	<i>&gt; 32 – 40</i>	<i>30.3%</i>
	<i>&gt; 40</i>	<i>35.4%</i>
<b>Level of education</b>	<i>High School</i>	<i>25%</i>
	<i>D3</i>	<i>12%</i>
	<i>Bachelor's Degree</i>	<i>51%</i>
	<i>Master's Degree</i>	<i>12%</i>

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### 3.2. Variable Measurement

Transformational leadership is measured using dimensions developed by (Alzoraiki et al., 2018; Yammarino & Dubinsky, 1994), namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The physical work environment is measured using dimensions of Appearance, Comfort, Configuration, and Functionality (Milan et al., 2015). Work motivation uses dimensions of motivation, such as extrinsic regulation-material, extrinsic regulation-social, Intrinsic regulation, identified regulation, and intrinsic motivation (Ferraro et al., 2018). Employee performance uses dimensions of personal Quality, Initiative, work quality, and responsibility (Al Harbi et al., 2019; Kuswati, 2020). These variables are measured using a Likert scale of 1-5.

### 3.3. Data Analysis

Before data analysis, an instrument trial was conducted to determine reliability and validity. After the data was declared valid and reliable, the research data was analyzed using SEM-PLS. The validation process was meticulous, with each item's standard loading factor (SLF) values being compared. An item was considered valid if the SLF reached  $\geq 0.5$ . Meanwhile, reliability was carried out by calculating construct reliability (CR) and average variance extracted (AVE) with the provisions of CR values  $\geq 0.7$  and AVE  $\geq 0.5$  (Hair, Jr. et al., 2022). Structural model analysis was carried out to test the extent to which the model fits the research data, assessed from the components of the goodness of fit (GOF) values, as explained (Hair et al., 2022). The final stage is the analysis of causal relationships to identify relationships between latent variables while testing the hypotheses that have been formulated, using a one-sided hypothesis with an accepted t value of  $\geq 1.645$  at a 95% confidence level (Hair et al., 2017).

## 4. Result

Before the research data is analyzed to support the hypothesis, a trial of the instrument is conducted to determine its validity and reliability. Table 2 shows the results of the reliability and validity tests.

**Table 2.** Validity and Reliability

<b>Variable</b>	<b>Items</b>	<b>Cod e</b>	<b>Loadin g factors</b>	<b>Cron bach alpha</b>	<b>C.R</b>	<b>AVE</b>
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<b>Transformational Leadership</b>	Leaders motivate employees to work better	IC1	.807	0.859	0.888	0.569
	Leaders give praise every time I leave on time	IC2	.783			
	Leaders provide input on innovation and how to solve problems	IM1	.721			
	Leaders provide direction so that work is by SOP	IM2	.753			
	Leaders recognize the unique needs, abilities, and aspirations of each employee, treating them as individuals.	IS1	.729			
	Leaders incentivize performance by providing bonuses when employees meet their targets.	IS2	.800			
<b>Physical work environment</b>	The lighting in the workspace is very good and adequate	A1	.751	0.871	0.900	0.563
	The distribution of light in the workplace is even so that it does not dazzle the eyes, making employees comfortable working.	A2	.711			
	There is Ventilation in the Workspace so that the Air Circulation is Quite Good	C1	.786			
	The room temperature is sufficient to make the workspace cool so employees work comfortably and relax.	C2	.782			
	The work equipment functions optimally.	CO1	.745			
	Selection of Wall Paint Colors in the Workspace is Quite Good	F1	.719			
	In the workspace, the room's coloring is well arranged to make employees more comfortable working.	F2	.754			
<b>Work motivation</b>	Our salary system is designed to reflect the fairness of workload and job responsibilities, ensuring employees feel valued and respected.	AM1	.797	0.876	0.911	0.563
	Employees get free food from their boss if their work is completed on time and according to SOP.	AM2	.748			
	Employees can build good relationships with coworkers	ER M1	.769			
	Coworkers always behave well at the office	ERS2	.783			



	Employees can join in activities carried out by the agency	ID1	.725			
	Employees participate in meetings held by the agency	ID2	.729			
	Employees get praise from their boss for performance at work	IMO 2	.730			
	Employees get the opportunity to take part in training accessed by the agency in order to improve the quality of work	IR1	.716			
<b>Employee performance</b>	Employees complete work according to the specified time	I2	.732	0.850	0.888	0.574
	Employees submit work results before their superior asks for them it	Q1	.762			
	Employees are always responsible for the tasks given by superior	Q2	.741			
	Employee ready to accept sanctions from superior if work is not completed	R1	.738			
	Employees always work together with other employees in and outside of work.	R2	.765			
	The employees work with a team and always ask each other if we need help understanding the work.	WQ 1	.788			

Based on Table 2, the outer loading value is  $> 0.7$ , which indicates good convergent validity. The construct validity of the latent variable is indicated by the Cronbach alpha value, which also has a value  $> 0.7$ , so the construct is declared reliable, instilling trust in the results. The AVE value  $> 0.5$  has meaning if the discriminant validity requirements are met. After the convergent validity assessment was completed, the next stage involved the evaluation of discriminant validity. We used the (Fornell & Larcker, 1981; Hilkenmeier et al., 2020) test, a method well-established in the literature, to ensure the thoroughness of our evaluation. Table 3 shows that the square root of AVE (diagonal) is higher than the correlation (off-diagonal) for all reflective constructs, and the HTMT ratio (heterotrait–monotrait) between constructs does not exceed 0.9. These results and the detailed measurement model results in Table 3 confirm the scale accuracy in terms of validity and reliability.

**Table 3.** Fornell-Lacker

	<i>Employee Performance</i>	<i>Physical work environment</i>	<i>Transformational leadership</i>	<i>Work motivation</i>
<i>Employee Performance</i>	0,755			
<i>Physical work environment</i>	0,573	0,750		
<i>Transformational leadership</i>	0,735	0,658	0,766	
<i>Work motivation</i>	0,625	0,550	0,568	0,750

Before proceeding with the subsequent procedures, we also evaluated the coefficient of determination ( $R^2$ ). This value, as per (Hair et al., 2020, 2022), is a key indicator of the

accuracy of a structural model. It aids in determining the coefficient of determination and the significance level of the beta value associated with a specific route. As shown in table 4, all R2 values exceed the minimum threshold of 36%, indicating a robust fit of the framework model.

**Table 4.** R Squared value

	<i>R-square</i>	<i>R-square adjusted</i>
<b>Employee Performance</b>	0,606	0,596
<b>Work motivation</b>	0,378	0,367

After the questionnaire items are declared valid and reliable, the significance of the research hypothesis is tested using bootstrapping analysis. Table 5 presents the results of the direct effect test of the proposed relationship.

**Table 5.** Results of Direct Relationship Testing

	<b>Relationship</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Decision</b>
<b>H1</b>	Transformational leadership -> Employee performance	0.603	0.605	0.073	8.268	0.000	Accepted
<b>H2</b>	Physical work environment -> Employee performance	0.125	0.130	0.085	1.472	0.141	Rejected
<b>H3</b>	Transformational leadership -> work motivation	0.356	0.360	0.101	3.536	0.000	Accepted
<b>H4</b>	Physical work environment -> work motivation	0.322	0.328	0.102	3.153	0.002	Accepted
<b>H5</b>	work motivation -> Employee performance	0.266	0.266	0.072	3.700	0.000	Accepted

Based on Table 5, the first hypothesis shows a positive relationship between transformational leadership and employee performance because the t value is > 1.645 and p values < 0.05. Hypothesis 2, which shows the relationship between the physical work environment and employee performance, is not supported by the research results because it has a t value < 1.645, and p values > 0.05. However, hypothesis 3 is supported by the research results, with a t value of 3.536 and p values of 0.000, showing that transformational leadership positively relates to work motivation. Hypothesis 4, with p values of 0.002 and t test of 3.153, provides strong support for the relationship between physical work environment and work motivation. Hypothesis 5, with p values of 0.000 and t values of 3.700, also shows a positive relationship between work motivation and employee performance.

**Table 6.** Indirect Relationship Testing

	<b>Relationship</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Decision</b>
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<b>H6</b>	Transformational leadership -> Work motivation -> Employee performance	0.095	0.096	0.038	2.487	0.013	Accepted
<b>H7</b>	Physical work environment -> Work motivation -> Employee performance	0.086	0.088	0.037	2.292	0.022	Accepted

Based on Table 6, the research findings validate the hypotheses. Work motivation successfully mediates the relationship between transformational leadership and employee performance, with a t value of 2.487 and p values of 0.013, supporting H6. Similarly, work motivation mediates the relationship between physical work environment and employee performance, with a t value of 2.292 and p values of 0.022, thereby supporting H7.

## 5. Discussion

The study's key findings underscore the significant impact of transformational leadership on employee performance. This highlights the pivotal role of a leader in inspiring and motivating individuals to excel within an organization. Transformational leaders, as the study reveals, not only attend to routine tasks but also craft a compelling vision for the organization's future (Sun & Henderson, 2017). Moreover, they foster robust relationships with employees, listen to their aspirations, and provide the necessary support. This emotional and psychological engagement instils a sense of value and commitment in employees, thereby enhancing productivity and work quality (Mubarak & Noor, 2018).

The theory of transformational leadership, as proposed by (Burns et al., 2008) and also (Bass, 1985; Seltzer & Bass, 1990), explains how leaders who provide positive influence and inspire their followers can enhance employee performance. Ethical and positive behaviour demonstrated by leaders can encourage employees to emulate them, thereby improving performance (Khokhar & Zia-ur-Rehman, 2017). Furthermore, transformational leadership plays a crucial role in enhancing employee performance, particularly in the public sector. By inspiring, motivating, and empowering employees, transformational leaders can overcome the unique challenges in the public sector, such as rigid bureaucracy, demands for accountability, and resistance to change (Maolani, 2023). Leadership also fosters the creation of a culture of collaboration, innovation, and development of employee potential, which ultimately contributes to improving organizational performance and the quality of public services. Therefore, the application of transformational leadership in the public sector is not only beneficial for employees, but also for the community being served, underscoring its importance in the public sector.

The second finding shows that the physical work environment does not affect employee performance. The physical work environment, which includes interior design and building design, is indeed expected to affect employee performance through elements such as natural lighting, good ventilation, and aesthetic elements that can support creativity and comfort (Dul et al., 2016; Soares et al., 2017; Young, 2016). However, the analysis results that do not support this hypothesis indicate that other factors may be more dominant in influencing employee performance in the workplace. On the other hand, employee performance is influenced by various other factors, such as leadership, organizational culture, interpersonal relationships, and job satisfaction, which may be stronger than the physical influence of the

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work environment (Aronsson et al., 2017). Individual factors such as personal preferences, comfort levels, and how employees adapt to the physical environment can also influence how the work environment affects their performance. This statement is relevant to previous findings showing that although a comfortable environment can improve the quality of work life, it is not always directly proportional to increased productivity or performance (Sanusi & Johl, 2020).

The research results support the third hypothesis, stating that transformational leadership affects work motivation. This finding is very relevant in the context of public sector organizations. By inspiring, motivating, and empowering employees, transformational leaders can overcome unique challenges in the public sector, such as rigid bureaucracy, limited financial incentives, and resistance to change (Maolani, 2023). In addition, this leadership also creates a supportive, inclusive, and potential-oriented work environment for employees. Thus, transformational leadership not only increases employee work motivation but also contributes to improving organizational performance and the quality of public services. Transformational leaders can inspire employees with a clear vision and compelling goals, which can increase their commitment and work enthusiasm (Ribeiro et al., 2018). By providing a greater sense of purpose and involving employees in achieving the organization's vision, these leaders increase employees' intrinsic motivation and strengthen their sense of ownership of their work. This achievement aligns with findings showing that leaders who invite employees to feel part of something bigger can trigger higher motivation (Faupe & Süß, 2019). Leaders who demonstrate values such as attention to individual needs, self-development support, and inspiring challenges can strengthen employees' extrinsic and intrinsic motivation to achieve better results (Al Rahbi et al., 2017).

The research results support the fourth hypothesis, stating that the physical work environment affects work motivation, and this is very relevant in the context of public sector organizations. A good physical work environment can increase employee work motivation by increasing comfort, health, efficiency, and perceptions of organizational support (Anasi, 2020). In the public sector, where employees are responsible for providing services to the public, an optimal physical work environment is essential to maintaining employee motivation and performance. Therefore, public sector organizations must prioritize improving the physical work environment to improve employee motivation and performance (Cera & Kusaku, 2020). Elements of the physical environment, such as lighting, temperature, cleanliness, comfort, and equipment ergonomics, play a crucial role in creating a conducive work atmosphere (Schaufeli, 2017). A comfortable and supportive work environment can help reduce stress and fatigue levels and create a sense of security and comfort for employees, which in turn can increase their motivation to work harder and be committed to organizational goals (Pitaloka & Sofia, 2014). This study emphasizes that work motivation is influenced not only by psychological or social factors but also by physical factors that can affect employee comfort and well-being. In line with (Yusuf Iis et al., 2022) findings, a good physical environment can create a positive work atmosphere and support increased productivity and work quality.

The study's results support the hypothesis that work motivation affects employee performance and emphasize the importance of motivation in achieving optimal work results. As stated in management theories and organizational psychology, work motivation is the main factor that drives employees to work more productively and with quality (Jamal Ali & Anwar, 2021), so that employees who feel motivated, both by intrinsic and extrinsic factors, will tend to be more committed to their duties and responsibilities. Employees become more enthusiastic about achieving organizational goals and strive to provide the best results, which will improve overall performance (Al-Madi et al., 2017; Azmy, 2021). This finding aligns

with previous studies that show a positive relationship between work motivation and employee performance (Kuswati, 2020; Pancasila et al., 2020; Riyanto et al., 2021). The study's results also support the idea that work motivation mediates the relationship between transformational leadership and employee performance. Transformational leaders who can provide a clear vision, high motivation, and attention to employee development can create an environment that supports and inspires employees to achieve their best potential (Andersen et al., 2018; Steinmann et al., 2018). Leaders who show support and commitment to employee welfare will increase their work motivation, which will then have a direct impact on improving performance (Jensen & Bro, 2018; Musa et al., 2018). Thus, work motivation is an important factor that strengthens the positive impact of transformational leadership on employee performance. High motivation can encourage employees to be more committed, work harder, and try to provide the best results, ultimately improving their work's quality and productivity. Work motivation mediates the influence of the physical work environment on employee performance, which is also supported by the study results. This finding provides a more comprehensive picture of how a good work environment can contribute to improving performance through work motivation. A comfortable, safe, and supportive physical work environment—such as ideal room temperature, adequate lighting, cleanliness, and good ventilation—can create a positive work atmosphere and reduce stress levels, which ultimately increases employee comfort at work (Dulloh et al., 2024; Vischer & Wifi, 2017). When employees feel comfortable at work, they tend to have higher motivation to work harder, be more productive, and be more committed to organisational goals (Riyanto et al., 2021). This study confirms that a good physical work environment not only has a direct impact on employee physical comfort but also motivation. High work motivation will encourage employees to try harder and focus on achieving better results. This study provides practical recommendations for organisations to design a more conducive work environment to increase employee motivation and performance, ultimately improving the organisation's overall performance.

## **6. Conclusion**

This study contributes to the literature on transformational leadership, physical work environment, work motivation, and employee performance in the public sector. The results show that transformational leadership positively affects employee performance, both directly and through the mediation of work motivation. This finding strengthens the theory of transformational leadership (Bass, 1985), which emphasizes that inspiring leaders can improve performance by increasing employee intrinsic motivation. In addition, this study confirms that specific aspects of the physical work environment, such as comfort, safety, and accessibility, affect work motivation but do not directly affect employee performance. This shows that psychological factors such as motivation are more dominant in determining performance than physical environmental factors.

The study's results also provide practical implications, which provide valuable insight for public sector leaders to emphasize transformational leadership more in improving employee motivation and performance. This study underscores the need for organizations to invest in leadership training oriented towards employee empowerment and inspiration. It also highlights the importance of paying attention to aspects of work comfort that can increase employee motivation, even though the physical work environment does not directly affect performance. Thus, organizational policies must consider motivational factors as a link between the work environment and employee performance, equipping leaders with the knowledge to make informed decisions.

This study has several limitations that the audience should be aware of. First, the study was only conducted in one local government agency in Indonesia, so the results may not be

generalizable to other public sectors. Second, the method used was based on a cross-sectional survey, which cannot capture the dynamics of causal relationships longitudinally. Third, other external factors, such as organizational culture and incentive systems, were not included in the research model, even though these factors can also affect employee motivation and performance. It's important to keep these limitations in mind when interpreting the results and planning future research. Future research can expand the sample coverage to various public sectors and use a longitudinal design to observe the long-term impact of transformational leadership and physical work environment on employee performance. In addition, research can test other variables such as job satisfaction, organizational culture, or psychological well-being as mediating or moderating factors in this relationship.

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3. 5 April 2025, mendapatkan notifikasi dari admin JBIS untuk melakukan revisi terkait referensi, sebagai berikut.

Kepada Yth Author

Berikut ini kami kirimkan revisi referensi untuk naskah yang berjudul ""Work Motivation as a Bridge for Leadership, Workspace, and Performance". hasil revisi dapat dikirimkan kembali melalui email ini sebelum 20 Mei 2025

Best regards

Tim Editor

Lampiran

**Work Motivation as a Bridge for Leadership, Workspace, and Performance**

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**Abstract:** Optimal employee performance can create positive impacts, such as increased productivity, better work quality, and more efficient target achievement. This study investigates how transformational leadership and physical work environment affect employee performance in Indonesia's public sector, with work motivation as a mediator. Using a quantitative approach, data were collected from all 244 employees of the Daerah Istimewa Yogyakarta Department of Manpower and Transmigration and analyzed via SEM-PLS. Results reveal that transformational leadership directly improves employee performance and indirectly through work motivation. While the physical work environment does not directly impact performance, it significantly enhances motivation, boosting performance. These findings underscore that psychological factors (motivation) play a more critical role than physical workspace conditions in driving performance. The study highlights the dominance of transformational leadership and motivational mechanisms over environmental factors in public sector settings. Organizations should prioritize leadership development and motivational strategies instead of focusing solely on improvements in the physical workspace. By integrating internal (motivation) and external (leadership, environment) factors, this research provides novel insights into performance dynamics in government institutions, challenging traditional assumptions about the direct impact of physical work conditions. The findings contribute to a deeper understanding of how leadership and psychological empowerment can enhance public sector performance.

**Keywords:** *Employee performance; Physical work environment; Transformational leadership; Work motivation*

#### 4. Introduction

In public sector organisations, employee performance is one of the important factors influencing the achievement of goals and the organisation's success. Optimal employee performance can create positive impacts, such as increased productivity, better work quality, and more efficient target achievement (Leitão et al., 2019). Leadership in the organisation is one of the main factors influencing employee performance (Arifani & Susanti, 2020; Sumarmi, Sudaryana, et al., 2024; Sumarmi, Tjahjono, et al., 2024). Effective leadership can direct, motivate, and inspire employees to achieve predetermined goals (Goenaga, 2024). This behaviour can be fostered through leaders who can foster high awareness and interest in a group or organisation, increase self-confidence, and pay attention to the existence of the achievement and growth of employees (Sumarmi et al., 2022). Moreover, good leaders in an organisation play a crucial role in inspiring employees to engage in behaviours that have positive outcomes for the workplace, thereby instilling a sense of inspiration and motivation among the workforce. Transformational leadership, a proven method for enhancing employee performance, is characterized by a clear vision, intrinsic motivation, and a focus on positive employee changes (Escortell et al., 2020; Mach et al., 2022). These leaders achieve short-term results and foster an environment that supports long-term employee development. Their ability to motivate followers to exceed expectations by setting challenging goals and achieving higher performance standards is truly inspiring (Steinmann et al., 2018). While studies on the relationship between transformational leadership and employee performance have been

predominantly in the private sector or commercial companies (Al-Amin, 2017; Buil et al., 2019), the long-term benefits of such leaders are a cause for optimism.

On the other hand, with the development of technology and changes in the way of working, many organisations are beginning to realise the importance of creating a physical work environment that supports employee success in achieving organisational targets and goals. In the management literature, very little attention has been paid to the impact of the physical work environment on creativity: "Since the 1920s, the social sciences have tended to ignore the physical work environment" (Baldry, 1997, p. 365). The physical work environment supports organisational employee performance (Dulloh et al., 2024; Duque et al., 2020). The physical work environment includes various aspects, such as lighting, room temperature, cleanliness, ventilation, noise, and facilities and equipment used (Dong et al., 2021; Wolkoff et al., 2021). A comfortable, safe, and supportive physical work environment for employees' daily activities can increase productivity and well-being. On the other hand, a poor or unsupportive work environment can lead to decreased performance, discomfort, and even health problems that can negatively impact employee work efficiency (Anitha, 2016).

Most research on transformational leadership is often conducted in the private sector or commercial companies (Escortell et al., 2020; Mach et al., 2022) and in the physical work environment. More research is needed that explores explicitly how transformational leadership affects employee performance in other sectors. This study was conducted in Indonesia, using a government company in the public sector. In addition, to differentiate it from existing studies, work motivation is used as a mediating variable.

According to Kanfer et al. (2017), work motivation is critical for the success of organizations, communities, and individual well-being. In transformational leadership, work motivation can be influenced by how leaders inspire and challenge employees to achieve higher goals (Al Harbi et al., 2019; Anyiko-Awori et al., 2018). In addition, work motivation can also be influenced by the quality of the physical work environment, which functions as an external factor that affects employee comfort and well-being (Andargie & Azar, 2019).

This study investigates the effect of transformational leadership and physical work environment on employee performance in public sector organizations, with work motivation as a mediating variable. This study is of utmost importance as it will provide a comprehensive understanding of the factors influencing employee performance, thereby contributing to developing strategies to enhance work motivation. This study will integrate internal factors (transformational leadership) and external factors (physical work environment) to influence employee motivation and performance. This holistic approach has not been widely applied in public sector studies, which generally separate internal and external factors in research related to employee performance.

## **5. Literature Review & Hypotheses Development**

### **5.1. Transformational leadership and employee performance**

The transformational leadership theory, a significant contribution to the field, was first introduced by Burns et al. (2008) and later expanded by Avolio et al. (1999), Bass (1985, 1990), Bass et al. (1987a, 1987b), and Bass & Bass (1980). At its core, this theory emphasizes a leader's ability to inspire followers to achieve more than they expect (Siangchokyoo et al., 2020). It comprises four main elements: idealized influence, inspirational motivation,

intellectual stimulation, and attention tailored to individual needs (Bass et al., 1987b). Transformational leadership also involves developing employees by providing support, fostering motivation and morale, and meeting employee needs (Akdere & Egan, 2020).

On the other hand, employee performance is one of the key factors in determining the success and competitiveness of an organization (Atnafu & Balda, 2018; Diamantidis & Chatzoglou, 2019). Transformational leaders are crucial in providing direction, challenges, and opportunities for employees to grow. By providing opportunities for learning and developing new skills, leaders help employees reach their maximum potential (Senge, 1990). This can improve employee performance because they are more skilled, confident, and prepared to face challenges in their work.

Based on this explanation, the following hypothesis is proposed.

**H1: Transformational leadership influences employee performance**

## **5.2. Physical work environment and employee performance**

The physical elements included in the work environment are interior design and building design (Dul et al., 2016). Interior design for creativity refers to the design of the physical workplace (e.g., office) that supports creativity (e.g., indoor plants/flowers, inspiring colours) (Young, 2016). The building design is related to the structural elements that provide this support (e.g., window views, sunlight, and adequate environmental conditions) (Soares et al., 2017). According to (Shobe, 2018), improving the overall physical environment can drive productivity increases by almost 15 per cent, which is a significant improvement in the context of employee performance. This proves the importance of supporting the physical workplace environment for management. This is because the work environment is where employees carry out their activities, which can positively or negatively influence employees in achieving their work results (Pawirosumarto et al., 2017).

A conducive work environment is crucial for maintaining work continuity. Conversely, a less conducive work environment can disrupt the continuity of employee work (Aronsson et al., 2017). When employees enjoy the work environment, they are more likely to use their time effectively and optimally to achieve high performance. A conducive work environment is therefore essential for maintaining the continuity of their work. In contrast, a less conducive work environment can have a detrimental effect on work continuity (Sanusi & Johl, 2020). This underlines the urgency for change and the need for a conducive work environment. Based on this explanation, the following hypothesis is proposed.

**H2: The physical work environment influences employee performance.**

## **5.3. Transformational leadership and work motivation**

Motivation is the process used to allocate energy to maximize the satisfaction of needs (Pritchard & Ashwood, 2010). (Deci et al., 2017) distinguishes motivational values into intrinsic ones, namely, doing an activity because of inherent interest or pleasure. Moreover, extrinsic motivation, namely, engaging in an activity to achieve a separate result. Employee work motivation is a crucial factor that can affect productivity, work quality, and the achievement of organizational goals (Aliyyah et al., 2021). Employees show low performance without sufficient motivation, which can even reduce overall work enthusiasm.

On the other hand, transformational leaders can inspire employees with a clear vision and goals (Ribeiro et al., 2018), so employees will be more motivated to work enthusiastically and achieve better results. This leader invites employees to feel involved in achieving organizational goals (Faupel & Süß, 2019). Commitment to work and the organization also

increases because employees feel their goals are more meaningful and contribute to something bigger. Thus, employees who are led by this leadership style are more motivated, skilled, creative, and committed to achieving better results (Al Rahbi et al., 2017). Studies (Jensen & Bro, 2018; Nguyen et al., 2019) found a positive relationship between transformational leadership and work motivation.

Based on this explanation, the following hypothesis is proposed.

**H3:** Transformational leadership affects work motivation

#### **5.4. Physical work environment and work motivation**

Employee work motivation is crucial in achieving organizational goals (Pang & Lu, 2018). High motivation will encourage employees to work harder, be committed, and produce better-quality work. Conversely, low motivation can decrease performance, job satisfaction, and turnover rates. The physical work environment is one factor that is often overlooked but significantly influences work motivation.

The physical work environment includes various elements related to workplace conditions, such as lighting, room temperature, cleanliness, comfort, ventilation, and ergonomics of equipment used in daily work (Schaufeli, 2017). Good work environment conditions can create a pleasant atmosphere, reduce stress, and provide employees with security and comfort (Pitaloka & Sofia, 2014). Conversely, a poor or uncomfortable work environment can increase fatigue, tension, and stress levels, ultimately reducing employee motivation (Sigursteinsdóttir et al., 2020). The study (Yusuf et al., 2022) found a relationship between these two variables. Based on this explanation, the following hypothesis is proposed.

**H4:** Physical work environment affects work motivation

#### **5.5. Work motivation and employee performance**

Work motivation, a crucial internal drive or enthusiasm that propels employees to strive hard to achieve goals or carry out tasks (Azmy, 2021), plays a pivotal role in the workplace. High motivation significantly influences employees to work more productively, enhance the quality of work, and be committed to achieving organizational goals (Al-Madi et al., 2017). Conversely, lacking work motivation can lead to employee disinterest and reduced performance.

Various management and organizational psychology theories underscore the importance of motivation in enhancing employee performance (Jamal Ali & Anwar, 2021). Motivated employees tend to take greater ownership of their work and strive to deliver the best results. These insights, supported by previous studies (Kuswati, 2020; Pancasila et al., 2020; Riyanto et al., 2021), provide valuable knowledge for improving work outcomes in organizational settings.

**H5:** Work motivation affects employee performance.

#### **5.6. The Mediating Effect of Work Motivation**

Improving employee performance is one of the biggest challenges in an increasingly competitive organisational world. Optimal performance depends on employees' technical abilities and is influenced by various psychological and social factors that can increase enthusiasm and motivation at work (Açıkgöz & Latham, 2020). Transformational leaders, such as [example of a transformational leader], tend to provide a clear vision, high motivation, and

attention to employees' personal and professional development (Andersen et al., 2018; Steinmann et al., 2018). Leaders who apply this leadership style can create an environment that supports employees in achieving their best potential.

The author strategically uses work motivation as a mediator, thereby identifying a significant research gap from previous studies. This gap, when filled, can provide a deeper understanding of the relationship between transformational leadership and increased employee performance. As a link, high work motivation can be the missing piece in this puzzle. Transformational leaders who can motivate and inspire their subordinates are believed to increase work enthusiasm, contributing to better performance (Jensen & Bro, 2018; Musa et al., 2018; Nguyen et al., 2019).

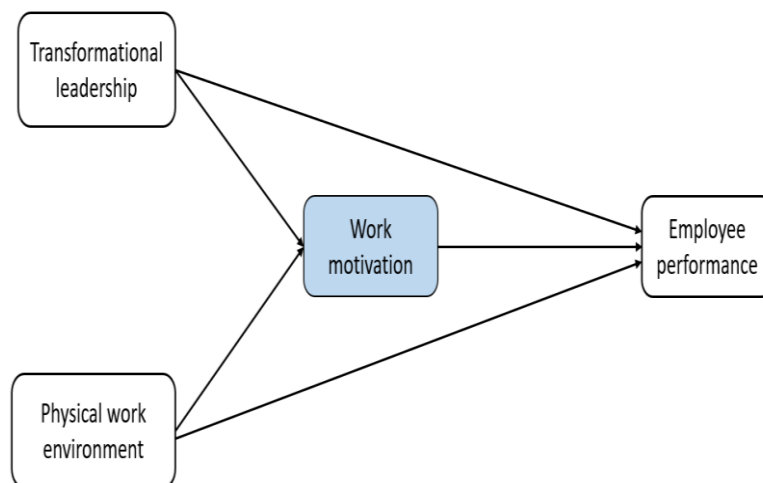
Based on the explanation, the following hypothesis is proposed.

**H6:** Work motivation mediates the relationship between transformational leadership and employee performance.

The physical work environment, comprising room temperature, lighting, cleanliness, ventilation, workspace layout, and equipment, significantly influences employee performance. A comfortable, safe, supportive work environment can enhance employee comfort, reduce stress, and boost work quality and productivity. Conversely, a poor work environment can lead to discomfort, fatigue, and increased stress levels, potentially hampering performance.

The physical work environment significantly influences work motivation, a key factor in driving good performance. Employees who feel comfortable in their work environment are more likely to be motivated, productive, and enthusiastic about achieving organizational goals. This study aims to provide precise insights into the role of the physical work environment in supporting employee work motivation and performance. By offering practical recommendations for organizations to design a more supportive work environment, this study can potentially enhance work motivation and contribute to better performance.

**H7:** Work motivation mediates the influence of physical work environment and employee performance.



**Figure 1.** Research model

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### 3. Method

#### 3.1. Population and Sample

Our research population comprised 244 employees of the Manpower and Transmigration Service of the Daerah Istimewa Yogyakarta and Jawa Tengah provinces. To ensure a comprehensive understanding, we employed a nonprobability sampling technique with saturated sampling, which involved using all population members as samples (Amin et al., 2023). The research instrument, a questionnaire, was distributed manually in paper form from August 19, 2024, to September 02, 2024, and all employees participated by filling out the questionnaire.

Based on the respondents' demographic data, the employees' gender is dominated by men, with a percentage of 60.6%. At the same time, female employees make up 39.4% of the total. The characteristics of respondents based on age show that 7.3% are aged 18-25 years, 27% are aged 26-32 years, 30.3% are aged 33-40 years, and 35.4% are aged > 40 years. The respondents' last level of education was high school/vocational school/equivalent, 25%, followed by a bachelor's degree, 51%, D3 education, 12%, and a master's degree, 12%.

**Table 1.** Respondents' demographic data

Description		Percentage
Gender	Male	60.6%
	Female	39.4%
Age (years)	18 – 25	7.3%
	> 25 – 32	27%
	> 32 – 40	30.3%
	> 40	35.4%
Level of education	High School	25%
	D3	12%
	Bachelor's Degree	51%
	Master's Degree	12%

#### 3.2. Variable Measurement

Transformational leadership is measured using dimensions developed by Alzoraiki et al. (2018) and Yammarino & Dubinsky (1994): Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The physical work environment is measured using dimensions of Appearance, Comfort, Configuration, and Functionality (Milan et al., 2015). Work motivation uses dimensions of motivation, such as extrinsic regulation-material, extrinsic regulation-social, Intrinsic regulation, identified regulation, and intrinsic motivation (Ferraro et al., 2018). Employee performance uses dimensions of personal Quality, Initiative, work quality, and responsibility (Al Harbi et al., 2019; Kuswati, 2020). These variables are measured using a Likert scale of 1-5.

#### 3.3. Data Analysis

Before data analysis, an instrument trial was conducted to determine reliability and validity. After the data was declared valid and reliable, the research data was analyzed using SEM-PLS. The validation process was meticulous, with each item's standard loading factor (SLF) values being compared. An item was considered valid if the SLF reached  $\geq 0.5$ . Meanwhile, reliability was carried out by calculating construct reliability (CR) and average variance extracted (AVE) with the provisions of CR values  $\geq 0.7$  and AVE  $\geq 0.5$  (Hair, Jr. et al., 2022). Structural model analysis was carried out to test the extent to which the model fits the research data, assessed

from the components of the goodness of fit (GOF) values, as explained (Hair et al., 2022). The final stage is the analysis of causal relationships to identify relationships between latent variables while testing the hypotheses that have been formulated, using a one-sided hypothesis with an accepted t value of  $\geq 1.645$  at a 95% confidence level (Hair et al., 2017).

#### 4. Result

Before the research data is analyzed to support the hypothesis, a trial of the instrument is conducted to determine its validity and reliability. Table 2 shows the results of the reliability and validity tests.

**Table 2.** Validity and Reliability

Variable	Items	Code	Loading factors	Cronbach alpha	C.R	AVE
<b>Transformational Leadership</b>	Leaders motivate employees to work better	IC1	.807	0.859	0.888	0.569
	Leaders give praise every time I leave on time	IC2	.783			
	Leaders provide input on innovation and how to solve problems	IM1	.721			
	Leaders provide direction so that the SOP works	IM2	.753			
	Leaders recognize each employee's unique needs, abilities, and aspirations, treating them as individuals.	IS1	.729			
	Leaders incentivize performance by providing bonuses when employees meet their targets.	IS2	.800			
<b>Physical work environment</b>	The lighting in the workspace is perfect and adequate	A1	.751	0.871	0.900	0.563
	The distribution of light in the workplace is even so that it does not dazzle the eyes, making employees comfortable working.	A2	.711			
	There is Ventilation in the Workspace, so that the Air Circulation is Quite Good	C1	.786			
	The room temperature is sufficient to make the workspace cool, so employees work comfortably and relax.	C2	.782			
	The work equipment functions optimally.	CO1	.745			
	Selection of Wall Paint Colors in the Workspace is Quite Good	F1	.719			
	In the workspace, the room's coloring is well arranged to make employees more comfortable working.	F2	.754			
<b>Work motivation</b>	Our salary system is designed to reflect the fairness of workload and job responsibilities, ensuring employees feel valued and respected.	AM1	.797	0.876	0.911	0.563
	Employees get free food from their boss if their work is completed on time and according to SOP.	AM2	.748			
	Employees can build good relationships with coworkers	ERM1	.769			
	Coworkers always behave well at the office	ERS2	.783			
	Employees can join in activities carried out by the agency	ID1	.725			

	Employees participate in meetings held by the agency	ID2	.729			
	Employees get praise from their boss for their performance at work	IMO2	.730			
	Employees get the opportunity to take part in training provided by the agency in order to improve the quality of work	IR1	.716			
Employee performance	Employees complete work according to the specified time	I2	.732	0.850	0.888	0.574
	Employees submit work results before their superior asks for them.	Q1	.762			
	Employees are always responsible for the tasks given by their superior	Q2	.741			
	The employee is ready to accept sanctions from the superior if the work is not completed	R1	.738			
	Employees always work together with other employees in and outside of work.	R2	.765			
	The employees work with a team and always ask each other if they need help understanding the work.	WQ1	.788			

Based on Table 2, the outer loading value is  $> 0.7$ , which indicates good convergent validity. The construct validity of the latent variable is indicated by the Cronbach alpha value, which also has a value  $> 0.7$ , so the construct is declared reliable, instilling trust in the results. The AVE value  $> 0.5$  has meaning if the discriminant validity requirements are met. After the convergent validity assessment was completed, the next stage involved the evaluation of discriminant validity. We used the (Fornell & Larcker, 1981; Hilkenmeier et al., 2020) test, a method well-established in the literature, to ensure the thoroughness of our evaluation. Table 3 shows that the square root of AVE (diagonal) is higher than the correlation (off-diagonal) for all reflective constructs, and the HTMT ratio (heterotrait–monotrait) between constructs does not exceed 0.9. These results and the detailed measurement model results in Table 3 confirm the scale accuracy in terms of validity and reliability.

**Table 3.** Fornell-Lacker

	Employee Performance	Physical work environment	Transformational leadership	Work motivation
Employee Performance	0,755			
Physical work environment	0,573	0,750		
Transformational leadership	0,735	0,658	0,766	
Work motivation	0,625	0,550	0,568	0,750

Before proceeding with the subsequent procedures, we also evaluated the coefficient of determination ( $R^2$ ). This value, as per Hair et al. (2020; 2022), is a key indicator of the accuracy of a structural model. It aids in determining the coefficient of determination and the significance level of the beta value associated with a specific route. As shown in Table 4, all  $R^2$  values exceed the minimum threshold of 36%, indicating a robust fit of the framework model.

**Table 4.** R-squared value

	R-square	R-square adjusted
Employee Performance	0,606	0,596

<b>Work motivation</b>	0,378	0,367
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After the questionnaire items are declared valid and reliable, the significance of the research hypothesis is tested using bootstrapping analysis. Table 5 presents the results of the direct effect test of the proposed relationship.

**Table 5.** Results of Direct Relationship Testing

	<b>Relationship</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Decision</b>
H1	Transformational leadership -> Employee performance	0.603	0.605	0.073	8.268	0.000	Accepted
H2	Physical work environment -> Employee performance	0.125	0.130	0.085	1.472	0.141	Rejected
H3	Transformational leadership -> work motivation	0.356	0.360	0.101	3.536	0.000	Accepted
H4	Physical work environment -> work motivation	0.322	0.328	0.102	3.153	0.002	Accepted
H5	work motivation -> Employee performance	0.266	0.266	0.072	3.700	0.000	Accepted

Based on Table 5, the first hypothesis shows a positive relationship between transformational leadership and employee performance because the t value is > 1.645 and the p value is < 0.05. Hypothesis 2, which shows the relationship between the physical work environment and employee performance, is not supported by the research results because it has a t value < 1.645, and p values > 0.05. However, hypothesis 3 is supported by the research results, with a t value of 3.536 and p values of 0.000, showing that transformational leadership positively relates to work motivation. Hypothesis 4, with p values of 0.002 and a t-test of 3.153, strongly supports the relationship between physical work environment and work motivation. Hypothesis 5, with p values of 0.000 and t values of 3.700, also shows a positive relationship between work motivation and employee performance.

**Table 6.** Indirect Relationship Testing

	<b>Relationship</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Decision</b>
H6	Transformational leadership -> Work motivation -> Employee performance	0.095	0.096	0.038	2.487	0.013	Accepted
H7	Physical work environment ->	0.086	0.088	0.037	2.292	0.022	Accepted

Work motivation -  
> Employee  
performance

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Based on Table 6, the research findings validate the hypotheses. Work motivation successfully mediates the relationship between transformational leadership and employee performance, with a t value of 2.487 and p values of 0.013, supporting H6. Similarly, work motivation mediates the relationship between physical work environment and employee performance, with a t value of 2.292 and p values of 0.022, thereby supporting H7.

## 5. Discussion

The study's key findings underscore the significant impact of transformational leadership on employee performance. This highlights the pivotal role of a leader in inspiring and motivating individuals to excel within an organization. As the study reveals, transformational leaders attend to routine tasks and craft a compelling vision for the organization's future (Sun & Henderson, 2017). Moreover, they foster robust relationships with employees, listen to their aspirations, and provide support. This emotional and psychological engagement instills a sense of value and commitment in employees, enhancing productivity and work quality (Mubarak & Noor, 2018).

The theory of transformational leadership, as proposed by Burns et al. (2008) and also Bass (1985), Seltzer & Bass (1990), explains how leaders who provide positive influence and inspire their followers can enhance employee performance. Ethical and positive behaviour demonstrated by leaders can encourage employees to emulate them, thereby improving performance (Khokhar & Zia-ur-Rehman, 2017). Furthermore, transformational leadership is crucial in enhancing employee performance, particularly in the public sector. By inspiring, motivating, and empowering employees, transformational leaders can overcome the unique challenges in the public sector, such as rigid bureaucracy, demands for accountability, and resistance to change (Maolani, 2023). Leadership also fosters a culture of collaboration, innovation, and development of employee potential, which ultimately contributes to improving organizational performance and the quality of public services. Therefore, the application of transformational leadership in the public sector is not only beneficial for employees but also for the community being served, underscoring its importance in the public sector.

The second finding shows that the physical work environment does not affect employee performance. The physical work environment, which includes interior design and building design, is indeed expected to affect employee performance through elements such as natural lighting, good ventilation, and aesthetic elements that can support creativity and comfort (Dul et al., 2016; Soares et al., 2017; Young, 2016). However, the results of the analysis that do not support this hypothesis indicate that other factors may be more dominant in influencing employee performance in the workplace. On the other hand, employee performance is influenced by various other factors, such as leadership, organizational culture, interpersonal relationships, and job satisfaction, which may be stronger than the physical influence of the work environment (Aronsson et al., 2017). Individual factors such as personal preferences, comfort levels, and how employees adapt to the physical environment can also influence how the work environment affects their performance. This statement is relevant to previous findings showing that although a comfortable environment can improve the quality of work life, it is not always directly proportional to increased productivity or performance (Sanusi & Johl, 2020).

The research results support the third hypothesis, stating that transformational leadership affects work motivation. This finding is very relevant in the context of public sector organizations. By inspiring, motivating, and empowering employees, transformational leaders can overcome unique challenges in the public sector, such as rigid bureaucracy, limited financial incentives, and resistance to change (Maolani, 2023). In addition, this leadership also creates a supportive, inclusive, and potential-oriented work environment for employees. Thus, transformational leadership not only increases employee work motivation but also contributes to improving organizational performance and the quality of public services. Transformational leaders can inspire employees with a clear vision and compelling goals, which can increase their commitment and work enthusiasm (Ribeiro et al., 2018). By providing a greater sense of purpose and involving employees in achieving the organization's vision, these leaders increase employees' intrinsic motivation and strengthen their sense of ownership of their work. This achievement aligns with findings showing that leaders who invite employees to feel part of something bigger can trigger higher motivation (Faupel & Süß, 2019). Leaders who demonstrate values such as attention to individual needs, self-development support, and inspiring challenges can strengthen employees' extrinsic and intrinsic motivation to achieve better results (Al Rahbi et al., 2017).

The research results support the fourth hypothesis, stating that the physical work environment affects work motivation, which is relevant in public sector organizations. A good physical work environment can increase employee motivation by increasing comfort, health, efficiency, and perceptions of organizational support (Anasi, 2020). In the public sector, where employees are responsible for providing services to the public, an optimal physical work environment is essential to maintaining employee motivation and performance. Therefore, public sector organizations must prioritize improving the physical work environment to improve employee motivation and performance (Cera & Kusaku, 2020). Elements of the physical environment, such as lighting, temperature, cleanliness, comfort, and equipment ergonomics, play a crucial role in creating a conducive work atmosphere (Schaufeli, 2017). A comfortable and supportive work environment can help reduce stress and fatigue levels and create a sense of security and comfort for employees, increasing their motivation to work harder and be committed to organizational goals (Pitaloka & Sofia, 2014). This study emphasizes that work motivation is influenced not only by psychological or social factors but also by physical factors that can affect employee comfort and well-being. In line with Yusuf et al. (2022) findings, a good physical environment can create a positive work atmosphere and support increased productivity and work quality.

The study's results support the hypothesis that work motivation affects employee performance and emphasize the importance of motivation in achieving optimal work results. As stated in management theories and organizational psychology, work motivation is the main factor that drives employees to work more productively and with quality (Jamal Ali & Anwar, 2021), so that employees who feel motivated, both by intrinsic and extrinsic factors, will tend to be more committed to their duties and responsibilities. Employees become more enthusiastic about achieving organizational goals and strive to provide the best results, which will improve overall performance (Al-Madi et al., 2017; Azmy, 2021). This finding aligns with previous studies that show a positive relationship between work motivation and employee performance (Kuswati, 2020; Pancasila et al., 2020; Riyanto et al., 2021).

The study's results also support that work motivation mediates the relationship between transformational leadership and employee performance. Transformational leaders who provide a clear vision, high motivation, and attention to employee development can create an environment that supports and inspires employees to achieve their best potential (Andersen et al., 2018; Steinmann et al., 2018). Leaders who show support and commitment to employee

welfare will increase their work motivation, which will then have a direct impact on improving performance (Jensen & Bro, 2018; Musa et al., 2018). Thus, work motivation is an important factor that strengthens the positive impact of transformational leadership on employee performance. High motivation can encourage employees to be more committed, work harder, and try to provide the best results, ultimately improving the quality of their work and productivity. Work motivation mediates the influence of the physical work environment on employee performance, which is also supported by the study results. This finding provides a more comprehensive picture of how a good work environment can contribute to improving performance through work motivation. A comfortable, safe, and supportive physical work environment—such as ideal room temperature, adequate lighting, cleanliness, and good ventilation—can create a positive work atmosphere and reduce stress levels, which ultimately increases employee comfort at work (Dulloh et al., 2024; Vischer & Wifi, 2017). When employees feel comfortable at work, they tend to have higher motivation to work harder, be more productive, and be more committed to organisational goals (Riyanto et al., 2021). This study confirms that a good physical work environment not only has a direct impact on employee physical comfort but also on motivation. High work motivation will encourage employees to try harder and focus on achieving better results. This study provides practical recommendations for organisations to design a more conducive work environment to increase employee motivation and performance, ultimately improving the organisation's overall performance.

## 6. Conclusion

This study contributes to the literature on transformational leadership, physical work environment, work motivation, and employee performance in the public sector. The results show that transformational leadership positively affects employee performance, directly and through mediating work motivation. This finding strengthens the theory of transformational leadership (Bass, 1985), which emphasizes that inspiring leaders can improve performance by increasing employee intrinsic motivation. In addition, this study confirms that specific aspects of the physical work environment, such as comfort, safety, and accessibility, affect work motivation but do not directly affect employee performance. This shows that psychological factors, such as motivation, are more dominant in determining performance than physical environmental factors.

The study's results also provide practical implications, which provide valuable insight for public sector leaders to emphasize transformational leadership more in improving employee motivation and performance. This study underscores the need for organizations to invest in leadership training oriented towards employee empowerment and inspiration. It also highlights the importance of paying attention to aspects of work comfort that can increase employee motivation, even though the physical work environment does not directly affect performance. Thus, organizational policies must consider motivational factors as a link between the work environment and employee performance, equipping leaders with the knowledge to make informed decisions.

This study has several limitations that the audience should be aware of. First, the study was only conducted in one local government agency in Indonesia, so the results may not be generalizable to other public sectors. Second, the method used was based on a cross-sectional survey, which cannot capture the dynamics of causal relationships longitudinally. Third, other external factors, such as organizational culture and incentive systems, were not included in the research model, even though these factors can also affect employee motivation and

performance. It is important to consider these limitations when interpreting the results and planning future research. Future research can expand the sample coverage to various public sectors and use a longitudinal design to observe the long-term impact of transformational leadership and physical work environment on employee performance. In addition, research can test other variables such as job satisfaction, organizational culture, or psychological well-being as mediating or moderating factors in this relationship.

Commented [D12]: Alasan dan sumber referensi

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6. 10 Mei 2025, penulis mendapatkan notifikasi dari tim editor yang menyatakan  
ACCEPTED

